



UK Government

## Levelling Up Fund Application Form

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

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

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

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

One application form should be completed per bid.

### Applicant & Bid Information

**Local authority name / Applicant name(s)\*:** **Lisburn and Castlereagh City Council**

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

**Bid Manager Name and position:** Donal Rogan – Director of Service Transformation

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

**Contact telephone number:** 02892447911                   **Email address:**  
**Donal.Rogan@lisburncastlereagh.gov.uk**

**Postal address:**

Lisburn & Castlereagh City Council, Civic Headquarters, Lagan Valley Island,  
Lisburn BT27 4RL

**Nominated Local Authority Single Point of Contact:** [REDACTED]

**Senior Responsible Officer contact details:** Louise Moore  
[Louise.Moore@lisburncastlereagh.gov.uk](mailto:Louise.Moore@lisburncastlereagh.gov.uk)

**Chief Finance Officer contact details:** Cara McCrory  
[Cara.McCrory@lisburncastlereagh.gov.uk](mailto:Cara.McCrory@lisburncastlereagh.gov.uk)

**Country:**

Northern Ireland

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

AECOM – Project Management, Architects

Capaxo, (Including Lindsay Associates and Maureen O'Reilly economist) – OBC preparation

ESC Construction Consultants, Cost Consultants

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

- |  |   |
|--|---|
| <input type="checkbox"/> Northern Ireland Executive  | <input type="checkbox"/> Third Sector   |
| <input type="checkbox"/> Public Sector Body          | <input type="checkbox"/> Private Sector |
| <input checked="" type="checkbox"/> District Council | <b>Other (please state)</b>             |

## PART 1 GATEWAY CRITERIA

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

<p><b>1a Gateway Criteria for <u>all</u> bids</b></p> <p>Please tick the box to confirm that your bid includes plans for some LUF expenditure in 2021-22</p> <p><i>Please ensure that you evidenced this in the financial case / profile.</i></p>	<input checked="" type="checkbox"/> Yes
<p><b>1b Gateway Criteria for private and third sector organisations in <b>Northern Ireland bids only</b></b></p> <p>(i) Please confirm that you have attached last two years of audited accounts.</p>	<input checked="" type="checkbox"/> Yes
<p>(ii) <b>Northern Ireland bids only</b> Please provide evidence of the delivery team having experience of delivering two capital projects of similar size and scale in the last five years. (Limit 250 words)</p>	
<p><b><u>Donal Rogan –Director of Service Transformation (LCCC)</u></b></p> <p>Donal is experienced in delivering large multi-use facilities including;</p> <ol style="list-style-type: none"> <li>1. Belfast Waterfront Hall (2016) – [REDACTED] refurbishment and extension</li> <li>2. Olympia Leisure Centre (2017) - [REDACTED] Leisure Centre.</li> </ol> <p><b><u>Jason Hardy MRICS –Capital Project Manager (LCCC)</u></b></p> <p>Jason has over 21 years' experience including ;</p> <ol style="list-style-type: none"> <li>1. Procurement of Floating Hotels (2016-18) - [REDACTED] - Project lead on procurement of cruise ship charters and operational readiness assessment of Doha Port</li> <li>2. Mixed Use Development, Strabane (2018-19) - [REDACTED] - 170 residential units, retail units and community hub.</li> </ol> <p><b><u>Gerry Goghlan MRICS MAPM – NEC3 Project Manager (AECOM)</u></b></p>	

Gerry is an Associate Director with 36 years' experience.

1. Belfast Health Social and Community Trust (BHSCT) – Minor Works (2012 – [REDACTED] M Present Day) – Quantity Surveyor and NEC4 Project Manager
2. Belfast City Council, Leisure Transformation Programme, Phase 1b - [REDACTED] M – April 2020 – Replacement Leisure Centres (Andersonstown, Brook and Lisnasharragh)

#### **Sara Pearson RIBA ARB –Lead Designer (AECOM)**

Sara is a qualified Architect with 18 years' experience including;

1. Project Opera (2017 - 2019) – [REDACTED] M: Lead Architect and Designer for a 40,000m<sup>2</sup> mixed use.
2. Royal Belfast Hospital for Sick Children (2015-2017) – [REDACTED] M: Project Architect for a new 51,000 m<sup>2</sup> Regional Children's Hospital in Belfast

#### **Pat Mullan MRICS – Cost Consultant (ESC)**

Pat is Director of ESC with 40 plus years' experience in various projects including;

1. Queens Quay mixed use masterplan (2020) – [REDACTED] M – Regeneration of Belfast riverfront
2. New STEM Building at Canterbury Christ Church University (2021) – [REDACTED] M Flagship STEM and Medway medical School building.

## PART 2 EQUALITY AND DIVERSITY ANALYSIS

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

This project, known as Dundonald International Ice Bowl (DIIB) has a significant focus on social and sustainable design to ensure a high quality, fully accessible capital scheme that promotes the principles of equality and diversity. Consultation and engagement with a wide range of stakeholders, throughout the design process, demonstrates the Council's commitment not only for compliance with Equality and Good Relations legislation but to ensure that the building provides an inclusive and safe space for a wide range of diverse users and abilities.

All design work has been developed in line with ensuring that the relevant groups listed within the legislative framework of the Northern Ireland Act Section 75 have been considered. Equality Impact Screenings have taken place at Stage 2, 3 & 4 of the Royal Institution of British Architects (RIBA) Work Plan 2021 to inform the design which has resulted in a number of design and programme measures being implemented in response to these impacts, to include the following:

- On site disabled car parking and wheelchair accessible lifts
- Changing Place Facility located in a space that can service all of the building
- Accessible access and visitor flow of the building
- Two purpose built Sensory Rooms catering for additional needs
- Inclusive Fixed Play in the play park
- Accessible access for adapted sledges for the Ice Rink
- Bowling aids and bumpers for all ability use of the bowling lanes
- Direct and safe pedestrian/cycle link to a local Greenway
- Accessible Gym equipment
- The capital scheme can be easily accessed by a wheelchair, both internally and externally
- Community space to promote good relations and inclusion
- Wheelchair accessible Café and meeting spaces to encourage social space for building relations
- Accessible and connected landscaping and pedestrian routes external to the building but also accessible linkages to the Comber Greenway

Alongside the equalities impacts there has been significant focus on Good Relations, given the context of Northern Ireland and the decades of unrest that went before causing division and limited opportunities for social interaction. The social

design element of this project has created inclusive space for all and the facilities mix, is such that it attracts users from all backgrounds and abilities. The Belfast Giants, an ice hockey team from Belfast competing in the Elite Ice Hockey League have been involved in the co-design of the new regional facility. The Giants are renowned for their cross community, inclusive team, fan culture and outreach programmes. Having the Giants involved in the design phase has ensured that cross community messaging coupled with ensuring accessible skating is realised.

The Council are committed to continued engagement with a wide range of stakeholders and specialists to ensure that equality and diversity is an integral part not only of the capital build but of the operating model and programming. The aim of the project is to create a safe, shared, accessible iconic regional build that will attract a wide and diverse range of users.

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

Please specify the weblink where this bid will be published:

<https://www.lisburncastlereagh.gov.uk/luf>

### PART 3 BID SUMMARY

3a Please specify the type of bid you are submitting	<input checked="" type="checkbox"/> Single Bid (one project)
3b Please provide an overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component elements are aligned with each other and represent a coherent set of interventions (Limit 500 words).	LCCC proposes to develop a high quality, regionally significant leisure facility that is iconic, accessible, welcoming and well utilised by a range of customers, attracting significant footfall and repeat visits therefore being a catalyst for community cohesion whilst also accelerating wider regeneration. The [REDACTED] m scheme is situated in Dundonald, which provides an exceptional location for regional access.  The project aims to deliver social, economic and environmental outcomes through retaining and growing workforce, attracting significant tourism numbers, catering for in excess of 1 million patrons per annum and incorporating environmental ambitions. It provides a space for people to connect and to develop relations through a bespoke leisure and community offering having a positive impact on both physical and mental health.
The proposed scheme will incorporate a range of facilities including;	
<ul style="list-style-type: none"><li>• Olympic-sized ice-rink &amp; spectator seating</li><li>• 24 lane ten-pin bowling facility</li><li>• Fitness Suite</li><li>• Black box/adventure play,</li><li>• Central hub/Community/multi-use community rooms/party rooms</li><li>• Community Health Suite</li><li>• Café/coffee shops</li><li>• Offices</li><li>• Healthcare centre including a GP Surgery/Pharmacy</li><li>• Play park/parkland setting</li></ul>	

- Car/cycle/coach/motor cycle spaces including designated disability parking

The current DIIIB opened in 1986 and has provided a leisure facility of regional significance, however it has not undergone any major refurbishment in 35 years and has now reached the end of its economic life. Despite this, DIIIB continues to attract over 650,000\* visitors per annum. The facility is also used by the NI's only professional Ice hockey team, Belfast Giants, as their training rink (with no excess capacity at SSE Arena, the site for matches) and offers this cross-community sporting team a permanent base of operations. The facility is also used by ten grass roots Ice Hockey teams from across the Island of Ireland including the Junior Giants.

A redeveloped DIIIB facility will provide a newly focused, regional and all-island attraction and will support new and safeguard existing employment, community cohesion, additional out of state tourism, a facility deemed to offer sporting excellence, and economic activity within the Lisburn and Castlereagh Council area and regionally.

The proposal has been co-designed with a range of stakeholders to include Health, linking health, sport, community and wellbeing. This will result in a holistic approach to health, whilst addressing the impact of Covid-19

An impressive new plaza will link the parking areas to the main entrance and provide a direct route from the adjacent Comber Greenway for cyclists and pedestrians. Semi-mature trees and hedging will create a high quality, welcoming ambience to the building, and seating, feature lighting and dynamic paving are designed to reflect the character of the building. Environmental ambitions are integral in terms of planting/landscaping, transport solutions and building efficiency. The project will undoubtedly make a positive visible impact in the local area and regionally.

Total area within red line boundary 14.164 Ha of which approximately:

