

## Applicant Details: Destination Denton Levelling Up Fund 2 (July 2022)

<b>Legal name of lead applicant organisation:</b>	<b>Tameside Metropolitan Borough Council</b>
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## Bid Summary

### Bid Name: Destination Denton

Please provide a short description of your bid, including the visible infrastructure that will be delivered/upgraded and the benefits that will be felt in the area.

Tameside Metropolitan Borough Council (the Council) is seeking support from the Levelling Up Fund to deliver three complementary projects as part of the Destination Denton programme. This package of interventions will shape the successful regeneration of Denton, delivering economic growth and truly 'level up' the local economy and community.

At its heart are three 'shovel ready' projects that actively support the regeneration of the Town Centre and will act as catalysts for growth.

The projects included in this bid are:

- 1) **Refurbishment of Denton Festival Hall and associated public realm improvements** - bringing an underused heritage asset into use as a Locality Hub providing public front line services within the Town Centre and connecting people from the Crown Point Retail Park to the main centre, creating a gateway to Denton High Street.
- 2) **Refurbishment of Denton Town Hall** – increasing community use of a local heritage asset, generating increased footfall for the existing library, supporting more use of community/civic spaces and providing new affordable workspace.
- 3) **Town centre wide public realm improvements, including new walking/cycling routes, wayfinding and green infrastructure** - integrating new investments, such as the Crown Point residential scheme and the Denton Wellness Centre, more effectively with the wider Town Centre, encouraging increased footfall to the high street and improving connectivity and legibility across the centre.

Through these three projects the Destination Denton programme will deliver the following benefits:

- Consolidated public services, providing a coherent and complimentary set of frontline services to cater for those most in need.
- A space for innovation and enterprise, supporting small businesses and SME's to grow.
- Enhancing active travel throughout the Town Centre by providing segregated cycle lanes, wider pavements, reduced street clutter, and reduced traffic speed, creating a place where walking and cycling is an attractive option and makes a significant contribution to the net zero agenda.
- Delivering improved links to Victoria Park, as an important green asset in the Town Centre, alongside provision of enhanced green spaces, tree planting and landscaping to improve the appearance and image of Denton.

Please provide a more detailed overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component projects are aligned with each other and represent a coherent set of interventions.

Denton Town Centre has great potential due to it is located approximately five miles east of Manchester City Centre and on the main route to the Peak District National Park from Manchester. There has been recent investment to help kick start the regeneration of the town centre, including the new Tameside Wellness Centre, and significant new residential development taking place, contributing approximately 163 new homes to the area, along with recent public realm improvements to the Civic Square. This has been vital to ensure continued sustainable growth and truly level up the community and local economy.

This has supported a diversification of the Town Centre offer with research by the Local Data Company identifying that Denton had the sharpest increase in independent businesses of any high street in Britain for the period 20/21; this has been largely focused on the hospitality sector. However, the Town Centre currently suffers from severance and heavy vehicle dominance from the A57 running east-west, the A6017 running north-south and by the M67 motorway, making it challenging and unpleasant to navigate through. This also leads to a disconnect between the popular Crown Point retail park and the wider Town Centre. Furthermore, whilst there has been a very encouraging growth of independent outlets in recent years there is concern that these are largely young business within sectors that are highly vulnerable to the impact of COVID, the rising cost of living and other inflationary pressures.

The Council owns key heritage buildings; Denton Town Hall and Denton Festival Hall, however these are currently underutilised due to their structural condition. Therefore, if the impact of recent investment into the Town Centre is to be maximised further interventions are required in Denton.

The proposals as part of this bid aim to address these opportunities and challenges by aiming to:

- Encourage increased footfall on the main high street, supporting the Food and Beverage (F&B) sector and encouraging new and existing residents, as well as visitors, to spend time in the Town Centre.
- Improve connectivity through the Town Centre, creating new pedestrian and cycle friendly routes, decreasing air pollution, and providing resultant health and wellbeing benefits.
- Intensifying much needed community amenity, harnessing the potential of key council assets, clustering activity in key locations and encouraging greater social cohesion.

This bid comprises three complimentary projects that will deliver the benefits outlined above and will play a vital role in delivering the Destination Denton programme. These interventions are deliverable and 'shovel-ready' projects controlled by the Council and within the LUF funding envelope and spending deadlines.

**1) Refurbishment of Denton Festival Hall with public realm improvements:**

This project will bring the Festival Hall back into public use and act as Tameside West's new 'Locality Hub', an innovative model to co-locate a range of public frontline services focused on children and family services such as the Tameside Safeguarding Children Partnership and the Greater Manchester Health and Social Care Partnership. Its location is ideally placed to better connect the high street with Crown Point retail park. Alongside this, public realm improvements at this site will create a sense of arrival and place, building on the character and identity of Denton.

**2) Refurbishment of Denton Town Hall:**

This project will increase the use of this heritage asset, supporting increased footfall to the library, providing more accessible community facilities and providing new affordable workspace, creating job and skills opportunities for local residents. It will also enhance this area south of the high street as a civic cluster and space for community cohesion, capitalising on the investments already made to the Civic Square which provides a significant area of external community space.

**3) Town centre wide public realm improvements:**

The two refurbishment projects and recent new investment, including the Wellness Centre and new residential developments, need to be supported and integrated by good quality public realm. The public realm improvements will include works to the busy Crown Point Junction located at the heart of the Town Centre, plus new walking and cycling routes, green infrastructure and wayfinding. The improvements will make the high street more attractive and pleasant to dwell in, and the wider improvements across the town centre will focus on improving walking and cycling routes and legibility, connecting the key uses around the centre and creating a better sense of place and identity. It will also provide improved connectivity between the high street and Victoria Park, a significant green asset to the rear of Denton Town Hall.

Denton Festival Hall is currently underused on a side road off the main high street. However, it is in a key location to connect Crown Point retail park and the high street, connecting residents and visitors from Crown Point retail park across the pedestrian footbridge towards the high street. Festival Hall has been identified as a suitable location for the one of the four new 'Locality Hubs' across Tameside, a new model being delivered across Tameside which co-locates a range of frontline public services providing improved access to key services.

This Locality Hub is an innovative model of implementing a place-based approach of early intervention and prevention for early help for families, aligning with the Tameside Early Help Strategy (2020-2022) which outlines an integrated approach to support children, young people and families through early help in Tameside. Festival Hall would be the dedicated hub for the Tameside West Locality area and feasibility and design work is currently underway. This will see a marked increase in footfall in the Town Centre, not only because of an intensification in the buildings use, but also as a result of users accessing frontline services. The public realm improvements in this area will also create a sense of arrival and create a gateway into the main Town Centre.

The Town Hall is currently home to a well-used local library; however, its upper floors are currently underutilised due to a lack of funding to modernise the facilities. Refurbishment of this building would realise the full potential of this space and provide the opportunity for affordable workspace for start-ups and social enterprises, providing jobs and skills.

An important aim for all three projects is to deliver effective placemaking in Denton, transforming public spaces to strengthen the connections between people and these places. The refurbishment projects to the local heritage assets will provide social and cultural value and be complimented by Town Centre wide walking/cycling and public realm improvements to encourage more footfall and spend on the high street, connecting the high street with Crown Point retail park and Festival Hall in the North and from Victoria Park, the newly developed Civic Square and the Town Hall in the South. The public realm improvements will also build on the character and heritage of Denton, creating a strong sense of identity for the Town Centre.

Please provide a short description of the area where the investment will take place. If complex (i.e. containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place.

For transport projects include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.

Denton Town Centre is located approximately five miles east of Manchester City Centre and on the main route to the Peak District National Park from Manchester. The Town Centre is located around the crossroads of the A57, Manchester Road, running East-West and the A6017, Stockport Road, running North-South. The M67 motorway runs East-West to the north of the Town Centre. This makes the area challenging to navigate and heavily dominated by motor vehicles. To the north of the M67 is the well-used Crown Point Retail Park, to the North East of the A57-A6017 junction is the newly developed Tameside Wellness Centre and a new residential development under construction, providing 163 homes.

The main high street is located on Manchester Road, which suffers from poor connectivity to the surrounding residential areas by active travel and a poor quality physical environment. Denton Festival Hall is located north of the high street and south of the M67, the Town Hall is located south of the high street near another new residential development, the civic square and Victoria Park, an important green space asset in Denton. This is shown in Figure 1 within the Supplementary Booklet.

Please confirm where the investment is taking place (where the funding is being spent, not the applicant location or where the bid beneficiaries are located).

If the bid is at a single location please confirm the postcode and grid reference for the location of the investment.

If the bid covers multiple locations please provide a GIS file. If this is unavailable please list all the postcodes / coordinates that are relevant to the investment.

For all bids, please confirm in which constituencies and local authorities the bid is located. Please confirm the % investment in each location.

Denton Town Hall - Manchester M34 2AP, 53.4546215158214, -2.1140494921508393.

Denton Festival Hall - M34 3JY, 53.45679758444277, -2.11731717032264

Public realm – Manchester M34 3GU

1. Town Hall – 6%
2. Festival Hall + public realm – 22%
3. Public realm – 72%

This bid is located in Tameside Metropolitan Borough Council in the constituency of Denton and Reddish.

Please confirm the total grant requested from LUF (£).

1. Town Hall  
LUF Funding Ask: £805,767
2. Festival Hall refurbishment and improvements  
LUF Funding Ask: £2,188,188
3. Denton Town Centre public realm improvements  
LUF Funding Ask: £13,770,838  
Match Funding: £1,950,000

Total

LUF Funding Ask: £16,764,793

Match Funding: £1,950,000

Please specify the proportion of funding requested for each of the Fund's three investment themes:  
a) Regeneration and town centre (%) schemes for this same bid that are currently pending an outcome. Where a successful outcome might lead to you no longer requiring the LUF grant please provide details and confirm when might you expect the outcome to be known.

The proportion of funding is demonstrated below. The public realm interventions and refurbishments to the Festival and Town Hall are categorised as regeneration and town centre improvements. The active travel scheme as part of Crown Point is categorised as transport.

Regeneration and town centre	28%
Transport	57%
Culture	15%

Active Travel Funding £ (ATF3) from Transport for Greater Manchester has been successfully sought towards the first phase of the Crown Point junction scheme, and this is included within the match funding for this project. There are no other outstanding funding bids at the present time which may affect this LUF ask.

## Strategic Fit

### Member of Parliament Endorsement (England, Scotland and Wales ONLY)

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

Please confirm which MP has provided formal priority support: (name) Andrew Gwynne MP

Which constituency does this MP represent? Denton and Reddish

## Stakeholder Engagement and Support

Applicants are encouraged to engage with a wide range of local stakeholders and the local community to inform proposals in the bid and to secure buy in.

Describe what engagement you have undertaken with local relevant stakeholders, including the community (the public, civic society, private sector and local businesses). How has this informed your bid and what support do you have from them?

The projects proposed in this LUF bid for the regeneration of Denton have been developed to address the priorities identified as part of extensive consultation with local stakeholders and the local community.

The public realm and walking and cycling improvements in Denton have been informed by extensive wider pieces of work looking at streets across the Borough. AECOM undertook consultation in 2019 with businesses and visitors to Denton Town Centre to understand their views on the local high street.

Some of the main findings were:

- 65% of people interviewed found the pollution from the traffic poor or very poor.
- Many businesses found that the shops and proximity of vehicles to pedestrians were not good.
- Both visitors and businesses found cleanliness of the streets to be poor.
- Various respondents noted that better road quality and quieter and safer routes with better pedestrian crossing points would encourage them to walk and cycle.

Other issues which were identified as part of this work were: the lack of cycle storage, and lack of green and pleasant places to sit. Safety after dark was perceived to be poor by both visitors (43%) and businesses (60%).

The proposals for the public realm improvements have also been informed by the 'Streets for All' work undertaken by WSP for Transport for Greater Manchester (TfGM) which looked to understand the role of streets in creating sustainable, healthy and resilient places. The team undertook engagement through a series of workshops with stakeholders across various teams in the Council, as well as TfGM, Highways England and the local bus operators.

