

Levelling Up Fund Application Form

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

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

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

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

One application form should be completed per bid.

Applicant & Bid Information

Local authority name / Applicant name(s)*: [REDACTED]

**If the bid is a joint bid, please enter the names of all participating local authorities / organisations and specify the lead authority*

Bid Manager Name and position: [REDACTED]

Name and position of officer with day-to-day responsibility for delivering the proposed scheme.

Contact telephone number: [REDACTED] **Email address:**

[REDACTED]

Postal address: [REDACTED]

Nominated Local Authority Single Point of Contact: [REDACTED]

Senior Responsible Officer contact details: [REDACTED]

[REDACTED]

Chief Finance Officer contact details: [REDACTED]

[REDACTED]

Country:

England

Scotland

Wales

Northern Ireland

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

[REDACTED]

For bids from **Northern Ireland applicants** please confirm type of organisation

Northern Ireland Executive

Third Sector

Public Sector Body

Private Sector

District Council

Other (please state)

PART 1 GATEWAY CRITERIA

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

1a Gateway Criteria for **all bids**

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

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

Yes

No

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

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

Yes

No

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

PART 2 EQUALITY AND DIVERSITY ANALYSIS

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

Pendle Borough Council will lead the **Colne Market Hall & Bus Station Redevelopment** project. The project will be a catalyst for the centre of Colne that will be inclusive by:-

- engaging with all stakeholders fairly
- delivering value through effective management of the design
- developing and operating a safe, sustainable and reliable building to provide modern retail units and a new Market Hall for shoppers.
- Developing older persons apartments

We will do this by embedding equality, diversity and inclusion in all our activities working with stakeholders, including affected parties including but not limited to retailers, stall holders, landowners, communities, staff and contractors.

The project itself will have a positive impact on those considered to have protected characteristics as defined by the Equalities Act 2010. In particular:-

- **Age** – older people will benefit from the development of older persons apartments. These apartments will have considerably improved access as a result of installation of lifts, which the current vacant flats do not have.
- **Disability** – The Market Hall and retail units will comply fully to required accessibility standards

There is no known negative impact of this project on any person considered to have a protected characteristic as defined under the Equality Act 2010.

Pendle Leisure Trust will lead the **Heritage Quarter** project. The Trust is recognised for its inclusive approach in supporting a diverse range of community services that have enriched the lives of local people, especially the traditionally hard to reach and vulnerable groups living in the Borough's most deprived wards.

Art/Culture encourages integration and, therefore, all groups regardless of race/colour/nationality/ethnicity/age/sex/marital status/sexual orientation/etc. will be encouraged to engage in the project.

The three organisations involved in delivering the Heritage Quarter project recognise and value cultural differences and will continue to develop and build this into this project and beyond.

Working in partnership across all three theatre venues we will increase grassroots participation and accessibility within art/culture for all minority groups which in turn will encourage our audiences to be socially active and develop cohesive cross-cultural relationships.

The project itself will have a positive impact on those considered to have protected characteristics as defined by the Equalities Act 2010. In particular:-

- **Age** – older people will benefit from the upgrading at all 3 theatres. There will be improved access as a result.
- **Disability** – Disabled people will benefit from the development especially at The Hippodrome and Little Theatre and the new development will comply fully to required accessibility standards

Pendle Leisure Trust's Human Resources Strategy is aligned to the objective of, "Investing in our product capability and people". All our jobs, facilities and projects are designed to be accessible to all. The Trust has a policy of equality of opportunity in employment to ensure that no employee or job applicant receives less favourable treatment on the grounds of race/colour/nationality/ethnicity/sex/marital status/sexual orientation/being a part time worker/trade union activity/age/religion/disability/political beliefs/etc.

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

Please specify the weblink where this bid will be published: www.pendle.gov.uk

PART 3 BID SUMMARY

3a Please specify the type of bid you are submitting

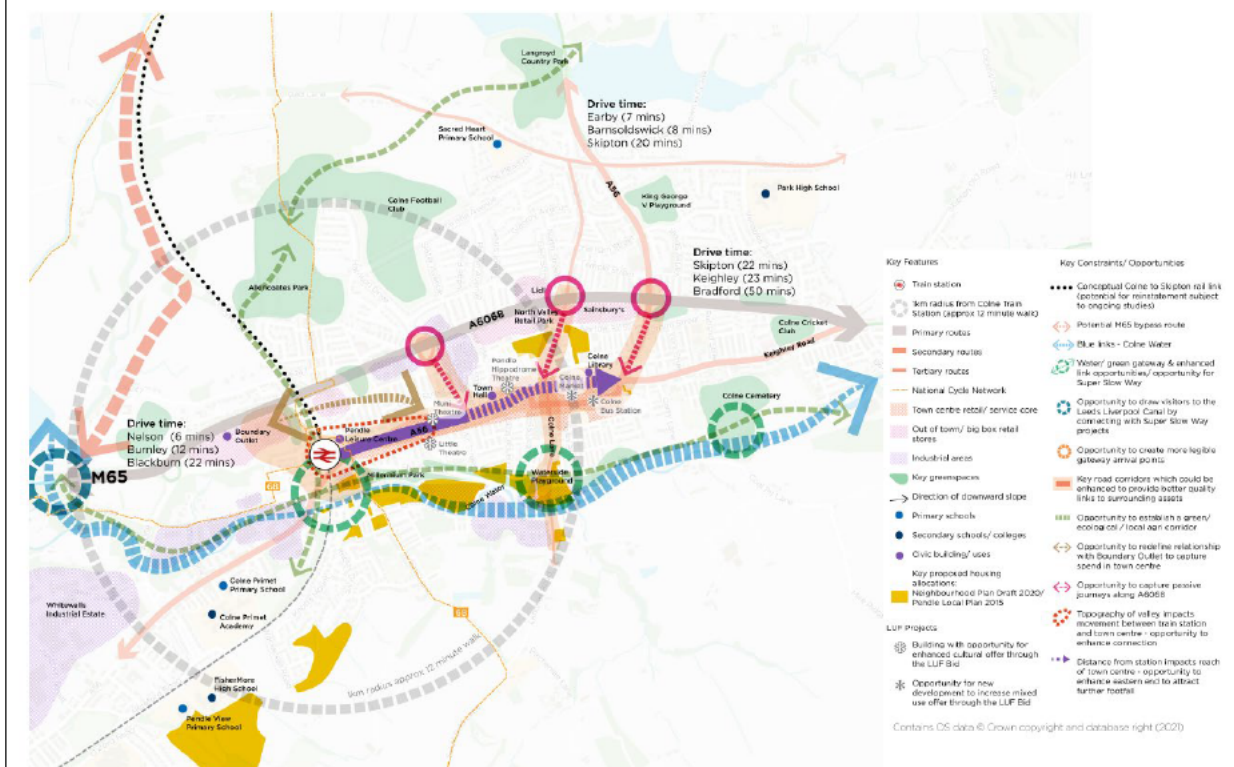
Single Bid (one project)

Package Bid (up to 3 multiple complimentary projects)

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

Our bid proposal delivers a coherent package of schemes designed to drive economic recovery and growth into the heart of the historic Colne town centre through a focus on culture, leisure, retail, and town centre living to support footfall, dwell time, spend and enhance quality of life. Colne is a historic market town with an attractive high street and numerous heritage buildings contained within the Albert Road Conservation Area. Prior to the pandemic Colne offered a good selection of independent shops, cafes, restaurants, pubs and theatres, and was well known for its good night-time offer. These activities have been disproportionately impacted by the pandemic and prolonged closure. There are also some longstanding vacant and underused sites and buildings that require redevelopment to maximise their economic potential and by doing so reduce town centre blight and insensitivities to the Conservation Area.

Colne LUF Bid: Context Plan



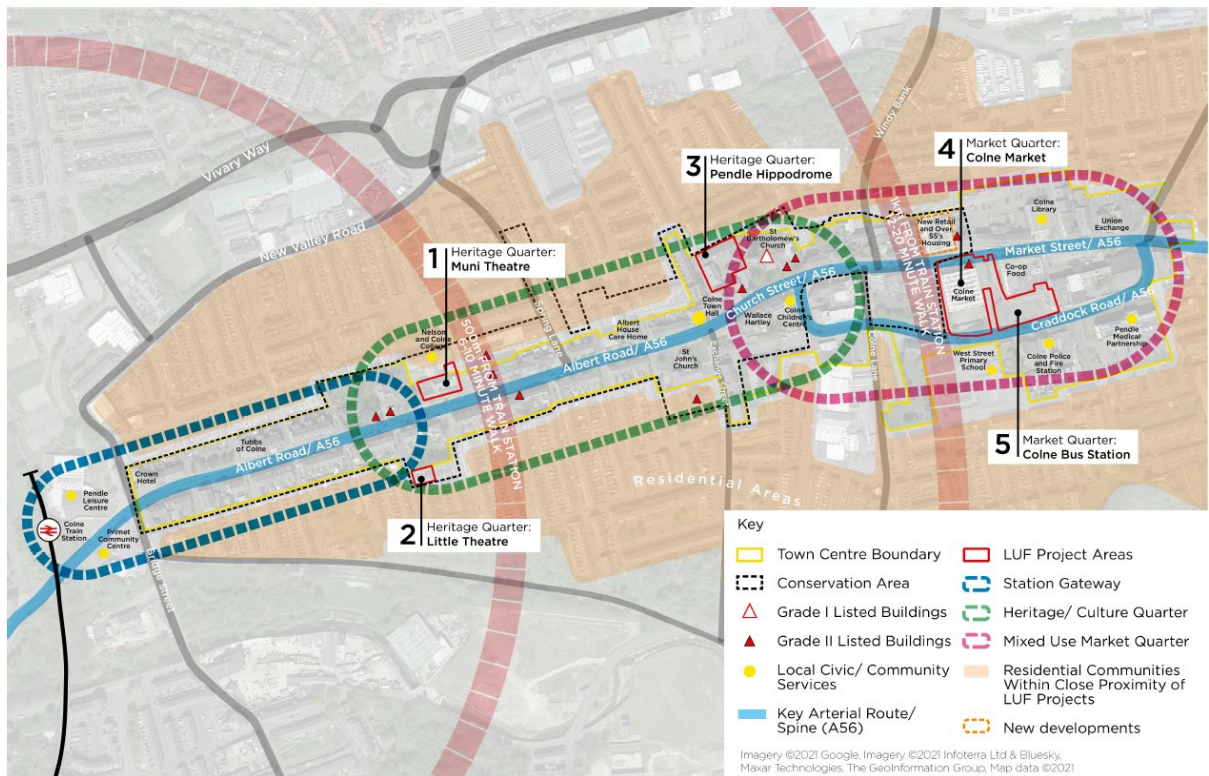
As the town recovers, there is an opportunity for Colne to maximise heritage and cultural assets as a platform for growth, attracting people back into the town for shopping and leisure, both from Colne and further afield to realise the town's potential as a tourism destination. The project seeks to support the post-Covid recovery of Colne Town Centre and meet identified needs as identified in local policy. The **objectives of the bid** are to:

- Foster a stronger town identity and diverse offer to attract residents and visitors
- Deliver high quality retail and residential units to strengthen and support the vitality of the town centre
- Enhance cultural assets to support quality of life and a vibrant night-time economy

The proposal includes the following:

- **Colne Heritage Quarter** – the project will enrich Colne's cultural offer by investing in three theatres (The Muni, Hippodrome and Little Theatre) by providing new and enhanced facilities, creating a collaborative, distinct and complementary offer which underpins growth in Colne's night-time economy. The theatres are an integral part of Colne's wider cultural offer which also includes live music venues, restaurants, bars and cafes which shape Colne's proposition and identity as a destination for culture and leisure activity. The investment will encourage the community to engage in arts, culture and heritage, supporting mental health and well-being.
- **Colne Market Hall & Bus Station Redevelopment** – the project will enable redevelopment of these underutilised sites and deliver new and improved retail units which contribute towards an improved shopping experience for visitors and residents in Colne Town Centre, deliver 23 new residential units of affordable tenure to encourage town centre living and footfall, and new bus infrastructure to facilitate sustainable travel through an improved journey experience and enhanced connectivity to the Town Centre.

Colne LUF Bid: **Spatial Plan**



Our bid directly aligns with the draft Neighbourhood Plan vision for Colne: *“To further develop Colne as an attractive and thriving area that promotes and protects its natural and built heritage and provides good quality of life with improved connectivity, facilities and services for residents and visitors alike”*.

Our projects are well advanced and can be delivered by March 2024. The overall funding request from the Levelling Up Fund is £6,531,565.