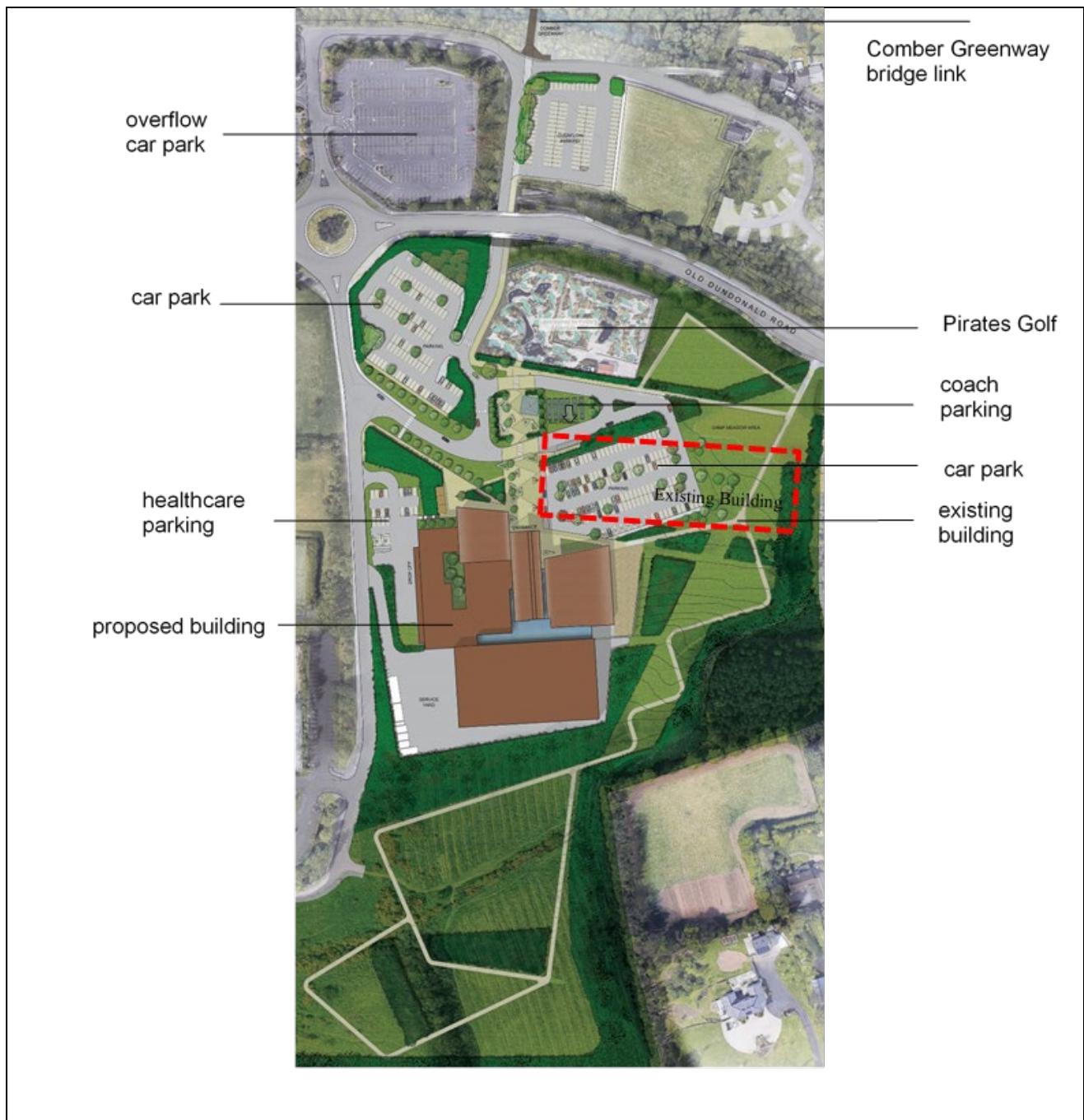
- Roads/Carparks / Service yard: 18,500m<sup>2</sup> (1.85 Ha)
- Pavements/ hard landscape 12,200m<sup>2</sup>(1.22 ha)
- Softworks 33,250m<sup>2</sup>(3.325 Ha)

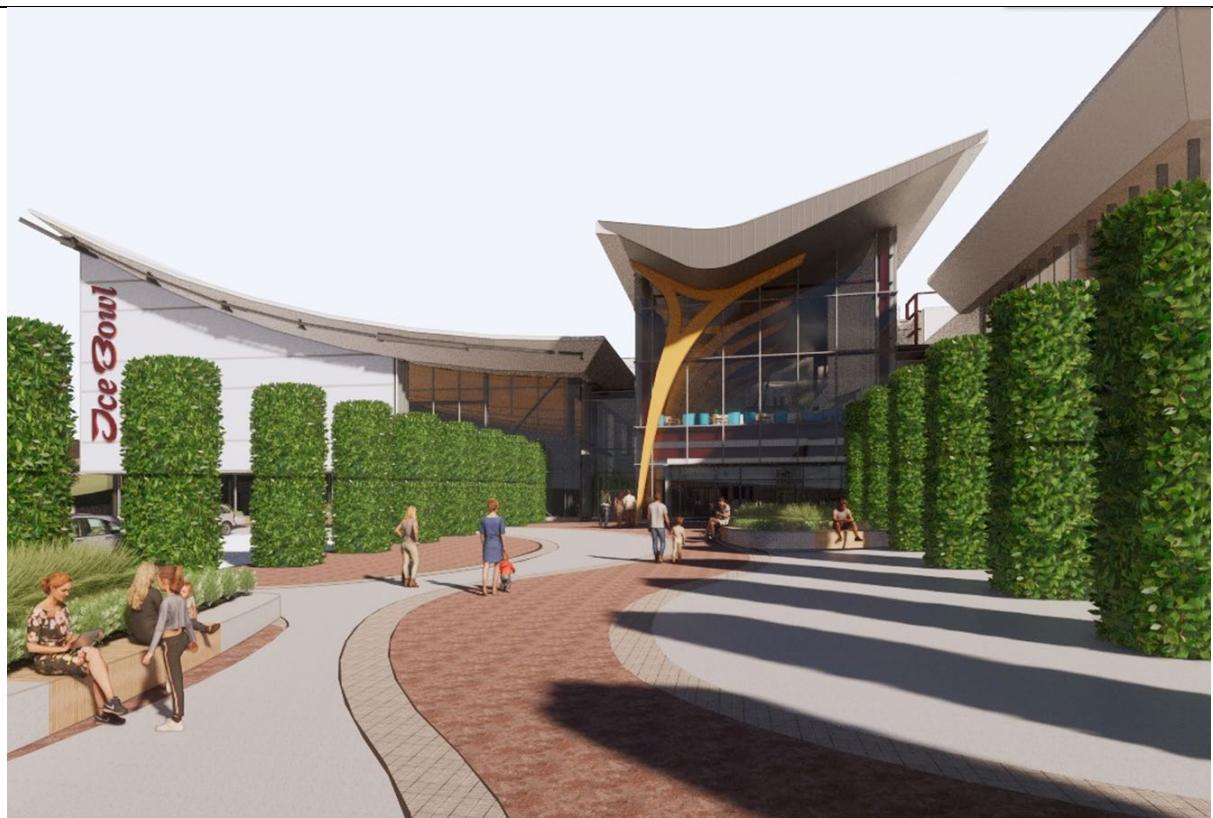
The redevelopment shall be completed in three phases;

Phase 1      New Carpark/Enabling Works(February 2022)

Phase 2      New DIIIB building(September 2023)

Phase 3      Demolition and final landscaping(April 2024)





3c Please set out the value of capital grant being requested from UK Government (UKG) (£). This should align with the financial case:	£12,200,000	
3d Please specify the proportion of funding requested for each of the Fund's three investment themes	Regeneration and town centre	20%
	Cultural	80%
	Transport	0%

## PART 4 STRATEGIC FIT

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

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

4.1a Have any MPs formally endorsed this bid? If so confirm name and constituency. Please ensure you have attached the MP's endorsement letter.	✓ Yes
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Letters of endorsement have been received from the following MP's

1. Gavin Robinson MP, Belfast East Constituency

## 2. Jim Shannon MP, Strangford Constituency

In addition, Department for Communities has also provided a letter of support for the project, appended to this application.

### 4.2 Stakeholder Engagement and Support

See technical note Table 1 for further guidance.

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

We have undertaken extensive consultation with a range of stakeholders and specialists in designing this scheme. This has involved meaningful and innovative engagement with individuals, communities, businesses, private sector, civic society and specialists in order to inform the scheme and subsequent bid.

Alongside the engagement for the proposed DIIB, significant consultation was undertaken when developing the Community Plan for LCCC which has been used to inform the proposal. These included an emphasizes empowering people to lead healthy lives, preventing physical and mental illness, helping people cope with disability, early years intervention and helping people to age actively.

A detailed stakeholder engagement plan was developed and delivered in order to co-design the proposal which aimed to:

- Develop positive relations with key stakeholders
- Consider LCCC's Section 75 responsibilities
- Inform the design
- Promote the benefits of the proposal
- Promote good neighbourliness
- Provide updates to key stakeholders and seek feedback
- Develop partnerships

Engagement with stakeholders involved a range of methods to include focus groups, one to one meetings, briefings, workshops public advertisements, exhibitions, surveys and public information sessions. Staff have also held extensive consultation with operational internal staff to obtain feedback on their ideas regarding the design. In addition the council also commissioned CBRE, as well as specialist leisure

consultants, to test the market interest so as to inform the business case and influence the design.

## **Outcomes**

Feedback from the stakeholder engagement process has been extremely positive with approximately 90% of consultees being in favour of the proposed project and recognising the regional significance of the project as a community and regeneration project. Feedback from stakeholders recognised the significant health and well-being offering the project would achieve.

Consultees highlighted the importance of the development to the regeneration of the Dundonald area including its impact on the local economy and tourism, the community and employment opportunities as a regional attraction.

Feedback included enhancements to its environmental credentials including protection of the 'green wedge' and open space around the building.

Feedback informed the design in terms of internal space to ensure it was an accessible, inclusive space connecting people and places. This feedback shaped the external space and the importance of green space and connectivity whilst having an area dedicated to inclusive play.

Private sector market interest and feedback has been inculpated in the design of the complimentary offerings.

Throughout the process public sector colleagues were consulted, coupled with undertaking extensive desktop research to ensure strategic fit with local, regional and national strategy such as the Draft Programme for Government NI Executive, The New Decade, New Approach Deal, Department for Health – Making Life Better, Tourism Strategy for NI and the Community Plan for Lisburn and Castlereagh.

Engagement has also taken place with Council Elected Members and Members of the Local Assembly to provide an overview of the regional project, coupled with seeking feedback.

Consultation will continue with a range of stakeholders to continue to inform and co-design programmes and activities to be delivered.

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

The proposed scheme aims to create an iconic regional leisure facility that is accessible and inclusive for all. The ambition of LCCC is to develop a building that

promotes inclusion and community connections whilst creating opportunities for increased employment and tourism. LCCC does not perceive it as controversial

As the proposal fell into the major category of development, a pre-application community consultation exercise was undertaken as part of the planning application.

224 comments were received and the outcome of the consultation exercise was captured in a pre-application community consultation report. Feedback was extremely positive and in significant favour of the scheme.

It was noted that:

- The redevelopment would enable DIIB to be properly marketed as a Regional Centre of Excellence
- Fit with the Tourism NI thinking of a Giant experience
- Represent shared and inclusive space for all of the community

Comments were also invited from neighbours and interested stakeholders at the planning application stage. Two objections were received.

The content of the objections were considered and neither party made representation against the proposal at the planning committee. Planning permission is now granted.

It replaces existing leisure facilities within the existing boundary of DIIB, with considerable inclusion, regeneration and environmental ambitions. It provides an opportunity to provide leisure activities of a regional scale to the whole community that maximises the potential of DIIB as a tourist destination – unique to the Island of Ireland - complementing other regional facilities. The project fits with both local and regional strategic priorities.

4.2c Where the bidding local authority does not have the statutory responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?	Please see letter from the Department for Communities in so far as they have responsibility for regional sporting facilities.
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For Northern Ireland transport bids, have you appended a letter of support from the relevant district council	N/A
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#### **4.3 The Case for Investment**

**See technical note Table 1 for further guidance.**

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

- NI is one of the weakest economic performing UK regions: Prevailing pockets of deprivation within the immediate area, Graham's Bridge and Tullycarnet are within the top 40% and 18% of most deprived wards in NI
- There are significant health inequalities including mental health, driven by deprivation issues with widening inequality gap
- High rates of childhood obesity - 29% of Year 8 children in deprived parts of LCCC being overweight/obese. One in four adults and one in every five children in Northern Ireland are obese.
- Increase in older people of 56.2% across NI by 2023
- LCCC and NI have yet to determine the full effect of Covid-19 on health, including on mental health
- EU Exit has brought challenges and revived community tension. Circa 80% to 86% of the population in the immediate area are from a Protestant background.
- The benefits from cross community engagement are enhanced by the anchoring of the Belfast Giants to DIIB.
- No local Community fitness suite, limited community facilities
- Challenges for Belfast Giants, Ireland Ice Hockey, Elite Ice Skaters to train, recruit international players and consequences for Belfast Giants in not having adequate training and games facilities – potential loss of cross-community sport to NI
- Closure of DIIB with loss of participation in recognised Olympic sport and of health benefits derived from ice skating
- Poor user experience -failure to attract wider NI/ROI market, given unique position as only public ice rink on island

## **LCCCs Response**

**Improved visitor numbers** – Achieve at least 1M visitors per annum on average from the current baseline of approximately 650,000 per annum in the first year of opening.

