

Appendix G

Theory of Change



Problems	Project	Inputs		Immediate Outputs	Final Outputs		Outcomes
<ul style="list-style-type: none"> 15.5% vacancy rate Footfall has reduced by over 50% in the last 10 years Limited dwell, experience and resultant expenditure Diversity and quality are poor A dilapidated 1960s retail block that is not fit for purpose Flats do not meet DQR standards 	7-43 Newport Road	<ul style="list-style-type: none"> LUF funding County Council funding Welsh Government Transforming Towns funding Land and assets County Council project delivery staff and sub contractors Building contractor Caldicot town centre stakeholder group Other community groups and organisations Previous learning from place based projects 	→	<ul style="list-style-type: none"> 1no. dilapidated town centre building block improved 21,178 sqm of retail space improved Vacancy rate target of 10% 2025 17 no. of business units improved 50% increase in energy efficiency 	<ul style="list-style-type: none"> Vacancy rate target of 7% All units occupied 	→	<ul style="list-style-type: none"> 20 % change in footfall 50 % change in vacancy rates Change in diversity and quality Change in the perception of place Change in business investment Change in business sentiment Change in consumer spending
			→	<ul style="list-style-type: none"> 9 no. residential units refurbished to DGR standard 50% increase in energy efficiency 	<ul style="list-style-type: none"> All homes occupied 	→	<ul style="list-style-type: none"> Change in the outlook and health of tenants
			→	<ul style="list-style-type: none"> 1 no. community / enterprise hub created 1 no. public facility created 8500 sqm of community/enterprise created 5 no. community groups supported 5 no. volunteering opportunities supported 	<ul style="list-style-type: none"> 100 no. residents accessing training and support (per year) 10 no. people attaining NVQ level 1 and 2 per year 10 no enterprises supported per year 	→	<ul style="list-style-type: none"> Residents with greater life chances Change in the health of residents (physical and/or mental) Change in the number of students enrolling/completing FE and HE courses Increase in VAT registrations Change in employment rates



Problems	Project	Inputs		Immediate Outputs	Final Outputs		Outcomes
<ul style="list-style-type: none"> Lacks investment since 1995 Lack of function, greenery and social spaces 15.5% vacancy rate Footfall has reduced by over XX last 10 years Limited dwell, experience and resultant expenditure Diversity and quality is poor 	Newport Road Public Realm	<ul style="list-style-type: none"> LUF funding County Council funding Welsh Government Transforming Towns funding County Council highway County Council project delivery staff and sub contractors Civil engineering contractor Caldicot town centre stakeholder group Other community groups and organisations Previous learning from place based projects 	→	<ul style="list-style-type: none"> 1 no. public realm created 2800 sqm of public realm improved 10. new trees planted 300 m of new cycling ways 1 no. cycle infrastructure point 10 no.micro-enterprises supported through weekly markets 1 no. community art project 	<ul style="list-style-type: none"> Average dwell time increases by 25% 10% change in footfall 	→	<ul style="list-style-type: none"> 20 % change in footfall 50 % change in vacancy rates Change in diversity and quality Change in the perception of place Change in business investment Change in business sentiment Change in consumer spending
<ul style="list-style-type: none"> Lack of investment since 1970s Building is not configured for modern day use Asset not meeting demand due to fixed capacity and footprint High levels of health related deprivation in West End and Severn 	Well-being & Leisure Hub	<ul style="list-style-type: none"> LUF funding County Council funding County Council highway County Council project delivery staff and sub contractors Building contractor Caldicot town centre stakeholder group Other community groups and organisations Previous learning from place based projects 	→	<ul style="list-style-type: none"> 3925 sqm sports/recreational space improved 18 No of additional FTE staff Enhanced space for generic and chronic pathway referrals and activity (NERS) Enhanced space for Active 60+ activity 10 no. volunteering opportunities created 	<ul style="list-style-type: none"> 50% increase in capacity to received and manage generic and chronic health pathway referrals (NERS) Number of Patients /Carers started/completed the Programmes Number of Patients that Continued with Exercise / Activity Additional space for local programmes such as flying start 10 no. volunteers participating on a weekly basis 10% increase in footfall between hub and town centre 	→	<ul style="list-style-type: none"> Change in the perception of place Change in the health of residents 25 % change in user profile to well-being centre More linked activities between well-being and leisure hub and the town centre



Appendix H

Economic

Appraisal

Assumptions



Economic Appraisal Assumptions

The central benefit-cost ratio (BCR) which demonstrates the value for money of the scheme should be based on the valuation of benefits (in accordance with relevant guidance including the HM Treasury Green Book guidance) in line with interventions coming forward as part of the proposed scheme.

A quantitative approach has been adopted for the value for money assessment and has been developed using a robust and conservative approach. This approach has been adopted to ensure that the quantified benefits are not overstated and are proportionate to the interventions that are being brought forward as part of this Levelling Up Fund bid. The points below outline the methodology and assumptions that have been selected based on their appropriateness compared to the type and scale of interventions that are being brought forward as well as the extent of information that was available at the time of bid development.

Key points to note regarding the approach to the economic appraisal are as follows:

- Scheme specific costs and values have been captured in the appraisals and have been based on information within cost estimates developed for each proposal. These cost estimates have been provided as part of application;
- An Optimism Bias rate has been applied to costs included within the economic appraisal in line with best practice and the relevant guidance.
- Values have been discounted at 3.5% a year (in line with the discount rates provided within the Workbook that is required to be submitted as part of this Levelling Up Fund Bid);
- All figures used to estimate benefits have been uplifted to 2022/23 prices;
- All results (costs and benefits) are presented in 2022/23 prices.

Assumptions used for estimating economic benefits as part of the value for money assessment are outlined below:

Site-specific land value uplift: Existing use value estimates are based on MHCLG's land value estimates for commercial and residential land values (where appropriate) and assumed site sizes are based on scheme information that was available at the time of developing this Levelling Up Fund application form. In calculating the uplift, a development appraisal provided by TC Consult has been used to inform the Gross Development Value. Appropriate deadweight and displacement assumptions have been applied and the GDV has been uplifted to 2022 prices. A 5% real land value inflation has also been added to the land value estimates, in accordance with the DCLG Appraisal Guide.

A wider LVU analysis has also been completed as it is understood that the regeneration of public realm at Newport Road and the 7-43 Newport Road scheme would make the area more attractive and therefore would increase the value of properties within 500m of the area. This radius has been assumed due to the size of Caldicot, where all properties are within a 15-minute walk from the town centre, and the nature of improvements being delivered. Wider Land Value Uplift analysis has been undertaken using the framework provided as part of MHCLG's Future High

Streets Fund clarification questions process. It is considered that this is an appropriate framework and methodology to use, and the schemes proposed as part of this LUF bid are in line with the scale of interventions brought forward as part of the Future High Streets Fund. The wider LVU benefits have been apportioned to the improvements at 7-43 Newport Road and improvements to public realm as per the individual share of total present value of cost.

Public Realm Improvements: For the improvements to the public realm, willingness to pay figures have been sourced from the Department of Communities and Local Government's Valuing the Benefits of regeneration document. The area for the public realm improvements has been established using design estimations. The public realm benefit estimates increase each year according to the externality growth rates in the DCLG Appraisal Guide.

Leisure and Wellbeing Centre Improvements: For the improvements to the leisure centre, the following assumptions have been made for the value for money assessment:

- Appraisal of expenditure and income based on analysis carried out by Max Associates in 2022;
- Health benefits associated with additional demand generated from an improvement to the leisure centre have been estimated using the Department for Culture Media & Sport (DCMS) study on value of health and educational benefits of sport and culture by Fujiwara et al (2015). Health benefits that have been estimated include cost savings with reduction in GP visits, cost savings related to reduced mental health visits and the value of the quality adjusted life year from reduced clinical depression.

Wider benefits

Wider benefits which could not be monetised due to double counting or where a robust methodology was not available, have been outlined within the main application document. These benefits include:

- Increased footfall and demand for local businesses resulting additional spend in the local economy;
- Increase in visitor numbers within the town centre;
- Wider health benefits associated with improved access to physical activity in including a reduction in obesity, and beneficial impacts on children and educational attainment;
- Generation of jobs and volunteering opportunities at the Leisure and Wellbeing centre; and
- Benefits from a community space which will deliver skills and training programmes.

Treatment of Costs

Costs for the economic appraisal have been obtained from cost estimates developed for each proposal. Cost estimates have been provided as part of the wider funding application. A series of consistent steps have been undertaken to present all costs as economic costs, this includes:

- Applying risk and optimism bias;
- Rebase costs to the Levelling Up Fund base year (2022);
- Discounting costs to the Levelling Up Fund base year (2022).

The steps above have been undertaken in line with the methodology set out within the Workbook that is required to be completed as part of this bid. It should be noted that within the present value costs, the revenues attained by the public sector from the schemes being brought forward have been deducted from the total present value costs in line with the DCLG and the Green Book guidance. This is reflected within the Workbook and main application form.

Appendix I

Cost Plans





PROJECT MANAGERS BUILDING SURVEYORS
COST CONSULTANTS PRINCIPAL DESIGNERS

Order of Cost Estimate

For

**Refurbishment of Existing Apartments, Strip Out of
Existing Commercial Units and Reinststate Shell & Core**

At

7 – 43 Newport Road, Caldicot

27th May 2022

Monmouthshire County Council

Ref: TBC

Rhomco Consulting Limited
Westview House
Oak Tree Court
Mulberry Drive
Cardiff Gate Business Park
Cardiff
CF23 8RS

Tel: 02920 735454
Email: bparry@rhomco.co.uk



Contents

Executive Summary	2
1. Introduction	3
2. Basis of Estimate	4
3. Assumptions	5
4. Order of Cost Estimate	5
5. Exclusions	7
6. Further Design and Professional Services Work Required	8



Executive Summary

The purpose of this Order of Costs is to assist the Employer with their development appraisal for the proposed refurbishment of nine existing apartments, strip out of 21 existing commercial units and reinstate shell and core on a circa 6,300m² plot.

The Cost Estimate has been developed, based on the design information received to date and prepared in accordance with the *“RICS new rules of measurement NRM 1: Order of cost estimating and cost planning for capital building works”* based on historic cost data obtained from the RICS Building Cost Information Services (BCIS), in house data collected from similar schemes and construction price books.

This cost estimate has been developed on a high level verbal brief and Architect's CGIs Section 1 of the report. Budget allowances have been included where there is a lack of design information.

This estimate is based upon the estimated construction costs, preliminaries and main contractor's overheads and profit (risks, fees and inflation have been excluded at this time), the total cost limit is [REDACTED].



1. Introduction

This estimate has been requested by Monmouthshire County Council in support of their development appraisal for the strip out of existing apartments and commercial zones, followed by full refurb of 9nr apartments and shell and core to commercial units.

The information, which forms the basis of this Order of Cost Estimate is:

- Verbal brief
- CGIs.
- Schedule Of Areas (Provided via email on 24/05/22).

The purpose of the Cost estimate is to establish a cost limit for the proposed construction works including main contractor's preliminaries and overheads and profit. The cost estimate excludes Fees, Inflation and Risk.



2. Basis of Estimate

This cost estimate has been prepared based on a verbal brief and concept CGIs to date and in accordance with the *“RICS new rules of measurement NRM 1: Order of cost estimating and cost planning for capital building works”*.

Construction costs included within this report have been based on historic cost data obtained from the RICS Building Cost Information Services (BCIS), in house data collected from similar schemes and the SPONS price book.

The areas included for the commercial units are those provided by Monmouthshire County Council.

Allowances for Main Contractor's preliminaries, overheads and profit have been included based on percentages benchmarked against similar developments.

This estimate is to be read as a whole, bearing in mind the assumptions, exclusions and further design / investigations that are required to confirm all costings.



3. Assumptions

The following assumptions have been made regarding the works:

1. The project procurement route will be a competitive single stage tender using a JCT Design and Build Contract 2016 Edition with Amendments (DB 2016).
2. Unfettered access to the site is available at all times during the construction phase.
3. There is no allowance for works to the public realm or car parks and external areas.
4. A Planning Consent will be required for the development. No allowance has been included for any onerous Planning Conditions.
5. We have assumed the appointment of a suitably sized contractor undertaking the whole works under a single contract.
6. All statutory services are within or adjacent to the site.
7. There is no presence of unexploded ordinance.
8. All information received to date is accurate and can be relied upon.
9. Further site investigation works will be undertaken ahead of the start on site.
10. The water table will not adversely affect substructure formation.
11. No wayleaves, easements, or other legal restrictions will hinder the works.
12. Preliminaries, overheads and profits are included as an assessment of current market conditions.
13. No ownership/lease/restricted covenant requirements and implications are uncovered.
14. There will be no sustainability requirements for the development other than those identified within statutory requirements.
15. There are no archaeological issues on site.
16. We have allowed for strip foundations to the new external walls to the commercial units on the ground floor. We have assumed these are 2.5m out from the existing.
17. We have allowed for electrical heating throughout and no gas.
18. We have allowed a Provisional Sum of £75,000 between both the commercial and residential works for remedial works to balconies/terraces.
19. We have allowed for shell and core to the commercial areas only.
20. We have allowed for full refurbishment to the existing residential flats to DQR standards.
21. We have assumed new windows and doors throughout the development.
22. We have assumed replacement of existing internal staircases throughout the development.
23. As we have no drawings, we have assumed that each apartment GIA is circa 55m².

Order of Cost Estimate
For
Proposed Redevelopment at 7 – 43 Newport, Caldicot



4. Order of Cost

Cost Plan:	<u>7 - 43 Newport Road, Caldicot</u>		
Base Date: 2Q2022		GIFA	m ² 3,886.68
Issue Date: May 2022			ft ² 41,835.79

COST CENTRE	GROUP ELEMENT/ELEMENT	
	FACILITATING WORKS AND BUILDING WORKS	
0	Facilitating works	
1	Substructure	
2	Superstructure	
3	Internal finishes	
4	Fittings, furnishings and equipment	
5	Services	
8	EXTERNAL WORKS	
	SUB-TOTAL: FACILITATING WORKS AND BUILDING WORKS (A)	
9	Main contractor's preliminaries (B)	
	SUB-TOTAL: FACILITATING WORKS AND BUILDING WORKS (including main contractor's preliminaries)	
10	Main contractor's overheads and profit @ 5% (D)	
	TOTAL: BUILDING WORKS ESTIMATE (E) [E = C + D]	
	PROJECT/DESIGN TEAM FEES AND OTHER DEVELOPMENT COSTS ESTIMATE	
11	Project team fees (F)	
12	Other development costs (G)	
	TOTAL: PROJECT/DESIGN TEAM FEES AND OTHER DEVELOPMENT/PROJECT COST ESTIMATE (H) [H = F + G]	
	BASE COST ESTIMATE (I) [I = E + H]	
13	Risk allowances	
	(a) Design development risk - Excluded	
	(b) Construction risk at - Excluded	
	(c) Employer change risk - Excluded	
	(d) Employer other risk - Excluded	
	TOTAL: RISK ALLOWANCE ESTIMATE (J)	
	COST LIMIT (excluding inflation) (K) [K = I + J]	
14	Inflation allowance (L) - Excluded	
	COST LIMIT (excluding VAT assessment) (M) [M = K + L]	
15	VAT ASSESSMENT - Excluded	

Elemental Split of Construction costs by development use

Commercial			
	<i>Facilitating Works</i>		
	<i>Substructures</i>		
	<i>Superstructures</i>		
	<i>Internal Finishes</i>		
	<i>FF&E</i>		
	<i>M&E</i>		
	<i>External Works</i>		
	<i>Subtotal</i>		
Residential			
	<i>Facilitating Works</i>		
	<i>Substructures</i>		
	<i>Superstructures</i>		
	<i>Internal Finishes</i>		
	<i>FF&E</i>		
	<i>M&E</i>		
	<i>External Works</i>		
	<i>Subtotal</i>		
SubTotal			



5. Exclusions

NB: No allowance has been made for any costs arising from the list below:

1. Inflation.
2. Any costs associated with design development following the revised flood consequences assessment.
3. VAT.
4. Legal Costs.
5. Any SAB requirements.
6. Land acquisition, Title obligations or Finance costs.
7. Planning fees and license fees, over and above allowances made.
8. Any other survey or professional services fees associated with the development.
9. Statutory and utility searches and surveys.
10. Works outside the site boundary over and above allowances made.
11. Upgrade/repairs to Utility Providers and Statutory Undertaker's existing assets.
12. Costs associated with any external works associated with the car park and public realm.
13. Costs associated with removal of any arisings or contaminated materials when carrying out new substructures.
14. Section 106 or other costs associated with possible planning conditions/infrastructure other than those specifically referenced in the estimate.
15. All risks that are unquantifiable at this stage.
16. Community Infrastructure Levy.
17. Infrastructure charges
18. Commutable Sums or Capital Allowances
19. Employer Risks.
20. All Section agreements save for items included within Section 3: Assumptions.
21. Archaeologist, ecologist, conservationist, etc. fees.
22. Costs associated with discovery and removal of unexploded ordinance.
23. The buildings do not lie on existing easements.
24. Costs associated with Net Zero-Carbon design.



- 25. BREEAM.
- 26. Any updates to statutory legislation.
- 27. Works associated with asbestos.

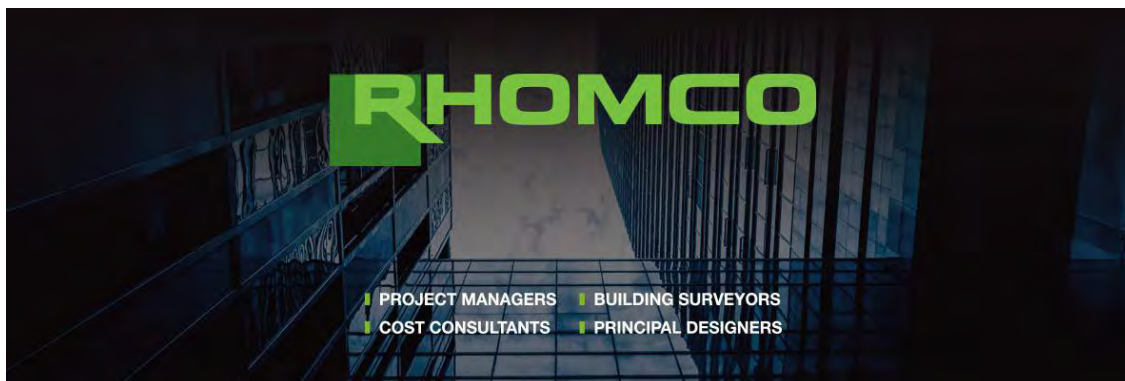
6. Further Design and Professional Services Work Required

This cost estimate has been provided based on the information as detailed in Section 3 of the report.

Further investigation and design work is required in order to establish firm costs. The following is a list of additional works that are required to avoid cost uncertainty post contract:

- 1. Site investigation.
- 2. RIBA Stage 1 and 2 completion.
- 3. Full drainage survey.
- 4. Underground services survey.
- 5. Other Due-Diligence
- 6. Obtain a Planning Consent for the proposed development.
- 7. VAT assessment for the works.
- 8. Section agreements.
- 9. Gas and ground water monitoring.
- 10. Wider design team input.
- 11. Any other design or report required to inform the design and technical due diligence.





**Order of Cost Estimate
for New Public Realm Works
at Newport Road, Caldicot**

Rev A

27th May 2021

Roberts Limbrick Architect

Ref: P 1758

Rhomco Consulting Limited

Westview House Oak Tree Court Mulberry Drive

Cardiff Gate Business Park

Cardiff CF23 8RS

Tel: 02920 735454

Email: kwilson@rhomco.co.uk

Contents

Executive Summary

1. Introduction	1
2. Basis of Estimate	2
3. Assumptions	3
4. Order of Cost Estimate	4
5. Exclusions	6
6. Further Design and Professional Services Work Required	6
	9

Executive Summary

The purpose of this Order of Cost Estimate is to assist the Employer with their development appraisal for the proposed new Public Realm Works at Newport Road, Caldicot.

The Order of Cost Estimate has been developed, based on the design information received to date and prepared in accordance with the "RICS new rules of measurement NRM 1: Order of cost estimating and cost planning for capital building works" based on historic cost data obtained from the RICS Building Cost Information Services (BCIS), in house data collected from similar schemes and construction price books.

This cost estimate has been developed on the limited design information available at present, as detailed in Section 1 of the report. Budget allowances have been included where there is a lack of design information.

There is a moderate / high level of risk built into the cost estimate at this stage based on the information and survey data received and used as part of this report, but further design and survey information is required as the scheme develops to be able to assess this risk.

Details of the further works required are listed in Section 7 of the report.

This estimate is based upon the estimated construction costs, preliminaries, main contractor's overheads and profit, risk allowances/ optimism bias, inflation and project team fees (based on % of estimated construction costs), the total cost limits are £3,448,340

1. Introduction

This estimate has been requested by Roberts Limbrick Architects in support of their design proposals for the proposed Public Realm Works at Newport Road, Caldicot.

Rhomco have been provided with the following information, which forms the basis of this Order of Cost Estimate:

- ☐ 20327 AP 001 SUDs Proposal
- ☐ 20327 AP 002 SUDs Proposal
- ☐ Webinar 2 Visuals Document
- ☐ Webinar LR Visuals Document
- ☐ Textures Sheet
- ☐ Conceptual Site Layout
- ☐ Quote Marshalls Natural Stone

The purpose of the Order of Cost Estimate is to establish a cost limit for the proposed construction works including main contractor's preliminaries, overheads and profit as well as optimism bias allowance.

The cost estimate includes project team fees as a percentage associated with the overall Estimated Construction Cost

2. Basis of Estimate

This cost estimate has been prepared based on the design information provided to date and in accordance with the "RICS new rules of measurement NRM 1: Order of cost estimating and cost planning for capital building works".

Construction costs included within this report have been based on historic cost data obtained from the RICS Building Cost Information Services (BCIS), in house data collected from similar schemes and the SPONS price book.

Allowances for Main Contractor's preliminaries, overheads and profit have been included based on percentages benchmarked against similar developments.

This estimate is to be read as a whole, bearing in mind the assumptions, exclusions and further design / investigations that are required to confirm all costings.

3. Assumptions

The following assumptions have been made regarding the works:

1. The project procurement route will be via the Framework process using competitive mini tender using a NEC EEC3 Contract with Client specific amendments.
2. It is assumed that the works are carried out in one phase.
3. It is assumed that access to the site is available at all times during the construction phase but logistical sequencing will be required around access to the shops
4. A start on site is assumed as Early 2nd Quarter 2023
5. There is no allowance for works outside of the total site boundary – total site area is approx 2,830m².
6. It is assumed all required permissions and consents will be obtained and no onerous conditions will be placed upon the scheme.
7. All statutory services are within or adjacent to the site.
8. Existing statutory services are of sufficient load capability to accommodate the proposed works.
9. There is no presence of unexploded ordnance.
10. All information received to date is accurate and can be relied upon.
11. Further site investigation works will be undertaken ahead of the start on site. No allowance has been included for any land remediation or contaminants that may be present.
12. There is no allowance for works associated with unforeseen mine shafts / mine workings on the site or remediation works if required.
13. Allowance has been included for removal of existing street furniture and features.
14. Full design is to be worked up and further design work is required including an agreed specification for the works, the outcome of which will result in a need to update this estimate.
15. The water table will not adversely affect substructure formation.
16. No wayleaves, easements, or other legal restrictions will hinder the works.
17. Preliminaries, overheads and profits are included as an assessment of current market conditions projected forward to programme start.
18. Allowances for optimism bias have been included.
19. An inflation allowance has been included up to an anticipated Start on Site date Early 2nd Quarter 2023
20. No ownership/lease requirements and implications are uncovered.
21. We have assumed no onerous conditions or works in respect of Party Wall Agreements that may be required

22. Allowance has been made for SUDs provision incorporated as part of the tree pits and assumed no further allowance for any sustainability measures are required.

23. There are no archaeological issues on site.

24. We have made an allowance for the supply and installation of the pavements but following discussions with Marshalls they were unable to provide specific costs as currently they are pricing on a project specific basis only and experiencing increasing costs in respect of shipping / container costs and lead in time fluctuations.

