

# Apply to the levelling up fund round 2

## Submission details

Submission reference	LUF20664
Created time	Wed, 10 Aug 2022 09:29
Signed-in user	a1a249bd-134a-4519-b9d3-93199e08faee

## What is the legal name of the lead applicant organisation?

South Holland District Council

## Where is your bid being delivered?

England

## Select your local authority

South Holland

## Enter the name of your bid

The South Holland Health and Wellbeing Hub

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

No

## Bid manager contact details

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## Senior Responsible Officer contact details

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## Chief Finance Officer contact details

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## Local Authority Leader contact details

Full name	Gary Porter
Position	Leader of the Council
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## Enter the name of any consultancy companies involved in the preparation of the bid

AMION Consulting  
Max Associates  
Mace Group  
Saunders Boston Architects  
Varsity Consulting Ltd  
Furness Partnership  
Cunnington Clark  
Royal Haskoning DHV  
Gilbert Properties

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## Enter the total grant requested from the Levelling Up Fund

£20000000

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## Investment themes

Regeneration and town centre	40%
Cultural	60%
Transport	0%

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## Which bid allowance are you using?

Full constituency allowance

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## How many component projects are there in your bid?

1

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## Are you submitting a joint bid?

No

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## Grant value declaration

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

Tick to confirm

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## Gateway criteria: costings, planning and defrayment

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

Tick to confirm

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Costings and Planning Workbook

NEW South Holland  
LUF\_Single\_Project\_Costings\_and\_Planning\_Wkbook\_v2.00 ISSUED.xlsx

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## Provide bid name

South Holland Health and Wellbeing Hub

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## Provide a short description of your bid

This regeneration and cultural investment project is a Health and Wellbeing ("Hub") in Spalding, Lincolnshire. The total capital cost is £26 million, of which South Holland District Council is applying for £20 million LUF funding.

The transformational scheme will inspire residents of Spalding and the district to be active and healthy, enabling them to live longer healthy lives, tackling longstanding health inequalities. The Hub integrates new and significantly re-developed swimming pools, and other indoor and outdoor leisure facilities, with health provision, community spaces and Extra Care accommodation. The Masterplan includes new cycleways and pedestrian routes, linking the site to the town centre.

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## Provide a more detailed overview of your bid proposal

### Catalyst for Improved Local Economic Performance

The scheme will create a re-imagined and re-provisioned five hectares site that will provide a centre for physical and mental health and wellbeing across all ages and abilities serving the South Holland area. The scheme will be a catalyst for improved local economic performance and growth with increased footfall and enhanced connectivity towards the town centre.

### Health and Wellbeing Hub

The site is currently split with the existing swimming pool built in 1974 being accessed from Pinchbeck Road in the west and the 'dry' sports facilities, of similar age, accessible from Albion Street to the East. The development of an all-encompassing Health and Wellbeing Hub will support transformational social and economic benefits for the area that will also, once the current swimming pool complex is removed, include the site for a fully integrated 62-unit Extra Care housing facility. When built, this will provide the only Extra Care provision in South Holland district, locating the facility close to town centre and the Hub's physical and mental health support services.

### Opportunities

The scheme will create a high number of economic opportunities for the town as footfall increases and local businesses benefit from the increased trading opportunities. The whole site will be connected via a network of cycle and pedestrian routes that will also extend across to the Spalding Academy.

Within the proposed site, two new swimming pools and a splash pool will be created. The current sports-only indoor facilities will be transformed into a health and wellbeing suite of services and meeting rooms and a mix of new and traditional sports spaces including fitness rooms, multi-use hall and existing bowling lanes, café and play zones. Externally, a new 3G floodlit football pitch, MUGA, skateboard area, community allotment and sensory gardens will be created.

Facilities that will be provided for the health and community space within the Hub will include provision of mental health support, bereavement support, diabetes clinics, friendship groups, mutual support groups, use by unpaid carers seeking mutual support, group counselling, non-clinical health uses, and community specialist group sessions.

### Overcoming Local Challenges

Activity levels in South Holland are poor. The district has the 4th worst adult activity rate in England; 40% of adults and 48% of children are not reaching recommended exercise levels. Obesity in adults and children is highly prevalent and the mortality rate from cardiovascular diseases is significantly worse than the regional and national average.

The population in South Holland is expected to grow from 98,000 in 2022 to 107,000 by 2036, with over 65s being the largest age group in the district by this time. This projected future demographic will place additional strain on South Holland's health services.

With a rural and older population, social connectivity in South Holland is an issue, with the district having the highest rates of loneliness in the County; 12.7% of residents "often or always" feel lonely. Delivery of the proposed scheme will directly respond to the existing and growing health and wellbeing challenges in South Holland.

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

### The Site

The Health and Wellbeing Hub will be in the town of Spalding, South Holland, Lincolnshire situated within the Spalding Castle ward (LSOA – South Holland 006F) between Pinchbeck Road and Albion Street. The Spalding Castle ward is located adjacent to St John's and St Paul's wards, which in combination make up a major part of the commercial town centre area of Spalding.

The composition of these wards is highly mixed with a number of business premises, public amenities, public transport facilities, large retail outlets, sports facilities, green space and residential properties. The site is within 430 metres of Spalding's central Market Place.

The area has a high through-flow of vehicles with the A151 road running through its centre and into the town's main car parks and out of the town onto the main A16 trunk road towards Peterborough, located 16 miles south of Spalding. The location of the site in reference to Spalding town centre is shown in Appendix A.

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<b>Optional Map Upload</b>	Appendix A - Castle Sports Complex and Spalding Town Centre Map.pdf
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## Does your bid include any transport projects?

No

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## Provide location information

### Location 1

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<b>Enter location postcode</b>	PE11 2AJ
<b>Enter location grid reference</b>	TF 25063 23121
<b>Percentage of bid invested at the location</b>	50%

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**Optional GIS file upload for the location**

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### Location 2

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<b>Enter location postcode</b>	PE11 1QF
<b>Enter location grid reference</b>	TF 24891 23049
<b>Percentage of bid invested at the location</b>	50%

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**Optional GIS file upload for the location**

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## Select the constituencies covered in the bid

### Constituency 1

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<b>Constituency name</b>	South Holland and The Deepings
<b>Estimate the percentage of the bid invested in this constituency</b>	100%

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## Select the local authorities covered in the bid

### Local Authority 1

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

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Select one or more regeneration sub-categories that are relevant to your investment	Civic Residential
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Select one or more cultural sub-categories that are relevant to your investment	Sports and athletics facilities
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Select one or more transport sub-categories that are relevant to your investment	Active Travel
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## Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

There are no current pending funding outcomes that would support the bid.

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## Provide VAT number if applicable to your organisation

N/A

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

### Equality Objectives

The ultimate aim of the Hub is to change a centre for traditional sports into a community all-inclusive health and wellbeing centre of excellence. A centre that responds to the needs of the whole population and directly to the everyday physical and mental health issues that currently leave South Holland residents requiring significant levelling up provision to ensure equality of choice and delivery for health and wellbeing throughout its diverse population.

### Engagement, consultation and partnership:

The Hub is the result of ongoing community, stakeholder engagement and in-depth partnership work from 2019 to 2022 that has gained full understanding of the needs and requirements of the community. The emergence of shared strategic and organisational partnership goals has been forged and consulted on to agree delivery roles and endorsed through council briefings with total

support. The proposals will be taken forward with a core number of key agencies, [REDACTED]

Equality issues the project addresses

The project specifically addresses the following key challenge and barriers:

- Physical inactivity – provision of new sports and leisure facilities provides the opportunity for residents to engage in physical activity.
- Active travel – new public realm and walking and cycling routes will encourage modal shift towards sustainable travel modes, particularly for people travelling into the town centre and to Pinchbeck Road and Albion Street.
- Local crime – the new layout of the HUB together with new public realm will open up the visibility of the site and reduce the opportunity to commit crime. Furthermore, a new MUGA comprising of informal football and basketball space will be delivered, which was identified as a need by young people in focus groups.
- Poor quality and insufficient community facilities – delivery of the HUB will provide swimming pools, sports hall, play area, health space, a 3G pitch and more. The facilities will be modern and fit for purpose and meet the needs of the current and future local population covering all demographics that include enhanced community focus through the range of co-located physical and mental health support agencies.
- Insufficient extra care housing supply – the extra care housing component will deliver 62 new units of extra care housing for local elderly resident, contributing to tackling the deficiency in the district.
- Wellbeing and loneliness – the wide-ranging programme of fitness classes, sports opportunities and community group sessions will work to reduce social isolation for those taking part that will be further enhanced by additional community sensory gardens and market garden growing areas. These assets will work to reduce social isolation for those taking part in their development to be provisioned as further health and wellbeing areas that will also be a tangible benefit for all future residents of the Extra Care Housing complex.

Who will be impacted?

The primary aims are to deliver both health and wellbeing as well as economic benefits for the community in the widest sense. This project therefore will impact people of all abilities, ages, genders and ethnicity.

Why the project is being undertaken:

The project is being undertaken to address the health and wellbeing deficit in South Holland and resulting disadvantage which stems from an underperforming sporting and leisure asset in Spalding serving the wider district population.

How the outcomes will be delivered:

The project/s will be delivered by the Council in partnership and see a series of interventions to create new health and wellbeing facilities that can act as a platform to bring together a central resource and services for the area, enhancing the quality life for the district and increasing the range of opportunities available.

The potential impacts and the planned actions to address them:

General – we acknowledge the importance of removing barriers to participation and addressing factors that impede the functioning of a fair and equitable society. Indeed, we recognise that without taking this action we frustrate and negate seeking to maximise the health and wellbeing impact for all in South Holland.

The partnership lead being adopted by South and East Lincolnshire Council Partnership will recruit a Communities Engagement Officer to lead on engagement and consultation for the development, design, service development and outcomes for the Wellbeing Hub. Therefore, we will support this post deliver on much of the equality and diversity needs and provision that will be addressed by the project.

People with disabilities –

We recognise the challenges that people with disabilities face both in terms of physical access to sport and health and wellbeing services. We intend to ensure that the physical development of the Health, wellbeing and sports related facilities in our proposals is implemented in a way which maximises opportunities for both the benefit of all in the South Holland area through the design and management arrangements for the facilities themselves and the services that will be delivered from them. The employment of a Community Engagement Officer to generate and provide the maximum level of engagement and input into design and development of the facilities and services will be key in this respect.

BAME communities – we are committed to ensuring that black, Asian, and minority ethnic communities and in the case of South Holland, the significant proportion of our community that represent migrant workers, particularly from Central and Eastern Europe, are treated fairly and equitably. These actions and activities will be driven forward through engagement and consultation headed up by the Community Engagement Officer and therefore will be central to our commitment to these communities. We will also ensure that our tendering process gives a high premium to businesses with a track record of supporting these groups. We will set up systems to actively monitor our impact in this context.

Gender/Sex/Gender Reassignment – we will take account of the challenges facing people who may experience discrimination from these groups through our contracting, property management and commercial development policies. We will set targets for the fair inclusion of individuals from these groups based on their distribution within our catchment population and we will measure progress regularly.

Governance – the proposal will be taken forward with full participative governance arrangements and ensure that decisions are taken on an appropriate basis that align with the intent to create a lasting positive legacy for the area. The delivery of equality and diversity objectives and outcomes will be integral to the Community Engagement Officer's post responsibilities and therefore ensure all activities and decisions taken are representative of a range of interests from across the community and thus support the overall equality duty.

Additionally, the Council in signing any future funding agreement accepts the need to comply with the following paragraph:

The Applicant shall at all times comply all obligations imposed on it as an employer by the Employment Rights Act 1996, the Trade Union and Labour Relations (Consolidation) Act 1992, the Employment Relations Act 1999, the Equality Act 2010 and the Working Time Regulations 1998.

An Equality Impact Assessment has also been undertaken for the Spalding Health and Wellbeing Hub LUF scheme, which outlines how the scheme will promote good community relations, reduce disparities amongst different groups and strengthen local community integration. The Equality Impact Assessment is available at Appendix B.

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

Yes

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

Yes

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### Provide further information supporting your answer

No (Site Preparation) – because for this SHDC is not an enterprise (or economic actor) for this purpose.

Yes (HOSC).

Please see DWF's advice set out in Appendix C (Section 9).