3c Please set out the value of capital grant being requested from UK Government (UKG) (£). This should align with the financial case:	£6,531,565	
3d Please specify the proportion of funding requested for each of the Fund’s three investment themes	Regeneration and town centre	47%
	Cultural	53%
	Transport	%

PART 4 STRATEGIC FIT

4.1 Member of Parliament Endorsement (GB Only)

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

4.1a Have any MPs formally endorsed this bid? If so confirm name and constituency. Please ensure you have attached the MP's endorsement letter.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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See Appendix A.


4.2 Stakeholder Engagement and Support

See technical note Table 1 for further guidance.

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

Our bid has been informed by wide-ranging and targeted engagement with key stakeholders, undertaken to support the development of local policy and strategy, and direct engagement as part of the LUF application process. This has included statutory agencies, strategic and partners, residents and businesses. The approach includes one-to-one consultation, public consultation events, online focus groups and online surveys. The findings have shaped the design of our interventions.

Engagement Approach	Engagement Approach & Evidence of Support
Colne Neighbourhood Plan (2018-2021)	<ul style="list-style-type: none"> Round 1 (2018) aimed at identifying what should be included in the plan. This including statutory consultation and six public consultation events. A total of 360 comments were received. This included support for regenerating the Market Hall, protecting non-designated heritage assets such as the theatres, protecting community facilities, and improving local transport including Colne Bus Station. Round 2 (Oct 2020 – January 2021) consulting on the draft Neighbourhood Plan to confirm support and identify areas of concern. This included statutory consultation via online sessions, a targeted business survey (21 responses), and a general feedback survey (104 responses). The general feedback survey identified 87% of respondents in support of the plan. Comments provided show support for town centre regeneration, including retail and housing, which respects Colne's historic character. There was support for protecting local retail whilst responding to changing consumer demands. Empty buildings, legacy gap sites

	<p>and insensitive development were identified as concerns. The poor quality of bus facilities at Colne bus station was cited as a barrier to uptake. A strong emphasis was placed on provision of recreation and leisure facilities.</p>
<p>MUNI Memory Map (Oct 2019-Jan 2020)</p>	<ul style="list-style-type: none"> The Muni Memory Map was developed through primary research and collected stories and memories from past and present staff, performers and volunteers. The report highlighted the high communal value of the Muni as <i>“a meeting place, a melting pot, a place where the people of Colne could come together”</i>. 
<p>Pendle Economic Recovery & Growth Strategy (April-May 2021)</p>	<ul style="list-style-type: none"> The Strategy engaged with a wide range of strategic partners across the borough through one-to-one consultation and four thematic workshops. Key challenges identified included viability gaps constraining development, retail decline, gaps in housing offer and culture and leisure infrastructure. The strategy identified the need for Pendle’s towns to create a unique offer to support footfall and vitality. Colne’s night-time economy and cultural and heritage assets were identified as key opportunities for supporting Colne’s development as an experience town. The strategy identifies Colne as a focus for culture-led regeneration to drive growth in the visitor economy.
<p>Arts Council (June 2021)</p>	<ul style="list-style-type: none"> We have shared details of the Heritage Quarter project for comment with Arts Council England. The project directly supports a key Arts Council outcome of helping more people access quality cultural experiences who wouldn’t have done otherwise.
<p>Lancashire County Council (June 2021)</p>	<ul style="list-style-type: none"> We have engaged with LCC to gather statutory opinion on the redevelopment and reprovision of bus provision on the site. Feedback on layout has informed concept designs to ensure policy alignment and safety.
<p>4.2b Are any aspects of your proposal controversial or not supported by the whole community? Please provide a brief summary, including any campaigns or particular groups in support or opposition? (Limit 250 words)</p>	

Consultation has not revealed controversy or a lack of support for the bid. Particular groups in support include:

- Feedback on the existing Market Hall by current traders highlights issues with the Market Hall being hidden from the street, which combined with entrances being set back means that people passing by might not know the market is there. There is no lift to the first floor café, limiting access and trade. Furthermore the market hall is cold in winter due to draughts. A more modern, visible market will address these issues.
- Colne BID has been consulted during the development of this submission and provides a high level of support for enhancing the cultural offer of the town through the Heritage Quarter project and for redeveloping a key but much underused site in a prominent location through the Market Hall Redevelopment project. The project will help the town to recover from COVID-19 and position the town to benefit from housing and employment growth along the M65 growth corridor.

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

- Yes
 No
 N/A – however statutory engagement with LCC reveals support as articulated in Appendix B

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

- Yes
 No
 N/A

4.3 The Case for Investment

See technical note Table 1 for further guidance.

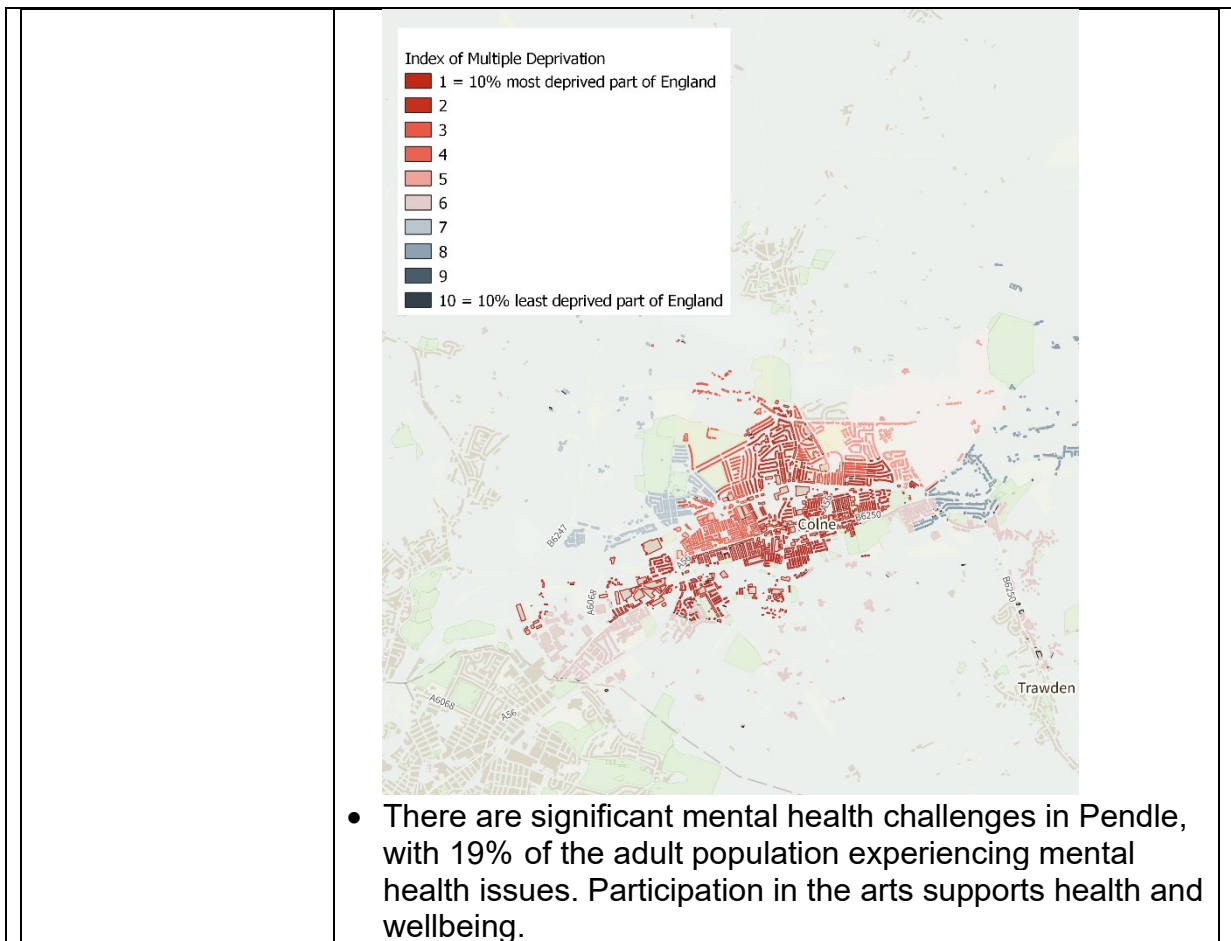
4.3a Please provide evidence of the local challenges/barriers to growth and context that the bid is seeking to respond to. (Limit 500 words)

Colne is the borough's second largest settlement and is home to 19,500 people. The town has the building blocks of a successful town centre and visitor economy including a strong independent retail offer and numerous heritage and cultural assets, but our growth potential is curtailed by a number of challenges.

Source: ONS, Population Estimates, 2020

Challenge/Barriers	Evidence of the Need for 'Levelling Up'
Declining footfall in Colne Town Centre and need for diversification to support recovery	<ul style="list-style-type: none"> • According to the Colne Town Centre Forum footfall has steadily declined over the last 5 years, putting pressure on high street retailers. There is a need to diversify town centre uses to drive activity. • The commercial vacancy rate in Colne is high, at 13%. The Market Hall is hidden from view of the high street and struggles to access passing trade. Currently, 22% of stalls are empty and the residential units above are obsolete and unfit for purpose. • There is a lack of modern and flexible high-quality space for retailers in the town centre which makes it difficult to respond to changing consumer demands. • It is estimated that Pendle lost 8% of its GVA in 2020. Major losses were experienced in the accommodation and food sector (£35m) and arts, entertainment and recreation sector (£5m). Colne needs to diversify its offer in order to recover and grow.
Identified housing need and viability challenges	<ul style="list-style-type: none"> • Colne has an ageing population (20% are aged 65+) which is driving demand for specialist housing for older people. There is a limited housing offer in the town which currently consists of predominantly terraced housing which is less accessible and not fit for adaptation to later living lifestyles making it unsuitable for people aged 55 and over. The quality of affordable small homes for older people is lacking, and there is a clear need to replace a substantial portion of both social and private rented dwellings.
Heritage assets at risk	<ul style="list-style-type: none"> • Colne Town Centre is situated within a Conservation Area however the design of prominent buildings such as the Market Hall are considered insensitive to the character of this area and are no longer fit for purpose. • Decades of underinvestment in heritage assets has contributed to a feeling of decline which has been exacerbated by rising commercial vacancies • The Colne Municipal Hall Conservation Plan (2017) identifies the building as a non-designated heritage asset of significance as part of the development of Colne which is 'at risk'.
High levels of deprivation limiting life chances and prosperity	<ul style="list-style-type: none"> • Resident spending power is constrained by low disposable income, which are 25% below the national average in Pendle. • High levels of deprivation position Colne amongst the most deprived areas nationally, including the town centre, the focus for our investment.

Pendle Borough Council, 2021; Hatch analysis of the OBR Coronavirus Scenario; Annual Survey of Hours and Earnings, ONS, 2020; Index of Multiple Deprivation, MHCLG, 2019



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

Government investment is needed because there are a number of market failures which means the private sector will not fund the projects as the financial returns are not sufficient to offset the upfront capital costs, namely:

- **High Sunk Costs:** Repurposing underused or vacant sites and buildings facing viability issues requires relatively high levels of upfront investment in line with levels of demand before benefits are realised. Therefore, existing weak land and property values in Colne provide low incentives for property owners to provide upfront investment in a site and mean there is a greater risk to investment not achieving the required uplift in land values to be commercially viable. The housing above the Market Hall were formerly owned by Registered Provider Together Housing but regulations required extensive refurbishment which was unviable, and the flats were vacated and sold to Pendle Borough Council.
- **Coordination failure and public goods:** heritage assets present characteristics of public goods which are deemed non-rivalrous and non-excludable. Coordination failures occur when desirable activities do not take place as a result of multiple actors failing to coordinate plans. Colne has the opportunity to create a brand identity and coordinate existing activities to create a coherent visitor offer around heritage, culture and leisure.

