

FINAL SUBMISSION: LEVELLING UP ROUND 2

2ND AUGUST 2022

SECTION 1: Introductory questions

What is the legal name of the lead applicant organisation?

North Somerset Council

Where is your bid being delivered?

England

Select your local authority

North Somerset

Enter the name of your bid

"If not now, when"? - a Levelling Up bid for the future of Weston-super-Mare, North Somerset

Does your bid contain any projects previously submitted in round 1?

Yes

Bid manager contact details

Full name

Jenny Ford

Position

Head of Development and Placemaking

Telephone number

[REDACTED]

Email address

[REDACTED]

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Weston-super-Mare
North Somerset
BS23 1UJ

Senior Responsible Officer contact details

Full name

Alex Hearn

Position

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Chief Finance Officer contact details

Full name

Amy Webb

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amy.webb@n-somerset.gov.uk

Local Authority Leader contact details

Full name

Cllr. Steve Bridger

Position

Leader of the Council

Telephone number

[REDACTED]

Email address

[REDACTED]

Enter the name of any consultancy companies involved in the preparation of the bid

Inner Circle Consulting

Enter the total grant requested from the Levelling Up Fund

£19979570

Investment themes

Regeneration and town centre

34%

Cultural

66%

Transport

0%

SECTION 2: Eligibility & gateway questions

Which bid allowance are you using?

Full constituency allowance

How many component projects are there in your bid?

3

Are you submitting a joint bid?

No

Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Tick to confirm

Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

Costings and Planning Workbook

Appendix 2A WsM

LUF_Package_Bid_Costings__Planning_Workbook_V2.00.xlsx

SECTION 3: Bid summary

Provide bid name

"If not now, when?" - A Levelling Up Fund bid for the future of Weston-super-Mare, North Somerset

Provide a short description of your bid

Our bid will transform Weston-super-Mare, delivering high-impact, high visibility projects to address some of the highest levels of deprivation in the UK.

We will:

- Boost our visitor economy by investing in much-loved but deteriorating heritage assets to create national visitor attractions and creative hubs.
- Reinvent and diversify our town centre, supporting our creative economy, independent retailers and food & drink innovators.
- Deliver wayfinding and quick win public realm improvements to increase footfall and spend and boost local pride in the quality of our environment.

Our residents will benefit from more diverse and higher quality employment; our employers from a town that attracts and retains talent; and our visitors from a year-round offer. Projects will bring further momentum to already changing perceptions, attract further investment, and create a positive cycle of ongoing change and reinvention.

Provide a more detailed overview of your bid proposal

This bid has emerged from strong partnerships forged through the creation of the Weston Placemaking Strategy, a ten-year vision for Weston's renewal. The Strategy is overseen by the Weston Place Agency, a cross-sector collaborative partnership to drive the delivery of the programme and transformation of the town.

The bid's three projects each contribute to a single vision for our coast and town centre, geographically marking the north, south and centre of Weston's seafront. They are high-impact, visible and deliverable, strongly supported by local communities and our MPs. Delivery will transform the seafront and high street, reinvent iconic heritage buildings, support local businesses, create new jobs, and promote further investment, delivering a year-round experience economy for the future.

PROJECT 1: A YEAR ROUND DESTINATION: a once in a lifetime opportunity to turn underutilised and vulnerable heritage assets on Weston's seafront into "must visit" destinations:

- Tropicana: reinvention of The Tropicana will build on the renewed role that it plays in the town's leisure economy following Banksy's Dismaland (2015) and the hosting of "SEE MONSTER" as part of UNBOXED 2022. LUF will enhance and expand rundown events space to create an attractive, four season 8,000 capacity facility, plus flexible workspaces for our emerging cultural and creative

economy.

- Birnbeck Pier: derelict and partially collapsed, Birnbeck Pier is one of six Grade II* piers surviving in the country and one of Historic England's most 'at risk' heritage buildings. Funding has been secured for the initial works required to make the pier safe and accessible; LUF funding will enable us to bring buildings at the pier back into use to fully restore the heritage, create a more complete visitor attraction, and to generate income to ensure a financially sustainable future.

- Marine Lake: tidal variance and dangers mean that Weston lacks a safe swimming facility, an essential for a coastal economy. NSC has invested in basic works to re-open Marine Lake; LUF funding will complete the restoration to create an attractive and accessible all-year round facility, tapping into the trend for outdoor swimming and attracting residents and visitors alike.

PROJECT 2: REINVENTING THE TOWN CENTRE: we will adapt town centre assets in NSC ownership to meet the needs of the changing economy, struggling as a result of macro-economic changes and the impact of Covid. In remodelling the Sovereign Centre (our main shopping centre) and six High Street units, we will create better, more flexible spaces to make the town centre more accessible for local, independent enterprises, and more attractive to residents and tourists, diversifying the offer and improving footfall and spend. External faces will be revamped to better tempt visitors from the seafront into the shopping areas.

PROJECT 3: CONNECTING SPACES AND PLACES: this package of wayfinding and public realm improvements ties together Projects 1 & 2 in creating intuitive and attractive routes to encourage movement between the destinations of the seafront and the town centre. Elements include heritage trails, measures to encourage active travel, street art and bold graphical interventions, plus more intensive "look and feel" improvements to intermediate destinations including the emerging cultural quarter at Grove Village.

Provide a short description of the area where the investment will take place

Our proposal is focused on Weston-super-Mare. A coastal town with a population of 88,000 (Census of Population projections 2020) and high levels of deprivation, our analysis suggests that Weston, if treated as a local authority in its own right, is comparable with Priority 1 areas, such as Scarborough, Folkstone & Hyde, and Sedgemoor.

Health and employment are particular concerns, with fragmented connectivity throughout the town and limited opportunities for well-paid long-term jobs.

Levels of deprivation are high, particularly in Central ward and South ward (IMD). At 7%, the unemployment rate in these wards is significantly higher than the rate for England (4%) and the rest of North Somerset (3%) (Claimant Count April 2022).

Central Ward is the focus for LUF investment, but South Ward residents will benefit from access to new and enhanced employment, attractions and connections.

Despite the challenges, Weston is a place of opportunity, with a population soon to overtake that of nearby Bath, close proximity to the economic hub of Bristol, easy motorway links via the M5, and rail routes to London in under two hours: great opportunities to generate transformative and long-term change.

Project geographies:

A YEAR-ROUND DESTINATION

The Tropicana at the south and Birnbeck Pier and Marine Lake at the north bookend Weston seafront, most of which is within Central Ward. They sit on new sections of the South West Coast Path and cycle routes opening in 2022 and 2023, linking Weston to the rest of the region and providing an ideal opportunity to tap into diverse new visitor markets.

Approximately five million visitors visit the seafront each year, but spend is seasonal and many tourists do not venture into the town centre. Most do not remain overnight due to a limited range of activities and facilities beyond the beach itself. Our bid will create significant new attractions to attract and retain visitors.

REINVENTING THE TOWN CENTRE

NSC owned retail space is located in the town centre, backing onto the seafront - but rarely visited by those who come to the town for the beach. The central High Street area adjoins the neighbouring areas of Grove Village, home to restaurants and theatres; and Orchard Meadows, an emerging focus for independent retailers. Our bid will diversify the town centre offer and improve the appearance of dual-facing units to attract footfall from the seafront.

CONNECTING SPACES & PLACES

This will connect the locations in Projects 1 & 2 to each other and to secondary destinations within and around the town centre. Interventions will focus on routes identified through the SuperWeston Placemaking Strategy ("The Constitutional" and "The Peculiar"), also enhancing wayfinding for new coastal paths and creatively promoting active travel in and out of the town and seafront areas. A heritage trail and murals will add to the offer, taking visitors to locations they might not otherwise find. Improvements to Grove Park at the end of the high street will provide an oasis of green and opportunities for community events amongst the otherwise urban environment.

Optional Map Upload

Appendix 3A - LUF bid map.pdf

Does your bid include any transport projects?

No

Provide location information

Location 1

Enter location postcode

BS23 2AD

Enter location grid reference

ST 31165 61837

Percentage of bid invested at the location

31%

Optional GIS file upload for the location

Location 2

Enter location postcode

BS23 1HL

Enter location grid reference

ST 31835 61513

Percentage of bid invested at the location

29%

Optional GIS file upload for the location

Location 3

Enter location postcode

BS23 1BE

Enter location grid reference

ST 31660 60610

Percentage of bid invested at the location

41%

Optional GIS file upload for the location

Select the constituencies covered in the bid

Constituency name

Weston-super-Mare

Estimate the percentage of the bid invested in this constituency

100%

Select the local authorities covered in the bid

Local authority name

North Somerset

Estimate the percentage of the bid invested in this local authority

100%

Sub-categories that are relevant to your investment

Select one or more regeneration sub-categories that are relevant to your investment

Commercial
Civic
Other Regeneration

Describe other regeneration sub-category

Culture & Heritage

Select one or more cultural sub-categories that are relevant to your investment

Arts and Culture
Creative Industries
Visitor Economy
Sports and athletics facilities
Heritage buildings and sites

Select one or more transport sub-categories that are relevant to your investment

Active Travel

Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

N/a - we have not submitted other bids for the works described in this bid.

In some cases (Tropicana and Birnbeck), bids have been submitted for related works and enhancements, but these are not dependent on the LUF funding (or vice-versa).

Provide VAT number if applicable to your organisation

131208420

SECTION 4: Equalities

Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

Our Levelling Up bid and projects stem from extensive engagement and outreach work in creating the SuperWeston Placemaking Strategy, in itself an exercise to promote good community relations and strengthen integration across the community. Delivery would build confidence in the partnerships that have emerged as a result and create further momentum around the vision for the town.

The bid has been designed to create the best possible quality of life and opportunity for everyone who lives in, works in, or visits Weston-super-Mare. The projects are aligned with the wider objectives of the Levelling Up agenda in offering an opportunity to enhance our economic, environmental and cultural offers, in such a way as to tackle entrenched and longstanding inequalities and poverty. The latter is particularly relevant in the context of the low levels of income and poor health experienced by many in the town centre area.

Delivery of the bid would bring significant positive benefits for individuals and groups facing disadvantage and for those with one or more protected characteristics. These include:

- Improved economic opportunities and support (jobs, training and self-employment opportunities) for those on a low income. Promotion of such opportunities will target those who have experienced health issues or disabilities that have previously prevented them from accessing such schemes (including mental health).
- Improved access to facilities and across the town for people with disabilities.
- Improved signage and wayfinding that will assist those with visibility impairments.
- Improved health and wellbeing benefits, including mental health benefits, through encouraging and facilitating access to the open air and facilities of Weston seafront and town centre. This is particularly relevant to people from groups with protected characteristics known to suffer from a higher-than-average prevalence of mental health issues, including those who are lesbian, gay, bisexual or transsexual.

North Somerset Council welcomes its responsibilities under the Equality Act 2010 and is committed to meeting them. Our bid is fully in line with North Somerset Council's Equalities Policy (May 2017), which can be viewed here: <https://www.n-somerset.gov.uk/council-democracy/equalities/equality-policies-reports/equality-objectives-policies>. An Equalities Impact Assessment (EIA) for the bid can be provided on request.

The detailed delivery of individual projects will be worked up in conjunction with community partners and will be subject to further EIA assessments. This will include, for example, ensuring that all new/regenerated spaces are designed to be as open and accessible as possible. We will work with established community and civic organisations wherever possible, for example the Weston BME Network, and the Weston Mudlarks, who will take on the day-to-day maintenance of Marine Lake.

SECTION 5: Subsidy Control

Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes

Does the support measure confer an economic advantage on one or more economic actors?

Yes

Provide further information supporting your answer

Project 1 (A Year-Round Destination): There are good grounds for concluding the council will not be an economic actor when using the grant for the decking works to Birnbeck Pier or Marine Lake since it will be delivering these works in its capacity as a public authority discharging various statutory functions, rather than as a commercial venture to generate revenue by providing goods or services on the market, or otherwise to commercially exploit the attractions.

Although there will be a charge for entry to the Pier, this will be a nominal charge only and, while it will contribute towards the costs of running and maintaining the Pier, it is not anticipated that the charges collected will be enough to fund the ongoing operation and maintenance of the Pier or to generate any profit for the council. The collection of the nominal entry charge is therefore a purely ancillary commercial activity which does not affect the overall assessment that the running of the Pier is a non-economic activity.

The provision of accommodation and café on the Pier can also be seen as purely ancillary to the main activity of running the Pier which, as outlined above, is non-economic in character.

Although the use of the grant to deck the Pier will create an indirect benefit for the RNLI, the RNLI is not an economic actor for the purposes of the subsidy control rules. It is a charity established for the purpose of saving lives at sea and in inshore waters, and is not offering goods or services when carrying out its main function as a lifesaving organisation. There is no market for this type of emergency service. Whilst the proposed operation of a visitor centre might involve ancillary economic activity (such as a small gift shop), there will be no charge for visiting and any economic activity will be very limited and clearly ancillary to RNLI's core activity as an emergency rescue service.

The council is an economic actor in relation to the Tropicana project. Although cultural activities can be non-economic when they are organised in a non-commercial way and accessible to the public free of charge, or for a charge covering only a fraction of the true costs, this will not necessarily be the case in relation to Tropicana and it is therefore prudent to assume that the council is an economic actor.

Project 2 (Reinventing Town Centre): the council is an economic actor in relation to the town centre project since it will be engaging in commercial property investment

and development activity.

Project 3 (Connecting Spaces): there are good grounds for concluding the council will not be an economic actor when using the grant for Project 3. The Project involves the delivery of improved public realm which will be open to all users without charge on a non-discriminatory basis and the council will deliver these works in its capacity as a public authority discharging various statutory functions, rather than as a commercial venture to generate revenue by providing goods or services on the market, or otherwise to commercially exploit the new and / or improved infrastructure.

Projects 1 to 3: The council intends to appoint any contractors commissioned under the Projects using competitive tender processes which comply with the Public Contracts Regulations 2015 (where applicable). Accordingly, the market will have determined the level of the charges, which means there is little risk of the council giving an economic advantage, and there is also unlikely to be an impact on trade or investment as the market will have been given the opportunity to bid.

Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

Yes

Provide further information supporting your answer

Project 1 (A Year-Round Destination): There are good grounds for concluding the council will not be an economic actor when using the grant for the decking works to Birnbeck Pier or Marine Lake since it will be delivering these works in its capacity as a public authority discharging various statutory functions, rather than as a commercial venture to generate revenue by providing goods or services on the market, or otherwise to commercially exploit the attractions.

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Project 2 (Reinventing Town Centre): the council is an economic actor in relation to the town centre project since it will be engaging in commercial property investment and development activity.

Project 3 (Connecting Spaces): there are good grounds for concluding the council will not be an economic actor when using the grant for Project 3. The Project involves the delivery of improved public realm which will be open to all users without charge on a non-discriminatory basis and the council will deliver these works in its capacity as a public authority discharging various statutory functions, rather than as a commercial venture to generate revenue by providing goods or services on the market, or otherwise to commercially exploit the new and / or improved infrastructure.

Projects 1 to 3: The council intends to appoint any contractors commissioned under the Projects using competitive tender processes which comply with the Public Contracts Regulations 2015 (where applicable). Accordingly, the market will have determined the level of the charges, which means there is little risk of the council giving an economic advantage, and there is also unlikely to be an impact on trade or investment as the market will have been given the opportunity to bid.

Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

Yes

Provide further information supporting your answer

As explained in more detail below, the council considers that only Project 2 (Reinventing Town Centre) has the potential to cause a distortion in or harm to competition, trade or investment. Although there are grounds for concluding that Project 2 does not have the potential to do so because of the essentially local nature of the units, the council has nonetheless completed the relevant questions to remove any risk there could be from relying on such an approach.

Project 1 (A Year-Round Destination): the proposed support for the Tropicana is not expected to have an effect on trade or investment between the UK and overseas, or an effect on competition or investment within the UK. The council has data for 2019 which shows that there were 5,336,100 total visits to Weston, comprising: 5.1m day

visits, 26,200 overnight visits by people travelling from overseas and 209,900 overnight visits by people travelling from within the UK. This means that just 0.49% of the total visits were from those who had travelled from overseas, which is easily small enough to conclude that there would be no more than a marginal effect on cross border trade or investment, if any. There is no evidence to suggest the visitors from overseas came to the UK specifically to visit either Tropicana or, more generally, Weston-super-Mare.

Furthermore, the 'product' at the Tropicana as supported by this bid is to be different from that offered elsewhere, with a focus on events with a capacity of 8,000. Other arenas and events in the wider area are either smaller or significantly larger in size; the Tropicana proposal will fill a gap in the market rather than compete with other operators.

Project 2 (Reinventing Town Centre): commercial property investment and development is an established cross-border economic activity. Although it would be possible to seek to rely on a "local impact only" argument, the council has been advised that it would be prudent to assume grant funding for Project 2 could affect both cross-border trade and competition, and competition and investment within the UK.

Project 3 (Connecting Spaces): this project involves the delivery of improved public realm which will be open to all users without charge on a non-discriminatory basis, and which the council will deliver in its capacity as a public authority discharging various statutory functions. As such, there is no potential to distort or cause harm to competition, trade or investment.

Public policy objective principle
Demonstrate below how your bid meets this principle

Overarching and specific objectives:

The LUF was set up to support investment in local infrastructure. Although the council has not seen the Government's explicit reasoning as to what specific public policy objective it is addressing, the intention from the LUF prospectus is to promote opportunity and development, where the market has failed to do so, equally across the UK (section 50 of the UK Internal Market Act 2020 empowers it to provide financial assistance for various purposes centred around promoting economic development, infrastructure and supporting cultural and educational activities).

It is reasonable to assume that the LUF grant for Project 2 (Reinventing Town Centre) will be consistent with this overarching objective as it will support investment in local infrastructure to promote opportunity and development where the market has failed to do so.

The specific key objectives that Project 2 seeks to meet are to: (1) reduce deprivation (eight areas in Weston-super-Mare are within the most deprived 10% in England); (2) diversify and increase employment opportunities (much private sector work is in retail, leisure and hospitality and is highly seasonal); and (3) reduce

underperformance of the town centre (retail vacancy rates are 23% compared to 14% nationally).

Rationale:

The grant is intended to remedy both a market failure and address an equity concern and is justified for the following reasons:

- (1) The Sovereign Centre and High Street have higher than the national and regional vacancy rates with national brands vacating premises (23% compared to 14% nationally). There is also less interest in large retail units than previously.
- (2) This has been exacerbated by the pandemic, which has encouraged a move to online shopping.
- (3) The Sovereign Centre and High Street are located in the Central Ward, which has 7% unemployment, which is higher than in North Somerset (3%) and England (4%).
- (4) The outcome of public consultation has indicated strong support for remodelling the Sovereign Centre and six High Street units in the way outlined in this LUF bid, which includes creating small retail spaces for independent traders.
- (5) The Sovereign Centre and High Street are in a key strategic location within the town centre but near the seafront and so present significant regeneration opportunities in line with LUF objectives;
- (6) Remodelling the Sovereign Centre and High Street units would help diversify the range of tenants and act as a catalyst by increasing footfall and spending in the area.
- (7) Project 2 (Reinventing Town Centre) is consistent with and will contribute to at least two of the 12 LUF key missions (increasing pay, employment and productivity, and pride in place, such as people's satisfaction with their town centre).
- (8) Project 2 (Reinventing Town Centre) cannot be delivered without the grant because of the council's inability to finance it and the market's failure to do so before the premises were acquired by the council. It will also address the equity rationale outlined above and so is justified as a legitimate public policy objective.

