

## Levelling Up Fund Application Form

This form is for bidding entities, applying for funding from the Levelling Up Fund (LUF) across the UK. Prior to completing the application form, applicants should read the [LUF Technical Note](#).

The Levelling Up Fund Prospectus is available [here](#).

The level of detail you provide in the Application Form should be in proportion to the amount of funding that you are requesting. For example, bids for more than £10m should provide considerably more information than bids for less than £10m.

Specifically, for larger transport projects requesting between £20m and £50m, bidding entities may submit the Application Form or if available an Outline Business Case (OBC) or Full Business Case (FBC). Further detail on requirements for larger transport projects is provided in the [Technical Note](#).

One application form should be completed per bid.

### **Applicant & Bid Information**

**Local authority name / Applicant name(s)\*:**

Cannock Chase Council

**Bid Manager Name and position:**

██████████

Economic Development Manager

**Contact telephone number:** ██████████

**Email address:**

██

**Postal address:**

Civic Centre

Beecroft Road

Cannock  
WS11 1BG

**Nominated Local Authority Single Point of Contact:**

[Redacted]

**Senior Responsible Officer contact details:**

[Redacted]

Head of Economic Prosperity

[Redacted]

[Redacted]

**Chief Finance Officer contact details:**

[Redacted]

Head of Finance (Section 151 Officer)

[Redacted]

[Redacted]

**Country:**

England

Please provide the name of any consultancy companies involved in the preparation of the bid:

[Redacted]

[Redacted]

[Redacted]

## PART 1 GATEWAY CRITERIA

Failure to meet the criteria below will result in an application not being taken forward in this funding round

### 1a Gateway Criteria for **all** bids

Please tick the box to confirm that your bid includes plans for some LUF expenditure in 2021-22

*Please ensure that you evidenced this in the financial case / profile.*

Yes

### 1b Gateway Criteria for private and third sector organisations in **Northern Ireland bids only**

(i) Please confirm that you have attached last two years of audited accounts.

Yes  
 No

(ii) **Northern Ireland bids only** Please provide evidence of the delivery team having experience of delivering two capital projects of similar size and scale in the last five years. (Limit 250 words)

Not applicable.

## PART 2 EQUALITY AND DIVERSITY ANALYSIS

2a Please describe how equalities impacts of your proposal have been considered, the relevant affected groups based on protected characteristics, and any measures you propose to implement in response to these impacts. (500 words)

The equalities impact of this proposal has been considered in accordance with the Council's Equality & Diversity Policy. Through this policy the Council gives a commitment to equality of opportunity and respect for diversity in its role as a service provider to the people who live, work and visit Cannock Chase and in its role as an employer.

The policy applies to all employees, managers and elected Members in all of the activities carried out on behalf of Cannock Chase District Council.

The policy responds to and reinforces national legislative requirements, specifically the requirements and statutory duties of the Equality Act 2010. The Act is a single legal framework which protects affected groups from discrimination based on nine protected characteristics (see table below)

The Equality Act 2010 introduced a single Public Sector Equality Duty (PSED) on Cannock Chase District Council, which came into effect in April 2011. To fulfil this duty, when carrying out its functions, the Council must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and those who do not; and
- foster good relations between people who share a protected characteristic and those who do not.

An Equality and Diversity Impact Assessment Screening has taken place which considers the impact of the proposed scheme on employees, service users or other people that share a protected characteristic.

Protected characteristic	Impact	Measures to address impact
Age	Positive	Hub building will be centrally located and near amenities/services and transport connections i.e. Bus station. The Theatre will have improved accessibility and toilet facilities for older visitors.

		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Disability	Positive	<p>Building will be designed to modern standards of disability access. The Theatre will have improved accessibility and toilet facilities for disabled visitors.</p> <p>Hub will be centrally located and in close proximity to car parks, bus services and taxi rank.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Marriage and civil partnerships	Neutral	No material impact.
Pregnancy and maternity	Positive	Opportunity to ensure baby changing facilities are provided adequately within the scheme.
Race	Positive	Opportunity for improved arts, theatre [REDACTED] programme to promote cohesion.
Religion or belief	Positive	<p>Opportunity for improved arts, theatre [REDACTED] programme to promote cohesion.</p> <p>Opportunity to ensure multi-faith prayer room designed into Hub building scheme.</p>
Sex	Positive	Provision of new cultural [REDACTED] opportunities

When authorities submit a bid for funding to the UKG, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within five working days of the announcement of successful bids by UKG. UKG reserves the right to deem the bid as non-compliant if this is not adhered to.

Please specify the weblink where this bid will be published:

[www.cannockchasedc.gov.uk/business/economic-development/levelling-bid-information](http://www.cannockchasedc.gov.uk/business/economic-development/levelling-bid-information)

## PART 3 BID SUMMARY

3a Please specify the type of bid you are submitting

Single Bid (one project)

3b Please provide an overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component elements are aligned with each other and represent a coherent set of interventions (Limit 500 words).

The bid proposal made possible by Levelling-up Fund (LUF) investment will deliver urban regeneration to Cannock Town Centre. It will repurpose a central area of 1.36ha including 42,840sqft of vacant retail floorspace and will address long-term decline. The project proposed and its constituent parts will bring a new economic purpose to the Town Centre by delivering highly visible transformational change. This will act as the catalyst for the longer-term revival of the Town Centre. This is a single bid with all elements linked geographically but with a blend of funding proposed.

Significant investment will be made in cultural development, with the enhancement and diversification of the Prince of Wales Theatre. This will strengthen the theatre facility as a local community asset and cultural destination. [REDACTED]

[REDACTED] An additional benefit will be the creation of a major new business incubator and entrepreneur accelerator scheme, which will be managed within the cultural leisure hub building.

LUF investment leverages private investment and makes possible a significant investment by Cannock Chase District Council. Without LUF none of these wider investment opportunities in the town centre would be possible.

The full intervention programme including private funding and Council co-funding includes:

### Levelling-up fund pays for:

- A new and enhanced cultural and leisure destination with incubator workspace to address local unmet demand.
- The culture and leisure development forms a cultural hub [REDACTED]
  - o Prince of Wales Theatre refurbishment [REDACTED]
  - o New central café, bar and restaurant.

- The incubator workspace will include an entrepreneur accelerator forming managed workspace linked with the leisure hub as part of the same mixed-use building. This provides [REDACTED] floorspace and [REDACTED] new jobs with provision for hybrid working and business coaching [REDACTED]
- Northern Gateway, removing existing subway and connects the town centre to the bus station and Beecroft Road car park. New high quality public realm and commercial space to support sustainable travel [REDACTED]
- Bike hub, storage, hire and repair within a dedicated new facility to encourage active sustainable travel.
- Enabling demolitions to unlock land [REDACTED]
- Enabling infrastructure [REDACTED]

**Levelling-up fund makes possible:**

- Additional Council investment [REDACTED]  
[REDACTED] This is addition to the Council's existing regeneration commitments of £5.6m from the District Investment Fund. [REDACTED]
- Council investment in public realm and infrastructure: [REDACTED]
- New private sector funding [REDACTED]

Action is needed immediately to begin the process of regeneration in the town centre and LUF provides a once in a generation opportunity to delivery transformational, structural change.

3c Please set out the value of capital grant being requested from UK Government (UKG) (£). This should align with the financial case:		£20m
3d Please specify the proportion of funding requested for each of the Fund's three investment themes	Regeneration and town centre	46.1%
	Cultural	53.9%
	Transport	0%



## PART 4 STRATEGIC FIT

### 4.1 Member of Parliament Endorsement (GB Only)

See technical note section 5 for Role of MP in bidding and Table 1 for further guidance.

4.1a Have any MPs formally endorsed this bid? If so confirm name and constituency. Please ensure you have attached the MP's endorsement letter.

Yes

Rt Hon Amanda Milling MP  
Cannock Chase Constituency

MP Endorsement Letter attached.

### 4.2 Stakeholder Engagement and Support

See technical note Table 1 for further guidance.

4.2a Describe what engagement you have undertaken with local stakeholders and the community (communities, civic society, private sector and local businesses) to inform your bid and what support you have from them. (Limit 500 words)

The Council has historically undertaken thorough consultation and engagement on the future of Cannock Town Centre.