Sources: Public Health England, 2017

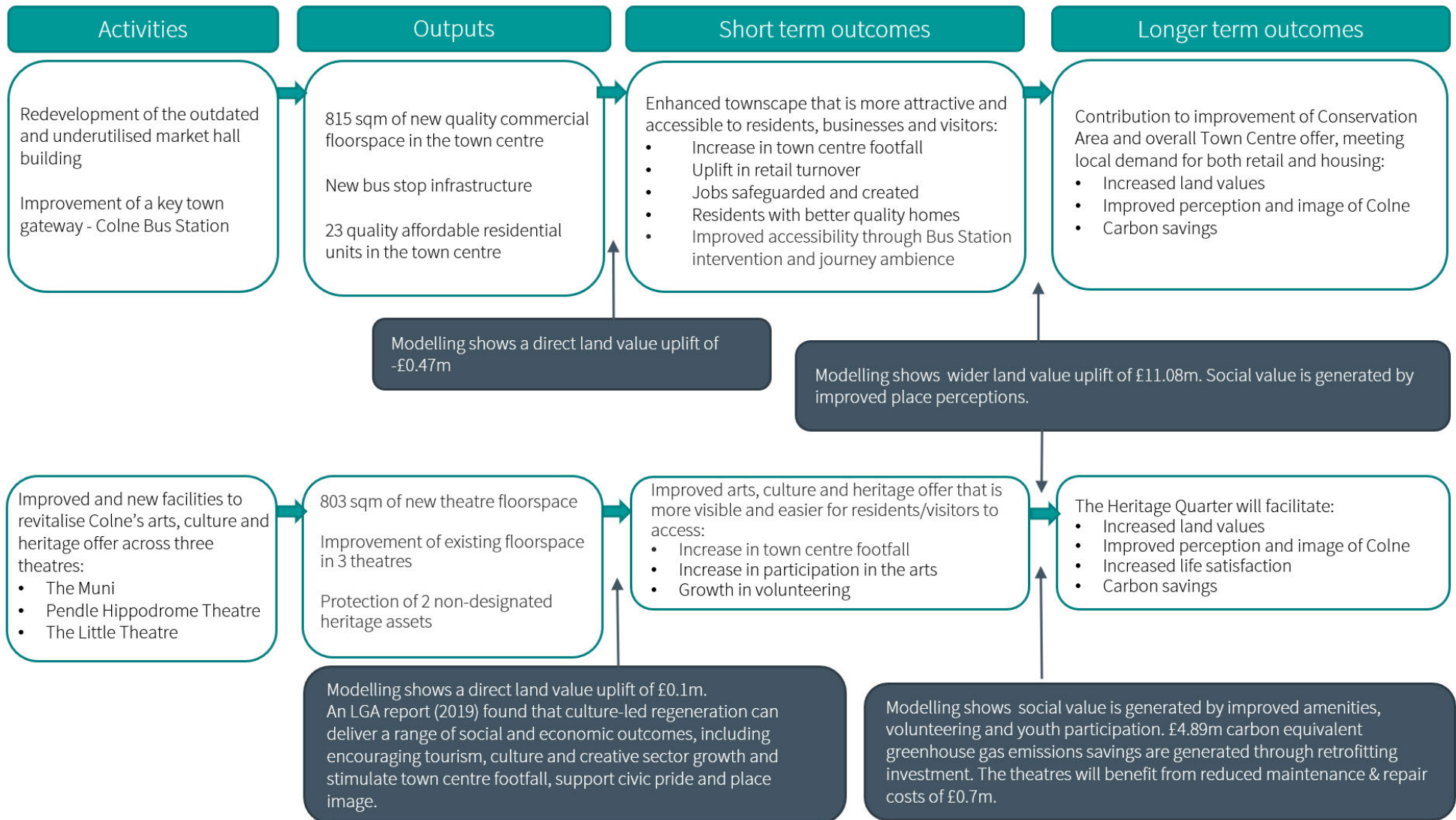
- **Positive Externalities:** redevelopment of the Market Hall and Bus Station alongside cultural investment in the Heritage Quarter will reimagine our Town Centre, driving positive externalities through an enhanced place proposition, increased footfall, and wider environmental and social outcomes which a private investor could not capture.

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

Our Town Centre offer needs to be diverse and resilient to support recovery and reposition Colne on a growth trajectory which celebrates its unique offer as an exciting culture and leisure destination. Our investment is centred on the Town Centre which is the most deprived and under-invested part of Colne.

Challenge/Barriers	Proposed Solution through LUF Investment	Supporting Evidence
Declining footfall in Colne Town Centre and need for diversification to support recovery	<ul style="list-style-type: none"> • The Market Hall redevelopment will provide a new market hall that is more visible and modern, which will help to attract additional trade and provide confidence for future investors • The provision of modern bus infrastructure will improve journey ambience and encourage uptake, providing a better connection to the town centre, changing perceptions and supporting footfall • Investment in the Heritage Quarter will enable a wide and varied cultural offer to attract residents and visitors. 	<ul style="list-style-type: none"> • By diversifying the Town Centre offer, an improved retail, culture and leisure, and residential offer will act as a driver of footfall and thus increase resilience and adaptability. The investment will add to the distinctiveness of Colne, making it attractive to visitors in the wider area, which in turn encourages spend and dwell time
Identified housing need and viability challenges	<ul style="list-style-type: none"> • The provision of additional housing units through the redevelopment of the Market Hall will extend town centre living options, with a focus on the older population target group. The project will meet identified demand for affordable small homes for older people. 	<ul style="list-style-type: none"> • Our modelling shows that the project will enable direct land value uplift as a result of the investment, and wider land value uplift from spillover effects from the Market Hall redevelopment and Heritage Quarter.

Heritage assets at risk	<ul style="list-style-type: none"> • The Market Hall redevelopment will sensitively designed to complement the Conservation area, helping to improve appearance. • Investment in the Heritage Quarter will enhance and conserve a series of non-designated heritage assets by providing new and enhancing existing facilities. 	<ul style="list-style-type: none"> • The Muni Memory Map illustrated that preserving history is intrinsically valuable for people and identified the scope for the theatre to play a pivotal role in the future development of the town. Safeguarding the future of three theatres will bolster local pride and preserve crucial heritage assets. • Carbon savings will be made through energy efficiency measures in buildings.
High levels of deprivation limiting life chances and prosperity	<ul style="list-style-type: none"> • The development of Colne's Heritage Quarter will facilitate participation in culture and the arts, facilitating pride, life satisfaction and health and well-being 	<ul style="list-style-type: none"> • Social value will be supported through civic pride and feeling of belonging as a result of cultural activities, and enhanced place perception of Colne by residents, workers and visitors, whilst there will be an annual reduction in crime through the redevelopment and repurposing of underutilised sites and buildings.
4.3d For Transport Bids: Have you provided an Option Assessment Report (OAR)		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No (N/A)
4.3e Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions. This should be demonstrated through a well-evidenced <i>Theory of Change</i> . Further guidance on producing a Theory of Change can be found within HM Treasury's Magenta Book (page 24, section 2.2.1) and MHCLG's appraisal guidance . (Limit 500 words)		
<p>The Theory of Change diagram overleaf illustrates how the outputs will be delivered through the capital investment in the Colne bid, in line with the Delivery Plan. The outputs and short-term outcomes flow naturally from the interventions and are supported by a strong evidence base. There is also a strong evidence base and best practice modelling assumptions underpinning longer term outcomes.</p>		



4.4 Alignment with the local and national context

See technical note Table 1 for further guidance.

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

The projects in this bid are strongly aligned with local and regional priorities. The draft Neighbourhood Plan for Colne establishes a vision for the town which the bid responds to: *“To further develop Colne as an attractive and thriving area that promotes and protects its natural and built heritage and provides good quality of life with improved connectivity, facilities and services for residents and visitors alike”*.

LUF Bid Objectives	Alignment with local strategies and planning documents
Foster a stronger town identity and offer to attract residents and visitors	<ul style="list-style-type: none"> • Pennine Lancashire Heritage Investment Strategy: objectives include “increase civic pride within local heritage by encouraging participation from local communities and businesses” • Pendle Council Strategic Plan: recognises that to increase the attractiveness of Pendle there is a need to improve the image of Pendle as a place for choice for people to live and work
Deliver high quality retail and residential units to strengthen and support the vitality of the town centre	<ul style="list-style-type: none"> • Pendle Economic Recovery & Growth Strategy (draft): identifies the need for diversifying the housing offer, and that there is a need in Colne to reimagine, repurpose and revitalise the town centre, including the provision of town centre living options. The strategy identifies that in order to support town centres diversification is key. • Pendle Local Plan Core Strategy: identifies the need for 298 dwellings per annum to be delivered, with 40% affordable. Town centres are identified as the primary focus for retail development. • Housing Strategy for Pendle: objectives include “to ensure a sufficient quantity, quality, and appropriate type of housing supply to meet economic growth aspirations and social needs” • The Pendle Housing Needs Assessment: identifies affordable housing needs and the projected growth in older households. The M65 corridor, of which Colne is a part, should continue to provide for a mix and range of houses. Opportunities for smaller properties and older person accommodation should be considered. • Colne Neighbourhood Plan (draft): identifies how the delivery of residential uses within Colne town Centre will support diversification of housing, including meeting housing need for older people and affordable housing, and increase footfall. The development of new town centre uses are needed to support future growth and vitality.
Enhance cultural assets to support quality of life and a vibrant night-time economy	<ul style="list-style-type: none"> • Lancashire Cultural Strategy: sets out the need for enhanced cultural infrastructure to deliver positive outcomes for economic growth and high-quality places, including fitness for purpose infrastructure which supports a more sustainable sector and revitalisation of town centres • Pendle Cultural Strategy: identifies six strategic priorities which the Heritage Quarter responds to including well-being,

	<p>children and young people, creative economy, older people, cohesion and place</p> <ul style="list-style-type: none"> • Colne Neighbourhood Plan (draft): recognises the importance of Colne’s heritage “to protect, conserve and enhance the historic environment and character of Colne including... non-designated heritage assets”
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4.4b Explain how the bid aligns to and supports the UK Government policy objectives, legal and statutory commitments, such as delivering Net Zero carbon emissions and improving air quality. Bids for transport projects in particular should clearly explain their carbon benefits. (Limit 250 words)

The projects in this bid directly align with Net Zero objectives:

Policy	Priorities	Outcomes facilitated through the LUF project
Climate Change Act	<ul style="list-style-type: none"> • Reduce UK emissions by at least 68% by 2030 and 100% by 2050 (compared to 1990 levels) 	<ul style="list-style-type: none"> • The investment in The Muni Theatre will facilitate carbon savings through an improved energy efficiency rating in public buildings • The Market Hall redevelopment project will improve energy efficiency in properties leading to cost savings and improved health and wellbeing • The Market Hall redevelopment project will invest in bus infrastructure and will facilitate an increased share of journeys taken by public transport.
The Ten Point Plan for a Green Industrial Revolution	<ul style="list-style-type: none"> • Point 5: Green public transport, cycling and walking. This seeks to accelerate the transition to more active and sustainable transport by investing in rail and bus services, and in measures to help pedestrians and cyclists. • Point 7: Greener Buildings. This seeks to make our buildings more energy efficient 	
Build Back Better	<ul style="list-style-type: none"> • Support the transition to Net Zero 	
NP11 Energy and Clean Growth	<ul style="list-style-type: none"> • Priority areas include energy efficiency in buildings 	
Pendle Borough Local Plan	<ul style="list-style-type: none"> • Designing for climate change mitigation and adaptation by designing to the highest possible levels of sustainability and energy efficiency • Deliver a safe, sustainable transport network 	
Pendle Borough Council Climate Emergency Action Plan	<ul style="list-style-type: none"> • Key themes include support and enable sustainable transport; and reduce carbon emissions and energy demand from the built environment 	

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

Colne has seen some key developments brought forward in recent years as well as some that are now being developed. A new health centre was built in the town centre on a former supermarket site. The former health centre is now being developed with modern shops with residential accommodation above and is nearing completion.

The valley immediately adjacent to the town centre to the south is an area that formerly had Victorian mills dominating it. Two mills in particular, Spring Gardens and Walk Mill, have planning permission and are being redeveloped. These 4.2 ha sites will bring 23,110ft² of new modern industrial floor space forward.

At the same time development by Persimmon Homes, Beck Homes and McDermott Homes are actively bringing forward 320 new quality homes in Colne. This is supported by a further 132 social homes being provided through a joint venture between the Council, a private developer and a Social Provider.

Our bid is designed to maximise these planned investments in the town by providing a compelling town centre offer which encourages spend, dwell time and footfall, supporting vitality and growth.

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

The package bid includes provision of improved bus infrastructure as part of the Market Hall / Bus Station redevelopment project. The new bus layby and bus stops will improve the passenger experience for bus users in Colne, encouraging greater travel by bus to and from the town centre. The project will encourage more trips to be made by bus by improving journey ambience.

PART 5 VALUE FOR MONEY

5.1 Appropriateness of data sources and evidence

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

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

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

Pendle is assigned as a Priority 1 area through MHCLG's index of LUF priority places, the primary drivers of this status are:

Regeneration

- COVID-19 impacts on the town centre together with a declining footfall have led to a high commercial vacancy rate (13% for Colne compared to Pendle Borough at 11.9%). Colne currently lacks flexible high-quality space for retailers and is unable to respond to changing market demands of a modern town centre⁴.
- Colne's housing offer is also limited. The 2020 Pendle Housing Needs Assessment recognises the need for older person accommodation to account for an 28% increase in residents aged 60 and over by 2039.
- Recent data from registered providers shows there is an average of 46 bids for 1 one-bed flat. Although 10 flats are available above the existing Market Hall, these were surrendered by Together Housing as they didn't meet modern building regulations and refurbishment costs were unviable.
- Although historically well utilised, the town's three theatres have experienced chronic underinvestment, which has been further impacted by the effects of austerity and Covid-19.