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

Yes

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### Provide further information supporting your answer

Yes (both interventions)

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

Yes

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### Provide further information supporting your answer

Yes (both)

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## Public policy objective principle

### Demonstrate below how your bid meets this principle

HOSC – the specific public policy in this case is to improve the quality and functioning of the existing leisure centre by replacing it with a health, sport and well-being centre (which suffers from regional disadvantage and a host of other failures). This will be done by closing the viability gap on this investment with the owner and operator.

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## Proportionate and limited principle

### Demonstrate below how your bid meets this principle

See DWF advice in Appendix C (Section 9).

HOSC – further work will be done to narrow the intervention to the demonstrated viability gap and no more. The projected revenue over the estimated useful life of the new facility will only just cover operating costs, meaning the entire capital cost of the works can be publicly funded. This is understandable given the public realm and site abnormalities associated with the development, together with the community offer element and demand levels in the area.

LUF funding agreement will also include a repayment of grant clause should viability gap be less than that anticipated.

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## Change of economic behaviour principle

**Demonstrate below how your bid meets this principle**

See DWF advice in Appendix C (Section 9).

SHDC has been considering options for facilitating development of HOSC including a "do nothing" option and cannot determine an alternative way that would be likely to deliver results at this cost other than subsidy

SHDC has engaged in surveys/feasibility as well as stakeholder and public consultation and is satisfied HOSC will not happen absent subsidy intervention hence the behaviour changing effect.

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## **Compensation of costs otherwise funded by beneficiary principle**

**Demonstrate below how your bid meets this principle**

See DWF advice in Appendix C (Section 9).

No works have started yet.

The public funding is a one off contribution to independently assessed (RICS/QS) capital costs since on-going revenue costs will in any event be funded by operating revenues.

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## **Appropriate policy instrument principle**

**Demonstrate below how your bid meets this principle**

See DWF advice in Appendix C (Section 9).

SHDC has been considering options for facilitating development of HOSC including a "do nothing" option and other smaller scale and different delivery options but cannot determine an alternative way that would be likely to deliver results at this cost other than subsidy.

SHDC has considered other sources of funding but commercial funding would only exacerbate the viability gap. SHDC is implementing the Project itself (direct intervention).

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## **Competition and investment principle**

**Demonstrate below how your bid meets this principle**

See DWF advice in Appendix C (Section 9).

SHDC preliminary studies support that the proposed works will have a limited negative effect on competition given the market failures which they will help rectify, and it actually expects the intervention will be a catalyst for future investment and not the other way around. It will commission further economic assessment to confirm this prior to award. The obvious benefit is the wider community well-being benefit a facility of this nature can bring.

The proposed subsidy can be analysed in terms of its inherent distortive effect:

- The nature of the instrument

Viability gap means that there is no other less distortive means of support available (eg loan)

- The breadth of beneficiaries and the selection process

Subsidy to promote health and well being that is made available to local disadvantaged population

- The size of the subsidy

It is limited in absolute terms to the viability gap and cannot be lowered.

- The timespan over which a subsidy is given

It is a one off grant rather than periodic.

- The nature of the costs being covered

It is against professionally assessed capital costs rather than operating costs

- Performance criteria

Performance criteria and a payment schedule linked to achievement of specific milestones will be incorporated into the subsidy agreement as deliverables with repayment

- Ringfencing

SHDC will separate the transactions relating to the subsidy into a special purpose vehicle

- Monitoring and evaluation

These will follow UK Government guidance and embedded in the funding agreement

- Geographical and distributional impacts

The subsidy is to meet existing demand in the area and is not expected to relocate or displace activity from another area. It is for the benefit of local residents and so not a disadvantage to any other group (eg leisure centres in the area)

- Subsidy races

The project will not involve competing subsidies from other areas and will not seek to displace based on subsidy

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## Net positive effects principle

**Demonstrate below how your bid meets this principle**

See DWF advice in Appendix C (Section 9).

Negative effects on competition considered negligible and easily outweighed by positives of achieving the objective and uplift it will give the whole town. To be confirmed again once further studies of negative effects on competition (if any) are confirmed as per 2.2.6

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

No

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## Has an MP given formal priority support for this bid?

Yes

**Full name of MP**

Sir John Hayes MP

**MP's constituency**

South Holland and The Deepings

**Upload pro forma 6**

Proforma 6 MP shdc-LUF2 Bid\_24-06-2022\_13-50-25.pdf

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

Introduction

The Hub has evolved through a comprehensive programme of consultation. There is significant strategic support for the scheme as evidenced by letters of support from the leader of the Council, Sir John Hayes MP, and others (see Appendix D).

## Public Engagement

The Hub is the result of ongoing community, stakeholder engagement and in-depth partnership work from 2019 to 2022 that has gained full understanding of the needs and requirements of the local community. The emergence of shared strategic and organisational partnership goals has been forged and consulted on to agree delivery roles and endorsed through council briefings with total support. See Appendix E for Stakeholder Engagement Plan

If approved, the scheme will be taken forward with a core number of key agencies, [REDACTED] all actively participating in the Hub's development through to delivery as part of the comprehensive offer to deliver key services from the site.

The sports offer follows work undertaken with many sports clubs that have informed the strategic reviews produced for enhancing and increasing local sports provision, including provision of new football pitches. All aspects of the challenges that face the site have been considered including anti-social behaviour reports and data from police to a prepared briefing with the Lincolnshire Police Crime Commissioner on seeking support to design out ASB issues on site and working with the police.

## Community Feedback

In 2019, face to face interviews were conducted with 400 people followed by more in-depth focus groups with both inactive adults and younger people. More recently, in 2022, stakeholder workshops were held to capture aspirations, needs and future co-location requirements. Social Media consultation resulted in a further 2,544 community engagements and UKSPF consultation on emerging wellbeing themes confirmed the Hub approach. This engagement undertaken has confirmed much of the core design and accommodation schedule for the Hub site.

## Consultation Response and Influence

The following core messages, learned through stakeholder and public engagement, have directly shaped the scheme:

- Collaboration between services to work in partnership rather than in silo is important.
- The social benefits of physical activity will help connect communities, reduce social isolation, and reduce anti-social behaviour.
- The scheme will target hard-to-reach groups to tackle health and participation inequalities.
- The scheme will encourage engagement from all demographics, particularly young people and girls.

The support for the Hub has been unanimous. The specific design considerations raised through consultation included:

- Extra Care housing is key given the lack of supply locally.
- The Hub should support use by unpaid carers e.g. Crèche inclusion, dementia friendly provision.
- Moving away from branding of 'sports and fitness' would overcome barriers to participation – "sport is not for people like me".
- Provide facilities that support for people with learning disabilities.
- Provide a link between community/sensory garden and Extra Care accommodation.

The video links below show local support for the proposed LUF investment:

[https://www.youtube.com/watch?v=\\_HsiJ23GT1M](https://www.youtube.com/watch?v=_HsiJ23GT1M)

#### Future Engagement

The Council have committed to employing a Community Engagement Officer to manage engagement plans and consultation.

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### **Has your proposal faced any opposition?**

#### Wide Ranging Support

The Council has progressed the scheme in consultation with key stakeholders and the wider community. This engagement has demonstrated wide-ranging and highly valued support for the proposals.

Social media and local press have been used to gather comments and feedback from as wide an audience as possible and this work has (throughout the current consultation and design phases) acknowledged and considered a small number of concerns about the redesigned BMX elements of the current site that are underused, rundown and separated from the main buildings. The proposed designs for this element of the scheme have sought to redesign the offer to combine the BMX and skateboarding provision, bringing the location of the multi-use facility closer to the main Hub. The opposition could not be said to be significant to relocating BMX elements, and it is envisaged that the Community Engagement Officer will work further with local groups from all interests to collect public ideas that feed into the specific design as the project develops.

#### Ongoing Consultation

The Council will continue to work in consultation with key stakeholders to ensure that the development of the scheme continues to be informed by community input, and that disruption to local businesses and residents is minimised during the construction period. This further engagement and ongoing consultation will focus the work of the Community Engagement Officer post that will be created to support the Hub design and future development

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

Yes

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

#### Overview

A range of socio-economic challenges and issues constrain the district, which underpins South Holland's ranking as a priority Category 2 LUF investment area. For certain domains of deprivation, including education, skills and training and income deprivation, South Holland contains concentrated areas of severe and entrenched deprivation, including Spalding's St Pauls ward located adjacent to the site. St Pauls ward ranks 9,760th out of 32,844 LSOA areas nationally for the IMD indicator (decile 3).

#### Community Facilities

South Holland lacks high quality and accessible community facilities, highlighted in both the South Holland Sports Facilities and Playing Pitch Reports (2019). Key community services and groups currently utilise dated and low-quality facilities (see Appendix F 'Existing Site Images') that are not fit

for purpose and this acts as a barrier to participation for groups with the greatest need. The swimming pool at Castle Sports Centre is the only community provision in the district, with no alternative swimming pools being provided by the private or education sector. The district's population is projected to increase from 98,000 in 2022 to 107,000 in 2036, which will increase the demand for community facilities.

## Health

As a district, South Holland has the 4th worst adult activity rate in England; 40% of adults and 48% of children are not meeting recommended exercise levels. The high physical inactivity rate is linked to a high prevalence of adults being over-weight or obese when compared to England. This has ramifications in terms of the health problems experienced locally, with residents suffering from high under 75 mortality rates from cardiovascular diseases and a high prevalence of diabetes. Physical inactivity is prevalent in local children and over 25% of Year 6 school children in the district are classified as "obese" or "severely obese".

The unemployment rate in South Holland in 2021 (6.0%) was above both the East Midlands and UK average. Furthermore, the proportion of residents in the district classified as economically inactive but wanting a job was 31.6% in 2021, significantly above the rate nationally (22.6%). As of 2020, the proportion of residents in South Holland aged 65 or over was above 25% which compares to 19% nationally. South Holland also has large rural and older population groups and therefore social connectivity is a prevalent issue. As a result of these characteristics, the district has the highest rate of loneliness in the County; 12.7% of residents "often or always" feel lonely (Feb 2021).

## Need for Proposed Scheme

South Holland feels like it is being left behind. It is critical that current local health and leisure facilities are re-imagined and re-purposed to provide residents with adequate opportunity to improve their quality of life.

Delivery of the Hub will address the following local challenges and deficiencies:

- Low physical activity levels in adults and children
  - High prevalence of obesity in adults and children
  - Local loneliness and wellbeing issues
  - Poor quality and insufficient supply of swimming pool facilities.
  - Lack of any 3G sport pitches
  - Shortfall in Extra Care unit provision
- 

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

### Introduction - Dilapidated Facilities

The 2019 Built Facilities strategy identified a shortfall in local swimming pool provision, stating:

"The pools at the Castle Sports Complex were built in 1974 and are therefore nearing the end of their planned life. As a result, the quality of provision of many elements of the facilities is poor. Many users are highly critical, and it is evident from the responses to the local community survey that many people are travelling outside the district to access better quality facilities elsewhere."

"One of the pools is a diving pit, with a depth of 5m. This has very little use for its primary purpose, its dimensions are not well suited to other forms of swimming for which there is higher demand, such as swimming lessons and

the volume of water is expensive to run in terms of utilities costs.”

#### Market Failure – why intervention is needed at Spalding

The Hub scheme would simply not be provided by a purely market-based solution. The private sector is incentivised by profit and will not undertake economic activities that do not make a sufficient return, like those at the Hub. Instead, without public intervention the existing facilities would continue to deteriorate.

Public/Merit goods – community facilities (like the Hub) are provided for the benefit of society and are typically under-provided by the market. This project places a real emphasis on the public access to the new sporting facilities. Public access to the site is required to ensure all groups, including the deprived communities across South Holland, can benefit from this facility of the highest quality.

Positive externalities – wider benefits will be generated by the high-quality sporting facilities such as enhancing the wellbeing of residents and the area's image which are not considered by market forces (“positive”). Without intervention, the existing buildings will further deteriorate, impacting the perception of Spalding as a destination (“negative”).

Equity – the type and level of access to sports facilities provided in Spalding, particularly relating to access to community facilities, differ from the rest of the UK and within the region itself, as well as across social groups. Residents across Spalding have demonstrated a desire for improved sporting assets, whilst research shows these communities have poor life outcomes, including high rates of inactivity.

#### Need for LUF

Considering the issues and barriers outlined above, there is a need for public intervention. Without significant external investment it is beyond the Council's financial capacity to intervene and support the community and economy to Level Up in terms of health, welfare and deprivation.