4. Order of Cost Estimate

Order of Estimate
Base Date: May 2022

GFA
Site Area 2,830.00 m² 30,462.00 ft²

Project: New Public Realm works to Newport Road, Caldicot

2,830.00 30,462.00

COST CENTRE	GROUP ELEMENT/ELEMENT	£	£/m2	£/ft2
	FACILITATING WORKS AND BUILDING WORKS			
0	Facilitating works	0	0.00	0.00
1	Substructure	0	0.00	0.00
2	Supers tructure	0	0.00	0.00
3	Internal finishes	0	0.00	0.00
4	Fittings, furnishings and equipment	0	0.00	0.00
5	Services	0	0.00	0.00
6	Complete building and building units - EXCLUDED	0	0.00	0.00
7	Work to existing building	0	0.00	0.00
8	External Works		0.00	0.00
	Removal of Existing Features	424,578	150.03	13.94
	New Surface Finishes	1,111,869	392.89	36.50
	Works in Connection with Market Stalls	26,030	9.20	0.85
	Street Furniture and Art	226,409	80.00	7.43
	Tree Pits	22,776	8.05	0.75
	SUB-TOTAL: FACILITATING WORKS AND BUILDING WORKS (A)	1,811,662	640.16	59.47
9	Main contractor's prelim inaries (B) at 18%	326,099	115.23	10.71
	SUB-TOTAL: FACILITATING WORKS AND BUILDING WORKS (including main contractor's prelim inaries) (C) [C = A + B]	2,137,761	755.39	70.18
10	Main contractor's overheads and profit (D) at 7.5%	160,332	56.65	5.26
	TOTAL: BUILDING WORKS ESTIMATE (E) [E = C + D]	2,298,093	812.05	75.44
	PROJECT/DESIGN TEAM FEES AND OTHER DEVELOPMENT COSTS ESTIMATE			
11	Project team fees (F) at 10.5%	241,300	85.00	7.92
12	Other development costs (G) - EXCLUDED	0	0.00	0.00
	TOTAL: PROJECT/DESIGN TEAM FEES AND OTHER DEVELOPMENT/PROJECT COST ESTIMATE (H) [H = F + G]	241,300	85.00	7.92
	BASE COST ESTIMATE (I) [I = E + H]	2,539,393	897.05	83.36
13	Risk Allowances / Optimism Bias Allowances			
	(a) Optimism Bias	761,818	269.00	25.01
	(b) Design development risk	0	0.00	0.00
	(c) Construction risk	0	0.00	0.00
	(c) Employer change risk	Excluded	0.00	0.00
	(d) Employer other risk	Excluded	0.00	0.00
	TOTAL: RISK ALLOWANCE ESTIMATE (J)	761,818	269.00	25.01
	COST LIMIT (excluding inflation) (K) [K = I + J]	3,301,211	1,166.05	108.37
14	Inflation allowance (L) BCIS basis (2Q 22 @ 359 - 2Q 23 @	147,129	0.00	0.00
	COST LIMIT (excluding VAT assessment) (M) [M = K + L]	3,448,340	1,166.05	108.37
15	VAT ASSESSMENT	Excluded	0.00	0.00

5. Exclusions

NB: No allowance has been made for any costs arising from the list below:

1. VAT.
2. Legal Costs.
3. Land and Finance Costs.
4. All agents' fees. Building Regulation fees, Consultation fees, Local Authority planning fees and license fees, environmental impact assessment over and above allowances made.
5. Any Section 106 planning, 278 / 38 highways, 104 drainage and 106 connections requirements.
6. Survey or professional services fees associated with the development over and above the percentage allowance including for post contract fees. This is subject to technical due diligence, consultation and design development.
7. Works to main highway and any improvement works to the surrounding area including pavements or roads.
8. Statutory and utility searches and surveys.
9. Works outside the site boundary.
10. Any alterations to levels across the site.
11. Works associated with Mine Shafts or Mine Workings
12. Signage.
13. All security requirements during the works.
14. Section 106 or other costs associated with possible planning conditions/infrastructure other than those specifically referenced in the estimate.
15. Community Infrastructure Levy.
16. Capital Allowances.
17. All Section agreements.
18. Archaeologist, ecologist, conservationist, etc. fees.
19. Uplift for green technologies.
20. Costs associated with discovery and removal of unexploded ordinance.
21. The buildings lying on existing easements.
22. Planting scheme and associated maintenance over and above the planters and tree pits shown.
23. Security fencing to the perimeter.

24. CCTV has not been included.
25. Upgrading incoming supplies.
26. Additional preliminaries in respect of possible Covid restrictions or lockdown restrictions

6. Further Design and Professional Services Work Required

This cost estimate has been provided based on the information as detailed in Section 3 of the report.

Further investigation and design work is required in order to establish firm costs. The following is a list of additional works that are required to develop this cost estimate further:

1. Full site investigation.
2. Drainage survey.
3. Underground services survey.
4. Flood report.
5. Full Scheme design incorporating Architecture, Structural, Civil inc drainage and highways.
6. Electrical and Mechanical engineering design.
7. Landscaping design proposal.
8. Obtain a Planning Consent for the proposed development.
9. Any Section 106 planning, 278 / 38 highways, 104 drainage and 106 connections requirements.
10. Archaeological survey (subject to Planning).
11. VAT assessment for the works.
12. Ordinance survey.
13. Traffic Studies
14. Vehicle tracking and permissive paths
15. Pedestrian Movement Studies / Surveys

RIBA 4 Costs					
Caldicot Leisure Centre					
1	RIBA 2 Stage Costs (excluding ISG)			Paid	£22,233
2	RIBA Stage 4 costs (excluding ISG)			Paid	£69,500
Leisure Centre Construction (Commencement Sept 2022)				2022	
4	Temporary Works	£154,120			£154,120
5	Demolition & Alterations (Ground Floor)	£185,624			£185,624
6	Demolition & alterations (First Floor)	£173,014			£173,014
7	Roofing	£10,000			£10,000
8	Internal Stairs	£13,025			£13,025
9	Internal walls & Partitions	£42,033			£42,033
10	Stud partitions (First Floor - generally)	£37,595			£37,595
11	Glazed PPC aluminium framed internal screens (Ground Floor)	£26,928			£26,928
12	Glazed PPC aluminium framed internal screens (First Floor)	£1,501			£1,501
13	Internal Doors	£71,216	£1,900,000		£71,216
14	Fixtures & Fittings	£115,878			£115,878
15	Fixtures & fittings (1st Floor)	£39,342			£39,342
16	Allowance for mirrors and chequer plate	£37,360			£37,360
17	Internal Wall finishes	£111,156			£111,156
18	Internal Wall finishes (first floor)	£59,081			£59,081
19	Internal Ceiling finishes	£107,328			£107,328
20	Suspended ceilings (first floor)	£63,432			£63,432
21	Internal floor finishes	£89,084			£89,084
22	Internal Floor finishes(first floor)	£50,647			£50,647
23	Origin Flooring	£18,684			£18,684
24	Mechanical & Electrical Services	£1,436,276	£1,450,000		£1,436,276
25	Below ground internal drainage Installations	£122,762			£122,762
26	Pool Hall works	£111,676			£111,676
27	Façade	£132,917	Inc in the £2m		£132,917
28	New build entrance lobby	£79,728			£79,728
29	New Car Park	£106,453	£125,000		£106,453
30	New external changing	£460,243	£450,000		
31	Bond	£3,600	Inc above		£3,600
32	Attd on ALS items	£25,000	Inc above		£25,000
33	Sports Hall Extension inc M&E				
	Retention of Squash Courts				£60,000
	Internal Changing Facility (for outdoor sports)				£375,000
	Gymnasium Hall Extension				£750,000
	First Floor Spin Studio				£175,000
	First Floor Wellness Suite				£137,500
	Associated MEP				£500,000
	Additional Car Park				£150,000
34	Inflation to Mar 2022 (no allowance beyond March 22)				£557,296
	Sub Total	£3,885,700	£3,925,000		£6,130,253
33	Asbestos removal (Prov Sum)	£65,000	£75,000		£75,000
34	Services Diversion (Prov Sum)	£50,000	£75,000		£75,000
35	New Services (prov Sum)	£65,000	£75,000		£75,000
36	Car Park Lighting		£50,000		£50,000
37	Footways within carparks				£25,000
38	General Bldg remedials (Client Risk)	Client risk	Client risk	Client Risk	
39	Preliminaries	£507,700	£625,000		£971,950
40	Cost Confidence (ISG)	£109,000	£109,000		£109,000
39	Cost Certainty (ISG)	£175,500	£175,500		£175,000
40	Cost certainty exercise 2		£150,000		£150,000
	Coloured Façade				£50,991
40	Construction	£204,750	£205,750		£204,750
41	Design Risk Contingency	£174,565	£212,266		£404,597
42	OHPs	£309,729	£408,006		£552,275
Total Construction Project Cost Plan		£5,546,945	£9,000,000		£9,048,817
43	Principle Designer	£2,500	£8,500		£8,500
44	Project Management	£132,567	£234,659		£226,123
	Project Management re-design				£10,000
45	FF&E	£826,395	£1,000,000		£1,000,000
46	Skatepark	£200,000	£250,000		£250,000
47	Skatepark planning (Provisional Sum)	£8,000	£8,000		£8,000
48	Pool tank tiles (Provisional Sum)	£15,000	£20,000		£20,000
49	Marketing & Launch	£37,410	£37,410		£37,410
50	ALS Delivery Fee	£90,295	£163,928		£159,904
	ALS Delivery Fee Re-Design				£5,000
51	Contingency (based on risk register)	£323,000	£323,000		£323,000
52	Framework Fee	£28,010	£43,077		£43,277
Total		£7,210,122	£11,088,574		£11,140,031
Cost Confidence and Cost Certainty already paid					£284,000 ALREADY PAID
					£10,856,031
				Increase of:	
53	TOTAL INCLUDING RIBA'S 2 & 4	£7,301,855	£11,180,307		£3,554,176
Inflation @ 3% per QTR (estimate)					£334,301
					£11,190,332
Below the line Options					
FAÇADE					
CUBICLES					
44	Change to prospec lockers (as per Monmouth LC)	£19,879	£21,867		
M&E SERVICES					
45	Gas Solenoid Valve lifespan B	£1,845	£2,029		
46	Bollers lifespan B	£108,261	£119,087		
47	LTHW Boiler pumps Lifespan B	£4,604	£5,065		
48	LTHW Primary Pumps Lifespan B	£7,132	£7,845		
49	Flues Lifespan B	£24,675	£27,142		
50	Domestic Hotwater Generator lifespan B	£14,937	£16,431		
51	AC Systems (2 no currently serving spin studio) Lifespan B	£16,028	£17,630		
52	AC Systems (2 no currently serving community suite) Lifespan B	£15,319	£16,851		
53	AC Systems (1 no currently serving café area) Lifespan B	£7,783	£8,562		
54	Section Board Lifespan B	£19,514	£21,466		
55	Voltage reduction equipment Lifespan B	£5,616	£6,178		
56	Distribution Boards Lifespan B	£15,797	£17,377		
57	Pool Hall Luminaires Lifespan B	£10,841	£11,925		
58	Sports Hall Luminaires Lifespan B	£26,019	£28,621		
NB: Until it is known if any of the above M&E works are required it is not possible to determine if additional prelims will be required due to programme					
59	Asbestos Removal based on the above M&E works	£20,000	£22,000		

Weekly Prelim Costs	£0	
	£0	
Staff costs	£9,500	£10,450
Labour (Gateman / labourer etc)	£1,500	£1,650
Accommodation	£450	£495
IT, Servers, Phones	£308	£339
Snag R System	£50	£55
Sundries	£100	£110
Plant	£180	£198
Prelim Run Rate	£12,088	£13,297
Prelims	£507,696	£558,466

CALDICOT LEISURE CENTRE

Date: 03 / 08 / 2020
Rev Nr: 01



SECTION 1.0 CONTRACTORS PROPOSALS REPORT

The Contractors Proposals comprise the following sections

Section 1.0 - Contractors Proposals Report
Executive Summary
Document dated 03/08/2020 Rev 01
Section 2.0 - Risk Register
Document dated 03/08/2020 Rev 08
Section 3.0 - Commercial
Cost Certainty Cost Plan (24072020)
Cash Flow to follow
Section 4.0 - Surveys
Refer below for document contained in this section
Section 5.0 - Design
Refer below for document contained in this section
Section 6.0 - Room Data Sheets
2128.13 - Caldicot - Room Data Sheets T4 - 29.07.2020
CGP MEP M&E Room Data Sheets July 20
Outline spec & Schedule of Retained Plant
Section 7.0 - Planning
In abeyance
Section 8.0 - Programme
Caldicot Leisure Centre - Prog Rev H - Final for CP's
Section 9.0 - Construction Management Plan
Caldicot leisure CPHSP
Appendix 1 - Organisation Chart
Appendix 2 - Caldicot LC Project Directory
Appendix 4 - Caldicot Project Rules
Appendix 5 - Caldicot Subcontractor Scoring
Appendix 6 - Caldicot Site Logistics
Appendix 7 - Caldicot Fire Plan
Section 10.0 - Insurances
EL and PL Policy
Section 11.0 - Scope of Works
Scope of Works Rev 00
Section 12.0 - Building Control
Building Control Statement
Section 13.0 - Design Intent Images

No allowance has been included in the proposals (including but not limited to the programme and cost plan) for any implications and effects of Coronavirus (COVID19). Any and all implications and effects are covered by the " client " risk in the Risk Register

Nothing in any of the schedules to the contract is to impose a design obligation of a greater standard than reasonable skill and care

Risk in respect of Brexit related implications and effects are covered by the " client " risk item in the Risk Register

This report has been developed to identify and confirm the design clarifications within Isg Final Cost Certainty (Contractor Proposals) Submission.

By acceptance of these proposals and accompanying documentation and their inclusion in the Contract is agreed that the content of the Contractors Proposals take precedence over any client issued information should discrepancies be found.

The scope of contract works is specifically as detailed in these Contractor Proposals, no works not specifically identified (whether considered implied or not) are included.

This report has been developed to identify and confirm the design clarifications within the Contractor Proposals Submission.

To achieve the budget a number of specified products / manufacturers may be changed at time of order commitment from Isg to the subcontractor. Isg will advise the client and seek approval for the change (which shall not be unreasonably withheld). For clarity there will be no client saving for the changes

No allowance is included for any " secured by design " standards

No allowance is included for any environmental issues associated with the discovery, management (including the employment of specialists / consultants / contractors) and possible relocating of any protected species of plant and / or animals which although currently unknown may be discovered at some time during the contract (other than those identified in the surveys)

For clarity the CPs are based (where applicable e.g asbestos removals, substructure design etc) on the results of the surveys. Should final works on site differ due to unforeseen that are not evident in the reports then the associated costs would be a client risk

Access to land outside the ownership of MCC is required in order to construct the works, should access not be granted or charges levied then the resulting costs / delays are a client risk

0.0 Existing Structure & Infrastructure

There is a risk that the existing building, structure and infrastructure is not in a suitable condition in the locations and areas that do and do not form part of the scheme (eg the roof and building envelope, Sports Hall and Pool Hall) and will require additional works refer to risk register items 2 & 3

1.0 Excavations and Substructure Groundworks

1.1 Ground conditions are based on the results of the Site Investigations (contained within section 4.0 of these Contractor Proposals). Any ground conditions found that differ from the Site Investigations will be considered " client risk " (which includes any variation required to the design solutions).

1.2 No allowance is included for any soft spots, obstructions, voids, underground service alterations and / or diversions or contamination (including asbestos)

1.3 No allowance for drainage connections beyond the site boundary

2.0 Mechanical and Electrical Services

2.1 The M&E services clarifications are as those contained in the M&E section of these Proposals

3.0 Statutory Services

3.1 Statutory services allowances for the provision of new / alterations / diversions / upgrades of existing Electricity, Gas, Water and Telecom services are all included as Provisional sums (based on quotations). The risk of variation to the sums is however a " client " risk

4.0 Planning

4.1 Planning Permission has not been granted and will be applied for by ISG once instructed.

5.0 Acoustics

5.1 No allowance is included for any acoustic testing / monitoring (day or night) and the design is generally in accordance with Building Regulations

6.0 BREEAM

6.1 No Allowance is included for any BREEAM rating

7.0 Building Regulations

7.1 Allowance is included for statutory items required by Building Regulations unless noted as excluded in the Final Tender design information or noted in this schedule

8.0 Signage

8.1 No allowance is included for any internal / external building signage other than statutory signage

9.0 General

9.1 Charges for temporary electricity / water / gas and such to be paid direct to suppliers by client







10.0 Risk












































10.1 For clarity the items deemed to be " client risk " are as identified in the CP Risk Register Rev 08 dated 03/08/2020

11.0 Final Design Documentation Schedule

The Contractors proposals are as per the following design information (subject to the statements above regarding change of specifications):

Architectural & Structural - Bradshaw Gass & Hope LLP
















-  2128.13.100 Str Drawing Issue Sheet - CPs.pdf
-  2128.13.200 Arc Drawing Issue Sheets - CPs.pdf
-  2128.13.300 Arc Drawing Issue Sheets - CPs.pdf
-  2128.13.400 Arc Drawing Issue Sheets - CPs.pdf
-  2128.13.500 Arc Drawing Issue Sheets - CPs.pdf
-  2128.13.600 Arc Drawing Issue Sheets - CPs.pdf

-  2128.13.000 Arc Drawing Issue Sheets - CPs.pdf
-  2128.13.700 Arc Drawing Issue Sheet - CPs.pdf
-  2128.13.101 T1 - PROPOSED GF SUPERSTRUCTURE.pdf
-  2128.13.102 T1 - RC SPREADER BEAM LAYOUT AND DETAILS.pdf
-  2128.13.103 T1 - GF SLAB BREAK UP & REINSTATEMENT.pdf
-  2128.13.104 T1 - GF LINTEL LAYOUT.pdf
-  2128.13.105 T1 - 1F LINTEL LAYOUT.pdf
-  2128.13.106 T1 - ENTRANCE LOBBY.pdf
-  2128.13.107 T1 - MASONRY DETAILS.pdf
-  2128.13.121 T1 - GROUND BEAM RC DETAILS SHEET 1 OF 2.pdf
-  2128.13.122 T1 - GROUND BEAM RC DETAILS SHEET 2 OF 2.pdf
-  2128.13.131 T1 - CAR PARK EXTERNAL WORKS.pdf
-  2128.13.151 T1 - EXTERNAL UNDERGROUND DRAINAGE LAYOUT.pdf
-  2128.13.201 T1 - Site Location Plan.pdf
-  2128.13.202 T1 - Existing Site Plan.pdf
-  2128.13.203 T1 - Proposed Site Plan.pdf
-  2128.13.204 T1 - Site Fire Strategy.pdf
-  2128.13.300 Arc Drawing Issue Sheet.pdf
-  2128.13.301 T1 - Existing GF Plan.pdf
-  2128.13.302 T1 - Existing FF Plan.pdf
-  2128.13.303 T1 - Existing Roof Plan.pdf
-  2128.13.304 T1 - Proposed GF Plan.pdf
-  2128.13.305 T1 - Proposed FF Plan.pdf
-  2128.13.306 T1 - Proposed Roof Plan.pdf
-  2128.13.307 T1 - GF Demolition Plan.pdf
-  2128.13.308 T1 - FF Demolition Plan.pdf
-  2128.13.309 T1 - Proposed GF Fire Strategy.pdf
-  2128.13.310 T1 - Proposed FF Fire Strategy.pdf
-  2128.13.311 T2 - Proposed GF Ceiling Plan.pdf
-  2128.13.312 T2 - Proposed FF Ceiling Plan.pdf
-  2128.13.313 T1 - Proposed GF Drainage.pdf
-  2128.13.314 T1 - Proposed FF Drainage.pdf
-  2128.13.315 T1 - Proposed GF FFE.pdf
-  2128.13.316 T1 - Proposed FF FFE.pdf
-  2128.13.317 T1 - Proposed GF Screed.pdf
-  2128.13.318 T1 - Proposed FF Screed.pdf
-  2128.13.401 T1 - Existing Elevations.pdf
-  2128.13.402 T1 - Proposed Elevations.pdf
-  2128.13.404 T1 - Standard FFE Fitting Heights.pdf
-  2128.13.500 Arc Drawing Issue Sheet.pdf
-  2128.13.501 T1 - Existing GA Sections - Sheet 1.pdf
-  2128.13.502 T1 - Existing GA Sections - Sheet 2.pdf
-  2128.13.503 T2 - Proposed GA Sections - Sheet 1.pdf

Room Data Sheets

2128.13 - Caldicot - Room Data Sheets T4 - 29.07.2020

Mechanical & Electrical - CGP

-  CG_14268 Issue sheet.pdf
-  CG-14268-E60-SC-YY-001-A0.pdf
-  CG14268-E61-ST-00-100.pdf
-  CG14268-E61-ST-01-101.pdf
-  CG14268-E63-ST-00-300.pdf
-  CG14268-E63-ST-01-301.pdf
-  CG14268-M53-ST-00-300.pdf
-  CG14268-M53-ST-01-301.pdf
-  CG14268-M55-ST-00-500.pdf
-  CG14268-M55-ST-01-501.pdf
-  CG14268-M57-ST-00-700.pdf
-  CG14268-M57-ST-01-701.pdf
-  MEP Stage 3 report.pdf
-  Risk assessment.pdf
-  Schedule of retained equipment.pdf

Room Data Sheets

CGP MEP M&E Room Data Sheets July 20

Lift & Modular Building














-  90-027 6000 7000 Loadings REV N - w Forces on Wall Table.pdf
-  Gartec Lifts - 7000 Platform Lift Range Brochure (web).pdf

Plans and Images of proposed unit

12.0 Survey Information


12.1 Surveys have been undertaken as scheduled below and as noted in the Survey Summary Document:

Site Investigation







-  SE1526 Desk Study + WOS Rpt 29-10-19.pdf
-  SE1526A - Amended HDTP Logs.pdf
-  SE1526A - CP MBH and HDTP logs.pdf
-  SE1526A - Expl Location Plan.pdf
-  SE1526A - Gas and Water Monitoring Sheet.xls
-  SE1526A Falling Head Permeabilty tests (BH1 & BH2).pdf
-  TP1.jpg
-  TP1a.jpg
-  TP1b.jpg
-  TP1c.jpg
-  TP2 Loc.jpg
-  TP2.jpg
-  TP2a.jpg

Ground investigation Report
CBR survey


Desktop Utility Survey

-  Completed desktop U19-2953 Caldicot.pdf



Utilities Survey

-  U19-2953.dwg
-  U19-2953_CCTV-U19-2953 CCTV Sheet 1.pdf
-  U19-2953_CCTV-U19-2953 CCTV Sheet 2.pdf
-  U19-2953-U19-2953 Sheet 1.pdf
-  U19-2953-U19-2953 Sheet 2.pdf
-  Work In Progress U19-2953 Sheet 1.pdf



Ecology

-  WWE19186 Caldicot Leisure Centre PRA REV A DRAFT.pdf



Lift Survey

-  CALDICOT LEISURE CENTRE PROPOSED PLATFORM LIFT SPECIFICATION..pdf
-  Caldicot Lift Report.pdf

M&E Survey

-  Caldicott Leisure Centre - MEP Survey Notes 130519.pdf
-  HMS2114 Validation Report.pdf


Pool Survey

-  Photos
-  Caldicot Survey 17.3.20.pdf



R Sheppard Survey

-  Caldicott Leisure Centre - Services distribution report 20.04.27.pdf
-  HMS-2114-SK01-Ground Floor Existing Services Distribution.pdf
-  HMS-2114-SK02-First Floor Existing Services Distribution.pdf
-  HMS-2114-SK03 Existing roof layout.pdf
-  HMS-2114-SK04 Ground Floor details.pdf
-  HMS-2114-SK05 First floor details.pdf
-  HMS-2114-SK06 Roof details.pdf




R&D Survey

-  Iucion_reports_365198.pdf

Topographical Study


-  U19-2953 Sheet1.pdf
-  U19-2953 Topographical Survey.dwg


Tree Survey























-  4122_R.pdf
-  ARB_4122_Y_100 - Standard.zip
-  ARB_4122_Y_100.pdf

DRAINAGE CCTV

-  CCTV REPORT.pdf

 (1).JPEG

 (2).JPEG

 U19-2953_CCTV.dwg	 (3).JPEG
 CCTV REPORT_A.pdf	 (4).JPEG
 U19-2953 REV A Sheet 1.pdf	 (5).JPEG
 U19-2953 REV A Sheet 2.pdf	 (6).JPEG
 U19-2953_CCTV_A.dwg	 (7).JPEG
 MH37 (x) - MH30 115513.avi	 (8).JPEG
 MH38 (a) - RISER 115858.avi	 (9).JPEG
 MH38 (b) - MH39 120124.avi	 (10).JPG
 MH38 (c) - RISER 120308.avi	 MH38.JPEG
 MH38 (x) - MH37 120414.avi	 SEALANT.JPEG
 MH39 (c) - RISER 120608.avi	
 MH40 (c) - RISER 120802.avi	

13.0 Relevant Client Supplied Information

13.1 The relevant Client supplied information is as scheduled below:

No relevant information for inclusion in the CPs

NOTE: In the event of conflict the CPs take precedence over all other information in contract , conditions , annexures and appendicies

14.0 Programme

14.1 CP's programme Rev H

15.0 Party Wall Conditions

15.1 All associated Party Wall Conditions, Consents, Notices, Works and such like are the responsibility of the Client

16.0 Flood Risk Measures

16.1 No allowance is included for Flood Risk or associated measures

Appendix J

Information on the procurement of Alliance Leisure



Prior information notice

This notice is for prior information only

Directive 2014/24/EU - Public Sector Directive

Directive 2014/24/EU

Section I: Contracting authority

I.1) Name and addresses

Denbighshire Leisure Ltd

8-11 Trem-y-Dyffryn, Colomendy Industrial Estate

Denbigh

LL165TX

UK

Contact person: Andy Moreland

Telephone: +44 1824706724

E-mail: andy.moreland@denbighshireleisure.co.uk

NUTS: UK

Internet address(es)

Main address: www.denbighshireleisure.co.uk

Address of the buyer profile: https://www.sell2wales.gov.wales/search/Search_AuthProfile.aspx?ID=AA79520

I.2) Joint procurement

The contract is awarded by a central purchasing body

I.3) Communication

Additional information can be obtained from the abovementioned address

I.4) Type of the contracting authority

Body governed by public law

I.5) Main activity

Recreation, culture and religion

Section II: Object

II.1) Scope of the procurement

II.1.1) Title

Leisure Development Partner for the UK Leisure Framework 2022-2026

II.1.2) Main CPV code

45212000

II.1.3) Type of contract

Works

II.1.4) Short description

Denbighshire Leisure Limited (DLL) are again excited to be engaging with the market with this opportunity. This is an opportunity for a potential development partner to work with Denbighshire Leisure Limited in elevating this next iteration of the Framework to even greater heights than the previous two iterations. It is hoped this opportunity will generate interest within the Market as it is an exciting opportunity.