**Improved visitor satisfaction levels** – An objective of the project is to ensure 90% of visitors view the redeveloped DIIB as better than other venues in the first year of opening

**Appeal to a broad spectrum of age groups** – The mix of facilities at the redeveloped DIIB is designed to appeal to a wide range of age groups from toddlers through to teenagers, adults and the elderly;

**Encourage repeat visits** – An objective of the redevelopment of DIIB is to achieve 80% of customers visiting DIIB at least twice in the past 6 months as evidenced through customer surveys in the first year of opening;

**Facilitate improved health and well-being** outcomes through provision of opportunities for physical activity, leisure and access to health services e.g. GP practice and pharmacy;

**Financial Sustainability** – The facility should be financially self-sustainable with the commercial income covering the ongoing running costs eliminating existing subvention.

**Minimise disruption/ business continuity** – Is it essential for the proposed redevelopment not to disrupt the ongoing provision of services at the existing DIIB;

**Environmental** – minimise carbon footprint through more efficient energy usage. This will be measured as part of the as part of the BREEAM assessment

**Economic** – contribute towards sustaining 80 full and part-time jobs in the local economy per annum in addition to the short-term employment created through the construction process with associated community and social benefit clauses.

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

The market failure that this project aims to address is the lack of private investment in a destination facility involving the mix of facilities including, especially, the centre of excellence for ice sports across the island of Ireland that the Council is aiming to deliver.

#### **Lack of Private sector appetite to undertake the development:**

- DIIB traditionally requires subvention from LCCC.
- DIIB, as enhanced, will provide integrated sporting, leisure, play (for a broad range of ages) and community facilities, to promote health and wellbeing and community engagement objectives
- Facility is meeting broad range of economic, social, health and wellbeing and environmental benefits Enhanced facilities-greater emphasis on community engagement with integrated healthcare facilities and community fitness suite, with a combination of fee paying and free facilities to encourage active communities (incl. ice skating) and programmed community activities.
- Private sector have confirmed that they would be in a position to provide the full range of services – however unwilling to take on the capital financial risk.
- Soft market testing in 2019 and 2020 of private sector - market indicated a potential interested in operational role but not as development partner.

#### **Lack of appetite/capacity from other stakeholders**

- Key stakeholders such as Belfast Giants do not have access to capital funding
- No provision to extend the ice rink at SSE Arena
- Other proposals on Island of Ireland (for example a previous planned facility at Dundalk) have been mothballed
- Dept for Health will only enter into lease for GP facility in the locality

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

The proposed [REDACTED] m investment is a new inclusive facility being constructed on the established site, adjacent to the existing DIIB that will replace and include an Olympic sized ice rink, bowling alley, indoor and outdoor play areas, community spaces and food & beverage catering

It addresses the need for a ‘Lack of Regional Ice Skating Facility’, whilst addressing the current ‘Condition of DIIB’ and will also negate ‘Damaging Tourism Consequences’ by being well positioned as a local and regional facility - close proximity to Belfast and driving distance of Dublin and Londonderry

The proposal addresses the ‘Need for a Community Facility’ for both the Dundonald and wider East Belfast areas which is multi-generational – appealing to a wide range of users (families, infants, young and older people – linking health, sports tourism, economic activity and community engagement addressing areas with ‘High level of Deprivation and Inequality’)

Culturally, Belfast Giants as the premier cross-community sporting team in NI will have a permanent training facility contributing to a number of Sport NI and DFC departmental objectives and shall assist in creating a shared and inclusive space open to all addressing ‘Community Tensions’.

The proposed Integrated Community Health Hub shall assist in addressing ‘Health Inequalities’ and offer the public a safe space for the elderly and lonely – with community activities, low impact keep fit, and a place for meet ups within a community and welcoming environment.

#### **Unique Cross Community sporting venue**

- An enhanced and welcoming DIIB enables Belfast Giants to continue training and engaging in community work (there are contractual hours for community work in the players contracts).

- New enhanced ice rink, of Olympic proportions, **Belfast Giants have undertaken to make DIIB their home base**, with enhanced opportunities for community engagement
- Opportunity to bind local communities post EU EXIT – through Good Relations sport
- Government intervention is required in this area to address a lack of Private sector appetite,
- The proposed intervention will address NI's Weak Regional Performance in this locality by enhancing and increasing local economic activity in the following ways;
  - Increased footfall (from 650,920pa currently to a proposed 1,031,012 pa (excluding healthcare) can leverage further private sector investment in hospitality infrastructure and employment, combatting high unemployment in area
  - Supports NI Tourism through our aim for 1m visitors per annum
  - Assists in levelling up of NI and contribute economically through employment during the Capex and Opex stages and increased spend within DIIB.
  - Through a Council run facility, 63 permanent FTE jobs of which 22 are new
  - Supports 128 (Job Years FTE direct, indirect and induced of which 45 are new)
  - Whilst construction supports 373 jobs both directly and indirectly.

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

This project has undertaken extensive research, stakeholder engagement, data analysis and benchmarking. The scheme has been reviewed to ensure the interventions proposed will address community, economic, regeneration, environmental and social to reduce health inequality, deprivation and promote sustainable tourism. The resources required to deliver the project have been identified coupled with key targets and results. This is outline in the business case attached.

Impact Evaluation Pathway				
Inputs	Provision	Outputs	Outcomes and Aspirations	Impact
<p>Capital investment of [REDACTED] m (incl inflation)</p> <p>Delivery by hybrid model of Council and experienced third parties (including Healthcare partners)</p> <p>Collaboration with Belfast Giants</p> <p>Collaboration with Tourism promoters including Tourism NI (for ROI market)</p> <p>Operational cost underwritten by LCCC</p>	<p>New upgraded sporting and cultural asset</p> <p>Highest environmental considerations</p> <p>Unique offering on island of Ireland</p> <p>Variety of transport solutions</p>	<p>New tourism Proposition of scale for NI</p> <p>Enhanced user experience</p> <p>New offering for Domestic market – current not fit for purpose</p> <p>Fit for purpose training facilities for competitive ice hockey on island of Ireland</p> <p>Attractor for Out of State (OoS) visitors to come to NI and to stay longer</p> <p>Designed to target OoS visitors</p> <p>Inter generational family friendly</p>	<p>New “World Class” and “Giant” accessible across NI and to greater Dublin area</p> <p>Increased access to physical sport across all abilities - widening participation</p> <p>Increased Community access to Belfast Giants</p> <p>Focus on delivering highest environmentally sustainable product</p> <p>Repeat visitors</p> <p>Target Net Zero subvention to Council rate base</p> <p>Ensures future sustainability of DIIB</p> <p>Family friendly facility</p>	<p>Pride in local community</p> <p>% of user expressing satisfaction</p> <p>Bring communities together through sport</p> <p>Contribution to supporting mental health post Covid recovery</p> <p>Contribution to tackling obesity</p> <p>Community engagement</p> <p>Contribution to doubling of tourism spend by 2030</p> <p>Contribution to climate change</p> <p>Development of new world class tourism offering between Dublin and Belfast</p>

		<p>Offering Inclusive &amp; accessible space</p> <p>Total visitor numbers to increase from c650k to c1,051k</p> <p>Increased Local visitors 361,611 pa</p> <p>Increased OoS day visitors 31,905 pa</p> <p>Increased OoS overnight visitors 7,976</p>	<p>All weather, all seasons facility</p> <p>Community supported</p> <p>Opportunities for volunteering 22 direct new tourism jobs (41 safeguarded)</p> <p>45 direct, indirect and induced new jobs (83 safeguarded)</p>	<p>Flagship tourism offering</p> <p>All year round attraction</p> <p><u>Construction Investment</u></p> <p>[REDACTED] m Construction spend</p> <p>373 job-years (FTE)</p> <p>[REDACTED] m GVA Net Benefits</p> <p>Construction incl multipliers</p> <p>Net jobs impact 709 job-years (FTE)</p> <p>Net GVA impact £35.4m</p> <p><u>Tourism:</u></p> <p>Additional net jobs- 22 jobs-years annually</p> <p>Additional annual GVA of £582k</p>
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				Additional GVA 30 years from tourism of £37.9m  <u><i>Wider Net Benefits including multiplier effects</i></u>  Additional Net job-years impact of 45 (FTE)  Additional Net annual GVA impact of £1.333m pa  Additional GVA 30 years from tourism of £86.8m  <u><i>SROI Impact</i></u> £14.0m pa Additional impact over 30 years of £327m
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#### 4.4 Alignment with the local and national context

**See technical note Table 1 for further guidance.**

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

The proposed project to redevelop DIIB is consistent with a wide range local and regional strategies to include:

- Providing sport, leisure and recreational opportunities that promote better health and well-being outcomes;
- Creation of a sense of place and social cohesion where people want to live, work and visit, including Out of State visitors, thereby enhancing the profile of the Council area;
- Contributing to the economy through supporting employment involved in the construction and operation of the redeveloped facility over its lifetime;
- Facilitating the regeneration of a high profile location and very successful facility in the Council area;
- Creating opportunities for young people to develop, providing opportunities for physical, emotional and mental development Transforming the way leisure services are delivered to maximise Value for Money and the sustainability of leisure provision over the long term;
- Promotion of equality and lifetime opportunities through the creation of an attractive, shared space that is accessible and can be enjoyed by all Section 75 groups.

The proposed scheme aligns and supports a number of local and regional strategies and objectives as outlined below;

### **Local Strategies**

DIIB will align with;

- LCCC Corporate Plan 2018 - 2022 – DIIB will contribute to four key themes:
  - The Economy
  - Health/Well-being
  - Where we live
  - Our community
- LCCC Community Plan 2017-2032 identifies DIIB as a flagship project designed to ‘create an empowered, prosperous, healthy, safe and inclusive community’.
- LCCC Tourism Strategy, 2018 by attracting circa 1M visitors into LCCC and the Greater Belfast area and increasing dwell time in the vicinity

### **NI Executive Strategies**

*Draft Northern Ireland Programme for Government Framework (2016-2021)*

- ‘We prosper through a strong, competitive, (regionally balanced) economy’.
- enhanced health/well-being outcomes by improving facilities

- Tourism delivers net job-years impact of 128 (FTE) and net annual GVA impact of £3.8m.
- Provide opportunities for physical, emotional and mental development through activities.

*Programme for Government Draft Outcomes Framework Consultation December 2020*

- Children and young people have the best start in life
- We all enjoy long, healthy active lives
- Everyone can reach their potential
- Our economy is globally competitive, regionally balanced and carbon-neutral
- People want to live, work and visit here

*The New Decade, New Approach Deal*

- Better public services, a stronger economy and a fairer society.
  - *Draft Tourism Strategy for Northern Ireland (DfE)*
  - *Energy Strategy for Northern Ireland (at consultation) (DfE) and Strategic Planning Policy Statement (DfI)*.
  - *Draft Mental Health Strategy 2021-2031*

*DfIB will contribute to NI Policy to improve lives, health and well-being:*

- Department of Health ‘Making Life Better’
- Regional Development Strategy 2035 -.
- “Together Building United Communities”
- Sport NI - Active Living: No Limits 2021
- Sport NI - Every Body Active 2020
- Sport NI Draft Corporate Plan 2020-2025
- The Department of Health, Social Services and Public Safety ‘Framework for Preventing and Addressing Overweight and Obesity in Northern Ireland 2012-2022:

*UK Growth Programmes, Belfast Region City Deal*

- The project has synergies with and complements the greater Belfast growth deal involving an £850M investment package. Through addressing recreation

and tourism led regeneration in particular this project aims to compliment those proposals.

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

The proposal aligns with UKG policies in the following way

### **Build Back Better**

Skills – The development will create opportunities to enhance and improve skills of people in the area to assist a strong recovery from the impacts of the COVID-19 pandemic, particularly for young people who have lost out on employment opportunities. This project shall create 1924 person-weeks of paid employment for New Entrant Trainees through Social Clauses.