A key part of this rationale is that the cost to the Council - via means of a loan repayment of £26m over a 50-year period, with a combination of £520,000 per annum in Minimum Revenue Position (MRP) for 50 years and £910,000 per annum in interest at a total of £1,430,000 - equates to 15% of the Council's revenue budget, and the total cost of the debt to SHDC over 50 years is £68m. Consequently, the project would be unaffordable for the Council without funding support.

#### Increasing Demand

Furthermore, demand for local amenities will only increase as a direct consequence of significant planned housing growth, this totalling 11,861 new dwellings district-wide between now and 2036. Of these new dwellings, 5,510 are being built within Spalding itself, largely located to the west of the town and framed around the delivery of a new western relief road. Investment to support this housing growth is necessarily strictly limited to transport and education given the need to provide a relief road bridging the existing mainline not once but twice. This means that S106 and other funding associated with new housing development is, for the foreseeable future, simply unable to make any meaningful financial contributions towards other necessary local community infrastructure.

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

#### LUF Investment

The proposed scheme comprises the delivery of a Hub that will revolutionise the health and well-being offer for residents of Spalding and the wider district. The Hub will be developed at the existing Castle Sports Centre site in Spalding

(see Appendix A), which is Council-owned and the only site in the local area large enough to accommodate all the facilities required. The site is also located in the town centre and is therefore accessible for most residents in the district.

## The Hub

Detailed design plans for the Hub are available at Appendix G. The selection of facilities comprising the Hub has been determined from a detailed needs assessment, focused on increasing local physical activity levels.

The core facilities to be delivered include:

- Swimming pools – including main pool, teaching pool and children’s splash pad
- Multi-use sports hall
- Adventure play / clip climb
- Gym – 100 stations plus functional equipment
- Studios / multi-purpose rooms
- Bowls hall – a rink supporting 80-100 members and club membership up to 600 members
- Health space – individual consultation rooms for either multiple organisations or rooms as a permanent base. Two community group / activity spaces are provided to support the consultation rooms.
- Café – servicing both the health and wellbeing and leisure side with both areas having their dedicated spaces for waiting for consultations or viewing through to sports activities.
- 3G pitch – the only 3G pitch in the district will support local youth football development
- Multi-use Games Area (MUGA) - floodlit and available throughout the day
- Informal children’s play area - overlooked by the Hub café providing a family safe location
- Public realm – completing the cycle network on site and linked to residential and commercial areas
- Allotment - to provide life skills for disadvantaged members of the community, the food grown will be used to teach cooking skills in the kitchen within the Hub
- Sensory garden – providing shared community use and interest for leisure and Extra Care housing residents
- Extra care housing – 62 Extra Care housing units to provide the only Extra Care housing in the district area, significantly addressing the immediate need to reduce the 157-unit deficit in the district

To ensure the desired local outcomes are achieved, the Council will employ a Community Engagement Officer to work with stakeholders delivering services at the Hub to co-develop and produce programmes for all new facilities. Stakeholders will be further engaged at design stages to ensure elements such as dementia-friendly design and colours, and suitable changing and storage for buggies and pushchairs, scooters and cycles are fully considered.

## Addressing Local Challenges and Barriers

The proposed scheme provides a holistic approach of integrating wider informal activities including outdoor play, sensory and community gardens and a multi-agency approach to deliver high-quality sports, fitness, and health facilities and programmes for all demographic groups in the community. The Hub facilities will support an inclusive change in lifestyle for residents. For



example, men may access men's shed programmes delivered by Tonic Health and sign up for a walking football session on the 3G pitch, hence working to both increase physical activity and reduce social isolation.

The project specifically addresses the following key challenge and barriers:

- Physical inactivity – provision of new sports and leisure facilities provides the opportunity for residents to engage in physical activity.
- Active travel – new public realm and walking and cycling routes will encourage modal shift towards sustainable travel modes, particularly for people travelling into the town centre and to Pinchbeck Road and Albion Street.
- Local crime – the new layout of the Hub together with new public realm will open up the visibility of the site and reduce the opportunity to commit crime. Furthermore, a new MUGA comprising of informal football and basketball space will be delivered, which was identified as a need by young people in focus groups.
- Poor quality and insufficient community facilities – delivery of the Hub will provide swimming pools, a sports hall, play area, health space, 3G pitch and more. The facilities will be fit for purpose and meet the needs of the current and future local population.
- Insufficient extra care housing supply – the Extra Care housing component will deliver 62 new units of extra care housing for local elderly residents, contributing to tackling the absence of supply in the district.
- Wellbeing and loneliness – the wide-ranging programme of fitness classes, sports opportunities and community group sessions will work to reduce social isolation for those taking part.
- Dementia friendly facilities – a sensory garden in proximity to the Extra Care housing units will benefit people suffering from dementia.

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## Upload Option Assessment report (optional)

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

Theory of Change – South Holland

The proposed South Holland LUF project is rooted in a clear Theory of Change model (see Appendix H). The context for the bid is provided by the longstanding issues facing South Holland: high inactivity rates and a high prevalence of adults being over-weight or obese, high unemployment and economic inactivity rates, a large rural and older population group suffering from loneliness and shortages of Extra Care unit provision and high-quality sports facilities.

The LUF proposal is a key intervention which will underpin the delivery of the masterplan, designed to address worsening health outcomes and low levels of life satisfaction in Spalding. The LUF project will strategically address these issues primarily by:

- Creating a re-imagined and re-provisioned five hectares site that will provide a centre for physical and mental health and wellbeing across all ages and abilities serving the South Holland area;
- Acting as a catalyst for improved local economic performance and growth with increased footfall and enhanced connectivity towards the town centre; and
- To directly respond to the existing and growing health and wellbeing challenges in South Holland.

The proposal comprises a comprehensive programme of demolition and redevelopment of the Castle Sports Centre and Swimming Pool site, informed by the masterplan, Delivery Plan and programme timescales. To date:

- Detailed consultation has been undertaken on the masterplan proposals;
- The Council are exploring other funding streams to support their contribution including S106 funding;
- South Holland District Council has undertaken significant preparatory work and, together with South and East Lincolnshire Councils Partnership, has invested resources in developing the masterplan and engaging with partners; and
- Improved accessibility to health and sports facilities

The outcomes in the early to medium term will include improved accessibility to health and sports facilities for all members of the community and additional users of the sports centre annually, contributing towards the scheme aims. There will also be direct employment impacts from the new facilities and higher visitor numbers. The outcomes of the scheme will also include indirect employment in local supply chains (particularly driven by the Extra Care housing) as well as induced employment generated by the new employee expenditure.

Outcomes of the project will also include increased cycle and pedestrian flows around the hub due to the enhanced routes created which will in turn improve the local environment and have a positive health impact. The result will be a significant increase in use of sports and health facilities in South Holland which in turn will lead to further downstream positive outcomes as the LUF intervention improves health outcomes and increases Healthy Life Expectancy (HLE). This will in turn narrow the gap in HLE between local areas where it is highest and lowest, supporting the 'Health' Levelling Up mission.

Please see the attached Theory of Change (Appendix H). This will be reviewed and developed over the lifetime of the project as circumstances change and as new evidence is obtained, as part of the evaluation framework.

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**Theory of change upload  
(optional)**

Appendix H - Theory of Change.pdf

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

Confirmed Match-funding

South Holland District Council (SHDC) have committed to providing all the required match-funding for the scheme (£5,995,000) (see Appendix I).

Extra Care Units – Future Funding

Homes England financial support [REDACTED] will support onward development of Extra Care housing combined with related sums of private finance that have potential to add value to this element of the scheme.

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

Alignment with Local Policy

The scope of the proposed LUF scheme and the development of its design has been progressed by a coordinated multi-disciplinary team in full alignment

with local policy objectives. A brief overview of alignment is set out below.

Key policy documents relevant to the proposal include:

South East Lincolnshire Local Plan 2011-2036 (adopted March 2019)

Corporate Plan South Holland District Council 2019-2023

Lincolnshire District Council's Health and Wellbeing Strategy

Active Lincolnshire Fit for Future Plan 2021-2024

Lincolnshire County Council Spalding Cycling and Walking Network Plan 2021

South Holland Local Football Facility Plan

South Holland Indoor Built Facilities Strategy 2019

South Holland Playing Pitch Strategy 2019

The ambition of the South East Lincolnshire Local Plan is to ensure that needs in terms of homes, jobs and infrastructure are met for the area's current and future population. The proposed scheme will contribute to several strategic priorities including:

Sustainable Development – through meeting the social and economic needs of the area, whilst protecting and enhancing its environment for the enjoyment of future generations.

Housing - ensuring that the housing stock meets local needs and aspirations, including for older people.

Environment - promoting more efficient use of land and re-using previously developed land, as well as upgrading a range of community facilities, recognising that this contributes to the health and well-being of residents and visitors.

Active travel - improving accessibility to services and facilities by sustainable and public transport, making travel as easy and affordable as possible, in this case through co-location of services.

The SHDC Corporate Plan seeks to create a “place of prosperity, wellbeing and opportunity for all”, where The Hub's success will be measured by how it delivers against four key priorities. The way that the proposed scheme meets key priorities is detailed below:

Your Home – older residents are supported to live independently for longer without the need to rely on health services.

Your Place – leisure provision is modern, fit for purpose, and is inclusive and accessible for all people across the district. Green and public space is also available to residents to take part in regular physical activity.

Your Health & Wellbeing – physical opportunities are provided, enabling local people to improve their fitness, physical and mental health. Provision for community groups is made to reduce levels of loneliness and social isolation.

Your Opportunity - residents with health conditions have more equal access to employment and more residents of working age become economically active.

Several further local policy documents relate to increasing local physical activity. The Active Lincolnshire Fit for Future Plan seeks to make Lincolnshire “a place where everyone has the opportunity to be physically active every day”. The mission statement of the strategy is simple: more people, more active, more often.

Through priorities including housing, activity and wellbeing and community empowerment, LDC's Health and Wellbeing Strategy aims “to develop an ambitious agenda for improving health and wellbeing in Lincolnshire”. The

proposed Hub represents a holistic scheme that addresses all of these priorities.

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

### Levelling Up – Spalding

In February 2022, the Government published detailed plans to improve equality of opportunity and prosperity across the whole of the UK through the Levelling Up agenda. The Levelling Up White Paper (2022) sets out four specific Levelling Up objectives:

Boost productivity, pay, jobs and living standards by growing the private sector

Spread opportunities and improve public services

Restore a sense of community, local pride and belonging

Empower local leaders and communities

The White Paper proposes 12 'missions' through which the above objectives will be delivered. The themes of the missions are as follows (corresponding to the numbering above):

Living Standards, R&D, Transport Infrastructure, and Digital Connectivity

Education, Skills, Health, and Well-being

Pride in Place, Housing, and Crime

Local leadership

Delivery of the Health and Wellbeing meets a number of the Levelling Up missions. The Hub will significantly improve public facilities for sports, leisure, and health. Improving health, both physical and mental, enables people to live full and productive lives. Swimming lessons, work experience and apprenticeship opportunities will provide basic skills and qualification opportunities, upskilling local residents and enhance employment opportunities. Importantly, the redevelopment of the Caste Sports Centre site will restore civic pride into the town centre and support community connectivity to reduce loneliness.

The Sport England (SE) Strategy Uniting the Movement Strategy 2021-2031 imagines a nation of more equal, inclusive and connected communities, where people live happier, healthier and more fulfilled lives. The development of the Hub provides the opportunity for participation in a multitude of sports, fitness and health classes, as well as facilitating the needs of community groups. This social interaction will work to improve local wellbeing and mental health, whilst reducing physical inactivity.

Public Health England's Strategy 2020-2025 highlights the importance of helping families to make the healthy choice the easy choice, to improve diets and reduce rates of childhood obesity. In support of this Strategy, the Hub will offer lifestyle classes, for instance cooking classes for young people teaching how to use healthy ingredients that would be sourced from the Hub's community garden.

The BMA Get Moving Report sets out policy recommendations across four core parts of people's lives; (travel, leisure, school and work), which should be followed to increase physical activity levels across the UK. The Hub contributes to all four core areas:

Travel – the Hub provides town centre active travel opportunities through new pedestrian and cycling routes.

Leisure – the Hub provides modern, fit for purpose leisure and sports facilities.

School – the Hub provides health and sports facilities for school-aged children, as well as lifestyle and basic skills classes.

Work – the Hub encourages active travel to workplaces in the town centre.