Please also note that DLL are looking for one partner to deliver or manage the delivery of all aspects of the Framework, they are not seeking expressions of interest from organisations who can only deliver one aspect of the services e.g. design only, construct only, finance only etc.

This PIN notice is being released to give potential bidders an opportunity to express initial interest in the Framework. It is to provide early engagement with the market and not designed as part of the overarching procurement strategy. All documents relating to the procurement will be issued with the Contract Notice.

II.1.5) Estimated total value

Value excluding VAT: 2 000 000 000.00 GBP

II.1.6) Information about lots

This contract is divided into lots: No

II.2) Description

II.2.2) Additional CPV code(s)

45211350

66120000

37480000

45212000

45212100

45212110

66000000

66122000

71200000

79340000

92610000

92620000

30100000

30200000

37400000

37410000

37420000

37430000

37440000

37460000

37470000

45112711
45212140
45212150
45212172
45212180
45212210
37416000
45212211
45212212
45212213
45212220
45212221
45212222
45212224
45212225
45212230
45212300
45212320
45212321
45212322
45212330
45212331
45212400
45212410
45212420
45212421
45212422
45212423
45212500
45212600
48100000
51100000
71240000
71241000
71250000
71420000

73000000

79341000

79342000

79342320

80511000

79410000

II.2.3) Place of performance

NUTS code:

UK

UKL13

II.2.4) Description of the procurement

Following the success of the UK Leisure Framework (2017-2022), Denbighshire Leisure Limited is again seeking to appoint a single contractor as a partner to manage, operate and perform, or procure the performance of all works and services in respect of leisure related building projects. Proposed projects are to include, but not be limited to: Multi-use, single use or any combination of uses of developments ranging from leisure, indoor, outdoor, recreation, theatre, hotels, restaurants, office, museums, spas etc.

This Framework will be the third iteration of UK Leisure Framework, and will seek to improve and build upon the successes of the first and second iterations. The previous iterations of the Framework have had an outstanding reputation to date and the selected bidder will need to demonstrate how they will deliver this Framework in partnership with Denbighshire Leisure to achieve even greater successes in the future.

The Framework is to be for a period of four years with the potential for extension for a further 2 years on a year by year basis.

The Framework will be available to a wider range of clients, and with a wide range of services, than in previous iterations. The Framework will be accessible to a national UK audience, consisting not just of public sector entities, but also the following entities:

- Central government departments on a nationwide basis
- Public sector arm's length organisations and other Public Private Partnerships
- Private Finance Initiatives as they are coming up for refresh
- Third sector clients (e.g. not-for-profit, charities etc.)
- Universities
- Quasi Autonomous Non-Governmental Organisations (Quango's) / Non-Departmental Public Bodies (NDPB's)
- Non-Ministerial Departments
- Ministerial Departments
- Agencies and Other Public Bodies
- National Governing Bodies
- The Fire Service
- The Health Service including the Health Trusts
- The Ministry of Defence (MoD)
- The Police
- Schools
- Colleges
- Academy Trusts

The appointed development partner will have significant and demonstrable experience in the leisure, recreation, and multifunctional development market, and in delivering these projects in a 'turn-key' package for their clients. The scope of services required under the Framework should be considered significant for the appointed development partner. The successful bidder will not simply be responsible for the delivery of facilities, but they will need to provide the client with:

1. A procurement structure and strategy for their project which gives the client cost certainty before they commit to proceeding with their development and enter into contract.
2. Provide, if necessary, viable routes to finance a project as required by the client.
3. Support the client in the long-term strategic planning of the facility and wider leisure provision to ensure a viable and sustainable facility is developed and managed.
4. The ability to enable the client to develop a business model, giving consideration to the wider community and the provisions that are already available within that arena
5. Provide and pro-actively find marketing opportunities for the Framework and the wider Denbighshire Leisure offer.
6. Deliver and project manage the whole project up to the point of handover to the ultimate client and take on board some of the associated risks.
7. Service an income back to Denbighshire Leisure Limited through its Framework Management processes.

Any interested contractors should contact Andy Moreland to discuss further (andy.moreland@denbighshireleisure.co.uk).

II.2.14) Additional information

The previous iterations of the Framework to date have been hugely successful and past projects can be viewed on the current iterations of the Frameworks website (<https://leisureframework.co.uk/case-studies/>). Bidders that wish to ask any questions around potentially bidding for the Framework, should contact Andy Moreland on andy.moreland@denbighshireleisure.co.uk.

II.3) Estimated date of publication of contract notice:

30/06/2021

Section IV: Procedure

IV.1) Description

IV.1.8) Information about Government Procurement Agreement (GPA)

The procurement is covered by the Government Procurement Agreement: Yes

Section VI: Complementary information

VI.3) Additional information

Denbighshire Leisure Limited are again excited to be engaging with the market with this opportunity. This is an opportunity for a potential development partner to work with Denbighshire Leisure Limited in elevating this next iteration of the Framework to even greater heights than the previous two iterations. It is hoped this opportunity will generate interest within the Market as it is an exciting opportunity.

The previous iterations of the Framework to date have been hugely successful and past projects can be viewed on the current iterations of the Frameworks website (<https://leisureframework.co.uk/case-studies/>). Bidders that wish to ask any questions around potentially bidding for the Framework, or to express an interest in the Framework, should contact Andy Moreland on andy.moreland@denbighshireleisure.co.uk and detail their questions, or their experience in dealing with clients as outlined in the short description. This will enable potential bidders to determine whether they want to proceed with their bid.

Please also note that DLL are looking for one partner to deliver or manage the delivery of all aspects of the Framework, they are not seeking expressions of interest from organisations who can only deliver one aspect of the services e.g. design only, construct only, finance only etc.

This PIN notice is being released to give potential bidders an opportunity to express initial interest in the Framework. It is to provide early engagement with the market and not designed as part of the overarching procurement strategy. All documents relating to the procurement will be issued with the Contract Notice.

NOTE: To register your interest in this notice and obtain any additional information please visit the Sell2Wales Web Site at https://www.sell2wales.gov.wales/Search/Search_Switch.aspx?ID=110791.

(WA Ref:110791)

VI.5) Date of dispatch of this notice

20/05/2021

STAGE 2 - WORKS

Section I: Stage 2 Details

I.1 Official Name and Address of the Contracting Authority/Entity

Denbighshire Leisure Ltd, Att: Andy Moreland,
8-11 Trem-y-Dyffryn, Colomendy Industrial Estate, ,
LL165TX,
Denbigh,GB.
Tel: +44 1824706724.
Fax: .
E-mail: andy.moreland@denbighshireleisure.co.uk.
Internet address:www.denbighshireleisure.co.uk
Address of buyer profile :https://www.sell2wales.gov.wales/search/Search_AuthProfile.aspx?ID=AA79520

I.2 Notice title and Reference

Leisure Development Partner for the UK Leisure Framework 2022-2026
Ref:

I.3 Short description of the contract

Denbighshire Leisure Limited (DLL) are again excited to be engaging with the market with this opportunity. This is an opportunity for a potential development partner to work with Denbighshire Leisure Limited in elevating this next iteration of the Framework to even greater heights than the previous two iterations. It is hoped this opportunity will generate interest within the Market as it is an exciting opportunity.

Please also note that DLL are looking for one partner to deliver or manage the delivery of all aspects of the Framework, they are not seeking expressions of interest from organisations who can only deliver one aspect of the services e.g. design only, construct only, finance only etc.

To create an electronic response go to the following link
<https://www.sell2wales.gov.wales/supplier/postbox/ResponseWorkspace.aspx>

The buyer has indicated that it will accept electronic responses to this notice via the Postbox facility. A user guide is available at https://www.sell2wales.gov.wales/sitehelp/help_guides.aspx.

Suppliers are advised to allow adequate time for uploading documents and to dispatch the electronic response well in advance of the closing time to avoid any last minute problems.

I.4 Total quantity

£2 billion

I.5 Time-limit for receipt of completed tenders

Date: 16/12/2021 Time: 15:00:00

I.6 Additional Information

Full details on the Stage 2 process are noted in the Invitation to Complete in Dialogue document. Further details are outlined below:

1. Review the 'Invitation to Compete in Dialogue' document, and answer the questions noted in Part 3.
2. Review the contract and associated schedules, and complete 'Framework Agreement Derogations Table DLL 2022-2026' with any proposed amendments
3. Note that although the deadline on the Stage 2 process is 16th December, you will need to submit your initial tenders in line with the Procurement Timeline noted in the 'Invitation to Compete in Dialogue' document. Note that only your final tender will be submitted via the Sell2Wales platform (16th December). Full details relating to submissions are on p.28 of the Invitation document.
4. The Procurement Timeline noted above also includes details on clarification and dialogue dates available to bidders.
5. If Word versions of PDF documents are required, please respond via the Postbox function.

I.7 Notice coding

45212000 - Construction work for buildings relating to leisure, sports, culture, lodging and restaurants 45211350 - Multi-functional buildings construction work 66120000 - Investment banking services and related services 37480000 - Machinery or apparatus for leisure equipment 45212100 - Construction work of leisure facilities 45212110 - Leisure centre construction work 66000000 - Financial and insurance services 66122000 - Corporate finance and venture capital services 71200000 - Architectural and related services 79340000 - Advertising and marketing services 92610000 - Sports facilities operation services 92620000 - Sport-related services 30100000 - Office machinery, equipment and supplies except computers, printers and furniture 30200000 - Computer equipment and supplies 37400000 - Sports goods and equipment 37410000 - Outdoor sports equipment 37420000 - Gymnasium equipment 37430000 - Boxing equipment 37440000 - Fitness equipments 37460000 - Target and table games and equipments 37470000 - Golf and bowling equipments 45112711 - Landscaping work for parks 45212140 - Recreation installation 45212150 -

Cinema construction work 45212172 - Recreation centre construction work 45212180 - Ticket offices construction work
 45212210 - Single-purpose sports facilities construction work 37416000 - Leisure equipment 45212211 - Ice rink construction
 work 45212212 - Construction work for swimming pool 45212213 - Sport markings works 45212220 - Multi-purpose sports
 facilities construction work 45212221 - Construction work in connection with structures for sports ground 45212222 - Gymnasium
 construction work 45212224 - Stadium construction work 45212225 - Sports hall construction work 45212230 - Installation of
 changing rooms 45212300 - Construction work for art and cultural buildings 45212320 - Construction work for buildings relating to
 artistic performances 45212321 - Auditorium construction work 45212322 - Theatre construction work 45212330 - Library
 construction work 45212331 - Multimedia library construction work 45212400 - Accommodation and restaurant buildings
 45212410 - Construction work for lodging buildings 45212420 - Construction work for restaurants and similar facilities
 45212421 - Restaurant construction work 45212422 - Canteen construction work 45212423 - Cafeteria construction work
 45212500 - Kitchen or restaurant conversion 45212600 - Pavilion construction work 48100000 - Industry specific software
 package 51100000 - Installation services of electrical and mechanical equipment 71240000 - Architectural, engineering and
 planning services 71241000 - Feasibility study, advisory service, analysis 71250000 - Architectural, engineering and surveying
 services 71420000 - Landscape architectural services 73000000 - Research and development services and related consultancy
 services 79341000 - Advertising services 79342000 - Marketing services 79342320 - Customer-care services 80511000 - Staff
 training services 79410000 - Business and management consultancy services

9 Bartle Court Business Centre,

Rosemary Lane, Bartle, Preston. PR4 0HF

info@avac-ltd.co.uk www.avacltd.co.uk

Alliance Leisure Services Limited

By email: Jeremy@allianceleisure.co.uk

21st January 2022

Dear Jeremy,

Notice of Contract Award Decision

Denbighshire Leisure Limited – UK Leisure Framework 2022-2026

OJEU Ref: JUL366128

Subject to contract

Thank you for the submission of your organisation's tender. We have now concluded our evaluation of the tenders received in the above procurement process.

We are pleased to inform you that Denbighshire Leisure Limited ('DLL') have made a provisional decision to award the above Framework to your organisation.

The criteria used for the evaluation of your tender for the Framework were as set out in the Invitation to Participate in Dialogue followed by the Invitation to Compete in Dialogue and based upon the Most Economic Advantageous Tender.

The reasons for DLL's decision, including the characteristics and relative advantages of your tender, were as follows:

- Stage 1. Invitation to Participate in Dialogue- Your score of 48/60 showed that ALS had technical competency and was able to be invited to progress through to the Dialogue Phase of the competition.
- Stages 2 Interim Bid and Dialogue Process showed improvements in submissions throughout which permitted a final request for the submission of a Final Bid. The evaluation thereto has now been

completed and the scoring for each element is set out below and in accordance with the scoring criteria as set out in the documents but which were based upon the Most Economic Advantageous Tender.

Denbighshire Leisure 2021 Framework

Alliance Leisure					
Question #	Score out of 10 (AVAC)	DLL	Average of AVAC and DLL	Weighting	Normalised Score
Question 1	8	9	8.5	30	24
Question 2	8	8	8	20	16
Question 3	6	6	6	20	12
Question 4	4	6	5	20	8
Question 5	4	9	6.5	10	4
Question 6	6	6	6	10	6
Question 7	6	8	7	10	6
Question 8	6	6	6	10	6
Question 9	8	9	8.5	10	8
Question 10	8	6	7	10	8
Question 11	8	10	9	10	8
Question 12	8	9	8.5	20	16
Question 13	8	10	9	10	8
Totals	88				130

Where questions were not evaluated by DLL due to their specialist nature equal scores were inserted.

Regulation 86 of the Public Contracts Regulations 2015, DLL is obliged to introduce a 'standstill' period before entering into this Framework.

We have therefore written to the other tenderers to provide them with their evaluation results and to explain our decision. The standstill period will expire at midnight on the 31st January 2022. We reserve the right to extend this period if necessary to deal with any queries raised by the unsuccessful tenderers.

If no formal legal challenges have been made by the expiry of the stand-still period or any agreed extension, we will provide two copies of the contract documents by separate letter for execution by your company.

Please note that DLL is not to be bound in contract to your organisation in relation to your tender for the Framework until completion of the Framework Agreement contract documents.

This letter does not constitute either acceptance of or counter-offer to your tender. You are strongly advised not to incur any expense or enter into any binding arrangements until such time as you receive the signed and dated Framework Agreement contract documents back from DLL.

We hope that it will not cause you any inconvenience to bear with us for this short period that is necessary to allow us to meet our legal obligations and during this period, particularly as this is still subject to contract, you are requested to refrain from releasing any publicity or public reports and announcements about this award, such communications are strictly embargoed until there has been a mutually agreed PR and Communications Plan put in place.

If you would like any feedback on the scores that you have received, please do not hesitate to contact us. In the meantime, we look forward to working with you in the future.

Yours sincerely

Dr. Angela Vodden (Solicitor)
9 Bartle Court Business Centre
Rosemary Lane
Bartle
Preston
PR4 OHF

T: 07427404586
E: angela@avac-ltd.co.uk
W: www.avac-ltd.co.uk

Appendix K Contract Procurement Rules 2021





Contract Procedure Rules 2021

Table of contents

Number & Section	Content	Page
	Table of Content	1
	Definitions & Interpretations	3
1.General Considerations		
1.	Introduction	5
2.	Key Messages	5
3.	Authorised Signatory List	6
4.	Exempt Contracts	7
5.	Exemption Process	8
6.	Declarations of Interest	9
7.	Welsh Language Act	9
8.	Amendment and review of the Contract Procedure Rules	10
9.	ICT Procurement	11
10.	Non-Council Staff	11
11.	Electronic Tendering	11
2. Sustainable Procurement Planning		
12.	Pre Procurement considerations	12
13.	Risk Assessment	12
14.	In-house Providers	12
15.	Framework Agreements	14
16.	Use of Approved Lists	15
17.	Preliminary Market Consultations	15
18.	Estimating the Contract Value	16
19.	Wellbeing of Future Generations (Wales) Act 2015 & Community Benefits	16
20.	Key Financial Thresholds & Procurement Procedures	18
21.	Public Contract Regulations 2015	19
22.	Division of Contracts into Lots	19
23.	Contracts and documentation	20
24.	Contractor Subsidies and State Aid	21
25.	GDPR	21

3. Procurement Tendering Process		
26.	Supplier Selection	22
27.	Financial Vetting	23
28.	Insurance	23
29.	Bribery & Corruption	23
30.	Contract Terms and Conditions	24
31.	Tender Evaluation Criteria	24
32.	Errors and Omissions in submitted bids	25
33.	Tender Negotiation and Clarification	25
34.	Late Submissions	26
35.	Abnormally Low Tenders	26
36.	Bonds and Securities	27
4. Contract Award		
37.	Authorised Award of Tenders/Quotations and Reports	28
5. Contract Management		
38.	Contract Management	30
39.	Contract Extension	31
40.	Contract Variation	31
41.	Assignments and novation	32
42.	Termination of Contract	32

Definitions and Interpretations

In these Contract Procedure Rules the following definitions will apply:

Approved Lists	a list of suppliers or providers that have been selected by the Council through a non-OJEU tendering process, from which Authorised Officers may select, by way of a mini competition to provide services to the Council.
Authorised Officer	means any officer named within the Council's Authorised Signatory List with responsibility for carrying out procurement processes detailed within these Contract Procedure Rules.
Contract	means any form of agreement (including, without limitation, official purchase orders) for the supply of goods, provision of services or carrying out of works.
Contract Manager	means an officer responsible for the monitoring and management of a contract
Contractor	means any third party contractor, supplier or provider with whom the Council enters into a contract for the carrying out of works, the provision of services or the supply of goods.
Corporate Frameworks Register	a list of contracts that are accessible to the Council
Framework Agreement	an agreement with one or more contractors, the purpose of which is to establish the terms (in particular with regard to price and quality) governing a contract or contracts to be awarded during the period for which the framework agreement applies.
Head of Service	means the officer with responsibility for a service area within the Council.
Goods	an umbrella term to mean all goods, supplies, substances and materials that the Council purchases, hires or otherwise obtains.
Lots	means the sub division of contracts into different parts or categories, usually to increase competition and allow greater supplier access.
OJEU thresholds	means the financial thresholds assigned by the Public Contract Regulations 2015 which require tender opportunities above a certain financial threshold to be advertised in the Supplement to the Official Journal of the European Union ("OJEU") or any subsequent UK National eNotification service.
Operational Buyers Guides	means the operational procurement guidance that is developed for Authorised Officers that is contained within the procurement pages of the Council's intranet.

Procurement	means the process by which the Council manages the acquisition of all its goods, services and works, in a manner that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also providing opportunity for how this money can be spent in a way that delivers wider economic, social, environmental and cultural well-being both locally and within Wales
Procurement Process	means the procurement process that spans the whole life cycle, from identification of needs, options appraisal, supplier selection, award and contract management through to the end of a contract or the end of the useful life of the asset, or disposal of the asset.
Public Contract Regulations	refers to the governance that applies to all above threshold procurement processes that are contained within the Public Contract Regulations 2015 or any amendments or variations that follow from UK Government.
Services	includes all services, which the Council purchases or otherwise obtains, including advice, specialist consultancy, work or agency staff etc.
Tender(s)	means the competitive process used to obtain pricing and quality returns through either a quotation or tender exercise.
Tenderer(s)	means an individual, individuals, partnerships, companies or other bodies invited to submit a price and quality return for providing the Council with services, supplying goods or carrying out works.
Variation(s)	means any alteration to a contract, including additions, omissions, substitutions, alterations or changes of any other nature.
Works	includes all works of new construction and repairs in respect of physical assets (buildings, roads, etc.) including all those activities constituting Works for the purposes of the Public Contract Regulations 2015, or any amendments or variations that follow from UK Government.

SECTION 1 – GENERAL CONSIDERATIONS.

1. Introduction

Monmouthshire County Council spends approximately £100 million annually on bought in goods, services and works. It is therefore crucial that this level of spend is undertaken in such a manner that represents maximum value to the residents of Monmouthshire and our service users.

There is growing interest in how the Council can leverage our considerable purchasing power to secure an array of economic, social and environmental outcomes. This renewed scrutiny provides an opportunity to think again about how we approach procurement.

21st Century procurement practice needs to be considered as a strategic undertaking. By adopting a sustainable public procurement path we will ensure that we build proportionate social, environmental, economic and cultural benefits into all procurement activities. In this way the Council can promote social inclusion, boost local economies and the resilience of our supply chains, whilst reducing our carbon footprint and preventing human trafficking in our supply chains for current and future generations.

Procurement is the process by which the Council manages the acquisition of all its Goods, Services and Works. It spans the whole life cycle of the requirement, including the identification of need, make or buy decisions, through to supplier selection, award and Contract Management to the end of a contract or the end of the useful life or disposal of an asset.

2. Key Messages

- a) These Contract Procedure Rules are made under sections 135(1) and 135(2) of the Local Government Act 1972, which requires that Local Authorities provide Contract Procedure Rules in respect of contracts for the supply of goods, services and works to ensure competition and to regulate the manner in which tenders are invited.
- b) Procurement and Commissioning activity by the Council is governed by detailed European and UK legislation. The law requires all Council procurement (to include schools) to be conducted transparently, fairly and in a non-discriminatory and proportionate manner.

- c) The funding for all goods, services and works must be in accordance with approved budgets and comply with Financial Regulations.
- d) Before undertaking any competitive tendering process or before placing any official purchase orders on behalf of the Council, Authorised Officers must familiarise themselves with the Corporate Frameworks Register which has been developed either by the Council or on its behalf.
- e) A full list of accessible contracts can be located on [sharepoint](#) within the Procurement pages
- f) These Contract Procedure Rules are not intended as detailed guidance for implementation and should be read in conjunction with the Council's Operational Buyers Guides, which can be located on sharepoint within the Procurement pages.
- g) All values referred to in these Contract Procedure Rules are Exclusive of VAT.

3. Authorised Signatory List

- a) All officers that are required to lead a given procurement or commissioning process on behalf of the Council must be named and have the relevant approvals within the [Councils Authorised Signatory](#) List which is held by the Strategic Procurement Unit.

4. Exempt Contracts

The following contracts are exempt from the requirements of these Contract Procedure Rules:

- a) contracts of employment which make an individual a direct employee of the Council (this exemption does not extend to the recruitment of agency staff)
- b) contracts relating solely to the disposal or acquisition of an interest in land and property.
- c) Contracts for the execution of mandatory works by statutory undertakers, such as utilities providers.
- d) use of the Council's in-house services
- e) individual care packages or education placements where it is considered in the Council's interest or the Council is required to meet obligations under relevant legislation
- f) orders placed under a corporate framework arrangement or contract arranged for the Council by the Strategic Procurement Manager.
- g) unconditional grants by the Council
- h) In a genuine emergency threatening public health, injury to persons or serious and immediate damage to property, an Authorised Officer can take any necessary action to alleviate the threat. This power is limited to the alleviation of the threat and does not extend to any Works beyond what is strictly essential.

An exemption form does not need to be completed for any of the reasons stated in clause 4.

5. Exemption Process

- a) In exceptional circumstances an Authorised Officer can request an exemption from the Council's Contract Procedure Rules. No exemption will be considered where the value of such action exceeds the EU procurement thresholds or any subsequent UK Government threshold. Approval has to be obtained in the first instance by the completion of the "Request for Exemption from Compliance with the Contract Procedure Rules", which can be obtained from Internal Audit.

- b) Where approval has been granted Contract Procedure Rules shall not apply to the following:
 - I. Purchase by auction or works of art-artists

 - II. Single tender action where a single contractor or a proprietary item or service of a special character is required and justified.

 - III. Extensions of existing contracts where the extension is in accordance with the terms & conditions, specification, rates and/or prices of the original Contract award and where provision for the extension was provided for in the original contract notice.

 - IV. Extensions of consultancy contracts (where the combined original value and extension value do not exceed any EU/UK thresholds), where continuation of Services is deemed necessary, and where the particular knowledge and understanding of the requirement is intrinsically linked to the supplier, and no suitable supplier could undertake the work without undue delay or additional/further cost.

Poor planning or insufficient time is not justification for seeking an exemption.

6. Declarations of Interests

- a) No officer or agent of the Council shall improperly use their position to obtain any personal or private benefit from any contract entered into by the Council.
- b) Elected Members and employees of the Council shall comply with the requirements of Section 117 of the Local Government Act 1972 and the officers and Elected Members Code of Conduct as set out in the Constitution in respect of the declaration of interests in contracts with the Council.
- c) Such interests must be declared to the Council's Head of Law/ Monitoring Officer for inclusion in the appropriate registers, detailing how the conflict has been addressed.

7. Welsh Language Act

- a) All invitations to tender for a contract below the OJEU financial threshold must state that tenders may be submitted in Welsh.
- b) Any invitation to tender for a contract must be published in Welsh, where the:
 - i. Subject matter of the tender for a contract suggests that it should be produced in Welsh, or
 - ii. The anticipated audience, and their expectations, suggests that the document should be produced in Welsh.
- c) Where a tender or quote has been received in Welsh, this must be treated no less favourably than a submission in English.