Economic recovery and growth

- 23% of LSOAs in Colne are classed amongst the 10% most deprived areas of England, while 46% are in the top 20% most deprived areas in England⁵.
- Pendle is amongst the worst performing districts in England for working age residents with no qualifications (20%, 0th percentile). In Colne the share is slightly lower (16%).

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

⁴ Source: Petty Chartered Surveyors

⁵ Sources: Sqwyre Commercial Property Data, 2021; English Index of Multiple Deprivation, MHCLG, 2019

Commercial vacancy data provided above is based on Sqwyre’s commercial location data aggregations to align with the Levelling Up Fund priority categorisation methods.

The lack of investment in Colne Market Hall has contributed to a deterioration in visitors. Data from Pendle Borough Council shows footfall has fallen by 66% from 1,891 annual visitors in 2000. The Evidence of Need: Impact of Covid-19 on Pendle report (2021) indicates worsening town centre vitality with severe decline in high-street footfall during the pandemic.

The draft Neighbourhood Plan recognises the importance of the Market Hall in the mix of town centre uses. There are 58 stalls in the market and even before the COVID-19 pandemic, 13 stalls were empty demonstrating poor use of space. Evidence from traders has been used to influence the initial design in response to complaints that the layout of the existing facility limits passing trade and hence held back occupancy even before the pandemic.

Consultations suggest the current bus station does not sufficiently provide accessibility with the town centre for communities in the outskirts of town. This limits the dwell time, retail and hospitality spend of locals in the town centre, especially given about 30% of the population in Colne have no car or van.

Pendle’s Local Plan Core Strategy was adopted in December 2015 and required 298 houses to be delivered each year with a need for 40% to be affordable. There is a high level of housing demand in Colne but limited supply of viable sites to meet identified need. Recent schemes have sold quickly, and there is high demand for apartments for older people in the town centre.

The Pennine Lancashire Heritage Investment Strategy 2015-20 recognises the public and private sector underinvestment in the built heritage environment, with many neglected and disused historic buildings registered at risk, especially within conservation areas. Policy CNDP4 of the Neighbourhood Plan lists The Muni Theatre, The Hippodrome Theatre and Stanley Villas (where the Little Theatre is located) as non-designated heritage assets. Consultations support maintaining Colne’s status as a historic market town by protecting its heritage, placing emphasis on adequate provision of community and leisure facilities.

The Muni Memory Map (2020) is identified as ‘at risk’ in the Conservation Plan (Purcell, 2017) due to chronic underinvestment.

The Hippodrome Theatre is severely lacking in facilities. There is no disabled access or toilet facilities, limited front of house space and a small foyer and bar area unsuitable for busy periods. It operates under a volunteer only and self-funding strategy. This has served it well over the last forty years enabling some small-scale improvements but not allowed for modernisation.

At the Little Theatre, the limited number of seats available makes raising sufficient revenue to modernise a historic building challenging.

Sources: Sqwyre (2021) Commercial location data aggregations for England and Wales as of July 2020

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

Colne is a town of 19,500 people, located within the M65 Growth Corridor, identified in the Lancashire Local Enterprise Partnership's (LEP's) Strategic Economic Plan as a focus for investment to facilitate future economic growth in Lancashire.

The Market Hall and theatres which are the subject of this proposal are located within the town centre. While the impact of this project is expected to be felt by all of those who live in Colne, as well as those who commute into Colne for work, education, healthcare or leisure, the most immediate impact will be to the occupants and owners of commercial and residential property in the immediate vicinity of the town centre.

The economic analysis and modelling is focused on the town centre. This recognises that the strongest impacts will be felt by residents and businesses of the LSOA areas surrounding the town centre:

- LSOA Pendle 004C
- LSOA Pendle 007B
- LSOA Pendle 005D

These areas largely fall within a 500m radius of the Market Hall at the centre of this proposal, representing a short walk for residents into the centre of the retail area and Heritage Quarter venues. The local problems presented above are extremely relevant to area of impact for this proposal and all are in the lowest IMD decile for living environment.

5.2 Effectiveness of proposal in addressing problems

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

As described above, Colne faces declining footfall and the need for diversification to support Covid-19 recovery, compounded by a lack of good quality housing. This is contributing to high levels of deprivation, limiting the life chances and prosperity of its residents. Colne has a strong cultural heritage, but a lack of investment is putting its heritage and leisure assets at risk. The proposal seeks to address these issues by redeveloping and enhancing key assets across Colne town centre.

Town centre vitality

The Market Hall redevelopment will provide a new Market Hall that is more visible and modern, which will help to attract additional trade. This will boost retail turnover, safeguard and create jobs within the market and wider town centre,

leading to improved perceptions of Colne and increased commercial land values. Research commissioned by CABE (Better Designed Streets) identified a direct link between increases in footfall, dwell time and attractiveness of an area with enhancing real estate values. Meanwhile, DCLG analysis of improvements in public realm shows a more direct impact on resident's wellbeing.

The provision of modern bus infrastructure will improve journey ambience and encourage uptake, providing a better connection to the town centre, further changing perceptions of the town and supporting footfall.

Housing

The provision of 23 additional housing units through the redevelopment of the Market Hall will extend town centre living options, with a focus on the older population target group. As well as meeting identified demand for affordable small homes for older people the new homes provided will meet modern energy efficiency standards and so deliver health and wellbeing benefits for residents plus some potential carbon savings. The development will also demonstrate the potential to unlock higher residential land values.

Culture and Heritage

Colne is a historic town where heritage is valued but the costs for maintaining the town's venues are spiralling. Investment in the Heritage Quarter will enhance and conserve a series of non-designated heritage assets by enhancing existing and providing new facilities. The development of Colne's Heritage Quarter will facilitate participation in culture and the arts, facilitating pride, life satisfaction and health and well-being.

The Muni Theatre's Conservation Plan and Condition Survey Strategy in 2017 identified a range of repairs and improvements that could modernise the Muni, making it more energy efficient, reducing its environmental impact and the ongoing budget (approximately £835,000 over five years) required to maintain the buildings in the absence of any upfront capital expenditure.

The Colne Heritage Quarter will allow more people to participate in the arts and culture in Colne. The Muni Theatre can accommodate audiences of between 600 to 800 per performance. Improvements to the Muni and the Hippodrome will mean community events currently held at the Muni will be able to move to an expanded Hippodrome. With improved facilities at the Muni commercial events with larger audiences can take place throughout the week with no loss of community events – creating the opportunity for 25,000 additional attendances each year.

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

All modelling of economic costs and benefits has been completed in line with the standards set out in the following publications and guidance:

- HM Treasury Green Book (2020);
- MHCLG Appraisal Guide (2016);

- Levelling Up Fund Technical Note (2021);
- HACT - Measuring the Social Impact of Community Investment: A Guide to using the Wellbeing Valuation Approach (2014).

We believe the key assumptions that stand behind the modelling are proportionate to the value of the interventions:

- Cost assumptions are based on initial feasibility appraisals, schedule of works and/or architect plans. These will be advanced to detailed design and costs once funding is confirmed.
- Forecasts of audience numbers to the Heritage Quarter are based on the existing programme of events and capacity as well as identified demand for venues of sufficient quality to host larger commercial events
- Retail property values taken from VOA rating lists or development appraisals
- House prices taken from the ONS
- Wider land value modelled on the conservative assumption that the regeneration of the town centre could boost local property prices by 1% above the counterfactual for 5 years.

5.3 Economic costs of proposal

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

The Levelling Up Fund package is separated into two projects and costs for each have been identified separately below.

The proposed town centre regeneration project includes i) redevelopment of the outdated and underutilised Market Hall, including improvements to a key town gateway, Colne bus station and, ii) improved and new facilities to revitalise Colne's arts, culture and heritage offer across three theatres within its Heritage Quarter, The Muni, Pendle Hippodrome Theatre and the Little Theatre.

The nominal project costs are outlined in the table below.

Project costs (£)	2021-22	2022-23	2023-24	2024-25	Total
Heritage Quarter	335,500	1,519,400	1,632,100	0	3,487,000
Market Hall	81,500	885,300	1,974,800	115,100	3,056,700
Total	417,000	2,404,700	3,606,900	115,100	6,543,700

The Heritage Quarter project cost comprises of the capital investment required for:

- **The Muni Theatre** – costs are based on an assessment of the estimated repair costs produced by DH Associate in 2017 and inflated to 2021 prices based on the ONS repair and maintenance output prices index.
- **The Hippodrome** – costs cover the capital investment required for the redevelopment of the former Derby Arms Public House and several other planned improvements scheduled for action. The cost of the four phased redevelopment of the Derby Arms Hotel is based on the schedule of works, given in 2021/22 prices.
- **The Little Theatre** – costs cover the proposed extension and associated internal works. The cost plan was prepared in 2021 based on drawings produced by Andrew Hawthorne Architects.

Project costs (£)	Total
The Muni Theatre	1,563,300
The Hippodrome	1,661,100
The Little Theatre	262,500
Total	3,487,000

The Market Hall redevelopment costs are based on an indicative development appraisal by PEARL Together Limited.

Project costs were discounted at 3.5% to 2021 present values. Given the relatively early stage of some estimates, a further 24% Optimism Bias assumption was applied to the discounted costs to produce the final costs used for the value for money assessment.

Project costs	£, PV 2021-22
Heritage Quarter	4,126,000
Market Hall	3,576,000
Total	7,702,000

5.4 Analysis of monetised costs and benefits

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

Benefits were quantified in line with the Green Book 2020 and the MHCLG Appraisal Guide. All benefits were adjusted to 2021-22 prices and discounted at 3.5%.

Land value uplift (LVU):

The Land Value Uplift assessment is produced using the calculation discussed in the DCLG Appraisal Guide:

Land value uplift

$$= \text{Gross Development Value} - \text{development costs} - \text{existing use value.}$$

The redevelopment of the Market Hall provides 2,413m² of improved and new retail and residential floorspace.

	Value
Gross Development Value (GDV) of Housing	2,925,000
GDV of Retail	955,000
GDV (at full market value)	3,880,000
Private sector construction costs	3,003,000
Existing use value	1,350,000
Land value uplift	- 473,000

- housing values of £1,281/m² at 70% market rent, a GDV of £2.925m at full market rents⁸.
- GDV of retail units at £0.955m.
- Private sector construction costs of £3.0m
- Obsolete housing has nil existing use value,
- current retail floorspace (1,600m²) has an existing use value of £1.35m using the average rateable value for retail property in Colne (£83/m²) and investment yield of 10%.
- Direct Land Value Uplift is realised in 2024/25.

Both projects are expected to deliver wider benefits by improving the vibrancy of the town centre. The increase in amenity and footfall will over time be capitalised into property prices and we capture this benefit as wider land value uplift (LVU). The impact is assumed to be measurable across three of the town centre LSOAs described in section 5.1c.

Wider residential LVU: The impact area contains approximately 2,000 residential properties within a short walk of the intervention area (500m).

- house prices⁹ across these areas were approximately £90,000 (September 2020)
- prices rise 1% p.a. faster than they would have without this package

Wider commercial LVU: There are approximately 275 commercial properties with a retail focus in the impact area.

- total commercial property values for these properties using their current rateable values¹⁰ assuming an investment yield of 10%

⁸ Indicative development appraisal provided by PEARL Together

⁹ House Price Statistics for Small Areas, Table 47

¹⁰ Valuation Office Agency, summary valuations data

- The total commercial property inventory of approximately £160m is assumed to increase in value at 1% p.a. than would have been the case without this package

Wider LVU arises from 2024/25 and persists for five years. Displacement is assumed to be 25%.

Carbon savings: The boilers and main pipework of the Muni theatre are at least 35 years old. Boiler and lamp and fittings replacement would cause an annual reduction in consumption of gas (102,987 kWh) and electricity (14,210 kW). The value of the emissions reductions associated with these changes were estimated as follows;

- Emissions factors¹¹ were applied to consumption
- BEIS traded and untraded carbon prices (£, 2021) were applied
- deadweight increased from 20% in 2025-26 to 100% in 2029-30 to account for policy uncertainty/net zero ambitions.

Reduced costs: The Heritage Quarter will also generate cash savings to the Muni Theatre. A reduction in gas (£2,140) and electricity (£1,980) bills will follow energy efficiency gains.

Further savings arise from the reduced cost of maintaining the building. The annual repair and maintenance budget for the Muni theatre is £167,000 over the next five years. This would fall to a nominal level (assumed £15,000).

Cultural value of theatres: The cultural value of the three theatres is assessed as theatre goers' willingness to pay using these assumptions.

