

Apply to the levelling up fund round 2

Submission details

Submission reference	LUF20462
Created time	Wed, 10 Aug 2022 09:11
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What is the legal name of the lead applicant organisation?

Rushmoor Borough Council

Where is your bid being delivered?

England

Select your local authority

Rushmoor

Enter the name of your bid

Farnborough Leisure and Cultural Hub

Does your bid contain any projects previously submitted in round 1? No

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

Grant Thornton LLP
Artelia UK
Strategic Leisure
GLK Solutions Limited

Enter the total grant requested from the Levelling Up Fund

£20000000

Investment themes

Regeneration and town centre	20%
Cultural	80%
Transport	0%

Which bid allowance are you using?

How many component projects are there in your bid?

1

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

LUF_Single_Project_Costings_and_Planning_Wkbook_v3.0Final.xlsx

Provide bid name

Farnborough Leisure and Cultural Hub

Provide a short description of your bid

At the heart of the ambitious Civic Quarter regeneration scheme in Farnborough town centre, the Leisure and Cultural Hub (LCH) will be an iconic, co-located, sustainable (net zero carbon) destination venue that will proactively address identified community needs aligned to health, physical activity, social wellbeing and culture.

The new-build facility will provide a state-of-the-art leisure centre, library and cultural space, creating a heart for the community in a regenerated place they can be proud of.

The Hub will bring together key services and create new opportunities to 'level up'. With over 46,750 overweight or obese adults and over 7,300 overweight or obese children and the 4th lowest activity rate in the South East, we need to tackle the high levels of obesity, inactivity, and poor mental health experienced by the Borough's expanding, ethnically diverse and ageing population.

The Hub will improve access to cultural and learning activities for all and deliver cost-effective flexible accommodation, improving service quality and

Provide a more detailed overview of your bid proposal

Our vision is to deliver a project that is greater than the sum of its parts, providing new leisure facilities alongside library, cultural and community spaces in a fully sustainable building. A destination play area, town park and skate park will sit alongside with a mobility hub supporting the sustainable transport infrastructure plans for the town centre.

Significantly contributing towards realising the regeneration vision for the Civic Quarter, this project will unlock a sequence of development phases across the wider Civic Quarter site. Through the disposal of development parcels a range of alternative uses can be delivered that support the vitality and vibrancy of the town centre in line with the Civic Quarter Masterplan.

Through co-location, the Hub will deliver an offer which blends key services for our community with state-of-the-art leisure and cultural activities for families and users of all ages.

The Leisure and Cultural Hub will;

- Increase participation in physical activity across all age groups.
- Increase participation in cultural activity across all age groups.
- Improve the health and happiness of local communities.
- Provide a sustainable solution for leisure, culture and wellbeing in the heart of the town centre with a focus on tackling social and economic inequalities.
- Support Sport England's 'Uniting the Movement' key outcomes for sport and physical activity, improving the health and wellbeing of Rushmoor residents.
- Deliver long term better public health outcomes for the community throughout the whole life of the asset, bringing about a generational change in behaviour.
- Act as a catalyst for wider economic development and regeneration including 700 new homes.
- Support statutory agendas of adult social care and children's services.
- Deliver the first Net Zero Carbon building in the Borough

The Council and its local partners have a shared ambition to level up and address inequalities and remove barriers to access through this significant investment in public facilities.

The facility mix for the Leisure element includes a 6-court sports hall, 8 lane swimming pool, fitness and spin studios, soft play and clip and climb facilities. The Library and Cultural spaces include dedicated library area, digital lab, a range of multi-purpose community rooms. There will be specific space delivered to Government Indemnity Scheme (GIS) specifications to ensure that we have full loan access to art and cultural objects and can display these to the public. We will also provide a community gallery as well as collaborative spaces for art projects.

The spaces are flexible and multipurpose. A Sports Hall includes an area for tiered seating as well as acoustic separation to create performance space. A large café will also be located on the ground floor.

The graphic brief included at Appendix 1 provides indicative layouts, schedule of Accommodation and precedent imagery for the scheme.

Why do we need to level up?

Income - Rushmoor has five LSOAs (8.6%) in the 20% most deprived in England, two of which are in the 10% deprived (3.4%)

- Income affecting children index (IDACI) – Rushmoor has one LSOAs (1.7%) in the 20% most deprived in England
- Income affecting older people index (IDAOPI) - Rushmoor has 18 LSOAs (30.1%) in the 20% most deprived in England, 12 of which are in the 10% deprived (20.7%)

Employment - Rushmoor has three LSOAs (5.2%) in the 20% most deprived in England.

Education - Rushmoor has seven LSOAs (12.1%) in the 20% most deprived in England, two of which are in the 10% deprived (3.4%)

Health - Rushmoor has four LSOAs (6.98%) in the 20% most deprived in England, two of which are in the 10% deprived (3.4%)

Crime - Rushmoor has nine LSOAs (15.5%) in the 20% most deprived in England, one of which are in the 10% deprived (1.7%)

Barriers to housing & services - Rushmoor has eight LSOAs (13.8%) in the 20% most deprived in England, four of which are in the 10% deprived (6.9%)

Living environment - Rushmoor has one LSOAs (1.7%) in the 20% most deprived in England, it is also in the 10% deprived (1.7%)

Levelling up our cultural offer

Rushmoor has been identified as one of 11 Priority Places in need of cultural investment in the South West region by Arts Council England with average annual investment per capita for the years 2017/18 to 2019/20 the lowest at £1.12 per head.

As part of the methodology for determining Priority Places, the authority also scored lowest on the Active Lives Survey with only 43% having any arts or museum engagement 3 or more times in a 12-month period.

Farnborough has a lack of cultural facilities and opportunities for cultural engagement. Consultation on the Rushmoor Cultural Strategy showed that 82% of residents feel it is important for arts and culture to enrich their lives by offering more things to do. 79% of local residents want arts and cultural activity to improve public realm and make Rushmoor a nice place to live and visit.

Culture and Creative Industries (CCI) are a key growth sector for Rushmoor. Together they make up a cluster of businesses critical to boosting competitiveness, knowledge intensity and diversification of the economy, improving economic resilience and providing the range of jobs needed to ensure that recovery and growth is both widespread and inclusive.

Addressing Health inequalities

Rushmoor's health outcomes provide a significant challenge with 24.5% children classed as overweight or obese by the time they start reception and 64.3% adults. Only 62.4% of adults in Rushmoor are physically active which is the 4th lowest in the whole of the South East, compared to the national average of 66.4%^[1]. 31% of adults in Rushmoor undertake less than 30 minutes physical activity a week a worse position than the region (27.2%) and England (24.4%).

[1]<https://www.sportengland.org/know-your-audience/data/local-area-insights/area-reports#/view-report/51e43e1b1e27400c9693a4d72c7eabc9/E07000092>

The investment will be focused within the Civic Quarter, Farnborough (GU14 7LD). The uploaded plan identifies the extent of the Civic Quarter planning application site with Plot B the location for the new Leisure and Cultural Hub building.

Optional Map Upload	Area for Investment map.pdf
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Does your bid include any transport projects?

No

Provide location information

Location 1

Enter location postcode	GU14 7LD
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Enter location grid reference	SU86783 55302
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Percentage of bid invested at the location	100%
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Optional GIS file upload for the location	Area for Investment map.pdf
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Select the constituencies covered in the bid

Constituency 1

Constituency name	Aldershot
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Estimate the percentage of the bid invested in this constituency	100%
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Select the local authorities covered in the bid

Local Authority 1

Local authority name	Rushmoor
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Estimate the percentage of the bid invested in this local authority	100%
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Sub-categories that are relevant to your investment

Select one or more regeneration sub-categories that are relevant to your investment	Commercial Civic
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Select one or more cultural	Arts and Culture
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sub-categories that are relevant to your investment

Creative Industries
Visitor Economy
Sports and athletics facilities

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

N/A

Provide VAT number if applicable to your organisation

212 5333 10

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

Encouraging community cohesion and creating a community heart were key priorities identified in initial community and stakeholder engagement. Public consultation has identified that residents felt that there was a greater need for a sense of community in the area. This new facility, which brings together elements of sport, culture and libraries all in one setting, for both individual and group-based collaborative activities, will act as a key enabler of increasing a sense of positive spirit and trust within an increasingly diverse local community.

The public realm improvements associated with Farnborough Leisure and Culture hub will help create a greater sense of pride in Rushmoor, enhancing community wellbeing and providing a strong, cohesive community for its members. Not only this, but the inclusion of the Leisure and Cultural Hub will help the Council provide its strategic priorities, namely creating the opportunity for health and green lifestyles, and providing a growing local economy.

Underpinning delivery of the project will be a wider programme of activities to support Rushmoor's varied communities (especially the least culturally engaged) through major events and ceremonial occasions. It will increase cultural engagement, particularly among young people by creating a community heart combining leisure, culture and library with activities targeted at a range of age groups and hard to reach groups.

The scheme will deliver place-based infrastructure through which services and support can be delivered across the most deprived communities in the Borough to support the Levelling Up agenda. Addressing health inequalities which underpin many of the multivariate layers of deprivation that affect people (including future generations) and places.

Delivering physical infrastructure in sport, leisure and cultural facilities are increasingly recognised as a significant factor in a local community's prosperity, sense of belonging and pride of place making a positive contribution to four of the six capitals (physical, human, social and institutional) that the Levelling Up White Paper identified as key factors in helping drive levelling up.

Our Theory of Change Model demonstrates the significant added value community benefits that the project will deliver for the Borough as a whole and specifically targeting key areas of inequality to reduce disparities in different, sometimes hard to reach groups.

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?

No

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

No

Provide further information supporting your answer

1. The route to procurement of the contractors for construction of the LCH will be met through a Framework open to the public sector which pre-dates the Levelling Up Bid (Procurement Hub). The services of Wilmott Dixon will be secured via the framework to include for pre-construction and construction services. Wilmott Dixon have been working with the council during Feasibility to develop the scheme.

2. Cultural elements of the LCH will be delivered by the Council through capital spend to introduce of public art in the town centre. These goods have yet to be procured and suppliers will be selected through a competitive process.

3. The library element of the LCH will be secured through c£2-3million capital spend on a library building to be leased to Hampshire County Council on a long term basis utilising a fair public services rent.

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?

No

Provide further information supporting your answer

The capital elements described above do not benefit certain economic actors over others as services and goods have been or will be secured through a competitive public sector compliant procurement or direct award under a Framework agreement.

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

No

Provide further information supporting your answer

For the reasons outlined above.

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

No

Has an MP given formal priority support for this bid?

Yes

Full name of MP

Leo Docherty

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

This project was identified as a direct result of public consultation and engagement which highlighted the need to create a community heart as a top priority for the future regeneration of the town.

Further aspirations identified were:

- developing a strong identity and sense of place for Farnborough.
- encouraging community cohesion; and
- improving health and wellbeing.

The 2019 consultation took place with the public and key community stakeholder groups to understand how they felt about the existing town centre and their aspirations for the future of the Civic Quarter. As part of this initial engagement, five 'Vision Workshops' were carried out with RBC members and local stakeholders, including members of the Farnborough Society, Heart of Farnborough, and Farnborough Civic Group.

This activity generated a set of core community priorities and design principles for the future regeneration of Farnborough. The top priority identified by consultees was the need to create a community heart. Further aspirations focused on developing a strong identity and sense of place for Farnborough, encouraging community cohesion, improving health and wellbeing and developing arts & cultural facilities.

This project will contribute to achieving every one of the eight design principles identified:

- Create a Community Heart
- Develop a strong identity and raise profile
- Encourage community cohesion
- Improve health and wellbeing
- Connect the town
- Increase participation in facilities
- Increase visitor numbers, footfall and spend
- Develop Arts & Culture facilities/heritage

The outputs from this were then further refined by Members to identify top regeneration priorities, this resulted in a set of key principles including:

- Maximising energy efficiency of buildings.
- Incorporating renewable energy; and
- Introducing measures to support sustainable transport.

A separate consultation exercise was also undertaken in 2019 by leisure consultants to inform the Council's 'Farnborough Leisure Centre Needs Analysis Report' (May 2019 updated 2021) this report can be found at Appendix 2 of the additional information upload. Consultation on future facility needs was undertaken with existing sports clubs, existing users, including schools and National Governing Bodies of Sport as part of this process.

This informed the development of the Civic Quarter Masterplan Outline Planning submission which is currently being determined. As part of this, a virtual consultation took place in March 2021 focussing on the eight design principles outlined above and asking local people what they would like to see prioritised as part of the Masterplan. 370 local people gave feedback as part of this virtual consultation.

In September 2021 a hybrid consultation took place, asking resident's views on the draft Masterplan that had been developed based on feedback from the earlier consultations. This was a hybrid consultation, with information on the

draft Masterplan available online, hosted in a virtual exhibition room on a website, alongside a survey, and in-person events. As part of the in-person consultation, two exhibition style meetings were held at the Rushmoor Borough Council offices in Farnborough, where members of the public could view the details of the Masterplan, speak to members of the team, and give feedback. 479 responses were received as part of the consultation.

All consultation activity evidenced overwhelming support for the development of a new leisure and community facility as part of the Civic Quarter development.

In the most recent residents survey, Town Centres were identified by all groups as the number one area of dissatisfaction, with two-thirds of respondents reporting that they are either very or fairly dissatisfied with the quality of Rushmoor's town centres. Work is already underway to regenerate Aldershot Town Centre and this project will unlock a sequencing of development phases across the wider Civic Quarter site through the disposal of development parcels to deliver alternative uses that support the vitality and vibrancy of the town centre as part of its regeneration aspirations.

During July 2022 engagement was undertaken with groups of young people from local schools and colleges. Leisure, Culture and Arts were highlighted as particularly important to respondents who wanted to see a wide variety of affordable leisure choices and cultural opportunities and events, well promoted and suitable for the whole family.