The engagement identified Denton as a priority location and the concept designs have been built upon for this project; this includes increased public realm spaces, curb-side activity, new planting and improving the A57/A6017 Crown Point junction for pedestrians and cyclists. Further engagement with communities and businesses has also been undertaken at this junction in 2020 and 2021 as part of a Borough wide consultation as part of the GM Bee Network. This work has identified proposed walking and cycling schemes across Tameside, and the Crown Point junction has since been awarded £1.9m

from Active Travel Fund 3 (ATF3) towards delivery of the first phase of the scheme. The Council has undertaken extensive formal consultation process through its consultation portal, as well as community events, Councilor briefings, leaflets and posters. The vast majority of respondents were in favour of the Crown Point junction scheme. Other responses in relation to Crown Point junction included further support for increased green infrastructure and reducing clutter.

Other stakeholders, including the Environment Agency and National Highways, have been consulted on the projects proposed in this bid. Their comments align with the strategic vision for the projects, particularly the need for public realm improvements, including the use of Sustainable Urban Drainage Systems (SUDS) to support flood management given there is a medium to high risk of surface water flooding in the Town Centre.

The proposals within this submission respond effectively to these consultations by including junction improvements with fully segregated cycle lanes to improve safety and accessibility for pedestrians and cyclists on the main high street, encouraging greater active travel and contribution to the net zero agenda. Increased cycle parking will complement this intervention. Other interventions will include green infrastructure and SUDS to mitigate against flooding, lighting and wayfinding, to increase the sense of safety, widened pavements and seating to encourage more dwell time and consolidated street furniture, including bins, to prevent littering.

For Festival Hall, the Council, in conjunction with a range of partners, have investigated the issue of access to services within localities and have mapped the opportunities to improved access to services across Tameside. This work has identified Denton and the Festival Hall as a suitable site for a Locality Hub. Engagement for the Town Hall has been undertaken within the Council, in particular with the Head of Asset Strategy.

Further consultation with key stakeholders is planned in the Autumn, with local community and business groups targeted around the use of civic space in the Town Hall and Festival Hall. The specific proposals identified within this LUF bid proactively address the priorities identified in engagement to date and support delivery of the wider strategic vision for Denton Town Centre.

Has your proposal faced any opposition?

This funding application has been developed specifically to address the priorities from Town Centre consultation and therefore aligns with the views and opinions of residents and businesses based on the results of the engagement to date.

There has been no significant opposition to the projects proposed in this bid, aside from two negative responses for the Crown Point junction scheme which were unresponsive of the segregated cycle lane. These negative comments to realign roads for segregated cycle lanes are not unusual and are part of the wider perception on cycling and behavior change away from private car usage and deliver the net zero agenda.

The Council will continue to run stakeholder engagement consultations over the remainder of 2022, and we will use this to help inform and refine the proposals as they enter final delivery.

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

We confirm that we have statutory responsibility for all aspects of the bid.



## The Case for Investment

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

Significant investment in recent years has helped to help kick start the regeneration of the Town Centre, including the new Tameside Wellness Centre and significant new residential development, alongside recent public realm improvements to the Civic Square. This has supported the diversification of the Town Centre economy, particularly in respect of the growing evening economy.

The proposals within this bid aim to consolidate Council assets and intensify the uses in these spaces to tackle deprivation and create local benefits, including job and skills and training opportunities, through the provision of affordable workspace at the Town Hall, and better access to local services through delivery of the Tameside West Locality Hub at the Festival Hall site. Intensifying the uses in these buildings will also draw more footfall and spend to the main high street and to the Civic Square area, helping to activate this valuable public space.

However, despite investment in recent years Denton Town Centre is not achieving its full potential. It suffers from a disconnected Town Centre with poor walking and cycling provision, lack of footfall on areas of the high street, and pockets of deprivation, particularly in respect of health.

The local barriers to sustainable growth and levelling up for Denton are set out below.

### **Disconnected Town Centre:**

Denton Town Centre has great potential as it is located five miles east of Manchester City Centre and on the key route to the Peak District from Manchester. The recent investment to kick start the regeneration of the Town Centre including the new Tameside Wellness Centre (which comprises an extensive range of leisure, health and wellbeing facilities including a 25-metre swimming pool, spa, gym, bowling zone and soft play centre), significant new residential developments, contributing 163 new homes to the area, along with recent public realm improvements to the Civic Square. Crown Point retail park provides a popular retail park to the north of the Town Centre. Despite these assets the Town is currently disconnected, with the M67 which runs parallel to the main high street area providing a significant barrier to movement. The Town Centre suffers from significant severance and a lack of connections from surrounding residential areas with heavy motor vehicle dominance making the area high in air pollution levels, and unpleasant to navigate through for pedestrians and cyclists.

The proposals in this bid as part of the Destination Denton programme aim to address these challenges effectively and provide improved connectivity to new development and surrounding residential areas through improved wayfinding, signage and pedestrian and cycle routes, encouraging active travel, reducing noise and air pollution, improving health outcomes and creating an improved sense of place and identity. From an AECOM study conducted in 2019, 68% of respondents claimed that they do not cycle due to a lack of access to bikes and cycling facilities. From the study, 21 individuals interviewed stated it was too far for them to walk to the high street. Of these 21 people, 39% lived less than 2 miles from Denton. Interventions that could encourage walking were strong, where mainly people would like quieter and safer routes with better places

to cross. In addition to the introduction of new cycle infrastructure the Council will running a programme with local stakeholders in order to ensure that residents have the skills, confidence and equipment to utilise the new cycle routes effectively once completed

**Lack of Footfall:**

The main high street is home to many independent food and beverage (F&B) uses, shown in Figure 2 in the Supplementary Booklet, with a particularly strong independent offer. However, footfall is decreasing, between 2020 and 2021 footfall fell by 7%. One of the aims of this bid is to complement the shopping uses in the Crown Point shopping park and harness the full potential of the independent F&B sector, encouraging growth and the night-time economy in this area. It is noted that many of the businesses in the Town Centre hospitality sector are relatively young and particularly vulnerable to the current economic challenges in relation to the cost of living and inflationary pressures. The public realm improvements on the high street will aim to address this by widening pavements and implementing wayfinding, lighting and green infrastructure to encourage more dwell time here and further support the independent offer. The interventions will encourage more businesses to the area, which aim to address the high vacancy rates, currently 12.5% for commercial spaces.

**Deprivation:**

According to the Index of Multiple Deprivation, Denton Town Centre and the surrounding area is deprived in education, skills, and training. The surrounding LSOA neighbourhoods were amongst the 30% most deprived neighbourhoods in the country in the domain of education, skills, and training in 2015. In terms of employment, Denton Town Centre and the surrounding area is the 30% most deprived in the country in 2019.

The Council owns important heritage buildings; however these are currently underutilised and provide an inefficient use of public assets in the Town Centre. At Denton Town Hall library visits have reduced from c100,000 per annum 10 years ago (when it was also based at Festival Hall) to c46,000 per annum pre pandemic.

**Healthy Neighbourhoods:**

Denton Town Centre scores in decile 10, the worst performing decile, on the Access to Health Assets and Hazards Index (AHAH), which measures how healthy neighbourhoods are, based on a number of criteria including access to retail outlets (fast food outlets, pubs, off-licences, tobacconists, gambling outlets), accessibility to health services (GPs, hospitals, pharmacies, dentists, leisure services), and the quality of the physical environment (green space, air pollution). The overall approach to the bid is to address these characteristics to create a healthy neighbourhood and to make Denton a destination where people feel proud to live, where both existing and new residents chose to spend their leisure time in the area, and can gain access to services, new job and training opportunities creating a sustainable local economy.

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

All of the projects requiring LUF funding as part of this bid to support the Destination Denton programme represent a public good and cannot be addressed by the private sector.

**Festival Hall and Denton Town Hall Works:**

The Council is seeking investment into two important civic assets in Denton Town Centre, the Festival Hall and Town Hall to bring more areas of each building back into public use (with quality services and facilities), to safeguard the future of these assets and to maximise their potential.

The investment into both buildings represents a public good, the services offered at the Town Hall library would not be supplied by the private sector due to the lack of commercial opportunity and that they represent free market services. In addition, Festival Hall is a Council owned asset which would be used to host Council and partner front line public services as well as other Council administrative services.

Without public investment into these facilities, they will continue to decline and impact negatively upon the potential of Denton Town Centre. Festival Hall is situated in an important strategic location to attract footfall from the nearby Crown Point retail park and is in urgent need of investment. Safety issues arising from the condition of the building could result in further areas requiring closure in the future, and possibly even total closure of the facility. A vacant building in this location could result in increased anti-social behaviour and crime in the area.

Similarly, the library services at the Town Hall will be affected by ongoing maintenance issues and lack of investment at this site puts continuation of this service at risk.

Effective investment into these civic assets can lead to positive externalities, with the frontline services at Festival Hall helping to drive health and wellbeing benefits, whilst investment in the library and shared working space could drive education and economic benefits.

**Town Centre Public Realm Improvements:**

The public realm improvements will include works to the busy Crown Point Junction located at the heart of the Town Centre, plus new walking and cycling routes, green infrastructure and wayfinding. The improvements will make the high street more attractive and pleasant to dwell in, and the wider improvements across the Town Centre will focus on improving walking and cycling routes and legibility, connecting the key uses around Denton and creating a better sense of place and identity.

As this investment is wholly into Town Centre public infrastructure, this represents a public good which the private sector cannot deliver.

Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation.

This LUF bid proposes the following projects as part of the Destination Denton programme.

**Refurbishment of Denton Festival Hall and Public Realm Improvements**

Festival Hall is currently used by a small number of Council teams, however as large parts of the building cannot currently be used it is heavily under-utilised. This project will bring the Festival Hall back into use by repurposing the building as Tameside West’s Locality Hub, this will be one of four in the Borough as part of Phase One of the rollout of Locality Hubs. The Hub will co-locate a range

of public sector partners and deliver frontline services, specifically focused on child development, family support and parenting support.

The challenges and barriers that will be addressed are:

- Low usage of Festival Hall – Festival Hall is currently under-utilised, with large areas of the building unable to be used due to the current condition. By intensifying and co-locating various front line services at this building, visitor numbers to the Festival Hall will increase and make better use of this local asset.
- Low high street footfall – The high street has vacancy rates of 12.5% and a declining footfall, intensification of services at the Festival Hall and public realm improvements in this area will better connect people from Crown Point retail park to the main Town Centre area and to the high street. The aim is to support the independent F&B sector on the high street, complementing the offer at the retail park.
- Deprivation – the LSOAs within Denton Town Centre are amongst the 20% most deprived in the country. The proposed Locality Hub will improve access to essential Council frontline services, such as children's services, and improve the wellbeing for local residents, in particular for parents and young people.
- Poor access and connectivity – the public realm improvements will address the barrier to active travel modes into the Town Centre, encouraging more people to walk and cycle by making active travel routes more accessible and safer, with resultant benefits to health and the net zero agenda.

### **Refurbishment of Denton Town Hall**

This project will increase the use of this heritage asset, providing improved community facilities and affordable workspace, in addition to enhancing this area south of the high street as a civic cluster and space for community cohesion.

The challenges and barriers that will be addressed are:

- Skills and training - intensifying the uses in this building to include affordable workspace and community facilities will provide skills, training and job opportunities for local people, addressing the challenge of the low levels of education and unemployment in Denton.
- Wellbeing – improving access to the library, other community facilities and provision of affordable workspace in this area will revitalise the venue as a vibrant space for social and community cohesion, increasing wellbeing levels for residents.

### **Town centre Public Realm Improvements**

The public realm improvements across the Town Centre will include new walking and cycling routes, widening of pavements, green infrastructure, lighting, wayfinding and decluttering of obsolete street furniture. The pallet of materials will complement the high quality finish delivered by the Council at Denton Civic Square in 2014.

The challenges and barriers that will be addressed are:

- Footfall - The public realm improvements across the Town Centre and on the high street will improve connections to the main high street and increase dwell time in this area, increasing footfall and supporting the local businesses.
- Poor access and connectivity – The proposed interventions will encourage more people to travel by walking and cycling and improve access to public transport, decreasing use of the private car and decreasing levels of noise and air pollution, making the area more pleasant to spend time in.

- Pride of place - The public realm improvements will create a sense of place and identity for Denton, increasing people's sense of pride and belonging to the area.

Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions.

This should be demonstrated through a well-evidenced Theory of Change.

The Theory of Change is set out below. This can also be found in Table 1 of the Supplementary Booklet.