The Hub will incorporate best practice BREEAM and sustainable building principles, to develop public facilities that minimise their impact on the environment. This aligns with national policy documents, including the Net Zero Strategy: Build Back Greener (2021), which aim to achieve net zero carbon by 2050 through developing energy efficient buildings.

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## Alignment and support for existing investments

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

Housing Infrastructure Fund

The bid will support £20m+ investment in key transport infrastructure in Spalding via Housing Infrastructure Funds providing land available for 5,510 housing units unlocking significant population growth that will in turn require the full range of health and wellbeing services that the new Hub will offer. The scheme will complement the LUF2 investment providing both physical and mental health provision for an increasing and diverse population based on investment that is accommodating residents needs into the long-term future.

LCC Active Travel Funding

Lincolnshire County Council are supporting £2m investment in Active Travel plans for South Holland that will support accessible cycling route provision immediately adjacent to the Hub site in Spalding, therefore ensuring that safe accessible and green travel plans will complement and significantly increase the offer, accessibility and attractiveness of the new Health and Wellbeing Hub development.

UK Shared Prosperity Fund

UKSPF investment plans and community engagement activities that are emerging from surveys confirm the current priorities to develop health and wellbeing services and community facilities. The surveys are currently being undertaken to seek views and input into investment projects that will “improve and widen the use of community buildings” as well as “business ideas linked to health and well-being, food production, tourism, culture and the arts, transport, environmental businesses and the digital sector” to support residents to achieve their potential and contribute to longer-term wealth and quality of life in the area.

Arts Council England National Portfolio Organisation

Planned investments include National Portfolio Organisation funds; a £3m bid that has been made to Arts Council England (result in Autumn) on behalf of South and East Local Council Partnership to develop direct support and add diversity to the town’s cultural offer that will in turn support the Hub site along the river and town centre areas. The projects that will develop from this investment, with the Council owned Ayscoughfee Hall as lead organisation, will support greater levels of footfall nearby to the Hub.

SHDC Town Centre Improvement Programme

Spalding and Holbeach Town Centre Improvement Plan is a multi-stakeholder community approach to investing £500,000 Council funding in a three-year improvement programme. This is supporting the town centre including plans for town centre infrastructure improvements, that will improve links with the Hub site along the riverside enhancing the attractiveness of pedestrian areas. Projects delivering new cultural festivals, green travel plans, communications and media campaigns and engagement of cultural and arts organisations are in development and are being supported throughout the town.

National Lottery Heritage Fund

A National Lottery Heritage Fund bid is being developed for Spalding town and riverside and if funded up to £250,000 will provide a unique and valuable set of engagement projects getting people actively involved in the town and river areas that link the core town centre to the Hub site. The work will seek to improve how people view the key current and historic benefits from various built and natural assets throughout the town and how they can be improved for the benefit of current and future generations.

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## Confirm which Levelling Up White Paper Missions your project contributes to

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

Living Standards  
Education  
Skills  
Health  
Wellbeing  
Pride in Place  
Housing  
Crime

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

Through the delivery of new sports and health facilities, the proposed Hub will contribute positively to health and wellbeing and will provide opportunities for residents to learn basic skills such as swimming, sports management and delivery, food and plant care and sourcing healthy food for consumption through the provision and community use developed for the proposed allotment.

The delivery of new high-quality public realm and the overall layout of the Hub will create an attractive area in Spalding town centre, hence developing pride in place and contributing to reducing local crime and a safer, more accessible environment for all.

The extra care housing element of the scheme will provide good standard and safe affordable housing for older people in South Holland bringing people closer to wellbeing services that will enhance their lives and bring greater access for more people to the town centre.

Educations and skills are being supported via the links made to local schools and educational resources that will be developed via partnership work focusing on apprenticeships and work placement programmes through Boston College.

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

### Overview

It is critical that sport and leisure facilities are replaced in South Holland to provide residents with adequate opportunity to engage in physical activity. The Hub has been developed to ensure the facilities and services provided meet local needs and will impact on the behaviour of residents to achieve improved health and well-being outputs.

The Hub is being provided to address the following local challenges and deficiencies:

- Low physical activity levels in adults and children
- High prevalence of obesity in adults and children
- Local loneliness and wellbeing issues
- Poor quality and insufficient supply of swimming pool facilities
- Lack of any 3G sport pitches

- Shortfall in Extra Care unit provision

### Regeneration Context

The population in South Holland is projected to increase from 98,000 in 2022 to 107,000 in 2036, which will increase the demand for community facilities in the district. South Holland lacks high quality and accessible community facilities. Key community services and groups currently utilise dated and lower quality facilities that are not fit for purpose and this acts as a barrier to participation for groups with the greatest need. The swimming pool at Castle Sports Centre is the only community provision in the district, with no alternative swimming pools being provided by the private or education sector.

### Health Inequalities

South Holland has the 4th worst adult activity rate in England; 40% of adults and 48% of children are not meeting recommended activity rates. The high physical inactivity rate is linked to a significantly higher proportion of adults in South Holland being over-weight or obese when compared to England. This has ramifications in terms of the health problems experienced by residents, with residents suffering from high under 75 mortality rates from cardiovascular diseases and a high prevalence of diabetes. Physical inactivity is also impacting on children as over 25% of year 6 school children in the district are classified as obese or severely obese.

The need for outputs from the scheme's proposal is exacerbated by South Holland's rapidly ageing population. As of 2020, the proportion of residents in South Holland aged 65 or over was above 25% which compares to 19% nationally. The proportion of working age residents in South Holland declined between 2010 to 2020 to 58%, 4% below the national average.

With its rural and older population, social connectivity is an issue, with the district having the highest rate of loneliness in the County; 12.7% of residents "often or always" feel lonely (Feb 2021). Declining mental health is a growing national health problem which is linked to unemployment, economic stress and social isolation. The unemployment rate in South Holland in 2021 (6.0%) was above both the East Midlands and UK average.

### Scheme Outputs

Outputs from the scheme include increasing participation, particularly focused on older people and those aged 16-24 years old, improved mental and physical health, less anti-social behaviour, increased skills via work experience and apprenticeships and improved social connectivity.

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

### Quality Assurance

A robust evidence base is required to provide a comprehensive understanding of local context and to articulate local strengths, challenges, and opportunities in order that the scheme is targeted appropriately to meet need and gaps in existing provision. The evidence base has been gathered through desktop research.

A range of publicly available data sources have been used to describe the local socio-economic context and problems and issues facing the area. These sources include:

- ONS: Mid-Year Population Estimates (2022)
- English Indices of Multiple Deprivation (IMD) (2019)
- Lincolnshire Joint Strategic Needs Assessment (2022)
- LUF: Prioritisation of places methodology note (2021-2022)



- ONS Personal Wellbeing Estimates by Local Authority (2021)
- Annual Population Survey (2020)
- Sport England Active Lives Data (November 2020-2021, published April 2022)
- Sport England Area Reports (2019)
- ONS: Opinions and Lifestyle Survey (Loneliness rates by local authority)

To ensure data robustness, multiple sources have been examined to verify the same conclusions. The overarching issues facing South Holland have been determined through national public statistics, supported by local stakeholder knowledge to illustrate how the Hub improvements could alleviate the socio-economic challenges in the area.

The unbiasedness of evidence presented from official public sources has been continually verified before submission. Certain public sources, such as the English IMD, allow sub-local areas to be examined to cross-check findings from bespoke surveys relating to socio-economic factors. Findings from the stakeholder engagement, which have highlighted the need for the proposed Hub scheme, have been confirmed through the publicly available data. Stakeholder engagement is key to confirming the desktop research findings, as stakeholders have a comprehensive understanding of local and sector-specific needs.

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

The Hub – who benefits?

It is important to understand who is likely to benefit from the impacts generated from LUF investment and the degree to which further demand and investment is stimulated. This assessment informs the area of influence and thus the geographical level of data and evidence considered within the preceding questions and the rest of this application.

The Hub will deliver integrated health space - including physio/consultation rooms, swimming pools, sports hall, fitness centre, bowls hall, 3G pitch and MUGA. The Hub will become a key place and local centre for the community and the district – the improvements will work to increase footfall and attract visitors from a wider geographical area. This LUF application therefore comprises interventions that are significant at both a local and regional scale.

Data is presented at the most appropriate spatial scale, including at the Lower-layer Super Output Area level (for the Index of Multiple Deprivation), ward level, district level, regional level and national level. Data from these different geographic scales, particularly for data related to physical activity, health and wellbeing, has been used for comparative purposes and to demonstrate inequalities between South Holland and the rest of country and hence the need for Levelling Up.

The socio-economic data indicators and evidence presented in the preceding questions were chosen to reflect key local issues challenges outlined through 'The Case for Investment'.

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

The Hub – supporting Levelling Up



The proposed scheme is expected to contribute significantly to addressing key local problems and support Levelling Up within South Holland. This is illustrated within the Theory of Change, with specific detail provided below.

### Health and Wellbeing Hub

- Problems addressed – the problems addressed are threefold. Firstly, health inequalities - South Holland has significantly low physical activity levels in adults (4th worst in England) and 48% of children are not meeting recommended activity levels. 38.4% of children in year 6 are obese and 67% of adults are classified as overweight or obese. The area also has high level of loneliness; 12.7% of South Holland residents report 'often or always' feeling lonely (February 2021) - this level is higher than other councils in Lincolnshire. The second problem which is addressed is the undersupply of sports facilities for the district. The Council's Indoor Built Facility Strategy and Playing Pitch Strategy (2019), both developed using Sport England guidance, identified shortfalls in both quantity and quality of sports halls, swimming pools, 3G pitches and health and fitness stations. The third issue addressed as set out in the Council's corporate plan is the shortfall in extra care bed provision.

The Council has undertaken extensive club, community, user and non-user engagement to determine the barriers to people being active and motivations to be active.

- Outputs – a Hub developed at the Castle Sports Centre in Spalding providing swimming pools; multi-use sports hall; gym; studios / multi-purpose rooms; bowls hall; health space including physio / consultation rooms; café; 3G pitch; multi-use games area; children's play area; public realm; sensory garden and extra care housing.

The new facilities together with stakeholder collaboration will engage all parts of the community to use the facilities, programmes, and activities at the Hub. Indeed, the whole facility mix has been developed with the community and stakeholders followed extensive engagement.

The key outputs are to significantly increase usage of facilities by all members of the community and to increase levels of physical activity by all residents of South Holland, with at the Hub, but in people's everyday lives. Public Health England identifies the benefits of physical activity as follows:

Regular physical activity reduces risk of:

- Dementia by up to 30%
- Hip fractures by up to 68%
- Depression by up to 30%
- All-cause mortality by 30%
- Cardiovascular disease by up to 35%
- Type 2 diabetes by up to 40%
- Colon cancer by 30%
- Breast cancer by 20%

Therefore, these health impacts for residents in South Holland will result from the delivery of the new health and wellbeing Hub.

Outcomes/impacts – the overall strategic outcomes that the Hub will deliver are set out below:

- More older people can live independently in their own homes through having physically active lives.
- Residents remain in their homes longer without needing to rely on health and social care outcomes.

- Communities are more connected and thus levels of loneliness reduced as more people are physically active and volunteer in sports, clubs and associations linked to the Hub.
  - South Holland has modern fit for purpose sports and physical activity facilities which have a community focus.
  - More residents use sustainable travel and transport.
  - Lower levels of crime and anti-social behaviour.
  - More people are physically active, which improves their health, fitness and mental health.
  - Increased levels of physical activity to reduce health inequalities.
  - Opportunities are provided for all residents to be active on a regular basis.
  - Reduced levels of social isolation in communities.
  - Physical activity is embedded into clinical pathways.
- More residents of working age are economically active
- Residents with health conditions have equal access to employment
- Older and younger residents are supported to re-skill and find employment
- Modelling basis – Health impact assessment based on data from DCMS and Sport England regarding the health impacts of physical activity.
- 

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

Team of Professional Advisers

The assumptions are based on a range of forecasts, baseline evidence, expert advice and consultations, which have informed quality assured modelling by independent specialists, as follows:

Costings and Masterplan

Varsity RICS has developed a detailed Cost Plan for the scheme, informed by the work of the project architects (Saunders Boston). Key assumptions are set out in the detailed Cost Plan (see Appendix J), and costs have been benchmarked based on the significant experience of the advisors in relation to other current schemes. The detailed Cost Plan makes provision for professional fees, marketing costs, developer contingency and finance costs.