The Rushmoor Cultural Strategy was agreed by the Cultural Compact in June 2022. The findings of extensive research and consultation used to develop the Cultural Strategy, including a residents' survey (477 responses), a survey of arts organisations and freelance creatives (137 responses) 'world cafes' and interviews, have informed this bid.

Rushmoor Borough Council agreed a Strategic Economic Framework in April 2022 and the regeneration of town centres was a key outcome within the document. The framework was developed through engagement and consultation with over 100 businesses, with over 85% supporting the ambitions set out in the plan.

Letters of support have been received from a broad range of partner organisations supporting the project aims and desired outcomes of this project including:

Hampshire County Council
Hampshire Chamber of Commerce
Enterprise M3 LEP
Frimley Clinical Commissioning Group
University for the Creative Arts
Farnborough College of Technology
Farnborough Airport
nDreams

Copies of the letters can be found in Appendix 3 of the additional information upload.

Detailed consultation and engagement reports from the activities outlined above can be found at Appendices 4,5 and 6 of the additional information upload.

Has your proposal faced any opposition?

This project has received overwhelming support in consultation activity to date and the Council will continue to work with community stakeholders to ensure that it meets the needs of the wider community during design and delivery.

The proposal for the scheme is a direct result of community engagement which identified the need for a Community Heart as the number one priority for town centre regeneration.

In 2021 and following the national lockdown and the high cost of intervening in the failing leisure market, the Council decided not to re-open the existing Leisure Centre in Farnborough town centre and to progress demolition of the building to facilitate earlier project delivery. While this decision was welcomed by the local community as a clear statement of intent for future development of a new facility, it also reinforced the level of local interest and demand for a facility in the town centre.

The 'Heart of Farnborough' residents' group was created to work alongside the Council as a sounding board and to help develop community capacity as part of the regeneration programme. This group will be further invested in to help ensure we continue to hear local voices as the scheme and regeneration programme moves forward but take the opportunity to expand the diversity of local people and organisations we engage with in line with the Council's Equality and Diversity Strategy

A Farnborough Leisure Centre Needs Analysis update report undertaken in August 2021 (Appendix 2) informed the final facility mix for the new leisure centre. As part of this review, consultation with market leisure operators highlighted a preference for a new 10 pin bowling alley to be provided as a stand-alone facility rather than re-provided within the new leisure centre, as a separate operational management structure would be required. This has been addressed.

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

No

Which parts of the project do you not have statutory responsibility for?

The library element of the project will be provided by Hampshire County Council and their letter of support is attached at Appendix 7.

Who is the relevant responsible authority?

Hampshire County Council

Support/consent of the relevant responsible authority

Do you have the support/consent of the relevant responsible authority?

Yes

Pro forma upload (if required) Appendix 7 HCC Letter of Support.pdf

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

In 2020 a detailed feasibility study was commissioned to look at the available options and viability of delivering the project. The project team included a range of consultants with experience of delivering leisure and community projects including Artelia, GT3+, Wilmott Dixon Construction, Strategic Leisure Limited.

Rushmoor does benefit from a strong and vibrant economy and statistics such as productivity levels. This often means that the barriers and challenges that the area experiences are not as visible or recognised. The reality locally is that Rushmoor underperforms not just against South East averages but also national averages on a range of 'Levelling Up' indicators. This bid aims to specifically address these, aiming to 'level up' Rushmoor in relation to culture and health whilst also supporting the need to level up in terms of education and skills.

Levelling Up in terms of culture (Levelling Up Mission 9)

In September 2021, Rushmoor has been identified as one of 11 Priority Places in the South West region by Arts Council England in need of cultural investment with average annual investment per capita for the years 2017/18 to 2019/20 the lowest at £1.12 per head. Rushmoor were also scored lowest on the Active Lives Survey with only 43% having any arts or museum engagement 3 or more times in a 12-month period. Priority Place status from the Arts Council England recognises the need for increased development time to grow cultural investment in the area and is intended to give more people the opportunity to participate in creative activities and enjoy excellent cultural experiences.

This project will directly support this status from the Arts Council, ensuring that dedicated spaces are available to support this ambition. It will create the physical conditions in which culture and creative industries can thrive and help develop a critical mass of creative activity. The Council's proposals for the UK Shared Prosperity Fund also directly support this ambition, taking action to grow and strength Rushmoor's arts and cultural offer in advance of the opening of the Leisure and Cultural Hub.

Levelling Up in terms of health and wellbeing (Levelling Up Missions 7&8)

Rushmoor also has a younger than average population, 65.6% of the population is under 50, compared to 57.2% in Hampshire and 62.3% in England (2020 mid-year population estimates) and is the most ethnically diverse area in Hampshire.

This is combined with pockets of substantial deprivation, according to the 2019 Index of Multiple Deprivation (IMD), Rushmoor has three LSOAs in the 20% most deprived in England and 11.2% of children live in low-income families.

Rushmoor's health outcomes provide a significant challenge and, in a number of specific areas, require intervention to 'level up' to both the national and regional average. The Leisure and Civic Hub will aim to respond to the following specific challenges:

24.5% children classed as overweight or obese by the time they start reception. This is higher than the percentage for Hampshire (22.0%) and notably worse than the percentage for England (22.6%).

64.3% of adults are overweight or obese and only 62.4% of adults in Rushmoor are physically active which is the 4th lowest in the whole of the South East.

Sport England Active Lives Survey (May 2021) [1] identifies that 31% of adults in Rushmoor undertake less than 30 minutes physical activity a week. This is higher than both the region (27.2%) and England (24.4%). Of those that do less than 30 minutes activity a week, 64.3% said they do no activity at all.

29.4% of females in Rushmoor are inactive and this again is worse than the regional 23.7% and national average of 27.6%.

43.6% of Rushmoor residents with a limiting disability are inactive. Again, this is worse than for the region (37.1%) and England (42.5%).

36% of 65 – 74-year old's in Rushmoor are inactive which is higher than the region (29.6%) and England (31.1%).

There are also higher levels of mental illness, falls in older people and injuries

resulting from self-harm amongst the Borough's population.

Educationally, GCSEs results in the four main state funded secondary schools in the borough were well below or below the average for Progress 8.

[1]https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/2022-04/Active%20Lives%20Adult%20Survey%20November%2020-21%20Report.pdf?VersionId=nPU_v3jFjwG8o_xnv62FcK0dEiVmRWcb

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

Government investment is required as there is under-investment in leisure and cultural activities from the private sector. The public leisure and cultural sector deliver services to specific demographics (including key disadvantaged groups) that are unable to access private provision, as well as delivering facilities for activities that are not well-served by the private sector, for example swimming pools. To underline this point, Sport England data shows that swimming is the single most frequent activity that people take part in – 42% of all visits. This is given further weight when considering that nearly two-thirds (61%) of visits by non-members to leisure centres are to swim, highlighting that this is one of the easiest options for getting people active.

There is under-provision by the private sector due to the following market failures:

- Positive externalities from sport and cultural activities – there are numerous wider social benefits associated with these activities that are not generally considered by the private sector as part of their decision-making process to invest. These include improved health and wellbeing outcomes, educational benefits, better environmental outcomes and improved community cohesion. From the research, and utilising resources from Public Health England[1], it is clear that Rushmoor currently ranks below the national average for 'Physically active adults', which may be a catalyst for its above average percentile of 'Adults classified as overweight or obese'. These statistics show the current need within Rushmoor to better the offerings currently provided to its members, and will both provide positive externalities to its citizens, as well as cost savings to the health economy.
- Merit Good – the leisure, cultural and libraries services can be viewed as a merit good, where the external benefits (outlined above) may not be fully recognised or appreciated leading to under-consumption by residents and under-provision by the market. This is especially important for the local area as 24.5% of children were classed as overweight or obese by the time they start reception and 64.3% adults.
- Co-ordination failure – a key benefit of the new facility is that it brings together the provision of leisure, cultural and sport activities in one place. Having a varied range of activities in one place, in addition to the provision of community and collaboration spaces, further boosts the scale of the positive externalities outlined above. There will also be a further increase in community cohesion and social inclusion as people benefit from using multiple services. In particular, users are more likely to access services that they normally would not have chosen to due to the ease of location, a fact that will further boost the social benefits. Due to high transaction costs, the private sector are unlikely to co-ordinate and bring together the different types of leisure, sport, libraries and cultural provision that the facilities will provide in one setting.
- Allocative inefficiency – when comparing Total Cultural and Related Services spend against other districts, Rushmoor currently sits 48th out of 180 District Councils, on a spend per head metric[2]. However, when comparing Total Net Expense against this comparator group, Rushmoor ranks 15th Overall, this shows a disproportionate allocation to Total Cultural and Related Services[3], and provides an opportunity for Central funding to guide better outcomes for the district of Rushmoor.

[1] Sport England - Overview - District | Rushmoor | InstantAtlas Reports (sportengland.org)

[2] Denominator source: Mid-Year population estimates / Numerator source: Ministry of Housing Communities and Local Government (MHCLG)

[3] Ministry of Housing Communities & Local Government

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

At the heart of the ambitious Civic Quarter redevelopment in Farnborough town centre, the Leisure and Cultural Hub will be an iconic, co-located, sustainable (net zero carbon) destination venue that will proactively address identified community needs aligned to health, physical activity, social wellbeing and culture.

The Council is investing in a state-of-the-art leisure and cultural facility in the heart of Farnborough town centre, which will collocate a range of services to create a community heart in the town centre.

Physical activity is an integral part of the development as a means of encouraging the community to become more active more often. The rationale for this is that being more active will contribute to reducing health inequalities, a better quality of life and improved health and wellbeing.

The indoor sports facilities respond to the needs identified from the public and key stakeholder consultation and from the RBC Farnborough Leisure Centre Needs Analysis report 2019 and 2021 (Appendix 2). Indoor provision will be high quality, have increased capacity, be accessible and inclusive, and be fit for purpose, addressing the issues which existed in the old Farnborough Leisure Centre.

The Library and Cultural spaces include dedicated library area, digital lab, a range of multi-purpose community rooms, GIS specification gallery to allow loans of art and cultural objects for display, and community gallery as well as collaborative spaces for art projects. This will directly address some of the significant gaps in the creative spaces available in the Borough as identified by residents, arts organisations and freelance creatives while encouraging engagement in arts and cultural activities.

The spaces are flexible and multipurpose. The Sports Hall includes an area for bleacher seating as well as acoustic separation to create performance space. A large café will also be located on the ground floor.

As part of this, the scheme will also deliver a destination play area and skate park (funded separately to this project) thereby investing in the active environment as well as a mobility hub which will provide sustainable transport infrastructure for the town centre and encourage active travel. The Hub will deliver an offer which blends key services for the community with state-of-the-art leisure activities including free activities for families and users of all ages.

The Council and its local partners have a shared ambition to level up and address inequalities and remove barriers to access through this significant investment in public facilities.

The facility will be located in the town centre adjacent to local shopping and town centre facilities as well as the central transport hub ensuring maximum access to the new facilities by foot as well as alternative modes of transport ensuring maximum access for all users.

The Leisure and Cultural Hub will replace the existing leisure centre which has been demolished in preparation for the scheme. The combined offer will deliver a range of activities and opportunities for the community to create active public space in the heart of the Civic Quarter development. Investment in the Hub and associated external areas will foster people interaction with flows of energy, materials and services to catalyse sustainable economic development, better health and physical activity, Active Travel, resilience and high quality of life.

The service mix within the scheme addresses key areas of concern in the Borough including:

- Identified need for cultural investment by Arts Council England by creating community arts and cultural space in the heart of the town centre including studio space, digital lab and exhibition spaces.
- Reduction of significant health inequalities through access to state-of-the-art leisure facilities co-located with free of charge activities in the library, cultural spaces, external play areas to attract families and new users to the Hub and 'de-mystify' access to leisure facilities and encourage development of active lifestyles.
- Addressing health inequalities by creating a blend of activities and opportunities to engage in new and different activities on offer in the hub including taster sessions and access to wider groups and activities to encourage participation and engagement. According to the latest Sport England data, health inequalities have been exacerbated by COVID19 – particularly for women, young people aged 16-34, over 75s, disabled people and people with long-term health conditions, and those from Black, Asian and other minority ethnic backgrounds.
- The Hub will work in partnership with older people, children and young people services and organisations as well as offering concessionary pricing and targeted sessions for older people/ hard to reach groups to encourage participation. The Council will also offer Targeted sessions for young people and their families (e.g., learn to swim programmes, family sessions, diversionary activities etc).

This project will:

- Increase participation in physical activity across all age groups.
- Increase participation in cultural activity across all age groups.
- Improve the health and happiness of local communities.
- Provide a sustainable solution for leisure, culture and wellbeing in the heart of the town centre with a focus on tackling social and economic inequalities.
- Support Sport England's 'Uniting the Movement' key outcomes for sport and physical activity, improving the health and wellbeing of Rushmoor residents.
- Deliver long term better public health outcomes for the community throughout the whole life of the asset, bringing about a generational change in behaviour.
- Act as a catalyst for wider economic development and regeneration in Farnborough town centre,
- Support statutory agendas of adult social care and children's services.

The old leisure facility, currently being demolished, was over 40 years old, expensive and inefficient to operate and did not meet the needs/expectations of today's user. Pool energy costs were extremely high, and it would have been impossible for it to contribute to a net zero carbon position - levelling Up funding will enable the achievement of the net zero carbon aspirations for the building. Inclusive access was also incredibly challenging. The pool was closed throughout Covid and was uneconomic to re-open and as a result a decision was taken in summer 2021 to demolish the existing centre to facilitate delivery of this project.

Closure of the pool leaves a significant gap in provision impacting most on some of the poorest communities. There is a need for a 25m x 8 lane pool and learner pool in this area to facilitate increased levels of physical activity, enable flexible programming for swim lessons, casual use, and swim club use which will deliver health benefits and therefore contribute to a reduction in health inequalities.

Data from Sport England shows that swimming is the single most frequent

activity that people take part in – 42% of all visits. This is given further weight when considering that nearly two-thirds (61%) of visits by non-members to leisure centres are to swim, highlighting that this is one of the easiest options for getting people active.