- d) If a tender has been submitted in Welsh and it is necessary to interview the bidder as part of the assessment process, you must:
 - i. Offer to provide a translation service from Welsh to English to enable the bidder to use the Welsh language at the interview; and
 - ii. If the bidder wishes to use the Welsh language at interview, provide a simultaneous translation service for that purpose (unless you conduct the interview in Welsh without a translation service).
- e) When informing a bidder of the decision to award a contract, you must do so in Welsh if the quotation or tender was submitted in Welsh.
- f) Where relevant to the subject matter of the contract, contracts must contain provision requiring the contractor to comply with all applicable requirements of:
 - i. The Council's Welsh Language Scheme
 - ii. The Welsh Language (Wales) Measure 2011

8. Amendment and review of the Contract Procedure Rules

- a) A full review of these Contract Procedure Rules will be periodically undertaken following any substantive change to EU or UK law.
- b) Amendments to the appendices associated with these Contract Procedure Rules i.e. Operational Buyers Guides, will be updated and/or amended as necessary by the Strategic Procurement Manager.

9. ICT Procurement

- a) The procurement of software and licences shall be undertaken centrally by the Council's Digital Programme team (or its successor). Any exception to this rule will need to be justified by the Head of Service where the procurement activity is taking place and approved by the Head of Service for Digital and Agile.

10. Non-Council Staff

- a) Any person who is not an officer of the Council, but is engaged by the Council to advise, conduct, or supervise any stage of a Tender, must Comply with the Council's Contract Procedure and Financial Rules. No consultant shall make any decision on whether to award a contract or who a contract should be awarded to.

11. Electronic Tendering

- a) All procurements in excess of £10,000 must be conducted electronically using the Council's approved e sourcing tools. No formal communication shall be made outside of this system.

SECTION 2 – SUSTAINABLE PROCUREMENT PLANNING.

12. Pre Procurement Considerations

- a) In advance of the new financial year and quarterly thereafter budget holders will be required to submit to the Strategic Procurement Manager a completed “Procurement Forward Plan Notice” detailing the additional planned procurement activities over £75,000 for goods and services and £1,000,000 for works.

13. Risk Assessment

- a) There is risk in every supplier relationship, the focus should be on identifying these risks and managing them proactively. All Authorised Officers who have a responsibility for administering a procurement exercise shall carry out a risk assessment, proportionate to the nature and value of the proposed requirement. More detailed guidance can be located on [sharepoint](#) within the Procurement pages.
- b) The [Risk Log](#) shall be prepared at the outset of the pre procurement considerations and thereafter maintained and updated throughout the duration of the contract. The relevant Authorised Officer must be informed of any risks identified and of the contingency measures in place.

14. In-house Providers

- a) Before commencing any external procurement activity, Authorised Officers shall establish whether an in-house service provider is able to cater for the procurement in question. If it is confirmed in writing by the in-house provider that they do not have the capacity to fulfil the service, the relevant officer can proceed to procure in accordance with these Contract Procedure Rules.

b) For the avoidance of doubt, the following in-house service providers are included:

- Building Hygiene & Cleaning Services
- School Meals & Catering provision
- Energy Management Services
- ICT & Digital Support
- Landscape & Grounds Maintenance Services
- Landlord Services – including New Build, Refurbishments & Maintenance
- Refuse collection & Waste Management Services
- Strategic Procurement
- Legal Services
- Health & Safety Support
- Corporate Training provision
- Communications & Marketing
- HR & Payroll

c) Where an Authorised Officer has evidence that the price provided via an in-house provider does not represent value for money, they may apply to the Strategic Procurement Manager and Internal Audit Section for the authority to waive this requirement and procure from the external market.

d) Any amendments to the list of in-house providers will be communicated via the Strategic Procurement Units sharepoint pages.

15. Framework Agreements

- a) The Council has entered into a number of collaborative contracts or framework agreements for goods, services and works.
- b) The Strategic Procurement Unit maintain a register of framework arrangements that have been endorsed by the Strategic Procurement Manager. Where it is deemed that the framework offers best value for money, use of the framework will be mandatory.
- c) The use of framework agreements not listed in the Councils register of frameworks is only permissible once the Strategic Procurement Manager has approved its use.
- d) Where officers wish to rely upon the use of a framework arrangement they must ensure that all relevant guidance issued in relation to the use of the framework is understood and abided by. This will include, the scope of the framework, the process for utilising the framework, whether this be a mini competition or direct award, the weightings attached to the award criteria and the terms and conditions that govern its use.
- e) All mini competitions made via a framework agreement must include a contract award notice via [Sell2Wales](#) when the contract has been awarded.

16. Use of an Approved List

- a) A relevant Head of Service may determine that a list or lists shall be kept of persons who or suppliers which may be invited to tender for contracts for the supply of goods, services or the execution of works of specified categories, values or amounts.
- b) The approved list must contain the names of all persons, suppliers who wish to be included in it and are approved by the relevant Head of Service. The approved list must be maintained by an Authorised Officer who is named within the Council's Authorised Signatory List.
- c) The approved list shall be compiled and maintained in accordance with these Contract Procedure Rules.
- d) No approved lists will be maintained where the aggregated value exceeds the OJEU limit or subsequent UK thresholds

17. Preliminary Market Consultations

- a) Before undertaking any competitive procurement exercise or before placing any Official Purchase Orders on behalf of the Council, Authorised Officers will need to be familiar with the guidance provided within the operational Buyers Guide.
- b) Authorised Officers may wish to conduct market consultation, prior to a Request For Quotation (RFQ) or Invitation To Tender (ITT).Such market consultation could potentially cover, the nature, level, coverage and standard of supply, the price range and any innovative ideas that should be considered when developing the procurement documentation with which to test the market.

- c) Prior to undertaking Market Consultation for above OJEU requirements (or subsequent UK thresholds), advice and guidance must be sought from the Strategic Procurement Unit.

18. Estimating the Contract Value

- a) The value of the contract shall mean the estimated total monetary value over the lifetime of the requirement (not the annual value) and must include any extension options. Where the duration of the contract is indeterminate, the estimated value of the contract shall be calculated over a period of four years.
- b) No procurement exercise may be artificially split to avoid compliance with these Contract Procedure Rules, the European Union procurement directives or any subsequent UK Government amendments.
- c) Where the same goods, services or works are purchased at regular intervals by the Council, it is the aggregated value of these purchases that determines the total contract value.
- d) Where the aggregated value is equal to or above the existing OJEU (or subsequent UK) financial threshold, advice and guidance should be sought from the Strategic Procurement Unit.

19. Wellbeing of Future Generations (Wales) Act 2015 & Community Benefits

- a) The Council is committed to achieving economic, social, environmental and cultural changes through utilising its third party spending power to help promote Well Being within the day to day delivery of contracts across the County and within Wales, to ensure a better quality of life for everyone, now and for generations to come.
- b) It is a requirement that all Council contracts exceeding £1,000,000 in value should include the delivery of community benefits as a contractual obligation on the successful bidder.

- c) Any contract funded or part-funded by UK or Welsh Government are also likely to require the inclusion of Community Benefits as a contractual obligation, regardless of the value of the contract.
- d) Examples of Community Benefits that can be included in contractual clauses include:
- Targeted Recruitment and Training opportunities for the economically inactive
 - Community Initiatives
 - Contributions to education
 - Promotion of social enterprises and supported businesses
 - Promoting environmental benefits and
 - Supply chain initiatives
- e) In all cases where Community Benefits are being delivered, there must be a contractual requirement for the successful contractor to provide monitoring information on the Community Benefits as determined by the Strategic Procurement Manager.
- f) Regard must be had to Welsh Government guidance on Community Benefits and other such guidance as the Strategic Procurement Manager may issue from time to time on the approaches to delivering Community Benefits through Council contracts.
- g) It is the Authorised Officers responsibility to ensure that the successful contractor delivers the Community Benefits that they have agreed as part of the contractual agreement.

20. Key Financial Thresholds & Procurement Procedures.

The procurement of any goods, services or works, including an extension or variation to a contract requires appropriate levels of authority before it can commence and prior to contract award. See table below

ACTIVITY	Up to £10,000	£10,001 - £75,000	£75,001 – Up to relevant EU Threshold	In excess of relevant EU Threshold
Procurement process as a minimum	<p>Prepare specification and scoring criteria.</p> <p>Up to two written quotations, which represents value for money.</p> <p>Where possible at least one quotation must be sought from a local supplier</p>	<p>Prepare specification and scoring criteria.</p> <p>A minimum of four written quotations, which represents value for money.</p> <p>Where possible at least two quotations must be sought from local suppliers or suppliers within an “NP” Post Code.</p>	<p>Prepare specification and scoring criteria.</p> <p>An openly advertised formal tendering process must be undertaken or a compliant framework must be used.</p>	<p>Prepare specification and scoring criteria.</p> <p>Formal OJEU compliant tender procedure or a compliant framework must be used.</p>
Method of Publication	Email	<p>Using the Council’s approved e sourcing tool</p> <p>www.sell2wales.gov.wales</p>	Using the Council’s approved e sourcing tool	Contact Strategic Procurement Unit
RFQ – ITT Opening & Evalaution	One Authorised Officer	<p>One Authorised Officer to access returns via the post box facility via sell2wales (Buyer User Guide Post-box)</p> <p>Two relevant Officers to evaluate returns.</p>	<p>One Authorised Officer to access returns via the post box facility via sell2wales (Buyer User Guide Post-box)</p> <p>Two relevant Officers to evaluate returns.</p>	Two Officers from the Strategic Procurement Unit
Authority to advertise.	Authorised officers named within Authorised Signatory List.	Authorised officers named within Authorised Signatory List.	Authorised officers named within Authorised Signatory List.	Authorised officers named within Authorised Signatory List.
Authority to award	Relevant line manager.	Relevant line manager.	Relevant Head of Service	Relevant Head of Service
Method of awarding	Purchase Order	Signed and returned “ Contract of Award Letter”	Signed and returned “ Form of Tender”	Signed and returned “ Form of Tender”

			Signed "Form of Agreement"	Signed "Form of Agreement"
--	--	--	----------------------------	----------------------------

21. Public Contract Regulations 2015

- a) Where the aggregated value of the requirement dictates that the European Union Procurement Directives (and any subsequent UK Legislation) apply:
- b) The advice of the Strategic Procurement Unit must be sought at the outset to develop a procurement strategy and to determine the procurement procedure to be followed.

22. Division of Contracts into Lots

- a) The Council may, where it considers appropriate, decide to award a contract in the form of separate lots and may determine the size and subject matter of such lots in accordance with the Public Contract Regulations 2015 or subsequent UK Legislation.
- b) Where the Council is developing above OJEU procurement solutions and has decided not to subdivide a contract into lots, it has a duty to provide an indication of its reasons within the procurement documentation.

Refer to the Strategic Procurement Unit for advice and guidance.

23. Contracts and documentation

- a) All contracts must be in writing and where possible be subject to the Council's standard terms and conditions.

- b) All Contracts, irrespective of value, shall, where appropriate, clearly specify as a minimum:
 - I. What is to be supplied (i.e. the works, materials, services, matters or things to be furnished, had or done)
 - II. The provisions for payment (i.e. the price to be paid and when)
 - III. The time, or times, within which the contract is to be performed
 - IV. The provisions for the Council to terminate the Contract

- c) The formal advice of the Head of Law/Monitoring Officer must be sought for a Contract that includes one or more of the following features:
 - I. Where the Contract Value is greater than the EU Threshold for Services and Supplies (or subsequent UK threshold) and greater than £250,000 for Works;
 - II. Where it involves financial lease arrangements;
 - III. Where it is proposed to use a contractor's own terms;
 - IV. Where it is particularly complex or high risk;
 - V. Where payment in advance is required then formal written approval of the S151 Officer is also required.

- d) All Contract formalities must be concluded before the supply, service or works begin, bar in exceptional circumstances, and then only with the written approval of the Head of Law/Monitoring Officer

- e) The Authorised Officer responsible for securing signature of the Contract must ensure that the person signing for the other contracting party has authority to bind it. Cases where this is uncertain must be referred to legal services

24. Contractor Subsidies and State Aid

- a) Where it is proposed to provide financial support to a Contractor, or where a Contractor proposal entails financial support or benefit from the Council or another public body necessary to ensure the continuance of Contracting activity (State Aid), the advice of the Head of Law/Monitoring Officer must be sought prior to advertising the opportunity or concluding the Contract.

25. General Data Protection Regulations

- a) In carrying out any procurement, the Authorised Officer must take all reasonable steps, including incorporation of appropriate provision into tender documentation and Contracts, to ensure that the personal data of individuals is protected in accordance with all legal requirements (including the General Data Protection Regulation) and Codes of Practice from the Information Commissioner's Office (ICO). The Authorised Officer must ensure the Councils' obligations and risks, in respect of personal data, are considered and indemnities are sought where appropriate.

More information and guidance can be obtained from the Council's Data Protection Officer.

SECTION 3 – PROCUREMENT TENDERING PROCESS.

26. **Supplier Selection**

- a) It must be demonstrated that appropriately experienced, technically competent and financially resilient contractors have the essential credentials to be shortlisted.

Supplier Selection criteria for shortlisting may include, but not be limited to:

- i. Financial standing, including provisions for insurance to cover liability
 - ii. Technical or professional capability and capacity
 - iii. Health & Safety assurances
 - iv. Environmental Sustainability
 - v. Evidence as to whether they are unsuitable on certain grounds, e.g. people trafficking, bankruptcy, bribery, corruption, money laundering or failure to pay taxes
 - vi. Data Protection – GDPR Implications.
 - vii. Ethical Supply chain considerations
-
- b) Authorised Officers shall ensure that appropriate and proportionate supplier selection questions are included at the selection or pre-qualification stage depending on the outcomes of the risk assessment and the procurement process being used.

27. Financial Vetting

- a) Financial vetting shall be considered for all tenders in excess of £75,000.
- b) The decision as to whether a financial assessment is required should be based on risk and the impact on the Council of contract failure. All vetting shall be undertaken at the selection stage and agreed with the Council's Internal Audit Section.

28. Insurance

- a) Authorised Officers undertaking the procurement shall ensure as a minimum that all Contractors have sufficient levels of insurance in place prior to entering and throughout the duration of a Contract.
- b) These amounts may only be varied on the advice of the Insurance Officer whose advice shall be sought on any other insurances required.
- c) Details of minimum insurance thresholds are available via the Operational Buyers Guides located within the Procurement pages within sharepoint.

29. Bribery and Corruption

- a) Authorised Officers must comply with the Council's "Code of Conduct Policy for employees" in addition to the Council's "Anti-Fraud, Bribery and Corruption Policy 2017" and must not invite or accept any gift or reward in respect of the award or performance of any contract. It will be for the officer to prove that anything received was not received corruptly. High standards of conduct are obligatory. Corrupt behaviour will lead to investigation under the council's disciplinary procedures and is a criminal offence under the "Bribery Act 2010"

30. Contract Terms and Conditions

- a) Authorised Officers shall use their best endeavours to ensure that contracts are entered into on the appropriate set of Council's terms and conditions (which can be located on [sharepoint](#) within the Procurement section), which shall be included with each purchase order or invitation to tender.
- b) Where this is not possible, variations to the relevant Council terms and conditions and/or the terms and conditions submitted by a contractor must be formally approved in writing by the Council's Head of Law/ Monitoring Officer.

31. Tender Evaluation Criteria

- a) The criteria must be designed to secure value for money for the Council. Generally, this shall be the 'most economically advantageous Tender (MEAT)
- b) All evaluation criteria must be defined and listed within the procurement documents by the Authorised Officer. Such criteria shall remain unchanged at all times throughout the evaluation and contract award procedure.
- c) Such evaluation criteria should be listed in its order of importance and any particular scoring or weightings attributed to the criteria.

Further information on [award criteria and weightings](#) can be accessed via the Procurement sharepoint pages.

32. Errors and Omissions in submitted bids

a) As a general rule, no adjustment or qualification to any quotation or tender(s) is permitted. Errors or omissions identified during the evaluation process shall be dealt with as follows:

- I. Where the error contained in a quotation or tender appears to be of a clerical or arithmetical nature, or appears to be an e sourcing technical issue, the tenderer shall be given details of the error(s) and shall be given the option to either agree to the tender being corrected or withdrawn.
- II. The tenderer will be given up to 3 working days to respond.
- III. If confirmation from the tenderer is not received within the defined timescale, the tender will be withdrawn.

Request For Quotation and Invitation to Tender documentation must state how errors (and omissions) will be dealt with.

33. Tender Negotiation and Clarification

- a) Planned and structured supplier contact in the form of market consultation (soft market testing) or dialogue / negotiation as part of a prescribed procedure are permitted.
- b) Discussions with tenderers after submission of a Tender and before the award of a Contract, with a view to obtaining adjustments in price, delivery or content (i.e. post-tender negotiations) is generally not be permitted.
- c) An Authorised Officer may seek clarification of the information provided (or omitted) by a tenderer only where it is necessary to aid understanding. The types of clarification may include:
 - I. Where a tenderer has made an accidental omission such as not including a relevant certificate.
 - II. Where ALL tenderers responding have misinterpreted a question.

- III. The Council will however not seek clarifications from individual tenderers where a question has been misinterpreted, not answered or poorly answered.
- IV. If, for any reason, it is necessary to amend the specification after tenders have been received, a new tender process shall be undertaken.

34. Late Submissions

- a) The invitation to tender or quotation shall state that no tender or quotation will be considered unless it is received by the date and time stipulated in the invitation.

35. Abnormally Low Tenders

- a) Where the overall tendered price or costs raise significant doubts that the Contractor will be able to perform their obligations within the terms specified, the Council shall require tenderers to fully explain the price and costs proposed.
- b) This must be undertaken in accordance with the Regulations and in consultation with the Strategic Procurement Unit.

36. Bonds and Securities

- a) The Authorised Officer is responsible for ensuring that a risk assessment is undertaken, to determine if a performance bond or performance guarantee is required. If appropriate, the advice of the Council's Finance officers should be sought.

SECTION 4 – CONTRACT AWARD.

37. Authorised Award of Tenders/Quotations and Reports

- a) An Authorised Officer shall only award a Contract where it represents best value for money.
- b) A Contract shall only be awarded using the pre-determined tender evaluation criteria and weightings.
- c) Where a tender is to be evaluated on price only, the Contract must be awarded to the Tenderer submitting the lowest (compliant with specification) price.
- d) A Contract may only be awarded by an Authorised Officer with the required approval to award contracts. As outlined in the Authorised Signatory List.
- e) Where the procurement is conducted pursuant to the Public Contract Regulations 2015 or subsequent UK Regulations, the Authorised Officer must notify all tenderers in writing of the outcome of the tender, of the Council's intention to award a contract.
- f) Unsuccessful tenderers must be informed of the scoring attributed to the evaluation, being their score and the score of the winning tender, as well as any characteristics and relative advantages of the winning tender. The name of the winning tenderer must also be provided.
- g) Where the procurement is conducted pursuant to the Public Contract Regulations 2015 or subsequent UK Law, the Authorised Officer must allow the statutory standstill period prior to issuing a final award of contract and shall publish a Contract Award Notice in the Official Journal of the European Union (OJEU) or its UK equivalent no later than 30 days after the date of the contract.

- h) Under Regulation 84(1) of the Public Contracts Regulations 2015, there is an obligation to create a report on every above OJEU public contract and framework agreement entered into, and to send a copy of this to the Cabinet Office if requested to do so.
- i) Where the Public Contract Regulations 2015 or any subsequent UK Law do not apply, all successful and unsuccessful tenderers should be notified of the award decision at the same time. Standard templates both for the successful and unsuccessful contractors can be located within sharepoint under the procurement pages.

SECTION 5 – CONTRACT MANAGEMENT.

38. Contract Management

- a) All tenders in excess of £75,000 should consider the appointment of a dedicated contract manager. The resources spent managing the contract should be proportionate to the price being paid and the risks being managed.
- b) In addition to the processes by which Contracts are established, there is a need to ensure that Contracts are properly managed during their life. These Contract Procedure Rules therefore cover aspects of Contract Management, which relate to ongoing day to day contract welfare, Contract variation & price control at any time during the Contract period.
- c) The day to day management of Contracts shall be undertaken by the Contract Manager and shall include monitoring in respect of:
 - I. Performance
 - II. Compliance with specification and contract terms
 - III. Cost
 - IV. Value for money
 - V. User satisfaction
 - VI. Risk
 - VII. Community benefits (where applied)
- d) It is the responsibility of the contract manager to raise any incidents of poor performance immediately with the Contractor and seek rectification. In instances of particularly poor performance, or persistent poor performance, the Contract Manager should consider the appropriate course of action taking advice from the Strategic Procurement Manager in the first instance.

39. Contract Extension

- a) The decision to extend the contract period (term) may only be made before the original contract expiry date, where it is in accordance with the terms and conditions of the original contract.
- b) Approval via the relevant Authorised Officer has to be obtained in the first instance by the completion of the “Request for Exemption from Compliance with the Contract Procedure Rules”, which can be obtained from Internal Audit.
- c) Where the terms of the contract and the original procurement exercise do not expressly provide for an extension, the contract may only be extended in exceptional circumstances, where legislation permits and value for money issues have been addressed. Such decisions will be made by the relevant Authorised Officer, Internal Audit & the Strategic Procurement Manager.

40. Contract Variation

- a) Contracts may be varied without a new procurement procedure where:
 - I. The variations have been provided for in the relevant contract documents in clear unequivocal terms and these do not alter the overall nature of the contract; and/or
 - II. Additional goods, services or works which were not included in the original quotation or tender have become necessary, where a change of contractor cannot be made for economic or technical reasons or where it would cause serious inconvenience or duplication and the price does not exceed 20% of the original contract value and that it does not extend the contract period by more than 50%; and/or

- III. The circumstances causing the need for variation were unforeseen, the variation does not alter the overall nature of the contract and the price does not exceed 20% of the original contract value and that it does not extend the contract period by more than 50%.
- b) In all cases of contract variation, careful consideration must be made of the impact of the increased value of the contract on the procurement threshold levels, particularly whether the increase in value will move a contract from below OJEU value into high value, OJEU level. In this circumstance the variation should not normally be granted.

41. Assignments and novation

- a) Any contracts subject to novation must be referred to the Head of Law/ Monitoring Officer at the earliest possible instance.

42. Termination of Contract

- a) For any Contract exceeding £75,000 in value, early termination must be approved by the Head of Law/ Monitoring Officer.
- b) Contracts of a lesser value may be terminated early by agreement prior to the expiry date or in accordance with the termination provisions set out in the contract following consultation with the Strategic Procurement Manager.