Economic Analysis:

AMION Consulting has developed a comprehensive Cost Benefit Assessment model for the scheme. This model is based on assumptions and best practice outlined in the HM Treasury Green Book – for example, there is a consideration of optimism bias and a discount factor of 3.5% is applied. Costs and benefits have been profiled over an appropriate period and an additionality factor is applied to each benefit category. A detailed explanation of the benefits assessed is available within the Economic Technical Note (Appendix). AMION's modelling framework has been reviewed by Homes England analysts on behalf of DLUHC.

Leisure Consultants:

Max Associates has been operating for over 20 years and are market leaders in leisure management contract procurement. Delivering both consultancy and project management, they have extensive experience across the sport, leisure and cultural sectors. Max Associates were appointed by the Council to ensure

the sporting proposals were demand-driven and deliverable. Max Associates' report is available at Appendix K.

The revenue and throughput projections for the new Hub have been based on:

review of the financial performance of the existing Castle Sports Complex pre-Covid 2019/20 and recovery 2021/22

benchmarked income and expenditure using Sport England National Benchmarking Service and Moving Communities database

Indoor build facilities strategies and playing pitch strategy (2019)

- review of performance of comparable new-build facilities, (including Chiltern Lifestyles Centre, Amersham, White Oak Leisure Centre, Swanley Kent, Grange Paddocks Leisure Centre, Bishops Stortford) to assess growth in initial years of opening;

- commercial assessment of latent demand for fitness so growth in the centre's membership could be projected

- demographic and catchment analysis, including new housing plans and impact on population growth

- membership pricing

- pricing structures for casual use

- competition and comparable facility review

Expenditure projections are based on the following:

- staffing resource and costs considering existing and new facilities;

- increase in staffing costs given low employment rates;

- industry rates for R&M and utilities given the meter square size of the building;

- costs above the rate of inflation have been included for utilities given the volatility of the market; and

- industry standards for other areas of expenditure including marketing and cost of sales.

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

### Overview

This LUF application is supported by a Feasibility Cost Estimate to identify the estimated construction and project costs to extend and remodel the existing Leisure Centre at Albion Street, Spalding. The estimated construction costs for the project were undertaken by Varsity RICS, who are experienced quantity surveyors for sporting facilities.

### Converting Financial to Economic Costs

The nominal financial costs in the Financial Case (Deliverability section) have been converted to economic costs in line with the Green Book approach by using the inflation estimates from the Office for Budget Responsibility's (OBR) Economic and Financial Outlook to convert estimates of future costs to constant (2022/23) prices.

The constant price costs have been adjusted to present value costs by applying the Treasury's Social Time Preference discount rate of 3.5% per annum. Public capital expenditure within the programme is expected to run

until 2025, in line with the Levelling Up guidance. These calculations are set out in the DLUHC LUF Workbook (see Section 2).

### Optimism Bias

The economic costs for the proposed intervention include an allowance for Optimism Bias. This has been estimated using an Optimism Bias Mitigation Model based on the Supplementary Green Book Guidance produced by Mott MacDonald. All costs are considered to relate to standard building interventions (Upper Bound OB of 24%). This level of OB has been reduced through appropriate mitigation for the project, including the Council's knowledge of the site and existing feasibility work. A summary of the mitigations made for the project is included in the Economic Technical Note (see Appendix L). The mitigated OB for standard building elements is judged to be 10%. Regarding duration of works, the mitigations mean that any overrun is expected to be a maximum of 2% of the duration of building works. It is not expected that this would have a material impact on project costs. However, the impact of higher costs is tested in the sensitivity analysis.

### Costs

The estimated discounted public sector cost of the overall project in constant 2022/23 prices derived from the financial budget cost estimates is set out below. There is no public income expected in the intervention or additional costs within the Reference Case.

Gross public sector cost (nominal undiscounted prices): £25,995,000

Gross public sector cost incl. O.B. (nominal undiscounted prices incl. O.B.):  
£28,609,057

Net marginal public sector (real discounted prices inc. O.B.): £26,292,368

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## Describe how the economic benefits have been estimated

The framework for assessing the economic benefits of the LUF project has been developed using the HM Treasury Green Book, guidance published by DLUHC and other government departments including DCMS and BEIS, including:

Land value uplift (LVU) – analysis of changes in land values, which reflect the economic efficiency benefits of converting land into a more productive use. The existing land value is subtracted from the value of the more productive use.

Crime cost savings – These benefits relate to a reduction in the number of recorded offences within the immediate area due to the high-quality development. The estimated costs to society of each crime type are applied to the expected reduction in crime. These costs are taken from the Home Office Research Report and have been updated to 2022/23 prices.

Amenity benefits – Consistent with the DLUHC Appraisal Guide, it has been assumed that new green spaces in an urban environment have an economic benefit of £109,138 per hectare per annum (2016 prices). As the public realm area is enhanced existing space, 25% of this figure has been applied. This has been adjusted to 2022 prices and applied to the wider public realm area.

Labour Market – benefits associated with the job creation and reduction in barriers to employment for local workers. In line with DLUHC guidance, a local GVA per worker figure for South Holland from Experian for these sectors (£37,496) has been applied. In line with the labour market availability and WebTAG guidance, it is assumed 10% of jobs will be occupied by new entrants and there will be a 40% welfare impact for these jobs.

Employment wellbeing – Benefits experienced by residents not currently in work who move into jobs created by the project have been estimated based on values (£5,940 per year in 2018 prices) in the Green Book Supplementary

## Guidance for Wellbeing.

Education – These benefits relate to the apprenticeships that can be delivered by the scheme through the support by University of Lincoln and an operator. The benefits have been estimated through a wage premium from achieving Level 2 and 3 Apprenticeships as set out by BEIS, using the expected outputs from the facility.

Physical exercise wellbeing benefits – Research undertaken by the DCMS has quantified the social wellbeing experienced by people who participate in a range of sporting activities (using the compensating surplus approach). The estimated wellbeing value per sports activity (£10.84 in 2014 prices) has been applied to the forecast throughput figures as calculated by Max Associates within their demand report.

Health improvement benefits from swimming – The same research quantifies the social wellbeing experienced by people who participate in swimming (£15.67 per activity in 2014 prices). This value has been applied to the number of out of school children's swimming lessons that will be supported by this project as forecasted by Max Associates.

Personal and social development – The Green Book Supplementary Guidance for Wellbeing shows that life satisfaction improves based on participation in personal and social development programmes. Specialists for the project have forecasted the number of beneficiaries from CIMSPA accredited CPD delivered at the facility. We have monetised this effect at £5,200 per year for each participant (converted to 2022 prices), which is cited in the Wellbeing guidance.

Volunteering – As set out in the Green Book Supplementary Guidance for Wellbeing, volunteering is associated with enhanced wellbeing. Specialists for the project have forecasted the number of volunteers supported by the intervention through use of the leisure/health facilities in the Hub and clubs who hire space. Using the approach and values figure stated in this guidance, we have applied a value of £911 per volunteer (converted to 2022 prices) per year.

Active mode - Active mode benefits have been calculated through TfL's Active Mode Appraisal Toolkit (AMAT). These calculations account for decongestion, health, absenteeism, and journey ambience benefits.

In addition, a second BCR has been presented including distributional analysis – to reflect the larger benefits generated in a more deprived part of the country, aligning with the Levelling Up rationale.

Distributional analysis –The approach used to calculate these is that set out in the HM Treasury Green Book, based on equivalised disposable household income and welfare weights (the estimate of the marginal utility of income).

Further details on the calculations and the assumptions for additionality are set out in the Economic Technical Note (Appendix L). Overall, an additionality rate of 70.4% has been applied, based on the mean displacement rate for all interventions cited in the Additionality Guide.

---

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

### Value for Money

Benefit Cost Ratios, or BCRs, are widely used in government to assess the overall value for money of intervention. They are expressed as the ratio of benefits over costs. For example, a BCR = 2.34:1 means that a project will generate £2.34 of benefit for every £1.00 of cost. It is important to note that these inputs are not financial and are only used in the Economic Case to assess VFM.

The appraisal summary table sets out the estimated costs and benefits arising under the preferred option. It is estimated that the scheme will generate direct

benefits of more than £67 million. Allowing for distributional effects, reflecting the benefit of investment in an area of relative deprivation, the assessed benefit has increased to nearly £79 million.

Based on estimated net marginal costs of £26.3 million, the identified benefit will support a BCR of 2.6:1. This is above the previously acceptable DLUHC threshold of 1.5, particularly considering the wider benefits described below. This is also above the threshold of 2.0 and is therefore considered to be high value for money, particularly when adding the wider benefits described later.

There is no private sector contribution to the project, so the BCR is calculated as the present value of net economic benefits divided by the present value of net marginal public sector economic costs including optimism bias. As set out below this results in BCR = 2.6:1 and adjusted BCR = 3.0:1 - both considered high value for money .

Benefits:

Direct LVU - 6,466,128

Crime and ASB cost savings - 622,114

New Public Realm - 103,182

Labour supply - 3,938,867

Residents into employment - 257,366

Education benefit - 475,264

Physical exercise wellbeing benefits - 41,300,626

Health improvement benefits - 239,727

Personal and social development benefits - 3,311,832

Volunteering - 295,073

Active Mode (decongestion, health, absenteeism, journey quality) - 9,542,874

Distributional analysis (adjusted only) - 11,191,708

Total BCR Benefits - 67,628,149

Total BCR Benefits (with distributional) - 78,819,857

Costs:

Gross public sector cost (nominal discounted prices) - 25,995,000

Gross public sector (nominal undiscounted prices including O.B.) - 28,609,057

Net marginal public sector (real discounted prices including OB) - 26,292,368

BCR:

Total Initial BCR - 2.6:1

Total Adjusted BCR - 3.0:1

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Upload explanatory note  
(optional)

Appendix L - Economic Technical Note.docx

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**Have you estimated a Benefit Cost Ratio (BCR)?**

---

## Estimated Benefit Cost Ratios

Initial BCR	2.6
Adjusted BCR	3.0

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

### Introduction

In order to analyse unquantifiable effects, an assessment of the wider benefits associated with the Hub has been carried out. This has been undertaken through a scoring and weighting framework. Potential wider benefits include:

**Image, perception, and vitality:** the scheme will sustain and greatly enhance central economic and social asset to greatly enhance the image of the area as place to live, visit, and work. The LUF award will help to establish a 'virtuous circle' of development and investment that will significantly enhance perceptions of the town, both internally and externally.

**Agglomeration:** a consistent feature of modern economies is the concentration of economic activity in certain locations, most often cities or urban areas. Attracting new residents and businesses to the area, positive clustering and agglomeration impacts will occur.

**Community pride** – The scheme will re-establish the heart of the town centre as a focus for work, leisure, and key services. High quality design, prominently situated in the centre, alongside the creation of facilities to host a wide range of community and civic functions, will contribute to enhancing community pride and integration.

**Benefits to children** – The scheme will directly support local schools, groups, and clubs. The facility will be a focal asset for accessible use by children, where a direct need has been established. Creating the building blocks for children to develop is a critical part of Levelling Up. This facility will deliver significant benefits to these groups.

**Addressing disadvantage** – The scheme will help to Level Up the area through its accessible facilities, as well as the programmes for social development (CPD), apprenticeships, and volunteering. These opportunities will be accessible to all groups, ensuring that residents in deprived areas surrounding the facility will benefit directly from the scheme.

A weighting and scoring system have been used to assess these impacts – the most important wider benefits relate to image, community pride, and addressing disadvantage. Overall, substantial wider benefits are expected with a score of 8.4/10. The scoring table is set out in the Economic Technical Note (see Appendix L).

---

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

### Risk Register Approach

A Risk Register (see Appendix M) has been prepared for the LUF project which identifies the procurement, project-specific, client-specific and environment risks associated with the projects and determines their severity according to probability and impact of occurrence.

Key risks/uncertainties that could affect Value for Money (VfM) include:

Cost increases – (a) property/site characteristics delay or constrain proposed re-development plans; and (b) inflationary pressures arise from labour and other factor shortages.

Lack of demand/reduced benefits – There is risk that leisure sectors will continue to suffer from the COVID-19 pandemic (and associated footfall reduction) and that the forecasts are too ambitious.

#### Sensitivity Analysis Approach

Sensitivity analysis has been undertaken to test the robustness of the value for money estimates and their susceptibility to change in any of the key conditions underlying the programme. The sensitivity analysis has taken two forms: Scenario testing and Switching values.

The following scenarios have been run:

Scenario 1: 24% optimism bias of all costs.