- A 2014 estimate of willingness to pay for theatres of £8.14 per individual¹² (£8.23, 2021 prices).
- a 25,000 increase in attendance across the three theatres (see section 5.2a)
- displacement of 20%

Wellbeing:

The wellbeing effect of volunteering and youth participation, net of deadweight (19%), were estimated as follows¹³:

Outcome	Value
Regular Volunteering	£2,591
Go to Youth Clubs	£2,464

- the Hippodrome Theatre has nearly 75 youth theatre members

¹¹ Long run marginal consumption-based emission factors for the commercial/public sector (BEIS, 2019) for electricity and GHG Conversion Factors for Company Reporting (BEIS, 2020) for gas

¹² DCMS, Culture and Heritage Capital Evidence Bank, 2021

¹³ HACT UK Social Value Bank Calculator 4.0

- volunteers assisting with day-to-day operations at the Hippodrome (40)
- backstage and front house volunteer positions supported by The Little Theatre (9).

The redevelopment of the Market Hall will also deliver wellbeing benefits for residents of Colne by resolving problems with the Market Hall acting as a “scruffy, neglected building¹⁴”.

- Value of benefit is £449 per and beneficiary
- Beneficiaries in line with an increase in Market Hall visitors to 2000 levels.

The table below summarises the benefits across the package in 2021-22 present values.

Category of benefit	£m
Wellbeing - Volunteering	£535,070.31
Wellbeing - Youth participation	£630,990.99
WTP - Theatres	£693,529.41
Carbon savings	£4,888,718.97
Reduced repair & maintenance	£703,879.90
Wider LVU	£11,080,068.83
Direct Land Value Uplift	-£370,172.27
Total	£18,162,086.13

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

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

Tab B – Discounted benefits by category (£m)

5.5 Value for money of proposal

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

¹⁴ HACT UK Social Value Bank Calculator 4.0

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

This proposal is primarily a regeneration project that will enhance the quality of life of Colne residents and provide greater opportunity within an outdated and underused town centre. As such the Benefit Cost Ratio includes place based economic impacts as described in the Green Book 2020 and is primarily concerned with the local level of additionality.

To summarise the overall Value for Money of the proposals the economic costs and benefits monetised above have been combined in the table below which is adapted from the Levelling Up Fund FAQs.

Total Net Additional Benefits	Market Hall	CHQ	Total NPV (2021-22 prices)
Direct Land Value Uplift	-370,200		-370,200
Wider LVU	5,540,000	5,540,000	11,080,000
Wellbeing - amenity	3,142,800		3,142,800
Wellbeing - Volunteering		535,100	535,100
Wellbeing - Youth participation		631,000	631,000
WTP - Theatres		693,500	693,500
Carbon savings		4,888,700	4,888,700
Reduced repair & maintenance		703,900	703,900
Total Benefits for BCR (A)	8,312,700	12,992,200	21,304,900
Economic Costs	Total Costs (2021-22 prices)	Total Costs (2021-22 prices)	
LUF Cost/Funding (B)	3,251,270	3,750,500	7,001,800
Co-funding Local Authority Cost (including borrowing) (C)	325,100	375,100	700,200
Total Cost (LUF + Co-funding) (D)	3,576,400	4,125,600	7,702,00
Private Sector Cost (E)			
BCR (A-E)/D	2.2	3.2	2.8

Note: Figures are rounded to the nearest 100.

A detailed in the guidance, where projects include private sector funding, and this funding is included as a cost in the LVU calculation, then private sector costs are assumed to have been netted off in the following formula:

*BCR = total discounted benefits minus total discounted private sector costs
divided by total discounted social costs*

The two projects both exhibit good value for money with the Colne Heritage Quarter recording a BCR of 3.2 and the Market Hall redevelopment scoring 2.2. The package overall records a BCR of 2.8.

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

Emission savings: The new homes in the Market Hall redevelopment will be delivered in line with modern energy efficiency standards and so provide improved energy efficiency compared to older properties in Colne residents are assumed to currently occupy. The improved market hall will drive carbon savings relative to existing retail accommodation.

Health and wellbeing improvements: Older properties often contribute to issues such as fuel poverty which often affect older people. The Hills Review suggests fuel poverty leads to c. 10% of excess winter deaths and so the health and wellbeing impacts generated may be significant. Public cost savings are also expected. Moreover, engagement in cultural and creative activities can help manage feelings of anxiety, stress and isolation, while heritage bolsters social cohesion.

Labour supply impact: The increase in floorspace from new retail units and the return of vacant property to productive use could safeguard and create jobs, boosted by increased footfall and spending from an improved cultural offer and a stronger night-time economy. Given the relatively high rate of unemployment in Colne, these jobs supported could go to new entrants to the workforce.

Improved accessibility: Consultations have suggested that the Bus Station restricts accessibility given it lacks lighting and shelter required for users to feel safe and comfortable year-round. Application of DfT's Small Scheme Appraisal Toolkit model suggests improvements to the quality of the bus station deliver estimated annual benefits equivalent to £664 per person using the station (2010, PV).

Land Value Uplift: The new and refurbished space will increase the asset valuation of the three theatres.

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

Construction costs: The costs of the proposal are based on recent cost estimates provided by PEARL Together Ltd, and include optimism bias. However, the cost of certain construction materials can be volatile and indeed certain prices have seen a significant surge over recent months. Should a demand/supply imbalance persist over a long period construction costs may exceed the central estimates provided.

LVU: The impact of the interventions on the land values in Colne are uncertain and could be impacted by exogenous factors. A lower uplift in commercial property prices, more persistent rates of vacancy or a smaller area of influence in terms of wider land value uplift would all contribute to lower benefits.

Wider LVU: A conservative 500m impact area has been chosen centring on the Market Hall acting as the town centre of Colne. A smaller impact area could reduce benefits to residential and retail values, reducing the value for money.

Social value benefit: The model limits the number of people to benefit from the resolution of scruffy buildings in order to provide a realistic value for money. However there is uncertainty over the true number of beneficiaries, particularly given current changing Covid-19 response policy which means estimates are assessed in comparison with pre-pandemic levels of footfall.

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

PART 6 DELIVERABILITY

6.1 Financial

See technical note Table 1 for further guidance.

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

The total funding requirement from the Levelling Up Fund is £6,531,565 in a total project cost of £9,981,938 broken down as follows:

- Market Hall/Bus Station Redevelopment: £6,059,609
- Heritage Quarter: £3,822,828

The projects' costs and expenditure have been robustly estimated by a qualified QS.

Pendle Borough Council, alongside the Hippodrome Theatre, has committed £653,156, representing 10% of the project requirement from the Levelling Up Fund. The Council's funding contribution has secured approval from the Chief Executive/interim S151 Officer as part of the approval of the submitted bid. The funding contribution from Council is allocated from Council's Capital Programme.

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

Tabs C and D set out details of the projects' cost and expenditure profile. The Delivery Plan submitted with the application demonstrates that the projects will be completed before March 2024.

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



No

The project will be part funded by our JV partner. Letters of support are provided in Appendix B.

an independent valuer to verify the true market value of the land.

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

Market Hall

The request from LUF is our best estimate of the viability gap in respect of the proposed redevelopment of the Market Hall based on a development appraisal undertaken by PEARL Together (our JV partner). If LUF is accessed for this viability gap there will be no funding gap assuming that the estimates remain broadly the same. If at the point of award further viability gaps are identified for the scheme there are a number of options for dealing with this. There are contingencies built into the budget, the scheme could be value engineered, a different mix of uses could be considered, or the partners would need to agree a reduction in the level of profit.

The investment in the Market Hall will, in the long term, generate operating surpluses, which will enable the Joint Venture partners to continue to develop and improve the facility and contribute to funding for our wider regeneration programme in Colne town centre.

Heritage Quarter

The project will be fully funded through a successful Levelling Up Fund bid and a contribution from Pendle Borough Council. Assuming the Council secures the full amount requested from the Levelling-Up Fund, there are no funding gaps.

The investment in our cultural assets will allow the operators of the Muni Theatre, Pendle Hippodrome and the Little Theatre to deliver an enhanced programme of events and activities supporting our local communities and our visitor economy ensuring the viability of these assets are improved going forward.

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

Market Hall

An application was submitted to Lancashire County Council under their Economic Recovery Fund in respect of the Market Hall/Bus Station site. The bid was to support initial preparatory works including surveys, obtaining planning permission and carrying out demolition. The amount sought was £500k. However it is understood that the fund was over-subscribed and a date for the determination of the bid is unknown.

Heritage Quarter

Pendle Leisure Trust has held discussions with the Heritage Lottery Fund about potential funding for the Heritage Quarter. However they have been informed that HLF will not fund any capital schemes. No funding applications have been made in

respect of the Pendle Hippodrome and Little Theatre due to the existing capacity of the organisations which run these venues.

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

Market Hall

For the purposes of the application PEARL Together have undertaken a development appraisal based on their experience of undertaking recent developments, including in the local area.

The development appraisal assumes the following:

- Developers profit of 6% - £327,505
- Contingency of 10% (including land value) - £622,840

This is considered to be a reasonable assumption given the track record of the JV delivering in the local area, including schemes which are currently on site (see response to Q6.3g. The Developers profit is based on the lower return that PEARL Together accept for predominantly affordable schemes, where there will be onward sale to Together Housing. The contingency (which includes a reduced land value if required) is considered to be prudent with the current increases being seen in many building materials.

Heritage Quarter

The estimate of costs has been undertaken by Liberata Property Service. These are based on experience of overseeing similar commissions. The delivery will be undertaken by a contractor and therefore profit will be reduced in comparison to what a developer would expect. A contingency of 9.5% has been assumed (£360,630) across the 3 buildings.

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

Appendix E provides a detailed risk register. The following summarises the main risks and mitigation.

1. JV Not Willing to Support the Market Hall Project

Description:

Upon appointment the JV decide that the redevelopment of the Market Hall is not a project that they want to support. This is assessed as a very low risk but could have a high impact. The implication is that an alternative delivery model would need to be found which is unlikely to be as efficient as the JV as it would involve a new procurement exercise being undertaken to find a new developer partner for the scheme.

Ownership: Responsibility for determining whether to support the project lies with the PEARL Together Board

Mitigation: Pendle Borough Council is a partner of the PEARL Together Board and they are proposing the scheme. Pearl Together has inputted into the proposal and

the development appraisals. A letter of support is provided to support the Bid (see Appendix B)

2. Development Cost Increases

Description: Project costs increase beyond available budget in the design and construction stages. This is assessed as a very low risk but could have a high impact if any significant overruns arise. The implication is that the Council would need to pursue one or more of options including seeking additional external funding, increasing borrowing, or funding the overrun from reserves.

Ownership: Responsibility for day-to-day management and mitigation of cost overruns resides with project manager but ultimate decisions will be taken by Pendle Borough Council's Policy & Resources Committee. In respect of the Market Hall Project, PEARL Together Board will agree any additional costs on the Market Hall scheme

Mitigation: The project managers will monitor the cost plan throughout the design and build to ensure early identification and management of any overrun risks. Value engineering will be applied to reduce costs if necessary. The delivery of the Market Hall will be via a JV with a proven track record which will ensure costs are carefully managed. The delivery of the Heritage Quarter will be via PBC /PLT / Liberata Property Services who will appoint and manage contractors to undertake the works. Liberata have a proven track record on delivering capital projects for the Council.

3. Failure to Secure or Lower Than Requested LUF Investment

Description: The application fails to secure any or only a very limited LUF investment. A failure to secure LUF investment would mean that the projects would either not proceed or that redesign of the projects would be required. The impact of this risk would therefore be significant and adverse.

Ownership: Responsibility for this risk resides with Pendle Borough Council who have led the bid.

Mitigation: If the projects secure a much smaller LUF investment than the amounts requested, Pendle Borough Council would undertake value engineering to develop schemes in line with the reduced funding amounts. Pendle Borough Council and its delivery partners has significant experience in the delivery of public sector funded programmes of this scale and nature, including monitoring and managing costs and carrying out value engineering.

6.2 Commercial

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

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

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

Market Hall Redevelopment

The Market Hall project will be delivered through the JV PEARL Together (Pendle Council, Barnfield Investment Properties and Together Housing). The JV partners will operate through an existing PEARL Together Working Group which involves senior representatives from each organisation and meets monthly to consider new development opportunities. The Group will make most decisions on the development, but key decisions will be made by the PEARL Together Board. Reports will be taken to the PEARL Together Board when required to seek approval to acquire the Market Hall/Bus Station site and progress the development.

When PEARL schemes are being progressed an independent employer agent will be responsible for establishing and co-ordinating a Development Team to oversee construction of the scheme. Any issues which cannot be dealt with through the Development Team will be discussed at the PEARL Together Working Group.