In 2017, the Council held a stakeholder event, which included local land owners, developers, agents and partners such as Cannock College, to assist the preparation of a Town Centre Area Action Plan. The group identified several solutions which align with the key focus on the Levelling Up Fund proposals:

- Improved movement around town centre and better pedestrian connectivity.
- Improved public realm and town environment.
- Identify site [REDACTED] to promote better evening economy, alongside refurbishment.
- Key areas of change; Church Street, re-development of MSCP site, [REDACTED]

In October 2019 the Council produced a Cannock Town Centre Development Prospectus which identified Council owned development sites capable of being redeveloped. This document has been used to engage with the private sector and development industry. It is the Council's main tool when discussing redevelopment opportunities in Cannock Town Centre.

The Retail and Town Centre Uses Study January 2021 undertook telephone household interviews to establish retail and leisure habits, market shares, inflows and outflows of expenditure and views on the town centres in the District. Local

businesses in the town centre were contacted asking them to take part in a business survey including direct interviews with key local stakeholders who contributed to a SWOT analysis of the centres retail, leisure and service provision, impacts of coronavirus and suggested improvements.

Recent engagement has been through consultation on the Local Plan Preferred Options which contacted local stakeholders and residents using emails, letters and a social media campaign. The consultation sought views on policies relating to Cannock Town Centre in the new Local Plan. Emerging findings included support for the arts and cultural facilities within the town centre; conversion of shops to residential uses and investment to create a vibrant town centre.

For the Levelling Up Fund bid proposal, the Council has engaged with a number of stakeholders that have influence and interest in Cannock Town Centre. This has resulted in letters of support for the proposal from:



The Council has engaged as widely and inclusively as possible. We have set up a community virtual consultation website which will form an ongoing platform to engage with the community forming the heart of the future marketing and consultation plan adopted by the Council.

<https://vpc.tetrachteurope.com/engage/cannockchase/>



The engagement has shaped the key elements and aspects of the bid notably the development of the Hub Building



4.2b Are any aspects of your proposal controversial or not supported by the whole community? Please provide a brief summary, including any campaigns or particular groups in support or opposition? (Limit 250 words)

There are no local campaigns or groups in opposition to any element of the proposal. Local residents have expressed through previous consultations their desire to see major transformational change to Cannock Town Centre and for a new and improved offer which will increase the vitality and vibrancy of the town centre.

4.2c Where the bidding local authority does not have the statutory responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?

N/A

For Northern Ireland transport bids, have you appended a letter of support from the relevant district council

N/A

### 4.3 The Case for Investment

See technical note Table 1 for further guidance.

4.3a Please provide evidence of the local challenges/barriers to growth and context that the bid is seeking to respond to. (Limit 500 words)

The proposal is based on a very strong case for investment and intervention which is set out in this section. The evidence of need is clear and the barriers and challenges to growth and regeneration are also distinct. Evidence of need includes:

- 42,840sqft of vacant retail floorspace.
- 20% vacancy rate for retail in the town centre (overall) and 62% Vacancy in the project / scheme area.
- [REDACTED] empty and unattractive buildings in poor condition.
- Lack of people using this part of the town centre.
- Theatre constrained by its setting and physical infrastructure, which limits spend and dwell time in the theatre.

[REDACTED]

Evidence of the local challenges and barriers to growth and the context to the bid proposal include:

- The scale of the restructuring and regeneration required has meant neither the public sector nor private sector has had the necessary resources to lead change up until now.
- In the context of a private sector enabled regeneration solution, values and property market demand is not sufficiently strong and costs are prohibitively high. This means a gap-funded public sector / developer partner approach is not an option in Cannock Town Centre for the foreseeable future.
- Responding to the above context, the market failure (or inadequacy) in key sectors has meant that a bespoke and carefully crafted public sector led project is the right solution for this regeneration challenge.
- The scale and visual appearance of vacant and unattractive retail buildings is blighting the town centre and further eroding the quality of experience provided and confidence to invest.

- Ringway is a barrier to connectivity and poor presentation of the town centre to the wider area in this location, damaging the character and appeal of the town centre.
- Limited evening economy and activity outside shopping hours. The theatre provides an isolated focal point in the town centre at present.

The opportunities which Levelling up Fund unlocks working in an integrated way across national and local government and with a range of local stakeholders is truly transformational and innovative. Once these barriers have been removed by addition of Levelling Up Fund monies, Cannock town centre will see growth in key emerging areas, particularly cultural, creative, [REDACTED] business space. This will bring new opportunities for local communities. The synergy new uses bring into the town centre will give the area a purpose it has lacked for many years and both an economic and cultural relevance for the people of Cannock Chase.

The links between leisure and culture [REDACTED] business and entrepreneurship are distinctive aspects of the proposal, bringing life and economic purpose back to the town centre. [REDACTED]  
[REDACTED]  
[REDACTED]

4.3b Explain why Government investment is needed (what is the market failure)? (Limit 250 words)

Market failure is evident across several different levels in Cannock town centre.

- The scale and quantum of vacant retail space is far in excess of any present or future demand within the scheme area with around 42,840sqft of vacant retail floorspace.
- Viable alternative uses for existing floor space cannot be found and many buildings are beyond their operational life.
- This land is locked into vacancy for the long term without strategic public sector intervention.
- The costs of restructuring away from retail and to regenerate this area make private sector intervention to lead and deliver change unviable.
- The place leadership necessary is only possible through Council and Government investment, drawing on combined resources, to restructure this part of the town centre and create a new economic future.
- The Town Centre leisure and culture offer is limited. There is opportunity to reinforce and diversify the theatre to boost this sector through regeneration.
- There is very limited flexible high-quality services employment space in the town centre and a lack of associated business support.

[REDACTED]  
[REDACTED]  
[REDACTED]

There is evidenced demand for the new uses the scheme proposes [REDACTED], but the private sector alone cannot drive this change. The public sector has a central enabling, funding and coordinating role to deliver regeneration.

4.3c Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation. As part of this, we would expect to understand the rationale for the location. (Limit 500 words)

Cannock town centre experiences significant vacancies, with over-supply of poor-quality, obsolete retail space. The town centre remains a strategic priority for the Council and significant co-funding has been identified in combination with LUF. The selected area has considerable regeneration potential and benefits from substantial Council land control.

<b>Proposed Investment.</b>	<b>How will this address stated challenges and barriers?</b>	<b>Evidence to support that explanation.</b>
Direct development of the cultural hub, business incubator and café / bar [REDACTED]	<p>The scale of proposed investment brings sufficient resources to deliver change.</p> <p>Developer/partner approach is not appropriate in Cannock Town Centre. The Council leads and delivers regeneration creating commercial opportunities and overcoming barriers to delivery.</p>	<p>Cost plan underlining the scheme is deliverable</p> <p>Market assessment demonstrates demand.</p> <p>CCDC has necessary approvals to lead and invest.</p>
Clearance of vacant buildings to enable comprehensive redevelopment introducing new uses. [REDACTED]	Vacant and unattractive retail buildings blight the town centre, eroding quality and investor confidence. The scheme removes vacant, unattractive buildings, creating a climate for further investment, new uses, and activity.	Investment activity is held back by present conditions.
[REDACTED] Cultural [REDACTED] creating a new vibrancy in the town centre.	Linking the cultural scheme and the incubator managed workspace fused by a café hub adds value to all elements.	Storyhouse, Chester, is a successful example of a similar integrated cultural facility.

Focusing on the existing theatre and building a stronger leisure and cultural offer.	Leisure and culture offer in the town centre is limited.  Restricted leisure economy activity outside shopping hours. The theatre is isolated in the town centre at present.	Co-location of complimentary, reinforcing uses drives footfall and activity.  Galeri Caernarfon a successful example of a similar integrated cultural facility.
Business Incubator and Managed Workspace  [REDACTED]	Shortage of high-quality workspace in the town centre.	[REDACTED]
The Northern Gateway commercial development  [REDACTED] and public realm scheme / connectivity scheme / Bike Hub  [REDACTED]	Ringway a barrier to connectivity between town centre and surrounding area.	Numerous examples of breaking concrete collar and enhancing accessibility
Investment [REDACTED] [REDACTED]  [REDACTED]	Market demand [REDACTED] but no available sites.  Regenerate the town centre by bringing in quality development [REDACTED]	Evidence of market demand demonstrated [REDACTED].

LUF investment would unlock substantial local authority investment [REDACTED]  
[REDACTED] But with LUV a major regeneration strategy is possible which meets the challenges of the town centre. But neither LUF nor CCDC investment is enough on its own to deliver the change needed.