Scenario 2: 10% optimism bias on all benefits.

Scenario 3: 25% reduction in the user forecasts.

Scenario 4: 25% uplift in the user forecasts.

Scenario 5: 10% increase to the costs and 10% increase to the benefits.

The scenario test results are shown in the Economic Technical Note. The BCR in all these scenarios remains above 1.5, a requirement for a good BCR.

The switching values show that for the BCR to equal 1, the costs need to increase by 152%, or the benefits need to decrease by 60%.

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

### Appraisal Summary Table 1

Upload appraisal summary table	South Holland LUF Bid - Appraisal Summary Table (5.4.4).pdf
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## Additional evidence for economic case

None selected

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## Confirm the total value of your bid

Total value of bid	£25995000
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## Confirm the value of the capital grant you are requesting from LUF

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

£5995000

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<b>Evidence of match funding (optional)</b>	Appendix I - Match-funding Evidence.pdf
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## Where match funding is still to be secured please set out details below

N/A.

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## Land contribution

<b>If you are intending to make a land contribution (via the use of existing owned land), provide further details below</b>	N/A
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<b>Upload letter from an independent valuer</b>	Appendix P - Castle Sports Complex Land Valuation.pdf
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## Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

The Council has received external financial advice that has confirmed that the VAT will be recoverable.

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

Varsity RICS – Cost Plan

Varsity Consulting Ltd is a Cambridgeshire-based Chartered Quantity Surveying and Project Management firm. Varsity has projects ranging from £200k to £20 million build cost on its books and can deliver projects up to £100 million. Varsity's current projects have been used to benchmark the likely construction costs for this project as they are of a similar nature and are "current".

A recent example is Hartham Leisure Centre extension and refurbishment, on which Varsity is delivering Quantity Surveying and Project Management services. At the heart of the £9 million project is a refurbishment works will include the pool hall, changing rooms, and conversion of the existing fitness suite to a spin studio and changing rooms. South Holland District Council engaged Varsity because of this knowledge-based of leisure centre work.

These Hub costings have been based on design information issued by Saunders Boston Architects.

The works will be procured under one contract from a Main Contractor of a suitable size and nature, and the works will be undertaken in a single phase of construction with no limitation on sequencing. The Cost Plan estimate excludes loose furniture, catering equipment, climbing walls / equipment, sport and fitness equipment, IT, AV, and any other FF&E.

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

### Feasibility Cost Estimate

This LUF application is supported by a Feasibility Cost Estimate to identify the estimated construction and project costs to extend and remodel the existing Leisure Centre at Albion Street, Spalding. The estimated construction costs for the project were undertaken by Varsity RICS, who are experienced quantity surveyors for sporting facilities.

Tender price inflation has been included based on a Q3 2023 start on site date for all works except the demolition which would commence Q1 2025. Varsity prudently note that there is the potential for volatility in the construction market over the coming months (particularly with regards to the effects and potential effects of Brexit, coronavirus, energy prices and Ukraine), and as such this should be reviewed on an ongoing basis.

The build cost envelope includes a risk-based contingency of £1,688,000.

Optimism Bias has been excluded from allowances and funding profiles within the Financial Case.

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## Describe the main financial risks and how they will be mitigated

### Hub Risk Register

A Risk Register (see Appendix M) has been prepared for the South Holland LUF bid projects. The financial risks include:

Public sector funding risk – delivery will be contingent upon securing LUF in accordance with the financial models and funding profile set out in this funding application. The mitigation response has been to ensure a robust application is submitted alongside a detailed business case. Support from an independent third party, AMION Consulting, means that the project has come under vigorous scrutiny. As part of this process, various project options have been assessed, including a reduction in scale, giving the project feasibility without the LUF funding.

Market risks – there is a risk of not having a sufficient understanding of the demand for health, wellbeing, fitness, sporting, recreational facilities, and services in the South Holland area. The success of the project is contingent upon this demand. Demand could be affected by unforeseen changes in economic and external conditions, including the uncertainty generated by the war in Ukraine, slowing economic growth and rising inflation. However, South Holland District Council and the delivery partners have a good knowledge of local market trends and have commissioned independent expert advice. The council will continue to actively monitor the level and nature of demand. Moreover, the delivery of the project and the subsequent economic benefits will occur over several years, which are likely to include various economic cycles. On the register, a key risk is “misjudged market context”.

Cost risks – there is a risk that the costs of delivering the interventions are greater than those identified. However, Varsity Consulting has prepared the cost estimates and included an allowance for contingencies and risk. Furthermore, costs will be continually refined and monitored as the projects develop to manage these risks. Well-established arrangements are in place to ensure cost control. A strong governance framework and effective systems are already established to support cost management on an ongoing basis. Cost overruns in relation to the scheme will be the responsibility of the South Holland District Council. On the register a key one of these risks is “capital cost risk”.

Income risks – there is a risk that the Health and Wellbeing Hub will not be

able to generate enough income to be financially sustainable in the long run, resulting in the council being left with an expensive liability. Poor income generation could be the result of various factors including, but not exclusively, an inappropriate pricing and usage strategy, bad management, or lack of long-term community support. To mitigate this risk, responsibility for the financial management of the Health and Wellbeing hub has been placed on the third-party operator, with the onus on them to handle any shortfall, passing the risk onto them. On the register one of these risks includes “pricing and usage strategy”.

Financial stability of contractors - there is a risk that the contractors for the key project components do not have access to sufficient funds to meet cash flow requirements or have financial difficulties. However, the Council has well-established and robust arrangements to undertake due diligence prior to appointment and will continually monitor and manage performance. South Holland District Council will apply rigorous vetting procedures as part of the due diligence and legal agreement process. The process will recognise the wider market risk within the construction sector.

Legal risks – the risk of legislative and regulatory issues arising could result in delays to the scheme or its scope, which would affect costs or might extend delivery beyond the funding period. Further, there is risk that interventions do not comply with State Subsidy regulations. The District Council has considered the proposed scheme and believes it is compliant and that there are unlikely to be significant legislative changes that would affect the proposal. These risks are present on the register such as risk #32 legislative.

Risk of clawback of external funding – to avoid LUF being taken back, there will be a regular review of any potential slippage in the delivery of contractual expenditure, outputs and outcomes as tracked by the Council’s internal monitoring systems.

The cost estimates prepared by Varsity Consulting are based on appropriately prudent benchmarks and make provision for contingency. Allowances for inflation are clearly set out.

Any cost overruns associated with the identified programme of capital works will be met by South Holland District Council. Based on an assessment of optimism bias, the potential unallocated risk premium has been calculated and there is sufficient flexibility within the Council’s capital budget to cover this overrun.

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**Upload risk register**

Appendix M - Risk Register.xlsx

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

N/A

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

N/A

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

Please refer to the Delivery Plan (Appendix N), which includes full details of the proposed commercial structure, risk allocation and procurement strategy

for the proposed Spalding Health and Wellbeing Hub LUF scheme.

#### Operating Model

In assembling the project management approach, the Council have put forward a target operating model that is proven in terms of being able to deliver works at pace, underpinned by robust arrangements for pre-construction, design, construction, project management and cost management.

#### Project Management

In the governance structure for this project, which also sets out the procurement and project management approach in relation to this award, and for the management of contracts for works/services funded by the grant. The procurement approach is based upon a clear rationale for the strategy selected, and why we have discounted other options.

The Council will have overall strategic responsibility for delivery of this project with robust governance arrangements in place for Cabinet approval and scrutiny, gateway reviews, quality assurance and change control. A formal commissioning route is already established for works to flow through the Council's procurement department.

In selecting the procurement model for both design and construction services, three routes have been explored: in-house delivery, tender, and the use of national public sector frameworks.

#### UK Leisure Framework

The proposed procurement option is using the UK Leisure Framework (UKLF) which is open to all public sector bodies. The Council had already engaged BDP to undertake a comprehensive feasibility, which has formed the basis of this bid LUF2 submission. Therefore, the proposed option for design and construction delivery will be through the UKL Framework

This process provides for the fastest, most resilient, and compliant procurement of a contractor. The time (and effort) to conduct a project-specific tendering exercise is avoided enabling faster project delivery. This is a proven delivery model, end to end, and will ensure that if successful, this bid can be delivered at speed and in line with the requirements of the funding body. A principal contractor will be employed, but as stated earlier, the project will be managed by the Council's in-house resources for pre-construction, design, construction, project management and cost management.

The Council is confident that the route to market proposed is appropriate for the scale and nature of this project and will ensure that the principal contractor who's appointed will have the capacity/capability to deliver this project, set against a proven track record of delivering projects of this scale/nature across the public sector.

The UKLF is a contracting authority and central purchasing body as defined by regulation 2 of the Public Contracts Regulations 2015, whose main activities include procurement, design, construction, and property management. The UKLF is used by a wide variety of public sector organisations and illustrates conformity of the framework with government procurement policy requirements.

Within the response, the Council have set out how it will effectively manage this bid to ensure all aspects of project delivery, and how it will manage/mitigate supply chain risks, and the UKLF procurement route provides several key features which address our local procurement strategy drivers in support of the Council's policies, and which also effectively address government policy and guidance. The Council recognises the value of pipeline aggregation and long-term contracting arrangements, and as such works strategically with the UKLF to support the development of framework pipelines. The UKLF will represent the Council's interests and those of other clients in regular engagement with the cabinet office and the local government association.

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

Procurement and contractor management

Within the Delivery Plan (see Appendix N), the Council details the leads for the procurement and contract management of this bid and the expertise/skills they have in managing procurement and contracts of this nature.

As detailed in the governance structure, the leads for procurement and contractor management will be Assistant Director for Strategic Projects, Richard Hodgson will oversee the capital delivery of the project. Matthew Hogan, Assistant Director for Strategic Growth and Development will act as senior 'client' for the project, in a role overseeing the strategic direction for the project as a whole that will ensure the built project delivers the council's strategic outcomes.

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

Overview

The Council has well developed and tested existing project management arrangements which are set out in the internal project management procedures. These are being applied to the South Holland Health and Wellbeing Hub project and have guided the Council to previously deliver many large projects.

Architects – Saunders Boston Architect

The Council have already appointed Saunders Boston Architects for the design of The South Holland Health and Wellbeing Hub project, and the design stage is already well developed. This decision has been taken to limit the council's risk and expenditure, and also because Saunders Boston Architects have strong capability and capacity in the leisure sector

Project management and cost management – Varsity Consulting

The council propose to outsource the project management and cost management Varsity Consulting Ltd for project manager and cost consultancy, the Furness Partnership for structural engineering, Cunnington Clark will undertake building services engineering, and Saunders Boston Architects

Legals – DWF

Legal support is provided to the Council by DWF Law, a leading global provider of integrated legal and business services delivered through teams across eight core sectors, employing an integrated legal management approach that delivers greater efficiency, price certainty and transparency for their clients without compromising on quality or service.

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

Introduction

The Council have a dedicated procurement department who will engage with key suppliers to effectively manage their contracts so that they deliver on our desired outcomes

The supply chain for the design and build of this project is likely to be procured from the UK Leisure Framework run by Alliance Leisure, but council officers are currently awaiting formal committee approval, subject to confirmation that we have been successful in our application for round 2 LUF funds. The Council will ensure that the principal contractor has a proven track record of delivering public sector contracts on this scale through previous and current project commissions.

#### UKLF

The UK Leisure Framework (UKLF) allows for the direct appointment of a development/construction partner for scoping, design, construction, and the development of leisure centres, play facilities, recreation facilities and sports facilities across the UK public sector. It also supports the marketing of these types of facilities as well as the provision of equipment to enable a true turnkey approach to be delivered to clients. The framework is available to all UK public sector organisations. This also includes any leisure trusts and/or mutual arm's length limited companies that are associated with any UK public sector Authorities, or any other Private Limited Companies that are operating leisure facilities on behalf of a UK Public Sector client organisation.

The principal contractor will be appointed in-house from UKLF on a design and build basis. The procurement route provides early involvement of the supply chain reducing design risk to the Council, which we have previously set out in the commercial and governance arrangements for our bid.

UKLF allows:

- Direct award of contract.
- Is fully compliant with UK procurement regulations.
- Ensures Performance managed delivery.
- Embedded Social Value KPIs.
- Fully audited delivery.
- Local supply chain delivery.

The Council regularly reviews the financial standing of all its supply chain partners and their capability to deliver within this framework. In turn, the Council's in-house procurement department has a rigorous vetting and approval process for all supply chain partners.