#### Local Conditions

- Declining footfall – need to diversify and revitalise the high street offer to complement the provision at the retail park and compete more effectively with other Town Centres
- Poor connectivity through and around the Town Centre - limited opportunity to make short journeys by walking and cycling
- Poor condition of existing public realm in around the town centre.
- High deprivation levels and poor social mobility
- Poor performance on the Access to Health Assets and Hazards Index
- Poor condition of civic buildings and heritage assets

#### Strategic Context

- National Industrial Strategy
- UK's 25 Year Environment Plan
- UK's Gear change: a bold vision for cycling and walking
- Homes England Strategic Plan 2018-2023
- The Greater Manchester Strategy, Our People, Our Place
- Greater Manchester's Local Industrial Strategy
- Greater Manchester, Places for Everyone 2037
- Greater Manchester Combined Authority's 5-year Environment Plan
- Greater Manchester's Transport Strategy 2040 and supporting sub-strategies
- Tameside Local Plan (under development)
- Tameside Inclusive Growth Strategy 2021-26
- Tameside Town Centre Framework 2022
- Tameside Climate Change and Environment Strategy 2021-2026
- Tameside Housing Strategy and Action Plan 2021-2025
- Tameside Corporate Plan
- Tameside Early Help Strategy (2020-2022)

#### Objectives

- Greater employment opportunities for small businesses and entrepreneurs.
- Encourage higher modal shift towards more sustainable travel to achieve the objectives of GM's Transport Strategy 2040.
- Build and enhance a strong brand identity to showcase the Town Centre's rich culture and heritage.
- Greater access to frontline services to improve wellbeing of the community.
- Public realm to improve the health and wellbeing of the community
- Public realm and more segregated walking and cycling routes to help with sense of safety.

#### Inputs

- Vision / strategy which demonstrates how interventions will lead to regeneration and transformation of Denton Town Centre.
- Detailed masterplanning and delivery strategies.
- Knowledge and expertise to identify, develop and deliver interventions.
- Local, community stakeholder engagement.
- LUF funding contribution of £16.8m.
- Traffic modelling to support development of active travel scheme.
- Capital funding from other public sector sources of £1.95m

#### Interventions

- Reconfiguration of the existing roads and junctions, to reduce priority for motor vehicles, and create new pedestrian and cycling routes, along with complementary facilities such as more cycle parking.
- Public realm improvements to the Town Centre, including widening of pavements, wayfinding/signage, lighting, installation of benches and green infrastructure.
- Refurbishment of Denton Festival Hall, for use as new Locality Hub.
- Refurbishment of Denton Town Hall, for use as community space and affordable workspace.

#### Outputs

- 2.5km additional active travel routes.
- Public realm enhancements, including green infrastructure.
- Refurbishment of the Town Hall, new affordable workspace.
- Refurbishment of the Festival Hall, new Locality Hub providing frontline services.
- Heritage buildings renovated
- Office space created
- Healthcare space created

#### Outcomes:

- Increased footfall.
- Increased employment opportunities.
- Improved physical and mental wellbeing.
- Reducing motor vehicle dominance and encourage modal shift towards walking and cycling.
- Change in perception of place
- Increased in employment rate
- Improved air quality

#### Impacts:

- Greater local pride in Denton Town Centre, leading to sustained improved Town Centre vitality and viability
- Encouraging people to live, work and spend their leisure time in the town centre, increasing local economic growth
- Ongoing investment in Town Centre, growth of independent F&B sector.
- Reduction in levels of deprivation
- Improved air quality.
- Improved health outcomes

**For package bids** you should clearly explain how the component projects are aligned with each other and represent a coherent set of interventions.

The three projects are part of the broader Destination Denton vision and programme to support the local economy, better connect the different uses in Denton Town Centre and enhance the current 'clusters' that exist to the north and to the south of the Town. The refurbishment and enhance usage of the Festival Hall as a Locality Hub to the north of the Town Centre will encourage and give people a need to cross the pedestrian bridge over the M67 from the busy retail park to the main Town Centre area. This will help to reduce the severance caused by the M67 between the Town Centre and the residential areas to the north of the motorway. The Locality Hub will also anchor employment and service provision in the heart of the Town. The public realm improvements in this area will create a gateway and identity to the Town Centre supporting further linked trip to the main high street.

The public realm improvements to the high street will create a more pleasant physical environment, encouraging more footfall and dwell time in this space and support the growing independent sector in this area.

Furthermore, the public realm improvements will enhance the connectivity to the south of the Town Centre where there is already a cluster of civic uses, including the civic square, Victoria Park and the library. The refurbishment to the Town Hall will encourage more activity in this area, increase the use of this heritage asset and provide employment, skills and training and community facilities.

Applicants should also briefly set out how other public and private funding will be leveraged as part of the intervention.

No other public or private funding will be leveraged specifically as part of these interventions. However, delivery of the Destination Denton programme via LUF will create the environment to encourage and facilitate a range of private sector investments throughout the Town Centre and its surrounds, both in the commercial and residential property sectors. The continued growth of Denton Town Centre and its environs will also further support the business case and rationale for public sector infrastructure investments. This potential public sector investment includes a range of schemes, such as the Restoring Your Railways Strategic Outline Business Case, which proposes the reopening of a passenger line from Stockport through Reddish South and Denton to the strategic employment site of Ashton Moss and then on to Manchester Victoria, as well as link Rose Hill (Marple) to Stockport via Reddish South.

## Alignment with the Local and National Context

Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, Local Economic Strategies, Local Cultural Strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up.

This bid for the Destination Denton programme plays a major role in ensuring delivery of the Tameside Inclusive Growth Strategy 2021-26 and its objectives. The text below demonstrates the strong strategic alignment. The strategy builds on the ongoing investment Tameside has seen over the years as part of a comprehensive vision.

Below is an outline of key objectives of the Growth Strategy and how this bid aligns to them.

- 1) Ensure the transport systems link the residents to jobs and services.

The walking/cycling and public realm improvement scheme will better connect the various clusters in the Town Centre, as well as connecting Denton better to the Greater Manchester-wide walking and cycling Bee Network. This will improve accessibility and journey quality for the local community. These interventions will also provide a better environment for public transport enabling the provision of improved bus stop facilities and improve the access routes to bus stops from the surrounding residential areas, helping to reduce private car use and supporting the net zero agenda

- 2) Attract inward investment and support existing businesses to increase the number of good jobs in the borough.

The proposals will make the high street area more attractive and pleasant to spend time in, supporting existing businesses and encouraging new investment into the area. Provision of a better environment for public transport will help improve accessibility to good jobs across the borough and GM area by bus.

- 3) Seize the economic opportunities presented as Tameside transition to carbon neutrality by 2038.

The walking/cycling and public realm improvement will provide more attractive active travel infrastructure to encourage modal shift, whilst improved green infrastructure will support a healthier, more sustainable environment, contributing to delivery of the net zero agenda.

- 4) Use the Public Sector Estate to support start-ups, social enterprises and charities to deliver and grow and to drive development and regeneration.

The bid will consolidate the Council's estate and provide new employment space for startups, social enterprises and charities as well as rejuvenating the area to attract more inward investment.

- 5) Direct local spend to support local SMEs and social enterprises grow.

The bid will provide incubator space for SMEs and small enterprises start and grow, and the public realm proposals will support local spend on the high street.



- 6) Make our Town Centres hubs for living, culture, employment and services supporting a sustainable retail sector

All three projects in this bid as part of the Destination Denton programme will create a places for services, culture and employment. The public realm improvements will support the high street and growing independent offer in the Town Centre.

- 7) Increase aspirations, employment, pay, skills and health across our whole population.

The new Locality Hub, at the Festival Hall, will make access to local public frontline services more accessible. The public realm improvements and cycling infrastructure will encourage higher footfall and cycle trips, whilst also providing improved access to bus services and support modal shift away from polluting cars whilst supporting a healthier population. The new provision at the Locality Hub at Festival Hall align with the Council's Early Help Strategy (2020-22), supporting an integrated, place-based model of early intervention and prevention for early help with families provided targeted and specialist services working together more effectively and efficiently.

The bid also aligns with the following Greater Manchester strategies:

- Greater Manchester Strategy (GMS): The GMS recognises that town centres are critical to ensuring a thriving and productive economy and identifies town centres as exemplar environments for innovative walking and cycling provision, public services and employment offers. The projects proposed in this bid will implement projects that align with these aspirations.
- Greater Manchester Transport Strategy 2040 and Greater Manchester Walking and Cycling Strategy: The strategy sets out a target to be net zero carbon by 2038 and improve air quality. The proposed interventions in this bid will implement better walking and cycling connections encouraging mode shift to help improve air quality. These projects will also support delivery of the GM Streets for All Strategy, which forms a sub-strategy of the GMTS 2040.
- Places for Everyone: This long-term joint development plan between the nine districts in Greater Manchester strongly supports town centre improvements so they are quality places to live and work. It also sets a priority for town centres as locations for more residential development.
- Greater Manchester Local Industrial Strategy (GMLIS): Important contributions will accrue from supporting businesses, driving decarbonisation, particularly tackling air quality, and providing quality, unified public services.

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

The text below demonstrates how the projects proposed in the bid align with UK Government Policy objectives (this can also be found in Table 2 of the Appendix).

- 1) Policy Document: UK Net-Zero Strategy, Build Back Greener (BEIS, 2021)

Policy Themes: Transport, local climate action, and embedding Net Zero in Government.

Bid Alignment: The public realm proposals will aim to encourage mode shift to journeys taken by cycling and walking and improve access to public transport. The refurbishments of the Council assets will decarbonise the Festival Hall and Town Hall.

2) Policy Document: Transport Decarbonisation Plan, A Better, Greener Britain (DfT, 2021)

Policy Themes: Increasing cycling and walking and improve access to bus stops.

Bid Alignment: The public realm improvements will help encourage a mode shift away from private vehicles.

3) Policy Document: Levelling Up and Regeneration White Paper (DLUHC, 2019) and Bill (DLUHC, 2022)

Policy Themes: Missions; wellbeing and restoring local pride in places.

Bid alignment: The public realm proposals and new uses in the Festival Hall and Town Hall aim to make Denton a highly desirable place and a more sustainable, healthy and thriving place. The proposals will create a sense of 'Denton' identity and place, building on its local heritage and character.

4) One Public Estate (OGP, 2013)

Policy Themes: Strategic approach to asset management, creating economic growth, delivering integrated, customer-focused services, generating efficiencies.

Bid alignment: The proposals will consolidate Council assets, providing better frontline services, opportunity for residential development and will decrease overall running costs by making assets more efficient.

The proposals will enable modal shift from private vehicles towards walking and cycling. The delivery of additional cycle infrastructure, and public realm improvements will improve road safety for cyclists and pedestrians and improve the permeability of the Town Centre, encouraging more visitors to make shorter journeys by walking/cycling in and around the Town Centre. They will also support increased modal shift to active travel and public transport modes will help to meet the objectives GM 2040 Transport Right Mix Strategy. The refurbishments of the Council assets will make them more efficient buildings. Both interventions will add to a reduction in damaging air pollutants and Greenhouse Gas emissions (GHG), contributing towards the UK's target of achieving Net Zero by 2050, as well as the Tameside Low Carbon Strategy. The Tameside Low Carbon Strategy sets out a Borough-wide decarbonisation which is directly linked to both the GMCA 5-year Environment Plan and UK Government 10 point plan.

The proposals will also make better use of Council assets, creating opportunities for economic growth, encouraging footfall in the centre and providing a more holistic and streamlined place for essential front line services, aligning with both the agenda of the One Public Estate programme and the Governments Levelling Up ambitions.

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

Active Travel Fund Round 3 (ATF3) - The proposed walking/cycling and public realm improvements, as part of the project proposal, are already successful recipients of the Active Travel Fund, securing in principle £1.95m, towards works at Crown Point junction.

GM Brownfield Housing Fund: £1.9m has been secured and spent to clear the former Denton Pool site providing a Town Centre site for new housing.

Council Investment – The Council has invested £16.4m in delivery of the new Denton Wellness Centre, opening in 2020 as Tameside’s flagship health and leisure facility.

Private sector investment WainHomes: Delivery of 163 new homes on the former Oldham Batteries site within the Town Centre is currently on site.

Welcome Back Fund - £0.026m has been invested in the 'Hats Off to Denton' sculpture trail and newly launched DSCVR App, which links residents and businesses to their town centres and monies used to 'green and clean' the Town Centre, making it more attractive to shoppers and visitors.