The graphic brief included at Appendix 1 provides indicative layouts, schedule of Accommodation and precedent imagery for the scheme.

Upload Option Assessment report (optional)

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

From the discovery research and evidence base, it is clear the health outcomes and current leisure and cultural offerings within the location of Rushmoor are sub-optimal, and the need for Levelling Up Funding to address this is critical.

Firstly, Rushmoor has been identified as one of 11 Priority Places in need of cultural investment in the Southwest region by the Arts Council England [1]. The Farnborough Culture and Leisure Hub will provide a new state of the art leisure centre, library, and cultural space for the local population. This will improve access to key services and will help to form a much needed and coveted community heart within Farnborough; enabling Farnborough to become a vibrant and thriving town centre. It has been commented that interventions that aid community interactions and create an active local economy are fundamental to the future success of the town centres, as highlighted in the Commons Select Committee paper 'High streets and town centres in 2030'[2].

Furthermore, through the completion of the proposed intervention, it will allow for Rushmoor to deliver on its strategic priorities, creating the opportunity to provide to its citizens a healthy and green lifestyle, while aiding the growing local economy. Through the proposed intervention, Rushmoor will be able to nurture an environment of belonging for its members, as well as improving its local identity.

Secondly, from the research, LUF funding will aid the health, wellbeing and loneliness shortfalls that are currently an issue in the area. Currently, health is a key issue, with 24.5% of children classed as overweight or obese by reception, and 64.3% of adults being classed within the category. Furthermore, according to Sport England's latest data, only 62.6% of adults are physically active, compared to the national average of 66.4%[3]. Compared to other Local Authorities, Rushmoor has the fourth highest loneliness rate. 12.4% of residents within Rushmoor reported feeling 'often or always' lonely, between October 2020 and Feb 2021. These metrics are key signposts for the need of interventions within the area, and by providing a new Leisure and Cultural Hub there is an opportunity to provide services and activities that will help reduce loneliness and encourage physical activity, both of which will improve the wellbeing of Rushmoor residents.

Thirdly, in a commercial sense, given its geographic location and the established business park within the area, there is also a wider opportunity for this funding to transform the area into a distinctive retail, business, leisure, and cultural offer that is a popular destination for both residents and visitors.

The longer-term ambition is that by creating a new, environmentally friendly facility that has a more diverse and community orientated offer, the LUF will enable the Council to achieve net zero outcomes. This will be in addition to stimulating an increase in social and institutional capital, leading to an increase in community cohesion, boosting the satisfaction and wellbeing for residents and the pride in place that they have.

For the following project, we have outlined the context, inputs, outputs, outcomes, and impacts within our Theory of Change model. Please see annex for reference.

[1] <https://www.artscouncil.org.uk/LUCPs#section-1>

[2] Government response to the Eleventh Report of Session 2017 – 19 of the Housing, Communities and Local Government Select Committee inquiry into high street and town centres in 2030 (publishing.service.gov.uk)

[3] <https://www.sportengland.org/know-your-audience/data/local-area-insights/area-reports#/view-report/51e43e1b1e27400c9693a4d72c7eabc9/E07000092>

Theory of change upload (optional)

Theory of Change Model - final.pdf

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

The scheme will be funded through a combination of Levelling up funding, with over 50% being met through the Council's capital financing resources (predominantly from prudential borrowing and/or capital receipts, revenue and capital reserve balances. The overall funding position for the scheme will depend on the wider capital financing available to the Council and consideration of the financial sustainability position as determined by the Council's s151 Officer at the time.

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

The scheme is the result of significant work that has been led by the Council and wider stakeholders over a number of years. As a result of this, the bid aligns to the following Council strategies and plans, further illustrating the level of development work that has been undertaken and therefore giving confidence on delivery within the timescales of the Levelling Up Fund.

- Your future, your place - a vision for Aldershot and Farnborough 2030 – Vibrant and Distinctive Town Centres[1] - a vision document for Rushmoor developed in 2018/19 which continues to inform and shape the development of the Council Plan. Informed by resident engagement and consultation, this vision prioritises the delivery of vibrant and distinctive town centres.
- Rushmoor Local Plan [2] - regeneration vision for the Civic Quarter as adopted in the Rushmoor Local Plan (2019) and the Civic Quarter Masterplan Supplementary Planning Document.
- Climate Change Action Plan [3] which sets out a wide range of actions that the Council will take to be carbon neutral by 2030.
- Council Business Plan (2021-2024) [4] which prioritises town centre regeneration and a new leisure offer for Rushmoor.
- Rushmoor Cultural Strategy and Action Plan – this project will actively contribute to the four main pillars of the cultural strategy and cuts across all six priority actions.
- RBC Farnborough Leisure Centre Needs Analysis 2019 and 2021 – which has directly informed the facilities mix and design brief for the scheme (Appendix 2)

Alignment with partner's strategies and plans

Hampshire County Council's vision for Libraries to 2025 sets out the following priorities which will be fully supported by the development of the new facility

1. Promoting reading, with a focus on children's literacy and the Early Years

- i. Providing a service for everyone
- ii. Developing children's literacy, particularly within the Early Years (0-5 years).
- iii. Investing in Hampshire's Digital Library.

2. Supporting healthy, creative communities

- i. Establishing council-run libraries as 'community hubs.
- ii. Taking the Library Service into communities.
- iii. Delivering a programme of learning and activities that meet the needs of library users.

3. Investing in digital services.

- i. Providing access to technology and prioritising those at risk of digital exclusion.

<https://documents.hants.gov.uk/libraries/LibraryServiceTransformationStrategyt02020ApprovedVersion.pdf>

Enterprise M3 LEP's Strategic Economic Plan (SEP) [5] objective of unlocking housing and accelerating housing delivery alongside the emerging Local Industrial Strategy (LIS) objective of promoting mixed use developments 'that put homes alongside jobs and services. The SEP also encourages investment in the future of town centres to create dynamic places that draw in young people, support flourishing communities and address the needs of an ageing population. Enterprise M3 had identified Farnborough as a Growth Town, identifying it as a priority place for the Local Growth Fund.

The project supports the health priorities of the Frimley Integrated Care Board NHS Frimley - Our priorities (icb.nhs.uk) and Hampshire Joint Health and Wellbeing Strategy A Strategy for the Health and Wellbeing of Hampshire (modern.gov.co.uk) and the Emotional Wellbeing and Mental Health Strategy for Children and Young People in Hampshire [EmotionalWellbeingChildrenYPStrategy.pdf](https://documents.hants.gov.uk/emotionalwellbeingchildrenypstrategy.pdf) ([hants.gov.uk](https://documents.hants.gov.uk))

[1] Your future, your place - a vision for Aldershot and Farnborough 2030, https://www.rushmoor.gov.uk/media/w5cdrvuj/council_vision.pdf

[2] Rushmoor Local Plan, https://www.rushmoor.gov.uk/media/uwbafz5t/final_rushmoor_local_plan_web_version.pdf

[3] Climate Change Action Plan 2020-2030, <https://www.rushmoor.gov.uk/media/zu2ilgfv/climate-change-strategy-v3.pdf>

[4] Council Business Plan, https://www.rushmoor.gov.uk/media/ua4ewcdr/business_plan_2021-2024_smaller.pdf

[5] Strategic Economic Plan 2018/30, <https://enterprisem3.org.uk/sites/default/files/2019-06/Enterprise%20M3%27s%20Strategic%20Economic%20Plan%202018-2030.pdf>

[6] <https://districtcouncils.info/reports/fit-for-the-future-the-health-value-of-wellbeing-and-leisure-services/>

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

The Leisure and Cultural Hub aims to address structural and demand weaknesses in the cultural and creative economy of Rushmoor which prevent Aldershot and Farnborough, and their people, from fulfilling their potential.

The public sector leisure, library and cultural sectors already contribute positively to a number of government priorities at both a national and local level and has the potential to make a significantly greater contribution. This includes:

- Making a significant contribution to the participation theme within DCMS Single Departmental Plan[1] as it plays a critical role in “[increasing] participation in, engagement with and access to sport and physical activity”. It also plays – through its focus on ensuring equality of access and a broad geographical spread of provision – a significant role in the delivery of ‘priority outcome 4’[2]: “[enhancing] the cohesiveness of our communities and nations including through major events and ceremonial occasions, and reduce inequalities of participation in society, particularly among young people”.
- Positively contributing towards the Government’s overarching agenda to rebuild the UK in response to COVID-19 with the sector not only protecting jobs and supporting local economic activity, productivity and social value, but the sector itself – and the activities it delivers – acting as key component of the COVID-19 response in terms of enabling and supporting policy interventions focused on healthy and active lifestyles[3].
- Providing a place based infrastructure through which services and support can be delivered across the most deprived communities in England to support the Levelling Up agenda. In addition, health inequalities underpin many of the multivariate layers of deprivation that affect people (including future generations) and places. Sport and physical activity also have a vital role in addressing a broad range of physical and mental conditions and in doing so positively contributing to individual health and wellbeing – helping to deliver a number of local health and care priorities. Alongside this, there is a growing body of evidence that physical infrastructure – of which sport and leisure facilities are a key part – are a significant factor in a local community’s prosperity, sense of belong and pride of place[4]. In doing this the public sector leisure sector makes a positive contribution to four of the six capitals (physical, human, social and institutional) that the Levelling Up White Paper identified as key factors in helping drive levelling up[5].
- Helping the NHS to focus on reducing health inequalities and maximise prevention[6] by enabling people to stay healthy while also moderating demand on the NHS. In particular, there is a focus on reducing obesity – a priority that goes hand in glove with physical activity as it not only aids weight loss but supports individuals in maintaining a healthy weight. More generally the public sector leisure sector has begun to demonstrate the critical preventative role it can play across a range of health conditions including diabetes, cancer and mental wellbeing. There is also an important supporting role that physical activity can play in secondary prevention for people with different acute and complex needs.
- For Sport England the public sector leisure sector also has a vital role to play in the delivery of its Uniting the Movement strategy as it is a core element of each of the five big issues Sport England have identified as having the greatest potential for preventing and tackling inequalities in sport and physical activity: recover and reinvent; connecting communities; positive experiences for children and young people; connecting with health and wellbeing; and active environments.
- Sustainability sits at the heart of the project, mirroring the Government’s Net Zero Strategy: Build Back Greener, supporting decarbonisation and regeneration in local areas and communities. Rushmoor Borough Council has set out within its Council Business Plan (2021 to 2024) an ambition for the Local Authority to be carbon neutral by 2030 with the consideration of the environment at the heart of all the Council’s activity. Levelling Up funding will allow Rushmoor Council to ensure it delivers the first Net Zero Carbon building in the Borough and brings proposals within the Climate Change Action Plan which sets out a wide range of actions that the Council will take in order to be carbon neutral by 2030. Consideration of the environment sits at the heart of all Rushmoor’s activity. This also aligns with the Clean Growth Strategy, Clean Air Strategy and the target to achieve Net Zero carbon emissions for 2050.
- The scheme will release surplus land for development which aligns with the Government’s Planning for the Future white paper (August 2020)

[1] <https://www.gov.uk/government/publications/department-for-digital-culture-media-and-sport-single-departmental-plan/dcms-single-departmental-plan-2019>

[2] <https://www.gov.uk/government/publications/department-for-digital-culture-media-sport-outcome-delivery-plan/dcms-outcome-delivery-plan-2021-to-2022>

[3] Professor Chris Whitty calls for physical activity to play key role in nation's recovery and future | ukactive

[4] 'Left behind' areas missing out on community facilities and places to meet - Local Trust

[5] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1052706/Levelling_Up_WP_HRES.pdf

[6] <https://www.longtermplan.nhs.uk/online-version/>

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

Delivery of this scheme will act as both a catalyst and anchor point for the wider regeneration of the Civic Quarter. The Leisure and Cultural Hub is incorporated within the submitted Outline Planning Application which, in addition, seeks to provide up to 1,000 residential units and non-residential floorspace comprising of the following mix of uses:

- hotel [Use Class C1];
- office floorspace [Use Class E];
- retail, commercial, healthcare, entertainment floorspace [Use Class E/Sui Generis];
- two transport mobility hubs, associated infrastructure and highway works;
- creation of new publicly-accessible open spaces including replacement skate park and associated access, servicing, landscaping and works.

The Civic Quarter encompasses an ambitious vision to create a place that embraces 21st Century, sustainable thinking and leaving a health and well-being legacy that delivers wide reaching benefits for the people and place of Farnborough.

Our vision for the Civic Quarter is to create a 15-minute place, meaning that most or almost everything you could need will be in reach within a 15-minute walk or bike ride. This is an exciting new way to think about placemaking and the future of Farnborough; a concept that provides possibilities for town centre living, and allows people to celebrate their community, shop local, access services, work collaboratively and socialise with friends.

Confirm which Levelling Up White Paper Missions your project contributes to

Select Levelling Up White Paper Missions (p.120-21)

Health
Wellbeing
Pride in Place

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

Health: By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years.

• Participation in, engagement with and access to sport and physical activity - this project will provide state of the art facilities in Farnborough town centre ensuring equality of access and a broad geographical spread of provision across the Borough.

• Sport and physical activity also have a vital role in addressing a broad range

of physical and mental conditions and in doing so positively contributing to individual health and wellbeing – helping to deliver a number of local health and care priorities.

Wellbeing: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.

- Creation of cohesive communities through major events and ceremonial occasions, and reduce inequalities of participation in society, particularly among young people by creating a community heart combining leisure, culture and library with activities targeted at a range of age groups and hard to reach groups.
- Providing a placed based infrastructure through which services and support can be delivered across the most deprived communities in the Borough to support the Levelling Up agenda. Addressing health inequalities which underpin many of the multivariate layers of deprivation that affect people (including future generations) and places.

Pride in Place: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.