Outputs and outcomes:

The intended outputs and outcomes include:

- Investing in vacant spaces and underutilised heritage assets under the control of the council to further the regeneration of Weston-super-Mare and build pride in place.
- Creating spaces for new, and better employment opportunities for local people to address entrenched deprivation associated with seasonal / low wage jobs.
- Enabling new leisure and cultural uses in existing assets to revitalise and diversity the town centre offer.
- Improving wayfinding and signposting to encourage movement of people into and through the town centre from the seafront and other arrival points.

Additional comments:

Although the EU State aid rules do not apply to the grant, the General Block Exemption Regulation ((651 / 2014 / EU) of 17 June 2014, "GBER") is a useful

reference point as it sets out types of public financial support approved by the European Commission and EU, and it would therefore be difficult to challenge a subsidy to the extent it fits within a GBER exemption. The grant would be broadly consistent with aid permitted under Article 56 of GBER, which permits investment aid for local infrastructure as long as it is made available on an open, transparent and non-discriminatory basis for a market price. Local infrastructure is defined broadly as “infrastructure that contribute[s] at a local level to improving the business and consumer environment and modernising and developing the industrial base”. These conditions would be met in relation to Project 2.

Proportionate and limited principle
Demonstrate below how your bid meets this principle

The council considers that the grant for Project 2 (Reinventing Town Centre) is proportionate and limited to what is necessary to achieve the objectives for the reasons explained below.

The grant would fund 88% (i.e. £5.14m) of the estimated £5.78m Phase 2 costs for the Sovereign Centre project.

The funding will complement the already funded works (including Phase 1 works) to enhance the visibility and attractiveness of the asset, as well as create complementary spaces that will address gaps in the offer within the town centre that are unlikely to come forward under the current market conditions.

The council will carry the commercial risk associated with Project 2, including the risk of cost overruns.

Project 2 would not be commercially viable if the grant were instead provided as an interest-bearing loan or a repayable advance.

The council cannot identify any further funding that could be used instead of the grant, which is therefore necessary for it to proceed.

The amount of LUF funding sought has been kept to the minimum necessary to deliver Project 2. For example, contractors will be selected following an open and competitive procurement procedures in which value for money will be an important selection criterion, and costs will be monitored and verified by the council to ensure value for money.

If the grant were reduced, it would be difficult to achieve the policy objectives. Whilst the specific conditions in Article 56 of GBER do not have to be satisfied here, it is noted that up to 100% of eligible costs can be funded under Article 56, although the amount of aid must not exceed the difference between the eligible costs and the operating profit associated with the investment.

Change of economic behaviour principle
Demonstrate below how your bid meets this principle

North Somerset Council will be the sole beneficiary as it will receive the grant to contribute to the costs of Project 2.

Although there are strong public policy grounds to justify Project 2, the council has not been able to identify alternative sources of funding that could be used instead of the grant.

The grant will therefore bring about a change of economic behaviour because Project 2 will not be delivered without it.

Without the grant, the council will continue to operate the Sovereign Centre and High Street units at a loss, and no further capital investment on the scale envisaged for Project 2 will take place. This will further exacerbate the vicious cycle and lead to the further deterioration of the asset and loss of attractiveness to the market.

The change in economic behaviour will lead to a range of measurable outcomes and outputs in terms of scale and scope in addition to those currently achieved.

The council also confirm that no works which would be funded from the grant have started (excluding preparatory work to develop costings), which it understands is generally accepted as evidence that a project has not substantively started and so will not proceed without the subsidy.

Compensation of costs otherwise funded by beneficiary principle
Demonstrate below how your bid meets this principle

Please see the breakdown of costs for Project 2 accompanying this bid, which have been estimated by appointed cost consultants AECOM (see Appendix 2B – Project details and 8D - costs). These are not “business as usual” costs, and the council confirms that it is not under a legal duty to deliver Project 2. It is not therefore being compensated for costs which it would fund in the absence of the grant.

In addition, the costs to be funded from the grant will be for works and services awarded by way of competitive tender, which will ensure that no more than a market rate is paid and that there is therefore value for money and no indirect over compensation to contractors.

Appropriate policy instrument principle
Demonstrate below how your bid meets this principle

The council does not know what other policy instruments the government considered when deciding how best to structure the LUF, for example, tax breaks, loans or equity investment. However, the council suspects that grant funding was seen as the simplest, fastest and least distortive method of promoting economic development across the UK, particularly as the LUF is aimed at addressing market failure. This would be a reasonable conclusion taking into account the size of the LUF and the scale of the LUF agenda. It is considered that the same conclusion can be applied

specifically to the grant, particularly as it will be a one-off investment rather than, for example, ongoing revenue support.

It is also relevant that the grant would be invested in Weston-super-Mare, which should mitigate any potential distortive impact because it is not on or close to an international border.

The council would also note that it is unlikely Project 2 would be financially viable if the grant was provided as an advance or a loan with interest. This is particularly the case because of the relatively low land and rental values in the area and the fact that there is little evidence of the market diversifying the town centre without public intervention, and as a whole this is why the council has to apply for grant from the LUF and from other third parties.

It is therefore considered that using grant funding is necessary for Project 2 and that the objectives could not be achieved by less distortive means.

It is also noted by way of analogy that grant funding is an approved policy instrument under Article 56 of GBER.

Competition and investment principle
Demonstrate below how your bid meets this principle

The proposed use of the grant for Project 2 has been designed to achieve the specific policy objectives while minimising any negative effects on competition or investment within the UK, and it is not foreseen that the grant would have any significant negative effects on either.

The council considers that the only way of minimising any such impact further would be to reduce the amount of the grant, which would impact on achieving the objectives and so would not be a feasible option.

The council also notes that the grant will fund improvements to existing local infrastructure, which means the impact will be less than if new infrastructure was being built. Furthermore, the grant will be used towards capital costs, and so will be inherently less distortive than revenue support.

The council also considers that the effects on competition or investment in the UK are likely to be small because there appears to be little interest in the market in bringing forward these types of improvements.

Given the nature of the units expected to occupy the Sovereign Centre and the High Street units, it is not anticipated that Project 2 will divert shoppers from equivalent shopping areas in nearby towns (e.g. Burnham-on-Sea (11 miles away), Wells (20 miles away), Clevedon (12 miles away), Nailsea (15 miles away)) and so a distortive effect on competition within the UK is not expected. The primary audience is the residents of Weston, which has a population of approaching 100,000 and the units will be targeted at diversifying and complementing rather than competing with the high street offer, e.g. through workspace, local independent traders, arts and exhibition space, business and employment support, etc.

Net positive effects principle

Demonstrate below how your bid meets this principle

The council anticipates that the Government will have considered this principle in relation to the LUF scheme as a whole (to the extent that LUF monies are provided by way of subsidy).

It is therefore reasonable to assume that the council's use of the grant for Project 2 is consistent with this principle as long as it meets the criteria used for awarding LUF grants. Subject to that, although the grant could potentially have an effect on trade or investment between the UK and the EU, it is considered that any such impact would be negligible, and certainly not material, and that in any event it would be outweighed by the positive contributions listed below. The council's conclusion is based on the following reasons:

- Project 2 addresses a clear market failure in the town and meeting the identified objectives will generate a range of policy and related benefits which are essentially local in nature, meaning any impact on trade or investment would be minimal.
- The grant would be unlikely to preclude investment in similar projects of equivalent viability.
- The works required to deliver Project 2 will be procured compliantly under the public procurement rules, which means the market will be given the opportunity to bid for and deliver them.
- The revenue created from Project 2 (for example, business rates) will be used by the council to contribute to the public policy objectives or similar regenerative activity in the area.
- Even if there could potentially be an impact on trade or investment, this is a relatively small project in an area experiencing significant economic and workforce challenges, and it is therefore very unlikely that the impact would be material.
- Contracts awarded to deliver Project 2 will be procured openly and competitively under the public procurement rules, which means that the market will be given the opportunity to bid and deliver the works or services.
- The vast majority of visitors to the improved Sovereign Centre and High Street units will be from the local or wider regional area. This can be relied on as evidence that the subsidy would be likely to have a local impact only on trade and investment.
- Recital 75 in GBER acknowledges the important role of local infrastructure "for development of business and consumer environment and for modernising and developing the industrial base" and therefore that they can be supported to a limited extent within the parameters in Article 56 even if doing so would otherwise constitute State Aid. As a result, to the extent that there could be an impact on trade or investment, the fact that the grant broadly aligns with Article 56 suggests that it is the type of support deemed acceptable by the European Commission and EU in light of the positive impact. Although Article 56 does not apply to Project 2, it remains a useful reference point as both Article 56 and the UK subsidy rules must be consistent with the UK-EU Trade and Cooperation Agreement. In other words, the European Commission has in effect recognised that the benefits outweigh the negative effects provided certain conditions are met. This supports the conclusion that the positive contribution of Project 2 towards achieving the council's policy objectives will more than outweigh any negative effects.

The positive contributions of Project 2 are set out in full in the bid, but include to:

- Improve the Sovereign Centre and High Street units to contribute to the regeneration of the town centre in conjunction with related council projects such as renovating the Tropicana and Birnbeck Pier and improvements to encourage active travel between these areas.
- Increase the amount of rental property that is more suitable to small independent traders and so encourage development of the local economy.
- Help tackle inequalities in wealth by promoting year round employment in more sustainable services.
- Support and positively contribute towards the North Somerset Corporate Plan 2020-2024 and North Somerset Economic Plan 2020-2025.

Will you be disbursing the funds as a potential subsidy to third parties?

No

SECTION 6: Strategic Fit

Has an MP given formal priority support for this bid?

Yes

Full name of MP

John Penrose

MP's constituency

Weston-super-Mare

Upload pro forma 6

22.06.29 Penrose MP Proforma.pdf

Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?

1) Development of strategy & bid:

Our LUF bid projects flow from the SuperWeston Placemaking Strategy, created through extensive community and stakeholder engagement, setting a 10 year vision and delivery plan for the town. Residents, workers, business, institutions, community groups, the voluntary sector, investors and government agencies were all encouraged to take part.

Engagement on the strategy included:

1. Weston Wishes

Exhibitions and outreach sessions invited all local stakeholders to engage in the vision for Weston. Over 5,000 postcards were completed and displayed within the Sovereign Centre. Social media was used to encourage participation.

2. Weston Wanders

A community mapping exercise via 'walkabouts' around Weston to document thoughts and observations of the town. Over fifty people took part representing the communities of Central & South wards, highlighting what was important to them.

3. Work Weston

Focused on developing ideas about the future economic development of Weston's retail and workspace. Business leaders and stakeholders from North Somerset took part in a Placemaking Roundtable and workshops to discuss issues being faced by the business community.

Key findings included:

- ♣ The identification of the Sovereign Centre, Tropicana, Birnbeck Pier and Marine Lake as critical projects to support future growth by enabling the diversification of the year-round offer within Weston (including non-tidal swimming), drawing footfall into the high street, creating new workspaces, and spaces for food and drink, learning and cultural events.
- ♣ An interest in active travel including the need for improved wayfinding across the town supporting the movement of residents and visitors into and around the town and seafront on foot and by bike.

2) Ongoing partnership working & engagement

Work on the Placemaking Strategy led to the creation of the Weston Place Agency (WPA), through which partners from the public, private, community and voluntary sector provide collaborative leadership to deliver the programme. A collective letter from the members of the WPA Steering Group is included with this bid confirming their support.

The WPA forms part of an overall governance structure for the SuperWeston Placemaking programme which ensures that representatives from the business, community and statutory sectors feed into its development and contribute to the design and monitoring of initiatives. This role is reflected in our Monitoring & Evaluation plan which identifies measures that the WPA will contribute to collecting.

Other stakeholders confirming support for the bid include the RNLI (Birnbeck), Arcadia and other cultural partners (Tropicana), the Weston Mudlarks (Marine Lake) and both of the local MPs for North Somerset.

3) Project-specific stakeholder engagement and support:

This has included:

- Birnbeck Pier: The Council's facebook page received 27,500+ messages of support on the announcement that NSC would be taking back ownership. News articles about the council's work to bring the pier back into use continue to reach national and international audiences.
- Tropicana: We work closely with Culture Weston as the arts development agency for Weston, including on plans for the Tropicana. Private, community and voluntary partners remain enthusiastic about the potential of the building and of playing an active part in its future operation, reflected in the letters included with the bid. The Tropicana remains a high profile project repeatedly raised by residents as something they would like to see 'fixed'. In spring 2022 we co-commissioned an options appraisal for the Tropicana with Arts Council England, as part of our Priority Place programme. This has further informed the bid.
- The renovation of Marine Lake has been strongly supported by the community and by "The Weston Mudlarks" - a community organisation leading on its day-to-day management and future programming.
- Sovereign Centre and high street: engagement with workspace operators,

commercial agents, Weston College, and arts and culture groups identified the need for the town centre to be a positive, exciting, and creative place. The development of high quality flexible retail / activity / work spaces would contribute to this goal. We have recently appointed the Meanwhile Foundation to manage the first phase of remodelled space.

- Wayfinding schemes will be subject to further consultations, including with the Town Centre Business Improvement District (BID) and organisations representing those with disabilities.

Has your proposal faced any opposition?

Owing to the extensive community consultation as part of the various engagement programmes managed by the council, there is wide ranging support from residents and businesses for the interventions outlined in this proposal. This is demonstrated through the letters of support.

Some social media comments have expressed a degree of resistance to the Tropicana proposals because some residents would prefer the Tropicana to be restored as an outdoor swimming pool. This would require much more extensive capital works, beyond the reach of this fund, and is not financially viable long-term.

Our alternative proposals to transform the space for use as an outdoor events space have gained increasing traction and we believe confirmation of funding and the announcement of well-known partners will further increase the level of excitement around this proposal. The proposed restoration of Marine Lake would also provide an alternative free-of-charge option for those wishing to swim.

Beyond that, any negativity in responses has been focused on the desire to have certainty and pace of delivery, which Levelling Up funds would help secure.

Detailed work on delivery of projects will adopt a co-design approach to allow the council to capture the evolving aspirations of the community, and to adapt or respond to issues that may arise.

Do you have statutory responsibility for the delivery of all aspects of the bid?

Yes

Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

1) Longstanding deprivation:

If Weston, with a population of 88,000, were treated as a local authority in its own right, levels of deprivation would be comparable with Priority 1 areas, such as Scarborough, Folkstone & Hyde, and Sedgemoor.

Eight Lower Super Output Areas (LSOAs) in Weston are within the most deprived 10% in England. Argyle Avenue, Byron Road and Alfred Street – around which these

projects focus – are within the worst 2% (Source: Indices of Multiple Deprivation).

Deprivation is most acute in Central and South ward. At 7%, the unemployment rate in both wards is higher than North Somerset (3%) and England (4%) (Claimant Count April 2022).

Issues relating to life expectancy, skills, health and child poverty are also more acute. For example in Weston Central Ward, where our LUF projects will be delivered:

- > Nearly a third of the population have no qualifications (30.1%) and only 17.9% have a qualification level of NVQ4 or higher compared to 28.4% across North Somerset.

- > Nearly a third report having a limiting long-term illness or disability (31.4%)

- > A fifth of children (22.4%) live in low income families in relative poverty and 17.6% in low income families experiencing absolute poverty.

- > Average life expectancy is 75.3 years against the North Somerset average of 82.2. Healthy life expectancy for women is 56.6 years and for men 50.8 years.

(Data: 2011 Census; Indices of Multiple Deprivation)

2) Lack of quality employment opportunities:

Tackling deprivation requires better quality employment. Much private sector employment in Weston is in retail, leisure and hospitality industries, characterised as highly seasonal. More than two thirds of 9,000 jobs in these sectors in Weston are part time (Business Register and Employment Survey 2020).

3) Town Centre underperformance:

The pandemic and accelerating shifts to online retail have impacted on the town centre. Retail vacancy rates are 23% compared to 14% nationally (NSC April 2022). Loss of major brands is a significant outcome of this although demand for space from small/independent operators remains.

Residential values in the town centre are low with average property prices in Central ward at £171,000 and £178,750 in South ward compared to the North Somerset average of £300,000 (ONS Sept 2021). Few new homes have been built or come to market in recent years (NSC) although there are signs developers may now build homes for people seeking to move out of towns to coastal areas. The lack of new homes reflects a general lack of market confidence and viability, and perpetuates the problems of low footfall and seasonality of the economy.

Town centre challenges also include high perceptions of crime with particularly high rates of anti-social behaviour in Central ward (62.5 per 1000 April – May 2022 compared to 16.2 per 1,000 for North Somerset) (Police Data UK).

4) Lack of local engagement with the town centre and seafront:

During the summer, Weston welcomes c.5 million visitors (North Somerset Visitor

Survey 2020). However, spend per visitor is low and only a minority venture from the seafront into the High Street and surrounding areas.

Visitor numbers drop in the shoulder and off seasons. The pandemic has further compounded this issue with overall footfall levels reduced by c. 50% since the pre-pandemic period (Weston BID footfall data 2022).

Growth (housing and population) in Weston has primarily happened at the outskirts of the town. Anecdotal evidence is that local residents stay away from the seafront/town centre in summer due to over-crowding and fail to return in the quieter months, exacerbating the seasonality of the economy and undermining the viability of year-round trade.

Explain why Government investment is needed (what is the market failure)

Public investment in each project is needed to carry out capital works that will enable the operation of the attractions and facilities to become more financially sustainable. The main reasons for this requirement are:

- > Complexity and scale of projects. These mean that the scale of investment required is beyond that which the market can viably borrow to deliver.
- > Lack of market activity and investment in the area and its facilities: Weston's economy is insufficiently strong to secure investment of this level, although our assessments demonstrate market appetite once the initial investments are complete.
- > In some cases, the interventions are public open infrastructure.

Project 1: Year-round destination:

Birnbeck Pier: this site is a Grade II* listed heritage asset. The project is ambitious and complex and the capital costs are significant. Funding has been secured to deliver an initial phase of emergency works to render the site safe and accessible, however further investment (LUF) is needed to fully restore the heritage, create a more complete visitor attraction, and to put in place assets that will generate income to ensure a financially sustainable future.

The site has had a succession of private owners who have all failed to invest in the necessary repairs. The Pier closed to the public in 1994 as it was unsafe for general visitors.

North Somerset Council and the RNLI have worked with Historic England's specialists and have concluded that public/third sector intervention is required to undertake the capital works necessary to restore the site and enable public access once again, however, with a more updated 21st century concept. An outline business case has demonstrated that visitor receipts could cover the ongoing maintenance and operational costs but not recoup the capital investment.

Marine Lake: this is in effect public open infrastructure and has limited opportunity for commercial activity, although part of our bid is to install service points to enable food and drink concessions which will generate a small amount of income to assist with maintenance.

Tropicana: The Tropicana closed as a commercial leisure pool in 2000 and since then NSC has on four occasions sought to secure a commercial partner for this scheme. Each approach has failed since due to the scale and scope of capital works required.

Since Dismaland in 2015, NSC has operated the Tropicana as an event space. Whilst drawing an increasing audience the building requires significant investment to become a “plug and play” venue and to increase its capacity, making it to a wider range of promoters and event organisers.

Our plans are informed by an options appraisal, jointly commissioned with Arts Council England. This has concluded that:

"Due to the site's layout and current condition, NSC is unlikely to find a commercial or cultural operator to offer year-round operation...[but] with improved facilities, vision and a new delivery model, the operation [of the Tropicana] could be financially sustainable. This would begin the positive transformation of the site and leave open the option for future partnerships and further capital investment."