Appendix L

Project

Delivery

Plan



Caldicot LUF Delivery Plan

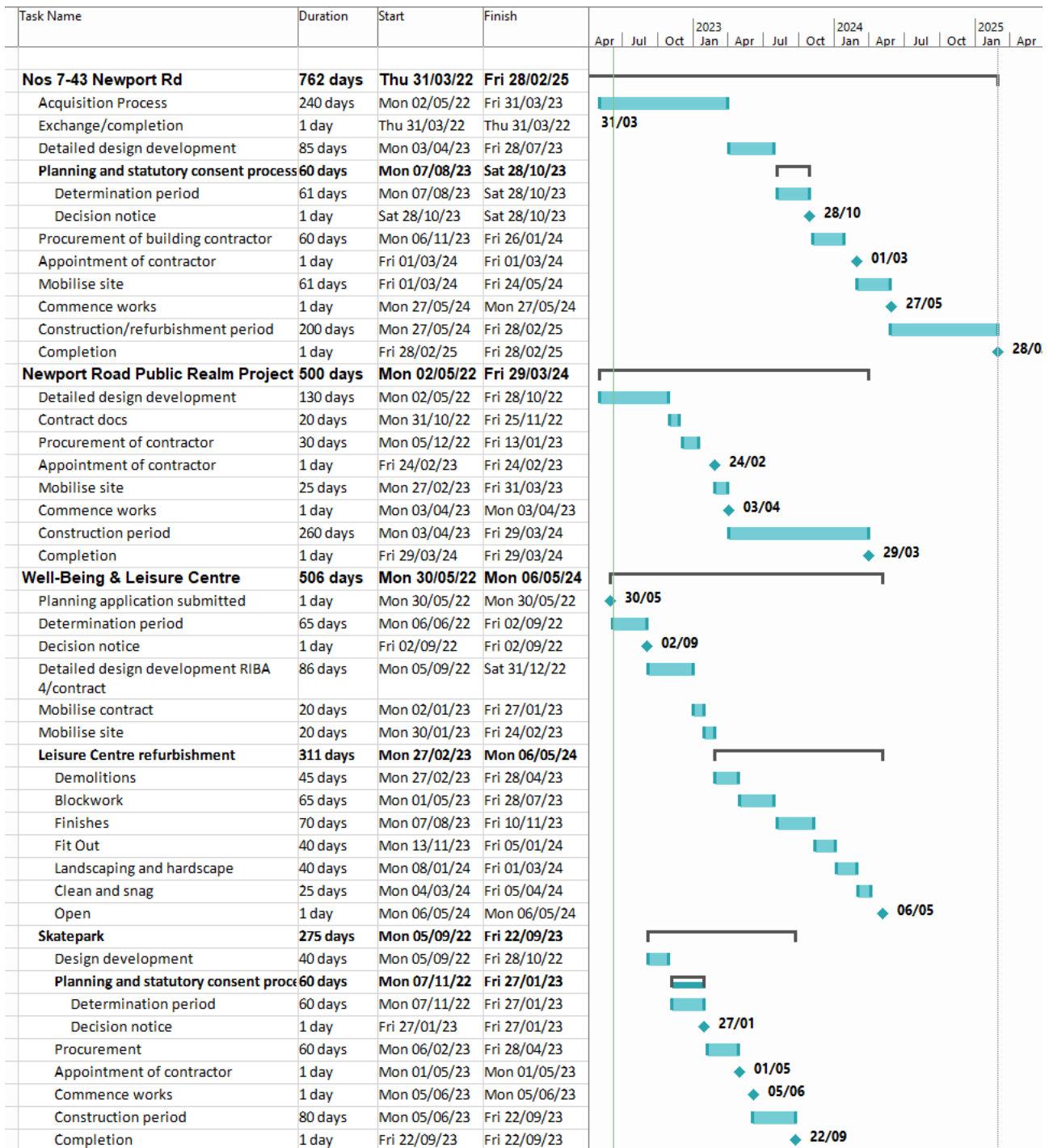
Monmouthshire County Council
June 2022



1. Purpose

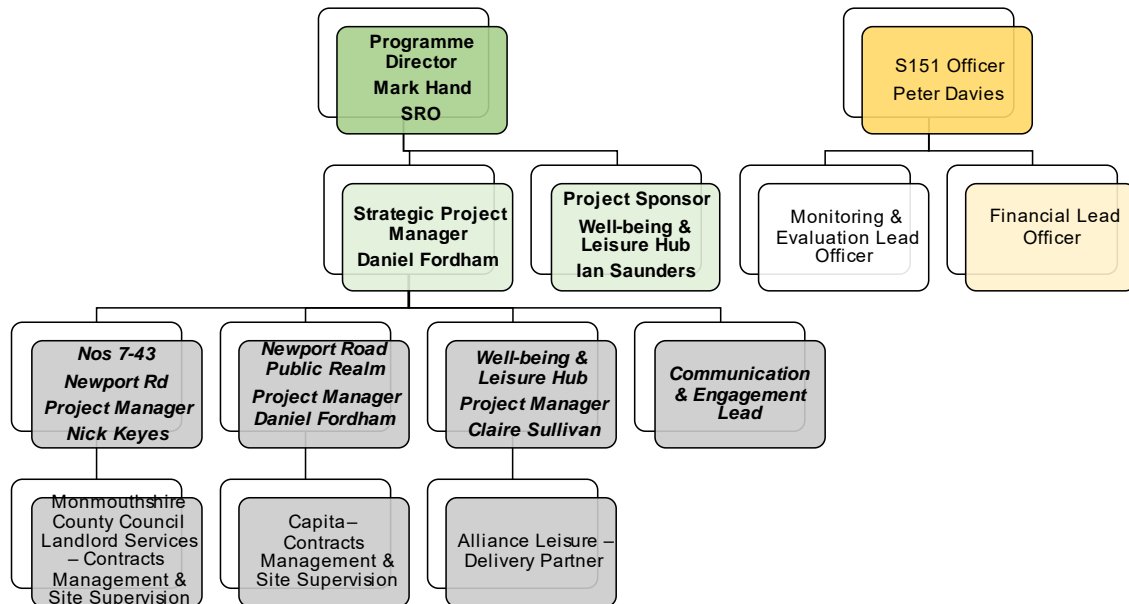
The Caldicot LUF Delivery Plan outlines the County Council's approach to project delivery and identifies specific areas of details such as stakeholder management and statutory consents.

2. The Delivery Plan – Programme



3. Roles and Responsibilities

Project Organisation Structure



Cabinet

The highest level of decision-making for the Caldicot (LUF) Project is the County Council's Cabinet. The Cabinet will receive and take decisions that have resource and financial implications for the development and delivery of the project.

The Cabinet meets on a monthly basis, where it will review a report issued by the Client Project Team, specifically led by the Senior Responsible Officer.

The specific roles and responsibilities of this group include:

- Responsible for the overall strategy and direction of the project
- Responsible for the initial definition of what is required from the project
- Responsible for the fit of the Caldicot Place (LUF) Project objectives with corporate objectives of the County Council
- Responsible for strategic and financial decisions
- Required to manage by exception
- Authorise the funds for the programme
- Commit resources to the project, by appointing the Senior Responsible Officer and the Strategic Project Manager

Client Project Team

The Client Project Team has been established by the County Council and has full authority to manage the Project within the approved budget and timescales. The Team agrees project principles including matters such as programme, communication and design parameters. The Chief Officer - Enterprise, the Senior Responsible Officer (SRO), will chair the Team.

The Team has a key role to play at the start up and initiation of the Caldicot Place (LUF) Project to ensure that the project sets off in the right direction by agreeing the project brief that sets out the scope and objectives of the scheme.

The Project Team comprises client project team members, including representatives from enterprise, property and asset management, highways, strategic funding and other responsible officers, when and where required. The team will be supported by the Strategic Project Manager.

The Project Team will:

- Be the owners of information but may delegate direction to the Project Manager
- Be responsible for the business case
- Manage by exception
- Produce the initial PID
- Agree with the Project Manager on their responsibilities and objectives
- Re-validates the programme by managing stage boundaries
- Notify the PM of external risk exposure
- Decide on recommended reaction to risk
- Seek balance between levels of risk v benefit, taking into account the business case
- Notify the County Council's Cabinet of risk to the Project aims
- Be the executive owner of the Risk Log
- Authorise initiation of the Project and authorise the Project (i.e. accepting the PID and commit to providing resource)
- Report to Cabinet
- Have authority to make decisions
- Have authority to commit resources
- Have authority to approve produces / plans
- Resolve escalated issues
- Confirm programme tolerances with the Cabinet
- Specify external constraints on the project
- Provide overall guidance to the project
- Review each completed stage and progress to the next
- Ensure compliance with Project Board directives and funding constraints

- Provide assurance that all acceptance criteria have been met
- Approve the end project report
- Approve the lessons learnt report and forward to the appropriate bodies

Senior Responsible Officer (SRO)

The Senior Responsible Officer is ultimately responsible for the project, supported by the Project Team. The SRO's role is to ensure that the project is focussed throughout its life cycle on achieving its objectives and delivering a product that will achieve the projected benefits. The SRO must ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of the stakeholders, user and partners. The SRO is the owner of the business case during the programme duration.

The SRO will be responsible for the following tasks although some may be delegated to the Project Manager:

- Design of the Project Team
- Chair the Project Team meetings
- Ensure that there is a coherent programme structure and logical plans
- Ensure that adequate briefs are produced
- Ensure that all acceptance criteria are met
- Authorise any change beyond the agreed tolerances (this may require referral to the Cabinet)
- Recommend future action on the project to the County Council's Cabinet should the tolerances be exceeded
- Monitor and control the project at a strategic level, reviewing the business case regularly
- Own the business case
- Be accountable for the project success in business terms
- Lead on the commercial and technical preparation of contract documents and evaluation of tendered bids
- Responsible for the procurement of the consultants, contractors and other agencies
- Inform the Project Team of any changes notified by the Cabinet
- Own the risk log, and ensure they are being managed as effectively as possible
- Ensure a post project review is carried out, and that benefits have been realised.

Project Assurance

The project assurance role stands to one side of the project structure, its core purpose is to help ensure that the business case is adhered to, that user needs, and expectations are being met and managed, and that the scope of the project is not creeping. The Project assurance team are there for the Client Project Team to call upon; however, others may approach the team for assurance at any time.

It is proposed that the role of Project Assurance will initially be carried out by a critical friend, tbc.

Project Management (PM)

The Strategic Project Manager is responsible for the management, co-ordination and control of all aspects of the project. The Project Manager is required to keep the Client Project Team informed on all matters in connections with the project. The PM may be delegated tasks by the Client Project Team members.

The roles of the PM include:

- Produce regular management reports
- Identification, recording, assessment, management and reviewing of risks
- Assist in the development of the project brief
- Reporting to the Client Project Team
- Ensure the Consultants and Contractor deliver to time and that their products are appropriately presented and signed off
- Monitor any payments and claims made through the project
- Manage all payments to Consultants and Contractors
- Produce a quality plan
- Facilitate issue resolution
- Confirm and manage project communication, reporting, authorisation and change management procedures to operate between MCC and the consultants, and contractors
- Monitor the achievement of milestones and overall programme progress, including the signing off of completed tasks, and ensuring all deadlines are met
- Ensure quality checks are planned and undertaken during the delivery stages. Establish and work to safety, quality and environmental policy strategies and plans
- Draft and manage the project controls
- Ensure the drafting of a post programme plan

Design and Consultancy Team

The following consultants are anticipated to support the Council with the Caldicot Place (LUF) Project. The various roles and responsibilities are set out below according to each discipline.

Nos 7-43 Newport Rd

Subject to procurement

Newport Road Public Realm

Capita - Engineering

Roberts Limbrick Ltd - Design

Quad Consult - Drainage

Well-being and Leisure Centre

Alliance Leisure

4. Project Controls

Control of the project will be maintained using the tools explained in the following section. The purpose of control is to ensure the project is producing the required products that meet the defined acceptance criteria.

The progress of the project will be controlled by the use of the following:

Tolerance

The primary tolerance will be the time element for the negotiations with the owners of the existing Retail Parade block to understand their position, specifically if they wish to agree to the redesign/refurbishment by agreement or whether the Council needs to pursue a CPO. If the latter option is adopted, then this will have implications for resources and programme that need to be factored in.

Quality is also an important tolerance for this stage of the project; well-defined documents are required to generate appropriate interest and ultimately a comprehensive offer from contractors. Errors or insufficient detail could expose the County Council to more risk than is either acceptable or has been accounted for. It is therefore important that any designs are well detailed and co-ordinated to ensure that delivery on site is to the right quality and to minimum risk.

Quality Control

Each project delivered through the Caldicot LUF Project will be subject to its own quality control check by its originating organisation; however detailed quality reviews may take place by the Client Team, to be co-ordinated by the Project Manager.

Project Issues

Whatever its type, every issue raised should be logged on a specific Project Issues log. Each issue will be assessed to indicate a priority; guidance for prioritisation is provided together with the log. Any misunderstandings or questions should be answered immediately and recorded on the log. This process is managed by the Project Manager, who will acknowledge receipt of issues, update and manage the log.

Any issues which cannot be responded to immediately will be subject to an impact analysis, to understand the impact the suggested issue would have on the project, business and business case. Following the impact analysis; the issues are passed to the Client Team for change authority.

If the issue results in a change to the project, it will be subject to change management. The issues log is a live document and should be updated by the Project Manager, with a copy of the update sent to the relevant author.

Any issue raised whose implementation would cause deviation beyond the project tolerances will form the basis of an exception report.

Change Control

Change is highly likely on any project, and with the complexities attached to the Caldicot LUF Project in relation to funding, stakeholders and phasing of the project, this is no exception. These changes need to be managed and it is proposed that the following change control procedure is adopted to assist with that.

Changes should originate from the issues log, and the subsequent changes will either be a specific request for change, for whatever reason, or an off-specification to account for errors or omissions. This process is applicable to both this early stage of the project and to project delivery.

A change request form should be completed and presented to the Client Team for approval, via the Project Manager. Only following approval should any change be implemented. See Appendix for an example change request form. The Project Manager should keep a log of all changes and update the programme accordingly.

Risk Log / Register

The risk register brings together, clearly and concisely, the details of all identified potential risks in a single document. The Caldicot LUF project risk register should list all identified risks, their causes and consequences, assessment of likelihood and impact, and proposed management actions to mitigate the risk. The register is the focal point for addressing risks, actions and impacts and is the key management tool for communication and tracking actions.

The risks on the current register have been identified at the early concept stage of the project. New risks will be added from the issues log, highlight reports and specific workshops. The risks will need to be quantified and taken into account when presenting budget costs, this will assist the Client Team in managing tolerances etc.

The owner of individual risks should also be noted on the risk register; however, risks will generally be owned by the Client Team, their management will often be delegated to Project Team members. The RAG system helps focus the need for mitigation action.

Planning and re-planning

The planning for the Caldicot LUF Project will be done using Microsoft Project. A relatively high-level programme has been produced for reporting purposes to the Client Team; however, this will be supplemented by the provision of more detailed work plans from the consultancy/design team and will need to be further developed in relation to delivery timescales.

Highlight Reports

The highlight report is a summary status report, which is to be provided to the Client Team by the Project Manager on a four-weekly basis. The report will highlight any areas of concern, new risks, programme variances, budget status, issues and decisions or information required, together with a statement on progress.

A highlight report is also required from any associated design/consultant team leads and in the future any contractor. This report is to be submitted to the Project Manager on a four-weekly basis, in advance of the drafting of the Project Highlight Report detailed above. This report should be structured in accordance with the standard pro-forma in Appendix H.

Exception Reports

An exception report should be produced when a tolerance is forecast to be exceeded, for example if the programme is not going to be met, or a risk is going to be realised or, for the delivery stage, a quality standard or acceptance criteria is not going to be achieved.

For the initial stages of the Caldicot LUF Project, exception reports should not be required due to the regular contact of the team members and the frequent reporting which is in place; however, should there be a need for this report, it should contain the following detail to enable the Project Manager to assess the impact and the Client Team to agree a way forward:

- Description of the cause of deviation
- Consequences of the deviation
- Available options
- Effect of the options on risk, tolerance and the business case
- Project or Team Managers recommendations

Project Close

An end project report will be produced by the project manager, detailing how well the project has performed against the initiation form, including comment on the original planned cost, programme and tolerances.

5. Management of Delivery Partners

There are no commercial delivery partners that form part of this multi-project submission.

Local Supplier Spend

The Contractor should consider opportunities to procure and spend with the locality in relation to supply chain including labour, plant and machinery that is within the postcodes of NP.

Key performance indicators we need to meet as part of this contract includes:

- Number of SMEs based in Wales successful in securing contracts/sub contracts
- Value of contracts/sub contracts awarded to SMEs based in Wales (£)

Local Labour

The contractor should consider the use of local workers, if practically feasible, where local is the postcode NP.

No of Long Term Unemployed/Difficult to Reach/NEET/Apprenticeships

The contractor should consider the number of people (inc NEET) employed through other supported employment routes in delivering the project, if practically feasible.

Key performance indicators we need to meet as part of this contract includes:

- Number of traineeships on the project
- Number of traineeship leavers progressing to further learning or employment
- Number completing employment related courses or gaining employment related qualifications

Tenderers should note that failure to submit a Community Benefits Method Statement with their tender will result in the Council having the right to exclude the tender from the evaluation process and to treat the tender as being void.

Specific headings of minimum information that tenderers are expected to provide within their Community Benefits Method Statement are: -

- Proposed targets and number of trainees to be recruited and trained;
- Proposed trade or profession;
- Proposed date of appointment;
- Proposed duration (in days) of trainee on site;
- Details of proposed training;
- Proposed qualifications that the trainees would be directed to attain;
- Proposed strategy for and confirmation of commitment to deliver the Community Benefits Plan;
- Proposed procedure for implementing, monitoring, reviewing and reporting of the Community Benefits Plan;
- Other relevant associated information for the submitted Community Benefits Plan.

Through these projects the Council is seeking the following outcomes:

- The Contractor in conjunction with its sub-contractors and supply chain to employ and train an agreed number of people from the long-term economically inactive, in the delivery of the contract.
- The Contractor to work with appropriate organisations in a timely manner to identify suitable candidates from the long-term economically inactive and to ensure that these are employed and ready to commence training at the start of the on-site project work.
- The Contractor to provide both formal and work experience opportunities so as to allow each individual to obtain a Constructions Skills Certificate Scheme Card and advance one or more levels over the course of the project, and to maximise the number of units of accreditation gained towards an NVQ certificate of the level appropriate to the individual.
- The Contractor to ensure that its subcontractors and supply chain also provide opportunities for the trainees to work on specific site tasks where this is appropriate and will improve the quality of the trainees learning and development.

The Contractor to seek funding for the training and employment of the individuals from Welsh Government and other appropriate organisations and to net off any monies so received from the project charges.

6. Project Quality Plan

This section of the PID sets out the quality standards to be applied to the delivery of the Caldicot LUF Project, and the various responsibilities for achieving the required quality levels.

The preliminary stages of work being carried out for the project are being done, in part by consultants operating within their own Quality Management System (QMS). Independent checks on their outputs are available from the Project Assurance members. However, the client team are well informed and will have a continual input into the design.

For the delivery phase of the project, the quality requirements are outlined below:

Quality Expectations

The quality of all deliverables is to be in line with those fitting with the setting of Caldicot town centre; advice on this will be provided from within the client team and design team members. All quality expectations for the delivery phase will be set out in the specification and detailed drawings which are to be developed in this current stage of the project.

Quality Tolerances

With reference to the delivery phase the standards, yet to be defined / identified in detail, will require any future contractor to deliver to a set quality standard. The contractor will be expected to ensure the highest quality throughout the process, specifically from sub-contractors and will be a pre-requisite for their selection process. This needs to be safeguarded through mechanisms such as sample panels on site so that we can benchmark for delivery purposes. Failure to meet the prescribed level will lead to re-work of the end product. The quality of the end product is very important to the success of the project.

Acceptance Criteria

This section will be developed further by the design and client team as designs are progressed and materials are selected.

Quality Responsibility

The consultant/design team will be wholly responsible for delivering a quality, coordinated design and tender package, including detail of maintenance requirements. The client team will retain an interest and overview in the deliverables.

Respective contractors will be wholly responsible for delivering a quality solution on site, although site supervision will be provided by the client organisation, this will be an overseeing role in line with the NEC contract.

Quality Control and Audit Process

The consultancy/design team are responsible for the quality control of their design, details and specifications; these should be subject to internal quality control

procedures. Although the client will review the design and details, they will not be checking or approving with regards to quality control.

The contractor will also be expected to operate under a quality control procedure and will be largely responsible for quality control; however, an audit and additional control point will be the County's own site supervisor who will be present on site during construction.

Change Management Procedures

Section 6 of this PID defines the project controls; these will need to consider changes which may occur during both the design and construction phases of the project.

Configuration Management Procedures

Configuration management is used to identify how and by whom the project products will be controlled and protected. This will include all aspects from the production of reports to the development of details designs and specifications.

Configuration management will be the responsibility of the Project Manager, who will instigate and manage a filing and referencing system for the Project (electronically and hard copy).

7. Stakeholder Management

The County Council has an established way of managing and communicating with stakeholders due to its regeneration presence in the town over the last few years.

Engagement

The main forum for face to face engagement which has been through digital means over the last 12 months has been the town centre stakeholder forum.

Representation of this forum is from:

- Monmouthshire County Councillors (ward members)
- Caldicot Town Councillors and Town Clerk
- Caldicot Town Team Directors and members
- Other community organisations such as the Events Committee
- Statutory authorities

The County Council provides advisors as and when needed. These include:

- | | |
|---------------------------------|------------------------|
| ▪ Enterprise | ▪ Active Travel |
| ▪ Tourism | ▪ Public Transport |
| ▪ Property and Asset Management | ▪ Landscape |
| ▪ Planning | ▪ Green Infrastructure |
| ▪ Highways | ▪ Well-being |
| | ▪ Communications |

The forum tends to meet on a bi-monthly basis with the meeting agendas centred on:

- Partnership working
- Project updates
- Marketing and promotion
- Communication

External Communications

All external communications will be via Monmouthshire County Council and their communication support team should have the opportunity to comment.

Mediums for communication and engagement with the wider Caldicot community include:

- Project webpage on Council's website
- Regular community newsletter
- Use of social media – Facebook and twitter
- Bulletins in town noticeboard
- Site boards during construction works

8. Powers, Consents and Statutory Consents

The three projects have been reviewed in relation to whether they require specific powers, consents or statutory approvals.

This is our summary.

Nos 7-43 Newport Road

Secured	Pending/To Be Submitted
	<ul style="list-style-type: none"> ▪ Full planning permission for refurbishment and any new construction works ▪ Pre-SAB and full SAB (SUDs) approval if deemed necessary

Newport Road Public Realm

Secured	Pending/To Be Submitted
	<ul style="list-style-type: none"> ▪ A pre-SAB application is to be made for the works ▪ Pre-SAB and full SAB (SUDs) approval if deemed necessary

Well-Being & Leisure Hub

Secured	Pending/To Be Submitted
	<ul style="list-style-type: none"> ▪ A full planning application has been submitted to the LPA for the proposed works; this will be determined by September 2022


		
Project Role and Responsibility	<i>Senior Responsible Officer</i>	
Reporting to:	Frances O'Brien, Chief Officer Communities and Place	
Name	Mark Hand MRTPI	
Job Title	Head of Placemaking, Highways and Flooding	
Qualifications	<ul style="list-style-type: none"> ➤ MSc Public Leadership, ongoing – Cardiff University – 2019 to present (due to graduate July 2023) ➤ Carbon Literacy, pass – Cynnal Cymru - 2021 ➤ Postgraduate Certificate (PGC) in Public Services Leadership, pass – University of South Wales – 2014 (distinction achieved in all modules) ➤ Institute of Leadership and Management Level 5 Introductory Diploma in Management, pass – 2008 ➤ Welsh in the Workplace Levels 1 (pass) and 2 (pass) – Coleg Gwent – 2006 and 2007 respectively ➤ MSc City and Regional Planning, distinction – Cardiff University – 2001 ➤ BSc Geography, 1st class honours – University of Wales, Aberystwyth – 1999 ➤ A Levels in Geography (A), Maths (A) and Further Maths (D) – Sackville School, East Grinstead – 1996 ➤ AS Level in Religious Studies (B) – Sackville School, East Grinstead – 1996 ➤ GCSEs in Geography (A*), Maths (A*), Religious Studies (A*), English Language (A), English Literature (A), Double Award Sciences (AA), Business Studies 	

	(B), German (B) – Sackville School, East Grinstead – 1994	
Key Skills and Competencies	<ul style="list-style-type: none"> ▪ 21 years' experience of delivering high profile, frontline services within a highly contested public sector environment and as part of large, multi-purpose organisations. This includes 7 years' leadership experience at Head of Service level involving responsibility for a breadth of services including Planning, Regeneration, Housing, Highways and Countryside. ▪ Problem-solving, identifying and removing blockages while keeping sight of the big picture; ▪ Leadership of multiple services in an agile-working environment and beyond my professional background; ▪ Making robust, balanced decisions based on evidence and policy; ▪ Collaboration, communication and negotiation; ▪ Project management; ▪ Emotional intelligence and empathy; ▪ Articulating and empowering others to work towards a vision; ▪ Identifying and developing future leaders; ▪ Political awareness. 	
Similar Project Experience	<p>My experience of project managing large scale capital infrastructure and regeneration projects includes:</p> <ul style="list-style-type: none"> ▪ securing funding for and implementing two of the Welsh Government's eight 20mph pilot projects 	<ul style="list-style-type: none"> ▪ Chartered Member of the Royal Town Planning Institute (RTPI); ▪ Elected member of the RTPI's General Assembly (2017-2021); ▪ Current Chair of South East Wales Chief Planning Officer group;

	<p>covering Severnside and Abergavenny;</p> <ul style="list-style-type: none"> ▪ Chair of Programme Board and Project Sponsor for £770k Transforming Towns grant in 21/22 and a £5m three year programme to 2025; ▪ securing £5.2m CCR Housing Investment Funding to progress a stalled LDP housing site; ▪ Project Sponsor for two Active Travel river bridges and four other AT projects; ▪ Project Sponsor for a £4m three-year evidence-based highway refurbishment programme following asset management principles. ▪ £900k/yr budget for disabled facility grants; ▪ collaboration with a Housing Association and the Welsh School of Architecture to secure Innovative Housing Grant for starter homes and bungalows on pocket brownfield sites; ▪ compulsory purchase of a derelict Listed Building to secure its refurbishment and re-use (Caerwent House); 	<ul style="list-style-type: none"> ▪ Chair of the Planning Officers' Society for Wales (2015-2017); ▪ Chair of the South East Wales Strategic Planning Group (2014 to 2018); ▪ External Examiner for Cardiff University's School of Planning and Geography (2017 to 2021).