#### Supply Chain Risk Management

Every contract involves risk. Some of the possible risks are:

- Mismatch between expectations and outcome.
- Supply chain disruption.
- Movements in market prices.
- Supplier financial failure.
- Serious force majeure events.
- Supplier takeovers and mergers.

The evaluation model for each contract will reflect the risks associated with it and our risk appetite. Where the Council is less inclined to take on a risk, the terms and conditions of the contract will place push the risk towards the supplier, and the evaluation model will take this into account.

The Council's Strategic Risk Management Group oversees our approach to risk management. It is recognised that risks will inevitably exist in the supply chain and that, on occasions, such supply chain risks will inform the corporate risk register. In all instances of one-off high-risk projects, the Council will create

a specific project risk register to which procurement will be a contributor.

The responsibility for contract management will rest with the Council's service manager, who will, post-contract award, apply appropriate resources and skills to ensure:

- Suppliers meet their contractual obligations
  - Excellent relationship management exists.
  - Potential supply problems are identified as early as possible.
  - Health and safety requirements are fully complied with.
  - Purchase prices do not escalate.
  - VfM is obtained and can be demonstrated.
- 

## **Set out how you plan to deliver the bid**

### Overview

The Delivery Plan for the Hub project is provided in Appendix N, supported by supplementary documents such as the Programme, Risk Register and Stakeholder Engagement Strategy.

### Key Milestones

The Council has developed a comprehensive Delivery Plan, with much of the work to be undertaken already underway. The design has been completed to the end of RIBA Plan of Work Stage 1.

It is proposed that the Spalding Health and Wellbeing Hub will be delivered in three phases. The construction of the 'Hub' will be delivered in an 18-month construction phase, followed by the demolition of the existing Castle Swimming Pool, planned to take place between March 2025 and May 2025. Following the opening of the new pool, and the demolition of the existing, a third and final phase will be the construction of Extra Care, scheduled to commence in June - July 2025.

### Key Dependencies and Interfaces

The site for the Spalding Health and Wellbeing Hub is wholly owned by the Council which eliminates many of the key dependencies and interfaces when land assembly and purchase do not have to happen, placing the Council in a unique position to facilitate an immediate start on site subject to LUF finding.

### Skills and Capabilities

The Council acknowledge that a range of specialist skills will be required to deliver Spalding Health and Wellbeing project. Consequently, the Council have outsourced the architectural design to Saunders Boston Architects. Legal support has been provided to the Council by DWF Law, a leading global provider of integrated legal and business services.

The Council propose to outsource the project management and cost management to Varsity Consulting Ltd, the Furness Partnership will provide structural engineering, Cunnington Clark will undertake building services engineering, and Saunders Boston for Architectural services.

The Council has well developed and tested in-house project management arrangements which will be applied to this project and having previously guided the Council to deliver a large number of complex winning projects.

### Arrangements for Managing Delivery Partners

The scheme will be delivered in-house by collaborative, competent staff drawn

from a diverse resource pool across the Council, and its selected supply chain partners. The Council's in-house delivery team will report project performance on a monthly basis to the projects board, chaired by Adrian Sibley, Deputy Chief Executive (Programme Delivery).

The monthly performance report provides an update on programme, cost, and risk through a formal board report for each project, which then enables agile decision making on any issues identified. Any change/actions agreed are then formalised through the normal change process between the Council and its delivery partners. Clause 40 also requires the contractor delivering this project, to produce a quality policy for delivering the works, as part of the overall assurance process.

Assistant Director for Strategic Projects, Richard Hodgson, will oversee the capital delivery of the project and will provide leadership and strategic support to the delivery team. A project manager, Varsity Consulting Ltd, will deliver the day-to-day contact requirements on a full-time basis, both holding senior positions within the Council and have the authority to deliver on the Council's commitments.

The Council's approach to managing delivery partners will offer an open, transparent, and collaborative manner to deliver the project outcomes and continuously improve throughout the duration of the project.

### Strategy and Communication Approach

A Communications and Engagement Strategy (C&ES) is in place for the project, and this strategy has been used to develop the project to its present stage with partners, including preparation of the LUF bid and work to develop the project to concept design stage.

As the project moves forward the council will continue to develop and review the C&ES and its underlying principles, so to manage communication and engagement with the community through the design and construction (D&C) of the LUF scheme. It is also anticipated that the C&ES will drive further communications and engagement in respect of the Extra Care Housing development that will commence at the end of the LUF-funded aspects of the overall programme.

The C&ES will also be developed further to address the technical delivery requirements of the project, including any requirements of the Planning Conditions of Approval, the Environmental Impact Statement (EIS), environmental management measures (EMM) and any submissions made along with the Preferred Infrastructure Report (SPIR) and all applicable guidance and legislation.

### Confirmation of Powers of Consent

Full planning permission will be required for the Spalding Health and Wellbeing Hub. It is proposed that pre-planning application consultations will be undertaken to improve both the efficiency and effectiveness of the planning application system and improve the quality of planning applications and their likelihood of success.

### Approach to Monitoring Progress of the Scheme

It will be the responsibility of the principal contractor to provide regular progress updates in line with the building contract requirements issued in most of the cases on a monthly basis. These reports will discuss the current project progress with planned schedule of work in terms of time and budget to forecast the project finish date. These reports also highlight the constructability problems, quality issues including test results, contract changes including modification in design and increase/decrease in quantities, and pending issues from progress meetings.

Financial management of the project will be undertaken by a consultant cost manager, who will be appointed to the role of quantity surveyor for the commercial management of the entire project, and it will be a contract requirement that the post holder is a RICS chartered quantity surveyor.



The project manager will maintain the project network and monitor against slippages in cost, time and quality for the duration of project. To achieve this, the Council will employ a digital construction, collaboration and monitoring system, a web-based electronic collaboration technology offering the very best practice for the construction industry where all the information for a project including drawings, documents, photographs and reports etc. can be stored safely in the cloud and shared on-line with all project participants.

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

As identified within the DLUHC Workbook, the following delivery activity will occur in 2022/23:

Leisure centre – design work and site surveys.

External works – design work, site surveys and landscaping.

3G pitch and MUGA – design work and site surveys.

Skate Park – design work and site surveys.

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## **Risk Management: Set out your detailed risk assessment**

### Overview

The South Holland District Council recognises the importance of risk management for effective corporate and project governance. Risk management is a process that allows individual risk events and overall risk to be understood and managed proactively, optimising success by minimising threats and maximising opportunities. The Council's principles for dealing with risk are detailed within its Risk Management Policy and a detailed risk assessment has been undertaken in the form of the risk register. This is set within the PDP.

The key objective of the Risk Register (see Appendix M) is to apply pre-assessed and documented risk management procedures to specific, identified hazards. Risks have been assessed using judgements in relation to the probability and impact of each risk item. Proposed mitigation for these risks is detailed alongside that demonstrating planned action to adequately control the risk within acceptable tolerances.

The risk register categorises risk in line with the Green Book guidance. Those categories are listed below. Project subcategories are also applied for internal purposes:

- Design
- Planning
- Build
- Project intelligence
- Environmental
- Contractual
- Operational
- Availability and performance
- Demand
- Volume

- Maintenance
- Technology
- Funding
- Catastrophe
- Regulatory

Some key risks associated with the project as extracted from the risk register which currently have a high pre-mitigation rating include:

Risk - Public Sector Funding: Failure to secure the LUF bid funding  
 Pre-mitigation score - 15  
 Mitigation - Ensuring a robust application and strong supporting business case with support from an independent third party, AMION consulting.  
 Post-mitigation score - 10

Risk - Geopolitical instability: Political and economic turbulence causes price increases in construction materials, equipment, transport delays etc  
 Pre-mitigation score - 16  
 Mitigation - Factor in considered inflation and buy equipment as soon as funding is approved.  
 Post-mitigation score - 9

Risk - Utility constraints: the existing network has insufficient capacity  
 Pre-mitigation score - 15  
 Mitigation - Early engagement with utilities. STAT Survey, TOPO survey. Early M&E/Civil engineering engagement. Cost and time allowance would be required to provide adequate power to the site.  
 Post-mitigation score - 6

#### The Risk Management Process

Individual risks have been allocated to members of the project team best placed to mitigate the risk given their role within the project. Where known individual persons are quoted to be clear on accountability. Where procurement is required to engage the specific project team role the consultant discipline is listed. The requirement to manage the identified risk will be embedded within the procurement task for the consultant team members.

Risks will be managed within the individual workstream, as set out within the Project governance, and reviewed on a regular basis through the Health and Wellbeing Hub programme board. The Hub's Operations Director will hold the responsibility for the maintenance of the risk register with support from the Hub's Programme Manager. The programme board will be responsible for the allocation of resources and key decisions to mitigate the impact of risk that materialises during the course of the project delivery.

As each risk is mitigated in full, the proportion against risk will be reviewed and reallocated in conjunction with the advising consultant team with decisions ratified by the programme board.

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

### Track Record

The Council have a strong corporate track record of delivering capital projects. The individuals responsible for overseeing the delivery of the Hub have extensive experience of successfully delivering major regeneration schemes.

Michelle Sacks (South & East Lincolnshire Councils Partnership)

Michelle is Deputy Chief Executive (Growth) for the newly formed partnership

between Boston Borough Council, East Lindsey District Council and South Holland District Council and has responsibility for growth which includes place, infrastructure, economic growth and transport. Michelle is also the lead chief officer on the Town Deal and Levelling Up Funds and wider funding streams across the three authorities. Michelle works with a wide range of strategic partners to unlock the potential of the area covered by the partnership, with particular emphasis on skills, health and inward investment.

Adrian Sibley (South & East Lincolnshire Councils Partnership)

The delivery of a programme of strategic capital projects will be led by Adrian, once full planning consent and the agreed match funding is released to commission the agreed works, Adrian's directorate will be responsible for implementing the Council-led capital projects, whilst the Economic Growth team will continue to work with externally led projects, support the Town Deal boards and maintain the relationship with HM Government.

Matthew Hogan (South & East Lincolnshire Councils Partnership)

Matthew is the Assistant Director for Strategic Growth and Development for the Partnership. A qualified housing professional by background, his responsibilities include the delivery of major strategic projects linked to growth, economy, infrastructure, housing supply, town centres and the wider 'levelling-up' agenda. His role involves working with partners to formulate strategic projects that deliver on the ambitions of the partnership. Matthew also has a background in working on large government funded initiatives, including Housing Infrastructure Fund and Towns Deal projects across the wider Partnership area, alongside overseeing South Holland's £18m HRA housing delivery programme. Matthew is the identified client sponsor for the South Holland Health and Wellbeing Hub project, having been involved in the project since its inception.

Richard Hodgson (South & East Lincolnshire Councils Partnership)

Richard is the Assistant Director for Strategic Projects for the Partnership. A Chartered Surveyor with over 30 years of property and major project delivery experience across the public and private sector, his responsibilities include overseeing capital major direct project delivery for the partnership. His role involves overseeing corporate capital project management and delivery and has been instrumental in progressing the delivery of projects within the three towns deals across Skegness, Mablethorpe and Boston. Richard is the identified delivery sponsor for the South Holland Health and Wellbeing Hub project, having been involved in the project since its inception.

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

Governance – LUF project

From 1st October 2021, capacity, and resilience to implement all elements of the levelling up process has been strengthened following the establishment of the South and East Lincolnshire Council Partnership. This brings together collective management resources and shared workforce structures across Boston Borough Council, East Lindsey District Council and South Holland District Council to deliver the investment plan projects and priorities, as part of the partnership's strategic ambition to make a real and tangible difference to the outcomes for local communities and local places.

Towns Deal

The South Holland Health and Wellbeing Hub will be formed of the same project governance and administration structure that is successfully delivering the three £25m Towns Deal programmes for Boston and East Lindsey, and the same structures will be applied in the governance and management of this capital project.

Assurance and resilience is in place with the Assistant Director for Strategic

Growth and Development and the Assistant Director for Strategic Projects resourced from the Programme Delivery Directorate, working collaborative, and focused on the delivery of major strategic capital projects.

The primary areas of focus for the council's Economic Growth and Strategic Project Delivery Team will be:

- Direct reporting to, and promotion of the relationship with, HM Government via the Department for Levelling Up, Housing and Communities (DLUHC);
- Supporting the local authority role as the accountable body;
- Enabling the full business case submissions for all projects and identifying key risks;
- Working with all projects leads to transition from business case development to project delivery and promotion; and
- Delivery team onboard from concept stage to input to programming and development of resourcing and procurement strategies as well high-level programming and risk management.