4.3d For Transport Bids: Have you provided an Option Assessment Report (OAR)

4.3e Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions. This should be demonstrated through a well-evidenced *Theory of Change*. Further guidance on producing a Theory of Change can be found within [HM Treasury's Magenta Book](#) (page 24, section 2.2.1) and [MHCLG's appraisal guidance](#). (Limit 500 words)

The Theory of Change, provided in Appendix 13, provides a detailed model showing the links between context, rationale, objectives and inputs for the proposed interventions, and the outputs, outcomes and impacts and the indicators which will be used to measure these.

The table below provides a summary of the Theory of Change model, specifically identifying how the proposed interventions will deliver results for the town centre. The proposals include the regeneration of 1.36ha of land including extensive vacant buildings which will be repurposed to deliver the following:

Intervention	Results
Demolition of vacant and under-used eyesore buildings [REDACTED]	The demolition of vacant buildings will have a positive impact on visitor perception of the town centre. It is also crucial in enabling the intervention proposals below.
Grow, enhance and diversify the cultural offer at the Prince of Wales Theatre. Delivery [REDACTED] mixed use cultural / leisure space including an enhanced theatre, with new much needed front of house facilities providing disabled access. Redevelopment of under-used space [REDACTED]	Result in increased visitor numbers and crucially an increased spend per visitor at the Prince of Wales [REDACTED]. It will enhance a currently limited evening economy, increase footfall, have a positive impact on crime reduction and will deliver new jobs within the town centre.  The quality of the proposed building, [REDACTED] will generate an improved visitor perception of the town centre.
[REDACTED] adding to the leisure 'offer' in the town centre	This intervention [REDACTED] and enhanced theatre will further boost the culture and leisure offer in the town centre. As above, this will also increase footfall including into the evening, as well as delivering new jobs.
1,300 sqm business incubator / accelerator workspace	The new business incubator / accelerator workspace will generate

	<p>new jobs and opportunities for businesses. Increased footfall resulting in an increased town centre spend.</p>
[REDACTED]	<p>This intervention will deliver increased jobs and footfall within the town centre and increase latent spend.</p>
<p>Enhanced public realm / open space including an attractive new gateway, enhanced connections to the bus station and across ringway and new bike hub</p>	<p>The interventions will address Ringway as a barrier to pedestrian movement, creating an accessible gateway to the town centre and improving sustainable travel connections.</p> <p>The planting of trees through the public realm proposals, along with a green roof at the bike hub will increase biodiversity net gain.</p>
[REDACTED]	<p>This intervention will increase footfall within the town centre, as well as enabling the improved gateway facility. It will also provide a new, attractive frontage to Ringway, replacing the view of the disused multi-storey car park, thereby improving visitor perception.</p>

#### 4.4 Alignment with the local and national context

See technical note Table 1 for further guidance.

4.4a Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, local economic strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up. (Limit 500 words)

The bid aligns with the policy position in the adopted Cannock Chase Local Plan (Part 1) which aims to retain and strengthen Cannock Town Centre's position as a strategic sub-regional centre in the West Midlands. The Council is currently reviewing its Local Plan and is at Preferred Options stage; the Preferred Option document was published in April 2021 and sets out policies designed to support the viability and vitality of Cannock town centre as the strategic centre within the District.



The Cannock Town Centre Development Prospectus was published by the Council in October 2019 and sets out the Council's vision to rejuvenate the town centre and create a culture and leisure to draw in footfall and activity and complement the offer at the new McArthurGlen Designer Outlet Village.

The bid is fully aligned with the Council's Economic Prosperity Strategy 2020-2030 which seeks to make sure that the District's main towns are more vibrant and sustainable

The bid also supports the economic plans of the Greater Birmingham & Solihull and Stoke-on-Trent & Staffordshire Local Enterprise Partnerships (LEPs) with both LEPs prioritising the transformation of town and local centres and working with local authorities to promote re-development of key opportunity sites that deliver private sector jobs, land value uplift, new commercial floor space, incubation and enterprise space, residential units and GVA uplift.

The bid fully aligns with Staffordshire County Council's Economic Recovery Strategy which has a key priority to support District Council's in their efforts to reshape and revitalise their town centres and supports the levelling up agenda with investment in areas that have deprivation, have lower levels of earnings and skills and have not benefitted from investment. It also accords with Staffordshire County Council's Local Transport Plan and supports a key objective to support the growth and regeneration of local areas by investing in high quality public realm and improved pedestrian connections.

The bid also supports the key objectives and priorities contained within the West Midlands Combined Authority Strategic Economic Plan; generating new economic growth and new jobs.

4.4b Explain how the bid aligns to and supports the UK Government policy objectives, legal and statutory commitments, such as delivering Net Zero carbon emissions and improving air quality. Bids for transport projects in particular should clearly explain their carbon benefits. (Limit 250 words)

The bid supports UK Government objective to deliver Net Zero carbon emissions by 2050 by making sure that the proposed new building achieves high levels of building performance standards. The Council will make sure through its contractor procurement process that the scheme will deliver the highest possible standard for energy use and CO<sub>2</sub> emissions that can be practically delivered and are viable.

The Council is developing a Sustainability Plan for the project to set how the design will maximise opportunities for:

- on-site production and use of low and zero carbon energy and heat.

- providing contribution to the creation of urban forests, woodlands and street trees as an integral part of the development.
- use of materials with a low environmental impact.
- minimising the use of non-renewable natural resources.
- maximising the reuse and recycling of materials in construction and deconstruction, provide electric vehicle recharging infrastructure.
- providing opportunities for local walking and cycling.

The draft People & Place Sustainability Plan is attached at Appendix 10.

The proposed scheme is in a central and highly connected part of the Town Centre in close proximity to an existing bus station and bus routes, Cannock Railway Station with regular services to and from Birmingham New Street and is well served by existing walking and cycling infrastructure. The proposed scheme will add to this existing offer through the provision of a new 'bike hub' and will maximise opportunities to deliver sustainable transport links to the adjacent Designer Outlet Village development and Railway Station.

4.4c Where applicable explain how the bid complements / or aligns to and supports other investments from different funding streams. (Limit 250 words)

The bid is principally comprised of funding from the UK Government Levelling Up Fund with co-funding from Cannock Chase Council.

This recognises that the project is being delivered via a major public sector intervention and not through a conventional development partner arrangement.

The bid does not rely on other UK Government funding streams or regional / local funding streams, although opportunities to secure additional grant funding via Local Enterprise Partnerships, West Midlands Combined Authority, Arts Council England are being explored by Cannock Chase Council.

4.4d Please explain how the bid aligns to and supports the Government's expectation that all local road projects will deliver or improve cycling and walking infrastructure and include bus priority measures (unless it can be shown that there is little or no need to do so). Cycling elements of proposals should follow the Government's cycling design guidance which sets out the standards required. (Limit 250 words)

The delivery of a new Northern Gateway will remove an existing subway and connect the town centre to the bus station and Beecroft Road car park with new high public realm and new commercial space. The project overall will improve cycling and walking infrastructure within Cannock Town Centre.

The Ringway is a 'concrete collar' acting as a barrier for pedestrians and cyclists. It creates a car dominated space which has an adverse impact on the wider town

centre environment. Pedestrians are currently expected to access the town centre from the Beecroft Road Car Park via a dimly lit and narrow subway under the Ringway, which is a disappointing and unwelcoming entrance point.

The scheme will create a new at-grade crossing which provides the opportunity to create a high quality and well-designed town centre space [REDACTED]

Complementary measures to improve the public realm in Church Street will also create opportunities to reduce vehicle dominance and improve the environment for pedestrians and cyclists. [REDACTED]

The scheme delivers provision for a new 'bike hub' at the Northern Gateway, with the potential for a bike hire, repair and storage facility. This will encourage further bike use within the town centre and provide a business opportunity creating additional economic benefits.

## PART 5 VALUE FOR MONEY

### 5.1 Appropriateness of data sources and evidence

See technical note Annex B and Table 1 for further guidance.

All costs and benefits must be compliant or in line with [HMT's Green Book](#), [DfT Transport Analysis Guidance](#) and [MHCLG Appraisal Guidance](#).

5.1a Please use up to date evidence to demonstrate the scale and significance of local problems and issues. (Limit 250 words)

The January 2021 Cannock Chase Retail & Town Centre Uses Study (Tetra Tech) identified that there were 47 vacant units across Cannock Town Centre, accounting for 20% of all units which is significantly higher than the national average of 12%. The vacant units occupy 88,150 square feet of floorspace – 14% of the total floorspace of the town centre and again above the national average (10%).