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

The delivery of the Destination Denton programme for which funding is sought will directly contribute to the local (and national) ambition to encourage a modal shift on the transport network towards more sustainable travel. The project will include reconfiguration of the roads and junctions to allow improved provision of walking and cycling infrastructure and accessibility to/from the Town Centre. Furthermore, the improvements will improve the access routes to public transport in the surrounding town centre and wider area.

Targeted interventions to enable more walking and cycling trips, as well as modal shift include:

- Creating two-way access for bicycles through the Town Centre
- Segregated cycle lanes
- Providing more cycling parking facilities around the Town Centre
- Junction modifications to improve accessibility for cyclists and pedestrians

The Crown Point junction scheme, which has already been awarded grant funding Active Travel Fund for Phase 1 will connect Denton to the wider Greater Manchester Bee Network, Greater Manchester’s integrated walking and cycling network. The additional funding for Crown Point sought via this funding bid will enable delivery of the remainder of the scheme.

All cycling elements of proposals will follow the government's cycling design guidance in common with the Council's existing programme to deliver new cycling infrastructure across Tameside as per of the GM Mayors Challenge Fund and Bee Network.

Please tick to confirm which of the following [Levelling Up White Paper Missions](#) (p.120-21) your project contributes to:

- Living Standards: The Destination Denton programme as a whole will support the Town Centre economy with benefits that will contribute to employment and productivity in the Town Centre and wider economy. The provision of affordable workspace will provide employment opportunities, supports local social enterprises and small businesses, and will help residents gain skills.

- Research and Development (R&D): The provision of affordable workspace will stimulate innovation in Denton providing much needed space for SMEs who are leading much of the UK's innovation and enterprise.

- Transport Infrastructure: The proposal aims to improve connectivity in the Town Centre through active travel interventions and improved access to public transport.

- Education: The investment in the Town Hall will help to safeguard the library and community facilities whilst improving their accessibility and quality, helping to deliver benefits to educational standards in Denton.

- Skills: As part of delivering affordable workspace the intervention will also deliver high quality skills and training through potential incubator or accelerator programmes.

- Health: Delivering more walking and cycling infrastructure will reduce usage of private vehicles and encourage a more healthy lifestyle for Denton residents.

- Wellbeing: Delivering more walking and cycling infrastructure will encourage more residents to use active travel methods to get around Denton, creating a better sense of wellbeing. The services provided at the Festival Hall will improve community health and wellbeing.

- Pride in Place: The public realm improvements, such as the green infrastructure and wayfinding, will create a sense of Denton pride and identity and encourage residents to spend more time in Denton and in particular, on the high street. The Locality Hub and intensification of the Town Hall will increase satisfaction with local public services and encourage more community cohesion and participation.

- Crime: The public realm improvements will include lighting interventions making Denton feel safer and discouraging anti-social behaviour and neighbourhood crime.

## Economic Case

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

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

#### **Deprivation**

The 2019 Index of Multiple Deprivation (IMD) shows that Denton town centre is amongst the 20% most deprived neighbourhoods in the country, particularly in the realms of living environment deprivation (10% most deprived), education, skills & training (20% most deprived) and in employment (30% most deprived) (see Figure 3 in the Supplementary Booklet). This deprivation has remained persistent since 2015 at the same 20% most deprived level. The deprivation in Denton is spatially concentrated in the town centre, which is amongst some of the most deprived neighbourhoods in the Denton North East ward. On a local authority level, the scale of the problem has also worsened. In 2015, Tameside Council ranked as the 34th most deprived local authority in the country, and it became the 23rd most deprived local authority in 2019.

Police data ([data.police.uk/about/](http://data.police.uk/about/)) shows that one fifth of crimes committed in Denton town centre are related to anti-social behaviour (ASB), which is consistent with the findings of the AECOM study (Local High Streets Report, (July 2019, AECOM)) as well as Denton's status as a deprived town in the domain of crime. Figure 4 in the Supplementary Booklet also highlights that most crimes in the area are related to violence and sexual offences, and that reported crimes by LSOA are high, and particularly concentrated in the town centre.

#### **Accessibility and Travel**

The available active travel options in Denton are limited and there is a spatial disconnect between the different areas in the Town Centre; the high street, Crown Point retail park, the new residential developments and Denton Festival Hall. Significant severance is caused by the M67, which has few access routes across it alongside further severance caused by traffic on the A57 and A6017 through the Town Centre. Whilst there is a footbridge which connects the Crown Point retail park with the wider Town Centre and Festival Hall, it does not have adequate lighting or signage to support pedestrians with wayfinding. This affects perceptions of safety, particularly for residents who are vulnerable, and therefore prevent people from choosing active travel options.

This links to the conclusions of a recent public engagement by AECOM which surveys transport trends and sentiments across Denton. From the study, 21 individuals interviewed stated it was too far for them to walk to the high street. Of the 21 people, 39% lived less than 2 miles from Denton. There were various mentions of interventions which could encourage walking, mainly people would like quieter and safer routes with better places to cross. Figure 5 in the Supplementary Booklet demonstrates the limited segregated cycling routes through the Town Centre.

The interventions will also significantly improve access to public transport opportunities. A number of major bus routes along the A57 and A6017 through the Town Centre provide access across Tameside and to the wider GM area. The proposals for walking/cycling infrastructure and public realm will improve access routes to bus stops in the Town Centre from the surrounding residential area.

## **Health and Wellbeing**

Figure 6 in the Supplementary Booklet attached is a new multi-dimensional index developed by the CDRC for Great Britain measuring how healthy neighbourhoods are. It is based on: accessibility to retail outlets (fast food outlets, pubs, off-licences, tobacconists, gambling outlets), accessibility to health services (GPs, hospitals, pharmacies, dentists, leisure services), and the quality of the physical environment (green space, air pollution). The map demonstrates that the core town centre is in the worst performing decile, 10, and the surrounding areas at 8.

## **Footfall and Vacancy Rates**

Vacancy rates are at 3.63% and are projected to grow in the latter quarters of 2022, as demonstrated in Figure 7 in the Supplementary Booklet. Between 2020 and 2021 footfall in the Town Centre fell by 7%, indicating a lower demand for the facilities provided by Denton Town Centre.

The data which underpins the local issues is drawn from the following sources:

- 1. Local High Streets Report, (July 2019, AECOM)**

This report was developed by AECOM to provide Transport for Greater Manchester (TfGM) with a better understanding of visitors and businesses on Denton High Street. TfGM's intended use of the report was to understand the potential impact of the introduction of a cycle way on the high street and to establish a baseline of the current attitudes to active travel in Denton. The interviews which form the report were conducted in July 2019 and included 106 visitors to the town centre and 101 businesses in Denton. The demographics of the respondents (age, gender, employment status, social class) broadly represent the demographics of the ward, ensuring that the report is unbiased.

- 2. Costar**

CoStar is a commercial real estate information company that captures current and historic data on variables such as vacancy rates, total floorspace and market rent (per sq ft of retail space). Data from CoStar was extracted in June 2022 from the CoStar website.

- 3. Office for National Statistics (ONS)**

The English indices of deprivation were used to extract data on deprivation in Denton Town Centre. This data was accessed in June 2022 from the gov.uk website. This statistic has been consistently produced since 2000, with previous release taking place in 2015. These statistics are robust and widely used in projects and business cases to understand the spatial distribution and degree of deprivation across England.

- 4. MappingGM**

MappingGM is a mapping portal, visualising spatial information on a series of map to illustrate data on planning, housing, environmental, social, economic and demographic data across Greater Manchester. The portal has been developed by the Greater Manchester Combined Authority (GMCA). Data for this bid has been taken from the People and Communities map which brings together various layers, and associate metadata. Metadata is taken from reliable and the most up to data sources, largely from ONS data, the Consumer Data Research Centre (CDRC), Transport for Greater Manchester (TfGM) and the Home Office.

## **5. Police Data (Police.uk)**

Police.uk publishes street level crime and anti-social behaviour statistics from all local police forces in England and Wales. The portal was developed by the UK Police service. The data sourced for this bid was sourced from the 'Your Area' interactive map, selecting the Denton North East police service. These statistics are widely used to understand crime in local areas across England and Wales.

Please demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions.

### **CoStar**

CoStar is a live database of the latest real estate information, allowing you to search for any commercial property in England. The CoStar data obtained are updated on an ongoing basis. The catchment radius for the extracted CoStar data was 0.5miles from the town centre and the data was extracted in June 2022 from the CoStar website.

### **ONS**

The LSOAs covering Denton Town Centre were used when obtain population data from ONS (Tameside 021A, Tameside 021C, Tameside 21D, Tameside 025A, Tameside 025D, Tameside 026A, Tameside 026C), as shown in Figure 8 in the Supplementary Booklet.

The median annual income data was used to inform the calculation of the distributional weighting, in which the median income (latest year 2021) was available on parliamentary constituency level (Denton and Reddish) (Office for National Statistics, 2021, Earnings and hours worked, place of work and place of residence ASHE Tables 9 and 10).

Furthermore, when selecting the number of cycle trips from the Propensity to Cycle Tool, as a conservative approach, only the cycle trips monitored on the study location of the walking/cycling and public realm scheme was used, as shown in Figure 5 in the Supplementary Booklet. We captured the cycle trips observed on a route-basis as opposed to an MSOA/LSOA area to avoid overestimation of cycle trips.

### **MappingGM**

MappingGM is a mapping portal, visualising spatial information on a series of map to illustrate data on planning, housing, environmental, social, economic and demographic data across Greater Manchester. The portal has been developed by the Greater Manchester Combined Authority (GMCA). Data is available at an LSOA level.

### **Local High Streets Report, (July 2019, AECOM)**

This report used primary data collected through local interviews with 106 visitor respondents and 101 business respondents in Denton Town Centre. Since TfGM's intended use of the report was to understand the potential impact of the introduction of a cycle way on the high street, the interview locations were defined by the roads shown in Figure 9 in the Supplementary Booklet.

### **Police Data (Police.uk)**

Police.uk publishes street level crime and anti-social behaviour statistics from all local police forces in England and Wales. The data sourced for this bid was sourced from the 'Your Area' interactive map, selecting the Denton North East police service. The area selected includes the area including and surrounding Denton Town Centre and is shown in Figure 10 in the Supplementary Booklet.

### **Effectiveness of Proposal in Addressing Problems**

Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems.

Quantifiable impacts should be forecasted using a suitable model. Theory of Change evidence should be identified and referenced.

Please describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis, the quality of the evidence and the accuracy and functionality of the models used.

#### Wider LVU

The wider LVU methodology mirrors the methodology set out as part of the Future High Street Fund (FHSF) clarification exercise. Information on all commercial properties within 0.50 mile radius of the Town Centre was sourced from CoStar, and the wider LVU uplift factor was derived from literature review of comparative case studies. The wider LVU methodology is also in line with Towns Fund Delivery Partner's Development Guidance which provides the methodology on estimating wider LVU.

#### Active Travel Benefits

The methodology is compliant with the AMAT User Guide, and the LUF FAQs. The study area of which the baseline cycle trips obtained was based on the cycling route cutting across the town centre. The default assumptions and parameters (Department for Transport, May 2020, Active Mode Appraisal Toolkit User Guide) embedded in the toolkit have been used due to the unavailability of more robust, scheme-specific assumptions.

Projecting baseline cycle trips followed the recommended steps outlined in the FAQs. To determine the number of cycle trips post-intervention implementation, an assumption of 22% uplift was applied to the 2025 baseline cycle trips. The uplift factor was derived based on benchmarking and is the median of an upper and lower uplift boundary. The case studies used includes 2017 Manchester Oxford Road Cycle scheme (Gov UK, 2020, Case Studies, Building cycle infrastructure in Manchester), and the 2016 DfT study (Department for Transport, 2016, Investing in Cycling & Walking: Rapid Evidence Assessment).



### Town Hall WTP Benefits

The Willingness-to-Pay (WTP) value of maintaining the historic Town Hall in good condition was sourced from Historic England commissioned study “Heritage and the value of place” (Simetrica-Jacobs, 2021). This guidance fits into DCMS’ Culture and Heritage Capital Programme. The metrics and methods set out in the guidance is consistent with HM Treasury’s Green Book. The assumptions, including the WTP values and proportion of users affected, were sourced directly from the study. Although the study recommends a WTP value of £7.29, we have adopted a lower, conservative value of £5.73 per user. We have tested a range of WTP values as part of sensitivity testing. The local population data was sourced from Office for National Statistics (ONS, via NOMIS) based on historic LSOA-level population data. In absence of ONS-produced LSOA population projections, we extrapolated Denton population projections, based on the average population growth rate based on the historic 10 year population trend.