Project 2: Reinventing the town centre

The retail-focused Sovereign Centre and High Street have experienced high vacancy rates and low interest for large retail units – a condition worsened by the Covid-19 pandemic and continuing to threaten the future sustainability of the town centre.

In this context, feedback from across our centre manager, Business Improvement District, Chamber of Commerce and individual agents indicates that retail-focused units remain challenging to let and do not respond to the demand for smaller, more easily accessed workspace and / or retail units, or meet the opportunity of showcasing our emerging food and drink innovation sector.

Public investment is required to make that change and to kickstart the wider restructuring necessary for the local economy.

- Project 3: Connecting Spaces and Places:

These works are public open infrastructure. Low land values in Weston hamper private sector development, in turn limiting access to S106 / CIL for public realm works. Conversely, the proposed works have been planned to increase the attractiveness of the town centre to investment.

Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers

Location:

Weston-super-Mare is the focus for our Levelling Up bid due to its significant levels of deprivation. If treated as a local authority in its own right, Weston would meet the criteria for Level 1 areas under the Levelling Up Fund.

Within Weston, our focus is on Central and South Wards, which include much of the seafront and the town centre. Eight LSOAs within Central and South wards are within the most deprived 10% in England. Three LSOAs, around which these projects focus, fall within the most deprived 2%.

Nonetheless, Weston's population growth, good connectivity and existing assets (particularly heritage assets) provide a strong foundation for transformation.

Project selection:

The Weston Placemaking Strategy, developed with communities and partners, provides a clear vision and delivery plan for the transformation of Weston. It has the support of key partners across the town and provides a coherent, long-term framework for success.

The projects selected for our bid are identified as priorities within the strategy and reflect:

- > Strategic fit with local placemaking priorities and Levelling Up objectives.
- > The linkage between placemaking, town centre revival and the visitor economy.
- > Their potential to address our strategic challenges.
- > Deliverability in the LUF timeframe.
- > Maturity of plans.
- > Financial sustainability once capital works are completed.
- > Scope to be delivered to a high environmental standard and contribute to our zero carbon commitment.

Addressing the challenges:

Project 1: A year round destination:

Investment to fully restore and transform the heritage assets of Birnbeck Pier, the Tropicana and Marine Lake into multi-purpose, culturally-focused visitor attractions will address in particular the challenges of the lack of quality employment opportunities, longstanding deprivation and the lack of local engagement with the town centre and seafront:

- > The extended visitor season/new events and visitor spend created via the refurbishments of Birnbeck Pier, Marine Lake and the Tropicana will reduce seasonality and create all year-round tourism jobs.
- > Investment in the creative industries (at the Tropicana in particular), coupled with skills, employment and leadership support targeted at underrepresented groups and those furthest from the labour market will help provide routes out of deprivation.
- > A more varied range of activities and cultural programme will help to re-engage local residents with their town centre and seafront, giving them persuasive reasons to come into town, including out of season.
- > Greater resident engagement with easily accessible cultural and sporting activity at The Tropicana and Marine Lake will help individuals with health issues, including mental health.

Project 2: Reinventing the Town Centre:

Our investments in the Sovereign Centre and high street are specifically designed to address the challenge of our underperforming town centre. The investments will help accelerate the necessary re-structuring of the high street by providing smaller more flexible spaces targeted at independent traders and food and drink uses as well as being available for a wide range of purposes such as workspace and events/exhibition facilities for Weston's emerging creative industries. Turning large vacant retail spaces into smaller units will tackle town centre vacancies.

The investments will help to diversify and increase the range of quality employment opportunities available to those in Central and South ward, including those running or looking to set up their own businesses. This in turn will help with addressing deprivation.

A more animated and varied high street will encourage greater local engagement with the town centre area, increasing footfall and local trade.

Project 3: Connecting Spaces and Places:

Wayfinding and public realm interventions will support and enhance the outcomes of Projects 1 and 2. A better quality environment will increase local pride and engagement with the town centre and seafront, whilst the intuitive routes and trails will encourage footfall between the seafront and town centre, increasing spend in the local economy and helping to support jobs. A focus on pedestrian and cycle routes, including the links to new coastal routes, will encourage sustainable active transport which as well as having environmental benefits will also improve health and wellbeing through increased activity and enjoyment of the outdoors - including at the improved Grove Park area, where green space will provide an oasis of calm and an ideal location for community events.

Across all of the projects, the improved range of attractions and enhanced quality of environment will help in continuing to build momentum around Weston as an increasingly desirable place to live, work and spend leisure time - changing the town from an area of long-term deprivation and market failure into a destination that attracts investors and ensures a positive cycle of change.

Upload Option Assessment report (optional)

How will you deliver the outputs and confirm how results are likely to flow from the interventions?

We have set out our Theory of Change at the programme and project level in Appendix 6A - WSM LUF THEORY OF CHANGE.

The interventions will address the following context & market failures:
High levels of deprivation, including long-term unemployment, in central and south WSM, covering much of the town centre and sea front): through the creation of employment opportunities in more sustainable / growing industries, to be located

within Council-owned assets.

Requirement to diversify and increase quality employment opportunities: by encouraging different types of employers and uses to invest in WsM town centre, particularly at the Sovereign centre and Tropicana.

Underperforming high street with high retail vacancy rates and low land values & limited conversion of 5m visits annually from seafront area to town centre, limiting their economic impact: the interventions will improve the legibility and attractiveness of the town centre, helping move foot and cycling traffic from the seafront into the economic centre of WsM. This, in turn, will make the high street more attractive and benefit local traders.

Limited private sector interest in refurbishing and developing cultural assets to enhance the visitor economy and improve the placemaking attributes of the town: Our programme builds on the SuperWeston strategy, which sets out a clear way to encourage more inward investment and the transformation of Weston's economy.

The desired outcomes are to:

- Increase numbers of events across the year
- Increase “shoulder” and “off-season” visitor numbers
- Change visitor demographics
- Reduce level of town centre vacancies
- Increase consumer spending
- Change pedestrian flows and footfall across the town centre
- Improve resident, visitor and business and investor perception of WsM

Theory of change upload (optional)

Appendix 6A - WsM LUF Theory of Change.pptx

Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions

Our LUF bid and projects stem from the SuperWeston Placemaking Strategy, developed in conjunction with local communities and an extensive range of stakeholders.

The Strategy sets a ten-year vision and delivery strategy for Weston, including that:

"Weston will have an experience-based economy comprising of more valuable tourism, a vital and consolidated town centre and a thriving arts, culture and heritage sector... Weston will become healthier and a more active place, with persistent inequalities being addressed through inclusive economic growth to support local employment ... It will be a green and rewilded place that supports walking and cycling... a better-connected and nourishing place where digital technology, transport and wellbeing provided by the natural and historic urban environment supports productive distributed working...With a growing university centre supported by a thriving college, it will develop talent from around the world and throughout the community for a rapidly changing economy."

Each of our projects fits into this vision and into addressing the challenges identified in answer to previous questions:

- > Birnbeck Pier, The Tropicana and Marine Lake help in building a year-round economy, supporting the growth of the arts, culture and heritage sectors, and creating more sustainable local employment.
- > Investments in the Sovereign Centre and high street are to accelerate the changes necessary for the town centre, to create more varied, flexible and attractive spaces that open up opportunities for local independent businesses and new enterprises, animating the high street and encouraging visits and spend.
- > Wayfinding measures and public realm investments will better connect the attractions and destinations of the town, highlighting heritage assets and encouraging active and sustainable transport, as well as enhancing our natural and built environment.

All of these are tied together with supporting programmes (through UKSPF and other funds) with partners such as Weston College, targeting those who need the most support into employment, entrepreneurs ready to set up new businesses and/or to tackle individual personal issues such as health and wellbeing.

Set out how other public and private funding will be leveraged as part of the intervention

Each of these projects and the overall bid are designed to increase the attractiveness and viability of Weston as a destination for investment, particularly private sector investment. The capital works will unlock specific opportunities for income-generation and partner investment at the chosen projects.

Project 1: a year-round destination:

Birnbeck Pier:

- > Public funding has been secured via Historic England and the National Lottery for emergency works to restore the pier to safety and enable public access.
- > LUF-funded works will bring buildings on the site back into a useable condition and convert them so that they add to the attractions and generate income; a toll house (to charge entry to the pier), cafe and visitor centre.
- > These buildings are expected to be taken on by the RNLI, with whom the council is working, and who will also be building a new lifeboat station at the site (letter of support enclosed with bid).
- > There is strong interest from a quality heritage accommodation provider to take on the Pier Master's cottage, once restored, to provide holiday lets.

Tropicana:

- > As quoted above, the options appraisal report jointly commissioned by NSC and Arts Council England states that: "with improved facilities, vision and a new delivery model, the operation [of the Tropicana] could be financially sustainable. This would begin the positive transformation of the site and leave open the option for future partnerships and further capital investment."
- > Any such partnership and investment will need to be properly procured, however

there is strong interest from cultural enterprises in the area including Culture Weston/Theatre Orchard, Arcadia, Trigger, the Arnolfini, Headlong and Little Bulb, Letters of support from these organisations are included with this bid.

Marine Lake:

- > There are limited opportunities for commercial investment at Marine Lake, however the bid includes the installation of services for food and drink operators, enabling the letting of concessions to add to the attractions at the lake and to generate income.
- > Once fully restored, the lake will be suitable for community and commercial sports events and activities - there is particular interest from Triathlon operators.
- > A community group ("Weston Mudlarks") will take on the day-to-day operational running of the lake. This group will undertake fundraising collections and activities for the future upkeep and enhancement of the lake.

Project 2: Reinventing the Town Centre:

LUF interventions are specifically designed to attract and facilitate commercial investment, creating smaller more flexible units that are more attractive and affordable for independent / local enterprises and the creative sector. This responds to feedback from members of the Business Improvement District, the Chamber of Commerce and commercial agents.

Project 3: Connecting Spaces and Places:

Enhanced footfall and spend through better connectivity and wayfinding will create a positive virtual cycle of investment. A better quality environment will assist in improving the overall attractiveness of the town, for example in seeking to attract developers for town-centre housing sites.

Please see Section 8 for further details on match funding.

Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up

Our LUF bid aligns with NSC, regional, and national partner strategies, including:

SuperWeston Placemaking Strategy:

- > Ten year programme to create a new distinct place-identity for Weston, enhancing pride in place for future residents, employers, investors and visitors.
- > Weston Place Agency - a multi-sector collaborative partnership - established to oversee and drive forward delivery.
- > Programme identifies LUF projects as interventions to create a prosperous and resilient local economy and to improve the wellbeing and life-chances of Weston residents: "Weston will have an experience-based economy comprising of more valuable tourism, a vital and consolidated town centre and a thriving arts, culture and heritage sector... Weston will become healthier and a more active place, with persistent inequalities being addressed through inclusive economic growth to support local employment ... It will be a green and rewilded place that supports walking and cycling... a better-connected and nourishing place where digital technology, transport and wellbeing provided by the natural and historic urban

environment supports productive distributed working...With a growing university centre supported by a thriving college, it will develop talent from around the world and throughout the community for a rapidly changing economy."

NSC Corporate Plan 2020-2024: Priorities include:

- > Build thriving and sustainable places with welcoming and attractive facilities for local people to visit and work.
- > Improve perceptions of town centres enhancing pride in place while enabling new businesses to access affordable and high-quality workspace and support.
- > Enable collaboration with community and business partners to curate an attractive offer for Weston, utilising Council assets to leverage maximum benefits to the local economy and residents.

NSC Economic Plan 2020-2025 & Employment and Skills Strategy:

- > Create thriving places to live, work and enjoy.
- > Improve energy efficiency and carbon footprint of the buildings.
- > Enable four season tourism employment and creating higher value jobs.
- > Enhance destinations to grow the visitor economy.
- > Improve skill levels and enable people to access good quality employment.
- > Support business to access a talented workforce, boosting productivity, and supporting inclusive economic growth.

NSC Active Travel Strategy 2020 – 2030:

- > Promotes walking and cycling to enable improved public health.

NSC Heritage, Arts & Culture Strategy 2020 - 2030:

- > Seeks to create distinctive cultural destinations across North Somerset.
- > Positions heritage, art & culture as core drivers for participation, placemaking, talent development, creative sector growth and profile-raising.

West of England Combined Authority (WECA)

- > Local Industrial Strategy emphasises inclusive growth, with a focus on communities that face particular challenges accessing employment and skills options.
- > Regional cultural compact emphasises the role of cultural assets in contributing to placemaking.
- > Sustainable local visitor economy.
- > WECA funding has supported a first phase of Sovereign Centre remodelling.

Historic England (HE):

- > Project 1 responds to HE identification of Birnbeck Pier heritage asset at risk.
- > Project 2 could be expanded to include extension of High Street HAZ shopfront improvements, subject to HE match funding.
- > Project 3 leverages Heritage Action Zone assets including through heritage trail.

Arts Council England:

- > North Somerset identified as a "Priority Place" & "Levelling Up for Culture" location.
- > Tropicana redevelopment agreed as a shared priority between ACE & NSC.
- > LUF bid informed by jointly commissioned options appraisal.

Community Renewal Fund:

> Has pump-primed employability support programmes and micro-enterprise start-up support.

UK Shared Prosperity Fund (UKSPF):

> NSC draft Investment Plan includes support for start-ups and micro enterprises and support for people to access employment and skills support.

Explain how the bid aligns to and supports the UK Government policy objectives

This bid supports delivery of several of the key missions in the Levelling Up the United Kingdom White Paper (February 2022). Details are provided in answer to the specific question on that point.

The national significance of our projects is demonstrated through existing agency prioritisation of Weston:

> Historic England considers Birnbeck Pier to be one of the country's most at risk heritage assets, and is working with NSC and the RNLI on its rescue and restoration. In addition, Weston has secured and is delivering HAZ and High Street HAZ funding programmes, with NSC recognised as one of the leading local authorities in this field.
> The Arts Council England has classified North Somerset and Weston as one of its "Priority Places" 2021 - 24 and "Levelling Up for Culture" locations 2023 - 26. The Tropicana has been identified as a joint priority between ACE and NSC.

Other alignment with UK government policy objectives includes:

Build Back Better: Our Plan for Growth (2021):

> Seeks to boost infrastructure investment in all parts of the country to help to connect people to opportunity across the UK and help areas to Level Up.

Our bid focuses on Weston, recognising that it is comparable with Priority Level 1 areas for Levelling Up and prioritising investments that will improve its long-term economic sustainability and tackle deprivation.

Build Back Better High Streets (2021):

> Sets out the government's long-term plan to support the evolution of high streets into thriving places to work, visit and live promoting the redevelopment and diversification of town centres.

NSC proposed activity at the Sovereign Centre and High Street (project 2) will align with this goal via the development of more flexible, multi-purpose units. Project 3 (Connecting Spaces and Places) will drive footfall from the seafront to the town centre.

Net Zero Strategy: Build Back Greener (2021):

> Seeks to transform the UK nation into a zero carbon economy. One aspect of this involves reducing the use of carbon fuels to heat buildings. Our bid contributes to this agenda by installing low carbon technologies within Tropicana and the Sovereign Centre.

Gear Change – a bold vision for cycling and walking (2020):

> Highlights the UK government's vision for active travel – cycling and walking - as an instrument to promote health and well-being, a means to reduce congestion and promote footfall in urban areas.

Project 3 will significantly contribute to this objective, encouraging active travel, providing intuitive, safe and user-friendly routes and connecting with new sections of coastal routes between Weston and other destinations to the north and south.

Alignment and support for existing investments

Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality

Project 1: A year-round destination:

> Proposals at The Tropicana recognise its status as an ACE and NSC priority and will build on the legacy of the SEE MONSTER installation at the centre during summer/autumn 2022 as part of the national UNBOXED Festival.

> New sections of coastal routes are opening, connecting Weston to destinations to the south (June 2022) and north (2023), the latter funded by £4m from DfT as a Pier-to-Pier route between Clevedon and Weston. Our year-round destination investments mark the north (Birbeck/Marine Lake), south (Tropicana) and central (Sovereign Centre) points of this route as it passes through Weston, adding to the attractions along the route as well as ensuring they can be accessed sustainably.

> NSC has invested an initial £400k at Marine Lake to commence the process of bringing it back into use.

Project 2: Reinventing the town centre:

> NSC received just under £450k Reopening the High Streets Safely and Welcome Back fund grants from MHCLG/DHLUC. Significant sums were invested in Weston-focused activities, including improvements to street furniture, events and activities, promotional films and campaigns, and business support.

> £800k Heritage Action Zone (HAZ) and £1.1m High Street HAZ funding secured from Historic England from 2017 onwards. Notable elements within this programme have included the Shopfront Enhancements scheme, transforming several high-profile high street properties to their heritage condition - plus a further £120k HSHAZ cultural programme.

> £1.7m funding from West of England Combined Authority invested for early phases of Sovereign Centre transformation and in part forming match-funding for this bid.

Project 3: Connecting spaces and places:

Recent investments include:

- > 2020/21: £6.8m for town centre road infrastructure to facilitate sustainable travel and create a better arrival experience.
- > 2022: £7.5m creation of new bus interchange in town centre.

NSC is currently spending £45k on a wayfinding pilot, testing approaches that can be scaled up via LUF programme. This is also complemented by the Weston Wallz programme, delivered by Culture Weston and painting large-scale murals on 18 properties around the town to animate and brighten rundown locations.

Across projects, NSC offers a broad programme of business and resident support across the following programmes, which will be tied into the LUF investments:

- > Universal Business Support
- > Opportunity North Somerset (employability support for those furthest from the labour market)
- > Get Connected (IT support for start-ups)
- > Community Learning training and provision

Strands of this work have been supported through Community Renewal Fund and will feed into UKSPF delivery, complementing the measures to be undertaken through LUF.

Confirm which Levelling Up White Paper Missions your project contributes to Select Levelling Up White Paper Missions (p.120-21)

Living Standards
Transport Infrastructure
Skills
Health
Wellbeing
Pride in Place
Crime

Write a short sentence to demonstrate how your bid contributes to the Mission(s)

Living Standards / Skills:

> LUF investments will support the development of a more sustainable year-round economy for Weston and facilitate the restructuring of the high street / town centre economy. These will increase the quantity and quality of employment opportunities, and provide spaces for new and growing enterprises. Business support and employment and skills training will be 'wrapped around' through complementary UKSPF programming.

Transport infrastructure:

> Measures within the Connecting Spaces & Places project will promote walking and

cycling, both for leisure and for business / commuting. The restoration of Birnbeck, Marine Lake and Tropicana will provide landmark destinations at either end of the Weston sections of the English coastal route, helping to draw cyclists and pedestrians.

Health & Wellbeing:

> Measures aim to tackle long-standing deprivation and health issues in Weston, with the healthy life expectancy of men in Central Ward standing at only 50.6 years. Specifically, the investments will encourage active travel, outdoor swimming (Marine Lake), and cultural activity, which can assist with mental well-being.

Pride in Place:

> The enhancement of heritage, cultural and town centre assets, a better retail offer/more animated town centre, and the improvements to the look and feel of public areas will help residents to have more pride in their town. Improvements that facilitate additional cultural activity and events will draw in residents as well as external visitors, helping create better engagement with the local area.

Crime: Weston town centre has high levels of crime, anti-social behaviour and perception/fear of crime. LUF investments - particularly the high street improvements and wayfinding projects - will be developed in a manner to "Design Out Crime" including through increasing informal and formal surveillance. More indirectly, increased footfall, pride in place and community engagement, alongside the increased diversity of offer of things to do in the area, will seek to reduce the motivation for crime to take place.