Heritage Quarter

The Heritage Quarter project will be delivered through a joint Project Working Group who will report on a regular basis to Pendle Leisure Trust's Board and to the Council's Policy & Resources Committee in addition to the Boards of Pendle Hippodrome and The Little Theatre. The Heritage Quarter Working Group will comprise of the key partners being Pendle Council; Pendle Leisure Trust; Pendle Hippodrome; The Little Theatre; Liberata Property Services. The group will include senior representatives from each organisation who will meet on a monthly basis. This group will make most of the key decisions on this project but with Pendle Council being the overriding accountable body.

Procurement strategy

The procurement strategy for Colne LUF needs to meet legal requirements and policies of the relevant organisation. Any contracts let by Pendle Council will be in compliance with the Council's Contract Procedure Rules.

For the Market Hall Redevelopment, the developer will be PEARL Together Ltd, the JV between Pendle Council, Barnfield Investment Properties and Harewood Housing Society (part of the Together Housing Group). Due to the public sector shareholding only being 15% of the overall shareholding the JV is outside the scope of the Public Procurements Regulations. The main contractor will be Barnfield Construction (who are the main contractor for all PEARL Together projects). The contract price will be independently assessed by an Employers Agent employed by PEARL Together to ensure value for money. The Employers Agent, Architects and Engineers employed by PEARL Together have been procured through competitive tender. Pendle Council has delivered development through JV partnerships for the last 15 years. Due to the JVs working to lower profit margins this minimises the need for public sector funding on marginal/low viability sites. It allows Pendle Council to retain a level of control over the development and shares risk between the public and private sectors. The JV companies will progress the early stages of schemes at risk to help delivery within funders timescales.

Liberata Property Services on behalf of Pendle Council will manage the process of procurement and appoint a contractor for the Heritage Quarter project. All procurement will go through the Council's existing Procurement Rules.

6.3 Management

See technical note Section 4 and Table 1 for further guidance

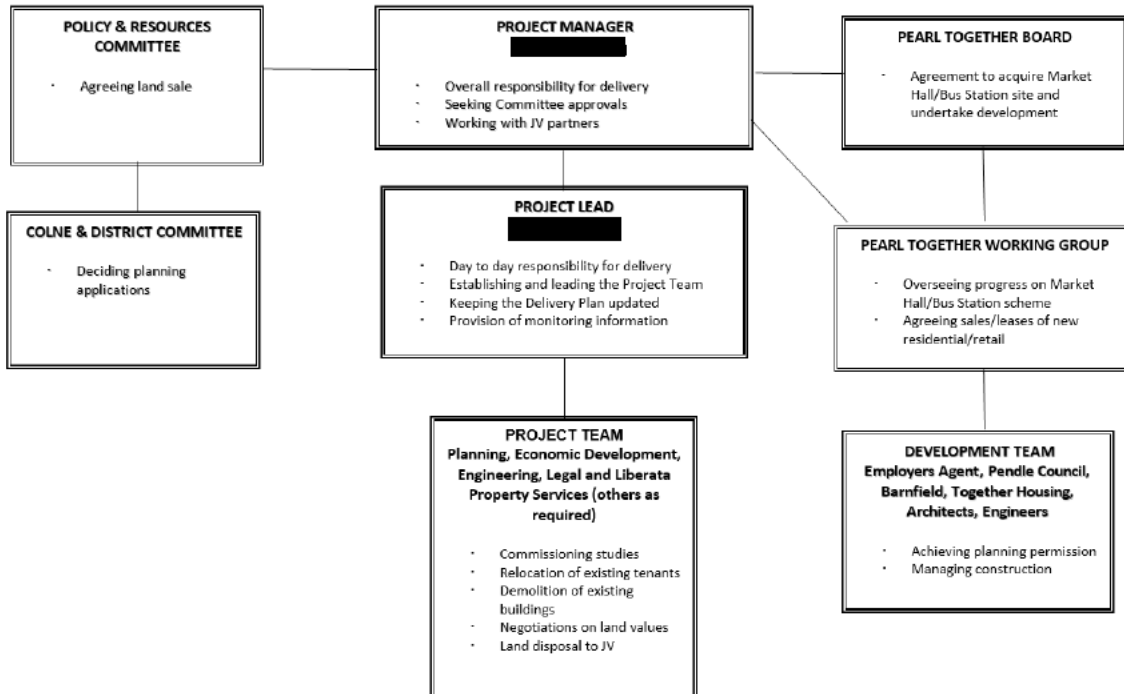
Delivery Plan: Places are asked to submit a delivery plan which demonstrates:

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

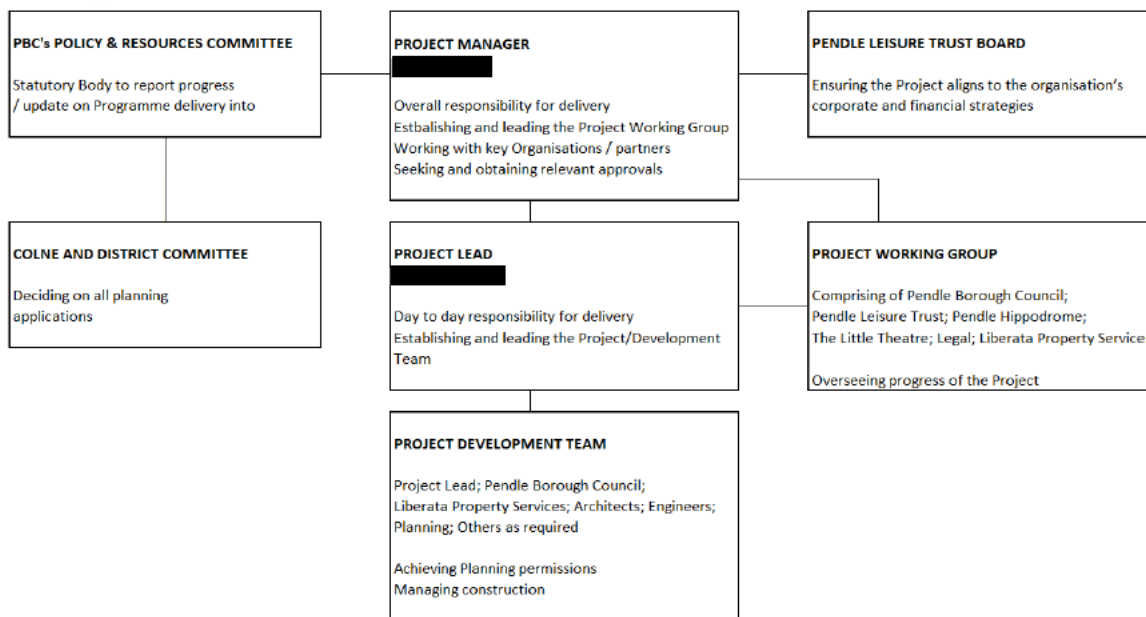
6.3a Please summarise the delivery plan, with reference to the above (Limit 500 words)

A detailed delivery plan is attached with the application. Governance structures are provided below:

Market Hall:



Heritage Quarter:



The projects will be overseen by experienced project managers who have managed the delivery of new build and refurbishment projects locally over a number of years.

For both projects, the project manager will have overall responsibility for the project and for obtaining approvals from the Pendle's Policy & Resources Committee and will handle day to day management and co-ordination of the project. They will ensure that regular project team meetings are held, actions are assigned to named officers and are followed up and the project plan is updated. The Market Hall Redevelopment project manager will also provide an interface with the JV and a JV Employers Agent will manage and coordinate the development team. They will be responsible for undertaking monthly valuations and ensuring that the Market Hall Redevelopment is delivered on time and to budget. The Heritage Quarter project manager will provide an interface with the Project Working Group. The Heritage Quarter project lead will also coordinate the Project Development Team and be responsible for ensuring that the development is delivered on time and to budget.

Milestones

A summary of the project plan showing the key stages and milestones is shown in **Error! Reference source not found.** assuming approval of the bid by October 2021. The programme is sufficiently flexible to accommodate changes to in scheme delivery progress and provides full visibility with respect to performance.

Project Plan Summary, by project		
Stage	Milestone Description	Target End Date
Market Hall Redevelopment		
Governance	Report to P&R Committee on Funding	31 st October 2021
	Establish Project Working Group and Development Team	31 st December 2021

	Continued engagement / dialogue with Partners and Stakeholders	30 th June 2025
Planning	Planning Surveys Completed	31 st March 2022
	Pre-submission consultation	30 th June 2022
	Obtain planning permission	31 st December 2022
Site preparation/Disposal	Relocate tenants	31 st March 2023
	Complete demolition	30 th June 2023
	Dispose of site to JV	30 th June 2023
Construction	Start on site	30 th June 2023
	Complete LUF spend	31 st March 2024
	Complete development	31 st March 2025
Heritage Quarter		
Governance	Report to P&R Committee on Funding	31 st October 2021
	Continued engagement / dialogue with Partners and Stakeholders	31 st March 2024
	Establish Project Working Group	31 st December 2021
	Establish Project/Development Team	31 st December 2021
Planning	Detailed Plans / drawings finalised	31 st December 2021
	Planning application submitted	31 st January 2022
	Planning permissions obtained	31 st March 2022
	Procurement Process completed	30 th June 2022
Construction	Start on site	30 th September 2022
	Complete construction/LUF Spend	31 st March 2024

Dependencies and Interfaces

Discussion will need to be undertaken with existing market stall holders at an appropriate time to identify how many of them wish to continue to trade and, where appropriate a temporary venue to relocate stall holders during the works. Enquiries carried out by Pendle Borough Council show several empty premises available in the town centre in the short to medium term, and temporary relocation costs are included in the cost plan.

There will be a need to close the theatres at some point during the building works but any closure will be kept to a minimum so as not to disrupt the pre-programmed shows and events. Any closures will take place during the venues quieter periods during the summer months.

Powers and Consents

The land to be redeveloped under the Market Hall Redevelopment project is owned by Pendle Council. Formal approval will need to be obtained to dispose to the JV but the Leader of the Council has been involved in development of this bid and is supportive.

The venues impacted by the Heritage Quarter project have mixed ownership - The Muni Theatre is owned by Pendle Borough Council. Pendle Hippodrome is owned by the Pendle Hippodrome Theatre Company which is a Limited Company and Registered Charity. The Little Theatre is owned by Colne Dramatic Society. Letters of support are attached in Appendix B.

Planning permission will be required for all of the projects but initial discussion in respect of the application have been had with relevant officers and letter to this affect provided in Appendix B.

6.3b Has a delivery plan been appended to your bid?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
---	--

6.3c Can you demonstrate ability to begin delivery on the ground in 2021-22?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
--	--

6.3e Risk Management: Places are asked to set out a detailed risk assessment which sets out (word limit 500 words not including the risk register):

- the barriers and level of risk to the delivery of your bid
- appropriate and effective arrangements for managing and mitigating these risk
- a clear understanding on roles / responsibilities for risk

Our initial risk registers and proposed mitigation are provided in Appendix E of the Application. The risks around our projects are considered to be low. In light of the governance and delivery arrangements of the projects and ultimately the ownership (in the case of the Market Hall) and operational support (in the case of the Heritage Quarter), most of the identified risks are within the control or influence of the Council or its partners who have a strong track record of delivery in the local area. The key risks therefore relate to the costings of the projects and the experienced team would seek to value engineer to respond to any changes in costing.

Determining and delivering the Market Hall project through an established JV means that risks around delivery will be significant reduced. The project will be managed by experienced officers who have strong track record of delivery within the Borough and with the JV. In terms of the Heritage Quarter, Liberata Property management will oversee all aspects of procurement and delivery. They have a strong track record of managing and procuring delivery and will use the Council's established network of contractors procured through robust protocols to appoint the best team for the works.

For each project, each identified risk will be assigned to a named individual. Actions to mitigate risks will be minuted at each meeting and followed up at the subsequent meetings. The Market Hall Redevelopment Project Team and Development Team members and the Heritage Quarter Project Development Team members will be asked to identify new risks at each meeting. Project Leads will update the Risk Register.

Key risks identified in respect of our projects include JV not willing to support scheme as we get to the next stage, gaining planning permission, cost overruns and building material price increases. These risks will be mitigated throughout the process by our experienced project managers anticipating and putting in place actions to mitigate them.

Management and Mitigation

The following management and mitigation measures are central to our approach:

- **Continual risk review.** Register updated regularly to record any re-rating in risks, changes in actions and relevant comments, risks closed out or expired, and any new risks.
- **Use of tried and tested contractor procurement methods** by Councils, in particular working with our JV partner with whom we have an impressive track record of delivering transformational projects bringing new life into dated assets.
- **Continual engagement** between officers, Councillors and statutory bodies to minimise potential for problems with planning and listed building consents.
- **Ongoing stakeholder engagement** with local businesses and communities.