### Health Benefits

In absence of detailed wellbeing data and surveys required to understand the improvement in life satisfaction (and subsequent wellbeing benefits), we have undertaken a cost-effectiveness analysis. This aims to capture the reduction in NHS costs borne as a result of A&E attendances mitigated by the presence of the proposed Denton Locality Hub. We have based this analysis on the NHS article/report “Child health hubs see patients closer to home and reduce unnecessary hospital trips” (NHS England, Case Studies, Child health hubs see patients closer to home and reduce unnecessary hospital trips), which evaluates six children’s health hubs.

To estimate the health benefits relating to NHS cost savings as a result of the proposed Denton Locality Hub (at Festival Hall), the benefits were estimated based on the number of targeted users, the average cost of A&E attendance, as well as an assumption on the % reduction in A&E attendance.

The average cost of A&E attendance was based on the New Economy’s Social Cost Benefit Analysis Guidance (HM Treasury, New Economy, 2014, Supporting public service transformation: cost benefit analysis guidance for local partnerships). The average cost, £89 per individual, was adopted and converted from 2017 prices to 2022 prices using the TAG’s GDP deflator indices. To estimate the number of A&E attendance mitigated by the Denton Locality Hub, an assumption of 22% reduction was applied, based on the same NHS evaluation study suggested above, to the number of 18,000 targeted users. Although more evaluation studies are welcomed to validate the reliability of the assumption, the proposed Denton Locality Hub will deliver very similar services to the six children’s hub, therefore we felt it was appropriate to adopt this assumption.

To avoid over attribution of benefits, we have included additionality factors based on HCA’s Additionality Guidance 2014. Due to the uncertainty and robustness of the assumptions and methodology, we have included the health benefits (NHS cost savings) in the adjusted BCR.

## Analysis of Costs and Benefits

Please explain how the economic costs of the bid have been calculated, including the whole life costs.

The economic cost of this proposal has been built up from costs consistent with the financial case. For the purpose of the economic appraisal, the financial costs have been converted from nominal prices to real 2022 prices. GDP deflator series as per TAG databook (Department for Transport, May 2022, TAG databook) was used to deflate the financial costs to real prices, in line with the Green Book recommendation.

The economic costs are then converted into net present values using the 3.5% discount rate for the first 30 years, recommended by HM Treasury's Green Book.

The below presents the **(undiscounted)** costs (real 2022 prices) by intervention, source of funding and the associated optimism bias applied to the base costs. This information can also be found in Table 4 in the Supplementary Booklet.

Please note, for the purpose of the economic appraisal and Value for Money assessment, the costs includes both contingency and optimism bias. However, for the funding profile, optimism bias is excluded.

- 1) Denton Festival Hall  
Base costs: £0.78m  
Optimism Bias: 10%, £0.08m  
Total undiscounted costs: £0.86m
  
- 2) Denton Town Hall  
Base costs: £3.68m  
Optimism Bias: 10%, £0.37m  
Total undiscounted costs: £4.05m
  
- 3) Town Centre Public Realm Improvements  
Base costs: £13.41m  
Optimism Bias: 22%, £2.95m  
Total undiscounted costs: £16.36m

Total (undiscounted) costs: £21.27m

The optimism bias assumptions were derived from the Green Book supplementary guidance on optimism bias (HM Treasury, 2013, Green Book Supplementary Guidance: Optimism Bias). For the Festival Hall and Town Hall projects, we have assumed an optimism bias for capital expenditure, 10%, treated as a standard buildings project. The 10% falls within the 2-24% optimism bias range; the capital costs for the Festival Hall were developed by Tameside Council's internal buildings and costing team (with extensive experience developing costs of similar projects), whilst the Town Hall costs were developed by cost consultants Graham + Sibbald. Coupled with a contingency allowance of 10%, we are confident the costs are robust and therefore justifies an optimism bias lower than the upper range of 24%.

The Town Centre Public Realm Improvements has been treated as a standard civil engineering project, hence an upper optimism bias of 44% has been applied. A mitigation factor of 0.5 has been applied to reduce the optimism bias to 22%, on the basis the costs were developed based on detailed plans and well-defined scope, and a large contingency allowance of 44% has been accounted for.

Please describe how the economic benefits have been estimated, including a discussion and evidence to support assumptions.

#### Wider LVU Benefits

There is wider economic gain in the form of regeneration to the surrounding area through this bid. As a result, we have calculated the wider LVU based on the land value premium gained across all commercial properties within a 0.5 mile radius of the Town Centre. Figures such as the annual rent per sq ft was sourced from CoStar. The rent per sq ft is divided by an assumed 7% rental yield to generate the existing use value (EUV).

#### Active Travel Benefits

DfT's AMAT tool was used to calculate the cycling benefits of the Crown Point junction scheme and the benefits were appraised over a 30-year period, in line with the LUF Round 2 FAQs.

The uplift in cycling trips is captured in the cycling benefits; journey ambience, decongestion, and health. Data from the Census 2011 was extrapolated to daily trips according to the LUF FAQ guidance to estimate the baseline number of daily trips in the opening year (2025). The 2011 daily trips were extrapolated to 2025 baseline trips using the background growth rates described in the AMAT guidance. The post-intervention cycle trips was estimated based on an uplift factor of 38% in 2025. We estimated that an average cycling trip will use 72% of the intervention, estimated by the length of the scheme (3.5km) divided by the average length of a cycling trip (4.84km).

Figure 11 in the Supplementary Booklet presents the user input of the AMAT.

#### Town hall (WTP) Benefits

Refurbishment of the depleted Town Hall will allow the (historic) building to be repurposed into greater use for local residents. According to DCMS' Culture and Heritage Capital Approach, benefits of the Town Hall to local residents can be expressed through the Willingness-to-Pay (WTP) values to keep the heritage asset in good condition. Therefore, heritage benefits of the restoring the Town Hall have been monetised, based on Historic England-commissioned Heritage and the Value of Place study (Jacobs-Simetrix, 2021).

As per guidance, the benefits were estimated based on the formula in Figure 12 in the Supplementary Booklet.

The following assumptions were applied and sourced in compliance with the Historic England study:

- Proportion of local population visited in the past year – 65%
- WTP value - £5.73 per users (2021 prices, uplifted to 2022 prices)

The local population data was extracted from ONS' Annual Population Survey for LSOAs within the Denton catchment area. As the study states further research is underway to robustly estimate the value of maintaining a heritage asset, we have included the Town Hall benefits in the adjusted BCR.

### Health (avoided NHS costs) benefits

The Festival Hall will be the host of the locality hub, which will offer services targeting communities, improving the wellbeing and quality of life of local residents. This will include providing NHS frontline services particularly for children/young people and families. Based on (limited) evaluation of similar case studies, locality hubs not only can deliver health and wellbeing benefits, but can also deliver NHS cost savings. Therefore, we have quantified the benefits (i.e. avoided costs) of reduction in A&E attendance, in line with New Economy's Cost-Benefit Analysis (<https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/>). The following inputs and assumptions were applied to estimate the health benefits are presented below. Additionality factors have been included to account for displacement and deadweight.

- 1) Input/ Assumption: Number of users  
Value: 18,750 users per annum  
Rationale/Source: Tameside Council
  
- 2) Input/ Assumption: Reduction in no. of A&E attendance  
Value: 22%  
Rationale/Source: The NHS evaluation (<https://www.england.nhs.uk/integratedcare/resources/case-studies/child-health-hubs-see-patients-closer-to-home-and-reduce-unnecessary-hospital-trips/>) of a children health hub shows a 22% decrease in A&E attenders.
  
- 3) Input/ Assumption: NHS cost of A&E attendance  
Value: £89 per attendee (2017 prices, uplifted to 2022 prices)  
Rationale/Source: New Economy CBA model (<https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/>)
  
- 4) Input/ Assumption: Deadweight  
Value: 18%  
Rationale/Source: Additionality Guide 2014 (Homes & Communities Agency)
  
- 5) Input/ Assumption: Displacement  
Value: 11%  
Rationale/Source: Additionality Guide 2014 (Homes & Communities Agency)

### Distributional Weighting

To account for the income disparity between Denton and the rest of the UK, distributional weightings were calculated and applied to the benefits arising from the interventions. The methodology to derive the distributional weighting factor was based on HM Treasury's Green Book guidance, where the factor was estimated using the net equivalised income of Denton (£22,837) and the UK (£25,971). Both of these figures were sourced from the ONS. The elasticity of marginal utility of income used was 1.3, sourced from the Green Book. For Denton, a distributional weight of 1.18 was applied to all quantified benefits.

## Value for Money

Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios (BCR).

If a BCR has been estimated, please provide the BCR of the proposal below.

If you only have one BCR, please enter this against the 'initial' BCR.

'Initial' BCR (single bid) 'Adjusted' BCR (single bid)

The monetised economic benefits associated with the proposed development have been assessed to allow calculation of the Benefit-Cost Ratio (BCR).

Benefits included in the BCR are those with a strong underlying evidence base and the methodology is consistent with government guidance. LVU is compliant with the DLUHC Appraisal Guide, the active travel benefits are quantified based on DfT's TAG, culture benefits are quantified in line with the guidance recommended by LUF R2 technical guidance, and the distributional weighting is consistent with the Green Book 2022.

The costs included in the BCR considers both costs funded by the LUF investment being sought and other public sector funding.

The economic benefits and costs are converted into present values, using the 3.5% discount rate, per the Green Book. Please note, we recognise for transport projects, PV benefits and costs are required to be presented in 2010 prices. However, for consistency purposes with DLUHC guidance and LUF costings and planning workbook, we have presented the benefits relating to the Town Centre Public Realm Improvement projects, including the active travel benefits, in 2022 prices.

The initial BCR of 2.03 is presented in Table 5 of the Supplementary Booklet and based on the assumptions previously identified. Using the Value for Money (VfM) framework, the calculated BCR indicates the project is of 'medium' VfM. Once the additional benefits are included, the adjusted BCR of 2.20 is presented. See Table 5 in the Supplementary Booklet for further information.

Two sensitivity tests were carried out to better understand the potential range of the BCR, based on the most conservative assumptions (to be referred to as the Low scenario), and the most optimistic assumptions (to be referred to as the High scenario). Table 6 in the Supplementary Booklet outlines the parameters and assumptions tested.

Table 7 in the Supplementary Booklet presents the results of the sensitivity testing. The low scenario demonstrates an (initial) BCR of 1.29, above the threshold required for a project to be considered 'medium' VfM. The high scenario, which uses more 'optimistic' assumptions and parameters, demonstrates an (initial) BCR of 3.09.

However, it is important to note the VfM assessment not only considers the quantitative analysis, but should also consider the non-quantified benefits, as well as the bid's ability to address the local issues and barriers set out in the Strategic Fit. An overview of the non-quantified benefits the bid delivers is set out in the next section of this submission.

Please describe the non- monetised impacts the bid will have and provide a summary of how these have been assessed, including the expected scale of these impacts. These will be factored into the overall Value for Money assessment of the bid.

#### Site-level land value uplift (LVU)

Although the wider LVU based on the cumulative impact of the three projects have been monetised, we would expect **site LVU** to be delivered on the Festival Hall and Town Hall, as the refurbishments of the two historic buildings will enable better utilisation and productive use in terms of increased frontline services and community activities.

#### Health and Wellbeing Benefits

Implementing better walking and cycling routes will increase health and wellbeing benefits for the local community. An increase in walking leads to health benefits such as reduced absences and increased productivity; according to Transport for London's study (Transport for London, 2019, Economic benefits of walking and cycling), "people who are physically more active take 27% fewer sicker days each year than their colleagues". Furthermore, incentivising modal shift from cars to walking leads to reduced congestion, improved air quality, and reduction in GHG emissions. Furthermore, concentrating and co-locating frontline services at the Festival Hall will increase access and usage of local services, leading to further health and wellbeing benefits especially for young people and families.

#### Pride of place and Sense of Belonging

The public realm improvements will include better signage, wayfinding and green infrastructure that will be designed reflecting the local character of the Town Centre. This will lead to benefits in communities feeling a sense of pride and belonging to the Town Centre.