Innovation – Use of innovative approaches during construction and operations of the facility including BIM 2, Integrated Building Management Systems and electronic POS

Levelling Up - The enhanced DIIB, addresses a need and opportunity that has clear outcomes that align with LCCC's vision for place-based economic and social development, as well as the health and wellbeing of local people.

### **Net Zero Carbon**

LCCC is targeting a BREEAM Rating of Very Good. The facility shall minimise its carbon footprint through more efficient energy usage and sustainable elements included in the building, landscaping and transportation

- Use of renewal energy and micro power generation to assist in delivery of electricity
- Reuse of waste heat to heat water in the building
- Utilisation of existing public transport nodes
- Potential for carbon in partnership with the Woodland trust and DAERA.

### **Waste Framework Directive**

LCCC will support the UK Government Waste Framework Directive by through the Waste Management Plan for NI by ensuring zero landfill from the construction stage

of the project by reusing excavated material on the site for fill. During operations waste shall be pre-sorted prior to recycling.

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

The core offering, the international Ice Rink, aligns itself with the DfC's draft regional sporting facilities framework and therefore as the designated Ice Sports Centre of Excellence compliments the relatively recent and proposed investment in other sports stadia in the region. LCCC is liaising with DfC to ensure the facility aligns with the regional sporting facilities framework.

“Together Building United Communities” is a regional funding programme aimed at good relations. Incorporated within the design is a base for the Belfast Giants, Northern Ireland’s only cross community Ice Hockey team. The proposal therefore promotes a non partisan sport offering that the whole of our community can support and identify with and therefore compliments that funding programme.

Our proposal is situated on the greater Belfast sustainable transport network. Recent investment in upgrading the Comber Greenway, an abandoned rail track, into both a cycle and pedestrian footway, which included funding for a new pedestrian bridge resurfacing and lighting, connects this site to that network. In addition the site is at a key node on the Belfast Rapid Transport eastern line thus negating the need for further transport infrastructure investment.

More widely, and in keeping with the regional regeneration government funding, the proposal is located in an area of relative social deprivation, the Department For Communities have funded an initial framework for the Dundonald Village and profiled funding for an environmental improvement scheme in the area on the basis of that framework.

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

LCCC have considered the local transport infrastructure and are committed to sustainable travel solutions

### **Sustainable Transport**

The DIIB transport plan has been designed to promote safe vehicle and pedestrian movement, and sustainable travel. as detailed in the strategies below:

## **Car Parking Provision**

- The 380 car parking spaces have been carefully calculated to reduce the need for off-site parking. The roads layout has been designed to reduce traffic queues, improving site safety.
- 24 disabled spaces have been provided, within easy reach of the main entrances.
- 23-25 No. Electric car charge points with the option to expand in the future, 7 motorcycle bays and 6 coach parking spaces are included within the car parking areas.
- Landscaping, planting and permeable surfaces are integrated throughout the parking areas to soften their visually and environmentally impact.

## **Bicycle Parking**

- 144 cycle parking spaces are supplied to encourage cyclists and visitors to cycle to the site. This will reduce car use and traffic impact
- Potential partnership approach to extend the Belfast Bikes network to Dundonald International Ice Bowl

## **Improved Pedestrian/Cycle Links**

- Pedestrian Islands at the Old Dundonald Road Roundabout are to be widened to improve pedestrian safety. Improved links to the Comber Greenway will be implemented to encourage pedestrian and bicycle travel to the site reducing vehicle use.

## **Public Transport Links**

- Frequent bus services operate along the Old Dundonald Road encouraging public transport use.

## **PART 5 VALUE FOR MONEY**

### **5.1 Appropriateness of data sources and evidence**

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

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

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

This project delivers outputs under the Cultural and Regeneration Investment themes by replacing an existing cultural facility and adding a quality public space including a green wedge and public realm. It will see a townscape that is more attractive, inclusive, accessible and welcoming to local and regional visitors coupled with having a community space to connect communities increasing positive perceptions.

The project is located adjacent to two areas of high deprivation including Grahams Bridge and Tullycarnett ranked 217 and 109 in the NI Multiple Deprivation Measures (NIMDM 2017)

The regional context, 2020/21 data on productivity, wages, unemployment, skills, BREXIT, comparison and ranking to UK regions demonstrates that NI behind many other regions within the UK. Scale of issues include:

- Underperforming Tourism attraction – Underutilisation of facility due to lack of quality and poor user experience – means failure to attract OoS visitors including ROI market (currently <1.75% of visitors), key focus of post Covid recovery.
- No Community fitness suite in East of LCCC– fails to deal with obesity and mental health issues, cost to NHS
- Potential loss of inclusive facility at time of rising tensions in NI post EU EXIT
- Condition of facilities – deterrent to utilisation, high running and environmental costs
- Lack of quality of provision – lack of civic pride Impact of closure – on Belfast Giants – loss of National/International recognition, loss of cross-community volunteering; Impact on NI ice skaters at competitive level
- Lack of integrated sporting/community/healthcare – need is more prevalent in post Covid recovery.

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

The proposed scheme has undertaken recent, authentic research, data analysis, strategic analysis and stakeholder engagement to identify and address local problems and issues as detailed below:

### **Stakeholder engagement**

- Extensive stakeholder consultation, significant endorsement of need for the project
- 224 comments received; captured in a pre-application community consultation report. 90% in favour of DIIB redevelopment.
- LCCC Community plan, outlines need for DIIB redevelopment, extensive co design with public sector colleague's, businesses, communities and public

### **Condition survey**

- Condition survey (Faithful and Gould 2016) end of useful life of existing DIIB

### **Levels of Deprivation/Inequality**

- NISRA data on NI labour market and wages – 2021 data utilised
- The NI Multiple Deprivation Measures (NIMDM) 2017 - information on deprivation and an overall measure of multiple deprivation in Carrowreagh, Graham's Bridge, Tullycarnet, Braniel, Ballyhanwood Cherryvalley, Stormont and Holywood Priory. Confirmed areas in bottom 18% and 40% of deprivation and lack of "access to services" provision.

### **Health Inequalities and impact of sport**

- Department of Health/Sport NI data on obesity in NI
- NI Mental Health ambassador – data on mental health in NI (2020)
- Department for Communities Poverty Bulletins (2019/20)
- Tackling Obesity UK Government strategy
- LCCC Users Feedback Survey (December 2019 - 430 surveys, 70% noted positive impact of sport, need for better facilities at DIIB

### **Lack of Community Provision**

- Review of fitness suite provision on Sport NI's Active Places database, and assessment by Max Associates of approximately 30 fitness suites within a five mile radius of DIIB.
- Review of play areas within 4 mile radius: Tullycarnet Park. Stormont Park, Victoria Park, Moat Park, Crossnacreevy, Ryan Pk, Moneyreagh
- CBRE 2020 engagement with healthcare professionals

### **Lack of Regional Ice Skating Facility**

- Availability of ice rink at SSE Arena; Belfast Giants' training at DIIB – utilise DIIB 110 times a year
- Belfast Giants data on competitions and OoS visitors - attracted 164,793 NI and OoS fans in YE March 2020 despite the season being cut short due to the Covid-19 pandemic.
- Data on Belfast Giants supporters - 3rd best supported team in the UK and 70th in Europe
- Data on Belfast Giants community outreach YE March 2020
- Belfast Giants promotional video and inability to showcase training facilities
- Data on usage by Irish Ice Hockey Association – 10 NI and ROI teams, with 2,850 annual users
- NI competitive ice skaters - successes

### **Underperforming Regional asset**

- DIIB data on visitors 650,920 in Year end March 2020 (including closure on March 23rd March 2020)
- Survey of the origin of visitors to DIIB by postcodes October 2019 (with 2,470 responses)
- LCCC Users Feedback Survey (December 2019) - 430 users dissatisfied with current facility
- DIIB performs poorly in attracting Vitality members to its ageing facilities,

### **Underperforming Tourism**

- NISRA 2019 Visitor Attractions Survey
- DIIB data on ROI visitors
- Consultations on OoS visitors at other NI unique attractions with 50% ROI visitors in Summer 2020.

In assessing benefits, the consultants used methodology adopted and agreed for BRCD City Deals/Flagship Tourism NI projects. Provision made for deadweight, displacement in line with these benchmarks.

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

The data and evidence chosen outlines the absolute need for a regional, accessible and inclusive leisure facility in order to address both local and regional need. This need includes a shared space for all, economic regeneration, visitor attraction, sports and community activity to reduce isolation, health inequality, promote good relations and reduce deprivation whilst addressing the impact of Covid through the application of a strong health and wellbeing agenda.

## **Stakeholder/community engagement**

- Extensive consultation and surveys focused primarily on DIIB and also through the Community Planning Co Design process

## **Condition survey**

- Conducted on DIIB

## **Levels of Deprivation and Inequality**

- General NI data on deprivation
- Information on deprivation focused on surrounding wards to DIIB

## **Health Inequalities and impact of sport**

- General NI data on health including mental health and obesity, and impact of sport
- LCCC sports facilities User Feedback Survey - survey of 430 LCCC users

## **Lack of Community Provision**

- Review of affordable fitness suite and play area
- Max Associates Soft market testing on third party management of components of DIIB
- CBRE 2020 engagement with healthcare professionals specific to DIIB

## **Lack of Regional Ice Skating Facility**

- Engagement with Ice hockey teams using DIIB including Belfast Giants

## **Underperforming Regional asset – limited solely to DIIB**

- Visitor data on DIIB, capacity and utilisation

## **Underperforming Tourism – focused in DIIB and other unique assets or assets targeting ROI market**

- NISRA 2019 Visitor Attractions Survey as relating to DIIB
- DIIB data on ROI visitors
- Consultations on OoS visitors at other NI unique attractions

## **5.2 Effectiveness of proposal in addressing problems**

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

LCCC have appointed a management consultancy team as per 5.2b to develop and build upon the business case and financial model for the proposal. An OBC has identified need for each proposed component.

The forecast model that has been used is a model similar to that adopted and agreed for BRCD City Deals/Flagship Tourism NI projects with the following key components;

- Capital expenditure
  - Detailed gross development costs analysis including construction and development on-costs and risk assessment/inflation
- Operational expenditure
  - Detailed staffing structure for the new facility as per operations team
- Lifecycle costs analysis
  - Prepared by ESC Cost Consultants based on BCIS indices and RICS industry standards
- Service charge levels
  - Detailed apportionment model in line RICS industry standards
- Income
  - Visitor numbers – actual and projected per component
  - LCCC's Vitality membership (sports) offering
  - Pay and Play visitors
  - Third party operated components

The model is further informed by:

- Detailed Base case
- Appropriate benchmarking
- Detailed assumptions and sensitivity analysis,
- Supporting information and data from
  - Max Leisure Associates,
  - CBRE,
  - AECOM,
  - ESC Cost Consultants and
  - LCCC's technical and operations team.

The model has been tested with LCCC's operational management and Council Leadership team and the quantifiable target outputs (2024/25) identified as;

- Visitor numbers to grow from 650,920 to 1,031,912 excluding healthcare
- Out of State visitors to grow from <1.75% to 5%
- Belfast Giants to continue to use as their training base
- Community usage from zero to 20,000 pa
- Fitness suite usage from zero to 131,567 pa
- Profile in line with demographics for area and with baseline for DIIB:  
Age: 20% under 17; 10% over 60 years (current 14% and 2%)  
Gender 60/40 male: female target (current 26: 74)
- Financial viability and sustainability of DIIB

The proposal will address NI Structural Problems noted in Section 5.1a.