- Delivering physical infrastructure in sport, leisure and cultural facilities are increasingly recognised as a significant factor in a local community's prosperity, sense of belong and pride of place making a positive contribution to four of the six capitals (physical, human, social and institutional) that the Levelling Up White Paper identified as key factors in helping drive levelling up.
-

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

The Leisure and Cultural Hub aims to address structural and demand weaknesses in the cultural and creative economy of Rushmoor which prevent Aldershot and Farnborough, and their people, from fulfilling their potential.

Promotion of Rushmoor's cultural offer is uneven and narrowly based. Lack of diversity within the cultural sector and its leadership is reflected in an audience which views culture through a "traditional" lens, despite the potential offered by Rushmoor's distinctive demographic, relative youth and relative affordability to promote a more inclusive programme of activity likely to appeal more strongly to regional, national and international audiences.

Through the research, the current offerings within Rushmoor are not sufficient. Rushmoor has been identified as a 'priority place' in the South West by Arts Council England (ACE), with average annual investment per capital for the years of 2017/2018 to 2019/20 the lowest at £1.12 per head. Furthermore, research in the Active Lives Survey shows that only 43% have any arts or museum engagement 3 or more times in a 12-month period. Therefore, it is low levels of reported audience engagement and levels of ACE funding below national averages highlight the need for investment (source document) and provide an opportunity to transform the current offerings within Rushmoor Borough Council, through the LUF.

Consultations and interviews undertaken during the discovery phase of the engagement have outlined a strong need for arts and cultural offerings within the area. This would be in the form of more traditional cultural interventions, including events, festivals, theatre, music and celebrations of the borough's aviation and military heritage. The development of these offerings scored third highest within the key objectives of the planned project, with arts and cultural offerings also impacting the top two responses of 'creating a community heart' and 'improved wellbeing'. Responses from across the engagement period highlight the lack of such facilities in the area and the demand for the public to have a space to facilitate arts/cultural activities. Providing these facilities will help develop the identity of the area and build upon the heritage of Farnborough.

The need for Rushmoor to improve its health and wellbeing offerings is paramount to the location's 'Green and Healthy Lifestyle' agenda. Currently, health is a key issue, with 24.5% of children classed as overweight or obese by reception, and 64.3% of adults being classed in this category. Sport England's latest data shows that only 62.6% of Rushmoor's adults are physically active, compared to the national average of 66.4%. By improving the current offerings, the Council will enhance the benefits associated with improved health and wellbeing offerings, most notably; better health outcomes, increased wellbeing, decrease in loneliness and a more active population of Rushmoor. Through the discovery phase of the engagement, it has been highlighted that improving the health and wellbeing of the area is of high importance for its members, both to encourage community cohesion, but also alleviate health pressures in the future. Through the assistance of Levelling up Funding, Rushmoor and its surrounding areas will highly benefit from its transformation of Leisure and Cultural offerings.

Delivering physical infrastructure in sport, leisure and cultural facilities are increasingly recognised as a significant factor in a local community's prosperity, sense of belong and pride of place making a positive contribution to four of the six capitals (physical, human, social and institutional) that the Levelling Up White Paper identified as key factors in helping drive levelling up.

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

Most of the data sets used to identify and then highlight the scale and significance of the local problems and issues come from fully independent, robust, national organisations.

For example, data from the Office for National Statistics (ONS) is available on a national level broken down by local areas. This information is considered robust (decisions can be made based on it), up to date (the most recent data is available on the website) and unbiased (it is commissioned centrally for the whole country so any comparative data would have been collated and processed in the same way).

In addition to the ONS data, other central / governmental sources have been interrogated, for example the Indices of Deprivation (2019) from (MHCLG) Ministry of Housing, Communities and Local Government are produced nationally, down to LSOA detail. As these are produced on a national level there is no question as to their validity or independence nor the validity of the comparative data that shows how Rushmoor compares to the national average.

The more local public health profiles are part of a series of outputs produced by Public Health England summarising the health of the population. This allows the Council to have a high level of confidence that comparative data within the city is robust and unbiased.

The Sport England Active Lives Survey is published annually and is carried out by leading research company IPSOS-MORI and produced by Sport England in collaboration with Arts Council England, Public Health England and the Department for Transport. The results are used to shape and influence local decision-making as well as inform government policy. Data has been weighted to Office for National Statistics (ONS) population measures for geography and key demographics. Significant testing has been undertaken on these datasets, and allows a robust and reliable source to analysis current trends and potential opportunities within the leisure market

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

The data and evidence chosen reflects the realities of life for many people in Rushmoor. As a relatively small Borough with an extremely diverse population, the development of this project has the potential to benefit all residents with the Local Authority, as well as neighbouring residents in Hart.

The data sets from ONS, MHCLG, NHS Digital and Public Health England all mirror the local authority boundaries and are appropriate and relevant to the intervention.

The data for Rushmoor is compared to national (England) averages across multiple deprivation indices as this is the most appropriate comparator and best demonstrates the challenges that are being faced.

Rushmoor as a local authority is the area of influence and the organisation that is responsible for addressing the challenges the area faces. Whilst Farnborough is the specific location of the project, the evidence chosen clearly demonstrates that the public health issues and wider deprivation challenges are faced across the Borough.

Rushmoor does benefit from a strong and vibrant economy and statistics such as productivity levels. This often means that the barriers and challenges that the area experiences are not as visible or recognised. The reality locally is that Rushmoor underperforms and experiences significant deprivation within a wider area of affluence in the South East. This is demonstrated across all key indicators and further underpins the rationale for investment in this project.

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

The intervention proposed will address existing and future challenges in Rushmoor in the following ways:

Physical and mental health benefits

Evidence shows that a large part of the population has poor health, with 24.5% of children being classed as overweight or obese by the time they start reception and 64.3% adults. Only 62.4% of adults in Rushmoor are physically active, which is the 4th lowest in the whole of the South East.

This proposal will increase the number of people who will be participating in physical and cultural activity, which has a positive impact on participants' physical health, mental health and wellbeing. Data from Sport England also shows modern facilities have higher rates of participation post Covid-19, therefore showing this intervention is likely to provide greater impact for those citizens of Rushmoor and the wider geographical location.[1]

Improving the public realm

The public realm improvements can also result in an increase in residential and commercial value in the wider surrounding area. This predicted uplift is backed up by wider research and case studies evidencing that public realm improvements positively affect retail property prices (Buchanan and Gay, 2009). The What Works Centre for Economic Growth has also identified that if public realm improvements help create more attractive places to live, the available evidence suggest that this is likely to lead to higher house prices. For example, Genecon's (2010) evaluation of regeneration in Sheffield reported a net increase in rental value of £1.6-£2.0 / sq. ft. and 1-1.5% yield improvement (based on 40% - 60% attribution rate). Additionally, CBRE research suggests that homes near regeneration zones attract an average 3.6% house price growth than properties in the wider local authority area [2].

Educational outcomes

Educationally, GCSE results in the four main state funded secondary schools in the borough were well below or below the average for Progress 8. Evidence shows that residents participating in libraries and the arts are more likely to enter further education by 14.10% and 9.40% respectively. [3]

Increased community cohesion and a reduction in loneliness

Compared to other LAs, Rushmoor has the fourth highest loneliness rate: 12.4% of residents within Rushmoor reported feeling 'often or always' lonely, between October 2020 and Feb 2021. Furthermore, public consultation highlighted a need to create a "community heart". The proposal includes various components that provide spaces for group activities and people to come together, such as a main sports hall with spectator seating, squash courts, multi-use community rooms, work rooms and artist collaboration spaces.

The evaluation of the 'Ageless Thanet Wellbeing Workstream' suggests that a range of wellbeing activities, which included a range of sports group classes, have a positive impact on those most at risk or already experiencing feelings of loneliness. An improvement was also observed between social isolation at the start of the wellbeing activities compared to the end. There will also be an increase in volunteering opportunities through the creation of the new Cultural Hub, which will further boost a sense of community connection and heart.

Greenhouse gas savings

The old leisure centre was established in 1973 and was expensive and inefficient to operate. Pool energy costs were extremely high, and it would have been impossible for it to contribute to a net zero carbon position. Inclusive access was also particularly challenging. Total energy costs were £351,000 annually with the energy intensity being 200kWh/sqm. This proposal will create a new building that will make a positive contribution to achieving net zero outcomes, reducing annual energy expenditure by seven times.

[1] [Quantifying_and_valuing_the_wellbeing_impacts_of_sport_and_culture.pdf](https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/2022-05/Moving%20Communities%20in%20Focus%20-%20April%202022..pdf?VersionId=hQmh.eY3P3L6br8iPjB9WNme7hajlVx)
(publishing.service.gov.uk)

<https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/2022-05/Moving%20Communities%20in%20Focus%20-%20April%202022..pdf?VersionId=hQmh.eY3P3L6br8iPjB9WNme7hajlVx>

[2] [Health_and_educational_benefits_of_sport_and_culture.pdf](https://publishing.service.gov.uk)
(publishing.service.gov.uk)

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

For the analysis of the economic benefits, a bespoke economic model has been built that has enabled a robust analysis of a range of benefits. The model has drawn on evidence sources published by Central Government departments where possible to ensure that the evidence underpinning the analysis is of good quality.

Improving the public Realm

To estimate the effect of the improvement on creating wider amenity value in terms of delivering improvements to the public realm the analysis drew on the evidence set out in the MHCLG Economics Paper 7[1] which looked at valuing the Benefits of Regeneration. This paper drew on a 'willingness to pay' analysis and found that the central benefit cost ratio for public realm improvements is 1.4. In order to apply this ratio, the analysis identified the spend within this proposal that is specifically associated with public realm improvements (£850,000) and multiplied this by the midpoint valuation of 1.15. This is likely to be a conservative estimate not least because there are wider activities taking place that while not directly associated with the public realm will positively contribute to the wider amenity value.

The model then discounted this benefit using the Green Book social preference discount rate of 3.5%.

Health, wellbeing and educational attainment improvements, through increased participation in physical, libraries and arts activities.

To estimate the effect of an increase in wellbeing from increased participation the analysis drew on evidence provided in published research by DCMS[2] which provides annual wellbeing values for sports, arts and libraries participation at £1,237, £1,084 per year and £1,359 per year respectively. These values have been estimated by carrying out regression analysis on two UK datasets which are nationally representative.

To estimate the effect of health benefits and educational attainment benefits, the analysis drew on DCMS' research[3]. This provides evidence that participation in arts, libraries and sports creates an estimated annual saving per person of £11.91, £2.47 and £31.11 per person through a reduction in GP visits and psychotherapy use. This research also shows that the per-person lifetime private benefits in wages from the higher likelihood of attending further/higher education are estimated as £2,380 (participants in arts) and £1,587 (libraries).

Research from Sport England showed that the recovery rate for sport activities was 67% post covid for leisure centres which were 10-20 years old. Therefore, 67% was applied to pre-pandemic activity levels that existed at the demolished leisure centre to form the baseline throughput numbers.[4] Sport England's Adult Active Lives survey[5]; was used to calculate a deadweight factor (73%) which was applied to sport participation numbers. This is to ensure that additional participation only accounts for those not currently active within the population. This research is updated year on year and is weighted to Office for National Statistics population measures for geography and key demographics.

Reduction in loneliness

To estimate the impact from a decrease in loneliness, DCMS research on loneliness monetisation[6] was used. This research uses regression analysis of cross-sectional data from the Community Life Survey and Understanding Society datasets and uses the wellbeing valuation to convert estimates into monetary equivalents. The cost associated with severe loneliness per person is £9,900.

Greenhouse gas savings

To estimate the effects of a reduction in greenhouse gases, carbon valuations[7] published by BEIS have been used to value the decrease in energy use from the old civic centre to the new leisure centre.

Volunteering

To estimate the economic benefits associated with volunteering, the analysis used range of relevant data sources to monetise the additional impact within Libraries, Arts and Sports.

- For Libraries and Arts, ONS' Annual Survey of Hours and Earnings (ASHE) data[8] and data published by CIPFA on library volunteers[9] was used to apply an average earnings and hours worked for these activities to estimate an economic benefit value and research on library volunteer numbers. This data presents the findings of an extensive review of earnings data within the ONS. Its prime focus is on surveys that yield a picture of the distribution of earnings, but it also encompasses other indicators of earnings growth that are used to make comparisons with the distributional data.

- For Sports, the Active Lives Adults survey[10] was used to generate figures on current volunteering participation. This research is updated year on year and is weighted to Office for National Statistics population measures for geography and key demographics. The ONS' ASHE data was then used to apply an average earnings and hours worked to give an economic benefit, which has been justified above.

To estimate the wellbeing value from additional volunteering participation, a report published by the Cabinet Office and DWP [11], titled 'Wellbeing and Civil Society' was used. It has been noted in this report that 'The estimates in this report can help inform businesses cases for interventions related to civil society, or local services which inherently build community trust, promote social interactions between friends and neighbours, or have a volunteering

dimension.'

[1]Valuing the Benefits of Regeneration. Economics paper 7: Volume I - Final Report (publishing.service.gov.uk)

[2] Quantifying_and_valuing_the_wellbeing_impacts_of_sport_and_culture.pdf (publishing.service.gov.uk)

[3] Health_and_educational_benefits_of_sport_and_culture.pdf (publishing.service.gov.uk)

[4]<https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/2022-05/Moving%20Communities%20in%20Focus%20-%20April%202022..pdf?VersionId=hQmh.eY3P3L6br8iPjB9WNme7hajlVxQ>

[5] Active Lives Adult Survey November 2020-21 Report (sportengland-production-files.s3.eu-west-2.amazonaws.com)

[6] Loneliness monetisation report (publishing.service.gov.uk)

[7] Green Book supplementary guidance: valuation of energy use and greenhouse gas emissions for appraisal - GOV.UK (www.gov.uk)

[8] Annual Survey of Hours and Earnings (ASHE) - Office for National Statistics (ons.gov.uk)

[9] <https://www.cipfastats.net/news/newsstory.asp?content=23214>

[10]https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/2022-04/Active%20Lives%20Adult%20Survey%20November%202021%20Report.pdf?VersionId=nPU_v3jFjwG8o_xnv62FcKOdEiVmRWcb

[11] WP112.pdf (publishing.service.gov.uk)

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

The Economic Case builds on the costs that have been set out in the financial case. These costs include a contingency estimate to reflect the uncertainty and risk associated with capital projects.