SECTION 7: Economic Case

Provide up to date evidence to demonstrate the scale and significance of local problems and issues

All figures referenced in this section can be found in Appendix 7B: Supporting Information.

There are **POCKETS OF SEVERE DEPRIVATION** within Weston, particularly focussed on Central and South wards:

- Eight LSOAs in Weston within Central and South wards are within the most deprived 10% in England (ONS, 2019), with three LSOAs – around which these projects focus – falling within the most deprived 2%. See figure 7.1.
- Other indicators evidenced by Census data (2011) include high levels of unemployment, limiting illness, crime and anti-social behaviour, children living in poverty, and the proportion of the population working in elementary professions along with low levels of educational qualifications. These are particularly high (compared to the England average) in Central ward. See figure 7.2.
- Residents of Central and South wards have the lowest income in North Somerset, with pockets where the average income is 30% than the area average. See Figure 7.3: Average annual household income in target wards.

There are **FEW QUALITY LOCAL EMPLOYMENT OPPORTUNITIES** in the private sector:

- The target wards host a disproportionate high number of jobs in the visitor economy and residents working in this sector (Figure 7.4). In the central ward of Weston, the sector accounts for 40% of all employment (vs. 24% average for the rest of North Somerset and the England average). The proportion of these jobs held local residents is also very high, at 36% vs 27% England average.
- Two thirds of roles in the visitor economy are part time (NOMIS 2020) and many are seasonal. There are no major non-retail private sector employers within Weston town centre that can provide alternative high-quality employment. This has resulted in a high disparity between the income by residence vs income by workplace, reflecting the insecurity of seasonal work within Weston-super-Mare. A key focus of this bid – to lengthen the tourism season by augmenting cultural assets and the creative economy - will improve the quality of jobs in the visitor economy. There is also a need to help residents to access higher quality roles in other sectors via resources such as the Shared Prosperity Fund.

The town centre is **NOT APPEALING TO RESIDENTS OR VISITORS**:

- The pandemic and accelerating shifts to online retail have impacted retail vacancy rates particularly the loss of major brands (NSC, April 2022). There is a need to enhance the draw of Weston for both residents and visitors.

- To achieve this the town centre needs diversifying to provide an alternative offer. There is a strong demand from small independent operators (NSC), however, floor space associated with existing retail units is still geared towards larger brands (NSC). Developing alternative town centre employment and attractions can promote footfall. For example, appropriate, flexible workspace has been highlighted as an offer that can attract inward investment by the creative industry.

- Town centre footfall can also be augmented by investing in residential development. Residential values in the town centre are low in the target wards compared to North Somerset (ONS March 2022). Post-Covid there are some indications of interest from developers looking to build homes for those seeking homes in coastal areas (NSC and BID). NSC is currently seeking developers for existing town centre sites to complement the proposals in our LUF bid.

A SMALL PROPORTION OF WESTON'S 5M ANNUAL SEAFRONT VISITORS VISIT AND SHOP in the town centre:

- Easing of lockdown resulted in 103% increased footfall at the seafront in August 2020 (vs 2019). Located only 300 metres away – the high street experienced an increase of only 1.5% in the same period (NSC). Extending Wayfinding initiatives and the network of walking and cycling tracks through Project 3 should lead to increased footfall in the town centre and other cultural attractions.

Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues

The data underpinning the Weston bid is largely drawn from a range of unbiased formal national and regional sources of data. Where qualitative information is included this has been derived from large-scale consultation exercises that cover representative groups of the local population. The most up to date data is accessed. Where data is dated e.g. Census 2011, some information is used to indicate the likely current situation.

FORMAL DATA AND COMMISSIONED REPORTS:

- Interdepartmental Business Register (IDBR) NOMIS (2021): number of businesses that are registered for VAT or PAYE.
- Business Register and Employment Survey 2020 NOMIS: 100% sample: employees registered for PAYE.
- Index of Multiple Deprivation 2019: deprivation data for a range of administrative geographies built up from existing national data sources.
- Department for Work and Pensions Claimant Count NOMIS (Monthly): counts of the number of people claiming Jobseeker's Allowance and Universal Credit.
- North Somerset Joint Strategic Needs Assessment: provides current and future care needs of the local population in North Somerset including a range of ward and Local Authority level data drawn from existing County and National data sources.
- Income estimates for small areas (2018): ONS: Provides estimates of annual household income for 2018 – the latest available set of data. Information is provided for MSOAs but not for LAs or England.
- NSC data on footfall (Monthly): counts footfall via sensors that can detect mobile

phones.

- Retail vacancy rates (Quarterly): collected by North Somerset Council's Business Intelligence Team.
- Census of Population 2011 NOMIS: now somewhat dated but still able to provide unbiased 100% coverage. This data is used on an indicative basis where none other is available.
- Annual Survey of the Visitor Economy (2020): overnight and day tourism, local spend, business turnover and employment figures. This is based upon a variety of sources including SWRTB and Local Authority databases (tourist accommodation), 2011 census data (second homes), RYA (marina berths) and benchmarked against population numbers sourced from local authority and/or Registrar General's data.
- Active Travel Strategy (2020 – 2030): Specific metrics and case studies that have informed our assumptions plus linked data from Public Health England.
- House Price Index (HM Land Registry): ONS: median house prices by ward, Town and England and Wales. Latest data September 2021

QUALITATIVE EVIDENCE:

- Weston Wishes community consultation exercise (2018): a town centre consultation exercise conducted by NSC that invited residents to complete postcards detailing their vision for the town (more than 5000 were completed). The exercise took place in Central ward but included residents visiting the town centre from all wards.
- Weston Wanders (2018): community mapping exercise including 51 residents from a range of wards including Central and South wards. The walkabout was used to document thoughts and observations about the town.
- Work Weston (2018): a round table discussion with business leaders and stakeholders about the future development of retail and workspace in the town centre.
- Operators of cultural organisations: understanding of the existing client base and potential for investment.

Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions

Our “area of influence” in terms of new jobs created, new floorspace and new attractions is mainly Central ward where a disproportionately large number of residents live in poverty, many working within the visitor economy on low insecure incomes. We also intend residents of South ward, an equally deprived area, to benefit from these new opportunities: placemaking investments in Central ward are intended to impact the whole town by enhancing the attractiveness of the town centre for residents and inward investors.

Where possible we have provided data for Central and South wards and compared this with equivalent data for North Somerset and England. Where ward level data is unavailable we have used best fit MSOAs or LSOAs. This approach works well for national datasets from sources such as the IDBR, Claimant Count, Business Register and Employment Survey or DWP household income data.

Community consultation exercises used to inform the Weston Placemaking Strategy

linked with residents of target wards via community groups, ensuring a response relevant to need.

Data has also been used that has been collected for Weston as a whole. The council collects data annually on visitor spend and numbers, allowing for an analysis of performance at a town (Weston-super-Mare) level. Information on town centre footfall is accessed via street sensors.

Broader information on resident interest in other issues such as active travel is available for the town as a whole although the needs of deprived residents are a key consideration.

Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems

Culture-led regeneration has been used to facilitate employment creation and infrastructure redevelopment in other seaside towns e.g. Folkestone, Seaminster, Margate. This approach is also supported by reports such as “The Future of Seaside Towns” (The House of Lords 2019) or The Heritage Sector in England and its impact on the economy (Cebr, 2020).

The bid uses culture within the broader context of town centre diversification. The growth in online trading, fuelled by the 2021/22 pandemic, led to increased town centre shop vacancies. There is a need to re-imagine the town centre as a community space less reliant on retail, instead to include residential and workspace units alongside cultural developments to promote long-term viability.

As demonstrated by the theory of change model, this bid for Weston has been designed to respond to the critical issues of need within the town, particularly those that are derived from lack of investment in key assets and a poor diversity of offer.

PROJECT 1: A YEAR ROUND DESTINATION will address the need to tackle deprivation (Challenge 1) and the need to increase and diversify quality employment opportunities (Challenge 2) - by (i) increasing year round visitor numbers, and (ii) developing workspace to facilitate creative industry employment.

Increasing year round visitor numbers:

- The potential success of a refurbished Birnbeck Pier and Marine Lake in promoting year round visitor numbers was assessed by reviewing other similar sites e.g. see Pier Review: Sustainability Toolkit for British Seaside Piers, 2020 by Bournemouth University (et al). There is an opportunity to promote visitor numbers via new events and improved facilities.
- The Tropicana marketing team highlight a misfit between the nature of demand for event space and the offer currently available within the Tropicana. There is a particular need for “plug and play” facilities allowing travelling artists and events to set up equipment quickly and a need for a range of roofing options and enlarged audience capacity.

Facilitating creative industry employment by developing workspace at the Tropicana: Research undertaken for the North Somerset Creative Industries Support Plan

highlighted persistent demand for artisan workspace in Weston, partly fuelled by the overheating commercial property market in nearby Bristol.

Wayfinding in Project 3 will facilitate additional economic benefits by diverting increased seafront visitor numbers and spend generated by Project 1 into the town centre.

PROJECT 2: REINVENTING THE TOWN CENTRE: will contribute towards Challenge 3: The Town Centre is Underperforming and Challenge 4: Despite its close proximity, many visitors to Weston do not travel into the town - by enhancing the quality and diversity of the independent retail experience in the town centre thereby creating new all year round jobs. These will also contribute to tackling deprivation (Challenge 1) and the need to increase and diversify employment opportunities (Challenge 2).

Consultations with a range of agencies including e.g. property agencies, the Business Improvement District and Weston's Sovereign Centre have highlighted that large shop units are difficult to let compared to smaller spaces. The ease of letting smaller retail units on the open market and the success of initiatives such as pop-up markets and the Weston Collective – a CIC that rents shared retail space and sublets it to independent traders - highlights ongoing demand for small-scale retail units.

Using green retrofit technologies, a number of large, redundant retail spaces will be refurbished into smaller units in order to enable independent traders to move their operations into the town centre. Working in conjunction with Project 3: Connecting Spaces, the refurbished units will draw footfall from the seafront and encourage spend on the high street.

Project 3: CONNECTING SPACES AND PLACES - wayfinding delivering increased footfall within the town centre from the seafront, linking to newly opening coastal routes and via a new pedestrian "Heritage" trail to key heritage and cultural themed attractions.

Wayfinding, as a formal discipline emerged during the 1960s with pioneering work undertaken by Kevin Lynch (Image of the City 1960). Drawing from psychology and other disciplines, wayfinding seeks to understand how people interact with and understand the space they are in in order to find their way and understand the main features of a locality.

More than "signage", wayfinding also includes the presentation of attractive trails, entrances and clearly demarked geographical zones. Increasingly, digital apps/solutions linking with SMART City concepts are part of the system.

Wayfinding in Weston will draw learning from the "Legible Bristol" and "Legible London" initiatives which have successfully enhanced active travel to promote economic development, health and well-being. For example, footfall to Broadmead Shopping Centre improved as a result of Wayfinding activity in Bristol City Centre (Bristol Legible City 2001/02 Evaluation Report) whilst two thirds of beneficiaries who took part in the initial evaluation of the Legible London prototype considered that it

would make them more likely to walk to their destination and understand what was available to visit.

Details on data sources, assumptions and non-quantifiable benefits are listed below.

Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs

From an economic perspective, there is a range of evidence linking perceptions, improved public realm and high-quality public spaces to increased high street footfall, local expenditure and local land value. These arguments have been endorsed by the Institute of Place Management and embedded in its 25 key factors for town centre vitality which underpinned recent guidance for the government's Future High Street Fund.

The data and sources used to calculate the net benefits of the project are summarised below:

A. WIDER LAND VALUE UPLIFT: uplift to property values in the wider area due to public realm improvement and area regeneration

Assumption/forecast: properties in the public realm and regeneration interventions area were considered in alignment with MHCLG appraisal guidance.

- Number of properties was calculated to be 1,146 using ONS Output Area data based on a buffer of 200m as per MHCLG Guidance and research.
- Geographic Information System (GIS) data was used to find the number of neighbouring residential properties along with local land registry average house price information. CoStar data was used for the number and values of neighbouring commercial properties.
- Average property values were estimated to be £235,173 from recent HM Land Registry Data.
- An annual uplift 2.0% was assumed based on case.
- Benefit was modelled over 5 years in alignment with MHCLG appraisal guidance.
- A displacement of 25% was applied to the benefits calculated.

Quality of analysis/ evidence: Consistent with MHCLG appraisal guide; data sources: ONS, HM Land Registry, CoStar data platform.

B. CRIME REDUCTION: Value of crime reduction due to improved public realm, addressing vacancy and increasing active surveillance of key crime hotspots

Assumption/forecast: MHCLG Crime reduction toolkit was used.

- Average economic cost of crime of £1,175 was used as per the unit cost database.
- GDP deflator of 0.89 was used to bring 2016/17-unit cost to present value.
- ukcrimestats.com used to calculate annual crime within a 1-mile radius of the postcode of the centre intervention area as per MHCLG guidance. This was found to be 4,965 annual crimes.
- Crime reduction of 10% was applied as per MHCLG guidance as the intervention

would constitute a removal of a significant barrier to crime reduction in a location that directly addresses issue areas.

- Displacement of 75% was applied in accordance with MHCLG guidance for the crime reduction toolkit.

Quality of analysis/ evidence: MHCLG crime reduction tool guidance

C. ACTIVE TRAVEL: value of active benefits

Assumption/forecast: The Active Mode Appraisal Toolkit (AMAT) which was designed by DFT has been used.

- The AMAT appraisal period used was 30 years following the Green Book guidance.
- The baseline number of daily pedestrians estimated was 6,124 based on local population and National Travel Survey Data. This was cross referenced against Datscha footfall data where available.
- Pedestrian uplift was assumed to be 25% based on case studies of similar projects.
- The baseline number of daily cyclists estimated was 392 based on propensity to cycling estimates.
- Cycling uplift was assumed to be 20% based on case studies of similar projects.

Quality of analysis/ evidence: Technical Appraisal Guide (TAG) Unit A5.1 -DFT. Compliant with DFT methodology. Data sources: Datscha, National Travel Survey, Propensity to travel tool.

D. WELLBEING (CULTURE): value of people participating in culture:

Assumption/forecast: Methodology outlined by Department for Digital, Culture, Media & Sport by Fujiwara et al (2014) has been used.

- The new attractions that form part of this bid are expected to attract c190k visitors to Weston-super-Mare annually following various interventions, of which 25% is estimated to an uplift from current figures. This was calculated by considering the historic data and proposed business plans and looking at similar case studies. In order to prevent double counting, this was divided by a factor of 17.5 to estimate the number of 12,732 unique participants.
- Value of Culture was determined to be £1,084 based on the publication by DCMS.
- GDP deflator of 0.86 was used to bring 2014-unit cost to present value.
- A displacement of 65% was applied to the benefits calculated representing a proportion of the uplifted group of people is expected to have been engaged in culture elsewhere. This reflects data published by the Arts Council for cultural engagement in North Somerset.

Quality of analysis/ evidence: DCMS Guidance, Arts Council Data.

Explain how the economic costs of the bid have been calculated, including the whole life costs

The total economic cost of the programme is £22.5m. The total LUF economic cost is £19.5m. Match funding of £2.99m is included from other public sector sources.

This includes:

MATCH FUNDING at 13%

COST RISK & UNCERTAINTY: Extensive cost modelling has already been undertaken across the project, both by the council and by external consultants. This has ensured a level of certainty to the costs included as well as the assurance of an appropriate application of 10% contingency to account for any uncertainties.

OPTIMISM BIAS: We have assumed a 20% optimism bias applied to requested LUF funding (not the public sector match funded projects). The assumption is based on low project risks given the council's extensive experience in delivering capital development programmes and implementing similar initiatives and in light of the extensive planning undertaken to deliver this stream of works.

DISCOUNTING: With all project delivery intended to start within six months of receiving the Levelling Up Fund grant monies; the level of discounting appropriate to this bid is deemed to be minimal. As such, project costs have been adjusted to reflect the base year and discounted according to standard guidance within DCLG's Appraisal Guide and within the Levelling Up Fund Technical Guidance and FAQs.

Describe how the economic benefits have been estimated

The benefits below have been assessed to account for the cumulative impact of the proposals. These reflect the overall scale and scope of the interlinked interventions.

We have focused our assessment on the areas immediately adjacent to the interventions as they will experience the most attributable impact. Overall benefits are apportioned to each intervention in a manner proportional to the type of benefit vs type of intervention.

This includes:

WIDER LAND VALUE UPLIFT:

A 2019 CBRE study identified that regeneration areas experience on average an additional 1.5% uplift in value per annum over and above wider growth from the start of the regeneration. This premium increases to 3.6% when the regeneration program has become established - the point of realisation.

To look at the impact of the interventions on the value of properties in the wider area the following model was used. This model is in alignment with the technical guidance provided by MHCLG on wider land value uplift.

For the residential properties, Census Geography boundaries (Output Areas and Small Areas) and Census Households per Output Area (OA) data was used to calculate the number of properties within a 200m buffer as per DLUHC guidance and this resulted in 1,146 units.

The baseline value of the residential properties was calculated from the average value of residential properties in the locality which was extracted from HM Land Registry data and this was found to be £235,173.

To be as conservative as possible when capturing the benefits, only a 2.0% value

uplift was considered in this analysis.

CRIME REDUCTION:

The interventions will enhance and, in some cases, build in attributes relevant to crime prevention, as defined in the Home Office's Better Places report: clearer and well-defined access and movement, more active surveillance and activity, promoting a sense of ownership, and enabling greater management and maintenance.

Furthermore, through the creation of better quality jobs, we will also directly address residents' needs and prosperity.

Improvements are of an appropriate scale and location to directly address current hotspots in criminal activity, which shows hotspots of crime (particularly ASB) around the Sovereign Centre and the high street, and are estimated to reduce crime by 10% (See Figure 7.5 in Appendix 7B).

ACTIVE TRAVEL:

The introduction of new infrastructure, together with Behaviour Change is an integral part of achieving the projected uplift of 20% cycling and 25% walking. This will be enabled by the creation of new attractions along the seafront, together with enhanced signage and wayfinding to direct visitors to the high street.

Uplift in cycling and walking levels have been modelled utilising the DfT's Active Mode Appraisal Toolkit.

WELLBEING:

The expanded offer of the Tropicana, Birnbeck and the Sovereign Centre will result in cultural capital benefits, which have been measured using a welfare approach. DCMS have a bank of unit values covering cultural and heritage assets such as collections, movable heritage, landscapes and archaeology, and the built historic environment. This bank of values and associated guidance, only provides estimates of use and non-use values. The benefit calculated is based upon the use value of the assets, calculated on the basis of 12,732 net additional users who will experience increased access to culture and heritage.

Provide a summary of the overall Value for Money of the proposal

Key overarching assumptions include:

Figures have been estimated by creating a discounted impact model for a 10-year time frame. The appraisal period has been selected based on guidance provided by MHCLG.

As the proposed interventions will deliver concentrated regeneration across central Weston, a 10-30 year period has been selected to reflect the potential impact of investment. It is fully expected that all net costs and benefits are realised within ten years or less following the LUF investment.

As previously highlighted under Economic Costs, optimism bias of 20% has been applied to total capital costs.

The summary below highlights that, overall, the programme is expected to deliver 2.68 value for money which is very good.

As highlighted in this section, the programme is also likely to deliver a range of non-monetised benefits, relating to the ability of local residents to access economic and social opportunity, and linking impacts on overall prosperity, wellbeing and equality. The value for money of the programme is further enhanced when these benefit are taken into account.