		
Project Role and Responsibility	<i>Strategic Project Manager</i> <i>Project Manager: Blestium Street/Monnow Street public realm</i> <i>Project Manager: Newport Road public realm</i>	
Reporting to:	Programme Director / S151 officer	
Name	Daniel Fordham	
Job Title	Regeneration Manager	
Qualifications	PRINCE2 Practitioner	
Key Skills and Competencies (related to this project)	<ul style="list-style-type: none"> ▪ Strategic planning ▪ Project and programme management ▪ Use of public realm and heritage renewal schemes to drive town centre regeneration ▪ Partnership development ▪ Community and stakeholder engagement and participation 	
Similar Project Experience	<ul style="list-style-type: none"> ▪ Project management of development and delivery of numerous regeneration-focused public realm/public space schemes ▪ Programme management of £12m package of public realm and historic building 	

	<div>enhancement projects in east London</div> <div><div>▪</div>Development of regeneration/public realm schemes in Monmouthshire</div>	

		
Project Role and Responsibility	Wellbeing & Leisure Hub Project Sponsor	
Reporting to:	Paul Matthews, MCC, CEO	
Name	Ian Saunders	
Job Title	Chief Operating Officer, Monlife	
Qualifications	MA Leisure and Recreation Studies BA Hons Degree Human Movement Studies Many sporting and coaching qualifications across multi sports. 35 years in various leisure roles with various occupational qualifications	
Key Skills and Competencies	<ul style="list-style-type: none"> ▪ Over 35 years experience delivering and managing leisure services both private and public sector ▪ Employed in Disneyland, Stroud, Cirencester, Huntingdon in different leisure venues so detailed insight into facilities before managing Abergavenny Leisure Centre. ▪ Knowledge of industry and trends and networking across UK ▪ Key working groups and regional chair of Leisure Services reporting into Sport Wales and Chief Leisure Officer Wales ▪ Lead other team across Countryside, Culture, Play, Sports, Youth and Tourism, Active travel so ensuring the Wellbeing Centre has connections to many key strategic partners ▪ Leadership skills and motivating large teams ▪ Budget management and working with accounts and project managers ▪ Delivering projects across a range of leisure centres and ensuring they are delivered on time and on budget 	

	<ul style="list-style-type: none"> ▪ Ability to mitigate risks through effective project planning ▪ Able to adapt and be flexible in varied environments ▪ Patient 	
Similar Project Experience	<ul style="list-style-type: none"> ▪ 13 years experience of working with MonLife and Monmouthshire County Council. ▪ Proven track record of project implementation, including projects directly linked to the Well-being & Leisure Hub; <ul style="list-style-type: none"> - £7.4m re development of Monmouth Leisure Centre. - £1.7m re development of Abergavenny Leisure Centre. - £467k Transferring MonLife's major assets Project through the Community Renewal Fund - Completed Projects – MonLife Leisure Developments 	



		
Project Role and Responsibility	<i>Well-being & Leisure Hub Project Manager</i>	
Reporting to:	Ian Saunders	
Name	Claire Sullivan	
Job Title	MonLife Project Officer	
Relevant Qualifications	Level 2 Computerised Accounting ILM Management Project Management in Local Government Principles of Contract Management Project Management Experience	
Key Skills and Competencies (related to this project)	<ul style="list-style-type: none">▪ Knowledge of Project Management Methodology▪ Excellent people skills and team management▪ Effective at planning, monitoring and reviewing.▪ Ability to manage resources.▪ Able to motivate and encourage others.▪ Decisive and able to work well under pressure.▪ Awareness of who the project will affect and manage the effect it will have on them.▪ Ability to resolve conflicts.▪ Good at problem solving.▪ Good understanding of health and safety.▪ Excellent communication skills both verbal and written.▪ Ability to co-ordinate work carried out by different people▪ Ability to work as part of a team and on my own initiative.▪ Ability to control and monitor budgets.▪ Good IT skills.▪ Ability to mitigate risks through effective project planning	

	<ul style="list-style-type: none"> ▪ Able to adapt and be flexible in varied environments ▪ Patient 	
Similar Project Experience	<ul style="list-style-type: none"> ▪ 13 years experience of working with MonLife and Monmouthshire County Council. ▪ Proven track record of project implementation, including projects directly linked to the Well-being & Leisure Hub; <ul style="list-style-type: none"> - £7.4m re development of Monmouth Leisure Centre. - £1.7m re development of Abergavenny Leisure Centre. - £467k Transferring MonLife's major assets Project through the Community Renewal Fund - <u>Completed Projects – MonLife Leisure Developments</u> 	

		
Project Role and Responsibility	<i>No 7-43 Newport Road, Project Manager</i>	
Reporting to:	Strategic Project Manager / S151 Officer	
Name	Nicholas Keyse	
Job Title	Estates Development Manager	
Qualifications	Chartered Commercial Property Surveyor Member of the Royal Institution of Chartered Surveyors (MRICS)	
Key Skills and Competencies	<ul style="list-style-type: none"> ▪ Acquisition and Disposal ▪ Planning and Development ▪ Communication and Negotiation ▪ Valuation ▪ Leasing and Letting ▪ Property Management 	
Similar Project Experience	<ul style="list-style-type: none"> ▪ Acquisition of Castlegate Business Park, Caldicot ▪ Acquisition of Newport Leisure Park ▪ Leasing and Marketing of various retail, industrial and office premises. 	

Appendix B: Project Issues Log

1.00 Introduction

This guidance note is produced as a brief guide to using the Project Issue log forms and how issues will be treated on the Caldicot LUF Project.

Project issues should be treated as potential changes to the project.

Issues can be:

- A request to alter what the project is to deliver, for example, the scope of works (request for change)
- A suggestion for an improvement to one or more elements of the project (request for change)
- A record of a current or forecast of a failure to meet a requirement (off-specification)

Project issues can be raised by any member of the project team at any time during the project.

2.00 Purpose of the Issues log

The purpose of the Caldicot LUF Project log will be to:

- Allocate a unique number to each issue to the Project
- Properly record the type of issue
- Be a summary of all the project issues, their analysis and status

3.00 Content of the Issue log

The Caldicot LUF Project log contains:

- Project Issue numbers specific to each identified issue
- A description of the Issue type (Request for Change, Off-Specification, general question or statement of concern)
- Author details
- Date identified
- Date of last update
- Description
- Priority
- Status
- Distribution list

4.00 Filling in a Caldicot LUF Project Issues log form

The person raising an issue (the author) will complete the following parts;

- **Author details**
- **Date identified**
- **Project Issue Type**

- **Description**

A reply will then be sent to the author acknowledging receipt of the issue log form. The reply will also advise the author on the specific issue reference number.

Any Project issues that are questions or are based on misunderstandings will be answered directly.

5.00 Review of the Issue log form

Upon the submission of the issue form the details given by the Author will be entered in to the Issue log register Project Manager or an authorised person. The register will be owned by the Project Manager.

The Project Manager or authorised person will consider the initial priority of the issue and carry out a priority and impact analysis.

5.1 Priority analysis

Each Project Issue will be assessed to indicate a priority. The standard priority rating is;

1. A must – the final project will not work without this
2. An important change – its absence would be very inconvenient, although a work-around is possible for a while
3. A nice-to-have but not vital
4. A cosmetic change – of no importance
5. This does not involve a change

6.00 Quality Criteria

To ensure a level of Quality control with Project issues:

- The status column on the log indicates whether action has been taken
- The Project Issues are uniquely identified and can be tracked throughout the issue evaluation
- Although issues can be raised by any member of the Project Team, access to the register is controlled by the Project Manager
- The Issue log will be kept in a safe place within the Project Office

Appendix B: Impact Analysis Guidance

1 Impact analysis

1.1 An impact analysis will be carried out on each project issue to identify;

- What would have to change, including any changes to linked activities or existing issues identified?
- What effort the change would need to be included within the Caldicot LUF Project?
- What impact on the Project Team, Stage and Project Plans would be?
- Whether the impact would cause deviation beyond team, stage or project tolerances?
- What the impact on the Caldicot LUF Project Business Case would be?
- What the impact on the Caldicot LUF Project Initiation Document would be?
- What the impact on the Caldicot LUF Project risks would be (internal and external)?

1.2 Following the impact analysis the Project Issue register will be updated with the findings and the Project issues will be discussed at the County Council Cabinet.

1.3 The Project Board can decide to reject the project issue, move the issue in to a pending status, remove the cause of the problem or ask for their implementation. Following the Project Board meeting the Project Issue details are updated with any change in priority. Once the Project Board has decided on the most appropriate treatment for the issue the author will be updated as to the status of the issue.

Appendix C: Change Request Form

Change Proposal Form**Change Control Nr**

Starts at 001

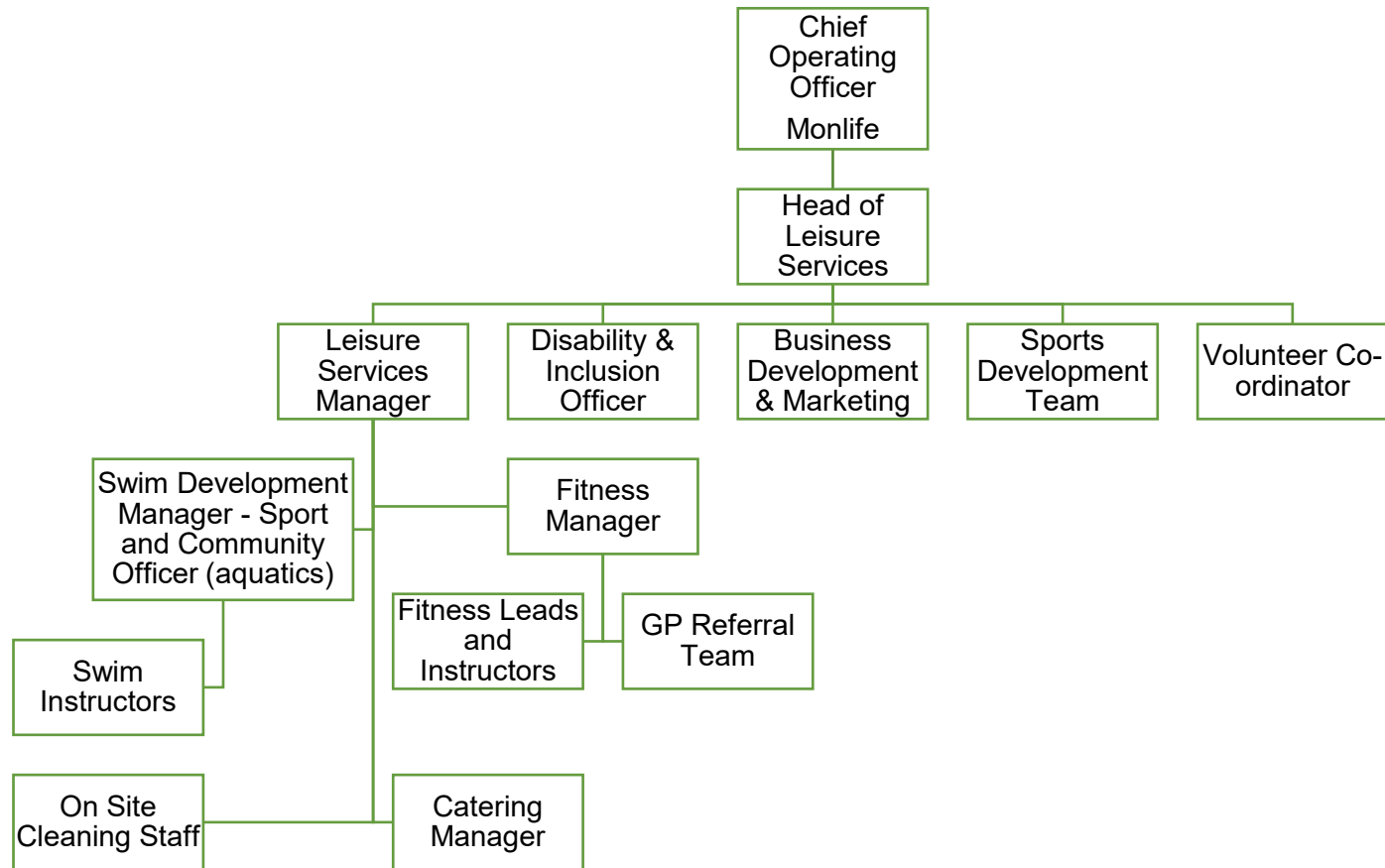
CLIENT:	MONMOUTHSHIRE COUNTY COUNCIL
PROJECT:	CALDICOT TOWN CENTRE REGENERATION
DATE:	
Definition / Details of Change	
Identified by:	
Date:	
Reason for Change	
Cost Implication	
Time Implication	

Risk Implication		
Recommended Action		
Project Managers Authorisation (Client) Signed:	Print Name:	Date:

Copies:

**Post Delivery
Organisational Setup
Monlife
Caldicot Well-being &
Leisure Centre Hub**





Appendix M

Risk Register



Caldicot LUF Risk Register



Overall Risks

Caldicot Levelling Up Fund			Risk Band						
Master Portfolio Risk Register/ Matrix			High						
			Medium						
			Low						
No.	Risk Category	Risk Identification & Description	Risk Consequence	Risk Assessment			Risk Owner	Risk Mitigation Plan	Status
				Probability (1-5)	Impact (1-5)	Total			
1	Political/Governance	MCC does not receive the funding for all of the projects and the money allocated needs to be redistributed.	Will cause delays in production of business cases and commencement of projects	3	5	15	MCC	LUF Application made the strongest case for each project to receive funding.	Open
2	Political/Governance	Insufficient revenue funding for project delivery and maintenance	Unforeseen costs for MCC and/or deterioration of assets	3	5	15	MCC	MCC to monitor closely in line with agreed governance, risk and assurance processes, and develop more refined ongoing revenue cost estimates.	Open
3	Political/Governance	Delays in allocated money being given to MCC	Delays to commencement of projects	4	3	12	MCC	MCC to continue developing project details as far as possible to ensure readiness for funding	Open
4	Political/Governance	Covid-19 and Global supply issues	Effects of macro-economic events on demand, value and cost of schemes	4	4	16	MCC	Governance structure regular review of schemes and LUF outputs. Maintain engagement with contractors and suppliers.	Open
5	Political/Governance	Planning Consent delays for projects	Delays to grant of planning consents which in turn delays commencement of works on site.	3	4	12	MCC	Ongoing stakeholder engagement with other departments in MCC to gain planning input which can shape the projects and feed into business cases. Pre apps held with LPA to minimise risks.	Open
6	Political/Governance	Insufficient resources within MCC	Lack of available staff and resources to deliver the projects which in turn causes delays to the project.	3	4	12	MCC	Allocation of staff time in Council work plans so there is a dedicated project lead for each project with overall programme manager to track progress with use of early warning procedures to identify and risks before they become issues.	Open
7	Political/Governance	Labour force risks	Lack of available and suitable labour force to deliver the projects which in turn causes delays to the project.	2	3	6	MCC	Engage with contractors early and develop and identify frameworks for appointing suitably qualified contractors and consultants. Deliver an efficient procurement process.	Open



7-43 Newport Rd Risks

Caldicot Levelling Up Fund			Risk Band						
Master Portfolio Risk Register/ Matrix			High						
			Medium						
			Low						
No.	Risk Category	Risk Identification & Description	Risk Consequence	Risk Assessment			Risk Owner	Risk Mitigation Plan	Status
				Probability (1-5)	Impact (1-5)	Total			
1	Technical	7-43 Retail Block - phasing and sequencing out of sync	Sensitivity of the building works against public realm works within Connections project	2	4	8	MCC	Robust programme and project management structures and protocols between project leads	Open
2	Technical	7-43 Newport Rd - unknown utilities and constraints on site that have not been identified through survey work	Impact on implementation, costs (prolongation) and reputational impact	2	5	10	MCC	Ensure all surveys - building, geotechnical, utilities, etc have been undertaken and built into risk plan and costs	Open
3	Commercial	7-43 Retail Block - Handling of existing tenants in retail block	Commercial and reputational impact for the County Council	2	4	8	MCC	Development of an occupier and letting strategy in consultation with existing tenants to understand their intentions and plans	Open
4	Economic	7-43 Retail Block - Impact on existing town centre businesses due to Connections and Retail Block works	Loss of trade, perception of town closed for business and other impacts	2	3	6	MCC	Development of a communications and phased delivery plan that is consulted on to understand specific business needs and ways of mitigating impact	Open
5	Social	Management of highway network close to building block and phasing of works so that disruption is minimised	Impact on residents' quality of life, local businesses and wider community disruption	2	5	10	MCC	Design overall phasing, communications and engagement plan that maintains dialogue, site information and stakeholder management during the works	Open
6	Technical	Continued supply chain disruption due to Covid-19	Impact on implementation, costs (prolongation) and reputational impact	2	5	10	MCC	Review specifications and proposed suppliers to assess risk of delay and alternative sources if needed	Open
						0			
						0	MCC		Open



Newport Road Public Realm Risks

Caldicot Levelling Up Fund Master Portfolio Risk Register/ Matrix			Risk Band						
			High						
			Medium						
			Low						
No.	Risk Category	Risk Identification & Description	Risk Consequence	Risk Assessment			Risk Owner	Risk Mitigation Plan	Status
				Probability (1-5)	Impact (1-5)	Total			
1	Technical	Newport Rd Public Realm - Unknown utilities and constraints on site that have not been identified through survey work	Impact on implementation, costs (prolongation) and reputational impact	2	4	8	MCC	Ensure all surveys - geotechnical, utilities, etc have been undertaken and built into risk plan and costs	Open
2	Technical	Availability of materials and lead in times on delivery	Delays in construction and potential prolongation costs	2	4	8	Contractor	Materials have been specified by Capita and has involved dialogue with suppliers in relation to type, quantities and lead in times on manufacture	Open
3	Economic	Availability of contractors to tender for work	Significant implications on project delivery	2	5	10	MCC	SE Wales Framework has been reviewed and contractors are active and have capacity in our forward plan	Open
4	Technical	Co-ordination with 7-43 Newport Rd retail block project	Sensitivity of the building works against property works	3	3	9	MCC	Robust programme and project management structures and protocols between project leads	Open
5	Economic	Newport Rd Public Realm works need liaison, co-ordination and communicating with local businesses	Loss of trade, perception of town closed for business and other impacts	3	4	12	MCC	Development of a communications and phased delivery plan that is consulted on to understand specific business needs and ways of mitigating impact	Open
6	Technical	Continued supply chain disruption due to Covid-19	Impact on implementation, costs (prolongation) and reputational impact	2	5	10	MCC	Review specifications and proposed suppliers to assess risk of delay and alternative sources if needed	Open
7	Economic	Return of Covid-19 pandemic	Impact on working method, health and safety, delays in supplies, etc	2	5	10	MCC	MCC to monitor Covid-19 situation and liaise with UK Govn on scenario planning	Open
8	Political/Governance	Newport Rd Public Realm delays impacting on local community services	Disruption and impact on other services that are statutory and community based	3	3	9	MCC	Establish a project liaison group with site partners and tenants to maintain dialogue and liaison	Open
9	Social	Management of highway network and phasing of works so that disruption is minimised	Impact on residents' quality of life, local businesses and wider community disruption	2	5	10	MCC	Design overall phasing, communications and engagement plan that maintains dialogue, site information and stakeholder management during the works	Open



Well-being & Leisure Centre Risks

Caldicot Levelling Up Fund			Risk Band						
Master Portfolio Risk Register/ Matrix			High						
			Medium						
			Low						
No.	Risk Category	Risk Identification & Description	Risk Consequence	Risk Assessment			Risk Owner	Risk Mitigation Plan	Status
				Probability (1-5)	Impact (1-5)	Total			
1	Technical	Delay in planning permission determination	Impact on implementation timetable	2	4	8	MCC	Pre apps meeting with LPA held to manage information requirements for validation and determination process	Open
2	Technical	Unknown utilities and constraints on site that have not been identified through survey work	Impact on implementation, costs (prolongation) and reputational impact	2	5	10	MCC	Ensure all surveys - geotechnical, utilities, etc have been undertaken and built into risk plan and costs	Open
3	Technical	Availability of materials and lead in times on delivery	Delays in construction and potential prolongation costs	2	4	8	Contractor	Materials have been specified by Alliance and has involved dialogue with suppliers in relation to type, quantities and lead in times on manufacture	Open
4	Economic	Availability of contractors to tender for work	Significant implications on project delivery	2	5	10	Contractor	Framework agreement with Alliance Leisure and their contractor team, so risk is minimised	Open
5	Commercial	Notifying customers of works programme, managing their needs during the works to ensure retention and satisfaction levels	Loss of customer base to other leisure sites and operators outside of Caldicot	2	4	8	MCC	Communications plan that is directed at customers during works with incentives to maintain membership in terms of loyalty and fees	Open
6	Political/Governance	Leisure & Well-being Hub - Managing relationships with school, onsite tenants and local residents	Disruption and impact on other services that are statutory and community based	3	3	9	MCC	Establish a project liaison group with site partners, tenants and residents to maintain dialogue and liaison	Open



Risk Rating Simplified

		Impact				
		1	2	3	4	5
Probability	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25
		Risk Rating				
			Low			
			Medium			
			High			



Appendix N

Monitoring and Evaluation Plan



Caldicot LUF Monitoring & Evaluation Plan

Monmouthshire County Council
June 2022





1. Purpose of the Monitoring and Evaluation Plan

This monitoring and evaluation plan supports the delivery of the place based project delivery in Caldicot, Monmouthshire which is subject to a Levelling Up Fund (LUF) bid to UK Government.

The project's principal aim is to *“raise the quality and diversity of the town centre, thereby enhancing community wellness. These involve the acquisition, refurbishment of a tired retail block, an enhanced and active town centre space and an upgraded well-being and sports facility. Together these will create a cohesive town centre campus that looks to the local community, opening up economic and social wellness.”*

Why

This monitoring and evaluation plan supports the LUF application to UK Government.

The focus of this LUF bid is to bring back economic and social wellness into the former steel town of Caldicot, within the Newport East parliamentary constituency. The town centre has not caught up with the needs of its growing population since the removal of the Severn Bridge tolls with its facilities showing visible underinvestment, with a tapering of activity creating a tangible malaise over the town.

This package bid converges on the town centre with direct interventions in a keynote commercial block and a leisure centre that have not seen investment for some 50 years. This is supported by an enhanced town centre space that supports local enterprise, events and active travel. Our approach is about creating a coherent identity that increases wellness and presents it as an accessible place for all.

This in turn will lead to local economic and social benefits for the town as well as maximising its role at a key strategic entrance into the Cardiff Capital Region and Southeast Wales.

The strategic direction and role and function of the town going forward is centred on a Vision that is “Caldicot - A Connected Community for Residents and Visitors with Wellbeing at its heart” A place for living, well-being, trade, enterprise and learning and is connected into its neighbourhoods and the Living Levels.

Our proposed projects are centred around two of the LUF thematic priorities.

Regeneration activity has been delivered over the last 3 years with a Vision, Action Plan Framework and detailed design development focussed on making linkages with neighbourhoods with a focus now on the core town centre with its tired 1960s retail block, rear parking and service yard space. There is also a new to enhance the central public realm area that would complement investment in the built form as well as increasing accessibility and mobility.

Culture and Heritage sit on the edge of the town centre providing an important daily resource for local residents as well as drawing in visitors. Regeneration plans also recognise the nearby attractors of leisure, play, heritage, and culture which includes the town's leisure centre and several community venues that sits on the edge of the town centre.

Why Evaluate?

The evaluation is important to undertake as it enables us to track implementation, outputs and outcomes. Through monitoring against a defined set of objectives it is possible to assess the extent to which KPIs are moving in the right direction (monitoring) and the extent to which an intervention has had the impact expected (evaluation). It is vital that M&E is embedded into the design stage to determine the impact of an intervention and therefore ensuring justification for the resources required for a programme/project, identifying what can be improved, estimating overall impacts and cost effectiveness.

Goals

In reflecting on what we want to achieve from the evaluation, we want the evaluation process and outputs to benefit the project in several ways.

Using an independent, critical friend we can learn and develop the project delivery process, specifically from baseline to mid-term. Having an independent evaluator can also raise awareness amongst strategic and local partners of the project's aims and objectives and to help direct us where there are any variances or deviations.

The evaluation needs to provide us with a critique on our approach, techniques used and outputs and to understand are any lessons learnt unique to Caldicot or like other towns in terms of geography, size and demographic. The evaluation in its final stages will also understand how the outcomes can be sustained beyond the LUF project life, providing recommendations on good practice as well as what needs to be left behind.

Use

At a project board level, Monmouthshire County Council and its local partners will learn from the evaluation at its incremental stages as well as at its final findings. This may relate to project governance, strategic alignment and direction, and the smart use of resources. It may also point us to good practice in co-delivering the respective projects.

Stakeholders within the town centre can also learn from the evaluation where they may have linked into other groups and organisations and co-delivered solutions or been direct beneficiaries due to the improved offer and experience. Case studies from the evaluation will demonstrate good practice and the diversity of approaches.







2. Logic Model

An initial logic model is shown overleaf which illustrates the flow of how input and effort leads to project activities, outputs and outcomes.

Some of the assumptions and conditions for achieving this model include:

- The award of funding is to the required timetable;
- All statutory consents have been secured;
- There are no procurement, contractor and supply chain issues because of another wave of Covid-19 pandemic or other global issues.