These costs have been calculated on the following basis:

- As the design is at an early stage the estimated construction costs have been arrived at using a cost per square metre approach, in line with RICS New Rules of Measurement (NRM1) guidance for producing an order of cost estimate.
- The rate for the build cost has been ascertained by Technical Advisor and Cost Consultant Artelia UK (AUK) analysing several benchmark projects of similar scale and nature. Appropriate adjustments to the data for each project were made to allow for factors such as abnormals, location and time.
- Location and time adjustments were made using the published indices from BCIS, enabling the projects to be compared on a like for like basis as far as possible. The review of the benchmark data gave a range of costs and a good indication of an appropriate rate for the estimate. The eventual rates used in the cost plan have been reviewed by Wilmott Dixon Construction (WDC) estimating team to confirm they are realistic.
- The Pre-construction fee allowance has been based on quotations.
- Contractor design fees have been arrived at based on a combination of actual fee quotes where available and use of a budget fee calculator developed with WDC.
- Client-side fees have been set based upon experience from previous

projects.

- Overheads and profit (OHP) have been set at the following level based upon an agreement made with RBC [REDACTED]

- The risk allowance has been set at a low rate of 3%, based on early contractor engagement. It also considers that the construction rates include an element of risk, being on a design and build basis.

- The baseline inflation estimate is priced at 2nd Quarter 2022. The analysis allowed for tender price inflation to an assumed start on site date of 1st Quarter 2024. Construction inflation for material and labour price rises was also included, to the mid-point of the construction programme. The construction programme assumes a build of two years and so mid-point taken at 1st Quarter 2025.

Inflation based upon RICS BCIS Tender Price Index has been assumed. Tender Price inflation was projected from base date of cost plan (2Q22) to anticipated tender date of 1Q24. Construction inflation from tender point of 1Q24 to an estimated construction mid-point of 1Q25 was then included. A constant inflation rate of 3.7% from 2026/27 onwards has been assumed. The text below presents the nominal, undiscounted economic costs, inclusive of optimism bias, over a 5-year time profile (table A5.2 in the supporting LUF workbook). An optimism bias value of 18% has been assumed which is closer to the upper bound suggested by HMT's optimism bias guidance for standard buildings. The adjustments have been made based on contingency already included in the cost and the stage at which the programme is at.

LUF funding

2022/23 – LUF funding: £1,635,993.00, Other Public Sector Funding: £0.00, Private Sector Funding: £0.00

2023/24 – LUF funding: £639,770.52, Other Public Sector Funding: £2,525,843.18, Private Sector Funding: £0.00

2024/25 – LUF funding: £13,843,448.13, Other Public Sector Funding: £13,948,270.29, Private Sector Funding: £0.00

2025/26 - LUF funding: £9,144,413.89, Other Public Sector Funding: £12,459,365.75, Private Sector Funding: £0.00

2026/27 - LUF funding: £410,911.73, Other Public Sector Funding: £607,251.92, Private Sector Funding: £0.00

Describe how the economic benefits have been estimated

The numerous benefits associated with the sport, libraries and arts components of the facilities have been calculated separately to ensure accuracy and robustness.

Improvement in health/wellbeing and a reduction in loneliness as a result of an increase in physical activity

Present Value of Benefit = £44.1.m

Health and wellbeing

Throughput figures were calculated for each of the specific sports facilities by using the following assumptions:

- Activity levels for each of the specific sports facilities at the demolished leisure centre (pre-pandemic) was used to estimate the initial throughput figures.

- Research from Sport England showed that the recovery rate was 67% post covid for leisure centres which were 10-20 years old. Therefore, 67% was

applied to the pre-pandemic activity levels to form the baseline.[1]

- To be realistic, it was assumed that the centre would not operate at 100% capacity and the number of visits would increase by 2% every year until year 5, in which steady state is achieved.

After calculating a profile of throughput numbers, the following steps were carried out as part of the methodology:

- To ensure the economic model is capturing new users, a 2% throughput to participation ratio was applied. Sensitivity analysis has been carried out on this assumption, as noted in 5.4.3

- A 73% deadweight factor was applied. This is in line with Sport England's Adult Active Lives survey[2]; to ensure that additional participation is cognate to those not currently active within Rushmoor's population.

- For the benefits calculation, a 30-year timeframe was used as this is comparable to the service of the previous leisure centre within the Council, which opened in 1973. Furthermore, without LUF funding, the opening of this centre could be delayed by a few years, which would mean that no benefits associated with leisure would be realised in the short-term.

As outlined above, DCMS research shows the following:

- there is a wellbeing equivalent of £1,127 per person for Sports participation

- there is annual cost saving of £31.11 due to a reduction in GP visits and psychotherapy use

Loneliness

To estimate the effects from a decrease in loneliness as a result of the new leisure centre the following steps were carried out as part of the methodology:

- The additional number of participants for group-based activities such as the sports hall and squash courts were calculated.

- After applying the same deadweight assumption used to calculate the social value (see paragraph above), it was assumed that 1% of the additional participants are experiencing loneliness. Given that 12.4% of Rushmoor's population are experiencing loneliness, this is likely to be a conservative assumption. Sensitivity analysis on this assumption was carried out as noted in 5.4.3.

- A value of £9,900 (costs associated with loneliness) was applied to the participants experiencing loneliness.

- To avoid double counting, the wellbeing value that was applied in the health and wellbeing benefit calculation above (£1,127) was netted off for the lonely participants

Increased wellbeing and value to society from new volunteering opportunities
Present Value Benefit of = 72.8m

To estimate the economic benefits associated with volunteering, a range of relevant data sources to monetise the additional impact within Libraries, Arts and Sports were used.

- For Libraries, the average number of volunteers per library was used⁸, and a deadweight factor of 50% to capture the additional number of voluntary participants applied. Using ONS' Annual Survey of Hours and Earnings (ASHE) data, an average earnings and hours worked for 'libraries, archives, museums and other cultural activity' workers⁹ was applied to give an economic benefit of £6,038 per year through additional participation.

- For Arts, the assumption was that 7.7% of the working population in Farnborough can be volunteering in the sector, as studies show that this is the current level of participation in the voluntary sector associated with Arts in 2020/21. A conservative deadweight factor of 95% was applied to capture

additional participation. Using ONS' ASHE data, an average earning and hours worked for 'Creative, arts and entertainment activities' workers was applied to give an economic benefit of £93,898 per year.

- For Sports, the assumption was that 4% of the working population of Farnborough can be volunteering in the sector, as studies show this is the current level of participation in the voluntary sector associated with Sports, as per the Active Lives Adults survey[4]. A 95% deadweight factor was applied to be conservative. Using ONS' ASHE data, an average earnings and hours worked for 'Sports Activities and amusement and recreation activities' workers was applied to give an economic benefit of £68,311 per year.

To estimate the wellbeing value from additional volunteering participation, the analysis used a report published by the Cabinet Office and DWP 10, outlining 'Wellbeing and Civil Society'. For each participant, the report states the wellbeing benefit of frequent volunteering is £13,500.

Reduction in Greenhouse Gases

Present Value of Benefit = £1.5m

BEIS publications on valuations of energy use provide carbon values and emissions factors that have been applied to energy use to calculate the value of a reduction in greenhouse gases from demolishing the old centre and building a new more energy efficient centre. The old centre was using 1.8m kwh/yr. of gas and 1.7m kwh/yr. of electricity for operational functions, whereas the new centre will only be using 550,000 kwh/yr. of electricity for operational functions, in addition to generating 45,000 kwh/yr. of solar power. The analysis also factored in the upfront embodied carbon that will be generated during the construction phase (3,300 tonnes).

Improvement in public realm

Present Value of benefit = £0.6m

MHCLG research on valuing the benefits of regeneration provides benefit to cost ranges by activity type, including public realm improvements. The cautious valuation is 0.9 and a central valuation is 1.4. For the central estimate, a midpoint valuation of 1.15 was applied to the capital costs associated with the public realm improvements, which was £850,000.

Improved health, wellbeing and educational attainment from engaging with Libraries

Present Value of Benefit = £0.7m

The profile of existing number of visits for the year 2021-22 was used to form the baseline number of visits (56,078). Whilst this was nearly three times as many visits compared to 2020-21 (14,272), it was still only a third of the number of visits that took place pre-covid in year 2019-20. For this reason, the baseline number of libraries visits will most likely increase over time to a new steady state post covid. Therefore, this calculation is likely to be an underestimate. To ensure the economic model is capturing new users, a 12% new participation factor (using DCMS Taking Part Survey) was applied.

Based on a case study in Foreshill, it was found that library renovation and a change in strategy saw an increase in 70-80 members per month on base of 120,000 a year. The analysis therefore assumed the same yearly percentage increase in library visitors at 0.8%.

It is important to consider that a proportion of these users will be using library services in existing areas. For this reason, the analysis assumed a deadweight factor of 50%, which creates 25 number of additional users per year.

As outlined above, DCMS research shows the following:

- there is a wellbeing equivalent of £1,359 per person for libraries participation
- there is annual cost saving of £2.47 due to a reduction in GP visits and psychotherapy use

- the per-person lifetime private benefits in wages from the higher likelihood of attending further/higher education is £1,587

Improved health, wellbeing and educational attainment from engaging in the Arts

Present Value of Benefit = £6.0m

It has been estimated that the new arts offerings will lead to 50,000 visitors per annum. To this, the analysis applied a participation ratio of 37%, which has been calculated using DCMS Taking Part Survey 2019/20, which illustrates the active Arts participation levels of the adult population.

It is important to consider that a proportion of these users will be using Arts offerings in existing areas. For this reason, the analysis assumed a deadweight factor of 30%, which creates c.280 number of additional users. This deadweight factor is considered appropriate as there are limited arts offerings in the Rushmoor area currently and so there will be increased additionality compared to the sports and libraries offerings.

As outlined above, DCMS research shows the following:

- there is a wellbeing equivalent of £1,084 per person for Arts participation

- there is annual cost saving of £11.91 due to a reduction in GP visits and psychotherapy use

the per-person lifetime private benefits in wages from the higher likelihood of attending further/higher education is £1,587.

Note that GDP deflators have been applied to all values to ensure that they are in a consistent price base year of 2022/23.

[1] Moving Communities in Focus – April 2022 (sportengland-production-files.s3.eu-west-2.amazonaws.com)

[2] Active Lives Adult Survey November 2020-21 Report (sportengland-production-files.s3.eu-west-2.amazonaws.com)

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

The proposal provides a positive BCR of 2.69 which shows that the benefits created by the Leisure Centre are more than twice as high as the costs.

Costs and benefits have been discounted to 2022-23 using the social discount rate of 3.5%. The appraisal period relates to 30 years. A 30-year appraisal period was used due to this being a longer-term capital investment. The previous leisure centre was built in 1973 and lasted for nearly four decades.

For all types of benefit, deadweight, additionality and displacement have been accounted for.

As can be seen in the list below of the benefits assessed, the largest relates to the Sport health/wellbeing and volunteering benefits which will generate £44m and £73m value to society respectively over a 30-year period.

Benefit categories

- Sport health and wellbeing: Present Value of Benefits = £44m
- Libraries health, wellbeing, and education: Present Value of Benefits = £0.7m
- Public Realm: Present Value of Benefits = £0.6m
- Loneliness: Present Value of Benefits = £0.5m
- Volunteering: Present Value of Benefits = £73m
- Greenhouse gases: Present Value of Benefits = £1.5m
- Arts health, wellbeing, and education: Present Value of Benefits = £6.0m

These benefits equate to a Net Present benefit value of £79m and a benefit cost ratio of 2.69

Upload explanatory note (optional)

Rushmoor LUF Methodology note.pdf

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR	2.69
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Adjusted BCR	2.69
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Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

LUF investment will enable several wider benefits to materialise:

Community cohesion and pride – Results from the public consultation exercise showed that residents felt that there was a greater need for a sense of community in the area. This new facility, which brings together elements of sport, culture and libraries all in one setting, for both individual and group-based collaborative activities, will act as a key enabler of increasing a sense of positive spirit and trust within the local community.

The public realm improvements associated with Farnborough Leisure and Culture hub will help create a greater sense of pride in Rushmoor, enhancing community wellbeing and providing a strong, cohesive community for its members. Not only this, but the inclusion of the Leisure and Cultural Hub will help the Council provide its strategic priorities, namely creating the opportunity for health and green lifestyles, and providing a growing local economy.

Creating a vibrant location for community interactions is considered fundamental to the future success of town centres as highlighted in the Commons Select Committee paper 'High streets and town centres in 2030'[1]. From this paper, it is clear that 'People increasingly prize experiences and leisure opportunities over simply purchasing goods. This underlines the role the town centre plays in social inclusion, providing a place to gather, creating a sense of belonging, as well as improving, celebrating and engendering pride in a local identity.

Joint service delivery – this can be particularly important in addressing deprivation where a lack of access to services can be a significant determinant. Refurbished or new leisure centres can provide community hubs that combine traditional leisure services with other health and social care services and facilities. The leisure centre will also facilitate increased delivery of preventative activity - by ensuring that people are fit and healthy enough to participate fully in work, resulting in fewer work absences and less illness. In England, the costs of lost productivity due to illness have been estimated at £5.5bn per year from sickness/absence and £1bn per year from the premature death of people of working age.

Health and Leisure - Leisure services could also potentially act as a key delivery partner supporting general practice, pharmacies, multi-disciplinary teams, hospital discharge teams, allied health professionals, fire service, police, job centres, social care services, housing associations and voluntary, community and social enterprise (VCSE) organisations in the delivery of accessible and sustainable activities that support individual's health and

wellbeing. Of particular importance will be the role that prescribing of leisure and physical activity can play in supporting the treatment of people with more complex needs.