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

Yes

No

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

A summary of our extensive track record is provided below:

Scheme	Description	Date	Contract Type	Approx. Value
Schemes Similar in Delivery to the Market Hall Redevelopment				
Colne Health Centre	New build development of 4 retail units and 12 apartments	On site	JV (PEARL2)	£2.5m
Northlight, Brierfield	40 apartments and business space as part of a wider mixed use scheme in a listed mill	2021	JV (PEARL Brierfield Mill Ltd)	£7.6m
Hartley Square, Colne	Acquisition and refurbishment of existing shopping centre and ongoing management of the units	Ongoing	JV (PEARL)	£1.6m
Schemes Similar in Delivery to the Heritage Quarter project				
Pendle Leisure Centre, Colne – Gym Extension	Extension to existing gym to a state of the art 30 station adult fitness suite with cardiovascular and resistance equipment.	2003	Capital build/ implementation/ management of the facility	£1 million
Pendle Wavelengths, Nelson – Inside Spa	A state-of-the-art spa 'Inside', incorporating therapeutic and revitalising treatments such as saunarium / aromatherapy rooms, a hydrotherapy pool,	2007	Capital build and implementation and	£3 million

and Gym Extension	salt inhalation steam rooms, foot spas, a rasul mud bath. A 54 station adult fitness suite. A junior fitness zone designed for children to get fit through fun. A dance studio and an on-site crèche.		management of the facility	
Art Culture and Enterprise Centre (ACE), Nelson	State of the art purpose-built facility, situated in the heart of the BAME community. Offers dynamic mix of activities hosting arts/dance/film/music/theatre programmes.	2009	Capital build and implementation and management of the facility	£6.5 million

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

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

For both projects the Project Manager will have overall responsibility for assurance and approvals. The Project Lead will compile information relating to spend and project delivery on a monthly/quarterly basis in line with MHCLG requirements.

A dedicated Finance Officer will ensure that all expenditure incurred by Pendle Council has been incurred in line with Council Policies and will advise the s151 Officer in relation to expenditure claims.

Payments to contractors employed by Pendle Council will be made following receipt of invoices and confirmation from the relevant Council Officer that expenditure has been incurred.

For the Market Hall Redevelopment:

- Payments to tenants for relocations due to the redevelopment will be made following confirmation from Liberata Property Services that they meet legal requirements for compensation.
- Payments to contractors will be made following monthly valuations by the Employers Agent.

For the Heritage Quarter project:

- Payments to contractors employed by Pendle Council will be made following receipt of invoices and confirmation from the relevant Council Officer that expenditure has been incurred.
- Payments to contractors will be made following monthly valuations

6.4 Monitoring and Evaluation

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

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

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

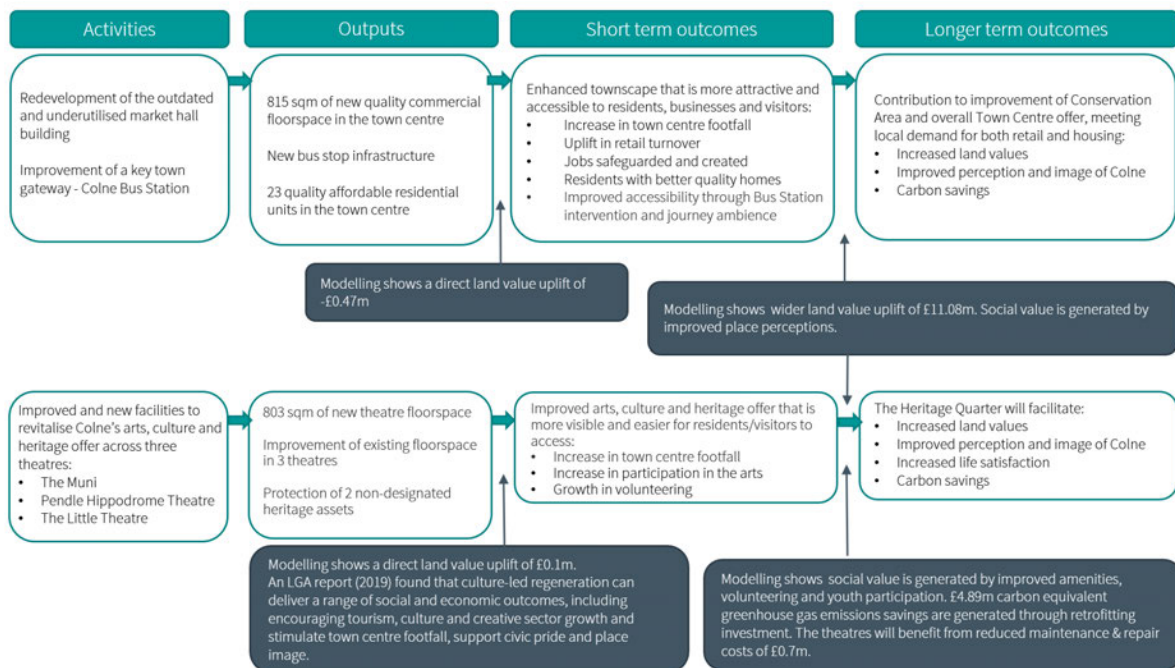
Our M&E Plan is set out below. It follows best practice but will be updated to reflect the specific M&E requirements of the LUF when these are published.

Theory of Change

The objectives our bid are:

- Foster a stronger town identity and offer to attract residents and visitors
- Deliver high quality retail and residential units to strengthen and support the vitality of the town centre
- Enhance cultural assets to support quality of life and a vibrant night-time economy

Our programme is underpinned by the theory of change set out below.



M&E Objectives:

- Generating timely and insightful data enabling us to assess progress and establish whether project activities are delivered on time and on budget;
- Assess and provide reassurance that LUF bid objectives were met;
- Capture the economic and social impacts of the investments and the value for money they deliver;
- Understand any under or over-performance against our targets, identifying where we need to refine our management and maintenance of Colne's theatres, Market Hall, and bus station.

Key Research Questions:

Our approach to M&E is built around these research questions:

- Were the investments based on a sound rationale?
- Have they proved consistent with policy priorities?
- Did the projects meet their milestones? If not, why?
- Did project governance, management and delivery structures and processes work effectively? How could they be improved?
- What quantifiable outcomes are being achieved? To what extent are these attributable to the projects?
- What was the total cost of the completed projects? Are the economic and social benefits justifying these costs?

M&E Approach

Monitoring

Monitoring of performance will be carried out internally by Pendle Borough Council (see resourcing and governance arrangements below). We will:

- collect relevant baseline data to benchmark our performance
- identify milestone dates for completion of key project activities and monitor progress against these dates, working with the appointed contractor.
- carry out systematic monitoring of relevant indicators on expenditure and outputs as set out in the table below.
- keep records of relevant secondary information to track changes in outcomes and impacts.

Evaluation

We will commission an independent evaluation to assess the impact and effectiveness of the project. The timing of this evaluation will need to be agreed once the M&E requirements of LUF are clearer. This will have an important bearing of the scope of the evaluation as it will take some time for changes in a number of outcomes to emerge (eg wider Land Value Uplift). We expect that this will be a

single stage ex-post evaluation. The tasks will be determined by the independent evaluators, but we expect this to include the following:

- Review of policy documents and supporting evidence to assess whether the intervention was based on a sound rationale.
- Analysis of all monitoring data to assess over or under performance against targets.
- Consultations with the delivery team members and other stakeholders
- Beneficiary surveys, which could include a business survey.

We have considered the use of counterfactual impact evaluation approaches. However, we do not believe this is feasible given the nature of the intervention and the fact that it could take a long time for impacts to emerge.

Monitoring and Evaluation Indicators

Type	Indicator	Source/method of collection	Timing/Frequency
Baseline	Visitor numbers, footfall and expenditure, town centre	PBC survey data	Q3 and Q4 2021/2 and post-project completion
	Market Hall visitor numbers and turnover	PBC monitoring data as owner	
	Residential and commercial land values	PBC property data ONS house price data VOA data	
Input/ expenditure	£ spent directly on project delivery (either local authority or implementation partners)	PBC Project Team	Every 6 months
	£ co-funding spent on project delivery (private and public)	PBC Project Team	
Milestones	% of projects started on time according to contract	PBC working with contractors	
	% of projects completed on time	PBC working with contractors	
Outputs	Sqm of new quality commercial floorspace in the town centre	PBC working with contractors	
	Sqm of improved commercial	PBC working with contractors	

	floorspace in the town centre		
	No. of new quality residential units in the town centre	PBC working with contractors	
	No./% of new residential units which are affordable	PBC working with contractors	
	Sqm of new theatre floorspace	PBC working with contractors	
	Sqm of improved theatre floorspace	PBC working with contractors	
	Bus station quality improved	PBC working with contractors	
Outcomes	Increase in town centre footfall	PBC Project Team	Post project evaluation – Timing TBC
	Increase in Market Hall visitors	Visitor counts data, PBC	
	Increase in Market Hall turnover	Business survey, PBC	
	Reduction in town centre vacancy rate	PBC property data	
	New businesses started	Business survey, PBC Companies House	
	New town centre jobs created	Business survey, PBC	
	Town centre jobs safeguarded	Business survey, PBC	
	CO2 emission reductions	PBC Environmental Protection	
	Residents with better quality homes	PBC property data	
	Increase in bus usage & journey quality	Evaluation research	
	Increased participation in the arts	Evaluation research	
	Growth in volunteering	Evaluation research	
Impacts	Improved place perceptions	Evaluation research	
	Improved health and wellbeing	NHS/CCG Surveys Evaluation research	

	Carbon savings	BBC/CCC data Evaluation research	
	Change in employment in Colne attributable to the intervention	Evaluation research	
	Change in land values attributable to the intervention	Evaluation research	
	Change in GVA attributable to the intervention	Evaluation research	

Resourcing and governance arrangements

M&E will be led by each of the project leads appointed by Pendle Borough to oversee the projects. The project leads will be tasked with developing monitoring systems and a framework for contractors to report on progress against milestones and will have overall responsibility for providing monitoring information to MHCLG in line with funding requirements. A number of different officers may be involved in collection of monitoring data (eg financial spend and progress against milestones) but this will be reported back to the relevant project lead who will be responsible for storing data and analysing progress. The PM will oversee progress across both projects and report to PBC's Policy and Resources Committee. This committee will provide strategic oversight of the programme.

We have not identified a budget for the final evaluation and will do when the requirements of LUF have been made clear so we can determine the scope of the evaluation. The evaluators will be appointed through a competitive procurement exercise and will report to the PM. We will also convene an evaluation steering group to provide oversight and a critical review of the evaluation's findings and recommendations.

PART 7 DECLARATIONS

7.1 Senior Responsible Owner Declaration

As Senior Responsible Owner for [*scheme name*] I hereby submit this request for approval to UKG on behalf of [*name of organisation*] and confirm that I have the necessary authority to do so.

I confirm that [*name of organisation*] will have all the necessary statutory powers and other relevant consents in place to ensure the planned timescales in the application can be realised.