Theory of Change Model – Caldicot LUF

Problems	Project	Inputs		Immediate Outputs	Final Outputs		Outcomes
<ul style="list-style-type: none"> 15.5% vacancy rate Footfall has reduced by over 50% in the last 10 years Limited dwell, experience and resultant expenditure Diversity and quality are poor A dilapidated 1960s retail block that is not fit for purpose Flats do not meet DQR standards 	7-43 Newport Road	<ul style="list-style-type: none"> LUF funding County Council funding Welsh Government Transforming Towns funding Land and assets County Council project delivery staff and sub contractors Building contractor Caldicot town centre stakeholder group Other community groups and organisations Previous learning from place based projects 		<ul style="list-style-type: none"> 1 no. dilapidated town centre building block improved 21,178 sqm of retail space improved Vacancy rate target of 10% 2025 17 no. of business units improved 50% increase in energy efficiency 	<ul style="list-style-type: none"> Vacancy rate target of 7% All units occupied 		<ul style="list-style-type: none"> 20 % change in footfall 50 % change in vacancy rates Change in diversity and quality Change in the perception of place Change in business investment Change in business sentiment Change in consumer spending
				<ul style="list-style-type: none"> 9 no. residential units refurbished to DGR standard 50% increase in energy efficiency 	<ul style="list-style-type: none"> All homes occupied 		<ul style="list-style-type: none"> Change in the outlook and health of tenants
				<ul style="list-style-type: none"> 1 no. community / enterprise hub created 1 no. public facility created 8500 sqm of community/enterprise created 5 no. community groups supported 5 no. volunteering opportunities supported 	<ul style="list-style-type: none"> 100 no. residents accessing training and support (per year) 10 no. people attaining NVQ level 1 and 2 per year 10 no enterprises supported per year 		<ul style="list-style-type: none"> Residents with greater life chances Change in the health of residents (physical and/or mental) Change in the number of students enrolling/completing FE and HE courses Increase in VAT registrations Change in employment rates

Theory of Change Model – Caldicot LUF

Problems	Project	Inputs		Immediate Outputs	Final Outputs		Outcomes
<ul style="list-style-type: none"> Lacks investment since 1995 Lack of function, greenery and social spaces 15.5% vacancy rate Footfall has reduced by over XX last 10 years Limited dwell, experience and resultant expenditure Diversity and quality is poor 	Newport Road Public Realm	<ul style="list-style-type: none"> LUF funding County Council funding Welsh Government Transforming Towns funding County Council highway County Council project delivery staff and sub contractors Civil engineering contractor Caldicot town centre stakeholder group Other community groups and organisations Previous learning from place based projects 	→	<ul style="list-style-type: none"> 1 no. public realm created 2800 sqm of public realm improved 10, new trees planted 300 m of new cycling ways 1 no. cycle infrastructure point 10 no micro-enterprises supported through weekly markets 1 no. community art project 	<ul style="list-style-type: none"> Average dwell time increases by 25% 10% change in footfall 	→	<ul style="list-style-type: none"> 20 % change in footfall 50 % change in vacancy rates Change in diversity and quality Change in the perception of place Change in business investment Change in business sentiment Change in consumer spending
<ul style="list-style-type: none"> Lack of investment since 1970s Building is not configured for modern day use Asset not meeting demand due to fixed capacity and footprint High levels of health related deprivation in West End and Severn 	Well-being & Leisure Hub	<ul style="list-style-type: none"> LUF funding County Council funding County Council highway County Council project delivery staff and sub contractors Building contractor Caldicot town centre stakeholder group Other community groups and organisations Previous learning from place based projects 	→	<ul style="list-style-type: none"> 3925 sqm sports/recreational space improved 18 No of additional FTE staff Enhanced space for generic and chronic pathway referrals and activity (NERS) Enhanced space for Active 60+ activity 10 no. volunteering opportunities created 	<ul style="list-style-type: none"> 50% increase in capacity to receive and manage generic and chronic health pathway referrals (NERS) Number of Patients /Carers started/completed the Programmes Number of Patients that Continued with Exercise / Activity Additional space for local programmes such as flying start 10 no. volunteers participating on a weekly basis 10% increase in footfall between hub and town centre 	→	<ul style="list-style-type: none"> Change in the perception of place Change in the health of residents 25 % change in user profile to well-being centre More linked activities between well-being and leisure hub and the town centre

3. The Evaluation Objectives and Scope

The evaluation of Caldicot's LUF Project will have the following objectives:

1. To assess how the suite of proposals are being developed and delivered against agreed aims and objectives;
2. To assess the project governance and management during the project and its future sustainability, post 2025;
3. To assess the impact of implementation of the delivery plan and its constituent projects and activities and the resultant aggregated outcomes and impacts.

The scope of the evaluation is for the period October 2022 to March 2025. The geographical coverage is Caldicot town centre and its project specific areas of land and buildings as well as its town centre environment and context.

4. Evaluation Tasks and Questions

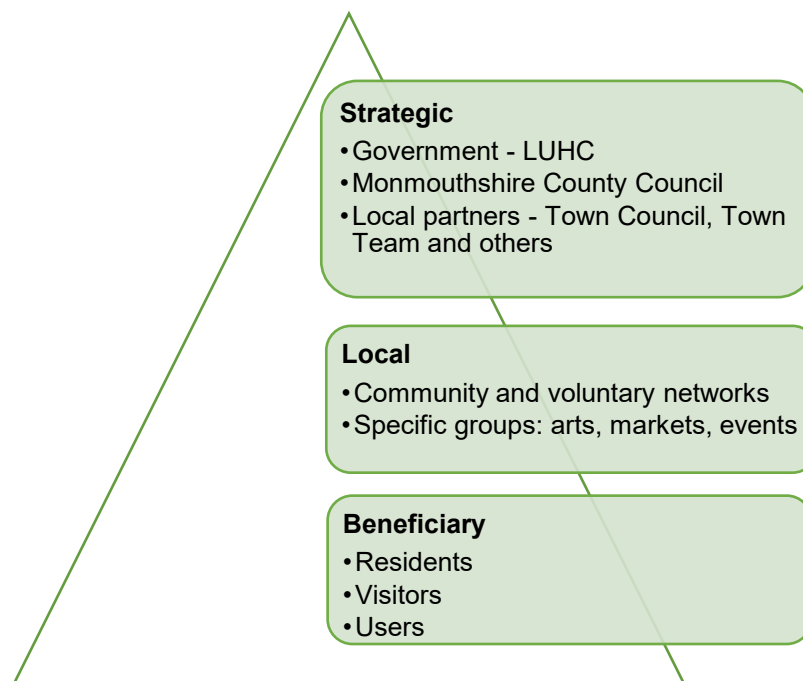
Evaluation Approach

Our approach to this evaluation is formative and summative assessing the process and impact of LUF on several its missions, being:

1. boost productivity, pay, jobs, and living standards by growing the private sector, especially in those places where they are lagging;
2. restore a sense of community, local pride and belonging, especially in those places where they have been lost; and
3. empower local leaders and communities, especially in those places lacking local agency.

This will involve collecting, analysing and reporting on the LUF standard outputs and local secondary type data.

Audience



The evaluation will be open to a multi-layered audience as shown above with case studies, lessons learnt and knowledge transfer and continual free flow of information during the process.

Tasks

The key tasks for the evaluation include:

- To sense check the baseline data that has been brought together, that is both qualitative and quantitative that sets a benchmark for the evaluation process, identifies any barriers/opportunities at the start and validates the project aim and objectives;
- To review the Caldicot town centre project process from a strategic to operational level and how progress is being made against project objectives;
- To understand the process, logic and outputs from a town centre project approach and whether they are transferable elsewhere;
- To understand the impact of the key projects and deliverables.

Evaluation Information Requirements

The key foundation will be the baseline stage as this will provide the foundation to evaluate from at mid-term and at final stages.

Types of information that the core client team has already includes:

- a literature review;
- local area statistics;
- annual town centre health checks;
- various community consultation results;
- other statistical analysis and analysis of other administrative data;

Using and Disseminating the Evaluation Findings

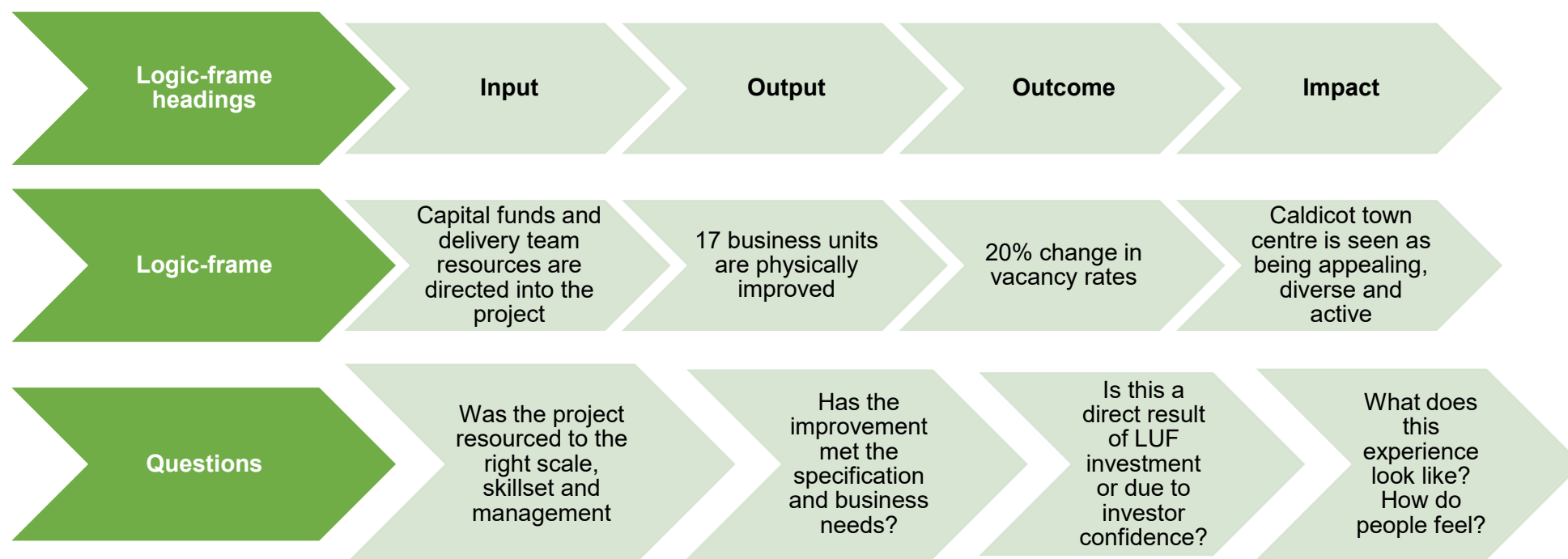
Dissemination plans for the project include:

- End of year (baseline, mid-term and final) publication of progress digitally and amongst stakeholder networks;
- End of project conference that shares with stakeholders and Monmouthshire town centres the results of the investment and interventions;
- Publication of the final evaluation report with an executive summary.

Questions

Using our logic-frame model we have shown overleaf an example of evaluation questions.

This uses the Newport Road public realm project as an example. Other project activity will follow the same logic and flow of questioning.



5. Evaluation Timetable & Deliverables

The timetable is dependent on the assessment and award of grant period for this application. Please note that this timetable is indicative and subject to change.

Task	Timetable
Award of funding	October 2022
Mobilise project	November 2022
Procure evaluation consultant	December 2022
Appoint evaluation consultant	January 2023
Evaluation commences	January 2023
Baseline evaluation report issued	July 2023
Mid-term evaluation process commences	March 2024
Mid-term evaluation report issued	July 2024
Final evaluation process commences	December 2024
Final evaluation report issued	March 2025
Evaluation report findings disseminated	March 2025

The key deliverables are:

- Inception report
- Evaluation framework
- Baseline evaluation report
- Mid-term evaluation report
- Final evaluation report inc dissemination strategy
- Executive summary

6. Identify the Data Requirements

Data & Monitoring

Appendix A outlines our approach to data, the indicators and ways to monitor and record.

The strategic project manager will have responsibility for requesting, collecting, analysing and reporting data to the town centre project board. A centralised system will be used to record and evidence activity. Storage will be secured and will abide by the Data Protection Act 2018.

Monitoring Systems

The project will create a library of baseline project documentation, management and monitoring information. This will provide a technical context for any future evaluation of the project and its constituent parts. Documents and information will include (but are not limited to) the following:

- Key strategic documents that support the project;
- Approved project application and funding letters with conditions;
- Monitoring and reporting documents; financial and physical (MIS);
- Project management manuals – systems and protocols;
- Organisation and management systems;

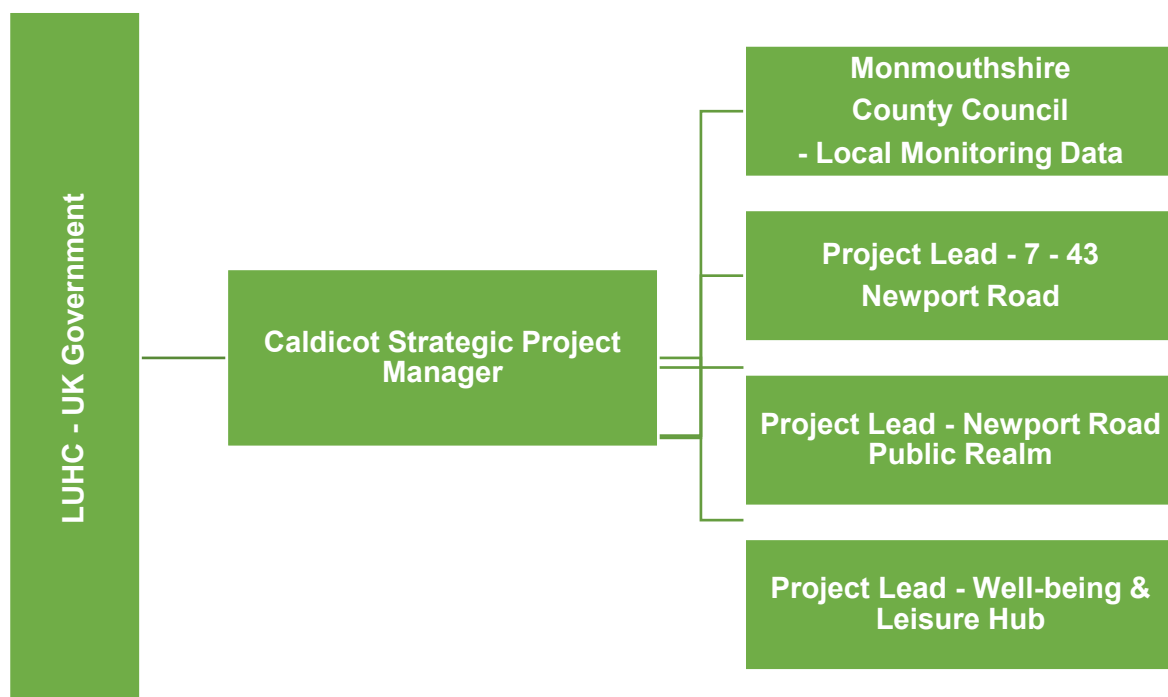
- Meeting notes and reports;
- Marketing and promotion activities and associated material;
- Desktop analysis of project documentation – strategic and delivery information e.g. monitoring returns on expenditure, milestones, outputs.

The management information system will provide a spreadsheet-based file that tags project activity to key results, outputs and outcomes by theme or at a strategic level. These systems also have links to evidence and documents that supports progress to date. It provides an actual position on indicators against targets and shows variances. It is also linked to financial expenditure, claim made, and grant income received.

7. Monitoring and Evaluation Resources

Identify the Resources Required and Governance Arrangements

The Strategic Project Manager will have ultimate responsibility and sign off monitoring and regular claims to the LUHC in UK Government. This will include physical monitoring evidence that will be linked to financial expenditure.



Key roles and responsibilities include for Caldicot Strategic Project Manager are:

- Ensuring appropriate resources
- Ensuring information is collected and available
- Procurement of evaluation consultant
- Appointment
- Day to day management
- Progress and meeting milestones
- Dealing with consultant queries
- Ensuring feedback

- Dissemination of evaluation findings

Commissioning and Conducting the Evaluation

Monmouthshire County Council will procure, commission, and conduct the evaluation. The procurement will be an open tender process with the Caldicot Town Centre Strategic Project Manager overseeing the management of the evaluation.

	<u>LUF Output Indicators</u>	<u>Data collection method</u>	<u>Local secondary</u>	<u>Data collection method</u>
7-43 Newport Rd	<ul style="list-style-type: none"> ▪ % change in footfall ▪ % change in vacancy rate ▪ % change in the perception of place ▪ % change in business investment ▪ % change in business sentiment ▪ % change in consumer spending ▪ Change in the number of students enrolling/completing FE and HE courses ▪ Change in employment rates 	<ul style="list-style-type: none"> ▪ Annual retail survey ▪ Town centre user survey ▪ Local business survey 	<ul style="list-style-type: none"> ▪ Diversity and quality of offer ▪ Business performance ▪ Change in the outlook and health of tenants ▪ Residents with greater life chances ▪ Change in the health of residents (physical and/or mental) ▪ Change in the health of residents (physical and/or mental) ▪ Change in the number of students enrolling/completing FE and HE courses ▪ Increase in VAT registrations 	<ul style="list-style-type: none"> ▪ Annual retail survey/town centre user survey ▪ Qualitative business surveys ▪ Tenant surveys ▪ User surveys at various touchpoints ▪ FE/HE engagement ▪ Nomis statistical review
Newport Road Public Realm	<ul style="list-style-type: none"> ▪ % change in footfall ▪ % change in vacancy rates ▪ % Change in the perception of place ▪ % Change in business investment ▪ % Change in business sentiment ▪ % Change in consumer spending 	<ul style="list-style-type: none"> ▪ Annual retail survey ▪ Town centre user survey ▪ Local business survey 	<ul style="list-style-type: none"> ▪ Change in diversity and quality ▪ Market performance ▪ Dwell time in the town centre 	<ul style="list-style-type: none"> ▪ Annual retail survey/town centre user survey ▪ Qualitative market trader surveys ▪ Parking survey
Well-being & Leisure Hub	<ul style="list-style-type: none"> ▪ Change in the number of visitors ▪ Change in the number of events 	<ul style="list-style-type: none"> ▪ Town Centre User Survey 	<ul style="list-style-type: none"> ▪ Change in the health of residents ▪ 25 % change in user profile to well-being centre 	<ul style="list-style-type: none"> ▪ Footfall surveys ▪ Referral programme data and analysis ▪ Volunteer participation surveys

	<ul style="list-style-type: none"> ▪ Change in consumer spend ▪ Change in the perception of place 	<ul style="list-style-type: none"> ▪ Well-being and leisure user surveys ▪ Well-being and leisure user attendance and take-up 	<ul style="list-style-type: none"> ▪ More linked activities between well-being and leisure hub and the town centre ▪ 50% increase in capacity to received and manage generic and chronic health pathway referrals (NERS) ▪ Number of Patients/Carers started/completed the Programmes ▪ Number of Patients that Continued with Exercise / Activity ▪ Additional space for local programmes such as flying start ▪ 10 no. volunteers participating on a weekly basis 	
--	---	---	---	--

Appendix O
Correspondence
from the local
planning authority –
7- 43 Newport Road





monmouthshire
sir fynwy

Cyngor Sir Fynwy
Neuadd y Sir, Y Rhadyr,
Brynbuga, Sir Fynwy
NP15 1GA
Monmouthshire County Council
County Hall, Y Rhadyr, Usk,
Monmouthshire
NP15 1GA

Ffôn/Tel: 01633 644
Ebost/E mail: craigo'connor@monmouthshire.gov.uk
Web/Gwefan: www.monmouthshire.gov.uk
Ein Cyf/Our ref:
Eich Cyf/Your ref:
Dyddiad/Date: 5 July 2022

Department for Levelling Up, Housing & Communities
2 Marsham Street
London SW1P 4DF

To whom it may concern,

**Monmouthshire County Council Round 2 LUF bid:
Putting the Wellness into Caldicot: proposals for 7-43 Newport Road**

With regard to the properties in question and proposal at 7-43 Newport Road, Caldicot, Planning Policy would comment as follows:

The properties in question form a block on Newport Road, Caldicot and are within the Central Shopping Area (CSA) and Primary Shopping Frontage (PSF). Policies RET2 and RET1 of the Adopted Local Development Plan are relevant. They seek to protect the predominant shopping role, by controlling the loss of retail uses in the PSF and encourage a diversity of uses within the County's Central Shopping Areas where the centre's role, character, vitality and viability would not be harmed.

The existing properties consist of a range of retail and commercial uses at ground floor level with residential uses above. The proposal is to maintain the retail and commercial uses on the ground floor with some additional community uses. Residential uses are still proposed above with the potential for affordable housing as part of the scheme, which is welcomed. It is also proposed to give the street frontage and buildings a renovation and uplift, which would give the town centre a much needed boost.

At the time of the latest 2021 Retail Survey held in November 2021, there were a couple of vacant premises within this block including what was formerly 'Store 21'. This is a large premises that has been a longstanding vacancy on the southern end of the PSF and in a prominent location on the entrance to Newport Road.

The LUF bid proposals continue to allow for a retail frontage on the elevation adjacent to the Newport Road PSF, with any non-retail uses located to the rear of the premises.

Policy RET1 gives priority to retail (A1 uses) within PSFs. The proposal maintains an element of the existing retail use and implements some additional commercial and community uses. Policy RET2 supports use classes A1, A2 or A3 on ground floor premises but also encourages a diversity of uses where a

centres vitality and attractiveness are not harmed. The proposal would attract footfall to the town centre and therefore meet criterion a) of Policy RET2.

'Building Better Places: The Planning System Delivering Resilient and Brighter Futures' (Welsh Government, July 2020) advocates centres that foster a variety of uses '...in a hub of activity to make them viable as go-to destinations...'. The proposal and investment will regenerate the area and encourage footfall in the town centre which will act as a destination with multiple functions for the whole community.

'Future Wales: The National Plan 2040' Policy 6 states 'Significant new commercial, retail, education, health, leisure and public service facilities must be located within town and city centres' where access can be provided by existing public transport networks. This 'Town Centre First' approach puts the vibrancy and health of town centres at the forefront and the Policy recognises the evolving nature of town centres and the need to adapt. It notes that centres remain 'important focal points of communities and are increasingly becoming places to live, centres of community and cultural activity, a focus for public services such as health and education, and the location of new co-working spaces.'

At chapter 4, Planning Policy Wales Edition 11 addresses Retail and Commercial Development where the planning system must 'promote viable...retail and commercial centres as the most sustainable locations to live, work, shop, socialise and conduct business.'. Planning Policy Wales Edition 11 advocates the 'town centre first approach' where preference should be given to locating new development within established centres. Planning Policy Wales Edition 11 also notes that 'Vibrant and viable centres are distinguished by a diversity of activity and uses which should contribute towards a centre's well-being and success...'

The proposal is policy compliant and would give a much needed boost to the town centre as well as improving the town centre residential accommodation.



Yours sincerely,

Craig O'Connor
Head of Planning
Pennaeth Cynllunio

Appendix P

Letters of

Support





monmouthshire
sir fynwy

Cyngor Sir Fynwy
Neuadd y Sir, Y Rhadyr,
Brynbuga, Sir Fynwy
NP15 1GA
Monmouthshire County Council
County Hall, Y Rhadyr, Usk,
Monmouthshire
NP15 1GA

Ffôn/Tel: 01633 644644
Epost/E mail:
mccregeneration@monmouthshire.gov.uk
Web/Gwefan: www.monmouthshire.gov.uk
Ein Cyf/Our ref:
Eich Cyf/Your ref:
Dyddiad/Date: 5 July 2022

Michael Gove
Secretary of State for Levelling Up, Housing & Communities
Department for Levelling Up, Housing & Communities
2 Marsham Street
London SW1P 4DF

Dear Secretary of State,

I am writing to express my support for Monmouthshire's Levelling Up Fund bid for Caldicot.

The three projects that make up the bid, if delivered together, have the potential to be transformative for the town and its residents. The town centre, currently tired and run down, will be revived both by investment in the public realm and by the refurbishment of a key retail and residential block that dominates the pedestrianised area. These interventions will help to restore economic vitality in the town centre, but also support its role as the social heart of the community – and the proposal to create a new community hub in that block will reinforce that function, as well as attracting more visitors who can support local businesses.

The refurbishment of Caldicot's wellbeing and leisure centre will enable it to support local people's physical and mental health, attracting new users and further enhancing the economic and social role of the town centre.

Although as a county, Monmouthshire is ranked as tier 3 for LUF purposes, Caldicot is located within the Newport East constituency and the data shows that Caldicot shares many characteristics with Newport, which is ranked as tier 1. I am delighted to support this bid, and I hope that you are able to award funding to deliver these vital regeneration projects in Caldicot.

Yours sincerely,

County Councillor Mary Ann Brocklesby
Leader of the Council

County Councillor Mary Ann Brocklesby, Leader/Arweinydd
Monmouthshire County Council, County Hall, Usk, Monmouthshire NP15 1GA
Cyngor Sir Fynwy, Neuadd Sir, Brynbuga, Sir Fynwy NP15 1GA
Tel/Ffon 01633 644020
Website: www.monmouthshire.gov.uk



monmouthshire
sir fynwy

Cyngor Sir Fynwy
Neuadd y Sir, Y Rhadyr,
Brynbuga, Sir Fynwy
NP15 1GA
Monmouthshire County Council
County Hall, Y Rhadyr, Usk,
Monmouthshire
NP15 1GA

Ffôn/Tel: 01633 644644
E-bost/E mail:
mccregeneration@monmouthshire.gov.uk
Web/Gwefan: www.monmouthshire.gov.uk
Ein Cyf/Our ref:
Eich Cyf/Your ref:
Dyddiad/Date: 5 July 2022

Michael Gove MP
Secretary of State for Levelling Up, Housing & Communities
Department for Levelling Up, Housing & Communities
2 Marsham Street
London SW1P 4DF

Dear Secretary of State,

I am writing to express my support for Monmouthshire's Levelling Up Fund bid for Caldicot.

The three projects that make up the bid, if delivered together, have the potential to be transformative for the town and its residents. The town centre, currently tired and run down, will be revived both by investment in the public realm and by the refurbishment of a key retail and residential block that dominates the pedestrianised area. These interventions will help to restore economic vitality in the town centre, but also support its role as the social heart of the community – and the proposal to create a new community hub in that block will reinforce that function, as well as attracting more visitors who can support local businesses.

The refurbishment of Caldicot's wellbeing and leisure centre will enable it to support local people's physical and mental health, attracting new users and further enhancing the economic and social role of the town centre.