- Redeveloped DIIB will sustain and create local employment opportunities  
Promoting link between healthy lifestyles/sporting activity and participation with the co-location of the GP Surgery at DIIB
- Increased tourism offering NI with a New Proposition of Scale and immediate focus on ROI/GB markets working with TourismNI
- Create a sense of place in Dundonald with enhanced public realm, play park and parkland encouraging linkage between exercise and well being
- National/International recognition – Belfast Giants retained, DIIB its home base
- Tourism opportunities Alleviating Cross Community tensions post EU EXIT through work of Belfast Giants increasing tourism.
- Assist LCCC in delivering Community Plan; create civic pride.

Capital investment [REDACTED] m creates around 373 direct (709 direct, indirect and induced job years) construction jobs and £35.4m in additional contribution to GVA.

The project delivers job-years impact of 63 (FTE direct – of which 22 are new) and 128 (Job Years FTE direct, indirect and induced of which 45 are new) and net annual GVA impact of £3.8m impact over 30 years of £110m.

Social Return on Investment (SROI) of £14.0m (over base case) pa (£400m over 30 years as compared to £73m under Do Nothing)

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

### **Development of Model and Accuracy**

As noted in 5.2a and 1b(ii) LCCC have put in place an experienced team to assist in the development of this project with specialist input from expert resources as required.

The Core Professional team consists of;

- AECOM Project Management Team
- AECOM Integrated Design Team
- ESC Cost Consultants
- LCCC – Programme and Project Management Team

With additional resources required on an ad hoc basis including;

- Capaxo – Refresh of OBC and financial modelling consisting of;
  - Business Case development – Angela Reavey, Capaxo Limited, ex BDO Partner, Associate Adviser with Strategic Investment Board
  - Financial Modelling – Susan Lindsay, Lindsay Associates ex BDO Director, Associate Adviser with Strategic Investment Board
  - Economic Modelling – Maureen O'Reilly Economist, NI Fiscal Council

In preparing the model for this proposal LCCC have also drawn on the following key resources;

- CBRE – provide local rental rates and market research
- Morrow and Gilchrist – original OBC consultant
- Max Associates – Subject Matter Expert in sports facilities – market research and soft market testing with third party operators
- LCCC – Major Sports Facilities Operational Team
- Feedback from Stakeholder engagement and Community Plan consultations

The purpose of those resources is to ensure, as noted in Section 5.2a, that the information that inputs into the model is both accurate and reflective of the current status of the project and the overarching need for the project.

Background research has been provided by both Max Associates and Morrow and Gilchrist to inform the initial need for the proposal including assessment of need, soft market testing, drafting of HoT's agreements with GPs, interest from pharmacies and potential operators.

This approach formed the basis of the original budget based on Capex, Opex and operating models. As the project has progressed through the design stages and informed by stakeholder engagement, the model has been refreshed to take account of the following;

### **Assumptions**

1. Long list of options further defined and new short listed options
2. Pre Tender Cost Estimate developed at the latter stage of RIBA Stage 4 to accurately reflect the pre tender design and cost plan

3. Detailed Base case on usage, pricing, income and expenditure
4. Detailed operations model for the managing the new facility
5. Detailed lifecycle costs based on BCIS
6. Detailed apportionment model to develop services charge allowances for each component in the building
7. Assessment of likely rental rates on third party operated components
8. Expectation of visitor numbers – benchmarking and consultations with key users including Belfast Giants and Irish Ice Hockey league members
9. Assumptions tested with operational management and Council Leadership team

### **Methodology**

OBC prepared using Better Business Case.

Detailed OBC prepared and Preferred option presented here.

OBC has adopted a model similar to that adopted and agreed for BRCD City Deals/Flagship Tourism NI projects.

### **Outputs**

Monetary and non-monetary costs/benefits

### **Sensitivity Analysis**

To understand risks associated with the proposal the following sensitivities have been applied:

- Reduction in users

## **5.3 Economic costs of proposal**

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

**Project Timings:** The financial projections for each option including the Preferred Option have been forecast over a period of 30 years. The projections commence in the current financial year (2021/22) and extend to 2050/51).

The “Do Something” options assume that the procurement of the main contractor will complete in Q3 2021/22. The Works duration will last from Q3 2021/22 to Q3 2023/24 (Phase 1 and Phase 2 after which the facility will open and operations targeted to commence in October 2023). Wider landscaping and site works will complete by Q1 2024/25.

**Price Base Date and Inflation:** All resource and capital costs are stated in real terms assuming Q2 2020 prices for the purposes of the NPC calculations. No general inflation has been assumed within the forecasts and so all projections are discounted from their real values at a discount rate of 3.5% as required by NIGEAE for appraisal periods of 30 years or under.

Cost risks and uncertainty have been considered and adequately quantified at £2.68m.

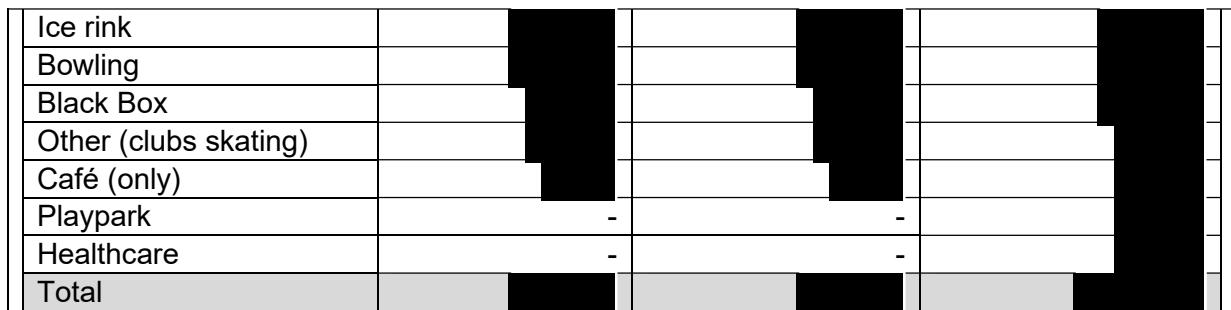
Risks have been costed and have been included in place of Optimism Bias.

**Capital costs:** Capital costs have been developed by the Cost consultants. Capital costs have been phased by year as instructed by the Cost Consultant.

	<b>Option 1</b>
<b>GIA sqm</b>	
<b>NIA sqm</b>	
Main Works Elements excl inflation	
Equipment (if separate from Main Contract)	
IDT, PM & QS Consultant Fees (ETD)- all fees	
Other Development Costs (Inc Legal)	
Project Contingency (Construction) at 7%	
Internal Capitalised Costs (ICC)	
<b>Sub total</b>	
Inflation	
<b>TOTAL</b>	
<b>Land Opportunity cost</b>	
<b>Total</b>	

Revenue income and costs have been developed in conjunction with the LCCC Leisure and Finance Team. These are based on the following increase in **footfall**:

Facility Offering at DIIB	FY19/20 Baseline		Option 1 Proposed Project
	By Clicker	By Activity Payment	
Fitness Suite	-	-	



Based on the above investment in the development of DIIB and estimated income and expenditure, the monetary forecast over 30 years (excluding inflation) are:

Monetary Forecasts 30 years £000	Option 1
Total Development costs	
Total Opportunity cost of existing site	
Total Expected market value of facilities at 30 years (Residual)	
Total Income from operating activities	
Total Operating costs	
<b>Cost net of income</b>	

Revenue costs and income exclude inflation.

#### 5.4 Analysis of monetised costs and benefits

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

There will be economic benefits both monetised and non-monetised

##### Construction costs

The construction phase will be completed within a 6-year period. Estimates are made on the basis of impacts over that time frame.

##### ***Net Impact of Construction Phase***

Net impact of project takes into account 1) the additional contribution of project to NI economy when leakage and displacement is considered 2) the multiplier effects of that net additional spend through the NI supply chain.

### *Additionality*

Construction phase represents 100% additional spend to NI economy on the basis that 1)the project will be awarded to a local contractor so any leakage of spend is likely to be minimised; 2) deadweight and displacement have not been considered in the construction phase of the project as a) a continuation of the site in its existing use will not generate additional employment opportunities in the construction sector and b) it is unlikely that there will be any displacement of economic activity from elsewhere in the economy, given the spare capacity in the construction sector.

### *The Multiplier Effect*

Investment will generate expenditure on construction materials, goods and other services that will be purchased from a wide range of suppliers.

Key assumptions are:

	<b>Value</b>	<b>Justification</b>	<b>Source</b>
<i>Leakage</i>	0%	Undertaken by Local Contractors and low share of activity is sourced from other areas	Own Assumptions
<i>Displacement</i>	0%	Investment not impacting on other NI developments	Own Assumptions
<i>Construction Jobs</i>			
- Type I Multiplier	1.25		Supplied by TNI
- Type II Multiplier	1.52		Supplied by TNI
<i>Construction GVA</i>			
- Type I Multiplier	1.8		NI Economic Accounts Project - 2015 and 2016 Experimental Results
- Type II Multiplier	2		Scottish Input-Output Tables

### **Economic: The Tourism Impact of DIIB**

Dundonald International Ice Bowl currently generates 814,213 visits annually based on information provided by LCCC for DIIB (650,920 visitors annually), the Belfast Giants and the Ireland Ice Hockey Association.

### The Gross Impact of DIIB Tourism Spend

Figures provided by TourismNI suggest that:

- Each day visitor to NI attractions will spend £30.50 per day; and
- Each overnight visitor will spend £77.50 per day

Estimated visitor numbers are:

Facility Offering	FY19/20 Baseline		Option 1 Proposed Project
	By Clicker	By Activity Payment	
Fitness Suite	-	-	[REDACTED]
Ice rink	[REDACTED]	[REDACTED]	[REDACTED]
Bowling	[REDACTED]	[REDACTED]	[REDACTED]
Black Box	[REDACTED]	[REDACTED]	[REDACTED]
Other (clubs skating)	[REDACTED]	[REDACTED]	[REDACTED]
Café (only)	[REDACTED]	[REDACTED]	[REDACTED]
Playpark	-	-	[REDACTED]
Healthcare	-	-	[REDACTED]
<b>Total</b>	[REDACTED]	[REDACTED]	[REDACTED]

Consideration is given to the net increase in tourism over the base case for DIIB. No uplift has been included for Belfast Giants and other hockey (excluding healthcare).

### The Net Impact of DIIB Tourism Spend

Not all of this spend is additional to the NI economy. Some spend might have taken place anyway or would have been spent at another tourism/event offering in the region.

We have assumed that leakage amounts to zero as there is no other facility of its kind in NI.

We have calculated deadweight to be 95% for local day visits to DIIB on the basis that the money spent in the facility would have largely been spent anyway. We have also calculated deadweight at 70% for day and overnight visits to the Belfast Giants on the basis that this is already accounted for by DfC.

We have calculated displacement at 20% across all 3 categories of visitor on the basis that some visitor spend may be displaced across other sports/event/tourism offerings within the Northern Ireland economy. The figure for displacement is in line with other City Deal Tourism projects.

The above provides net spend for the base case and the Proposed project.

TourismNI/DfC evidence highlights that every £45,337 of visitor spend generates one job. We use this figure to calculate a visitor spend impact on jobs.

The different aspects of spend add different value to the Northern Ireland economy which is reflected in Turnover (Spend) per job and GVA per job. Figures have been calculated on the basis of the latest 3-year average (2017, 2018, 2019) using figures from NISRA (Turnover, GVA, FTE) and ONS (workforce jobs).

This provides details of Net additional GVA.

#### Social Return on Investment

Sport England estimate that every £1 spent on community and physical activity generates an additional £3.28 worth of social impact (SROI) was created for individuals and society with a strong impact on mental wellbeing. This would equate to £14.0m pa (£400m over 30 years as compared to £73m under Do Nothing)

Environmental benefits have not been quantified.

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

Tab A - Discounted total costs by funding source (£m)  
Tab B – Discounted benefits by category (£m)

Tab A - Discounted total costs by funding source (£m)  
Tab B – Discounted benefits by category (£m)

#### **Funding sources**

LCCC Funding Proposition	
Internal Loan	[REDACTED]
Levelling Up Fund	12,200,000
Residual Financing	[REDACTED]

Total	[REDACTED]	
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Plus Council contribution to operational costs.