#### Diversify Local Economy and Attracting Visitors

Provision of new affordable workspace at the library will provide opportunities to support and nurture small businesses, diversifying the local economy. Provision of this workspace provide social and cultural value to the community, attracting residents and visitors from Greater Manchester.

Please provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid.

A risk register which outlines the key cost risks is provided as part of the deliverability section of this submission. Other key uncertainties, which forms part of the sensitivity testing in, includes:

- **Overestimation of the LVU uplift:** the anticipated (wider) LVU uplift may, in reality, be more conservative than assumed for the VfM assessment, lowering the (quantitative) VfM of the bid. We have tested a lower LVU assumption (as shown in the supplementary booklet) to test the impact on the BCR to reflect this uncertainty.
- **Overestimation of A&E attendance avoided:** the proportion of beneficiaries to the NHS frontline services (at the Festival Hall) which translates into avoided A&E attendance is based on the NHS evaluation of a similar locality hub. However, there is a risk this may be an

overestimation, lowering the VfM of the bid. Hence, we have included the health benefits in the adjusted BCR to reflect the uncertainty of the assumption.

- **Underestimation of cycle trips:** the 22% uplift in cycle trips as a result of the project is based on benchmarking analysis of similar case studies. However, full transport modelling and in-depth analysis is required to understand the impact on cycle trips more robustly. Given the proposed enhanced cycle lanes forms part of the city-wide Bee Network, the baseline cycle trips is likely to be an underestimation. More detailed modelling is due to be carried out for the business case development for the MCF.

We would expect an Appraisal Summary Table, to be completed to enable a full range of impacts to be considered. This should be consistent with the relevant appraisal guidance for the bid.

Appraisal Summary Tables, AMAT output sheets and a Value for Money explanatory note has been completed for all projects.

- **Appraisal Summary Tables (ASTs):** The ASTs have been completed based on DLUHC Appraisal Guide for the Refurbishment of the Festival Hall and Town Hall projects. The AST have been completed based on DfT's TAG for the Town Centre Public Realm Improvements project.
- **AMAT output sheet:** The output sheet (pasted values) of the AMAT used to estimate the active travel (walking) benefits for the Active Travel and Public Realm Improvement project. Note, the values are presented in discounted 2010 prices in the AMAT output sheet, as the DfT's TAG requires all transport projects to present benefits and costs in 2010 prices. However, for consistency purposes with the LUF workbook, we have re-based the economic benefits and costs to 2022 prices in a separate, bespoke economic model. Furthermore, the AMAT tool applies a 1.5% discount rate (per annum) to the health-related benefits, and subsequently reflected in the AMAT output sheet. However, the LUF workbook only allows one discount rate to be applied across all three projects, regardless of the type of projects. Therefore, for the purpose of the LUF application and workbook, the discount rate 3.5% per annum was applied to the health benefits.
- **Value for Money Explanatory Note:** This is a separate note outlining with further details on the methodology and results of the VfM assessment.

## Deliverability

Please confirm the total value of your bid.

LUF Funding: £16,764,793  
Match Funding: £1,950,000

Total: £18,714,793

Please confirm the value of the capital grant you are requesting from LUF.

£16,764,793

Please confirm the value of match funding secured.

Where match funding is still to be secured please set out details below. If there any funding gaps please set out your plans for addressing these.

Active Travel Fund 3 (ATF3): £1.95m match funding has been secured for improvement to the Crown Point junction with scheme governance to be administered via Transport for Greater Manchester under existing arrangements with the Council for schemes of a similar nature.

If you are intending to make a land contribution (via the use of existing owned land), please provide further details below and confirm who currently owns the land, details of any restrictions and the estimated monetary value.

N/A – All parts of the proposed scheme involve land and buildings already owned by the Council. All elements will be delivered by the Council with no land contributions to third parties.

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

No unrecoverable VAT costs are included within this proposal.

Please describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget. Please advise on any assumptions.

Each of the component of the scheme has been subject to robust cost estimates with suitably qualified professionals. The basis of the costs developed have been summarised as below:

**Denton Town Hall**

The costs for the Town Hall have been prepared by RICS accredited cost consultants Graham and Sibbald, working closely alongside the Council's estates management team and place team. A full survey has been completed at the site and costings have been developed based on RICS BCIS figures. Costs have been reviewed by the Council's Strategic Property team and benchmarked against the market and similar schemes delivered recently by the Council to ensure their reasonableness, particularly given the current market climate.



Contingency and inflation assumptions have been built into these cost estimates, providing a high level of comfort that they are robust, and that the works to the Town Hall can be delivered within the funding envelope, despite the current uncertainty in the cost climate.

### **Denton Festival Hall**

The cost of the works to the Festival Hall have been prepared by RICS accredited cost consultants Graham and Sibbald, working closely alongside the Council's estates management team and place team. A full survey has been completed at the site and costings have been developed based on RICS BCIS figures. In addition, design work has been undertaken for the public facing section of the Festival Hall and the public realm works outside. These costs have been reviewed by the Council's Strategic Property team and benchmarked against the market and similar schemes delivered recently by the Council to ensure their reasonableness, particularly given the current market climate.

Contingency and inflation assumptions have been built into the cost estimates, providing a high level of comfort that they are robust, and that the works to the Festival Hall and associated public realm works can be delivered within the funding envelope, despite the current uncertainty in the cost climate.

### **Public Realm Improvements**

The public realm improvement costs have been prepared by internally by the Council's Engineering Services team and are based on a specification defined by the Council reflecting the delivery of similar scheme across Tameside. These have been benchmarked against other similar schemes delivered by the Council and those components affecting Crown Point junction reviewed by Transport for Greater Manchester.

Contingency and inflation assumptions have been built into these cost estimates, providing a high level of comfort that they are robust, and that the works to the public realm can be delivered within the funding envelope, despite the current uncertainty in the cost climate.

Please provide information on margins and contingencies that have been allowed for and the rationale behind them.

For each of the projects within this LUF bid, the Council has worked closely with its advisors to derive appropriate and reasonable cost assumptions, particularly given the inherent uncertainty in the market currently.

Table 8 in the Supplementary Booklet illustrates the key margins and contingencies allowed for in the cost estimates. The values used differ for individual elements reflecting the nature of the works being carried out and the risk associated with each.

For all elements of the project, we have applied the forecast BCIS General Building Construction Index to ascertain an appropriate basis for indexation over the course of the next few years to delivery. BCIS are an industry recognised provider of inflation forecasts and base their projections on rigorous analysis.

Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with and shared between non-UK Government funding partners. (You should cross refer to the Risk Register).

Each project within this proposal has a different risk profile and mitigation strategy. The mitigation strategies largely depend on the ability of the Council to transfer risks to private parties through the procurement process or by carrying out further work to reduce uncertainty.

The appended risk register details exact risks and mitigation strategies.

The risk register is owned by the Denton Officer Group who are responsible for monitoring, updating, effecting any mitigation strategies, with the Project Lead holding ultimate responsibility and oversight of the register.

For each individual risk item, a member of the Denton Officer Group is assigned as the risk owner and is responsible for tracking and updating progress about that risk. Each risk is aligned to the specific project intervention (in some cases, risks apply to all three projects in this programme).

Within the risk register, each risk is assigned a RAG rating to monitor the severity of the risk at any given point in time. This is reviewed on a weekly basis by the Denton Officer Group as part of a weekly risk meeting, with changes and actions adopted off the back of information and decisions made in that meeting.

The Project Lead presents back to the Strategic Panel on a monthly basis the current position of the risk register and the key risks, who provide further oversight and support in the management of key risks to delivery.

Below is an extract of the key financial risks taken from our risk register and the strategies in place to mitigate those:

Cost overruns or delays to the construction schedule may result in programme outturn exceeding the initial cost estimate:

- Construction risk across the projects has been partly mitigated through detailed cost estimates and use of contingency.
- Construction contingency and design contingency have been included for all works included within this application.
- These risks will be managed through D&B contracts where risks will be transferred to the appointed contractor as appropriate.
- Ahead of starting on site all the necessary surveys and assessments will be undertaken to reduce any unknown below ground risks.

Cost inflation remains uncertain:

- The economic recovery from Covid-19 and impacts associated with the transition from the EU have been driving high materials costs recently. The longer-term impact of this effect remains unknown but could lead to material price rises.

Lack of demand for affordable workspace:

- There could be a lack of demand for the affordable workspace which could make the model for the Town Hall unviable. Further market research will be undertaken to establish the demand

and type of workspace to be provided. The workspace operator will be appointed through a competitive procurement process and will be assessed on the overall business plan and financial viability.

Risk of asbestos and contamination at Denton Town Hall and Festival Hall:

- Given the age of the two heritage buildings there is a risk of asbestos and contamination associated with any structural works to the buildings. It is anticipated remediation will be required.
- Surveys and testing will be undertaken in advance to determine the contamination status and cost risk associated.

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

This proposal does not involve awarding any share of the LUF grant to a partner. All works will be managed by the Council.

Any payments made to contractors for delivery of works will be subject to public procurement process and the Council existing corporate governance arrangements.

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

Not applicable – each component of the scheme is under Council ownership and there are no third parties with ownership interest in the project.

## Commercial

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

***All applicants should set out how contracts will be procured and managed effectively; in accordance with procurement best practice and a and other appropriate legislation including the [Modern Slavery Act](#), as applicable.***

The Council has an existing partnership in place for the delivery of capital works, for which The Robertson Group are appointed as the Council's Strategic Delivery Partner for the delivery of the Council's capital projects, each subject to separate model contracts and independent value for money assessments.

These existing arrangements mean that the Council has a pre-procured delivery partner, compliant with Public Procurement Act (2015) for the implementation of LUF funded works and can commence

works on land and buildings quickly, with no need for any further procurement and market uncertainty.

Any further contractors or advisors procured outside of these arrangements to support the delivery of the works will be subject to the normal procurement rules and relevant financial standing tests as defined according to the procurement strategy of our procurement provider, STAR procurement

#### Refurbishment to the Town Hall and Festival Hall

The Town Hall works, and Festival Hall refurbishment will be delivered by the Robertson Group the Council's strategic delivery partner for capital works in relation to buildings, each subject to separate model contracts and independent value for money assessments. The works at the Council owned Festival Hall and Denton Town Hall buildings will be delivered through a Design and Build (D&B) contract with Robertson (and/or their sub-consultants). Through D&B contracts, the Council will transfer the delivery risks while retaining control of project specification. Flexibility and control in how these works are delivered will ensure there is scope for Council to deliver the next phase of works on this site in the most appropriate way. Construction risk will be transferred to the Robertson Group; however the Council will retain control of project specification. Detailed surveys have been undertaken which has formed the project brief, this will be refined upon the award of the LUF funds and will be ready to instruct to the Robertson Group. Costings are undertaken by Quantity Surveyors, Graham and Sibbald. The project will be managed by the Council's Facilities Management Officer. An affordable workspace operator will be procured who will be responsible for management and the affordable workspace, they will be assessed on the viability of their business plan and on their track record similar projects. This procurement will be based on a similar model to the affordable workspace delivered at Ashton Old Baths.

#### Public Realm Improvements

The public realm and active travel works will be to be delivered by the Council's in-house Engineering Delivery Team. Contract management will be undertaken by the Council's LUF Project Team. The Council's has retained in-house Engineering Delivery Team and Procurement Standing Orders allow all highway schemes to be delivered by this experienced team that have successfully secured a number of Considerate Constructor awards. Any sub-contractors or materials will be procured through STaR (the Council's shared procurement service) via an existing Framework.

The team has successfully delivered a number of schemes including those funded through Cycle City Ambition Grant 2 (CCAG2) and the Emergency Active Travel Fund (EATF), and the MCF Tranche 1 schemes at Chadwick Dam, Stalybridge and Hill Street, Ashton-under-Lyne. The same team delivered the successful Denton Civic Square works in the Town Centre on time and within budget in 2017.

The use of the Robertson Group, as the Council's Strategic Delivery Partner, and the in-house Engineering Delivery team will enable early contractor involvement, greater control and cost certainty, with the ability to adapt quickly and flexibly without incurring unnecessary additional costs. This approach to delivery will de-risk delays to the programmed start date due to having greater control than if there were a requirement to formally procure all works from an external contractor.