A significant amount of vacant space (42,850 sqft) is concentrated in the target area for the proposed scheme [REDACTED]

[REDACTED] These buildings are unsightly and run down and affect the overall vitality of the town centre.

The Study also identified the following issues:

- Existing food and beverage provision is under-represented. [REDACTED]
- There is a need to enhance existing cultural assets.
- There is a lack of quality office space particularly to suit the needs of SMEs.
- Poor quality environment and pedestrian connectivity.

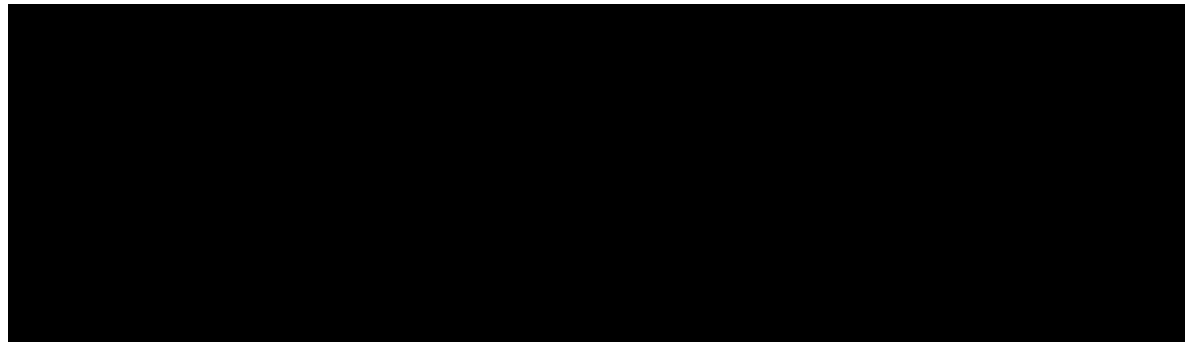
Data from UKcrimestats.com indicates there were just over 2,500 crimes reported within a 1-mile radius of the centre of Cannock over the 12-month period up to the end of April 2021.

The ability to deliver a transformational scheme in this area will dramatically improve the attractiveness of the town centre and create confidence in Cannock Town Centre as a place to invest and visit.

5.1b Bids should demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues. Please demonstrate how any data, surveys and evidence is robust, up to date and unbiased. (Limit 500 words)

The evidence used is taken from the 2021 Cannock Chase Retail and Town Centres Uses study which was produced by Tetra Tech on behalf of Cannock Chase Council - the study is robust and current and is a key component of the evidence base for the Local Plan. The data on existing floorspace uses within the Town Centre and numbers of vacant units is sourced from the Experian GOAD data and surveys and is recent with the study being published in January 2021.

The Cannock Chase Retail and Town Centres Uses study includes data from an independent household survey of 1,100 local households carried out by a specialist market researcher (NEMS) during October / November 2020. The household survey identifies consumers habits and preferences and is designed to understand what would encourage them to visit Cannock Town Centre more often. 42% of the respondents indicated 'nothing' when asked what they most liked about Cannock Town Centre and just 5% indicated that they thought it was a 'nice place'. 25% of respondents indicated that a better range of shops or attractions would encourage them to visit the town centre more and 4% said they would like to see more parking spaces available and 4% said they would like to see fewer empty shops.



Evidence on market demand for commercial and residential market evidence in Cannock town centre is based on current market intelligence, including data on recent sales values, rental levels and yields for different property segments



5.1c Please demonstrate that data and evidence chosen is appropriate to the area of influence of the interventions. (Limit 250 words)

The area of influence of the interventions for the majority of benefits included in the VFM calculations is the area within the red line boundary of the area selected for the LUF application.

However, in line with usual practice, there are several types of benefits where the area of intervention extends slightly outside this boundary. These are as follows:

**Crime reduction:** in line with the guidance provided by MHCLG for the FHSF programme, the area of influence for reduced crime and Anti-social behaviour extends to 1 mile from the centre of the LUF intervention area. Data for crimes occurring in the relevant area over the 12-month period up to April 2021 was sourced from [www.UKcrimestats.com](http://www.UKcrimestats.com).

**Land Value Uplift** in the wider area: the area of influence for LVU in the wider area – for both residential and commercial properties – includes a 500-metre buffer beyond the red line edge of the LUF intervention area.

## 5.2 Effectiveness of proposal in addressing problems

5.2a Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should usually be forecasted using a suitable model. (Limit 500 words)

The high level of vacancies in town centre retail units indicates that a broader range of uses needs to be introduced to Cannock. The assessment of the Council and its advisers is that the development of a stronger cultural and leisure offer will provide an important part of the solution to halt the spiral of decline that the town centre has experienced over the past 3-4 years and the future social and economic problems this will generate.

The existing Prince of Wales theatre is highly regarded locally and in normal times hosts a series of popular performances and events.

In addition, the food and drink offer associated with the theatre is currently inadequate and there is a considerable opportunity to develop this aspect, creating a viable destination for evening leisure.

The provision of managed workspace accommodation in the town centre as part of the redevelopment will provide high quality accommodation for SMEs, particularly those operating in sectors such as creative and digital industries, ICT, professional services, and other office-based activities. The co-location of workspace within the cultural quarter development will also provide additional sources of demand for the increased food and drink services offer within the redeveloped and expanded theatre facility. The food and drink offer will also be attractive to the occupiers of the managed workspace as a place to meet, network and collaborate with each other, with clients and with suppliers. (Evidence of the increasing importance of

networking and collaboration to knowledge economy businesses is confirmed in various UK Government reports, including those published by the Office for Life Science).

Apart from the leisure, market analysis undertaken by [REDACTED] reveals that there is strong and increasing demand for [REDACTED] in Cannock. Apart from providing demand for land that is currently vacant or under-utilised [REDACTED]

A further source of benefit is an expected reduction in levels of crime and anti-social behaviour in the town centre. The justification for the anticipated reduction is from improved design of public realm, increased natural surveillance from a growing town centre [REDACTED]

To quantify impacts, a spreadsheet model has been developed that yields a range of quantifiable outputs, many of which are capable of monetisation for inclusion in the BCR calculation. Further details of this model are provided in the response to section 5.2b below.

5.2b Please describe the robustness of the forecast assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis or model (in terms of its accuracy and functionality) (Limit 500 words)

The economic impact model has been constructed as a discounted cash flow of costs and benefits over a 40-year appraisal period (although in some cases the duration of quantified benefits is more restricted: e.g., crime reduction benefits are only included for a 10-year duration), with future costs discounted using a rate consistent with that recommended by the Green Book. A 40-year appraisal period was selected as this is the expected period for the repayment of borrowing associated with the provision of local authority co-funding.

Several types of costs and benefits included in the model have been sourced from suitably qualified and experienced [REDACTED]

For example:

- [REDACTED] Development costs have been identified and profiled [REDACTED]
- Existing use values and post-development values have been developed by [REDACTED] have also produced estimates of site-specific land value uplift using a methodology compliant with the MHCLG Appraisal Guide. The value yielded has been used in the economic model as an input to the BCR calculation.

A wider set of project-related benefits have been included in the model:

- Gross and net floorspace areas from the building design have been used as the starting point to estimate gross and net employment creation potential using standard employment density and local additionality assumptions. The gross job numbers from the model have in turn been used to produce monetary estimates of '*jobs made more accessible*' following the proposed intervention, using the method recommended by MHCLG under the FHSF programme which included guidance on aspects such as displacement, attribution and duration of impacts.
- The model quantifies benefits such as Wider Area LVU covering existing commercial and residential properties located in the town centre also using a method recommended by MHCLG as part of the FHSF programme. Data on the number and average value of commercial properties in the relevant area (i.e. the area within the red line boundary plus a 500-metre buffer) has been identified [REDACTED] using electronic databases. Estimates of the number of existing residential properties has been estimated [REDACTED]
- The model also covers estimated benefits associated with expected reduced levels of crime and anti-social behaviour in the town centre. The approach is the same as recommended by MHCLG as part of the FHSF programme, coupled with up-to-date local crime data from the UKcrimestats.com data source. Assumption regarding displacement, attribution, value of benefits and duration of effects have all been sourced from MHCLG guidance provided during the FHSF bidding process.
- Enhanced amenity value from new public realm used the methodology recommended by the MHCLG Appraisal Guide using information on the area of public realm developed in the [REDACTED] project design.
- The potential for annual carbon savings achieved [REDACTED] has been modelled and valued using a methodology consistent with guidance published by BEIS.