## 5.5 Value for money of proposal

5.5a Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios. If a Benefit Cost Ratio (BCR) has been estimated there should be a clear explanation of how this is estimated ie a methodology note. Benefit Cost Ratios should be calculated in a way that is consistent with [HMT's Green Book](#). For non-transport bids it should be consistent with [MHCLG's appraisal guidance](#). For bids requesting funding for transport projects this should be consistent with [DfT Transport Analysis Guidance](#). (Limit 500 words)

Summary	Do Nothing	Proposed Project
<b>Costs before discounting</b>		
Capital costs excl inflation £000	[REDACTED]	[REDACTED]
Revenue costs 30 years £000	[REDACTED]	[REDACTED]
Revenue income 30 years £000	[REDACTED]	[REDACTED]
Discounted Capital and Revenue cost 30 years £0000	[REDACTED]	[REDACTED]
Financial appraisal NPC 30 years £000	[REDACTED]	[REDACTED]
Discounted GVA 30 years £000	[REDACTED]	[REDACTED]
Economic Appraisal NPV 30 Year £000	[REDACTED]	[REDACTED]
Risk assessment	77	182
Non Monetary score	170	710
Benefit to Cost Ratio <sup>1</sup>	£2.80	£3.41
<b>Direct Employment</b>		
Direct Jobs – tourism	41	63
Construction Job years	0	373

<sup>1</sup> Total discounted GVA divided by discounted capital and revenue costs

Direct, indirect and Induced jobs - tourism	83	128
Direct, indirect and Induced jobs - construction	0	709
<b>VFM Indicator</b>		
<b>Strategic Fit</b>		Alignment with Draft NI PfG, PfG Draft Outcomes Framework Consultation, NDNA Deal, Draft Tourism Strategy for NI, Draft Energy Strategy for NI, Play policy, LCCC policies.  DIIB will contribute to NI Policy to improve lives, health and well-being
<b>Need &amp; Market Failure</b>		As a regional facility, DIIB has a wide catchment area beyond its immediate hinterland.  <b>Need is evidenced by:</b> <ul style="list-style-type: none"> <li>• Condition of DIIB – Not fit for purpose as a Regional Ice Skating Facility or partner to Belfast Giants</li> <li>• NI's Weak UK Regional Position</li> <li>• Impact of Covid including on mental health</li> <li>• Increasing Obesity</li> <li>• Higher numbers of older people</li> <li>• Unexploited Tourism Opportunity</li> <li>• Community tensions</li> <li>• Need for a Community Facility</li> </ul> DIIB has relied on LCCC subsidies. There is considered to be market failure.
<b>Additionality</b>		Private sector funding will not be forthcoming, commercial operators would not be interested in community, healthcare facilities.
<b>Displacement, deadweight</b>		Consideration is given to deadweight and displacement in respect of tourism.
<b>Economy Efficiency and Effectiveness</b>		<b>In terms of economy</b> , LCCC is seeking to ensure a robust Economic Appraisal process to assess, amongst other things, the reasonableness of cost components. The proposed procurement process will mean that the project will be delivered at least cost.

	<p><b>In terms of efficiency</b>, LCCC has provided a justification for spend across the areas identified. The cost and benefits of each option has been assessed including Pros and Cons.</p> <p><b>With regard to effectiveness</b>, funding for DIIB will be assessed against VfM criteria. LCCC will seek to capitalise on growth opportunities – including the opportunity for DIIB to be a recognised UK regional hub for Ice Skating and retaining Belfast Giants as a key client.</p> <p>LCCC has therefore an opportunity to operate DIIB on a basis that is economical, efficient and effective.</p>
<b>Affordability</b>	The capital cost of £48.4m under Option 1 is affordable only if the LUF Grant is secured.
<b>Benefit to cost ratio</b>	Based on Economic return projected, the Benefit to cost ratio is £3.41:£1 on all costs, which is considerably in excess of the Do Nothing option of £2.80 (noting that closure is anticipated under Do Nothing by 2032/33).

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

There are significant non monetised costs:

#### Levelling up

- Access to fit for purpose facilities for Olympic sport – widening access and participation

#### Civic pride and overcoming barriers

- New tangible impact on people and place – overcoming negative perceptions of DIIB given condition of not fit for purposes
- Reputational benefits – Pride as home to Belfast Giants, with their social media reach - the Giants has one of the largest social media followings of UK Ice Hockey teams, at 35,000 followers
- Reputational – All island sport that can be better promoted – including fans support to teams
- New repurposed tourism attraction – all weather, all season, family fun, with mental health benefits acting as a deterrent to challenges from Covid, EU Exit tensions

- Unifying First Class visitor attraction unique on island of Ireland – bringing all sections of the Community together

### **Community and health benefits of Integrated facility**

- Health cost savings - Offering additional, more accessible opportunities for physical exercise and recreation will have positive benefits in terms of better physical and mental health outcomes for those using the redeveloped DIIB.
- Accessibility of facilities to different groups in society as a regional facility - to be a regional facility, capable of being accessed by all groups in terms of age, ability, gender etc.
- Better mental and physical health – positive impact on training, skills development and employment.

### **Environmental**

- Carbon saving on moving to net zero

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

The most significant risks and mitigation measures that may impact the VfM are;

### **Site location & characteristics**

- Extensive geotechnical investigations and detailed design at tender stage will reduce the impact of CE's at construction stage.

### **Design Development**

- Detailed design is now 95% complete
- Extensive stakeholder engagement with end users ensures the project is operationally efficient.

### **Procurement**

- Separate Pre Qualification Questionnaires have been issued to the market for the tender opportunities. This will ensure that only suitable applicants will go forward into the ITT stage.
- Contractor selection will be made on a quality / price basis to ensure that best value is being achieved.
- Opportunity for challenge shall be limited through adherence to the Public Contract Regulation requirements, CPD directives and assessment protocols.
- The implication of COVID 19 and BREXIT are now understood within the market.

### **Construction**

- Unforeseen conditions – Mitigated through the extensive geotechnical investigations
- Statutory Approvals –BC Plan Approval is received prior to construction commencing.
- The phasing strategy ensures that the operation of the existing Dundonald International Ice Bowl can be maintained while the new facility is constructed with the final demolition works, car parking and landscaping undertaken when the new facility opens.
- A quality product is achieved through the design being fully completed by the Employer.
- Site supervision and quality controls will be instigated to ensure that quality is achieved at Completion.
- H&S measures put in place by the Contractor will ensure that there are no risks to the public or DIIB staff through construction operations.

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

N/A

## PART 6 DELIVERABILITY

### 6.1 Financial

See technical note Table 1 for further guidance.

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

The financial ask from the LUF is £12,200,000.

This level of funding shall ensure that this proposed regional facility will be delivered within LCCC affordability limits.

LCCC have undertaken a detailed assessment of the proposed project costs based on the Pre Tender Cost estimate prepared at the end of RIBA Stage 4, including

development on-costs and contingency allowances, excluding land opportunity costs, with updated inflation figures from BCIS as of June 2021 as follows;

<b>Current Capital Project Costs Cost Position</b>	
Pre Tender Cost Estimate	[REDACTED]
Development On-Costs (Fees, Capitalised Costs, Statutory Approvals)	[REDACTED]
Contingency Allowance	[REDACTED]
Sub Total	[REDACTED]
Inflation Allowance - BCIS Indices Updated June 2021 (Target Award of Contract March/April 2022)	[REDACTED]
Project Total	[REDACTED]

This gross figure excludes cost overruns, or unforeseen costs associated with the development of the project which shall be dealt with in line with the contract with costs covered by LCCC.

In addition LCCC have reviewed sources of funding for the project and the resulting ask from LUF and other potential contributors is as follows;

<b>LCCC Funding Proposition</b>	
Internal Loan	[REDACTED]
Levelling Up Fund	12,200,000
Residual Financing	[REDACTED]
Total	[REDACTED]

LCCC's financial contribution to the project is detailed below

<b>LCCC Contribution (%)</b>	
LCCC Contribution	75%

No provision has been made in the bid for servicing the Council cost of borrowing.

<p>6.1b Please also complete Tabs C and D in the <b>appended excel spreadsheet</b>, setting out details of the costs and spend profile at the project and bid level in the format requested within the excel sheet. The funding detail should be as accurate as possible as it will form the basis for funding agreements. Please note that we would expect all funding provided from the Fund to be spent by 31 March 2024, and, exceptionally, into 2024-25 for larger schemes.</p>	
<p>Please refer to attached spreadsheet</p>	
<p>6.1c Please confirm if the bid will be part funded through other third-party funding (public or private sector). If so, please include evidence (i.e. letters, contractual commitments) to show how any third-party contributions are being secured, the level of commitment and when they will become available. The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Where relevant, bidders should provide evidence in the form of an attached letter from an <u>independent</u> valuer to verify the true market value of the land.</p>	<p><input checked="" type="checkbox"/> Yes</p> <p>The Council own the land, please see attached valuation certificate and the proposal is to replace the existing 35 year old facility on that land. Part of the proposal includes a community health centre which we have attached the Heads of Terms with the local Doctors Surgery to take a long term lease on that part of the building. Please see reference to business case with return investment in these facilities</p> <p>In addition the Council has made provision within its capital programme for a Council contribution. This is capped at a maximum of [REDACTED] m and overall circa [REDACTED] m net worth scheme, including land value.</p> <p>The concept and the entirety of the scheme has been worked up in consultation with the Department for Communities (DfC) who have referred us to the Levelling Up Fund as potential source of funding. There has been no commitment from the DfC. Given the nature of the proposal there is not a current programme for funding contained within the DfC structure funds</p>

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

LCCC is currently working with DfC, as detailed in the appended letter, to understand the level of contribution that they could potentially make to the regeneration and regional sporting provision of the proposed project.

The Council continues to pursue agreements attracting third party private sector funding into the facility. This is in the form of pre let agreements further to the Heads of Terms for the Doctors Surgery and the commercial unit targeted at retail pharmaceutical.

There is an established demand within the wider leisure industry, some of which exists on the current site. The current offering includes private sector operators such as, Escape Rooms, Pirate Adventure Golf, Sinnomon Café and Clip n' Climb. Further market research, undertaken by a specialist Commercial Surveyor, demonstrates the potential appetite of private sector investor for the proposed offerings within the design of the multi-purpose unit off the hub. This will be in the form of rental income and fit out costs and has not been accounted for within the current global cost plan.

Discussion with existing Lessee's at DIIB is required to understand their potential interest in engaging in discussion with LCCC and submitting bids when the opportunities are marketed. LCCC is considering the positioning within the market of the Café and Coffee Shop space with a view to targeting either a well-known local operator or an international franchise which shall generate footfall.

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

Officers have engaged the Department for Communities (DfC) under its auspices of both sport and regeneration. No formal application to the DfC has been made as they do not have a current framework for funding such a facility.

The Department have indicated that, they may support some of the regeneration and sporting themes subject to regional government spending review as detailed in the appended letter of support.

The Council have not been rejected on any formal funding applications to date. However we have pursued a number of funding preliminary discussions.

These funding programmes have included the Belfast Region City Deal, however, the scheme is not strategically aligned with the objectives of this growth deal.

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

As the project has progressed and the design, cost estimates and other on-costs have been refined the contingency has decreased. At the earlier stages of the project LCCC allowed 15% to cover contract, design and development cost allowances.

As the development costs associated with the project became known, the contingency allowance was replaced with actual costs. In addition, prior to the finalisation of RIBA Stage 3, an element of the contingency was removed adjusting the level of contingency from 10% to its current level of 7% above the cost of construction.

This equates to approximately [REDACTED] m of the project budget.