Furthermore, improvements to current Leisure offerings will bring additional health benefits and tackle the current issues within Rushmoor. Current health outcomes provide a significant challenge with 24.5% children classed as overweight or obese by the time they start reception and 64.3% adults. Research done by the Kings Fund [2] shows that by 2050, treating obesity could cost the public £9.7 billion per year. To support Public Health England strategy to reduce obesity, it is paramount for the Council to provide offerings which could negate these challenges and improve participation levels, so members are given the right opportunities to tackle these problems, from the start.

Increased economic activity in the town centre – The Leisure Centre will have a positive impact on footfall within the area. This will help to retain and increase the levels of economic activity and spending within the local economy, which has the potential to create knock-on supply chain impacts in the form of increased employment and incomes for local residents. Increased footfall and more local residents staying and spending their free time in the area also further enhances the sense of community heart.

Stimulation of wider public and private investment in the longer term - The LUF funding will provide an initial investment into the council of Rushmoor, that will address the current level of market failure that is currently limiting investment while simultaneously creating public goods and positive externalities for its members.

[1] Government response to the Eleventh Report of Session 2017 – 19 of the Housing, Communities and Local Government Select Committee inquiry into high street and town centres in 2030 (publishing.service.gov.uk)

[2] <https://www.kingsfund.org.uk/sites/default/files/2021-07/Tackling%20obesity.pdf>

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

Sensitivity analysis on the most material and highest risk assumptions was carried out within the economic model; centred around sports participation, loneliness and volunteering benefits.

For our sensitivity analysis of sports and health participation, we used a central assumption valuation of 2%, in which the BCR calculation was 2.69. Using a high assumption of 5%, we achieved a BCR ratio of 3.81, and for a low scenario of 1%, we achieved a BCR of 1.74

For volunteering participation, when using a central assumption valuation of 5%, the BCR calculation was 2.69. Using a high assumption of 10%, we achieved a BCR of 3.72, and for a low assumption of 2%, we achieved a BCR of 1.72.

For the proportion of people participating in group activities that were experiencing loneliness, we used a central assumption of 1%, this provided a BCR of 2.69. Using a high assumption of 5%, we achieved a BCR of 2.78 and for a low assumption of 0.5%, we achieved a BCR of 2.344.

The analysis has provided confidence around the risk and uncertainties regarding the project, as the low sensitivity scenarios still achieves a BCR of above 1. Further testing was carried out to see how the BCR would be impacted if the most significant benefits were removed - sport health and wellbeing or volunteering benefits. If the benefits associated with Sports health and wellbeing were removed, a BCR of 1.75 would still be achieved. Furthermore, if the Present Value Benefits associated with Volunteering were to be removed a BCR of 1.13 would be achieved. Both results show that the overall present value of benefits is not wholly dependent on one material item, and that the proposition of the Cultural and Leisure Hub within Farnborough

provides high Value for Money.

If the total benefits associated with Sports Health and Wellbeing, and Volunteering fell by 50%, an acceptable value for money option would still be achieved, with a BCR of 1.44.

Within the annex, we have included an Appraisal summary table associated the project, in line with DCLG appraisal guidance. This table highlights the Value for Money achieved by the project

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

Appraisal Summary Table 1

Upload appraisal summary table	Annex - Appraisal Summary table.pdf
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Additional evidence for economic case

None selected

Confirm the total value of your bid

Total value of bid	£42890127.00
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Confirm the value of the capital grant you are requesting from LUF

Value of capital grant	£20000000
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Confirm the value of match funding secured

£22890127

Evidence of match funding (optional)

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

The scheme will be funded through a combination of Levelling up funding, with over 50% being met through the Council's capital financing resources (predominantly from prudential borrowing and/or capital receipts, revenue and capital reserve balances. The overall funding position for the scheme will depend on the wider capital financing available to the Council and consideration of the financial sustainability position as determined by the Council's s151 Officer at the time.

Land contribution

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

The scheme will be developed on the plot of the old leisure centre (RBC owned land) which is currently being demolished. As a prime location in the town centre, the Council could achieve a significant capital receipt for alternative uses. Benchmarking against a site valuation undertaken in March 2022, it is estimated that the monetary value of the Leisure and Cultural Hub plot, if sold for residential-led development, would be in the region of c.£4.8m. This is suggested on the basis that recent residential land transactions have generated a value of approximately £2.65m per acre (as set out in the Carter Jonas Valuation) and the site in question is approximately 1.8 acres.

However, the benefits and impact of the Hub on placemaking outcomes, in particular the vision to create a place that embraces 21st Century, sustainable thinking and leaving a health and well-being legacy that delivers wide reaching benefits for the people and place of Farnborough, is considered to significantly outweigh the potential financial gain by way of a capital receipt for the land. .

A title review has not identified any restrictions that would prevent the timely delivery of the proposed Leisure and Cultural Hub.

Upload letter from an independent valuer

Comparison valuation report rushmoor council offices March 2022 (small) [4].pdf

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

N/A

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

As the design is at an early stage the estimated construction costs have been arrived at using a cost per square metre approach, in line with RICS New Rules of Measurement (NRM1) guidance for producing an order of cost estimate.

The rate for the build cost has been ascertained by the project's Technical Advisor and Cost Consultant Artelia UK (AUK) analysing several benchmark projects of similar scale and nature. The main sources of benchmark data have been:

- AUK historical in-house projects, including two completed Leisure Centre projects:

- o Edenbrook Leisure Centre, Hampshire, 2015, GIA 6,393M2
- o Kensington Leisure Centre, London, 2012, GIA 9,000M2

- Wilmott Dixon Construction (WDC) historical in-house projects, including three completed Leisure Centre projects:

- o New Addington, Croydon, 2017, GIA 6,226M2
- o Aspire, Wakefield, 2019, GIA 4,840M2
- o Morpeth, Northumberland, 2020, GIA 5,950M2

- Published data from the Royal Institute of Chartered Surveyors Building Cost Information Service (BCIS) database, sample size of 6 Leisure Centres

- Two schemes which were known to the Council which AUK were able to obtain some benchmark data on:

- o Workington Leisure Centre, Cumbria (2014), GIA 4,512M2
- o Camberley LC, Surrey (2019)

Appropriate adjustments to the data for each project were made to allow for factors such as abnormals, location and time. Location and time adjustments were made using the published indices from BCIS, enabling the projects to be compared on a like for like basis as far as possible.

- The review of the benchmark data gave a range of costs and a good indication of an appropriate rate for the estimate. The eventual rates used in the cost plan have been reviewed by WDC estimating team to confirm they are realistic.

- Pre-construction fee allowance has been based on quotations.

- Contractor design fees have been arrived at based on a combination of actual fee quotes where available and use of a budget fee calculator developed with WDC.

- Client-side fees have been set based upon experience from previous projects

- Inflation forecasts have been made using the latest BCIS Tender Price Indices and based upon the projected construction mid-point from the project programme.

The cost plan has been developed in collaboration with the whole team (RBC/WDC/AUK) and is available at Appendix 8.

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

Overheads and profit (OHP) have been set at the following level:

[REDACTED]

[REDACTED]

This is based upon an agreement made with the Council and Wilmott Dixon Construction (WDC) to agree this mark-up

This represents excellent value for money in the current market and compares well to other projects.

[REDACTED]

Risk allowance (client contingency)

- The risk allowance has been set at 3% as demolition, site clearance and ground investigation are in progress and will be completed prior to commencement of detailed design.

- Based on early contractor engagement

- Also considers that the construction rates include an element of risk, being on a design and build basis

Inflation

- The baseline estimate is priced at 2nd Quarter 2022

- Tender price inflation to an assumed start on site date of 1st Quarter 2024 has been allowed

- For this the latest BCIS Tender Price index, updated 10 June 2022 was used.

- This indicates an increase in index from 2nd Quarter 2022 @ 361 to 1st Quarter 2024 @ 386; a rise of almost 7%.

- A Construction inflation for material and labour price rises was included to the mid-point of the construction programme. The construction programme assumes a build of two years and so mid-point taken at 1st Quarter 2025.

- For this the latest BCIS Tender Price index, updated 10 June 2022 was used

- This indicates an increase in index from 1st Quarter 2024 @ 386 to 1st Quarter 2025 @ 402; a rise of just over 4%.
-

Describe the main financial risks and how they will be mitigated

Inflation - the impact of inflation on the costs

- The past year has seen significant rises in tender prices.
- Shortages of material supplies has led to increased cost, particularly steelwork, concrete, and formwork.
- The war in Ukraine continues to impact on global material availability and energy prices. This is unlikely to improve within the life of this project.
- Timber prices have risen due to demand and complication from Brexit as most of the softwood used here comes from Europe. Also rising gas prices on processing costs of raw timber will impact prices.
- Contractor's plant costs have risen substantially as they must use white diesel at £2.00/litre instead of red at £0.65/L from last year.
- Labour costs are also increasing due to shortage of skilled labour, which is compounding the material price rises.
- Contractors may refuse to submit firm price tender or insist on introduction of fluctuations clauses

Wider funding to local government sector

- As with all public sector bodies the council is subject to a range of wider financial pressures and these can impact on the overall financial sustainability of the organisation. The council manages its financial risk through its corporate risk management processes and will take appropriate action in line with the mitigations set out in the risk register.

Project budget is insufficient / tenders over budget

- Whilst the costing has endeavoured to allow contingencies for most risks the quantum of these allowances will be tested in open tender.
- The cost plan is based on a reasonable sharing of risks between the client and the contractor. Whilst in previous years this may have been Standard Form with Clients adjustments – given the above risks this may require a rebalancing of risks to be able to attract any or value for money tenders.
- The industries position on this will be monitored and contracts will be as fair as possible

Late Design changes

- As this will be a Design and Build contract the potential for design changes is less but not removed completely.
- During both the design and procurement phase and the construction phase, a robust change control processes will be set up to endeavour to identify any impacts of the change prior to instruction.

Changes to scope

- The Project Scope will be agreed by the Project Board and adhered to throughout the project's life.
- Any changes requested to the Scope will be subject to the above-mentioned change control process and detailed evaluation of the implications prior to any adoption by the Project Board and subsequent instruction to the designers or

contractor.

Delays to programme pre-contract – this may cause increased tender costs due to inflation

- This risk of delay pre-contract could be through several factors. A detailed pre-construction programme will be created by the Contractor during the design period which will be subject to challenge by the project team. Such challenge will be to ensure that it is deliverable (rather than the shortlist possible) and suitable float and contingency is allowed for. The programme will therefore be significantly robust and will be monitored closely.
- The cost risk created by any delay will be due to increased pre-construction stage costs and increased allowances necessary for inflation.
- The approach to make allowance for these costs is outlined in the previous response.

Delays to programme post-contract – this may cause increased costs due to potential entitlement for contractor to claim loss and expense

- It is proposed that the main contract will be NEC4. This has a mechanism to allow any party to raise an Early Warning Notice and for the issue to be discussed with all parties to agree a resolution. This has worked very well on previous projects and requires a high degree of collaboration between all team members.
- The early identification and addressing of issues does not in itself remove the risk but does help in reducing the impact in terms of cost and time.
- The preferred contractor and Council have already identified a preference to include Optional clauses to the NEC contract to allow sharing of identified savings. Whilst this is not particularly a risk it shows the current level of collaboration between the project team and the desire to create opportunities for improving cost and time.

Contractor/sub-contractor insolvency

- Whilst Contractor Insolvency is a client risk, sub-contractor insolvency is a contractor risk, however the impacts from both will affect the project.
- A financial assessment of the contractor will be undertaken by the client with similar financial assessments undertaken by the main contractor on their subcontractors.
- The preferred contractor WD has robust subcontractor assessment processes in place which covers all aspects of their delivery including financial capability and resilience.
- The main contractor will report monthly that all their supply chain has been paid.
- The contract will only pay for works undertaken in accordance with the contract and therefore protecting the council from lost costs should a contractor/sub-contractor become insolvent during their works.

Ground conditions (now mitigated by enabling works demo contract)

- The risk of ground contamination or underground obstructions has been significantly reduced by the council's early investment in the demolition of the existing building and the updating of the ground investigation reports.

Unexpected /unidentified risks

- A Risk Register exists for the project and will be kept up to date on a regular basis during the pre and post contract phases.
- Whilst this deals with known risks it provides a vehicle to open discussions with the project team to consider unknown risks. The team has been formed from organisations and professionals with relevant experience and by their

combined knowledge the level of unexpected/unknown risks will be significantly reduced.

- The costs include a general contingency which has been based on the project teams own experiences of similar projects.
- Should risks develop which put pressure on the budget then these will be actively reported up from the Project Team to the Project Board and may require further financial support from the Cabinet. Such requests will be stringently controlled by the Councils Standing Orders and subject to available funds.

Upload risk register

Risk Register .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

N/A

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

There are no bid partners who have a financial interest in this project. Both the Library Service and Hampshire Cultural Trust will be involved in the design development to ensure the project creates a Hub that maximises the opportunity for collaboration and sharing of spaces and achieve best value for money.

As part of the scheme delivery the Council will be procuring a new Leisure Operator contract to deliver leisure services across the Borough. The appointed operator will be responsible for running the new building and maintaining shared spaces.

The Operator will lease the building from Rushmoor Borough Council and will sub-let area to Hampshire County Council for the library area and with the preferred partner for cultural spaces - Hampshire Cultural Trust.

Different parts of the building will be fully sub-metered for utilities. Service charges will be calculated based on a pro rata maintenance calculation and split of shared space allocated based on the floor space each occupier has.

The Café within the facility will be used by visitors accessing a range of services and therefore the Council will look at how this is reflected in the tender process to ensure that the Council and other none-leisure providers benefit from the income generated through a reduced management fee or rent payment. A surplus share mechanism with partners would also allow any over performance to be shared. This revenue will be used to off-set costs for running the library and cultural spaces.