### 5.3 Economic costs of proposal

5.3a Please explain the economic costs of the bid. Costs should be consistent with the costs in the financial case, but adjusted for the economic case. This should include but not be limited to providing evidence of costs having been adjusted to an appropriate base year and that inflation has been included or taken into account. In addition, please provide detail that cost risks and uncertainty have been considered and adequately quantified. Optimism bias must also be included in the cost estimates in the economic case. (Limit 500 words)

The expected financial costings for projects included within the bid have been developed [REDACTED]



Project costings assume a single phase of construction, and are based on cost information obtained from BCIS, Spons, and in-house benchmarks.

Cost estimates for the proposed civil engineering works excludes allowances for VAT, NHBC Insurance, Planning Fees and pre-contract Professional Fees.

Land costs and values have been identified by the [REDACTED]

Project costs have been developed in present day terms assuming a mid-point of construction of [REDACTED]. The costings take into account expected levels of building cost inflation over the expected development period.

Civil engineering cost risks have also been factored into the costings, with an allowance for cost risk [REDACTED].

The profiling of project costs in the Economic Case is consistent with those set out in the Financial Case: this profiling has been developed [REDACTED] based on advice received from the masterplanning team, with inputs also from key local stakeholders.

[REDACTED]

Optimism bias has also been factored into the assessment. Given that the proposed project has been costed in detail by suitably qualified and experienced personnel, an additional allowance adjustment for optimism bias amounting to [REDACTED] of expected project costs requiring public sector funding (LUF plus other public sector co-funding) has been made.

Private sector costs are also included. These have an estimated Present Value of [REDACTED]

#### 5.4 Analysis of monetised costs and benefits

5.4a Please describe how the economic benefits have been estimated. These must be categorised according to different impact. Depending on the nature of intervention, there could be land value uplift, air quality benefits, reduce journey times, support economic growth, support employment, or reduce carbon emissions. (Limit 750 words)

Benefits are as follows:

**Direct Land Value Uplift.** LVU has been estimated by [REDACTED] using a methodology consistent with the MHCLG Appraisal Guide. [REDACTED]

**Wider Area LVU –** [REDACTED] is included as a benefit. The methodology involved counting the properties within this area, estimating the current value and applying an appropriate uplift factor based on the methodology and formulae recommended by MHCLG in the FHSF process. A gross [REDACTED] uplift is assumed. However, a [REDACTED] attribution rate is also assumed (which is a typical level found in Webtag), as well as a Displacement rate of [REDACTED] (based on suggested values found in the Homes England Additionality guide). The duration of this type of benefit is assumed to be 10 years. [REDACTED]

**Wider Area LVU – commercial properties.** [REDACTED]

**Amenity value.** The benefit associated with amenity enhancements from improved public realm [REDACTED] is estimated using a method consistent with the MHCLG Appraisal Guide. [REDACTED]

**Crime reduction.** Benefits associated with the potential for reduced levels of crime are estimated in a manner consistent with MHCLG guidance. [REDACTED]

**Jobs made more accessible.** The value of jobs made more accessible has been calculated using a methodology consistent with MHCLG guidance issued for the FHSF, based on the potential for gross jobs associated with the proposed redevelopment [REDACTED] using standard floorspace densities using the HE *Employment Densities* guide. Of the gross jobs, [REDACTED] are assumed to be taken by labour market entrants/re-entrants, whilst the welfare impact is assumed to be [REDACTED] (Webtag). [REDACTED]

**Public land receipts.** [REDACTED]  
[REDACTED]

**Public spending savings** [REDACTED]  
[REDACTED]

**Other public revenues.** [REDACTED]  
[REDACTED]

**Carbon savings.** Significant reductions in annual carbon dioxide associated with heating and lighting [REDACTED] can be achieved if the building is [REDACTED] designed to modern standards of energy efficiency. The carbon saving has been converted into a financial value using values published by BEIS converted to 2021 prices using HMT GDP price deflators. [REDACTED]  
[REDACTED]

5.4b Please complete Tab A and B on the **appended excel spreadsheet** to demonstrate your:

Tab A - Discounted total costs by funding source (£m)

Tab B – Discounted benefits by category (£m)

### 5.5 Value for money of proposal

5.5a Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios. If a Benefit Cost Ratio (BCR) has been estimated there should be a clear explanation of how this is estimated in a methodology note. Benefit Cost Ratios should be calculated in a way that is consistent with [HMT's Green Book](#). For non-transport bids it should be consistent with [MHCLG's appraisal guidance](#). For bids requesting funding for transport

projects this should be consistent with [DfT Transport Analysis Guidance](#). (Limit 500 words)


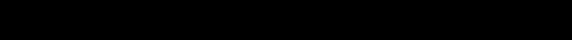
The overall value for money of the proposed intervention has been calculated in a manner fully consistent with MHCLG requirements for regeneration programmes (such as the Future High Street Fund and the Towns Fund). The formula used to calculate the BCR is as follows:

(Present Value of expected Benefits minus Present Value of expected Private Sector Investment) divided by the Present Value of expected Public Sector Costs.

The estimation of the Present Value of expected Public Sector Costs includes an allowance for Optimism Bias, taking account of both LUF investment and public sector co-funding.

The following table provides the summary results of the proposed LUF intervention and associated strategy for Cannock Town Centre.

**Cannock Town Centre LUF Bid: Summary of costs and benefits**

<b>Benefits for BCR</b>	<b>Present Value, 2021/22 prices (£millions)</b>
Site-specific Land Value Uplift	
Wider area LVU 	
Wider area LVU – commercial	
Amenity value benefits	
Crime reduction benefits	
Benefits of jobs made more accessible	
Public land receipts	
Additional public revenues	
	
Carbon reduction benefits	
<b>Total benefits for BCR</b>	
LUF cost	

Co-funding – public sector		
<b>Total public sector cost (i.e., LUF + public sector co-funding)</b>		
Optimism bias adjustment for public sector co-funding		
<b>Overall public sector costs (i.e., LUF + public sector co-funding + optimism bias)</b>		
Private sector and third-party funding		
<b>BCR (PV Benefits – PV private sector costs)/(PV Public sector costs)</b>		<b>2.46</b>

Overall benefits have an estimated present value of £114.479 millio [REDACTED]  
[REDACTED] The Private sector contribution has [REDACTED]

The overall BCR is **2.46**.

The proposed redevelopment in Cannock town centre can be expected to generate a strong ratio of benefits compared to costs. The central BCR for the project is calculated to be 2.46, which is significantly higher than the minimum ratio of 2.0 which is often used by Government as guide in public investment decision-making for infrastructure and regeneration projects.

On that basis, the proposed investment of LUF resources into the regeneration strategy for Cannock town centre can be expected to generate a high level of value for money.

5.5b Please describe what other non-monetised impacts the bid will have and provide a summary of how these have been assessed. (Limit 250 words)

The proposed project has the potential to generate substantial new job opportunities for residents of Cannock.

Based on the floor areas identified by the masterplan, using standard methods of converting gross floorspace figures into estimates for net internal floorspace and normal employment densities consistent with the guidance provided by the latest

version of the HCA/Homes England *Employment Density Guide*, it would be expected that when fully developed and occupied the developments have the potential to host [REDACTED] gross jobs.

Based on standard assumptions for additionality factors including leakage, displacement and multiplier coefficients (based on guidance contained in the latest version of the HCA/Homes England *Additionality Guide*), it would be expected that [REDACTED] of these jobs would likely be net additional to the local economy [REDACTED]

The generation of the estimated numbers of gross jobs as set out above also has the potential to boost the generation of economic output in the local economy in gross terms by approximately £[REDACTED] million per annum and in net terms by approximately £[REDACTED] million per annum once the scheme is built and fully operational.

The construction phase of the development of Cannock town centre also has the potential to support construction phase employment both directly and indirectly (i.e., through supply chain activity and construction workforce local expenditure). The number of direct jobs expected to be required to deliver the construction phase of the scheme is expected to amount to around [REDACTED] person years of employment.

5.5c Please provide a summary assessment of risks and uncertainties that could affect the overall Value for Money of the bid. (Limit 250 words)

The costings for the proposed intervention in Cannock town centre includes standard allowances for risks, contingency and project management resources to deliver efficient and effective management of the project during the implementation phase of the project.