ECONOMIC APPRAISAL OVERVIEW

The modelled Benefit-Cost Ratio for the bid is summarised below:

A. QUANTIFIABLE IMPACTS *

YEAR ROUND DESTINATION

Wider Land Value Uplift £16.2m

Active Travel Benefits £4.6m

Wellbeing £15.9m

REINVENTING THE TOWN CENTRE

Wider Land Value Uplift £10.9m

Crime Reduction £1.2 m

Active Travel Benefits £2.3 m

Wellbeing £0.84m

CONNECTING SPACES

Active Travel Benefits £8.4m

Total impact: £60.4 m

B. ECONOMIC COSTS *

Public sector costs: - £22.53m

Benefit Cost Ratio (A / B): 2.68

* All costs are at 2022/23 NPV.

[1] Costs are net, in line with the Appraisal Guidance, section 2.7-2.8.

Upload explanatory note (optional)

IF NOT NOW WHEN - WSM - Economic Impact and VfM explanatory note.docx

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR

2.68

Adjusted BCR

2.68

Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

The programme will deliver a range of wider benefits which have not been monetised; these have been established via the programme Theory of Change and will form a key area of focus for monitoring and evaluation.

The headline long-term outcome of the programme is that North Somerset / Weston residents enjoy a vibrant town centre, with spaces that support good work and celebrate local heritage. Over the medium-term this will be seen through improving the user experience, growing a sense of place and identity, diversifying uses, improving accessibility, strengthening the local economy, enhanced environmental performance and the improved health of local communities.

These feed from the short-term outcomes which are directly related to the delivery programme. While these are varied and have multiple cross-thematic impacts, they include:

- Supporting job creation locally: the projects will bring more people to visit Weston and North Somerset, with additional town centre spend generated to support more jobs across the town.
 - Supporting enterprise and business growth through the provision of more flexible and affordable places of work.
 - Reducing levels of inequality and polarisation, by prioritising equal access to opportunity, and new pathways for those currently excluded, including better local wages.
 - Enhancing overall levels of health and wellbeing for North Somerset residents.
-

Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid

Below are the risks and uncertainties that could affect the overall VfM of the bid:
PROGRAMME COSTS – While capital investment always includes a degree of uncertainty, the delivery risks are considered to be low given the detailed planning undertaken. Optimism Bias has been applied across all investments to build in this degree of risk and ensure it is accounted for within the Value for Money Assessment. The sensitivity analysis considered a negative scenario where costs increased by 20% and this would reduce the BCR from 2.68 to 2.23.

LOWER THAN PROJECTED LEVELS OF BENEFITS - Modelling of the economic benefits has been largely conservative, and there is a strong degree of confidence that the project's figures are realistic. If benefits fell by 20% then the BCR would be 2.14.

HIGHER COSTS AND LOWER BENEFITS

Even if a cost increase of 20% coincided with a benefit decrease of 20% the BCR

would be 1.79 which is considered acceptable.

REMAINING ECONOMIC UNCERTAINTY RELATING TO THE PANDEMIC AND WIDER MACROECONOMIC CONTEXT - The programme is designed to respond directly to these uncertainties, increasing the attractiveness and relevance of Weston-super-Mare

Please see sensitivities analysis table in figure 7.6, Appendix 7B.

Upload an Appraisal Summary Table to enable a full range of impacts to be considered

Appraisal Summary Table 1

Upload appraisal summary table

If not now, when - Appraisal Summary vF.docx

Additional evidence for economic case

Additional evidence 1

Upload additional evidence

Appendix 7B - WsM LUF supporting information.pptx

SECTION 8: Deliverability

Confirm the total value of your bid

Total value of bid

£23019797

Confirm the value of the capital grant you are requesting from LUF

Value of capital grant

£19979570

Confirm the value of match funding secured

£3040227

Evidence of match funding (optional)

151 letter confirming match-funding.pdf

Where match funding is still to be secured please set out details below

Not applicable. All match-funding referred to in this bid is confirmed.

Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

Not applicable

Upload letter from an independent valuer

Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

Not applicable. VAT will be fully recoverable as all projects are/will be NSC assets.

Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget

Cost estimates are based upon design information, as per Appendix 3B – Details of interventions. These were estimated by professional cost consultants AECOM in July 2022, and where relevant the appropriate rates of inflation have been added. The Estimate is based on current prices uplifted to 2Q 2024 (assumed mid-point for works).

Where existing information was used (for example, utilising previous quotations provided for works) this was updated by AECOM and revised for inflation.

See Appendix 8D for a detailed breakdown of costs and specific sources of data, by project.

AECOM have made allowances for certain scope items that have minimal

information but for which the development of further detail to be costed is allowed for within the programme. These allowances will need to be continually verified as the survey inspections are undertaken and the design develops. [REDACTED]

[REDACTED]
Tropicana repair to seaward facing walls in the sum of £300,000
Sovereign refurbishment of High Street external fabric in the sum of £1,575,000
Connecting Spaces & Places allowance for Heritage Trail Artwork / Information boards in the sum of £150,000

Provide information on margins and contingencies that have been allowed for and the rationale behind them

Appropriate levels of margins and contingencies have been allowed based on a detailed assessment of the level of risk associated with the proposed works and informed by industry standards and case studies for local / similar projects:

- > Contractor Overheads and Profit: 10%
- > Contractor Preliminaries: 15%
- > Fees: 18%
- > Contingency: 10%
- > Tender price inflation: 8%
- > Optimism Bias: 20%

Due the current volatility in the UK Construction industry, it is expected that the estimate will be periodically reviewed to verify that allowances are sufficient and that anticipated programmes are achievable.

Construction prices continue to be affected by Brexit, Covid-19 and the Ukraine war. The assumed OB reflects this volatility.

Full details of costs and contingency amounts are provided in Appendix 8D.

Describe the main financial risks and how they will be mitigated

1) Securing no LUF grant, or a value of grant that is lower than requested:

As around 85% of the funding for Weston's proposals will come from the Levelling Up Fund, a failure to secure LUF funding would remove our ability to deliver the transformations described.

If a reduced level of LUF funding was granted then prioritisation of interventions would be required. This would in theory be possible as the bid comprises of several projects with multiple components, however it would significantly undermine our ability to deliver the benefits detailed in the Economic Case and would negate the transformational combined effect of the package of interventions we have proposed.

NSC has committed c. £3m match-funding to the bid. This money is already secured within our Capital Programme and would enable a much more limited set of interventions to be carried out without LUF funding. These would be focused on the

Tropicana and Sovereign Centre only and would not enable any of the other interventions or associated benefits.

Decisions on any prioritisation required would be informed by technical specialists and determined through the established governance structures described elsewhere in this section.

2) Failing to secure internal Council funding: all values listed as council match funding in this bid proposal are already secured and confirmed in our capital programme – as such, the risk is closed.

3) Failing to secure third party match funding: delivery of the bid does not include any reliance on third party funding; all match-funding is from NSC as above.

4) Inflation and cost over-runs: to mitigate against the risk of cost overruns, cost estimates will be updated at each stage of the design programme, with advice from specialist external cost consultants. Throughout the design process, value engineering possibilities will be considered regarding how specification could be adapted to the budget, enabling quick changes at point of contract should cost pressures occur. For schemes on the public highway, use of term contractor gives increased certainty around costs avoiding market fluctuations.

Given it is impossible to fully mitigate against every possible risk event that may put upwards pressure on delivery costs, all of the proposed interventions have contingency and optimism bias allocated in the budgets to account for potential unexpected increases in costs.

Our Section 151 has signed the proforma for this bid, accepting that the risk in relation to cost increases will sit with the council.

5) Inability to defray expenditure in 2022/23 financial year: to mitigate against this risk, NSC has agreed to fund preparatory works (surveys, feasibility etc) to be undertaken at risk ahead of funding announcements. In addition, Project 3 comprises a range of small-scale interventions, many of which do not need complex planning or other consents. Whilst our Delivery Plan takes a relatively cautious approach to timescales for the project, the council is actively exploring options to bring forward more rapid delivery of a number of the interventions and anticipates that 'on the ground' delivery will be visible by the end of the financial year.

6) Breach of Subsidy Control regulations: specialist legal advice has confirmed that all proposed interventions comply with Subsidy Control rules; this is detailed in Section 4. Procurement of contractors will follow national regulations and local policy, as detailed elsewhere in this section.

Upload risk register

Appendix 8B - NSC LUF2 Risk Register_V0.3.xlsx

If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below

Not applicable. Whilst we work closely with partners, none will have a direct interest in the delivery stage of these projects.

What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?

Not applicable. Whilst we work closely with partners, none will have a direct interest in the delivery stage of these projects.

Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted

A. STRATEGIC CONTEXT:

NSC has an extensive track record of capital project procurement and is currently managing a capital programme of over £200m.

For full details of our strategies and policies, please see our Procurement Strategy, Social Value Policy and Local Supply Policy, available at: <https://www.n-somerset.gov.uk/business/tenders-procurement/procurement-strategy>.

These set out how the council ensures compliance both with national and international regulation, and with local policies and objectives, learning also from best practice elsewhere.

B. SCOPE OF REQUIREMENTS:

The main requirements to be procured under this programme are as follows:

Birnbeck Pier:

- > LUF funding will complete the restoration of public realm and renovate and convert a range of buildings to be suitable for new uses (incl. cafe and a holiday let).
- > Pier is Grade 2 listed, therefore works will need to conform to listed building requirements and consents.
- > LUF works will be contracted solely by NSC.
- > Procurement will need to appoint qualified and competent contractors able to work in a heritage and marine context.

Marine Lake:

- > Draining and dredging of lake to remove built-up silt.
- > Improvements to walkways, steps, ramps and street furniture.
- > Installation of beach hut style shower facilities.
- > Installation of services (electric etc) for food concessions.
- > Works require specialist contractors with knowledge of environmental permissions and marine conditions as well as understanding of heritage context.

Tropicana repairs and improvements:

- > Repairs to the roof and fabric of the building housing the bar and performance space, including repairs to external wall forming part of flood defences.
- > Improvements of the main arena space including resurfacing, installation of new services and anchor points for temporary structures.
- > Creation of new flood proof exits to increase capacity to c. 8,000.
- > Would need to be let in such a way as to allow for closure of the Tropicana, may require phased approach.
- > Works require contractors with good knowledge of environmental permissions and marine conditions as well as understanding of heritage context.

Reinventing the Town Centre:

- > Works to convert larger units and upper areas in the Sovereign Centre into smaller units.
- > External works to Sovereign Centre to enhance facades and attract footfall from seafront side of building.

Connecting Places & Spaces:

- > Design, fabrication and installation of new signage.
- > Likely to include research into how to improve wayfinding, as well as implementation of the solution.
- > Remodelling of Grove Park entrance including relocation of toilet block, hard landscaping and planting.
- > Street art and graphical interventions, will require understanding of permits & licences, working in the highway etc.

Whilst the above outlines the scope of the works required, the specific contracts that will be procured will not be finalised until the market analysis and design phases are completed.

C. ROUTES TO MARKET:

Given the mixture of generalist and specialist requirements of these projects, it is anticipated that each of the main elements will be procured separately. Opportunities for combined contracts will be explored - for example across the three heritage assets - however such opportunities are thought likely to be relatively limited.

Whilst this entails additional officer work in procuring different contractors, it has the advantage of enabling the council to more effectively manage the programme of works, so that 'quick win' lower value or initial phase projects can move forward in advance of the more complex schemes.

Potential routes to market to procure our requirements include:

- > Established NSC frameworks and Dynamic Purchasing Systems (DPS) for Minor Works.
- > Established government frameworks, e.g. CCS Construction Works and Associated Services, NEPO Civil Engineering and Infrastructure Framework.
- > Other available construction frameworks such as Scape and Hampshire CC Gen 4
- > Open tendering.

More detailed procurement routes for this programme will be set out in the Procurement Plan and will be dependent on the individual projects and feedback from the pre-tender market engagement. However initial views are that:

- > DPS for Weston Shopfront improvements is likely to be suitable for lots of the Sovereign Centre and high street work.
- > Much of the wayfinding work could be provided by our Highways Term Maintenance and Grounds Maintenance contractors.
- > Tropicana works and improvements could be provided by a combination of works contractors under CCS and other frameworks, or if synergies between pieces of works are identified they could be packaged and provided by a single contractor.
- > Birnbeck Pier and Marine Lake works will require specialist contractors, and we may use contracting options that are available to partners with more experience in this area.
- > Design services can be provided from a range of frameworks, e.g. WECA Professional Services.

It is not anticipated that funds will be passed to third parties. However in the event that this is required, this will be subject to the terms of the LUF funding agreement and Subsidy Control requirements. Any recipient would be contractually bound by the same terms as NSC, including the requirement for compliant procurement, as well as any monitoring and evaluation responsibilities.

Contracting for operation of facilities will follow the same principles above, depending on the value of contract.

D. MARKET ANALYSIS:

During the summer and to avoid delay to subsequent delivery, NSC will commence pre-market engagement. This will inform the detail of the procurements, help us better understand current and potential suppliers, and enable us to explore potential innovations to drive best value.

Significant aspects of the work are viewed as low risk and non-complex, therefore it is proposed that market engagement on those elements is generally limited to the suppliers on the relevant frameworks. However Project 1 in particular will require engagement with specialist contractors, and we will take advice from partners such as RNLI, Historic England and Natural England.

E. CONTRACT MANAGEMENT:

Effective contract management will mitigate against financial risks within contracts, as well as delivering a range of non-commercial benefits such as high quality services and outcomes for service users, lower service risk and additional social value during the life of the contract.

We will produce Contract Management Plans for contracts over £100,000, to drive better upfront planning as to how activities such as performance monitoring, management of change, review meetings, spend management etc will be

undertaken during the post contract award phase.

The contracts will be managed in accordance with these Contract Management Plans, by experienced professionals from our Major Projects Team.

F. CLIMATE EMERGENCY:

In February 2019 North Somerset Council declared a Climate Emergency and in November 2020 an Ecological Emergency. The council has pledged to provide leadership to enable North Somerset to become carbon neutral by 2030.

Any procurement undertaken by the Council will support the declaration by making sure that spending decisions consider and minimise whole life cycle CO2 emissions associated with the delivery of goods, works and services, recognising that in some cases this will need to be reflected in budgets.

Each procurement will have an Environmental Risk Assessment undertaken as part of the Procurement Plan, which will provide the means to agree specific actions in six key elements of the procurement process.

The Climate Emergency section of the Procurement Plan will clearly set out the following agreed actions:

- > Pre-qualification: how we will use the SSQ to ensure that all suppliers who bid for the contract meet the required standard in terms of their own overall environmental performance.
- > Specification: how environmental benefit will be considered in the design of the service/goods being procured, and the specific requirements that the supplier will be contractually obliged to deliver.
- > Tender evaluation: what tender questions will we ask of bidders so that they make specific proposals to consider environmental factors, and what weighting will be allocated to these questions.
- > Social Value: how we will use Social Value to secure commitments from bidders that are focused on our own desired environmental outcomes.
- > Contract management: the actions above should provide the mitigation for many of the risks identified in the Risk Assessment process. We will also list the residual risks that we intend to manage through strong contract management.

G. SOCIAL VALUE

It is a standard NSC requirement that Social Value will form 10% of quality criteria. This can take the form of specifically commissioned performance obligations, or a more open invitation to suppliers to propose their own approaches. The latter is typically favoured as it allows more innovative and varied proposals.

Performance is delivered and measured using the national TOMs framework, with assessments led by specialists from within NSC's Strategic Procurement Team and reported through the wider governance set out elsewhere in this bid.

H. TIMESCALES:

Estimated timescales, assuming an at-risk 1st August 22 start date for the procurement stages of the programme are shown below:

Governance:

> Establish Project Team, Commissioning Plans, RAID Logs, Decision Pathways etc (Aug 22/Sep 22).

Design:

> Pre-Procurement (Commissioning & Procurement Plan / Mini Comp Docs / Specification / SVP Portal / Climate Risk Register) (Aug/Sep 22).

> Mini-competition (Sep/Oct 22).

> Evaluation and Award (Oct 22).

Market:

> Map contracts to selected frameworks (Aug 22).

> Market engagement (Sep/Oct 22).

Low value/risk contracts (assumes in house design/documentation):

> Pre-procurement (Sep 22).

> Tender/Mini Bid (Oct/Nov 22).

> Evaluation and Award (Dec 22).

Main contracts:

> Pre-Procurement (Sep/Nov 22).

> Tender/ Mini-bids (Dec 23 - Mar 22).

> Evaluation and Award (Apr 22).

Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?

All procurement processes and contractor management will be led and managed by the appointed project manager from within North Somerset Council, with specialist support from in-house Strategic Procurement and Finance officers. It is not proposed that any of the procurements will be led by a third party.

Please see answers to questions below as to the expertise and skills of these teams and for details of our governance arrangements.

Are you intending to outsource or sub-contract any other work on this bid to third parties?

NSC will use a combination of existing internal resources and external consultancy support for compliance and project management activities. It is anticipated that external resources will be procured for:

> Design contracts.

- > Specialist Design and Technical Support: external independent support with design and technical services.
- > Professional Consultancy Services: to assist NSC with external independent project management, contract administration and quantity surveying services, including Employers Agent services.
- > Any additional specialist legal services required.
- > Construction contracts.

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes

Market engagement:

As above, we will engage in early and pro-active market engagement to ensure that an appropriate range of informed and qualified suppliers are aware of and engaged with this procurement opportunity.

Due diligence:

Initial stages of each procurement will include substantial due diligence requirements. Our standard pre-qualification questionnaire includes (but is not limited to) requirements for the following:

- > Full details of supplier, Persons of Significant Control, immediate and ultimate parent companies (including, for example, registered office, company registration number, and registered VAT number).
- > Name and legal structure of group of economic operators (if applicable), with full details of sub-contractors and the % of contract applicable to each.
- > Checks on mandatory grounds for exclusions (examples include participation in criminal organisations, corruption, fraud, human trafficking, etc).
- > Checks on discretionary grounds for exclusions (examples include breach of environmental regulation,; bankruptcy, grave professional misconduct, etc).
- > Information on financial & economic standing, normally evidenced through a copy of audited accounts for the most recent two years and including Parent Company accounts and guarantee where appropriate.
- > Relevant experience and contract examples, requiring a minimum of three relevant references.
- > Confirmation of compliance with annual reporting requirements in relation to the Modern Slavery Act 2015 and provision of a copy of most recent report.
- > Evidence of relevant levels of insurance for Employer's Liability, Public Liability, Professional Indemnity Insurance and Product Liability.
- > Self-certification of accredited SSIP membership for Health and Safety or other agreed alternatives. Bidders who reach later stages of procurement are required to provide copies of their Health & Safety policies.
- > Checks on compliance with Equality and Diversity legislation and provision of supplier's Equality & Diversity Statement. A minimum 4 out of 5 marks must be scored by this policy if suppliers are to pass through to later stages of procurement.

Information submitted is checked by relevant specialist colleagues within NSC for

example from our Audit and Equalities Teams.

Contractors appointed via framework agreements or on term contracts will have already demonstrated compliance with the above .

Contract management:

The majority of contracts funded through LUF will have a value of more than £100,000, triggering a requirement within NSC for the creation of a Contract Management Plan (CMP).

CMPs drive better upfront planning as to how activities such as performance monitoring, management of change, spend management etc will be undertaken during the post contract award phase. The plans are agreed with the supplier, acting as a single point of record, and typically include:

- > Contact details of the parties.
- > Overall contract objectives.
- > Arrangements for Performance Management.
- > Required Management Information and reporting requirements.
- > Arrangements for Review Meetings.
- > Risk Management Strategy.
- > Governance (including roles & responsibilities, issue & dispute resolution, poor performance, stakeholder engagement, and contract review & closure).
- > Financial performance.