#### RIBA Plan of Work

In terms of the RIBA Plan of Work 2020 overview, the Economic Growth Directorate and the council's Programme Delivery Directorate will lead the commissioning of agreed work steps for council-led schemes up to the completion of RIBA stage 4.

From RIBA stage 5 onwards, delivery and contract management responsibility will be led by the programme delivery directorate whose skill set is tailored towards the delivery of major capital projects. RIBA stage 7 (building use, operation, and management) will be subject to final confirmation and approval of the council's ongoing operational model, post completion and handover from the main contractor for all or individual elements.

The primary areas of work of the programme delivery directorate relating to South Holland's levelling up projects are:

- Supporting concept and feasibility stages, feeding into development of the levelling up funding bid and full business case submission.
- Programme management.
- Appointment of main construction contractor.
- Assignment of project manager/team (client side) for each capital project.
- Contract and project management (including risk management and approval of contract exemptions).
- Project governance and financial assurance.
- Stakeholder management.
- Benefit monitoring, recording, and reporting of all physical outputs.

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

#### Financial Sustainability

A detailed revenue business plan has been developed for the new Health and Wellbeing Hub (Hub). It has been developed with specialist leisure consultants, Max Associates.

In projecting the potential income streams, the following has been considered:

- a review of the financial performance of the existing swimming pools and sports complex, pre-Covid 2019/20 and recovery 2021/22
- income and expenditure has been benchmarked using Sport England National Benchmarking Service and Moving Communities database
- performance of comparable new-build facilities has been reviewed (including Chiltern Lifestyles Centre, Amersham, White Oak Leisure Centre, Swanley Kent, Grange Paddocks Leisure Centre, Bishops Stortford) to assess growth in initial years of opening;
- latent demand for fitness has been commercially assessed, so growth in the centre's memberships could be projected
- engagement with local clubs regarding future use of the facilities including Bowls club, Spalding United Football Club, and health providers
- demographic and catchment analysis, including new housing plans and impact on population growth
- membership pricing
- pricing structures for casual use
- activity programmes have been developed for the core facility areas including; swimming pools, sports hall, 3G pitch and MUGA
- competition and comparable facility review
- demographic and catchment analysis.

Expenditure projections are based on the following:

- staffing resource and costs considering existing and new facilities
- increase in staffing costs given low employment rates
- industry rates for R&M and utilities given the plans as well as a review of current utility costs
- costs above the rate of inflation have been included for utilities given the volatility of the market
- industry standards for other areas of expenditure including marketing and cost of sales
- typical operators head office costs and surplus allocations.

Income is projected at £2.44 million, with expenditure, including staffing, utilities, R&M etc totaling £2.4 million - this leaves a small operating subsidy of £36,000 per annum.

Please refer to Appendix O for the full detail of the income and expenditure assumptions.

#### Procurement of Operator and Delivery of Outcomes

The Council currently has an operator agreement with Parkwood Leisure to manage its leisure facilities. It is a five-year contract; April 2019 – March 2024. The Council plans to procure a new operator from April 2024, to manage the old centre for the final nine-month period and use this time to familiarise themselves with stakeholders, community, and staff, as well as the construction contractor, so they are on-hand to agree finishing details, for example electrics for fitness and active zone areas. Users and members can be easily transferred to the Hub when it opens.

It will be key that the operator must work with stakeholders on site to deliver

the strategic outcomes and outputs of the project. It will therefore be imperative that these are built into the operator service specification and that the procurement process tests and fully evaluates the methods of delivery proposed by the bidders. The operator procurement process will need to match the timetable of the construction process to ensure that financial parameters, capital cost and revenue business plans are met.

There are various operator procurement procedures available to councils to appoint the leisure operator. The Council has considered the restricted, Competitive Procedure with Negotiation and Competitive Dialogue options.

Given the project includes a new build, which the Council is managing in parallel, it wishes to ensure all the strategic outcomes for the project as well as the financial parameters can be met, and there may be a requirement to negotiate at preferred bidder stage. The council will follow a competitive dialogue procurement. However, it is intended that the process will involve two stages; tenders and final tenders only, to minimise officer and bidder resource.

The Council will use the recently updated Sport England Leisure Services Delivery Guidance<sup>1</sup> to conduct the procurement and use as a basis the Standard Sport England Templates for the process itself and contract documentation:

LSDG Appendix 3 - Leisure operating contract

LSDG Appendix 2 - Performance monitoring system

LSDG Appendix 8 - Services Specification

LSDG Appendix 9 –SSQ template and guidance

LSDG Appendix 10 – ITT template and guidance

Project KPIs as set out in the Monitoring and Evaluation section of this submission and will be included within the Services Specification. As part of the ITT method statements, bidders will be evaluated on how they will deliver the KPIs, which will then be linked to the performance management schedule of the contract. The performance management schedule will be set up so that performance deductions will be applied if KPIs are not achieved, and performance bonuses accrued if they are over-achieved.

Ultimately, if the operator does not achieve the KPIs, this could lead to an operator default and the Council can terminate the contract.

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**Upload further information  
(optional)**

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## **Set out proportionate plans for monitoring and evaluation**

### Introduction

In developing a robust approach to monitoring and evaluation, consideration will be given to the guidance outlined in Annex E of the Technical Note and supplementary information. SHDC will be responsible for collecting data for monitoring purposes, with DLUHC leading on the programme level evaluation.

### Aims

Benefits management, monitoring and evaluation will be carried out by the Council and delivery partners to understand the success of interventions, whether they are achieving desired outcomes, how and why this is the case, and to enable change or management strategies to be deployed.

The key research questions which will inform the M&E approach will include: Whether the intervention in the implementation phase is proceeding in accordance with the delivery plan;

- Whether the rationale for intervention continued to apply during the implementation phase;
- Whether assumptions underpinning the Theory of Change and leading to benefits held in practice;
- The extent to which outputs and outcomes can be attributed to LUF interventions; and
- The impact of the LUF programme and whether it provides value for money.

#### Outline of Bid-level M&E Approach

The approach will ensure that all those involved in delivering the LUF scheme will have a clear understanding of the benefits to be achieved and the mechanisms through which these benefits will arise. The approach details the expected timeline over which benefits will arise identifies, how these benefits will contribute towards the achievement of the LUF objectives and includes a process for reviewing and updating benefits realisation plans if proposed interventions change.

Key stages include:

- Gateway reviews for key decisions in line with milestones, outputs and outcomes.
- Agreement of key research questions.
- Profiling and monitoring benefits - a clear profile of benefits is outlined for each project, including baseline position, financial spend targets, target delivery schedule, key milestones and target output forecasts. Specific KPIs are identified to ensure targets are achieved within set delivery schedules. A benefit plan is further developed to include a description of the realised benefits, the quantifiable, financial gain of the benefit, the metrics used to measure the scale of the benefit, the main beneficiaries of the project and the duration.
- Realising benefits – identified project staff will track the progress of benefits realisation, ensuring benefits remain relevant, deliverable and valid. Benefits will be agreed as being realised when the expected measurement of change has been achieved. It will be the responsibility of the project manager to ensure that the targets are achieved as planned.
- Monitoring and review - The approach will be proportionate to the resource invested in each intervention, making efficient use of existing capacity, data and expertise. This will inform decisions about the shape of the project and highlight areas where additional resource/capacity is required, enabling remedial action to be taken if interventions are not delivering the desired outputs. Data collected will feed into the evaluation.
- Evaluation – the evaluation will consider how the programme has worked from a delivery perspective and through the experience of stakeholders. Where appropriate, the Council will participate in the programme level evaluation.

#### Overview of Key Metrics

Table E in the Workbook sets out performance indicators and outputs that have been identified to track the progress of the LUF programme. It includes sources for monitoring each objective, the frequency of collection and responsibility for this.

Outcomes:

- Changes in productivity and Pay; Change in employment rate – FTEs jobs created, work placement and apprenticeships created, volunteering chances based on sporting activities, health and community mentoring roles.
- Change in perception of place – Increase in local activity levels, reduced anti-social behaviour.

- Change in the mental or physical health of residents – tracking the delivery of services outside of the hub, improvement in physical and mental health outcomes, long-term reduced patient waiting times, reduction in local health inequalities.

- Change in cycle flow; Change in pedestrian flow; Change in footfall - usage of the new cycle and walk routes to link the site to the high street.

The following indicators will also be monitored during the implementation phase:

- Project spend (total, co-funding, co-funding committed)
- Project delivery (project streams started on time, completed, completed on budget, completed on time)
- Delivery capacity (staff and budget invested)
- Social Value outcomes (jobs created and safeguarded)
- Resourcing and Governance Arrangements
- Funding has been allocated for the following M&E activities:
  - Time to gather, verify and report the required monitoring information to DLUHC
  - Purchase of data/commissioning of surveys and data gathering by market research or other specialist companies (e.g. on vacancies, rental levels etc)
  - Independent set-piece evaluation studies at interim and impact evaluation stages, ensuring an objective and robust assessment of progress and enabling all stakeholders to provide their views.

The following indicators will also be monitored on a six-monthly basis:

- Project spend (total, co-funding, co-funding committed)
- Project delivery (number of projects started on time, completed, completed on budget, completed on time)
- Delivery capacity (staff and budget invested)
- Outcomes (jobs created and safeguarded)

#### Resourcing and Governance Arrangements

Appointed individuals within the Council will have overall responsibility for oversight and reporting on performance to DLUHC. Day-to-day responsibility for monitoring and performance management will be allocated amongst the project management team, with the team also having responsibility for reporting on finance and spending and wider outcomes achieved to the Project Board. Appointed individuals within SHDC will have overall responsibility for oversight and reporting on performance to DLUHC. Appropriate CRM systems will be established prior to project implementation. Gateway reviews within the project governance structure will be used to ensure the project remains on time and on budget.

Regular feedback will be given to partners and stakeholders on the progress and performance of the project. This may include focus groups or meetings to discuss any issues identified during the monitoring of the project and arising from the interim and impact evaluations.

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## Senior Responsible Owner Declaration



## Chief Finance Officer Declaration

Upload pro forma 8 - Chief  
Finance Officer Declaration

SH LUF Round 2 Pro formas V6.1 Proforma 8.docx

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## Publishing

URL of website where this bid  
will be published

<https://www.sholland.gov.uk>

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## Additional attachments

### Additional file attachment 1

Upload attachment

Appendix A - Castle Sports Complex and Spalding Town Centre Map (1).pdf

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### Additional file attachment 2

Upload attachment

Appendix B - Equality Impact Assessment.docx

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### Additional file attachment 3

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Appendix C - Subsidy Control Advice (2).PDF

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### Additional file attachment 4

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Appendix F - Existing Site Images.pdf

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### Additional file attachment 5

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Appendix G - Spalding Health and Wellbeing Hub Detailed Design Plans.pdf

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### Additional file attachment 6

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Appendix H - Theory of Change (1).pdf

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### Additional file attachment 7

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Appendix I - Match-funding Evidence (1).pdf

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### Additional file attachment 8

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Appendix J - Spalding Health and Wellbeing Hub Detailed Cost Plan.pdf

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### Additional file attachment 9

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Appendix L - Economic Technical Note (1).docx

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### Additional file attachment 10

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**Upload attachment** Appendix M - Risk Register (1).xlsx

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**Additional file attachment 11**

**Upload attachment** Appendix P - Castle Sports Complex Land Valuation (1).pdf

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**Additional file attachment 12**

**Upload attachment** Appendix Q - Programme.pdf

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**Additional file attachment 13**

**Upload attachment** Appendix R - Spalding Cycling and Walking Network Plan.pdf

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**Additional file attachment 14**

**Upload attachment** Appendix S - Leisure KPIs.pdf

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**Additional file attachment 15**

**Upload attachment** Appendix K - SHDC Strategic Outcomes Planning Model.pdf

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**Additional file attachment 16**

**Upload attachment** Appendix O - Income and Expenditure Assumptions.docx

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**Additional file attachment 17**

**Upload attachment** Appendix D - Letters of Support.pdf

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**Additional file attachment 18**

**Upload attachment** Appendix N - Delivery Plan (1).docx

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**Additional file attachment 19**

**Upload attachment** Appendices List - Spalding Health and Wellbeing Hub LUF (1).docx

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**Additional file attachment 20**

**Upload attachment** Appendix E - Stakeholder Engagement.docx

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