Although as a county, Monmouthshire is ranked as tier 3 for LUF purposes, Caldicot is located within the Newport East constituency and the data shows that Caldicot shares many characteristics with Newport, which is ranked as tier 1. I am delighted to support this bid, and I hope that you are able to award funding to deliver these vital regeneration projects in Caldicot.

Yours sincerely,

County Councillor Paul Griffiths
Deputy Leader & Cabinet Member for a Sustainable Economy
Monmouthshire County Council

County Councillor Paul Griffiths
Monmouthshire County Council, County Hall, Usk, Monmouthshire NP15 1GA
Cyngor Sir Fynwy, Neuadd Sir, Brynbuga, Sir Fynwy NP15 1GA
Tel/Ffon 01633 644020
Website: www.monmouthshire.gov.uk



monmouthshire
sir fynwy

Cyngor Sir Fynwy
Neuadd y Sir, Y Rhadyr,
Brynbuga, Sir Fynwy
NP15 1GA
Monmouthshire County Council
County Hall, Y Rhadyr, Usk,
Monmouthshire
NP15 1GA

Ffôn/Tel: 01633 644644
E-bost/E mail: philmurphy@monmouthshire.gov.uk
Web/Gwefan: www.monmouthshire.gov.uk
Ein Cyf/Our ref:
Eich Cyf/Your ref:
Dyddiad/Date:

Secretary of State for Levelling Up, Housing & Communities
Department for Levelling Up, Housing & Communities
2 Marsham Street
London SW1P 4DF

4 July 2022

Dear Secretary of State

I fully support the bid as prepared for submission. It is an important way forward to enhance the potential of CALDICOT as a vibrant town. It is also a forward looking document in its plans to upgrade CALDICOT Leisure Centre to be a function of wellbeing across a Severnside.

CALDICOT has for far too long lost its way because many of the industries supporting the area...Steel, Rail, Paper, Technology to mention a few, being replaced by out of the area working. This has resulted in a dormitory Town being created that requires a stronger focus in the recreational facilities available for the new intake of population to enjoy

Overall the bid has the support of all locally elected representatives, for example: Parliament, Senedd, County Council, Town and Community Councils. The general public welcome the initiatives in the bid and are eager for it to be successful and create a platform to prepare the Severnside Area for years to come.

Cofion Cynnes/ Kind Regards

Cllr Tony Easson. BA (Hons)

Monmouthshire County Councillor for Dewstow Ward, Caldicot
Cynghorydd Cyngor Sir Fynwy am Ward Llanddewi, Cil-y-Coed



monmouthshire
sir fynwy

Cyngor Sir Fynwy
Neuadd y Sir, Y Rhadyr,
Brynbuga, Sir Fynwy
NP15 1GA
Monmouthshire County Council
County Hall, Y Rhadyr, Usk,
Monmouthshire
NP15 1GA

Ffôn/Tel: 01633 644644
E-bost/E mail: philmurphy@monmouthshire.gov.uk
Web/Gwefan: www.monmouthshire.gov.uk
Ein Cyf/Our ref:
Eich Cyf/Your ref:
Dyddiad/Date:

Secretary of State for Levelling Up, Housing & Communities
Department for Levelling Up, Housing & Communities
2 Marsham Street
London SW1P 4DF

5 July 2022

Dear Secretary of State

As county councillor for Caldicot Castle Ward and cabinet member for Resources, I would like to voice my support for this bid.

Caldicot is a small town with areas of deprivation and social issues associated with that. Expanded leisure centre facilities are crucial to the social development, health and wellbeing of the local community and the extended community across Severnside which encompasses some 23000 residents. Our sports centre is the only facilities for miles and is well used by the Caldicot and Severnside community.

The proposals for town centre improvements are crucial to the development of Caldicot as a place with community and soul. We are home to excellent historical landmarks including our Castle and Country park as well as our historical river Nedern and the Caldicot levels. At this point in time we are working as a council and a community to link the castle and country park to our town centre. The upgrade of the town centre and the leisure centre will create links for our budding local tourism industry and create a local economy which will benefit our community.

In terms of sports, we are home to four football clubs, two rugby clubs, a cricket club and several martial arts clubs external to our leisure centre. We have produced international rugby players and sport is a major focus for the youth of our area. As many places, we are seeing challenges with youth behaviour as children have come out of lockdown and struggled to adjust having lost the social norms of some of their formative years. We desperately need to provide healthy, engaging sports and leisure activities for our younger generation whilst also focussing on providing life long physical activities for our community.

I wholeheartedly support this bid.

Cofion Cynnes

Cllr Rachel Garrick MSc, MIOSH, MSRP

Cynghorydd Cyngor Sir Fynwy am Ward Castell Cil-y-Coed
Monmouthshire County Councillor for Caldicot Castle



monmouthshire
sir fynwy

Cyngor Sir Fynwy
Neuadd y Sir, Y Rhadyr,
Brynbuga, Sir Fynwy
NP15 1GA
Monmouthshire County Council
County Hall, Y Rhadyr, Usk,
Monmouthshire
NP15 1GA

Ffôn/Tel: 01633 644644
Eboest/E mail: philmurphy@monmouthshire.gov.uk
Web/Gwefan: www.monmouthshire.gov.uk
Ein Cyf/Our ref:
Eich Cyf/Your ref:
Dyddiad/Date:

Secretary of State for Levelling Up, Housing & Communities
Department for Levelling Up, Housing & Communities
2 Marsham Street
London SW1P 4DF

4 July 2022

Dear Secretary of State,

I recently carried out a Residents survey in my Ward which asked in depth question about facilities in and around Caerwent. Overwhelmingly there was a demand for more and better shops offering greater choice in Caldicot . Residents also wanted better transport links with Caldicot and especially the renovation of Caldicot Leisure Centre. A successful Levelling Up Bid would help satisfy all of these requirements of the region

Phil Murphy.
Member for Caerwent.



monmouthshire
sir fynwy

Cyngor Sir Fynwy
Neuadd y Sir, Y Rhadyr,
Brynbuga, Sir Fynwy
NP15 1GA
Monmouthshire County Council
County Hall, Y Rhadyr, Usk,
Monmouthshire
NP15 1GA

Ffôn/Tel: 01633 644644
E-bost/E mail: philmurphy@monmouthshire.gov.uk
Web/Gwefan: www.monmouthshire.gov.uk
Ein Cyf/Our ref:
Eich Cyf/Your ref:
Dyddiad/Date:

Secretary of State for Levelling Up, Housing & Communities
Department for Levelling Up, Housing & Communities
2 Marsham Street
London SW1P 4DF

6 July 2022

Dear Secretary of State,

I wish to add my support to the Levelling Up Fund bid for Caldicot.

The proposed LUF bid aims to address various aspects of deprivation and ill health in Caldicot in a number of innovative ways.

A refurbishment of the current leisure centre into a more accessible and increase health and wellbeing for residents. I am aware that the adjoining wards where the leisure centre is situated have poorer health outcomes than less deprived parts of the town. Making the centre more attractive and accessible would encourage a greater use of the facilities.

One of the most exciting parts of the bid are the plans for the refurbishment of the town centre shops. I particularly welcome the innovative ideas around the use of no 43 Newport road. If the bid is successful this would turn a currently unused and dilapidated building into a vibrant and engaging community space. The community is in desperate need for a community centre, (Caldicot does not have this at present.) The repurposing of this space would provide opportunities for a community hub, for example, some of the proposed ideas for the space include, providing a flexible space for micro businesses to grow, a play area for children and families to socialise and also an area for community groups to use too. Having such a space in Caldicot would be innovative and bring a range of benefits, there is no such offer in the town at present. A benefit of having this at the heart of the town would be encouraging people to use the town centre area, thereby increasing footfall. One of the advantages of this would be alleviating loneliness for those using the space and also the reduction in anti social behaviours due to increased footfall in the town centre area.

Regards

Cllr Jackie Strong
Caldicot Cross Ward



monmouthshire
sir fynwy

Cyngor Sir Fynwy
Neuadd y Sir, Y Rhadyr,
Brynbuga, Sir Fynwy
NP15 1GA
Monmouthshire County Council
County Hall, Y Rhadyr, Usk,
Monmouthshire
NP15 1GA

Ffôn/Tel: 01633 644644
E-bost/E mail: philmurphy@monmouthshire.gov.uk
Web/Gwefan: www.monmouthshire.gov.uk
Ein Cyf/Our ref:
Eich Cyf/Your ref:
Dyddiad/Date:

Secretary of State for Levelling Up, Housing & Communities
Department for Levelling Up, Housing & Communities
2 Marsham Street
London SW1P 4DF

4 July 2022

Dear Sir,

As County Councillor for the village of Rogiet I wish to express my support for Monmouthshire County Council's 'Putting the Wellness into Caldicot' bid.

Many residents of Rogiet make use of Caldicot Leisure Centre. It is noticeable that in spite of various piecemeal improvements over the decades, it still bears the hallmarks of a 1970s facility. The proposals will not only allow greater access to those who already use, or want to use, the centre, but will also make it much more welcoming to a more diverse range of people, transforming it into a 'Well-being and Leisure Hub' worthy of its name.

Residents of Rogiet also look to Caldicot for 'town centre' facilities but are aware of the limited range of shops available and of its increasingly tired appearance. The proposals for 7-43 Newport Road will create opportunities to attract good quality outlets, while the plans for 'Store 21' will create a space for innovation and community development.

The 'Newport Road Public Realm' scheme is also innovative and will do much to attract residents and visitors to the town centre, boosting the local economy while also encouraging pride in the community and the sense of wellbeing that goes with it.

I commend the way in which the three parts of the scheme have been coordinated to create a single wellbeing package and wish it every success.

Peter Strong
Monmouthshire County Councillor, Rogiet Ward

Caldicot Town Council

Cyngor y Dref Cil-y-Coed

Council Office, Sandy Lane, CALDICOT NP26 4NA
Swyddfa'r Cyngor, Lôn Dywodlyd, CIL-Y-COED NP26 4NA



23rd June 2022

Dear Minister,

UK GOVERNMENT LEVELLING UP FUND – BID FOR NEWPORT EAST PARLIAMENTARY CONSTITUENCY

Caldicot Town Council have recently been informed of the opportunity to support a Levelling Up Fund application for a package of projects within the Newport East constituency, specifically within Caldicot Town.

This is an important opportunity for Caldicot, as the fund would support the growing community of Caldicot and the wider Severnside area.

Caldicot Town Council is aware that the bid includes investment in the existing leisure centre, retail and commercial space within the town, as well as public realm enhancements..

Caldicot welcomes the investment as the enhancements will significantly benefit residents and improve the town and its services.

Caldicot Town Council support the levelling up bid for Newport East constituency.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'M. Mitchell', is written over a light blue horizontal line.

Councillor M Mitchell
Mayor, Caldicot Town Council

Telephone/Ffôn: (01291) 420441 - e-mail/e-bost: towncouncil@caldicottc.org.uk
website/gwefan: www.caldicottc.org.uk
Facebook: Caldicot Town Council - Twitter: @CaldicotTown

VAT Registration Number: 713 5894 21

Our Ref: SA/kh

Tel: 01633 431759

30th June 2022

Sent via email:

ClaireSullivan@Monmouthshire.gov.uk

Dear Claire

'Putting the Wellness into Caldicot' – Bid to the 'Levelling Up Fund'

As Director of Public Health for Aneurin Bevan University Health Board (the Health Board), I fully support your application to the 'Levelling Up Fund' for community development and regeneration in Caldicot, Monmouthshire.

The Gwent population served by the Health Board has a high proportion of residents with limiting long-term illness, and high premature death rates in the parts of the region with high levels of socio-economic deprivation. Over the period 2011-13 to 2018-20, the gap in healthy life expectancy for men has remained at 13 years, but it has widened for women such that the gap is now 20 years.

Further data and insight on social, economic, environmental and cultural well-being across Gwent is published in the Gwent Well-being Assessment (2022), and this is supplemented by the Monmouthshire Well-being Assessment (2022).

Given the persisting inequalities between our communities, including in light of the Covid-19 pandemic, Gwent Public Services Board has commissioned Professor Sir Michael Marmot and the University College London Institute of Health Equity to inform the development of Gwent's Well-being Plan 2023-28, which is a key component of Gwent's response to the Well-being of Future Generations (Wales) Act 2015. Monmouthshire County Council is part of this approach for Gwent to become a 'Marmot

Bwrdd Iechyd Prifysgol Aneurin Bevan
Pencadlys,
Ysbyty Sant Cadog
Ffordd Y Lodj
Caerllion
Casnewydd
De Cymru NP18 3XQ
Ffôn: 01633 436700
E-bost: abhb.enquiries@wales.nhs.uk

Aneurin Bevan University Health Board
Headquarters
St Cadoc's Hospital
Lodge Road
Caerleon
Newport
South Wales NP18 3XQ
Tel No: 01633 436700
Email: abhb.enquiries@wales.nhs.uk



region', in partnership with the wider public sector organisations which form Gwent Public Services Board.

Professor Marmot's eight principles for action on health inequalities includes the recommendation to create sustainable places and communities. Your bid is an example of this in action and it has my full support.

Yours sincerely

A handwritten signature in black ink, appearing to be 'SA', with a long horizontal stroke extending to the right.

Dr Sarah Aitken
Director of Public Health and Strategic Partnerships

Aaron Reeks
Caldicot Town Team CIC

██████████
Caldicot
Monmouthshire
NP26 ██████████

03/07/2022

Department For Levelling Up, Housing and Communities
Office of The Secretary Of State
2 Marsham Street
London
SW1P 4DF
United Kingdom

Ref: Levelling Up Funding Round 2

Caldicot Town Team CIC would like to add its support under the Levelling Up Funding Program for our local area and bid through Monmouthshire County Council.

Caldicot Town Team is a voluntary led Not for Profit Community Interest Company, running since 2013 to help try and regenerate our town centre. Caldicot has seen footfall reduce considerably since the early 2000's, independent retailers close their doors and has caused increased deprivation around the town and surrounding areas.

Caldicot Town Team started in 2013 when a group of volunteers came together to build up a bold plan to overhaul the town centre environment to make the town more attractive for new retailers, homeowners and the public. Since 2013 we have been involved heavily in projects working alongside Monmouthshire County Council including our plan to completely reconfigure and re-energise our town. After extensive consultation with the public, Caldicot Town Team developed a multi-million-pound plan to make changes, which now forms a significant amount of the Levelling Up Fund Bid, submitted by Monmouthshire County Council.

Our mandate, as a Community Group is to increase footfall and the profile of Caldicot. To improve community spirit and relations, to help create a vibrant, buoyant town centre and increase local economic spend. We successfully run markets, numerous events throughout the year, have our own pop-up shop and work closely with Local Councils to develop plans and provide meaningful addition to plans based on the public perception.

The Levelling Up Fund is a crucial and vital part of the culmination of years' worth of work from volunteers, stakeholders, businesses and the wider general public. The plans for refurbishment of Caldicot Leisure centre is going to provide a massive boost to local wellbeing and will increase local spend economically, will create and secure more jobs and employment, will make a considerable impact on local health issues and provide a much-needed injection boost for local leisure services. The bid for 7-43 Newport Road will improve a very tired and old-fashioned town centre which is in great need of investment. By purchasing and

refurbishing the entire block Caldicot Town Team believe that there is a serious commitment to improving town centres by Government, but more importantly, will provide Caldicot with the retail town centre, able to provide new diverse retail premises and a modernised and more vibrant town centre than is currently on offer. This plan to improve the block is a culmination of work since 2013, which has seen thousands of consultation responses from the public and identified the massive impact that this plan will have on the town. Investment in the town will provide a natural springboard to be able to invite new businesses, outside investment and provide a diverse space so that Caldicot town centre can become not just a retail destination but also an event space with new opportunities and interest. The current state of the building causes significant issues for all businesses within the block with leaking canopies, crumbling brickwork and asbestos issues, these in addition to reduced footfall and a lack of uptake on empty units provides a very drab and depressing town centre currently.

Caldicot is one of the first small towns as you enter Wales from the Severn Bridge, with an improved town centre, improved leisure facilities and improved health issues we firmly believe that Caldicot should be a destination town, one that families wish to move to, one that events can take place within and around the town centre, one that provides a shopping experience that is suitable for all of our society and one that provides valuable and sustainable job opportunities along with a vibrant, successful town. Caldicot is historically the area which is overshadowed by more vibrant areas of Monmouthshire, however that does not make it any less worthy, needy or important for the people who not only live and work in the area, but for those that visit.

I would hope that you as Secretary Of State will look favourably at the bid that has been put forward and approve the funding as stated in the bid to allow us to provide and create the opportunities and plans that Caldicot rightly deserves.

Kind Regards

Aaron Reeks

(Voluntary Director)
Caldicot Town Team CIC



T: 07985 102024

E: caldicottownteam@outlook.com

W: www.caldicottownteam.co.uk

A: Core, 19 Newport Road, Caldicot, NP26 4BG

Sport Wales National Centre

Canolfan Genedlaethol Chwaraeon Cymru

Sophia Gardens | Gerddi Sophia

Cardiff | Caerdydd

CF11 9SW

0300 3003123

www.sport.wales | www.chwaraeon.cymru

CEO | Prif Weithredwr: Brian Davies

Chair | Cadeirydd: Baroness, Y Farwnes Tanni Grey-Thompson DBE, DL

Dear Mr Saunders,

I am writing to provide endorsement to Monmouthshire County Council's submission to the Levelling up Fund.

Sport Wales is pleased to endorse this bid, particularly the sport and leisure improvements that will engage more people into sport and physical activity in an area that has high level of non-participation and health issues. This will contribute to the sectors vision that 'everyone can have a lifelong enjoyment of sport' and is aligned to the Sport Wales strategy.

Monmouthshire County Council is a trusted partner of Sport Wales and has a track record of delivering successful projects.

Best Wishes



Joanne Nicholas

Assistant Director – Sport System Delivery & Relationships



29th June 2022

Supporting letter for MCC Levelling Up Funding for Caldicot by Dragons RFC

To whom it may concern,

As the professional rugby team in Gwent, South Wales, we have enjoyed a very proactive partnership with Monmouthshire County Council and Mon Sport over many years to inspire our future generations through health & wellbeing physical activities.

We fully understand and support the importance of providing inspiring facilities and settings to enthuse our communities. This investment would go far beyond improving facilities, but would bring the pride back to Caldicot, it would enhance the experience & wellbeing of its users and it would attract new members to enjoy and participate in health and wellbeing activities.

As a professional sports club, wellness, is high on our agenda as it allows people to perform to their full potential. This can also be said for our community department who deliver a diverse and comprehensive programme of physical activities to engage our communities of which many members are from Monmouthshire.

Investing and 'Putting the Wellness back into Caldicot', would be a welcomed addition, giving a massive boost to the borough and starting the creation of a new health and thriving community legacy.

Please accept this communication of support and we wish MCC the very best of luck in this LUF bid.

As a Caldicot resident myself, I look forward to a positive outcome to inspire my children, my family, and our surrounding communities.

Your sincerely,

Mike Sage
Dragons RFC Community Manager
mike.sage@dragonsrugby.wales



Squash Wales Office,
Sport Wales National Centre,
Sophia Gardens,
Cardiff,
CF11 9SW.

30/06/2022

To Whom it may concern,

I am writing on behalf of Squash Wales to endorse the Monmouthshire County Council "levelling up fund" (LUF) bid to UK Govt for Caldicot Town.

We are aware of the bids objectives and fully support "Putting the Wellness into Caldicot" is about providing catalytic investment through maximising the potential of three physical assets that are tired, underinvested and not linked up.

If successful the scheme will focus on wider regeneration of the Public Realm and Leisure Centre, including a total refurbishment and extension to Caldicot Leisure Centre, which will be repurposed as the Wellbeing & Leisure Hub to demonstrate the change in focus and importance of these facilities.

The Well-being and Leisure Hub will provide a renewed facility including two new squash courts that will support physical activity, physical literacy, and mental health & wellbeing opportunities for the surrounding community. The proposal will accommodate greater levels of participation and engagement within the Squash community. This facility will be seen as not only a space to take part in sport and physical activity but also a place to socialise and develop friendships to reduce isolation, Squash Wales are fully in support of this idea.

We endorse this project as we believe it will have a significant impact on Caldicot and the surrounding community.

If you have any questions, please do not hesitate to contact me.

Yours sincerely,

Roy Gingell

Roy Gingell
Operations Manager
Squash Wales
Phone: 07989128331
Email: Roy.gingell@squashwales.com

RE: 'Levelling Up Fund' Letter of Support - Monmouthshire County Council

To whom it may concern,

I am writing to express my full support for Monmouthshire County Councils application to the UK Governments, Levelling Up Fund. Here at the Welsh Rugby Union we believe investment into community facilities is vitally important both now and for our future generations.

We have many local community rugby clubs in the area who would benefit from the planned developments whilst ensuring the facilities within the local area are viable, fit for purpose and accessible to all.

I fully endorse the planned developments and look forward to working with Monmouthshire County Council moving forward.

Yours in rugby,

Diolch,



Geraint John
Community Director



Scott Davies
Geraint Thomas National Velodrome of Wales
Newport International Sports Village
Newport
NP19 4RB
04.07.2022

Re: Monmouthshire County Council LUF Bid / Caldicot Town

Dear Paul,

I am writing to you to express support for Monmouthshire County Council's LUF bid for Caldicot. Welsh Cycling fully supports your vision of "Putting the Wellness into Caldicot."

As a part of the package of projects, we believe that securing the funding for the Wellbeing and Leisure Hub in conjunction with the other projects will be of great benefit to the community and future generations.

Additionally, we see that there is synergy between your bid and our aims, specifically relating to health & wellbeing. Your bid is strategically aligned with our core aims of fulfilling the potential of cycling in Wales.

Welsh Cycling wishes you every success in your bid, and we would welcome the opportunity to collaborate with you to ensure that every opportunity is maximised to improve cycling provision in Caldicot and surrounding areas.

Yours sincerely,



Scott Davies,
Young Rider Lead (South/West Wales).

E: scott.davies@welshcycling.co.uk
M: 07850 937846



Caldicot School

Ysgol Cil-y-Coed

Mill Lane • Caldicot • Monmouthshire • NP26 5XA

Tel Ffôn • 01291 426436 **Web Gwefan** • www.caldicotschool.com

Email Ebost • contactcaldicot@caldicot.schoolsdu.org.uk **Twitter** • @Caldicot_Sch

Executive Headteacher Prifathro Gweithredol • Marc Belli

Head of School Pennaeth yr Ysgol • Steven Grech

Dear Claire,

RE: Levelling Up Fund Support

In 2020, I was approached by officers in the local authority regarding the prospect of an 'upgrade' to the shared leisure facilities at Caldicot Leisure Centre. More recently, I have been included in the communications regarding the use of 'Levelling Up Funding' in a proposed bid to again 'upgrade' the shared leisure facilities at Caldicot Leisure Centre. I whole-heartedly without reservation, support the measures to provide a Wellbeing and Leisure Hub to the local community and in turn improved facilities for the students at Caldicot School.

As a teacher of physical education, prior to being a headteacher, I understand more than most the benefits that **this 'regeneration' would afford** all members of the community in time where a focus on improving wellbeing is so desperately needed. Should you feel I can help in any way to make this proposal a reality please do not hesitate to contact me

Yours sincerely,

Mr Steven Grech
Head of School



CHANGING SPORT
STRENGTHENING COMMUNITIES
TRANSFORMING LIVES

Wednesday 6th July 2022

Dear Paul,

I am writing on behalf of StreetGames to express support for Monmouthshire County Council's proposed 20 million pound bid to the "Levelling Up Fund" (LUF) via UK government to develop the infrastructure at Caldicot Leisure Centre.

The proposal, which will look to create a new Wellbeing and Leisure hub at the current site, will provide opportunities for young people and families living in the most disadvantaged communities in Monmouthshire to access high class facilities, and opportunities to participate in sport and physical activity close to home. This development will also help to ensure that those living in the hardest to reach communities are able to access the many wider benefits that participation in sport and physical activity will bring. The development of the Wellbeing and Leisure Hub will provide added support and opportunities for the locally embedded community organisations that StreetGames exists to support.

StreetGames is committed to working in partnership with MonLife, locally trusted organisations and other regional and national partners within Monmouthshire and Caldicot to ensure sport and physical activity is accessible for all.

If you require any further information from myself or the StreetGames team in Wales, please do not hesitate to get in touch.

Good luck with the application and we look forward to continuing our work with you.

Yours sincerely,

Chief Executive
StreetGames

Paul Sullivan
Youth, Sport and Active Travel Manager

Thursday, 07 July 2022

Dear Paul,


Monmouth County Council

I'm writing in support of Monmouth County Councils bid to the Levelling Up Fund, to develop a new Wellbeing and Leisure Hub on the existing footprint of Caldicot Leisure Centre.

Monmouth County Councils bid to develop the site for Caldicot residents and the surrounding community for now and future generations aligns with our Tennis Wales vision for ***tennis opened up across Wales***, and we are supportive of the bid. A collaborative plan between Tennis Wales and Monmouth County Council which secures tennis provision at the site as well as other leisure and sports facilities will have a positive impact on residents' health and wellbeing.

We very much look forward to working with the Council in the years ahead and feel there are some exciting opportunities to develop together.

Yours sincerely,

A handwritten signature in black ink that reads "Pamela Griffiths".

Pam Griffiths
Parks and Facilities Investment Delivery Partner, Tennis Wales