As detailed in Section 6.3e, the delivery team have utilised the priced risk register to assess the contingency allowance. The priced risk register is currently priced at approximately [REDACTED] M, however, LCCC have allowed [REDACTED] m (excluding inflation) being 7% of the PTE and acts as guide to the level of contingency within the budget.

In addition to the contingency, LCCC have included, as standard in all construction contracts 5% retention. The purpose of this is to ensure that the Contractor properly completes the works as per the scope and specifications.

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

With reference to the Risk Register the primary financial risks relate to the following;

1. **Procurement** – The significant risks associated with procurement and the mitigation strategies are:
  - 1.1. **Poor procurement procedures and selection of contractor** – in order to mitigate the risk of poor contractor selection, LCCC have adopted a restricted procedure in line with Public Contract Regulation 2015 Regulation 28. This requires the issue to market of a Prequalification Questionnaire and Invitation to Tender documents. The PQQ's have been issued in line with

LCCC procurement strategy designed to ensure quality and have been Advertised calling for Ice Package, Bowling Package and Main Contractor. All PQQ's have been returned and on completion of Evaluation, ITT's shall be issued to the short list.

1.2. In order to minimise challenge to the procurement process LCCC have sought legal advice and based the PQQ and ITT document and associated Z Clauses on Northern Ireland's Construction Procurement Delivery (CPD) standard templates. Selection will be made on a quality / price basis to ensure that best value is being achieved. Challenge to the procurement process is a risk and the Project Team understand the necessity to adhere rigidly to the Public Procurement Regulations and assessment protocols to ensure that opportunities are not provided to unsuccessful applicants to challenge the assessment decisions.

1.3. **Tender return exceeding budget** – The risks of Covid19 and BREXIT pose a high risk to the anticipated tender returns as there is significant uncertainty as to inflationary pressures and supply chain issues. Financial allowances will be maintained in the Risk Register to mitigate this risk.

1.4. **Market expectations** –Prequalification applications have been received from eight contractors. The design has been completed prior to tender documents being released to the market and the contract shall be let under NEC3 Option B – Priced Bill of Quantities thereby minimising the costs of tendering to the market with the Bill allowing Contractors to price the project without additional quantification costs and provide LCCC with price surety in dealing with Contractor CE's.

**Risk Share** - The Employer retains the risk of unforeseen conditions arising within the site and risk allowances within the risk register will be maintained until foundations and site works are complete.

2. **Inflation** - Allowances for inflation have been maintained outside of the risk register but are included in the cost plan. The construction inflationary risk will be passed the Main Contractor upon acceptance of their tender.
3. **Site location & characteristics** –Geotechnical and contamination investigations have been undertaken by the Design Team's Engineer's to gain a thorough understanding of the site characteristics and the Structural and Civil Engineering designs have been fully completed and quantified on this basis.

#### **4. Programme Delays –**

- 4.1. **Statutory Approvals** – Planning approval for the scheme has now been received. The Building Control Design submission has been made and Plan Approval will be received prior to award of contract.
- 4.2. **Contractor CE's** – Unforeseen events during the construction period shall be dealt with through the contractual process.

#### **6.2 Commercial**

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

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

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

#### **Commercial Structure**

LCCC as a Local Authority is bound by the Public Contract Regulations 2015. Given the nature, complexity and value of the project, LCCC have opted to run the procurement process within the recognised framework of both NIPPP and the Regulations to ensure legal compliance, best practice and minimise the risk of challenge from potential bidders.

#### **Risk Allocation**

In assessing risk, LCCC are aware that all projects carry both risk and opportunity. In developing the procurement strategy LCCC have sought to allocate risks to those best placed to mitigate those risks. In conjunction with LCCC's legal advisors and Design Team, standard CPD Z clauses have been developed that recognise recent changes in market conditions as a result of the Covid pandemic and Brexit.

#### **Procurement Strategy**

In conjunction with their consultant team, LCCC developed a procurement strategy that ensures quality and robustness of specialist components included within the project. The strategy was developed in a series of workshops with a key requirement of the procurement being that the strategy is NIPPP and Public Contract Regulations

2015 compliant. The decision to procure the Ice and Bowling independently of the Main Contractor is to ensure quality and robustness of those two specialist items

One option considered but discounted was to include those specialist packages within the Main Contractor contract. It was agreed that this approach, whilst more traditional, would not guarantee that high quality products would be used without either naming or nominating specific suppliers in contravention of the regulations.

The agreed procurement strategy is summarised as;

Lot No.	Package	Form of Contract	ITT Price/Quality Ratio
Lot 1	Ice Rink Package & Associated Works	NEC 3 Engineering and Construction Sub Contract April 2013 Option A (with amendments) with Contractor Design	30/70
Lot 2	Bowling Package and Associated Works	NEC 3 Engineering and Construction Sub Contract April 2013 Option A (with amendments) with Contractor Design	30/70
Lot 3	Main Construction Package.	NEC3 Engineering & Construction Contract April 2013 Option B with amendments	70/30

The procurement procedure adopted is the Restricted Procedure in accordance with regulation 28 of the Regulations. By opting for this procedure, any economic operator may submit a request to participate by providing the information for qualitative selection that is requested. Only those economic operators invited to do so by the contracting authority following its assessment of the information provided may submit a tender. It is anticipated that LCCC will select a minimum of 6 No. Main Contractors to submit bids, thereby creating a competitive edge to the procurement.

The successful tenderers of Lots 1 & 2 will be novated to Lot 3 - Main Contractor following appointment of the Main Contractor with back to back Z Clauses.

This approach ensure that LCCC benefit from both pricing competition, quality and appropriate risk allocation.

## **6.3 Management**

See technical note Section 4 and Table 1 for further guidance

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

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

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

### **Programme**

A detailed programme is appended to this application that details key tasks, periods and interdependencies with key milestones and governance arrangements including those items on the critical path.

The programme is regularly updated to reflect the current position of the project.

### **Roles and Responsibilities**

The project is strategically managed by the DIB Project Board that consists of Officer's drawn from across the organisation at Corporate Management and Heads of Service level.

The Board is supported by the Programme Manager and Capital Projects Manager who are responsible for the day to day management and delivery of the project.

The Board report to Full Council via the Leisure and Community Well Being and Capital Projects Committees ensuring due diligence and corporate governance of the project.

An experienced team have been appointed to design, procure and deliver this project with additional resources being called upon as required.

## **Delivery Partner Management**

LCCC have appointed AECOM in the capacity of Project Manager under the terms of the NEC 3 Engineering and Construction Contract.

AECOM shall be supported by the cost consultants ESC who shall both value the works and provide pricing advice in relation to CE's

## **Occupier Engagement**

The occupiers of DIIB have been consulted both as part of the wider stakeholder consultation process but also on an individual level to ensure that buy in has been achieved and their needs can be met in the new build.

These include;



## **Stakeholder management**

A comprehensive Stakeholder Management Strategy and Plan has been developed and implemented as discussed in Section 4.2.

In addition, the Main Contractor shall be required to be a member of the Considerate Constructors scheme and comply with the Code of Considerate Practice ensuring that during the construction stage local stakeholder's needs are considered and influence the work of the Contractor.

## **Statutory Approvals**

- The project benefits from Full Planning Permission
- Building Control Approval is ongoing with target date for approval in Q1 2021/22

## **Powers/Consents**

- **DfI Rivers – Schedule 6 Consent**  
Applied: 22 May 2020  
Consent Approved: 25 June 2020  
Consent Expires: 25 June 2021
- **Planning Permission**  
Applied: 17 January 2020  
Approval: 24 May 2021  
Expiry: May2026.

- **Building Control Approval**  
Applied: 11 August 2020  
Consent Approved: Awaiting final approval.

**In Year Spend.**

LCCC confirm that this project is at an advanced stage of development with statutory approvals either in place or imminent and procurement is at PQQ stage. Spend within this financial year is achievable.

6.3b Has a delivery plan been appended to your bid?	✓ Yes
6.3c Can you demonstrate ability to begin delivery on the ground in 2021-22?	✓ Yes

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

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

**Barriers**

Given the advanced stage of the projects, a considerable number of the those risks associated with the front end development work have either been partially or wholly mitigated.

For example, ground conditions have been assessed and accommodated within the design. In addition, those barriers relating to time have largely been mitigated, for example Planning Permission has been granted.

Of those barriers remaining; there are a number of key decisions that are yet to be made, including the final investment decision by Members. Capaxo have recently completed a refresh of the Outline Business case to advice Members of the soundness of the investment.

The impact of this risk could be to delay the issue of the ITT for the Lots noted in Section 6.2a.

It should be noted that the risk registered has evolved over the course of the project and is a live document that shall continue to be updated as the project progresses.

## **Risk Management and Mitigation Measures**

The approach that the project team have adopted in the management and mitigation of risk is to develop a Risk Register that considers the systematic approach to risk to be adopted for the project.

This approach is comprised of six main elements:

1. Risk Identification
2. Risk Analysis
3. Risk Planning
4. Implementation
5. Monitoring
6. Risk Communication

Throughout the course of the projects' development a series of Risk Workshops have been held with all internal and external teams associated with delivering and operating the facility. The aim of these workshops identify, analyse and plan for risk.

A number of key risk categories have been developed to assist in the identification of risks including;

1. Financial
2. Legislative
3. Environmental
4. Statutory Approvals
5. Technical
6. Procurement

Once identified, the risk is assessed and allocated to the team best placed to manage that risk to minimise or completely mitigate its impact on the project. This has been achieved by developing either an immediate or contingency responses to the identified risk. Such responses may remove, reduce, avoid or transfer the risk. The risk is then added to the risk register where the severity and impact of the risk is assessed and an owner identified. Risk owners are then required to review and update the assessment of risk during the remaining sages of the project.

During each stage of the project, the risk register has been priced to allow for an assessment of project contingency.

### **Roles and Responsibilities**

As noted above the risk register is updated by way of workshops and on an ad hoc basis when new risks are identified.

Each update is reported to the Project Board and key risks highlighted for discussion and strategic direction.

Subject to the nature of the specific risk the Senior Responsible Owner may decide to escalate the risk, its impact, costs to the Corporate Management Team for review.

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

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

LCCC has extensive experience in delivering a wide range of capital projects and has in place a Capital Programme for managing schemes through all stages from initial inception (strategic outline case) to monitoring and evaluation including design, Statutory Approvals, procurement and construction. Team members have past experience of delivering schemes of a similar scale as detailed in the gateway stage.

LCCC's track record and past experience is evidenced through four similar multi-use facility projects including;

1. Lagan Valley Leisureplex, Lisburn (12,062sqm. Estimated construction cost £28,345,700.00 constructed in 1999) – First class sporting and leisure facility to suit every age. Comparable to the DIIB project the facility provides a range of activities for the family to avail of both internally (e.g. swimming pool, studio classes, café) and externally (outdoor classes and the football factory).
2. Lagan Valley Leisureplex, Lisburn Further £4.5m upgrade completed in 2015.
3. Lagan Valley Island, Lisburn (10,952 sqm. Estimated construction cost £20,261,200 constructed in 2001) One of Northern Ireland's premier venues with a unique mixed use of civic, business and arts facilities. The facility caters for a ranges of events including conferences and meetings, exhibitions, theatre events and concerts, and weddings and banquets.
4. Bradford Court, Castlereagh (3,028 sqm. Estimated construction cost £5,601,000 constructed in 2001) – Two storey building with office space, fitness area, file storage, strong room and kitchen and shower facilities.

It is considered that these multi-use facilities demonstrates LCCC's experience in delivering similar schemes and compare favourably with the proposed 13,500 sqm redevelopment of DIIB.