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

Commercial Structure

The Leisure and Cultural Hub and associated mobility Hub and Skate Park will be delivered by Rushmoor Borough Council as a direct delivery through appropriate contractors and the Council will be the freeholder of the completed buildings.

A new leisure operator contract will be tendered during design development and the appointed operator will be responsible for running the new building and maintaining shared spaces.

Lease arrangements will be in place with Hampshire County Council for the library area and the preferred partner for cultural spaces Hampshire Cultural Trust who have been working with the Council to develop the scheme.

The library will replace an existing library in the Civic Quarter and revenue costs will be funded by Hampshire County Council on a like for like basis.

Different parts of the building will be fully sub-metered for utilities. Service charges will be calculated based on a pro rata calculation maintenance and split of shared space allocated based on the floor space each occupier has.

The Café within the facility will be used by visitors accessing a range of services and therefore the Council will look at how this is reflected in the tender process to ensure that the Council and other non-leisure providers benefit from the income generated through a reduced management fee or rent payment. A surplus share mechanism with partners would also allow any over performance to be shared. This revenue will be used to off-set costs for running the library and cultural spaces.

Risk Allocation

The build will be delivered using a Design & Build process on a clear and unencumbered site. Having reviewed the options for delivery of the scheme, The Council approved the use of the Procurement Hub single contractor Framework with Wilmott Dixon Construction.

The hub offers the following risk allocation benefits:

- Fixed core costs and overhead and profit.
- Remaining project costs are sub-contracted work packages that are locally tendered on an open book basis to a managed supply chain.
- All work is competitively tendered and benchmarked to achieve value for money. It also evidences that 100% of cost on any project is market tested to achieve value for money.

Procurement Strategy

The preferred contractor (Wilmott Dixon) has been identified using an existing framework (Procurement Hub) which has already been competitively tendered allowing for the appointment of a single supplier by the Council. As Frameworks like this have been procured in compliance with EU Procurement Regulations it provides a legitimate procurement route for gaining access to a single supplier without the need to undertake a further competitive procurement process and reduces the risk of any future public procurement challenge.

Use of a framework means that a competitive process has already taken place to appoint a single contractor to the framework with fixed core costs and overhead and profit. Framework users are then able to work directly with this framework and contractor to deliver their project without needing to undertake a wider OJEU tender or competitive process.

Having fixed the core costs and overhead and profit, remaining project costs are sub-contracted work packages that are locally tendered on an open book basis to a managed supply chain. This ensures that all work is competitively tendered and benchmarked to achieve value for money. It also evidences that 100% of cost on any project is market tested to achieve value for money.

Using this approach has allowed the Council to work with Wilmott Dixon from the early stages of the project feasibility development and has streamlined the process of appointment.

Early contractor involvement and contractor support/advice on brief development, budget costing, project programming and buildability is provided

at no cost at feasibility stage. This ensures that the key project information is sufficiently developed before preconstruction services commence. This option was not available to the Council if a mini competition was engaged with.

Wilmott Dixon will formally be appointed at RIBA Stage 3, however have committed to continuing to be involved during RIBA Stage 2 design development to ensure a seamless transition into the Pre-Construction Services Agreement with scheme delivery through a two stage Design & Build process.

This early engagement allows the collaborative development of the scheme from the outset ensuring that all parties are involved in key decisions and have a shared understanding of project delivery, parameters and risk share. This also allows for core design team partners to transfer to the contractor upon appointment which means the Council works with the contractor to agree the team that it will work with to deliver the scheme.

The framework offers maximum flexibility in relation to types of contracts, subcontractor appointments and value of contracts. It is fully managed and monitors a range of core KPIs as well as Contractor financial viability.

The framework has a range of key deliverables which the Contractor must deliver including:

- Guaranteed minimum 20% spend of overall project value within 10 miles of the project location.
 - Guaranteed minimum 40% spend of overall project value within 20 miles of the project location.
 - Guaranteed minimum 75% spend of overall project value within 40 miles of the project location.
 - Minimum 85% of spend is with SMEs.
 - Social Return on Investment (SROI) of 10-15% of overall project value. By maximising local spend, there is a significant social return on investment and Wilmott Dixon have advised that they believe they will significantly exceed this target (they achieved 69% on their most recent scheme).
-

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?

Gemma Kirk, from GLK Solutions Ltd will work as part of the client-side project delivery team to coordinate and manage the scheme. Gemma has successfully delivered a range of complex major capital programmes and projects including five Free Schools from inception to opening, and a portfolio of twelve schools as part of the Priority Schools Building Programme with a total capital value of over £250,000,000. Gemma has been working as part of the team during feasibility and will continue during the pre-construction period.

The client-side team is also supported by a highly experienced multi-disciplinary Technical Advisory team from Artelia UK (AUK) who have been procured through the ESPO Framework. AUK have worked with the Council throughout feasibility and have also acted as Employers Agent overseeing the demolition of the existing Leisure Centre. It is anticipated that the Technical Advisor will work as part of the client-side team during pre-construction and construction undertaking Employers Agent/ Clerk of Works during construction phase. AUK have a specialist Leisure team and an established track record in delivery of schemes including a neighbouring project at Hart District Council as well as numerous leisure projects for Slough's £110M Urban Renewal Programme. This includes civic centres, leisure centres and primary schools.

By working with the consultants from feasibility the Council have ensured access to experienced engineers, cost consultants and other disciplines who

have an in-depth knowledge of the project, site and brief to ensure they deliver best value.

As detailed a the procurement route for appointment of the contractor has already been agreed by Cabinet and the Council will be working with Wilmott Dixon Construction (WDC) through the procurement Hub Framework to deliver the project. This early decision has meant that WDC have been involved during feasibility to input to project development and they are also delivering the demolition of the existing Leisure site to ensure seamless transition to construction.

An established project team with a range of expertise in delivery of complex capital programmes is in place as part of the Council's Property and Regeneration Programme Office. The project delivery team includes finance lead, legal lead, Head of development and Executive Director as Project Sponsor.

Specialist procurement advice is also available as part of the Council's service level agreement with Portsmouth City Council.

All costs for the delivery team have been profiled as part of the project delivery budget and are included in the costs provided in this bid.

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

As detailed above, the Council have assembled a professional delivery team made up of a range of internal and external professionals, all of which have been appointed using existing framework arrangements to provide the optimum intelligent client function.

These include:

- Artelia UK – Multi-Disciplinary Technical Advisor and Cost Consultant
- Cundall's specialist sustainability advice regarding achievement of net zero carbon who will novate to the contractor at RIBA Stage 3
- GT3+ - Expert architect specialising in leisure scheme delivery who will novate to the contractor at RIBA Stage 3
- Wilmott Dixon Construction – Highly experienced contractor with track record in leisure delivery and located in Farnborough

Should further specialist resource be required e.g., legal then these will be appointed by the project team.

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

Contract Management

- Contract Management for the Council is strictly controlled by the Council's Standing Orders and established Governance processes.
- Responsibility for the project rests with the Project Board with appropriate delegation to the accountable officers
- Monthly reporting and monitoring meetings will continue between the Board and the officers with attendance from other key project team members as necessary.
- Key Suppliers for this project are;

- o Artelia UK – Technical advisors, Project managers, cost control and Employers Agents
- o GT3 Architects
- o Willmott Dixon – preferred Main Contractor

- All contracts for key suppliers are subject to approval of the Councils legal team and only after suitable review and due diligence to mitigate Council risks.

Quality Management

- The Architect is responsible for the design up to proposed novation at RIBA stage 3 and then the Main contractor takes over that responsibility.
- The Technical Advisor will oversee the output of this process and will provide timely opinion on the design to allow any adjustments to be made. This is particularly important in the post novation period when the contractor may seek to reduce the quality of the design/materials specified.
- During the works the main contractor is responsible for the quality of workmanship.
- The preferred contractor has been selected due to their robust quality assurance processes especially suited to being a main contractor with works packages contractors below them. They have assisted the Council in creating the budgets for their management costs used in the estimate, and the Council believe that they will have a suitable team on site to deliver against their quality process.
- Artelia will undertake frequent inspections of their system and compare against the site works. This will allow an informed opinion to be formed and if necessary further mitigations to be implemented if necessary (i.e., increased sampling of inspections, appointment of a Clerk of Works).

Contractor Supply Chain and risk

Willmott Dixon Construction as Main Contractor have an established approach to supply chain management and sub-contractor appointment to manage risks following local and national legal governance with appointments that ensure financial stability. This ensures the project will be delivered in a timely manner, without delays and minimising additional financial risk.

Throughout scheme delivery risk and opportunity reviews will be undertaken for analysis of probability / impact supported by a costed risk register with owners, actions, and mitigation measures. Benefits of this approach include:

- Optimised technical solutions and buildability
- Critical materials identified and ring-fenced in advance to mitigate risk of delay commencing work
- Opportunities identified for best value and cost certainty
- Early developed design for exceptional accuracy and quality
- Reduced operational and maintenance costs through enhanced sustainability and lifecycle costing.

During the PCSA period, Willmott Dixon will work with the Council to identify and drive out risk early for a robust cost plan and programme.

The site has already been cleared and intrusive ground investigations will be complete in August 2022 meaning that project abnormal risks will already be identified prior to design development.

The Council recognise the current volatility in the market created by Brexit, Covid-19 and the current situation in Ukraine. The Council will actively manage programme, budget and quality aspirations, working with Willmott Dixon to mitigate risk through analysis of their suppliers' financial standing, capacity and performance including:

- Frequent resource reviews with the design and commercial teams to ensure labour and materials are ringfenced early to mitigate risk of delay
- Spread procurement across a balanced cross section of the industry including tier 1 and 2 supply chain partners for a balanced risk profile
- Run weekly Dunn & Bradstreet reports for shortlisted / selected supply chain partners to monitor financial health
- Identify opportunities for direct material procurement using Willmott Dixon's purchasing power to guarantee supply and secure best price
- Review payment terms for supply chain partners to help support and maintain cash flow
- Purchase from UK-based suppliers where possible for guaranteed lead times preventing delays to programme
- Maintaining regular, open and honest communication with supply chain partners to support workload planning and secure resources.

The final construction cost will be fixed to minimise risk to Rushmoor BC and the Leisure Centre and Civic Hub project. This figure will be negotiated through an open book approach. Willmott Dixon will ensure that the following plans, strategies and programmes are implemented:

Procurement Strategy: A minimum of three quotations for all supply chain packages will be obtained to ensure value for money is achieved. A bill of quantities will be used to ensure like-for-like quotations are received, providing transparency when comparing prices. Procurement will be assessed against KPIs for local spend, SMEs and Social Enterprise

Cost Plan: One cost plan shared by all parties

Integrated Team: Jointly agreed project milestones, governance and reporting

Benchmarking Report: Providing evidence in SCP rates

RACI schedule: Jointly agreed roles and responsibilities

Value for Money Statement: Performance report demonstrating best value

Risk and Opportunity Schedule: One project risk register shared between all parties

Employment Skills Plan: Social value targets agreed, and activities commenced and recorded

Delivering exceptional quality; managing supplier activity

Management of the relationship with the key supply chain members such as Willmott Dixon and consultants will be undertaken by the Council's employer's agent AUK. Willmott Dixon will be responsible for executing and managing the contracts day-to-day to ensure the efficient delivery of the project in a timely and cost-efficient manner advising of any contractual issues that may arise throughout the project. Willmott Dixon has advised on the correct levels of contingency for the project to ensure the Council stay within the financial constraints.

Willmott Dixon's ISO 9001 accredited quality management system will be implemented throughout the project lifecycle.

They will:

Quality during procurement:

- Evaluate supply chain tender responses based on credentials, capacity, best value supported by review of individual package quality plans

- Identify prefabrication and off-site manufacturing (with a schedule of factory checks and visits; arrange for early sample delivery to site)
- Incorporate best practice and lessons learnt from previous projects
- Establish supplier quality credentials; visit reference sites
- Facilitate collaborative planning workshops to interrogate construction sequencing and methodology
- Define proposals for protection of finished work and interface schedules.

Quality during construction:

- Implement quality delivery checklists, risk assessments and method statements, materials, methods of installation, inspection and test plans and protection strategy
- Implement quality inductions on site with ongoing management of credentials
- Schedule quality hold points for approval by Rushmoor BC through mock-ups and samples
- Create the right environment on site for the achievement of quality, such as good housekeeping (clean site access / egress and associated roads, clean and tidy welfare and material lay-down areas) and use of quality information boards
- Provide correct quantity and competency of quality supervision on site
- Continue to hold collaborative planning workshops including BIM co-ordination workshops (4D planning) and as-built quality checks in conjunction with 3D scanning.

Quality post-handover

- Collation of hard copy and digital documentation (i.e., agreed manuals, documents, certificates scheduled into the programme)
- Carry out an independent inspection to verify a defect free handover
- Implement the agreed emergent defect resolution strategy
- Conduct targeted post-occupancy evaluations using agreed criteria to measure performance in terms of design functionality, user-comfort and energy use.

Set out how you plan to deliver the bid

The Council are ready to deliver this scheme with a cleared site which has significantly de-risked delivery of the scheme. A detailed programme and phasing plan is included in the project costing and planning workbook Table D.

A detailed business case will go to Cabinet and Council for approval in October 2022 for approval to proceed with the detailed design development and associated activities to Contract Award (RIBA Stage 4+). This approval will release the required project budget for this period and the detailed design development will mobilise immediately following Council with design commencing 7th November 2022.

During RIBA Stage 2 design (12 weeks) the Council will directly appoint GT3+ architects and associated design team to ensure control over the initial design development and specification, However Wilmott Dixon Construction will attend design meetings so that they are full briefed as the design develops and understand client requirements.

Weekly design meetings will take place to develop RIBA Stage 2 outputs over

10 weeks with a final report being issued at the end of week 12 (February 2023).