#### Project Management and Planning

In order to provide effective coordination of this significant programme of regeneration within Denton Town Centre, a dedicated Tameside Council officer will be allocated to each project and they will be responsible for the management of each of the contracts on a day-to-day basis. Contract management

will be overseen by the Council's Legal and Procurement officers as well as the SRO and LUF Programme Manager. This is an approach the Council has used successfully to deliver regeneration programmes in other areas. Engagement with planning officers has already taken place to identify which packages will need planning permission. Time for planning approval will be built into the overall delivery programme. Pre-application meetings will be undertaken where necessary to mitigate any planning risk.

Procurement of materials will be undertaken in line with Sourcing and Consultancy Playbooks, Construction Playbook and public contract regulations and with all relevant legal requirements including public contract regulations 2015 and 2020 amendments (post EU exit). The Council will agree and include an evaluation criterion, based on quality and cost. In the quality section, suppliers will be assessed on their approach to net-zero and delivering social value, through using local supply chains, and their approach equality, diversity and inclusion. The responses to these questions will be marked and scored.

All procurements require the completion of a Social Value questionnaire which will form part of the procurements' evaluation process. This is operated by the Social Value Portal, which not only supports the evaluation of prospective bidders' social value impacts, but also helps to monitor their social value delivery during the project delivery phase. This social value questionnaire will be set up to align with the Council's social value standards in ensuring the use of a sustainable supply chain. In addition, bidders are required to make statements and confirmations as to their adherence to the Modern Slavery Act as applicable.

Early market engagement will be undertaken for all services required; frameworks will be used where possible. Delivery outside the Robertson Group has been considered, however, through an options assessment undertaken, it has been found that delivering through this existing appointment would provide best value for money and programme benefits. This is because it will not be necessary to undertake a full procurement exercise and quality assurance will be protected as the Robertson Group have completed similar work for the Council which has been on time, on budget and to a quality standard.

Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature? If the procurement is being led by a third party and not the lead applicant, please provide details below.

The procurement of contractors will either utilise Robertson as the Council's pre-procured partner for delivery of capital works or be undertaken in house by project management officers, supported by external Project Management, via the STaR procurement service, our shared procurement service provider.

The STaR Procurement team have extensive experience in procuring contractors following OJEU regulations. The PM team are experts in construction management and have a strong track record of delivering public projects.

Once contractors are appointed the contractor management will be led by a dedicated Project Manager and managed through the project's internal governance structure. The Council and its officers have a proven track record delivering large-scale programmes of the scale and nature for which this LUF funding is sought; examples of this are detailed below.

In 2013, the Council led the implementation of Vision Tameside, a £60m programme investing in high quality office and education facilities within Ashton Town Centre.

The Hattersley Regeneration programme, which has renewed the housing stock and improved transport infrastructure and public realm, is another prime example of the Council successfully delivering a regeneration project in partnership with key stakeholders Peak Valley housing association (now known as Onward Homes), Homes England and Barratt Homes.

The Council has a strong track record of delivering walking and cycling schemes utilising its in house delivery team as part of TMBC Engineering Services. In 2019, the led the development and implementation of extending the cycling and walking provision in Chadwick Dam. This is the first of 11 walking and cycling schemes the Council will be leading as part of the Tameside Bee Network programme.

The Council has demonstrated its commitment to restore and preserve key heritage assets across Tameside. In 2013, Tameside Council partnered with the previous owners of the Ashton Old Baths, the European Regional Development Fund, and the Heritage Lottery Fund to restore the historic building, which prior to that point was closed for 38 years. The Ashton Old Baths have been transformed into an award winning shared workspace now occupied by SMEs in the digital and creative sector.

Are you intending to outsource or sub-contract any other work on this bid to third parties? For example, where you have identified a capability or capacity gaps.

Through its Place Directorate the Council has a robust and experienced team capable of delivering large-scale programmes of the scale and nature for which this LUF funding is sought.

This project has relevant professional advisors already procured and appointed to progress. **Graham and Sibbalds Building Surveyors** have been engaged to support the Council in undertaking site and building surveys and producing cost assumptions for capital works. They have significant experience in the local area in producing cost reports and working with buildings to similar scale and nature of Festival Hall and the Town Hall.

The delivery of the capital works to the Festival Hall and Denton Town Hall will be undertaken by the Council's appointed strategic delivery partner, Robertson. The Council retains the right to competitively appoint an alternative contractor if Robertson is not deemed good value for money.

The public realm and active travel works will be to be delivered by the Council's in-house TMBC Engineering Delivery Team. The Council has retained in-house Engineering Delivery Team and Procurement Standing Orders to allow all highway schemes and public realm works to be delivered by this experienced team that have successfully secured a number of Considerate Constructor awards. Any sub-contractors or materials will be procured through STaR (the Council's shared procurement service) via an existing Framework.

If the bid was successful the necessary professional services that are unable to be delivered in house will be appointed to deliver the projects, including design and cost consultancy. Where possible, procurement will be undertaken through existing arrangements, for example, through the STaR procurement service, our shared procurement service provider and through the Robertson Group as the Council's strategic delivery partner.

Clear briefs and scopes of work will be prepared and be managed by the Project Manager for each project, managing consultant time and fee on the project. Regular project meetings will be in place, and invoicing will be based upon key milestones. KPI's will be set out in the briefs and will be monitored throughout the project lifecycle.

The project is monitored as part of the Council's existing governance and monitoring arrangements. The core Denton Officer Group is responsible for the preparation and updates of regular programme reports, risk register, and procurement plan for review by the Strategic Board, and they engage with the appointed suppliers on a daily basis.

Ongoing monitoring of the project will be reported by the delivery team to the Leisure Strategic Board, both as part of regular monthly update meetings as well as through the Council's internal project management as necessary.

A monitoring and evaluation framework has been developed as part of the project to allow the Council to monitor the progress of the schemes. The monitoring and evaluation framework will be aligned with the objectives of the project as well as the requirements of the Levelling Up Fund.

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes. What measures will you put in place to mitigate supplier/contractor risks and what controls will you implement to ensure they deliver on quality.

Given the building works to the Town Hall and Festival Hall will be delivered by the Robertson Group and the public realm works delivered internally by the Engineering Services team, the remaining procurements will be for consultants for additional design work and an operator to manage the affordable workspace at the Town Hall.

Through the procurement process suppliers will be assessed on their baseline financial and commercial standings to ensure they have the basis capability to deliver the projects. This will be assessed on a pass/fail basis. Clear scopes of services and briefs will be included in the tender documents for any suppliers and will be included in the contract, included with KPIs that will be used to manage the quality of the suppliers.

Contractors will be asked to prepare a risk register, including mitigation methods, and a programme to deliver the project, this will be evaluated as part of the evaluation process. The appropriate payment mechanism, aligning to the contract will be implemented and set out in the appointment documents, as well as the programme.

Regular site visits for inspection of quality and progress against programme will be undertaken by the Project Manager and other consultants appointed, eg. Clerk of Works.

Each project will have a risk register which will set out project wide risks, this will be assessed against likelihood and impact and a score will be generated. Mitigation methods and actions will be put place or each risk. These will include supplier and contractor risks. Regular internal and external meetings will include a risk review on the agenda so that the register is kept up to date and actions are monitored.

Regular meetings will take place with any suppliers, including the contractors, where any issues can be raised and resolved as early as possible. KPI's will be set with each supplier and these will be monitored

and reported on internally within the Council, including to the Head of Legal, CFO and Executive Cabinet Members.

## Management

Please set out how you plan to deliver the bid (this should be a summary of your Delivery Plan).

A delivery plan has been appended which details project planning, governance, risk management, communications and stakeholder management, and benefit realisation and assurance for the Destination Denton programme.

### *Project Plan*

The below provides a high-level summary of the key milestones based on indicative timings of the LUF application process:

July 2022: Submission of the LUF application form

Autumn 2022: Completion of outstanding public consultation

October 2022: Assumed LUF funding award

### Festival Hall and associated public realm

December 2022: Planning submission (Festival Hall)

October 22: March 23: Pre-construction works (surveys etc.)

March 2023: Planning approval and construction to start on site

September 2023: Completion

October 23 - Jan 24: Festival Hall public realm

### Town Hall

October – December 22: Pre-construction works

January 2023: Start on site

June 2023: Completion

### Crown Point

December 2022 – August 2023: TRO/approvals

September 2023: Start on site

March 2025: Completion

### Wider Public realm

January 2023: Start on site

October 2023: Completion

The existing Council resources, whom have supported the development of the Levelling Up Fund application and this Delivery Plan, will remain in situ supporting the delivery of the scheme until



relevant contractors are formally procured and ready to take forward the design and development phase.

### **Human Resources**

A Project Manager (an experienced Council officer) will be responsible for the day-to-day issues on each package and act as the Council's liaison with the key stakeholders on the scheme, including representatives from the Council's Strategic Property, Development and Investment, Operations, Housing, Finance and Legal teams, the Council Executive, Local Members, and the Town Team. Additional technical resource from external consultant teams will be procured as required and managed by the Strategic Board. The Council's Head of Major Programmes will act as the LUF Programme Lead.

### **Governance**

The diagram in Figure 13 in the Supplementary Booklet sets out the governance structure that has been developed to support the delivery of the scheme.

An overview of the key roles within the proposed team is summarised below:

- **Strategic Panel Steering Group:** This panel is chaired by the SRO and responsible for overseeing and steering strategic delivery and planning of the Denton vision. The Panel will report to the Executive Cabinet. The group will also receive reports on the monitoring and evaluation of the programme and review KPIs.
- **Stakeholder Advisory Group:** This group is responsible for scrutinising delivery and providing advice and direction in relation to community aspirations for the regeneration of Denton.
- **Denton Officer Group:** This group is leading the LUF application process and will be responsible for co-ordinating the Council's resources and delivering the LUF projects to time and budget.
- **Infrastructure & Development Delivery Group:** responsible for coordinating the logistics, highways, development of all infrastructure related project delivery. This team will manage the projects during the construction stage.

The above structure is ultimately overseen by the Council's Executive Cabinet who have ultimate decision-making responsibility. The Executive Cabinet will approve the entering into of any relevant funding agreements, the strategic approach and receive regular monitoring updates on progress as appropriate.

The structure chart in Figure 14 in the Supplementary Booklet shows the day-to-day working of the LUF Programme and the structure of the Denton Officer Group.

### **Stakeholder Engagement**

The project has an engagement strategy which will be delivered as the project progresses and will include further consultation.

### **Risk Management**

The risk management strategy for the project has been developed and is detailed in the delivery plan. The risk register is updated monthly and is owned by the Strategic Panel. The Project Manager's will be responsible for updating these key documents on a day-to-day basis.

## Monitoring and Evaluation

Logic mapping has been undertaken to demonstrate the relationship between scheme outputs, outcomes (and anticipated impacts). The Strategic Panel has overall responsibility for the monitoring and evaluation of the project. Further details are set out in the monitoring and evaluation section.

Please demonstrate that some bid activity can be delivered in 2022-23.

We can confirm that some bid activity will take place in financial year 2022/23. As per our milestone delivery plan below, spend will be incurred in progressing works to the Town Hall and part of the Festival Hall scheme.

July 2022: Submission of the LUF application form

Autumn: 2022: Completion of outstanding public consultation

September 2022: Assumed LUF funding award

December 2022: Planning consents (where applicable) submitted for initial works

January 2023: Start on site – Public realm and town hall

March 2023: Start on Site – Festival Hall

September 2023: Completion of festival hall works and start on site for the active travel improvements.

June 2023: Completion of Town Hall works

October 2023: Completion of public realm works

March 2025: Completion of active travel improvements

Risk Management: Applicants are asked to set out a detailed risk assessment.

Each project within this proposal has a different risk profile and mitigation strategy. The mitigation strategies largely depend on the ability of the Council to transfer risks to private parties through the procurement process or by carrying out further work to reduce uncertainty.

The appended risk register details exact risks and mitigation strategies.

The risk register is owned by the Denton Officer Group who are responsible for monitoring, updating, effecting any mitigation strategies, with the Project Lead holding ultimate responsibility and oversight of the register.

For each individual risk item, a member of the Denton Officer Group is assigned as the risk owner and is responsible for tracking and updating progress about that risk. Each risk is aligned to the specific project intervention (in some cases, risks apply to all three projects in this programme).

Below is an extract of the key risks taken from our risk register and the strategies in place to mitigate those:

Cost risks as a result of overspend and or under-budget:

- Identification of financial budgets and monitoring systems in line with the Council's Financial standing orders.
- Project managers to be responsible for monitoring spend throughout programme delivery, raising any issues with potential overspend at an early stage.
- Close working relationship with Council's Finance Officer dedicated to the LUF Programme. This officer would also sit on the Strategic Panel.
- Regular financial reports presented to the Strategic Planning and Capital Monitoring Panel.