Name:

[REDACTED]

Signed:

[REDACTED]

7.2 Chief Finance Officer Declaration

As Chief Finance Officer for [*name of organisation*] I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that [*name of organisation*]

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

Name: Dean Langton

Signed:

[REDACTED]

7.3 Data Protection

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

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

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

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

Annex A - Project One Summary (only required for a package bid)

Project 1	
A1. Project Name	
Market Hall Redevelopment	
A2. Strategic Linkage to bid: Please enter a brief explanation of how this project links strategically to the overall bid. (in no more than 100 words)	
<p>The existing Market Hall and bus station occupies a prominent location in the town centre but is currently under-utilised and characterised by vacant housing, poor quality retail and public realm. The bus station is unattractive and unwelcoming, which discourages people to travel by bus. The redevelopment of this site to deliver high quality retail and residential space alongside enhanced bus infrastructure will play a vital role in supporting the objectives of the bid to strengthen and support the vitality of the town centre and offer a diverse offer to attract residents and visitors whilst facilitating sustainable travel patterns.</p>	
A3. Geographical area: Please provide a short description of the area covered by the bid (<u>in no more than 100 words</u>)	
<p>The Market Hall and Bus Station is located between Market Street and Craddock Road in the town centre, just outside the boundary of the Conservation Area. The design of the Market Hall is insensitive to the Conservation Area, and the site is underutilised and lacks visibility from passing trade. Redevelopment of the site will provide a modern visible market and town centre living options to meet identified need alongside improved bus infrastructure to facilitate sustainable travel into the town centre.</p>	
A4. OS Grid Reference	SD 89097 40112
A5. Postcode	BB8 0HS
A6. For Counties, Greater London Authority and Combined Authorities/Mayoral Combined Authorities, please provide details of the district council or unitary authority where the bid is located (or predominantly located)	
A7. Please append a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

<p>A8. Project theme Please select the project theme</p>	<input type="checkbox"/> Transport investment <input checked="" type="checkbox"/> Regeneration and town centre investment <input type="checkbox"/> Cultural investment																						
<p>A9. Value of capital grant being requested for this project (£):</p>	<p>£3,056,720</p>																						
<p>A10. Value of match funding and sources (£):</p>	<p>£3,002,889 Source: Pendle Borough Council (10% of LUF ask – confirmed) Source: Pearl Together match funding (subject to receipt of LUF funding and board approval)</p>																						
<p>A11. Value for Money</p> <p>This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment (Limit 250 word)</p>																							
<table border="1" data-bbox="204 1151 908 1637"> <thead> <tr> <th>Total Net Additional Benefits</th> <th>Market Hall</th> </tr> </thead> <tbody> <tr> <td>Direct Land Value Uplift</td> <td>-370,172</td> </tr> <tr> <td>Wider LVU</td> <td>5,540,000</td> </tr> <tr> <td>Wellbeing - amenity</td> <td>3,142,800</td> </tr> <tr> <td>Total Benefits for BCR (A)</td> <td>8,312,700</td> </tr> <tr> <td colspan="2">Economic Costs</td> </tr> <tr> <td>LUF Cost/Funding (B)</td> <td>3,251,270</td> </tr> <tr> <td>Co-funding Local Authority Cost (including borrowing) (C)</td> <td>325,127</td> </tr> <tr> <td>Total Cost (LUF + Co-funding) (D)</td> <td>3,576,397</td> </tr> <tr> <td>Private Sector Cost (E)</td> <td></td> </tr> <tr> <td>BCR (A-E)/D</td> <td>2.2</td> </tr> </tbody> </table> <p>A redeveloped Market Hall will not be commercial viable on its own terms but by releasing much needed affordable housing into the town centre.</p>		Total Net Additional Benefits	Market Hall	Direct Land Value Uplift	-370,172	Wider LVU	5,540,000	Wellbeing - amenity	3,142,800	Total Benefits for BCR (A)	8,312,700	Economic Costs		LUF Cost/Funding (B)	3,251,270	Co-funding Local Authority Cost (including borrowing) (C)	325,127	Total Cost (LUF + Co-funding) (D)	3,576,397	Private Sector Cost (E)		BCR (A-E)/D	2.2
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BCR (A-E)/D	2.2																						
<p>A12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.</p>																							
<p>N/A</p>																							

A13. Where available, please provide the BCR for this project	2.2
A14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.	Non-monetised benefits include: Emission savings from new energy efficient homes at the market hall. Health and wellbeing improvements related to energy efficient dwellings provided for older people. Labour supply impact as a revitalised town centre creates opportunities for (re)entrants to the labour market. Improved accessibility and journey comfort from a more appropriate bus station layout.
<p>A15. Deliverability Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.</p> <p>Given Pendle Borough Council's ownership and proposed role in the delivery of the project (JV between Council, Barnfield and Together Housing - with a strong track record of delivery), deliverability is anticipated to be low risk. Whilst planning permission (and demolition consent) will be required we have already begun a dialogue with the planning team and LCC Highways (see attached letters in Appendix B).</p>	
<p>A16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22</p> <p>As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22</p>	
A17. Does this project includes plans for some LUF expenditure in 2021-22?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
A18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
A19. Please provide evidence	The Market Hall project can be delivered as a standalone project, as there are no interdependencies with the Heritage Quarter. However, the impact of the project will be enhanced by further investment in key local buildings within the Centre. Investment in these

	key buildings at the same time will have a greater impact on perceptions and footfall in Colne than if either project was delivered in isolation.
A20. Can you demonstrate ability to deliver on the ground in 2021-22.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
A21. Please provide evidence	Appendix H and the Delivery Plan (Appendix A and Section 4) outlines key milestones in 2021-2022 which demonstrate our ability to deliver.
Statutory Powers and Consents	
A22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.	N/A
A23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.	<p>1. Demolition consents Description: Demolition consent of Market Hall Building including vacant residential units Timing: During 2022 to line with determining planning application and gaining consent Actions: Required surveys will be undertaken to align with the preparation of the planning application. Whilst demolition works are being refined engagement will be undertaken with the existing stallholders to identify temporary accommodation. It was not determined to be viable to undertake refurbishment of the residential units to make them meet modern expectations and tenants have already be relocated which reinforces the case for demolition.</p> <p>2. Planning Description: Planning consent for the new scheme. Timing: Ongoing with anticipated consent December 2022 at the latest. Action: Early engagement has commenced with the Planning Team (see letter Appendix B). This dialogue</p>

	<p>will continue to ensure that planning permission is gained within the required timescale to ensure LUF spend is achieved. This will include engagement with LCC Highways to ensure proposals to access and egress are acceptable.</p>
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Annex B - Project Two description and funding profile (only required for package bid)

Project 2	
B1. Project Name	Colne Heritage Quarter
B2. Strategic Linkage to bid: Please enter a brief explanation of how this project links strategically to the overall bid. (in no more than 100 words)	
Colne is a historic market town with numerous heritage and cultural assets and an attractive high street which frames its potential as a destination for culture and leisure, attracting residents and visitors. Colne's three theatres provide valuable assets to foster a strong town identity and support quality of life and a vibrant night-time economy. Together with the provision of quality retail and town centre living options provided by the redevelopment of the Market Hall and bus station, this project underpins the reframing of Colne as a vibrant culture, leisure and retail destination.	
B3. Geographical area: Please provide a short description of the area covered by the bid (<u>in no more than 100 words</u>)	
Colne is the second largest town in the borough of Pendle and is located adjacent to the M65 Growth Corridor. The bid focuses on the historic town centre, which includes the Albert Road Conservation Area. All three theatres lie within the town's Heritage Quarter, which includes a number of cultural and heritage assets. The theatres are suffering from chronic underinvestment which is curtailing their economic and social potential, and putting these non-designated heritage assets at risk. The project will protect and enhance these valued community and heritage assets and facilitate a long term sustainable future.	
B4. OS Grid Reference	The Muni - SD 88556 39984 Pendle Hippodrome - SD 88839 40104 The Little Theatre - SD 88534 39888
B5. Postcode	The Muni - BB8 0AE Pendle Hippodrome - BB8 9BJ The Little Theatre - BB8 0DQ
B6. For Counties, Greater London Authority and Combined Authorities/Mayoral Combined Authorities, please provide details of the district council or unitary authority where the bid is located (or predominantly located)	
B7. Please append a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc. See Appendix F	

B8. Project theme Please select the project theme	<input type="checkbox"/> Transport investment <input type="checkbox"/> Regeneration and town centre investment <input checked="" type="checkbox"/> Cultural investment																												
B9. Value of capital grant being requested for this project (£):	£3,474,843																												
B10. Value of match funding and sources (£):	£347,484 Source: Pendle Borough Council (Confirmed)																												
B11. Value for Money This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment																													
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<p>The Colne Heritage Quarter delivers good value for money. It is a project that offers expanded access to cultural and heritage to a community with acute levels of deprivation. The accessibility improvements will enable greater participation for people with physical and a better use of space will allow greater youth engagement in the arts. Improved facilities will allow for more regular shows and increased attendances in a more comfortable environment. Improved energy efficiency will deliver reduced emissions and running costs to the venues.</p>																													

<p>B12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.</p>	
<p>n/a</p>	
<p>B13. Where available, please provide the BCR for this project</p>	<p>3.2.</p>
<p>B14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.</p>	<p>The land value uplift of refurbished theatres has not been calculated but alongside the increased wellbeing for those engaged in visiting the venues there will also be commercial gains to the venues which could be capitalised into their property values.</p>
<p>B15. Deliverability Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.</p>	
<p>Given Pendle Borough Council role in the 3 buildings (ownership of one and a funding partner of the other two) and its proposed role in overseeing the delivery of similar projects in partnership with Pendle Leisure Trust, deliverability is anticipated to be low risk. Whilst planning permission will be required we have already begun dialogue with the planning team (see attached letter in Appendix B).</p>	
<p>B16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22</p> <p>As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22</p>	
<p>B17. Does this project includes plans for some LUF expenditure in 2021-22?</p>	<p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>B18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?</p>	<p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>B19. Please provide evidence</p>	<p>The Heritage Quarter project can be delivered as a standalone project, as there are no interdependencies with the Market Hall. However, the impact of the project will be enhanced by further investment in key local buildings within the</p>

	Centre. Investment in these key buildings at the same time will have a greater impact on perceptions and footfall in Colne than if either project was delivered in isolation.
B20. Can you demonstrate ability to deliver on the ground in 2021-22.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
B21. Please provide evidence	Appendix H and the Delivery Plan (Appendix A and Section 4) outlines key milestones in 2021-2022 which demonstrate our ability to deliver.
Statutory Powers and Consents	
B22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.	N/A
B23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.	<p>Planning</p> <p>Description: Planning permission will be required for some of the works to support the delivery of the Heritage Quarter</p> <p>Timing: Ongoing with anticipated consent March 2022</p> <p>Action: Early engagement has commenced with the Planning Team (see letter Appendix B). This dialogue will continue to ensure that planning permission is gained within the required timescale to ensure LUF spend is achieved.</p>

Annex C – Project Three- description and funding profile (only required for package bid)

Project 3	
C1. Project Name	
C2. Strategic Linkage to bid: Please enter a brief explanation of how this project links strategically to the overall bid. (in no more than 100 words)	
C3. Geographical area: Please provide a short description of the area covered by the bid (<u>in no more than 100 words</u>)	
C4. OS Grid Reference	
C5. Postcode	
C6. For Counties, Greater London Authority and Combined Authorities/Mayoral Combined Authorities, please provide details of the district council or unitary authority where the bid is located (or predominantly located)	
C7. Please append a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	
C8. Project theme Please select the project theme	<input type="checkbox"/> Transport investment <input type="checkbox"/> Regeneration and town centre investment <input type="checkbox"/> Cultural investment
C9. Value of capital grant being requested for this project (£):	
C10. Value of match funding and sources (£):	
C11. Value for Money	

<p>This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment</p>	
<p>C12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.</p>	
<p>C13. Where available, please provide the BCR for this project</p>	
<p>C14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.</p>	
<p>C15. Deliverability Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.</p>	
<p>C16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22 As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22</p>	
<p>C17. Does this project includes plans for some LUF expenditure in 2021-22?</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>C18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

C19. Please provide evidence	
C20. Can you demonstrate ability to deliver on the ground in 2021-22.	<input type="checkbox"/> Yes <input type="checkbox"/> No
C21. Please provide evidence	
Statutory Powers and Consents	
C22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.	
C23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.	

ANNEX D - Check List Great Britain Local Authorities

Questions	Y/N	Comments
4.1a Member of Parliament support		
MPs have the option of providing formal written support for one bid which they see as a priority. Have you appended a letter from the MP to support this case?	Y	See Appendix A
Part 4.2 Stakeholder Engagement and Support		
Where the bidding local authority does not have responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?	N/A	However Appendix B contains wider letters of support, including from statutory agency Lancashire County Council
Part 4.3 The Case for Investment		
For Transport Bids: Have you provided an Option Assessment Report (OAR)	N/A	
Part 6.1 Financial		
Have you appended copies of confirmed match funding?	Y	See Appendix C
The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Please provide evidence in the form of a letter from an independent valuer to verify the true market value of the land. Have you appended a letter to support this case?	N/A	
Part 6.3 Management		
Has a delivery plan been appended to your bid?	Y	See Appendix D
Has a letter relating to land acquisition been appended?	N/A	
Have you attached a copy of your Risk Register?	Y	See Appendix E
Annex A-C - Project description Summary (only required for package bid)		
Have you appended a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	Y	See Appendix F

Annex E Checklist for Northern Ireland Bidding Entities

Questions	Y/N	Comments
Part 1 Gateway Criteria		
You have attached two years of audited accounts		
You have provided evidence of the delivery team having experience of delivering two capital projects of similar size and in the last five years		
Part 4.2 Stakeholder Engagement and Support		
For transport bids, have you appended a letter of support from the relevant district council		
Part 6.1 Financial		
Have you appended copies of confirmed match funding		
The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Please provide evidence in the form of a letter from an independent valuer to verify the true market value of the land.		
Part 6.3 Management		
Has a delivery plan been appended to your bid?		
Has a letter relating to land acquisition been appended?		
Have you attached a copy of your Risk Register?		
Annex A-C - Project description Summary (only required for package bid)		
Have you appended a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.		