The contracts will be managed in accordance with these Contract Management Plans, either by experienced professionals from our Major Projects Team or by external consultancy services depending on the form and nature of the contract required for each sub-project.

Key Performance Indicators will be specified and reported against monthly as part of the contract management process in order to ensure delivery of services to time and budget, as well as to support the overall achievement of project outcomes. These will be reviewed on a monthly basis by the relevant Working Group and Senior Project Manager, with necessary action implemented should data show performance being below the thresholds agreed at project initiation.

Social Value will be delivered and measured through the National TOMs Framework for each contract, to be monitored by the Working Groups, Senior Project Manager and NSC Procurement team.

Smaller-scale, lower-value contracts will be managed by the relevant project managers and reported through the same frameworks.

Additional groups that will be involved in ensuring that all appointed contractors and suppliers are meeting their targets include:

- > Capital Programme Projects and Delivery Board (CPPDB): The CPPDB ensures quality, consistency of approach and co-ordination across the Capital Programme as

part of the Council's Capital Strategy. It oversees the operational, risk and financial performance of capital projects which align to the organisation's intended outcomes and make recommendations to decision makers. CPPDB brings programme planning, monitoring and delivery into one place with a wide range of stakeholders to consider effective investment proposals.

> Project Board: The Project Board provides high level challenge and independent assessment to the SRO, with particular emphasis on overseeing the programme and budget to ensure ongoing value for money. The board will meet as required for decisions to progress; the meetings will be aligned with the key milestones in the project plan. The meetings will be established in advance. Board papers will include a highlight report, a decision report - if needed and a consultant progress report. The board will be chaired by the SRO.

> Weston Placemaking Board (member group) and Weston Place Agency Board: these are set up to update elected members and key partners on progress and to canvass views on any critical issues requiring a steer. However they do not have formal decision-making powers and do not supplant the formal procedures of our Constitution, Financial Standing Orders or Procurement regulations.

Set out how you plan to deliver the bid

KEY MILESTONES & DEPENDENCIES

A Delivery Plan is included in the attachments to this bid, setting out key milestones, dates, task durations, statutory consents and dependencies for each project and across the programme as a whole. The plan maps out key project activities so that resource can be appropriately planned and secured. Stage gates are included, ensuring the project is on target to deliver against quality, cost and programme requirements through the governance process.

Each sub-project can be constructed in its own right and is not reliant on the construction of other sub-projects.

RESOURCE REQUIREMENTS, ROLES & RESPONSIBILITIES

Delivery will follow NSC's established project governance and management structure. The governance, project management and monitoring for the scheme are based on PRINCE2 principles which underpin NSC's governance and Programme Management Office arrangements, ensuring that the goals and outcomes remain on target throughout the project and realised come project end.

The programme will be led by a Steering Group, which includes the Senior Responsible Officer for the delivery of the LUF2 bid (Alex Hearn, Assistant Director for Placemaking & Growth). Individual projects and the programme as a whole will report into NSC's Capital Programme Planning & Delivery Board (CPPD), ensuring full corporate buy-in and oversight.

Each sub-project will;

- > Have a dedicated Project Sponsor, who will be a specialist for the scheme. They will report into the Steering Group.
- > Be allocated a dedicated Project Manager from NSC's Major Projects team who will manage the day-to-day activities.
- > Have a Project Board which will set the strategic direction and ensure governance processes are followed, meeting monthly.
- > Have a Working Group which will consist of specific stakeholders who will work in collaboration to deliver the sub-project on a day-to-day basis.

Project enablers will be resourced to provide support to each sub-project.

Where required, decisions will be escalated to NSC Senior Officers or Elected Members as established by NSC governance procedures.

Further detail on governance and roles and responsibilities are provided elsewhere in this bid.

SKILLS, CAPABILITY & CAPACITY

NSC will use a combination of existing internal resources and external consultancy support for compliance and project management activities. It is anticipated that external resources will be procured for:

- > Design contracts.
- > Specialist Design and Technical Support: external independent support with design and technical services.
- > Professional Consultancy Services: to assist NSC with external independent project management, contract administration and quantity surveying services, including Employers Agent services.
- > Any additional specialist legal services required.
- > Construction contracts.

CONTRACT MANAGEMENT

Project/contract delivery will be subject to Contract Management Plans (CMPs).

CMPs drive better upfront planning as to how activities such as performance monitoring, management of change, spend management etc will be undertaken during the post contract award phase. The plans are agreed with the supplier, acting as a single point of record, and typically include:

- > Contact details of the parties.
- > Overall contract objectives.
- > Arrangements for Performance Management.
- > Required Management Information and reporting requirements.
- > Arrangements for Review Meetings.
- > Risk Management Strategy.
- > Governance (including roles & responsibilities, issue & dispute resolution, poor performance, stakeholder engagement, and contract review & closure).

> Financial performance.

The contracts will be managed in accordance with these Contract Management Plans, either by experienced professionals from our Major Projects Team or by external consultancy services depending on the form and nature of the contract required for each sub-project.

Key Performance Indicators will be specified and reported against monthly as part of the contract management process in order to ensure delivery of services to time and budget, as well as to support the overall achievement of project outcomes. These will be reviewed on a monthly basis by the relevant Working Group and Senior Project Manager, with necessary action implemented should data show performance being below the thresholds agreed at project initiation.

Social Value will be delivered and measured through the National TOMs Framework for each contract, to be monitored by the Working Groups, Senior Project Manager and NSC Procurement team.

STAKEHOLDER MANAGEMENT

A stakeholder and communications plan will be prepared to cover communication and engagement relating to the project. This will be managed by the Project Manager with support from the NSC Communications Team. Key stakeholders will be invited to join the Working Group to ensure their ongoing involvement. This planned approach will give the Project Manager and Working Groups the best ability to influence through proactive and effective engagement, helping to ensure the project successfully delivers on its intended outcomes.

The plan will outline the proposed ongoing programme of communication activity to update and inform the public and stakeholders and communicate progress during scheme development. It will be updated as the scheme progresses through each stage to reflect any changes. A RACI chart will be used to ensure that different stakeholders are appropriately liaised with at the right stages.

Ensuring community support will be key to the success of projects. The Weston Place Agency will be central in this regard, in assisting with the communication and championing of projects as a collaboration of public, private and community partners.

STATUTORY APPROVALS & CONSENTS

Planning and Listed Building Consents will be required for elements of works at Birnbeck, Tropicana, Marine Lake and for external works at the Sovereign Centre. Depending on the specific project, these will be progressed from Q4 2022/23 to the end of Q2 2023/24.

Building Control consents will be required for both the Birnbeck Pier and Tropicana projects. A standard process will be followed with final certificates issued prior to practical completion.

Statutory undertakers will be contacted as required by each work package with

feedback fed into the detailed design stage.

The Marine Management Organisation will be engaged with and licences applied for as required. North Somerset Council has experience working with the MMO having successfully delivered schemes along the coastline.

BENEFITS REALISATION

A logic model has been developed to identify potential metrics for evaluation & benefits monitoring. This approach will facilitate an assessment of programme and project delivery and benefits against success factors and acceptance criteria. The ongoing monitoring will also allow for deviations and appropriate corrective actions to be identified, enabling NSC and its partners to respond promptly.

A Benefits Realisation Plan will be developed for the scheme. This will be used to define how benefits will be delivered and when a measurement of achievements of all the scheme's benefits can be made. The plan will relate to the project outcomes and will assume all outputs will be delivered in line with the agreed project approach.

The Project Manager will work with other Council officers, operators and local businesses and community stakeholders, to further develop the baseline for the evaluation and benefits monitoring framework.

Demonstrate that some bid activity can be delivered in 2022-23

The anticipated window for the main construction activity is from April 2023 to March 2025.

The programme provided in the Delivery Plan is based on some activities being undertaken in advance of bid approval during Q2-4 2022/2023. NSC is committed to undertake these activities to enable efficient delivery of the overall programme.

NSC will allocate funds for site investigations and surveys as well as early engagement with design suppliers. This will enable works to start in financial year 22/23.

There will be a strong focus on preparatory works for the Tropicana and Birnbeck Pier which carry the biggest programme risks. Undertaking the site investigations and building surveys not only completes tasks earlier, it unlocks early engagement with contractors and suppliers. Starting the works early de-risks the programme.

Elements of "quick win" wayfinding measures (Project 3: Connecting Spaces & Places) may also be delivered in 2022/23.

NSC is committed to undertake these activities to enable efficient delivery of the overall programme.

Risk Management: Set out your detailed risk assessment

RISK MANAGEMENT APPROACH

Complex projects carry significant risks in terms of their financial, quality, health and safety and time aspects. NSC's corporate project and risk management processes will be used to mitigate detailed risk and ensure that projects are progressed in a logical sequence to ensure that NSC is not exposed to unacceptable risk.

The Project Manager is responsible for tracking and monitoring the risk register and the most significant risks will be reviewed at each Steering Group meeting.

The Project Delivery Team will hold regular workshops to update the risk register. Risk owners will be identified who are best placed to manage each risk, to ensure accountability and implementation of its mitigation plans. Risks will be escalated in accordance with the governance structure, including through regular reporting to the council's Capital Programme Planning & Delivery Board (CPPD), which will include RAG-rated highlighted reports.

The register will also explore and capture opportunities which can drive efficiencies, cost and programme savings, realise wider community goals and social value. A QRA exercise will be undertaken to inform and track the risk budget for each scheme.

INITIAL ASSESSMENT

A risk assessment for the programme has been undertaken at a high level and is appended to this bid. Further risk assessments will be carried out as detailed design progresses.

The risk assessment has been informed by real / realised risks, lessons learned from previous projects, engagement with the market and other operators, stakeholder and community engagement. All risks have been allocated an individual owner and these will be managed through the Project Board comprising of senior management support and appointed consultants.

An overview of the key risks and associated mitigations are outlined below:

Financial risk:

Please see response to separate question on financial risks.

The highest risk within the bid relates to the LUF funding being unsuccessful or reduced. To mitigate this risk, NSC has procured consultant advice to review and constructively challenge the projects and bid, ensuring proposals fit with the Levelling Up agenda and bid arguments and sources are appropriate.

In the instance of reduced LUF funding there is ongoing consideration of other funding opportunities and an assessment of the prioritisation of interventions.

Additional financial risk relates to cost increases and overruns impacting the delivery of the programme. Mitigation of this risk has allowed for contingency allocated in the budgets to account for unexpected costs. External cost consultants will be in place to advise on each stage of the design, providing oversight of costings and potential value engineering.

Property risk:

All properties are in the ownership or long-term control of NSC, with the exception of Birnbeck, which is in private ownership. This risk is mitigated by Heads of Terms having been signed between the owner and NSC, with completion expected during the summer. In addition, the council is at the same time progressing CPO action, which is at an advanced stage, supported by Historic England.

Resource risk:

Insufficient resource in-house to deliver the projects has been highlighted as it may impact delivery timescales. In anticipation of this, NSC has reviewed its resources and identified personnel with a capacity and capability to mobilise if the LUF bid is successful. The use of external resource to provide further expertise and support has also been accounted for.

Delivery risk:

Statutory permissions relating to planning and listed building status constitute a risk if consent is not awarded. In order to mitigate this, interventions have been developed to align with relevant local policies and alongside a process of stakeholder engagement. Other examples of delivery risks include difficulties procuring contractors, environmental issues that were not anticipated or non-achievement of the expected outcomes. A high level of project planning is being undertaken to mitigate delivery risks.

Reputation risk:

There is a risk that residents and stakeholders may oppose the proposed programme of interventions. This risk is believed to be low, for the reasons set out elsewhere in this bid. However to mitigate the risk, a significant and proactive approach to public and stakeholder engagement has taken place to develop the project proposals within this bid. Various working groups including residents and other stakeholders will be set up to oversee the final design and delivery stages of projects, ensuring involvement throughout the journey, minimising risk of opposition and creating lasting positive impact for the delivered schemes.

Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature

NSC has a strong record of capital project delivery both directly and on behalf of other public sector partners, including highway infrastructure, building infrastructure, coastal assets and public realm. Our Major Projects team is currently managing a

£200m portfolio of works across North Somerset and as a Council.

NSC has experience in:

- > Successfully obtaining consents for major infrastructure schemes;
- > Developing and maintaining good working relationship with key partners and stakeholders; and
- > Internal resourcing and governance requirements for major schemes.

Case studies of similar works delivered by NSC can be found in the attachments to this bid.

Project examples include:

Highways schemes:

- > A4174 South Bristol Link Road which won Transport Project of the Year at the CIHT Southwest Regional Awards in 2017 (delivered in partnership with Bristol City Council). Value £50m, completed 2017.
- > North South Link Road in Weston-super-Mare which was delivered to budget throughout the Covid-19 pandemic. Value £19m, completed 2021.

Building schemes:

- > Over 1,000 new school places delivered over the past decade through extensions and new build schools.
- > £30m new secondary school under construction at Weston-super-Mare.

In relation to the future operation of our project schemes, we have experience in working with partners and communities to ensure sustainable futures:

- > Clevedon Pier: this was restored and reopened and is now run successfully by a local trust, winning 'Pier of the Year' on multiple occasions.
- > Portishead Lido: faced with unsustainable running costs, this outdoor pool was transferred into local community ownership and is now thriving.
- > Tropicana: although funding is required to fully transform this venue, we have already been operating smaller events from the site for the past 2 – 3 years and have learnt significant lessons about what will succeed and not, reaching a breakeven financial position pre-Covid. Our proposal for the Tropicana builds on the successful development of a heritage, arts and culture offer for Weston.

Each sub-project will have a Sponsor, relevant to their area of expertise (as set out in the Delivery Plan). The Sponsor will provide a strategic steer at sub-project level, facilitating stakeholder engagement, ensure that programme, cost, quality and outcomes are on target. They will also have responsibility for providing updates to the Steering Group.

Project sponsors will hold a grade within the council of at least JM6, reflecting a salary of around £60k and a relatively senior level of management. Such posts require significant practical knowledge and experiences of previous project delivery, both capital and revenue and involving extensive stakeholder engagement.

The Steering Group will provide high level guidance and ensure that the projects are appropriately resourced. They will be responsible for monitoring high-level project progress, making control decision when necessary. They will provide assurance that NSC delivers on the strategic objectives and conditions of the LUF2 bid. They will also be responsible for:

- > Scoping the direction of work required under each discipline.
- > Agreeing and monitoring a programme for delivery of the Projects.
- > Ensuring financial control of budgets.
- > Providing updates and reports to Boards (specifically CPPD), senior officers, elected members and stakeholders.
- > Reviewing critical risks and take corrective action as necessary.
- > Developing and reviewing the benefits register for the Monitoring and Evaluation Plan.

The following will sit on the Steering Group;

- > Alex Hearn, Assistant Director for Placemaking & Growth.
- > Jenny Ford, Head of Development & Placemaking.
- > Alex Fear, Head of Major Infrastructure Projects.
- > Jo Jones, Finance Business Partner.

Alex Hearn as Assistant Director, will be the Senior Responsible Officer for the delivery of LUF2. His experience of providing leadership of planning, economy, development and capital programme teams, as well as leading Placemaking and Regeneration in Weston-super-Mare will be invaluable throughout delivery of LUF2.

Jenny Ford has experience of programme management, specialising in problem-solving with strengths in partnership working at all levels within and external organisations. Her skills, experience and guidance will be beneficial across all projects.

Alex Fear is a very experienced Service Manager and Project Manager with 30 years of experience managing and delivering infrastructure projects. Alex was behind the successful completion of Weston Civic Pride, Weston Package and South Bristol Link projects.

Delivery Teams for the individual projects will comprise NSC officers and representatives from appointed consultants and contractors who are collectively responsible for the progression of day-to-day tasks. These teams will be led by a Project Manager from the Major Projects team and will have formal meetings each fortnight to discuss and agree actions and monitor progress.

Set out what governance procedures will be put in place to manage the grant and project

PROJECT GOVERNANCE

The project governance structure for the scheme is described below. The

governance, assurance and monitoring for the scheme is based on PRINCE2 principles, which underpin NSC's governance arrangements.

The day to day management of the programme will be overseen by a Project Delivery Team for each workstream, with the appointed scheme project manager responsible for reporting progress and escalating issues and a designated senior responsible owner (SRO)

The SRO will escalate appropriate decisions to the LUF2 Scheme Project Board. The project board will seek approval from senior officers and elected members, where necessary, at existing board structures within NSC.

Within NSC, the Capital Programme Planning and Delivery Group (CPPD) acts as a steering group for capital projects. It is chaired by the Director of the Place Directorate and includes the Head of Corporate Services (our 151 Officer) and Head of Legal and Democratic Services (Monitoring Officer). It meets on a monthly basis to oversee major project programmes and budgets, ensuring they align with Council objectives.

The submission of this bid has been approved by Full Council at NSC. Further capital and procurement decisions of over £5m will require approval of our Executive Committee and if over £10m will require Full Council approval. Decisions below this value are delegated to Executive Members or Director level.

NSC has scrutiny panels which monitor all work carried out by the council, comprising representative groups of Elected Members. Engagement with the panels has been undertaken in accordance with the NSC Constitution and will continue as necessary through the process.

Other boards of relevance are the Weston Placemaking Board (internal to NSC) and Weston Place Agency Board (NSC plus Weston stakeholders). These boards are not decision-making, but will be kept updated on progress throughout the process as part of our overall governance and communication.

PROJECT ASSURANCE

Our project assurance provides an independent review of how the project is progressing. Assurance provides the basic framework of controls to ensure that:

- > The project is being managed and controlled appropriately, with decisions made in compliance with the Councils' governance structures and financial regulations;
- > Standards are being followed; and
- > The project is well managed.

Our primary project assurance controls within the delivery framework are:

- > Regular reporting.
- > Exception reporting and re-authorisation.
- > Gateway reviews.

Gateway reviews are carried out in line with the stage gates established in the Treasury Approvals Process and are outlined and supported by the NSC Programme Management Office.

PROJECT REPORTING AND MONITORING

Responsibility for accurate, timely and appropriate communications within the project team rests with the SRO. Nominated officials and the PM have a responsibility to provide this information as and when required. The SRO will then ensure that this information is reported through scheduled Project Board meetings.

The core project delivery team will have formal progress meetings as needed i.e. fortnightly, monthly. These meetings will be to review key progress measurement in the period and review any issues that may have arisen or are likely to occur since the previous meeting.

Project management best practice is outlined by the NSC Programme Management Office which supports all NSC schemes.

The following formal management procedures will be used to monitor the progress of the scheme:

- > Financial and management reporting: Regular financial reporting will be critical to ensure that the Project Board, SRO and PM are able to track progress against timescales and budgets.
- > Highlight reports: Regular Highlight Reports will be submitted to the Project Board. This will include an update on progress against project plan, budget plan and report on risk management. These reports will form the basis of the high level monitoring report to CPPD.
- > Exception Reports: all project issues that have an impact on either the completion date or the budget (inclusive of the risk budget) will require a formal Exception Report containing the proposed rectification measures. These will be prepared by the Project Team, considered in the monthly team meetings and presented to the SRO and CPPD where necessary.

Programme: Monitoring of progress will be matched against the agreed programme and reported at both Project Team Meetings and SRO meetings. The overall programme will be owned by the client team and development partners and subsequently the contractors.