At the end of RIBA Stage 2 Willmott Dixon Construction will formally be appointed under the Pre-Construction Services Agreement. GT3+ and the wider design team will novate to Willmott Dixon at this stage to maintain continuity on the project and ensure client requirements are reflected in ongoing design development.

The Council have allowed 3 weeks for the appointment of Willmott Dixon Construction and agreement of the Pre-Construction Services Agreement at the end of RIBA Stage 2 although it is anticipated this activity will overlap with RIBA Stage 2 to maintain programme.

Design meetings will continue during RIBA Stage 3 alongside wider activities such a pre-application consultation and engagement with planning. Planning submission documents will be developed alongside RIBA Stage 3 design during this period. Cost plans will also be developed and shared throughout design development with regular cost meetings taking place to monitor and manage risk.

A period of 14 weeks has been allowed for development of RIBA Stage 3 design, cost and planning application at the end of this period a Stage 3 report, cost plan and draft submission will be issued for the Project Team to review and approve. The Council have allowed 4 weeks for review, clarifications and approval to proceed.

Upon approval the planning application for full planning will be submitted, and RIBA Stage 4 design development will commence (July 2023) during the planning determination period. Early engagement with planners will de-risk the scheme and Willmott Dixon will take planning risk. The Council have allowed 2 weeks for validation of the planning application and 13 weeks for determination. There is scope within the programme for call-in however the Council intend to mitigate this risk through early engagement during pre-application and full public consultation.

RIBA Stage 4a design will take 16 weeks at which point detailed pricing activity will commence alongside RIBA Stage 4b design over a further 16-week period.

At the end of this period a detailed set of Contractors Proposals will be submitted for review and clarification as well as a detailed Contract Sum Analysis and supporting evidence. The Council have allowed a 6-week review and clarification process followed by a 6-week internal approval process as formal approval will be required from Cabinet and Council to enter the contract.

This approval process will be managed in tandem with the review and clarification activity and will be underpinned by a Final Business Case recommending entering contract. This will provide detail to allow Members to make an informed decision to proceed with the scheme and to enter into the associated agreements e.g., prudential borrowing.

Upon approval the council have assumed a 4-week mobilisation period and a 104 week build programme for the Leisure & Cultural Hub, Mobility Hub, Skate Park and destination play area with scheme completion in early June 2026. Construction of the mobility hub will commence in May 2025 for completion in May 2026. The skate park will commence in October 2025 and the play area will start in January 2026 and will complete May 2026.

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

Based on the proposed delivery plan and programme work will commence on this scheme in November 2022 and it is anticipated that the Council will have completed RIBA Stage and be delivering RIBA Stage 3 in financial year 2022/23. All fees associated with activity from November 2022 and April 2023 will be allocated against bid funding as well as costs associated with feasibility and mobilisation within the parameters of funding guidelines.

Risk Management: Set out your detailed risk assessment

During Feasibility, approval was received to demolish the existing leisure centre. This work will be completed in August 2022 with intrusive ground investigations being undertaken in the same period to ensure that all project abnormalities have been identified prior to design development. This has significantly de-risked the project in terms of new information emerging during construction.

A detailed project and technical risk register has been uploaded to the portal. This is a live document which has been developed during feasibility with input from the Project Team, Technical Advisor and Wilmott Dixon Construction. This will continue to be managed and updated throughout project delivery with risks being closed out as the scheme progresses.

Procurement risks have been mitigated with OJEU-compliant frameworks with core project, contractor and design team appointments already in place.

Top five risks are reviewed at fortnightly project team meetings as well as Programme Board with any significant changes to risk or new risks arising being escalated between meetings if necessary.

Alongside the Risk Register, the Council have an established change management procedure in place. This will document any changes requested during the design phases of the project, assess the cost impact of this and assess the impact to the programme. Any change requests will need formal sign off through a change control form by the Client before any of these can be implemented.

Financial risks have been detailed in the question above. The highest scoring wider project risks include:

- Insufficient funding available to proceed with the project
- Lack of resource and capacity across the council to support delivery of the project
- Wider Civic Quarter delivery alignment and dependencies unresolved delaying the scheme
- Supply chain, labour and materials shortages resulting in price and programme uncertainty

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

At the heart of delivery is a core project team that have significant experience in delivering public sector capital projects and regeneration programmes including leisure, health, education and housing. The Council is presently on site with a £45m mixed use scheme in Aldershot Town Centre (Union Yard) in client/funder role with Hill Partnerships as contractor and the wider Civic Quarter masterplan is being progressed through the RDP vehicle. The Council has a dedicated regeneration team comprising expertise across construction, planning, technical surveyors, placemaking and development.

The core project team is made of an experienced Project Director and Project Manager supported by a client-side Construction Surveyor as well as a multi-disciplinary Technical Advisory team provided by Artelia Group.

The wider project team also includes a project finance lead and legal lead, Head of Development and the project Sponsor (Executive Director). The

project team meets every two weeks and reports to the Programme Board every six weeks.

The core client-side team will manage the day-to-day delivery of the project on behalf of all stakeholders and will lead all aspects of the design development process during pre-construction as well as overseeing construction upon contract award.

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

The Council has robust assurance processes for its regeneration programme to ensure sign off at various stages of the project.

These include:

- Each project to have a Project Board to include a Finance lead and legal lead.
 - All capital projects to report to the Regeneration Programme Board made up of the Councils Executive Leadership Team as well as the Executive Head of Finance and Corporate Legal Manager.
 - Dedicated cost code for the project
 - Project Finance lead to be assigned to monitor and manage budget approvals and claims.
 - Reporting to Cabinet to enter into Grant Funding Agreements, External Contracts and to confirm Council contribution complying with public sector regulations and the Council's Constitution.
 - Council approval of funding for all major schemes through its capital programme
 - Joint Member and Officer Project (Oversight) Board including S151, legal and internal audit.
 - Compliance with public procurement regulations and other statutory obligations.
 - Ensuring sufficient project management resources are in place to oversee each scheme.
 - Internal auditing of all final claims for external funding.
 - Project progress reports as part of quarterly Council Performance Monitoring
-

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

As part of the scheme delivery the Council will be procuring a new Leisure Operator contract to deliver leisure services across the Borough. Detailed modelling has been undertaken to inform the scope of the contract as well as the facilities mix in the new Facility. As part of this, financial modelling and sensitivity analysis has been undertaken to understand potential income generation and is included at Appendix 9. The new operator contract will return a payment to the Council. [REDACTED]

[REDACTED] revenue can be used to service any prudential borrowing undertaken to support the project and to fund delivery of the council's wider leisure and cultural offers. In years 1-4 the Council's Medium-Term Financial Strategy will include provision for operational and project costs

where these cannot be funded from other resources.

Costs for the delivery of the cultural offer have been modelled based on a similar scheme in Winchester and are included at appendix 10. Rushmoor Council are working with Hampshire Cultural Trust to develop the offer and detailed business plan for the provision and will work with them during design development and once the Hub is open to run the facility.

The library will replace an existing library in the Civic Quarter and will be funded by Hampshire County Council on a like for like basis.

having undertaken wider soft market testing with operators, it is proposed that the appointed operator will be responsible for running the new building and maintaining shared spaces.

The Operator will lease the building from Rushmoor Borough Council and will sub-let area to Hampshire County Council for the library area and with the preferred partner for cultural spaces - Hampshire Cultural Trust.

Different parts of the building will be fully sub-metered for utilities. Service charges will be calculated based on a pro rata maintenance calculation and split of shared space allocated based on the floor space each occupier has.

The Café within the facility will be used by visitors accessing a range of services and therefore the Council will look at how this is reflected in the tender process to ensure that the Council and other non-leisure providers benefit from the income generated through a reduced management fee or rent payment. A surplus share mechanism with partners would also allow any over performance to be shared. This revenue will be used to off-set costs for running the library and cultural spaces.

Upload further information (optional)

Appendix 9 Farnborough Leisure Centre Operator Business Case.pdf

Set out proportionate plans for monitoring and evaluation

The monitoring and evaluation plan has been guided by the Theory of Change and the development of an associated logic model. Together these documents have informed the changes the Levelling Up Fund is expected to effect and the pathways between outputs, outcomes and impacts (and assumed timings).

The process of developing the Theory of Change has also enabled a focus on different hypothesis which in turn have informed the objectives for monitoring and evaluation and the associated research questions. These can be summarised as follows:

Objectives

- To ensure appropriate use of public monies and understanding the additionality and value for money of the Levelling Up Fund in Rushmoor.
- To learn lessons about how culture, leisure and physical activity can deliver positive health and wellbeing benefits and the scale and nature of these
- To share data and information to enable Government to monitor and evaluate the impact of the Levelling Up Fund as a whole

Research questions

- Have levels of physical activity increased as a result of the new hub? What has been the principal drivers of this change?
- Has investment in the hub helped to improve the health and wellbeing of residents?
- Have the new offerings allowed for a higher level of engagement and participation with arts and culture?

- Has the grouping of Council service offerings allowed for the improved sense of place?
- Has there been a greater social and economic benefit due to the Council's location sharing of Cultural and Leisure offerings?
- To what extent can the positive outcomes and impacts achieved be attributable to the LUF intervention
- Did the scale of outcomes and impacts achieved provide value for money of the Levelling Up Fund?

M&E approach

In order to answer these questions, the approach to M&E involves three core components:

- **Baseline and monitoring** – This component will revolve around the collection of data. The first step will be to construct a robust baseline against which progress, and change can be measured. This baseline will comprise a range of socio-economic and market data. The socio-economic data will include but not be limited to health and wellbeing metrics, physical activity levels, CO2 emissions, public realm benefits, volunteering figures, library and arts participation and satisfaction with the provision. The second step will then be to monitor progress this will occur through the collection of primary and secondary data related to the different outputs identified.
- **Interim evaluation** – This component will occur within circa two years post opening and will focus on: (i) the progress in delivering the project and activities; and (ii) the emerging outcomes from the activity. At this stage this component is likely to focus on primary data for example user satisfaction and feedback on the quality of the hub and individual activity levels. Local surveys will also be undertaken to capture responses to the new offerings within the location. Alongside this a small number of interviews will be undertaken by those involved in delivering the Levelling Up Fund to learn lessons around the process of setting up and delivering the fund.
- **Final evaluation** – The final component will occur five years post opening and will focus on the extent to which the key outcomes and impacts set out in the Theory of Change have been delivered. In particular, it will focus on assessing the value for money of the investment and the cost benefit. This will be delivered through a combination of comparative (i.e., against the baseline), benchmarking (i.e., against other places) and standalone measures.

During the evaluation process the Council will utilise Sport England and Public Health England's evaluation framework:

Sport England's framework can be seen here -

<https://evaluationframework.sportengland.org/>

Arts for health and wellbeing framework can be seen here - Arts for health and wellbeing - evaluation framework (publishing.service.gov.uk)

Key metrics

At this stage the monitoring and evaluation activities will focus on the following metrics:

- **Inputs** – Levelling up funding of £20m, Co-funding of £22.9m, Delivery partner staff time
- **Outputs** – The new-build facility will provide a new state-of-the-art leisure centre, library and cultural space, improving access to key services and delivering cost-effective accommodation, reducing running costs for all and forming a much-needed and coveted community heart for Farnborough. c.58k additional people participating in more physical activity, c.7k additional people visiting libraries and digital art spaces, environmentally friendly new facilities, c.7k number of volunteering opportunities, c.60 number of people more likely to attend further education.
- **Outcomes** – Better health outcomes, particularly for young people, increased

wellbeing outcomes, more attractive townscape and renovating community heart, increased connections to the business park, opportunities for other public sector uses, greenhouse gas savings, increased educational outcomes, change in the number of culture events and the number of visitors to cultural venues, change in the perception of place.

· Impacts – An increase in institutional and social capital, improved vibrancy of the town centre and increased sense of place, increased community cohesion and pride in place, reduction in greenhouse gases, reducing the gap in health life expectancy in the local region, increased wellbeing with more people leading to happy and fulfilling lives, resident spending retained in town centre, increase in human capital as more people attending further education.

Resourcing and governance

In order to deliver the monitoring and evaluation activity £20,000 will be made available to purchase data, primary research and technical expertise to undertake the activities set out above.

This activity will be overseen by Rachel Barker, Assistant Chief Executive and will report on progress and finding in accordance with the Council's Performance Management Framework.

The Council will undertake the monitoring regime and intend to design a report of key metrics that measure the outcomes that are sought from the projects, so the Council is able to assess and discuss emerging change.

If the Council is successful in the Levelling Up Fund bid, it would look to align UKSPF and LUF around Farnborough Town Centre and as such seek to bring together the M&E activity across both programmes to provide a comprehensive understanding of the impact across both funds.

Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration LUF Round 2 Pro formas V6.1 Proforma 7.pdf

Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration LUF Round 2 Pro formas V6.1 Proforma 8 s151 Signed.pdf

Publishing

URL of website where this bid will be published <https://www.rushmoor.gov.uk/home>

Additional attachments

Additional file attachment 1

Upload attachment Appendix 1 Graphic Brief.pdf

Additional file attachment 2

Upload attachment Appendix 2 Farnborough LC Needs Analysis Report.pdf

Additional file attachment 3

Upload attachment Appendix 3 Letters of Support.pdf

Additional file attachment 4

Upload attachment Appendix 4 Community Consultation and Engagement Report March 2019.pdf

Additional file attachment 5

Upload attachment Appendix 5 Civic Quarter - Statement of Community Involvement.pdf

Additional file attachment 6

Upload attachment Appendix 6 Youth Engagement Analysis FINAL.pdf

Additional file attachment 7

Upload attachment Appendix 7 HCC Letter of Support (1).pdf

Additional file attachment 8

Upload attachment Appendix 8 Order of Cost Estimate.pdf

Additional file attachment 9

Upload attachment Appendix 9 Farnborough Leisure Centre Operator Business Case (1).pdf

Additional file attachment 10

Upload attachment Milestone Programme v2.0.pdf

Additional file attachment 11

Upload attachment Programme Farnborough Leisure & Cultural Hub Rev 14.pdf