Allowances have also been factored in to cover potential increases in project delivery costs, such as through increased prices for construction materials.

A comprehensive risk register for the project is provided in Appendix 7.

5.5d For transport bids, we would expect the [Appraisal Summary Table](#), to be completed to enable a full range of transport impacts to be considered. Other material supporting the assessment of the scheme described in this section should be appended to your bid.

Not applicable.

## PART 6 DELIVERABILITY

### 6.1 Financial

See technical note Table 1 for further guidance.

6.1a Please summarise below your financial ask of the LUF, and what if any local and third party contributions have been secured (please note that a minimum local (public or private sector) contribution of 10% of the bid costs is encouraged). Please also note that a contribution will be expected from private sector stakeholders, such as developers, if they stand to benefit from a specific bid (Limit 250 words)

- Levelling up Fund (financial ask) = £20,000,000

6.1b Please also complete Tabs C and D in the **appended excel spreadsheet**, setting out details of the costs and spend profile at the project and bid level in the format requested within the excel sheet. The funding detail should be as accurate as possible as it will form the basis for funding agreements. Please note that we would expect all funding provided from the Fund to be spent by 31 March 2024, and, exceptionally, into 2024-25 for larger schemes.

Details of costs and spending profile are included at the appended excel spreadsheet. The detailed cost plan has been developed by [REDACTED] and the profiled spend reflects the project delivery plan and implementation programme. We can confirm LUF spend will be complete by 31<sup>st</sup> March 2024.

6.1c Please confirm if the bid will be part funded through other third-party funding (public or private sector). If so, please include evidence (i.e. letters, contractual commitments) to show how any third-party contributions are being secured, the level of commitment and when they will become available. The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Where relevant, bidders should provide evidence in the form of an attached letter from an independent valuer to verify the true market value of the land.

Yes

No

See letter of support [REDACTED]

Private unsecured – evidenced by recorded market interest [REDACTED]

6.1d Please explain what if any funding gaps there are, or what further work needs to be done to secure third party funding contributions. (Limit 250 words)

There are no funding gaps to the delivery of the project funded by LUF and the Council. This is a public sector led scheme which does not rely on private co-funding. [REDACTED]

The unsecured private sector funding identified relates to [REDACTED]. Market interest has been recorded in respect of this development [REDACTED]. The nature of this investment is important as no existing sites are available in the town centre. LUF will fund demolition costs to create a new site for this development. The land in question is [REDACTED]. This relocation is met by [REDACTED]. Once the site is available it will be marketed, and disposal will follow to allow development within the scheme programme. [REDACTED]. Please refer to the project programme.

6.1e Please list any other funding applications you have made for this scheme or variants thereof and the outcome of these applications, including any reasons for rejection. (Limit 250 words)

This is an entirely new scheme both in terms of content and delivery approach. No other funding applications have been made for this scheme or variants thereof. A very different gap-funding type scheme for a commercial leisure development was set out in the EOI for Future High Street Fund, but that was a very different scheme, based on a different delivery route.

6.1f Please provide information on margins and contingencies that have been allowed for and the rationale behind them. (Limit 250 words)

The cost plan for the scheme is based on detailed work by [REDACTED]. This assumes delivery on a [REDACTED].

The margin assumed in the cost plan for contractor overhead and profit is [REDACTED]. This is an industry standard approach. Preliminaries for the contractor are assumed at [REDACTED] %.

- Scheme Total / Total Estimated Costs [REDACTED]
- OH&P [REDACTED]
- Design Fees [REDACTED]
- Preliminaries [REDACTED]
- Inflation = (mid-point construction [REDACTED])



The Council will strengthen its delivery capacity in terms of development management expertise. Delivery capacity costs will be met by the Council and are not contained in this bid.

The approach to risk and cost contingency reflects the complexity of the scheme and the work undertaken to date in the preparation of the bid. There are numerous elements and not all would be expected to meet cost overrun.

The risk allocation is based on [REDACTED] of the building works estimate costs and this totals [REDACTED]

We have sensitivity tested the BCR for a higher [REDACTED] risk allocation and this would be [REDACTED] thin tolerance of a healthy BCR well above 2. This amounts to an extra £ [REDACTED] of cost.

Since the additional cost would be met by CCDC the Council has assessed the implication of additional costs on scheme delivery and is satisfied with this risk level. Further value engineering and scheme development would be undertaken as the development process moves forward (see S6.1g).

6.1g Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with and shared between non-UKG funding partners. (you should cross refer to the Risk Register). (Limit 500 words)

The main financial risks are set out in the risk register (Appendix 7) and this summarised all risks to project delivery. The main financial risks include:

- Levelling up Fund application not successful. Mitigation is not possible, and the scheme cannot progress.
- Full amount of Levelling up Fund bid not received. Mitigation may not be possible and the scheme may not be able to progress. If an award is close to the full amount sought, then a degree of further scheme development and cost saving (value engineering) may be possible, but this could result in removal of benefit generating elements from the scheme. This is an ambitious proposal which has been carefully designed to manage costs and create a value for money proposal.
- Complexity of [REDACTED] Mitigation - [REDACTED] Consultants to factor in additional time and additional costs. Carry out intrusive surveys to minimise programme slippage and cost over runs.

- Potential for cost increases as further detail is developed following the bid and the evolution of the scheme and cost plan – either entire scheme or component parts. Mitigation - Cost Consultants appointed and contingency built in to cost plan assumptions. Value Engineering to be carried out to de-scope specific scheme elements if required either as part of design development to RIBA3 or in combination with (D&B) Contractor.



Managing cost will be critical for the projects during the design and development stages. Early engagement with contractors for the projects will be advantageous to delivering the project within a set cost. The proposed delivery route will see the design and technical team develop the scheme to RIBA stage 3 producing a fully coordinated design and associated cost plan, incorporating a robust project risk register. Design and Build procurement routes would bring the contractors into the project earlier in the process to complete the Technical RIBA 4 design. As the information is prepared to manufacture and construct the projects the contractors can make sure that the scheme is delivered within the cost limits. This will include assessing and mitigating potential construction risks which are often the causes of project cost over-runs.

## 6.2 Commercial

See technical note Section 4 and Table 1 for further guidance.

6.2a Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. The procurement route should also be set out with an explanation as to why it is appropriate for a bid of the scale and nature submitted.

Please note - all procurements must be made in accordance with all relevant legal requirements. Applicants must describe their approach to ensuring full compliance in order to discharge their legal duties. (Limit 500 words)

The commercial structure for the delivery of the scheme



The delivery approach is appropriate for the bid scheme in terms of the scale and nature submitted. Major projects of this nature are routinely delivered in this way by local authorities.

[REDACTED]

Had there been such interest, there would have been an expectation that the public sector funds and carries risk while the private sector delivers the scheme and extracts developer profit. This would not be an appropriate procurement route for the proposed scheme.

The proposed approach still sees the public sector fund and carry risk, but the approach proposed [REDACTED]

The private sector would become involved as design / technical consultants and contractors to the [REDACTED] We envisage the following roles, some delivered by the same entity:

- Design / Technical Team
- Demolition Contractor
- Main Contractor (D&B)
- Specialist contractors / sub-contractors [REDACTED]

The council will increase its capacity and expertise in development management.

[REDACTED] it will be disposed of to the private sector with a planning brief. This will be land disposal rather than partner procurement. The developer will then manage and deliver development.

[REDACTED]

The Council understands fully the risks of the scheme and development approach. The risks associated with CCDC intervening and leading change can be managed and mitigated. The risks associated with inaction and the further deterioration of the town centre cannot be managed and should not be underestimated.

[REDACTED]

The Council has a robust Procurement Policy in place which ensures that all contracts for works and services are procured in a legally compliant manner. The majority of contracts will exceed the EU thresholds for goods and services and works contracts. Specialist procurement support and advice will be provided to the Council via Staffordshire County Council's Procurement Team and the Council's Legal Services team.

See Risk Register at Appendix 7 and refer to financial risks at S6.1g.