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

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

**The Council's Chief Finance Officer has confirmed that adequate assurance systems are in place.**

The project will be managed and delivered in accordance with the LCCC Capital Governance model for investment decision making. Projects progress through the Capital Investment Programme Phases from inception to completion, and the decision making process relevant to each Phase. Phases includes;

- Phase 0 – PIRSOC (Project Initiation Request & Strategic Outline Case). first stage filtering process in terms of new capital projects. Projects should be strategically aligned with the Council's Corporate Plan, Community Plan, Local Development Plan and any other relevant policies.
- Phase 1 – Outline Business Case
- Phase 2 - Full Business Case
- Phase 3 – Implementation
- Phase 4 – Monitoring and Evaluation
- 

This project is at Phase 2 within the 5-year Capital Investment Programme. This 5 year programme has been scrutinised and agreed by Council and through the rates estimates process in January 2021, and is subject to annual review.

Projects do not move onto the next stage without scrutiny through the Capital Governance structure. Various teams and committees are involved in delivery, management and decision making process of projects within the Capital Investment Programme, including a Capital Programme Office, Capital Programme Delivery Board, Corporate Management Team, Services Committees, Capital Projects Committee and Project Sponsoring Unit.

The governance model has regard to the Councils Accounting Manual, Scheme(s) of Delegation, Financial Regulation Rules and Contract Procedure Rules and Standing Orders.

Project boards meet regularly to discuss project progress including financial and programme, risks and mitigations, health checks, etc.

#### **6.4 Monitoring and Evaluation**

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

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

- Bid level M&E objectives and research questions
- Outline of bid level M&E approach

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

## **Monitoring & Evaluation Plan**

The M&E process for LCCC for the redevelopment of DIIB is based on a “before, during and after implementation of projects” scenario in line with results and output orientation. The scale of the development in terms of size and capital costs and importance to the delivery of the LCCC Community Plan, income generation and to the local economy will be reflected in the highly detailed M&E Plan implemented.

### Bid Level – The Objectives and Questions

LCCC has detailed baseline data in relation to the number of people who use the existing DIIB, how often they use it, the number of members, where they come from and what activities they take part in. This information is underpinned by an industry leading Leisure Management Information System and as a result we can accurately track attendance and participation levels on a “live” basis.

The ongoing M&E will be based on SMART objectives and outputs focused on attracting new customers who attend on a more regular basis and engage in new activities. It will also consider the impact on general physical and mental health and what improvement has been generated by customers availing of the new facilities. The research questions will be based on the existing pilot programme of M&E to ensure outcomes are compared on a like for like basis.

### Outline of Bid Level M&E Approach

There will be a multi-faceted approach to M&E to ensure information gathering is comprehensive, timely and accurate, that will include but not limited to social media feedback, direct contact, usage analysis, customer questionnaires and focus groups. Independent research will be commissioned to investigate the impact of facility usage on customer confidence and their physical and mental wellbeing. An initial baseline piece of research has already been undertaken so we already have a quantifiable comparator.

The M&E information gathered will be considered by Council Officers on a weekly basis, Council CMT on a monthly basis and Council Members on a quarterly basis.

M&E analysis will also be guided by the need to highlight impact on the Council’s Corporate & Community Plan, Northern Ireland’s new Sport & Physical Activity Strategy and specifically the data required to underpin the Levelling Up Fund and its M&E requirements. Qualitative and quantitative data will be gathered on a daily

basis linked to the developments outputs including age, gender, postcode analysis and overall visitor experience.

### Overview of Key Metrics for M&E

The LCCC M&E Programme recognises the theory of change which underpins the rationale driving the development of DIIB emphasising the huge potential to make positive interventions on the mental and physical wellbeing of large numbers of Northern Ireland residents. The development of DIIB will deliver change at an individual, local and regional level and these changes will be developmental transitional and eventually transformational.

The M&E of the project will be overseen by a Project Board consisting of Senior Council Officers at Director level covering a range of specialist areas including project initiation and delivery, construction, operational management and financial planning. Key Metrics or Key Performance Indicators (KPI's) are outlined in detail in the business case but will include all of the following:

Impact Evaluation Pathway				
Inputs	Provision	Outputs	Outcomes	Impact
Capital investment of [REDACTED] m (incl inflation)	New upgraded sporting and cultural asset	Total visitor numbers to increase from c650k to c1,051k	Net Zero outcome 22 direct new tourism jobs (41 safeguarded)	Pride in local community % of user expressing satisfaction
Delivery by hybrid model of Council and experienced third parties (including Healthcare partners)		Increased Local visitors 361,611 pa	45 direct, indirect and induced new jobs (83 safeguarded)	Flagship tourism offering
Collaboration with Belfast Giants		Increased OoS day visitors 31,905 pa		All year round attraction
Operational cost underwritten by LCCC		Increased OoS overnight visitors 7,976		<u>Construction Investment</u> [REDACTED] m Construction spend 373 job-years (FTE) [REDACTED] m GVA Net Benefits

				Construction incl multipliers
				Net jobs impact 709 job-years (FTE)
				Net GVA impact £35.4m
				<u>Tourism:</u>
				Additional net jobs- 22 jobs- years annually
				Additional annual GVA of £582k
				Additional GVA 30 years from tourism of £37.9m
				<u><i>Wider Net Benefits including multiplier effects</i></u>
				Additional Net job-years impact of 45 (FTE)
				Additional Net annual GVA impact of £1.333m pa
				Additional GVA 30 years from tourism of £86.8m
				<u>SROI</u>

				Additional impact £14.0m pa (post Closure under Do Nothing)
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All variances from what was originally planned should be discussed and corrective action put in place in order to achieve project objectives.

#### Resourcing and Governance Arrangements

The Senior Responsible Officer (Director Leisure & Community Wellbeing) has overall responsibility for the strategic direction of the project including corporate governance.

They are supported by a Project Sponsor who is responsible for the delivery and management of the new facility and will lead on the implementation of the resourcing the operational phase of the development.

The Project Board supports the SRO and PS and consists of senior officers across a range of areas including planning, construction, procurement, operational management and finance.

Reporting to the Project Board is a professional Capital Projects Manager who manages the delivery element of the project in conjunction with AECOM Integrated Design Team, the Project Manager responsible for the design of the proposal and NEC Project Manager for the main contract and Cost Consultant.

The proposed facility is the largest project on the Council's Capital Programme and will therefore conform with Council Corporate Governance in line with legislative and Northern Ireland Audit Office requirements. An integral part of the Council's Governance arrangements is the need for monthly updates to the Council Corporate Management Team (CMT) and full Council via the Capital Projects Committee.

Below the Project Board the Operational Management Team will, via its specialist Leisure Management Software, collect daily information on usage, income, expenditure and customer retention to service the monitoring information required by Council, funders and other stakeholders. The monthly reports to council encapsulate all KPIs developed for the project and can be shared with funders.

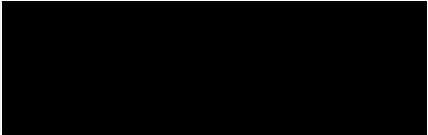
LCCC will be open to further adaptions of its M&E plan to ensure compliance with the specific requirements of the Levelling Up Fund.

## PART 7 DECLARATIONS

### 7.1 Senior Responsible Owner Declaration

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

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

Name:	Signed:
Louise Moore	

### 7.2 Chief Finance Officer Declaration

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

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

Name:	Signed:
Cara McCrory	

### **7.3 Data Protection**

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

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

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

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

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

<b>Project 1</b>	
A1. Project Name	
A2. Strategic Linkage to bid: Please enter a brief explanation of how this project links strategically to the overall bid. (in no more than 100 words)	
A3. Geographical area: Please provide a short description of the area covered by the bid ( <u>in no more than 100 words</u> )	
A4. OS Grid Reference	
A5. Postcode	
A6. For Counties, Greater London Authority and Combined Authorities/Mayoral Combined Authorities, please provide details of the district council or unitary authority where the bid is located (or predominantly located)	
A7. Please append a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	<input type="checkbox"/> Yes <input type="checkbox"/> No
A8. Project theme Please select the project theme	<input type="checkbox"/> Transport investment <input type="checkbox"/> Regeneration and town centre investment <input type="checkbox"/> Cultural investment
A9. Value of capital grant being requested for this project (£):	

A10. Value of match funding and sources (£):	
A11. Value for Money	
<p>This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis.</p> <p>There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment (Limit 250 word</p>	
A12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.	
A13. Where available, please provide the BCR for this project	
A14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.	
A15. <b>Deliverability</b> Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.	
<b>A16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22</b>	
<p>As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22</p>	
A17. Does this project includes plans for some LUF expenditure in 2021-22?	<input type="checkbox"/> Yes

	<input type="checkbox"/> No
A18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?	<input type="checkbox"/> Yes <input type="checkbox"/> No
A19. Please provide evidence	
A20. Can you demonstrate ability to deliver on the ground in 2021-22.	<input type="checkbox"/> Yes <input type="checkbox"/> No
A21. Please provide evidence	
<b>Statutory Powers and Consents</b>	
A22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.	
A23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.	



**Annex B - Project Two description and funding profile** (only required for package bid)

<b>Project 2</b>	
B1. Project Name	
B2. Strategic Linkage to bid:  Please enter a brief explanation of how this project links strategically to the overall bid. (in no more than 100 words)	
B3. Geographical area: Please provide a short description of the area covered by the bid ( <u>in no more than 100 words</u> )	
B4. OS Grid Reference	
B5. Postcode	
B6. For Counties, Greater London Authority and Combined Authorities/Mayoral Combined Authorities, please provide details of the district council or unitary authority where the bid is located (or predominantly located)	
B7. Please append a map showing the location (and where applicable the route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.	
B8. Project theme Please select the project theme	<input type="checkbox"/> <b>Transport investment</b> <input type="checkbox"/> <b>Regeneration and town centre investment</b> <input type="checkbox"/> <b>Cultural investment</b>
B9. Value of capital grant being requested for this project (£):	

B10. Value of match funding and sources (£):	
B11. Value for Money	<p>This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis.</p> <p>There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment</p>
B12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.	
B13. Where available, please provide the BCR for this project	
B14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.	
<b>B15. Deliverability</b> Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.	
<b>B16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22</b>  As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22	

B17. Does this project includes plans for some LUF expenditure in 2021-22?	<input type="checkbox"/> Yes <input type="checkbox"/> No
B18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?	<input type="checkbox"/> Yes <input type="checkbox"/> No
B19. Please provide evidence	
B20. Can you demonstrate ability to deliver on the ground in 2021-22.	<input type="checkbox"/> Yes <input type="checkbox"/> No
B21. Please provide evidence	
<b>Statutory Powers and Consents</b>	
B22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.	
B23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.	

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

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

C10. Value of match funding and sources (£):	
C11. Value for Money	<p>This section should set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. However there may be some impacts where only a qualitative assessment is possible due to limitations in the available analysis.</p> <p>There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, bidders should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment</p>
C12. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be reported in applications. If this is not possible, then the application should include a clear explanation of why not.	
C13. Where available, please provide the BCR for this project	
C14. Does your proposal deliver strong non-monetised benefits? Please set out what these are and evidence them.	
<b>C15. Deliverability</b> Deliverability is one of the key criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.	
<b>C16. The Bid – demonstrating investment or ability to begin delivery on the ground in 2021-22</b> <p>As stated in the prospectus UKG seeks for the first round of the funding that priority will be given to bids that can demonstrate investment and ability to deliver on the ground in 2021-22</p>	
C17. Does this project includes plans for some LUF expenditure in 2021-22?	<input type="checkbox"/> Yes <input type="checkbox"/> No

C18. Could this project be delivered as a standalone project or do it require to be part of the overall bid?	<input type="checkbox"/> Yes <input type="checkbox"/> No
C19. Please provide evidence	
C20. Can you demonstrate ability to deliver on the ground in 2021-22.	<input type="checkbox"/> Yes <input type="checkbox"/> No
C21. Please provide evidence	
<b>Statutory Powers and Consents</b>	
C22. Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.	
C23. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.	

## **ANNEX D - Check List Great Britain Local Authorities**

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

## Annex E Checklist for Northern Ireland Bidding Entities

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