Risks: The PM is responsible for tracking and monitoring the Project Risk Register as part of the formal reporting procedures. The monthly progress meetings will also undertake formal risk reviews. The most significant risks will be reviewed at each meeting of the Project Board via the Highlight report. A risk owner will be identified who will be the person best able to manage the risk.

Issues: An issue is an event that has happened was not planned and requires management action. It could be a problem/query/concern (affecting all or part of the project in some way), change request or risk that has been realised. All issues raised, from whichever source, will be logged on the Project Issue Log and

summarised in the highlight reports. The Issue Log provides a management tool for the PM in the ongoing tracking and monitoring of issue resolution.

Change: It is recognised that change will occur during the implementation of the project. A sliding scale of delegated powers will be established and agreed by the Board to allow different levels of the governance structure to make change decisions. All material changes, for whatever reason, will be documented in an Exception Report. Following any agreed change all relevant project management documentation will be updated in advance of the next PM and SRO meeting.

MANAGING THE GRANT

The PM will work with NSC's Head of Finance and they will be jointly responsible for producing the financial monitoring section of the Highlight Report on a monthly basis.

The report will provide actual spend and commitments. The PM will provide forecasting information to be included in the reports.

Monthly meetings will be held between the PM and Head of Finance to discuss project updates, cost budget update, budget versus spend analysis, risk analysis and any issues which need to be escalated to the board.

In the event of any potential overspend (from the initial contract price) on any element defined, as being part of the project plan, the appropriate approval in line with the change control procedure.

Cost control for each project stage will be necessary to ensure that the project remains deliverable. It is the responsibility of all who are working on the project to ensure the project remains on track to deliver the final out-turn costs in line with the forecast. For each stage and area of expenditure the PM will actively challenge cost throughout the life of the package to ensure the project total out-turn figure remains within the approved project budget.

'Scope-creep' i.e. uncontrolled changes or growth in the project scope beyond the original business case objectives will not be permitted without the direct authorisation of the Project Board and SRO together with an identified and equivalent budget to cover the additional work.

If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised

PROJECT 1: A YEAR-ROUND DESTINATION

Tropicana:

An options report jointly commissioned with the Arts Council has concluded that a viable future for the Tropicana is not possible without the initial capital investments identified in this bid, but that: "with improved facilities, vision and a new delivery model, the operation could be financially sustainable."

The future operator of the facilities will require to be properly procured, with the process commencing late this summer/early autumn. However the report recommends a hybrid, community-led model bringing together commercial and creative activity. The Executive Summary of the report is attached as Appendix 8H.

Birnbeck Pier:

NSC will retain the freehold of Birnbeck Pier, but operational and management responsibilities are intended to be pass to a not-for-profit entity once capital works are complete. This would be made up of NSC, the RNLI and other relevant stakeholders. Legal advice is that a Charity would be the appropriate structure, supported by a trading company.

The charity would take on fundraising responsibilities to cover costs and would benefit from the ancillary income generated by the restoration of assets funded through LUF.

Marine Lake:

A Community Interest Company, the Weston Mudlarks, has been established to work with NSC on the renovation plans, with the eventual aim of taking over maintenance of the lake and continuing with further improvements, supported by fundraising activities, commercial sports events, and potential community grant. The group will work in a similar way to the Marine Lake Enthusiasts (MARLENS) in Clevedon (also in North Somerset), who have successfully been managing the maintenance and management of Clevedon Marine Lake for around a decade.

PROJECT 2: REINVENTING THE TOWN CENTRE

NSC has a 30 year lease of the Sovereign Centre and high street units, with Montagu Evans acting as the management organisation. The LUF investments will diversify the high street offer and generate income to support the centre's ongoing operation and continued investments in the high street.

PROJECT 3: CONNECTING PLACES & SPACES

The measures under this scheme relate to public open infrastructure and will be absorbed into NSC's mainstream budgets and maintenance contracts. Installations such as signposts and information points are being designed to lower the maintenance burden and to facilitate greater flexibility to respond to the ongoing evolving of the town centre and seafront than is currently the case.

Upload further information (optional)

Appendix 8H Tropicana Options Report - Executive Summary.pdf

Set out proportionate plans for monitoring and evaluation

North Somerset Council has established frameworks in place to monitor programmes and projects of this scale. Our M&E approach will follow good practice, and be aligned with the national evaluation and appraisal guidance set out in the Magenta and Green Books. The overall M&E plan has several strands, including:

- > Monitoring of delivery phases.
- > Monitoring of programme outcomes and impacts.

> Evaluation of overall programme delivery.

AIMS OF THE BID LEVEL MONITORING AND EVALUATION

At the strategic level, our approach to M&E is based around the following key questions:

- > Was the programme delivered to time and budget, and were the governance and management structures appropriate?
- > Did the programme achieve the outcomes and impacts intended in the Theory of Change, and did additional benefits or disbenefits arise?
- > Did the programme deliver Value for Money?
- > What lessons can be learned from delivery of the programme? What went well? What went badly?

MONITORING OF DELIVERY PHASES

Monitoring will be undertaken throughout the delivery phases of the programme to ensure milestones and budgets are being adhered to and to identify risk areas. A dedicated Programme Manager and PMO will be responsible for preparing monthly reports on delivery progress, risks and budgets, and will report to the LUF 2 Scheme Project Board which will have oversight of the programme. The Project Board will meet regularly so programme risks and issues can be reported in a timely manner outside scheduled times, should this be needed, and escalated for appropriate action.

The LEVEL OF REPORTING includes:

- > Programme monitoring (Progress): quarterly: project expenditure, project progress, project changes, stakeholder engagement.
- > Programme monitoring (Outputs and Outcomes): six-monthly: outputs and outcomes.
- > Baseline: prior to commencement 2022/23: planning data collection (including preparation/purchase of data collection instruments)
- > Final Evaluation Report: on project completion: progress on outputs, outcomes and impacts compared to the baseline, focusing on assessing the degree to which the project has tackled the four main challenges highlighted in the bid, as follows:
 - Has the programme helped to tackle deprivation?
 - Has the programme managed to increase the diversity and quality of job opportunities?
 - Has the programme helped the town centre to perform better?
 - Have visitors to the sea front been diverted to the town centre? In addition, has the programme of activity contributed to any other issues that are a focus for both the LUF and Weston Place Making Strategy?
- > Ongoing monitoring of outputs and impacts will be via the Super Weston Placemaking Programme: from April 2025: business as usual monitoring of progress

on outcomes and impacts

DISSEMINATION OF REPORTING

Quarterly/6 monthly: CPPD, DLUHC, Weston Placemaking Team, Weston Place Agency and Council Members.

Baselining: Maintained for reference purposes by the Weston Placemaking Team and Weston Place Agency. A copy will be sent to DLUHC.

Final Evaluation: Weston Placemaking Team, Weston Place Agency, senior Council Officers, DLUHC. Council Members. A summary of key points will be made available via the local press and on social media. To include a learning workshop for public and private stakeholders at the close of the evaluation.

Ongoing monitoring: Discussed at the Annual Invest in Weston event which highlights LUF along with outcomes and impacts associated with other grants.

Outline of the APPROACH TO THE BID LEVEL MONITORING AND EVALUATION

A. Monitoring achievement of outputs:

Project Managers will be responsible for monitoring progress of outputs including progress against key milestones and progress against spend. The Weston Placemaking Manager will develop a proforma for completion by all Project Leads on a quarterly basis.

B. Monitoring of outcomes/impacts:

As far as possible we will monitor change via the standard outcomes, however, in some cases we need to monitor additional outcomes/impacts that are relevant to our particular bid and associated challenges.

B.1 Monitoring Challenges (1): Has the programme helped to tackle deprivation? (2): Has the programme helped to diversify and enhance the quality of employment?

> Outcomes updated six-monthly, following collection of baseline information:

- Change in the number of visitors to cultural venues (Standard outcome); Source: Visitor numbers data held by organisation.

- Change in the number of off-season visitors to cultural events (Programme outcome); Source: Visitor numbers data held by organisation.

- Change in the number of cultural events (Standard outcome); Source: Event records.

- Change in the number of off- season cultural events (Programme outcome); Source: Event records

- Change in consumer spend at cultural venues - total spend/number of visitors (Standard outcome); Source: Finance and visitor numbers held by organisation.

- New full-time jobs created (Programme outcome); Source: Employment records.

- How many full-time jobs taken by previous PT worker/previous unemployed worker (Programme outcome); Source: Employee Surveys.

- New part-time jobs created (Programme outcome); Source: Employer Survey.
- How many part-time jobs taken by previously unemployed worker (Programme outcome); Source: Employee Survey.

> Collected during final evaluation :

- New full-time jobs created (Programme outcome); Source: Employment records.
- How many full-time jobs taken by previous PT worker/previous unemployed worker (Programme outcome); Source: Employee Surveys.
- > New part-time jobs created (Programme outcome); Source: Employer Survey.
- > How many part-time jobs taken by previously unemployed worker (Programme outcome); Source: Employee Survey.

B.2 Monitoring Challenges (3) Has the programme helped the town centre to perform better? (Has footfall and spend increased)? (4) Have visitors to the sea front been diverted to the town centre?

> Data collected and reviewed six-monthly:

- Change in pedestrian flow; Source: Footfall sensors
- Change in footfall; Source: Footfall sensors
- Change in vacancy rates; Source: Vacancy data

> Collected during final evaluation.

- Change in perceptions of place (Residents, visitors); Source: Street surveys.
- Change in business investment; Source: Data collected from key agencies, employer surveys (e.g. Weston Place Agency and NSC Inward Investment data).
- Change in business sentiment; Source: Employer Survey.
- Change in consumer spending; Source: Street Survey.

C. Other Outcomes/Impacts:

To be discussed at the baselining stage with the Evaluation Consultant and North Somerset Council's Business Intelligence Team.

GOVERNANCE ARRANGEMENTS AND RESOURCING for bid level monitoring and evaluation

> Report: Quarterly Programme monitoring (Progress).

Resourcing: Weston Placemaking Team – led by Weston Placemaking Manager in consultation with Project Managers and Sponsors.

Budgeting assumptions: Officer time re data collection.

> Report: 6 monthly Programme monitoring (Outputs and Outcomes).

Resourcing: Weston Place Making Team – led by Weston Place Making Manager in consultation with Project Managers and Sponsors.

Budgeting assumptions: Officer time re data collection.

> Report: Baselining:

Resourcing: Procured consultancy managed by Weston Placemaking Manager.

Weston Placemaking Team and other NSC officers to contribute to data collection

Budgeting assumptions: Officer time plus £10,000 consultancy.

> Report: Final Evaluation Report

Resourcing: Procured consultancy managed by Weston Placemaking Manager.

Budgeting assumptions: £30,000 plus officer time .

> Report: Ongoing monitoring.

Resourcing: NSC officers.

Budgeting assumptions: Officer salaries.

A summary of key outputs, outcomes and impacts, informed by bid objectives and Theory of Change is contained in the Costings and Planning workbook.

SECTION 9: Declarations and approvals

Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration

22.07.29 SRO.docx

Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration

22.07.29 Chief Financial Officer.docx

Publishing

URL of website where this bid will be published

www.n-somerset.gov.uk

Additional attachments

Additional file attachment 1

John Penrose MP - letter of support.pdf

Additional file attachment 2

Liam Fox MP - letter of support.pdf

Additional file attachment 3

Weston Place Agency Partners - letter of support.pdf

Additional file attachment 4

RNLI letter of support.pdf

Additional file attachment 5

Weston Mudlarks - letter of support.pdf

Additional file attachment 6

Arnolfini - e-mail of support.pdf

Additional file attachment 7

Headlong letter of support.pdf

Additional file attachment 8

Little Bulb - e-mail of support.pdf

Additional file attachment 9

Trigger - e-mail of support.pdf

Additional file attachment 10

Appendix 6A - WsM LUF Theory of Change.pptx

Additional file attachment 11

Appendix 8D - Cost Estimate LUF_V.012.xlsx

Additional file attachment 12

Appendix 7B - WsM LUF supporting information.pptx

Additional file attachment 13

Appendix 8E - NSC Levelling up - Delivery Plan_V0.3 .xlsx

Additional file attachment 14

Appendix 8F - NSC - Level up programme_V0.4.mpp

Additional file attachment 15

Appendix 8G - Levelling Up case studies.pdf

Additional file attachment 16

Appendix 8H Tropicana Options Report - Executive Summary.pdf

ANNEX A: SUMMARY OF PROJECT 1

Project 1 Name

A Year-Round Destination

Provide a short description of this project

Transformation of underutilised, vulnerable heritage assets on Weston's seafront into "must visit" destinations, creating a less seasonal, more diverse and more sustainable visitor economy:

> Reinvention of The Tropicana, building on momentum from Dismaland / SEE MONSTER to create an all-season 8,000 capacity events facility, plus cultural workspaces.

> Birnbeck Pier: restore heritage pier buildings, creating a more complete visitor attraction and a financially sustainable future for one of Historic England's most "at risk" locations.

> Marine Lake: restoration to create an attractive, accessible all-year round facility, tapping into the trend for outdoor swimming, attracting residents and visitors alike.

Provide a more detailed overview of the project

Our bid has emerged from the Weston Placemaking Strategy, a ten-year vision for Weston's renewal, created through extensive community engagement and driven forward by the Weston Place Agency, a cross-sector collaborative partnership for the transformation of the town.

The bid's projects were identified as priorities within the Strategy and together offer the chance for genuine transformation. They are high-impact, visible and deliverable, strongly supported by local communities and our MPs. Delivery will transform the seafront and high street, reinvent iconic heritage buildings, support local businesses, create new jobs, and promote further investment.

Investment to fully restore and transform the heritage assets of Birnbeck Pier, the Tropicana and Marine Lake into multi-purpose, culturally-focused visitor attractions will address challenges of a lack of quality employment opportunities, longstanding deprivation and a lack of local engagement with the town centre and seafront:

> The extended visitor season/new events and visitor spend created will reduce seasonality and create all year-round tourism and creative jobs.

> Investment in the creative industries, coupled with skills, employment and leadership support targeted at underrepresented groups and those furthest from the labour market will provide routes out of deprivation.

> A more varied range of activities and cultural programme will re-engage local residents with their town, providing persuasive reasons to visit all-year round.

> Greater resident engagement with easily accessible cultural and sporting activities

at The Tropicana and Marine Lake will help individuals with physical and mental health issues.

Provide a short description of the area where the investment will take place for this project

Our LUF interventions are focused on Central and South Wards in Weston-super-Mare, which include the town centre and seafront areas. Levels of deprivation are high, with unemployment at 7% (England average 4%) and residents experience significant disadvantages in life expectancy, skills, health and child poverty. Our analysis suggests that Weston, if treated as a local authority in its own right, would be comparable with Priority 1 areas, such as Scarborough, Folkstone & Hyde, and Sedgemoor.

In relation to Project 1, the Tropicana at the south, and Birnbeck Pier and Marine Lake at the north bookend Weston seafront, most of which is within Central Ward. They sit on as landmarks for new sections of the South West Coast Path and cycle routes opening in 2022 and 2023, linking Weston to the rest of the region and providing an ideal opportunity to tap into diverse new visitor markets.

Approximately five million visitors visit the seafront each year, but spend is seasonal and many tourists do not venture into the town centre. Most do not remain overnight due to a limited range of activities and facilities beyond the beach itself. Our bid will create significant new attractions to attract and retain visitors.

The challenges and opportunities of Weston are recognised by Historic England and Arts Council England, who have identified the town as a Priority Place for investment.

Further location details for this project

Project location 1

Postcode

BS23 2AD

Grid reference

ST 31165 61837

Upload GIS/map file (optional)

Appendix 3B - Details of interventions Project 1.pdf

% of project investment in this location

43%

Project location 2

Postcode

BS23 1BE

Grid reference

ST 31660 60610

**Upload GIS/map file (optional)
% of project investment in this location**

57%

**Select the constituencies covered by this project
Project constituency 1
Select constituency**

Weston-super-Mare

Estimate the percentage of this package project invested in this constituency

100%

**Select the local authorities / NI councils covered by this project
Project local authority 1
Select local authority**

North Somerset

Estimate the percentage of this package project invested in this Local Authority

100%

**What is the total grant requested from LUF for this project?
£12969859**

**What is the proportion of funding requested for each of the Fund's three investment themes?
Regeneration and Town Centre**

0%

Cultural

100%

Transport

0%

**Confirm the value of match funding secured for the component project
£2200000**

Provide details of all the sources of match funding within your bid for this component project

The match-funding of £2.2m is confirmed within North Somerset Council's approved capital programme for use at The Tropicana.

Value for money

The re-imagining of the Tropicana, Marine Lake, and the grade II* listed Birnbeck Pier will deliver new spaces to support the growth of Weston's cultural sector and create new attractions at strategic locations along the seafront. This will build on the town's existing work with Historic England and Arts Council England as well as the legacy and momentum of Dismaland and the more recent SEE MONSTER.

QUANTIFIED BENEFITS

- Wider land value uplift: The delivery of new landmarks and regionally significant events and other cultural opportunities will increase the attractiveness of Weston to potential buyers, businesses and visitors. This will contribute toward a more positive image of the town and impact on residential and commercial values.
- Active travel: There is an increasing wealth of evidence on the environmental and health benefits of active travel enabled neighbourhoods, and particularly the value of 'destinations' in driving footfall through high streets and town centres. The new attractions at Birnbeck, Marine Lake and Tropicana, located as landmarks at the entrance/exit points at the north and south of new coastal route links will encourage people to move along the seafront, to enjoy the new amenities and experiences they will offer.
- Wellbeing uplift: Increase in access to culture in its widest sense will result in benefits to local visitors in terms of mental health and wellbeing. This is because the attractions will offer low-cost, or free of charge activities that will be accessible for local people as well as tourists. Access to free-of-charge open water swimming at Marine Lake offers a range of physical and mental benefits.

OTHER BENEFITS

- Labour supply: interventions will result in the creation of construction jobs as well as higher-paid, longer term jobs in the culture and leisure fields. A high proportion of these jobs will be targeted to local people.
 - Value created through construction activity: construction activity will create training and upskilling opportunities, as well as net increases to business rates baseline once the expansion / new construction is complete.
 - CO2 savings: interventions will introduce on-site measures to reduce energy use through preventative measures and upgrading some M&E, as well as produce green energy (new technology).
 - Uplift in revenue: interventions will result in increased net operational revenue to the public sector, who will continue to own the assets, as well as net increases to business rates baseline once the expansion / new construction is complete.
-

BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

The modelled Benefit-Cost Ratio for Project 1 is summarised below:

A. QUANTIFIABLE IMPACTS * :

> Wider LVU: + £16.2m uplift in values

Assumption/forecast: properties in the public realm and regeneration interventions area were considered in alignment with MHCLG appraisal guidance.

Quality of analysis/ evidence: Consistent with MHCLG appraisal guide; data sources: ONS, HM Land Registry, CoStar data platform.

> Active travel: + £4.59m: based on DfT Active mode Appraisal Toolkit

Assumption/forecast: The Active Mode Appraisal Toolkit (AMAT) which was designed by DfT has been used.

Quality of analysis/ evidence: Technical Appraisal Guide (TAG) Unit A5.1 -DfT.

Compliant with DfT methodology. Data sources: Datscha, National Travel Survey, Propensity to travel tool.

> Wellbeing value: + £15.98m wellbeing value from increased access to culture.

Assumption/forecast: methodology outlined by Department for Digital, Culture, Media & Sport by Fujiwara et al (2014) has been used.

Quality of analysis/ evidence: DCMS Guidance, Arts Council Data.