### 6.3 Management

See technical note Section 4 and Table 1 for further guidance

Delivery Plan: Places are asked to submit a delivery plan which demonstrates:

- Clear milestones, key dependencies and interfaces, resource requirements, task durations and contingency.
- An understanding of the roles and responsibilities, skills, capability, or capacity needed.
- Arrangements for managing any delivery partners and the plan for benefits realisation.
- Engagement of developers/ occupiers (where needed)
- The strategy for managing stakeholders and considering their interests and influences.
- Confirmation of any powers or consents needed, and statutory approvals eg Planning permission and details of information of ownership or agreements of land/ assets needed to deliver the bid with evidence
- Please also list any powers / consents etc needed/ obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them.

6.3a Please summarise the delivery plan, with reference to the above (Limit 500 words)

A project Delivery Plan for the project is attached at Appendix 5.

The purpose of the Delivery Plan is to describe the overall governance and decision-making process for the Project and its stakeholders.

The document details the following:

- Delivery Structure
- Roles and responsibilities
- Project Plan
- Risk management
- Arrangements for managing delivery partners
- Engagement with developers/occupiers
- Stakeholder management
- Confirmation of statutory approvals / consents

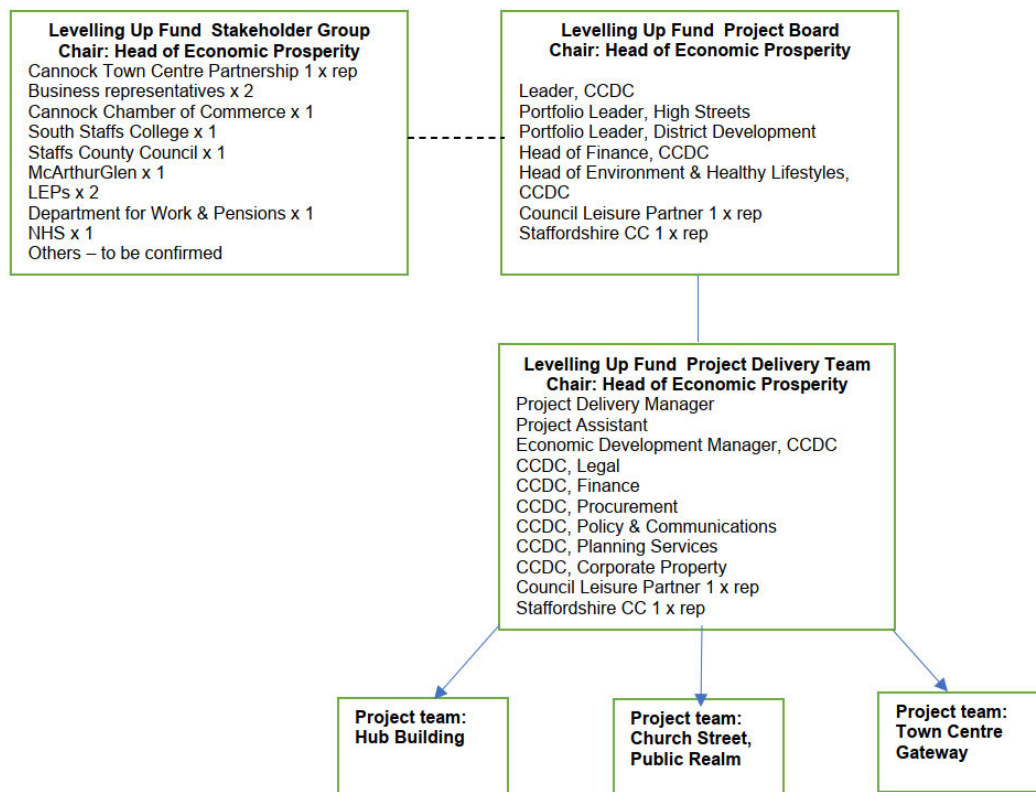
➤ Monitoring and evaluation

The Council will put in place a robust governance structure that has clear lines of responsibility and accountability. There is democratic oversight of the project with Members playing a key role in making sure that the project delivers in accordance with the agreed programme of delivery. A Senior Responsible Officer has been identified to act as the Accountable Person for the project and will provide strategic direction for the project, ensure that it meets its objectives, realises its expected benefits and ensure that the appropriate structures and processes are put into place.

A Project Board will be established and a Project Delivery Team

The Council has already taken steps to make sure of early engagement with key stakeholders and potential delivery partners so that stakeholders play an effective part in the delivery of the project by forming a Stakeholder Group which will meet on a quarterly basis.

The proposed Delivery Structure for the project is as follows:



A detailed Project Programme is attached at Appendix 6.

6.3b Has a delivery plan been appended to your bid?	✓ <input checked="" type="checkbox"/> Yes
6.3c Can you demonstrate ability to begin delivery on the ground in 2021-22?	✓ <input checked="" type="checkbox"/> Yes  <input type="checkbox"/>
<p>6.3e Risk Management: Places are asked to set out a detailed risk assessment which sets out (word limit 500 words not including the risk register):</p> <ul style="list-style-type: none"> <li>• the barriers and level of risk to the delivery of your bid</li> <li>• appropriate and effective arrangements for managing and mitigating these risk</li> <li>• a clear understanding on roles / responsibilities for risk</li> </ul>	
<p>A full assessment of project risks has been carried out and a Risk Register is attached at Appendix 7.</p> <p>There is a recognition of the scale of the challenge and complexity of delivering a transformational programme of change for Cannock Town Centre. There is overall a high level of risk associated with the delivery of the project, but this is mitigated largely by the proposed approach to the construction and build out of the proposed scheme elements. [REDACTED]</p> <p>[REDACTED]</p> <p>acting as a catalyst for change and acting as a mechanism to increase developer/investor confidence and leveraging in further private investment in future phases of development.</p> <p>The key risks identified in the Risk Register are as follows:</p> <ul style="list-style-type: none"> <li>i) Levelling Up Funding is not secured.</li> <li>ii) Inability to [REDACTED] enabling the Council to have control of land required for the scheme components. [REDACTED]</li> <li>iv) Market conditions further deteriorate and reduce investor / developer confidence.</li> <li>v) Complexity of [REDACTED]</li> <li>vi) Inability to [REDACTED]</li> </ul>	

- vii) Slippage to project delivery resulting in delivery outside of Levelling Up Fund programme timescales
- viii) Potential for cost increases – either entire scheme or specific scheme components
- ix) Reputational risk to the Council of project not delivering required outputs and within agreed timescales

Using the Council's risk matrix each risk has been scored in terms of likelihood of occurring and potential impact on delivery of the scheme with a gross score attributed to each risk. Mitigation measures for each of these risks have been identified and is presented in the risk register together with a residual risk score.

The Risk Register will be managed as a live document and risks, issues and impact of mitigation measures on programme will be kept up to date by the Project Delivery team with regular reports and updates to the Risk Register provided to the Senior Responsible Officer, Project Board and escalated if required to the Council's Leadership Team and Cabinet. Significant risks that could affect delivery of the Levelling Up Fund programme will be reported to MHCLG in a timely manner.

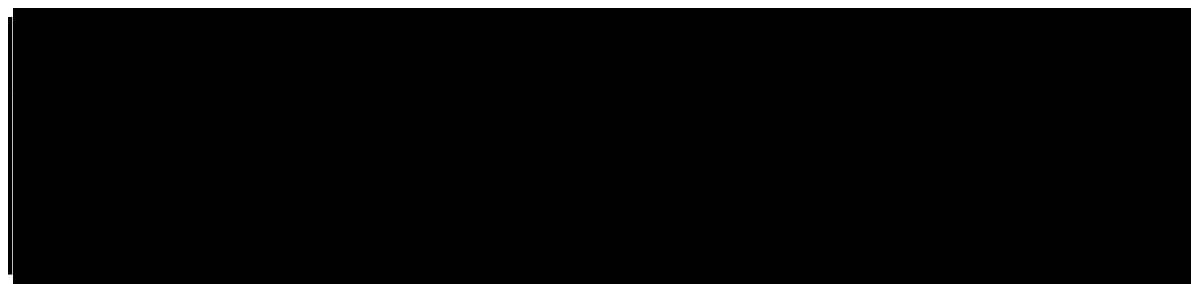
6.3f Has a risk register been appended to your bid?

Yes

6.3g Please evidence your track record and past experience of delivering schemes of a similar scale and type (Limit 250 words)

The Council has a track record of delivering major capital programmes and schemes and working in partnership with the private and public sector.

The Council has successfully worked with McArthurGlen to secure a £160m Designer Outlet scheme in Cannock, utilising its land ownership and has worked with Staffordshire County Council (as Highways Authority) to secure £15m of investment to implement upgrades to the local highway network to facilitate the development.