Total impact: £36.78m

B. ECONOMIC COSTS *:

Public sector costs: - £14.87m

Benefit Cost Ratio (A / B): 2.47

* All costs are at 2022/23 NPV.

[1] Costs are net, in line with the Appraisal Guidance, section 2.7-2.8.

Benefit Cost Ratios

Initial BCR

2.47

Adjusted BCR

2.47

Non-monetised benefits for this project

While some benefits have been assessed and monetised, there are a range of wider benefits which have not. When taken into account, these further enhance the value

for money of the project:

- Supporting town centre footfall and spend. A review of case studies suggests that well planned public spaces and attractions can boost commercial trade by up to 40%. The projected level of additional town centre spend generated will be enough to support a significant number of jobs across the town centres.
- New business investment into the town, with a focus on the benefits that this creates in terms of local employment, supply chains and diversification of the North Somerset economy.
- Local residents and enterprises benefitting from access to affordable space (ability of culture sector businesses to 'grow on' / scale up).
- Residents coming together / interacting through arts and culture – and the social integration and wellbeing benefits of this.
- Improving levels of community integration and participation. Culture and arts can play an important role in promoting social inclusion and dealing with inequalities, promoting community and overall wellbeing and happiness.
- Enhancing overall levels of life-satisfaction and happiness of WsM residents.

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

Demonstrate that activity for this project can be delivered in 2022-23

Project 1 will require a number of surveys, enabling and design work which need to take place in advance of construction activity. See Appendix 8E – Delivery Plan, for further details.

Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

Planning consent for the installation of flood-proof fire escape doors at The Tropicana had previously been secured but has expired.

Upload content documents (optional)

Outstanding statutory powers/consents

Certain more minor / internal works can take place at The Tropicana and Marine Lake without the need for consents, however for the full schemes the following are expected to be required:

- Planning consents: all sites.
- Listed Building consent: Birnbeck.
- Environmental consents (Marine Management Organisation (MMO) and Environmental Impact Assessments (EIA)): all sites.

Applications for planning and Listed Building consents will be made at latest during the preliminary design stage from April - August 2023. Consents are expected to have a 16 week turnaround, in line with national guidance on applications that are subject to an EIA.

Applications for MMO consent(s) have a longer lead-in time than planning and are scheduled to take place from July - Oct 2023.

The council has previous experience in securing such consents and positive relationships with the statutory bodies involved. Planning consent for the part of the works (installation of flood-proof fire exits) at the Tropicana had previously been secured but has expired.

ANNEX B: SUMMARY OF PROJECT 2

Project 2 Name

Reinventing Weston Town Centre

Provide a short description of this project

This project will adapt town centre assets in council ownership to better meet the needs of the changing economy and support post-Covid recovery.

The project will remodel the Sovereign Centre (our main shopping centre) and six High Street units to create better quality, smaller and more flexible spaces to make the town centre more accessible for local, independent enterprises, and more attractive to residents and tourists, diversifying the offer and improving footfall and spend.

External faces of the Sovereign Centre will be revamped to better tempt visitors from the seafront into the shopping areas.

Provide a more detailed overview of the project

Our bid has emerged from the Weston Placemaking Strategy, a ten-year vision for Weston's renewal, resulting from extensive community engagement and driven forward by the Weston Place Agency, a cross-sector collaborative partnership for the transformation of the town.

The bid's projects were identified as priorities within the Strategy and together offer the chance for genuine transformation. They are high-impact, visible and deliverable, strongly supported by local communities and our MPs. Delivery will transform the seafront and high street, reinvent iconic heritage buildings, support local businesses, create new jobs, and promote further investment.

LUF interventions in the Sovereign Centre and high street will attract and facilitate commercial investment, creating smaller more flexible units that are more suited and affordable for independent / local enterprises and the creative sector. This responds to feedback from the Business Improvement District, the Chamber of Commerce and commercial agents indicating that large retail-focused units no longer meet market demand, nor meet the opportunity of showcasing our independent traders or food and drink innovation sector. Community consultation identified the need for the town centre to be a positive, exciting, and creative place.

The investments will accelerate the necessary re-structuring of the high street and diversify and increase the range of quality employment opportunities available to local people, including those running or looking to set up their own businesses.

A more animated and varied high street will encourage greater local engagement with the town centre area, increasing footfall and local trade.

Provide a short description of the area where the investment will take place for this project

Our LUF interventions are focused on Central and South Wards in Weston-super-Mare, which include the town centre and seafront areas. Levels of deprivation are high, with unemployment at 7% (England average 4%) and residents experience significant disadvantages in life expectancy, skills, health and child poverty. Our analysis suggests that Weston, if treated as a local authority in its own right, would be comparable with Priority 1 areas, such as Scarborough, Folkstone & Hyde, and Sedgemoor.

In relation to Project 2, Reinventing the Town Centre, this location runs parallel, one street back from Weston seafront, the main attraction for five million visitors for year, however it captures only a fraction of the footfall and spend. Easing of lockdown resulted in 103% increased footfall at the seafront in August 2020, but only a 1.5% increase on the high street, located just 300m away.

The pandemic and accelerating shifts to online retail have impacted retail vacancy rates particularly the loss of major brands. There is a need to enhance the draw of Weston for both residents and visitors.

To achieve this, the town centre needs diversifying to provide an alternative offer. There is a strong demand from small independent operators, however, floor space associated with existing retail units is still geared towards larger brands. Developing alternative town centre employment and attractions can promote footfall and offer opportunities for new enterprise and investment. For example, appropriate, flexible workspace has been highlighted as an offer that can attract inward investment by the creative industry.

Further location details for this project

Project location 1

Postcode

BS23 1HL

Grid reference

ST 31835 61513

Upload GIS/map file (optional)

Appendix 3B - Details of interventions Project 2.pdf

% of project investment in this location

100%

Select the constituencies covered by this project

Project constituency 1

Select constituency

Weston-super-Mare

Estimate the percentage of this package project invested in this constituency

100%

Select the local authorities / NI councils covered by this project

Project local authority 1

Select local authority

North Somerset

Estimate the percentage of this package project invested in this Local Authority

100%

What is the total grant requested from LUF for this project?

£5780939

What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre

100%

Cultural

0%

Transport

0%

Confirm the value of match funding secured for the component project

£640227

Provide details of all the sources of match funding within your bid for this component project

The match-funding of £640k is confirmed within North Somerset Council's approved capital programme for use at the Sovereign Centre.

Value for money

The transformation of the Sovereign Centre and high street will refurbish large retail units in the Sovereign Centre and high street, transforming them into smaller, flexible retail and workspaces suitable for independent traders and to incubate new businesses, as well as providing space for community-led cultural activities.

The provision of affordable and flexible commercial spaces will encourage inward investment of entrepreneurs from Bristol where there is insufficient affordable workspace for entrepreneurs within the ICT and creative sector.

The sustainability of these new businesses will be improved by the movement of visitors from the seafront into the town centre, leading to increased spend within town centre businesses.

A more diverse offer and greater animation of spaces will attract local residents to return to the town centre area both in and out of the tourism season.

QUANTIFIED BENEFITS

- Wider land value uplift: the delivery of a local employment and leisure offer will increase the attractiveness of Weston-super-Mare to potential buyers, businesses and visitors. This will contribute toward a more positive image of the town and impact on residential and commercial values.
- ♣ Crime reduction: this project will increase the levels of activity in an area directly adjacent to the high street near a current crime hotspot, increasing active surveillance at key points. Additional footfall and surveillance in the town centre is likely to lead to a reduction in reported crime.
- Active travel: there is an increasing wealth of evidence on the environmental and health benefits of active travel enabled neighbourhoods, and particularly the value of 'destinations' and signposting in driving footfall through high streets and town centres. The new offer at the Sovereign Centre and high street will encourage people from the seafront and into the high street.
- Wellbeing uplift: increase in access to community-led cultural and leisure activity will result in benefits to residents and visitors in terms of wellbeing.

OTHER BENEFITS

- Labour supply: interventions will result in the creation of construction jobs as well as higher-paid, longer term jobs in the fields currently not present in Weston. A high proportion of these jobs will be targeted at local people.
- Value created through construction activity: construction activity will create training and upskilling opportunities.
- Uplift in revenue: interventions will result in increased net operational revenue to the public sector, who will continue to own the assets, as well as net increases to business rates baseline once the expansion / new construction is complete.

DISBENEFITS

The transformation of larger commercial units into smaller spaces means that it is no longer possible to host larger retailers. The assumption is that the decline of major brand retail in town centres will continue, however, if this were to reverse for any reason then the town centre would not be able to respond to this type of inward investment opportunity.

BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

The modelled Benefit-Cost Ratio for the Project 2 is summarised below:

A. QUANTIFIABLE IMPACTS (INITIAL BCR):

> Wider LVU: + £10.86m uplift in values

Assumption/forecast: properties in the public realm and regeneration interventions area were considered in alignment with MHCLG appraisal guidance.

Quality of analysis/ evidence: consistent with MHCLG appraisal guide; data sources: ONS, HM Land Registry, CoStar data platform.

> Crime Reduction: + £1.21m - based on DfT Active mode Appraisal Toolkit

Assumption/forecast: MHCLG Crime reduction toolkit was used.

Quality of analysis/ evidence: MHCLG crime reduction tool guidance, crimestats.co.uk

> Active travel: + £2.29m - based on DfT Active mode Appraisal Toolkit

Assumption/forecast: The Active Mode Appraisal Toolkit (AMAT) which was designed by DfT has been used.

Quality of analysis/ evidence: Technical Appraisal Guide (TAG) Unit A5.1 -DfT. Compliant with DfT methodology.

Data sources: Datscha, National Travel Survey, propensity to travel tool.

> Wellbeing value: + £0.84m wellbeing value from increased access to culture

Assumption/forecast: methodology outlined by Department for Digital, Culture, Media & Sport by Fujiwara et al (2014) has been used.

Quality of analysis/ evidence: DCMS Guidance, Arts Council Data.

Total impact: £15.12m

B. ECONOMIC COSTS *:

Public sector costs: - £5.62m

Benefit Cost Ratio (A / B): 2.70

* All costs are at 2022/23 NPV.

[1] Costs are net, in line with the Appraisal Guidance, section 2.7-2.8.

Benefit Cost Ratios

Initial BCR

2.70

Adjusted BCR

2.70

Non-monetised benefits for this project

While some benefits have been assessed and monetised, there are a range of wider benefits which have not been monetised. When taken into account, these further enhance the value for money of the project:

- ♣ Local residents and enterprises benefitting from access to affordable space (ability of businesses to 'grow on' / scale up, particularly cultural enterprises and food & drink sector).
- ♣ New business investment into the town, with a focus on the benefits that this creates in terms of local employment, supply chains and diversification of the North Somerset economy.
- ♣ Residents coming together / interacting through new experiences and uses – and the social integration and wellbeing benefits of this.
- ♣ Supporting an increase to town centre footfall and spend through better signposting and boosting footfall.
- ♣ A wider range of people are introduced to cycling and walking, enabling greater enjoyment of Weston's natural assets.
- ♣ Enhancing overall levels of life-satisfaction and happiness of Weston residents.

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

Demonstrate that activity for this project can be delivered in 2022-23

A Major Projects Team has been established within North Somerset Council tasked with delivering capital schemes. This team has been mobilised as part of the bid process. The Delivery Plan for the programme is based on the previous experience of this team in delivering similar activities and demonstrate that preparatory work can be undertaken during 2022/2023.

Project 2 will require detailed design work to take place in advance of construction activity. See Appendix 8E – Delivery Plan, for further details.

Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

Not applicable

Upload content documents (optional)

Outstanding statutory powers/consents

Internal works are expected to be carried out under Permitted Development rights and/or with no requirement for planning, following national changes to planning legislation allowing greater flexibility of use classes.

External works are likely to require planning consent and an application is proposed during the preliminary design stage from April - August 2023. A 13 week turnaround is expected as the application should not require any Environmental Impact Assessment.

The council has previous experience in securing such consents and the team will engage early with planning colleagues to maximise the probability of a positive and rapid decision.

ANNEX C: SUMMARY OF PROJECT 3

Project 3 Name

Connecting Spaces and Places

Provide a short description of this project

This project is critical to the delivery of LUF objectives, providing a package of wayfinding measures that will:

- > Provide connective tissue between key seafront and town centre destinations, particularly focused on increasing footfall in the high street.
- > Encourage engagement with the heritage and cultural attractions of the town.
- > Facilitate/encourage active travel, including use of new coastal routes.

Wayfinding activity is more than “signage”. It will deliver a best practice strategy and action plan including improvements to routeways and entrances to attractions as well as clear signage, linking with a digital mapping and information system.

Provide a more detailed overview of the project

Our bid has emerged from the Weston Placemaking Strategy, a ten-year vision for Weston's renewal, created through extensive community engagement and driven forward by the Weston Place Agency, a cross-sector collaborative partnership for the transformation of the town.

The bid's projects were identified as priorities within the Strategy and together offer the chance for genuine transformation. They are high-impact, visible and deliverable, strongly supported by local communities and our MPs. Delivery will transform the seafront and high street, reinvent iconic heritage buildings, support local businesses, create new jobs, and promote further investment.

Project 3 delivers a range of benefits in its own right, but is also essential to the delivery and enhancement of benefits from Projects 1 & 2. A better quality environment will increase local pride and engagement with the town centre, seafront and cultural and heritage attractions, whilst the intuitive routes and trails will encourage footfall into the high street area, increasing spend in the local economy and helping to support jobs. A focus on pedestrian and cycle routes, including the links to new coastal routes, will encourage sustainable active transport which as well as having environmental benefits will improve health and wellbeing through increased activity and enjoyment of the outdoors - including at the improved Grove Park area, where green space will provide an oasis of calm and an ideal location for community events. Quick win elements of the projects will build public confidence and momentum for delivery.

Provide a short description of the area where the investment will take place for this project

Our LUF interventions are focused on Central and South Wards in Weston-super-Mare, which include the town centre and seafront areas. Levels of deprivation are high, with unemployment at 7% (England average 4%) and residents experience significant disadvantages in life expectancy, skills, health and child poverty. Our analysis suggests that Weston, if treated as a local authority in its own right, would be comparable with Priority 1 areas, such as Scarborough, Folkstone & Hyde, and Sedgemoor.

In relation to Project 3, interventions will focus on routes identified through the SuperWeston Placemaking Strategy, also enhancing wayfinding for new coastal paths and creatively promoting active travel in and out of the town and seafront. A heritage trail will add to the offer, taking visitors to locations they might not otherwise find. Improvements to Grove Park at the end of the high street will provide an oasis of green and opportunities for community events.

More than just “signage”, wayfinding includes the presentation of attractive trails, entrances and clearly demarked geographical zones. Increasingly, digital apps/solutions linking with SMART City concepts are part of the system.

Despite the challenges, Weston is a place of opportunity, with a population soon to overtake that of nearby Bath and improving connectivity via the M5, rail and Bristol Airport. Attracting this growing population into the town centre is critical for its future sustainability.

The challenges and opportunities of Weston are recognised by Historic England and Arts Council England, who have identified the town as a Priority Place for investment.

Further location details for this project

Project location 1

Postcode

BS23 2AD

Grid reference

ST 31165 61837

Upload GIS/map file (optional)

Appendix 3B - Details of interventions Project 3.pdf

% of project investment in this location

30%

Project location 2

Postcode

BS23 1HL

Grid reference

ST 31835 61513

Upload GIS/map file (optional)
% of project investment in this location

40%

Project location 3
Postcode

BS23 1BE

Grid reference

ST 31660 60610

Upload GIS/map file (optional)
% of project investment in this location

30%

Select the constituencies covered by this project
Project constituency 1
Select constituency

Weston-super-Mare

Estimate the percentage of this package project invested in this constituency

100%

Select the local authorities / NI councils covered by this project
Project local authority 1
Select local authority

North Somerset

Estimate the percentage of this package project invested in this Local Authority

100%

What is the total grant requested from LUF for this project?

£2068999

What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre

100%

Cultural

0%

Transport

0%

Confirm the value of match funding secured for the component project
£200000

Provide details of all the sources of match funding within your bid for this component project

The match-funding of £200k is confirmed within North Somerset Council's approved capital programme for use on wayfinding.

Value for money

This project will deliver a range of initiatives to support the resilience and connectivity of Weston economy through:

- ♣ Transport / accessibility enhancements: which will help to increase footfall and promote expenditure within the town centre and other retail and cultural destinations across the town.
 - ♣ Public spaces investment, particularly improving entrance ways and walkways thereby making them easier to find and more pleasant to visit, creating pride in place and improved local engagement.
 - ♣ Encouraging more people to walk and cycle: the interventions will complement other initiatives currently being delivered, with an added impact of 20% uplift in cycling and 25% uplift in walking. This will improve air quality and congestion.
 - ♣ Linking wayfinding measures with digital mapping and information.
 - ♣ Considering physical and digital signage from an inclusive perspective including those with disabilities and people who do not speak English as a first language.
-

BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

The modelled Benefit-Cost Ratio for Project 3 is summarised below:

A. QUANTIFIABLE IMPACTS (INITIAL BCR):

> Active travel: + £8.41m: based on DfT Active mode Appraisal Toolkit
Assumption/forecast: The Active Mode Appraisal Toolkit (AMAT) which was designed by DfT has been used.
Quality of analysis/ evidence: Technical Appraisal Guide (TAG) Unit A5.1 -DfT.
Compliant with DfT methodology. Data sources: Datscha, National Travel Survey, Propensity to travel tool.

Total impact: £8.41m

B. ECONOMIC COSTS *:

Public sector costs: - £2.02m

Benefit Cost Ratio (A / B): 4.14

* All costs are at 2022/23 NPV.

[1] Costs are net, in line with the Appraisal Guidance, section 2.7-2.8.

Benefit Cost Ratios**Initial BCR**

4.14

Adjusted BCR

4.14

Non-monetised benefits for this project

While some benefits have been assessed and monetised, there are a range of wider benefits associated with wayfinding and active travel which the toolkit does not monetise. These include time savings, health impacts for young and older people, morbidity-related health impacts, and accident-related impacts from changes in walking or cycling trips.

There is strong academic and professional research on the significance of these benefits. For example, evidence from Public Health England states that if every person walked or cycled for 20 minutes a day, 1 in 6 early deaths would be prevented, saving the NHS £1.7bn in treatments costs over the next 25 years.

When placed within the context of the wider health challenges facing Weston's residents, these are significant benefits which further strengthen the value for money of the proposed interventions.

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

Demonstrate that activity for this project can be delivered in 2022-23

A Major Projects Team has been established within North Somerset Council tasked with delivering capital schemes. This team has been mobilised as part of the bid process. The Delivery Plan for the programme is based on the previous experience of this team in delivering similar activities and demonstrate that preparatory work can be undertaken during 2022/2023.

Project 3 comprises a range of small-scale interventions, many of which do not need complex planning or other consents. Whilst our Delivery Plan takes a relatively cautious approach to timescales, the council is actively exploring options to bring forward more rapid delivery of a number of the interventions and anticipates that "on

the ground" delivery of parts of the scheme will be visible within the 2022/23 financial year.

Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

None

Upload content documents (optional)

Outstanding statutory powers/consents

A number of the interventions can be carried out without the need for statutory powers or consents.

Larger scale elements such as at Grove Park, are expected to require planning consent. Applications are proposed during the preliminary design stage from April - August 2023, with the expectation of an 8 - 10 week turnaround.

The council has previous experience in securing such consents and the team will engage early with planning colleagues and technical consultees to maximise the probability of positive and rapid decisions.