Working with the Council's Leisure Partner IHL, the Council has delivered in recent years a major programme of investment to upgrade and improve its Leisure Centres (near Cannock & Rugeley Town Centres). Furthermore, the Council has recently invested [redacted] in a new cemetery for the District and is managing the delivery of this project in-house with the new facility set to open in [redacted]

The Council recognises it will need to bring in additional capacity and set up a project delivery team that will support successful delivery (from its own revenue sources) this will include and extend to any external advisers/professionals necessary to implement this project.

6.3h Assurance: We will require Chief Financial Officer confirmation that adequate assurance systems are in place.

For larger transport projects (between £20m - £50m) please provide evidence of an integrated assurance and approval plan. This should include details around planned health checks or gateway reviews. (Limit 250 words)

The Chief Financial Officer has confirmed that the project will be managed in accordance with the Council's financial regulations and adherence to the procurement regulations in place. Scheme monitoring of spend will be done as part of the Councils normal monitoring framework.

It is planned that the programme will have a dedicated project delivery team with a robust monitoring and reporting framework which will provide regular updates to an overall Project Board to ensure any risks and issues are raised promptly and corrective action can be taken quickly.

#### 6.4 Monitoring and Evaluation

*See technical note Section 4 and Table 1 for further guidance.*

6.4a Monitoring and Evaluation Plan: Please set out proportionate plans for M&E which should include (1000 word limit):

- Bid level M&E objectives and research questions
- Outline of bid level M&E approach
- Overview of key metrics for M&E (covering inputs, outputs, outcomes and impacts), informed by bid objectives and Theory of Change. Please complete Tabs E and F on the **appended excel spreadsheet**
- Resourcing and governance arrangements for bid level M&E

The Council has a key role to play in the monitoring and evaluation of the project and specifically the interventions funded by Levelling Up Fund.

The specific Monitoring and Evaluation objectives have been set as follows:

- To ensure that the Project Board and MHCLG have access to a suite of relevant and timely performance monitoring indicators that enable project progress, spend and realisation of benefits to be tracked throughout the duration of the project and to provide valuable evidence for a thorough evaluation of the project.



- To set up robust and effective governance arrangements for the monitoring and evaluation of the project.
- To allocate sufficient resources to enable effective monitoring and evaluation to be undertaken throughout the lifetime of the project.
- To capture the benefits of the project in real-time and not just through an end of project evaluation.
- To ensure that a robust evaluation of the project is implemented at project close with the view that the evaluation process measures the causal impact of the scheme on planned outcomes and impacts.
- To pro-actively involve key stakeholders in the monitoring and evaluation process and seek external challenge and peer review throughout the project.
- To ensure that the Evaluation process is honest about what worked well and what didn't and to set out how things could be improved in the future.
- To capture best practice and lessons learned and disseminate the findings internally and externally to key stakeholders and MHCLG.

A detailed approach to monitoring and evaluation linked to the inputs, outputs, outcomes and impacts of the scheme is provided at Table F of the Excel LUF bid template return.

### Outcomes

Measure	Data to be Used
numbers	New business occupiers
numbers	Jobs in business occupying floorspace
£ millions	Direct Investment (£)
numbers	No. of events
kwh	Energy use reduction
visitor numbers	Town centre user footfall
£	Visitor expenditure
% units / floorspace	Vacancy rates

### Impacts

gross and net jobs	Overall jobs: direct + local indirect + local induced (multiplier) jobs
£ millions	GVA

number / type	Crime levels
response %	Change in visitor/user perceptions of location
£ millions	Downstream investment (e.g. catalytic effects on nearby sites)
Co2 tonnes	Carbon savings

It is proposed that in accordance with the evaluation guidance set out in HM Treasury Magenta Book that three types of evaluation will be undertaken as follows:

<b>Process evaluation</b>	<b>Impact evaluation</b>	<b>Value-for-money evaluation</b>
Have the proposed interventions been delivered as planned?	What difference has an intervention made?	Is this intervention a good use of resources?

The Council will utilise a suite of methods to understand and evaluate the impact of the project and the interventions funded by the Levelling Up Fund investment. An evaluation report will be commissioned and reported through to the Council's Cabinet, the Project Board, key stakeholders and made available to MHCLG to provide valuable evidence intelligence on impact and lessons learned.

The following questions will form part of the evaluation:

<b>Research question</b>	<b>Process evaluation</b>	<b>Impact evaluation</b>	<b>VFM evaluation</b>
• What worked well, what didn't?	✓		
• Were sufficient resources allocated to the project?	✓		
• Were there any unexpected barriers to the delivery of the project?	✓		
• What external factors impacted on the project?	✓		
• Has the intervention impacted positively on the key stakeholders?	✓		
• Did the intervention achieve the anticipated outcomes?		✓	

• Were the outcomes directly delivered by the intervention?		✓	
• What was the added value of the project?		✓	
• Have the market failures in Cannock Town Centre been addressed, if not, why not?		✓	
• What lessons have been learned about impact of the project?		✓	
• Did the project deliver the anticipated benefits and costs? If not, why not?			✓
• Did the benefits outweigh the costs?			✓
• Could the project / intervention have been delivered in a more cost effective manner?			✓
• Could alternative interventions have delivered better value-for-money?			✓

The following methods will be deployed to inform the evaluation process.

<b>Process evaluation</b>	<ul style="list-style-type: none"> <li>• Data review/analysis</li> <li>• Surveys / interviews</li> <li>• Customer feedback</li> <li>• Focus groups (key stakeholders/businesses/ residents/ community groups)</li> <li>• Case studies</li> </ul>
<b>Impact evaluation</b>	<ul style="list-style-type: none"> <li>• Data review/analysis</li> <li>• Surveys / interviews</li> <li>• Customer feedback</li> <li>• Focus groups (key stakeholders/businesses/ residents/ community groups)</li> <li>• Market assessment / evidence</li> <li>• Case studies</li> </ul>
<b>Value for money evaluation</b>	<ul style="list-style-type: none"> <li>• Cost-benefit analysis</li> </ul>

- |  |   |
|--|---|
|  | <ul style="list-style-type: none"><li>• Review of project budgets and financial records</li></ul> |
|--|---|

The Project Delivery Team will be responsible for ensuring effective project performance monitoring and reporting, including financial management and budget control. A Performance Monitoring Dashboard will be developed to enable programme delivery to be actively tracked; this will include:

- Progress against delivery milestones.
- Financial report capturing actual spend compared to financial profile/draw down of funding from LUF/local contributions.
- Output/outcome/impact monitoring.
- Issues log / update to risk register.

The dashboard will be reported to [REDACTED]  
[REDACTED]

Monitoring and evaluation costs will be ringfenced within the overall project budget and form part of the Council's financial contribution. External support will be commissioned to undertake an independent interim and full evaluation of the project.

## PART 7 DECLARATIONS

### 7.1 Senior Responsible Owner Declaration

As Senior Responsible Owner for Cannock Town Centre Levelling Up Fund project I hereby submit this request for approval to UKG on behalf of Cannock Chase Council and confirm that I have the necessary authority to do so.

I confirm that Cannock Chase Council will have all the necessary statutory powers and other relevant consents in place to ensure the planned timescales in the application can be realised.

Name: [REDACTED] Head of Economic Prosperity

[REDACTED]

### 7.2 Chief Finance Officer Declaration

As Chief Finance Officer for Cannock Chase Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Cannock Chase Council

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the UKG contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the scheme
- accepts that no further increase in UKG funding will be considered beyond the maximum contribution requested and that no UKG funding will be provided after 2024-25
- confirm that the authority commits to ensure successful bids will deliver value for money or best value.
- confirms that the authority has the necessary governance / assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to.

Name: [REDACTED] Head of Finance (Section 151 Officer)

[REDACTED]

### **7.3 Data Protection**

Please note that the The Ministry of Housing, Communities and Local Government (MHCLG) is a data controller for all Levelling Up Fund related personal data collected with the relevant forms submitted to MHCLG, and the control and processing of Personal Data.

The Department, and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the application to the Department for funding from the Levelling Up Fund, as well as in accordance with its privacy policies. For the purposes of assessing your bid the Department may need to share your Personal Data with other Government departments and departments in the Devolved Administrations and by submitting this form you are agreeing to your Personal Data being used in this way.

Any information you provide will be kept securely and destroyed within 7 years of the application process completing.

**You can find more information about how the Department deals with your data [here](#).**