- Ensure that budgets are regularly monitored and reviewed throughout the lifetime of the project, and that expert advice is sought where required to support costs analysis and development.
- Costs risk managed through appropriate risk transfer during procurement – either through D&B contracts or target price contracts to give Council comfort over cost uncertainties.

Interventions proposed not aligned with those of local community:

- The interventions have been developed based on consultation with key stakeholders, community groups and the local community.
- A clear communications and engagement plan to deliver consistent messaging to help promote the benefits of the programme.
- Residents, businesses and stakeholders will continue to be engaged as works begins to ensure buy-in and support to the schemes.

Lack of market appetite / capacity from prospective contractors to deliver the scheme:

- The Council has conducted soft market engagement with the local market to ascertain their interest and is confident there remains appetite and demand to bid for such projects.

Environmental Risks:

- Council has been engaging key stakeholders throughout the development process – including local residents and neighbouring site owners.
- Feedback will be sought from planning officers at key stages of development, and refinements made based on feedback

Unsuccessful LUF bid:

- Ensure application is fully developed. Consider whether a third round of LUF is launched or if alternative funding sources are available.

Potential programme disruption as a result of Covid-19 pandemic:

- Continuity strategy has been developed to cover potential implications from Covid-19 should any further outbreaks arise.

Within the risk register, each risk is assigned a RAG rating to monitor the severity of the risk at any given point in time. This is reviewed on a weekly basis by the Denton Officer Group as part of a weekly risk meeting, with changes and actions adopted off the back of information and decisions made in that meeting.

The Project Lead will present a formal report at each monthly Strategic Panel. This report will provide financial information, key risks and issues.

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

The Council has a core project team in place to deliver the regeneration of Denton as part of the LUF programme. Each component of the bid will have a dedicated officer to undertake the day-to-day project management.

### **Core Project Team**

The Core Project Team will be as shown in Figure 14 in the Supplementary Booklet.

External professional consultant teams will be procured as required and managed by the Project Team, such as design expertise.

## **Case Studies**

### **Walking and Cycling**

The team has successfully delivered a number of schemes including those funded through Cycle City Ambition Grant 2 (CCAG2) and the Emergency Active Travel Fund (EATF), and the MCF Tranche 1 schemes at Chadwick Dam, Stalybridge and Hill Street, Ashton-under-Lyne. The same team delivered the successful Denton Civic Square works in the Town Centre on time and within budget in 2017.

### **Building Refurbishment**

The Council has demonstrated its commitment to restore and preserve key heritage assets across Tameside. In 2013, Tameside Council partnered with the previous owners of the Ashton Old Baths, the European Regional Development Fund, and the Heritage Lottery Fund to restore the historic building, which at that point was closed for 38 years. The Ashton Old Baths has been transformed into an award-winning shared workspace now occupied by SMEs in the digital and creative sector.

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

For Town Hall and Festival Hall, operational costs will continue to be covered as part of existing estate management strategies and budgets, newly refurbished Town Hall and Festival Hall should have lower maintenance costs going forward.

The Robertson Group are also appointed via the Council's Additional Services Contract to provide facilities management services to the Council for its operational buildings. There are therefore robust management arrangements in place for the future management of the Festival Hall and Denton Town Hall buildings once the LUF funded works are completed. The Denton Library within part of the Town Hall building is operated by the Council's existing Cultural Services team, which consists of Libraries, Arts and Engagement, Museums and Galleries and the Local Studies and Archives Centre. This team will work together with the workspace operator to manage and programme the space. Furthermore, this service is responsible for delivering and supporting a vibrant and affordable events programme, working with partners to offer support to early years, formal arts education, families and a range of lifelong learning opportunities.

With the much-needed investment from the LUF Fund, this will enable significant capital works to take place which will greatly enhance the lifespan and integrity of both buildings, reducing maintenance and operational costs (particularly regarding utilities). The Council will also adopt its Facilities Management Strategy that is now in place to manage its estate, including recently refurbished or new buildings which ensures they are operated and managed in a sustainable and long-term manner to ensure that asset utilisation can be maintained over a long-term period.

An affordable workspace operator will be appointed to manage the workspace at the Town Hall, they will be assessed and appointed on the basis of a sustainable and viable business plan. The Council are

experienced in delivering similar projects, such as the Ashton Old Baths in Ashton-Under-Lynde where Oxford Innovation are managing this new space for SME's and social entrepreneurs.

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

This M&E plan has been developed in-absence of specific LUF guidance and will be updated once this guidance is published. M&E relating to the Denton walking/cycling and public realm improvement have been developed consistent with the M&E requirements set out by GMCA's Bee Network programme.

The Council, in conjunction with the delivery partner (including the shopping centre owners), will monitor the impacts of the programme supported by the LUF. This M&E Framework aims to answer the following research questions:

- Has the package bid addressed the local barriers identified in the Strategic Fit, as well as the policy objectives such as levelling up challenges and net zero?
- Has the package bid achieved the outputs and outcomes set out in the Theory of Change?
- Did the risks identified in the risk register materialise, and if so, managed successfully by the responsible owner (including taking corrective action to ensure benefits are realised)?
- Has the delivery of the bid achieved adequate return on investment (Value for Money)?
- If the project(s) has not achieved its full potential, where were the shortfalls? This presents an opportunity to share lessons learnt and good practice and contribute to the wider evidence base to inform policy such as spending reviews
- Has the relevant governance and procurement strategy been implemented successfully, ensuring accountability and assurance of public money?

The monitoring and evaluation approach for the programme is directly linked to the outcomes and impacts noted in the theory of change (see the case for investment response) and the economic benefits quantified in the value for money assessment. By monitoring performance against appropriate metrics, the Council will be able to evaluate the extent to which the scheme is delivering the benefits set out as justification.

The impacts of the individual schemes and the programme as a whole on Key Performance Indicators (KPIs) will be monitored. The Infrastructure & Development Delivery Group will be responsible for collecting this data and monitoring quarterly changes. The group will also be required to carry out an impact evaluation. This analysis will allow understanding on the changes to KPIs from the agreed baseline and monitor the extent to which benefits set out in the theory of change are being realised. If performance issues are identified, they will be managed by the group through agreed escalation processes to find suitable solutions.

KPIs that will be monitored are presented in the table below. The KPIs include footfall, vacancy rates, land value uplift and number of crimes reported. Further specific KPIs for individual elements are also captured in the table below.

The first step in the M&E process is to agree baselines for each of the KPIs, and how data will be collected. The KPI's demonstrated below will be developed and agreed should the LUF grant be awarded. Assessing the counterfactual and causal impact of the schemes (as for any social science

evaluation) can be challenging in the absence of a control group. Historical baseline data can be used to inform forecasts for how the situation may have been without the LUF. Comparing the actual change that occurs in the Town Centre with these forecasts will help to demonstrate the change that may have been caused by the LUF. However, this does not account for other influences on the Town Centre's performance. Identifying other interventions and wider trends in Tameside and nationally that have taken place during the time period will help to indicate whether other factors have affected the change in performance of Denton Town Centre.

The responsibility for baselining each KPI is noted in Table 10 in the Supplementary Booklet.

## ANNEXES A – C: PROJECT SUMMARIES

These should be completed individually for each component within a **package bid**

<b>Please use Annexes A – C to provide detail on each component project of a package bid. A package bid can have up to 3 component projects.</b>
<i>For each component project please complete this form e.g., annex a would be details for component one, annex b for component two and annex c for the third package component.</i>
Project Name:
<b>Refurbishment of Denton Festival Hall and public realm improvements</b>
Please provide a short description of this project
This project will bring the Festival Hall back into public use and act as a new Tameside West's 'Locality Hub', an innovative model co-locating a range of public frontline services focused on children and family services such as the Tameside Safeguarding Children Partnership and the Greater Manchester Health and Social Care Partnership. Its location is ideally placed to better connect the high street with Crown Point retail park. Alongside this, public realm improvements at this site will create a sense of arrival and place, building on the character and identity of Denton, and encourage people to the main high street.
Please provide a more detailed overview of the project and how this project aligns with the other projects in the package bid, representing a coherent set of interventions.
The refurbishment works will include; structural and roof repairs and fire safety works. The public realm improvements will include a new pedestrian route, a gateway sign, wayfinding and green infrastructure. This project is complementary to the others as it will draw people from Crown Point encouraging people through the town centre to the high street. Intensifying the uses at Festival Hall is also complimentary to the Town Hall project as it means harnessing the potential and increasing the usage of the two key public buildings north and south of the town centre, creating core civic hubs at either end of the town centre. The third project, of the wider town centre public realm improvements, will connect these two hubs whilst also creating better connections to the high street.
Please provide a short description of the area where the investment will take place. If complex (i.e., containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place.
<b>For transport projects</b> include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g., development sites, areas of existing employment, constraints etc.
The investment will take place at Denton Festival Hall and in the concrete space to the West of the building.

Please confirm where the investment is taking place (where the funding is being spent not the applicant location or where the project beneficiaries are located).  
If the project is at a single location, please confirm the postcode and grid reference for the location of the investment.

If the project covers multiple locations, please provide a GIS file. If this is unavailable, please list all the postcodes/coordinates that are relevant to the investment.

**For all projects**, please confirm in which constituencies and local authorities the project is located. Please confirm the % investment in each location.

Postcode: Manchester M34 3JY  
Coordinates: 53.45679758444277, -2.11731717032264

This project is in Tameside Metropolitan Borough Council in the constituency of Denton and Reddish.

Please specify the proportion of funding requested for each of the Fund's three investment themes:

- a) Regeneration and Town Centre %
- b) Cultural %
- c) Transport %

Regeneration and town centre	28%
Transport	57%
Culture	15%

Please confirm the value of match funding secured for the component project.

Where funding is still to be secured please set out details below. If there are any funding gaps please set out your plans for addressing these.

N/A

### **Value for Money**

Please set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, applicants should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment.



The following monetised benefits were identified and included in the Value for Money (VfM) assessment. For further details on the methodology, please refer to the VfM explanatory note.

- **Wider LVU** – the proposed refurbishment of the festival hall, including the public realm improvements both onsite and the surrounding area, will enhance the attractiveness of the local area and create a more pleasant place to spend time in. For the purpose of the economic appraisal, this benefit is reflected through wider LVU. Note, the wider LVU has been estimated based on the cumulative effect of all three projects proposed in this package bid. The (cumulative) wider LVU equates to £10.34m, of which £0.86m (discounted 2022 prices) are attributed to the refurbishment of the festival hall project (apportioned based on the cost contribution to the overall package bid cost envelope).
- **Health (NHS cost savings) benefits** – the refurbished Festival Hall will be repurposed into a Locality Hub. The space will provide a location to bring services together within the Town Centre so when the need or emerging problems occurs, communities and organisations work together with children, young people and families to co-ordinate support thereby improving the overall wellbeing and quality of life. The Hub will be facilitated in partnership with many other organisations, including the NHS. By offering frontline health services at the refurbished Festival Hall, this reduces the risk / negating the need for users to be treated at other NHS facilities, including A&Es. Based on similar case studies, we have carried out a cost-effectiveness analysis to understand the cost savings of reducing A&E attendances as a result of the provision of the frontline services, assuming the Denton Locality Hub will lead to 22% reduction in A&E attendances, and subsequently incur NHS cost savings. The estimated NHS cost savings equates to £2.4m (discounted 2022 prices).

In addition to the monetised benefits, there are a number of non-monetised benefits to be considered as part of the VfM assessment. The Denton Locality Hub at the refurbished Festival Hall aims to deliver the following benefits:

- Improved school readiness and child development.
- Improved access to good quality childcare provision.
- Reduction in smoking in pregnancy and more smoke-free families.
- Reduction of pregnancies and children exposed to alcohol.
- Reduction in domestic abuse.
- Improved emotional health and wellbeing.
- Reduction in children living in poverty.
- Improved education attainment.
- Reduction in youth related crime.
- Improved access to the community offer.

It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be provided at Question 5.5 in the main application. If it is not possible to provide an overall BCR for your package bid, please explain why.

The initial BCR of 0.25 indicates the project delivers 'poor' value for money, based on wider LVU. With the inclusion of the health (NHS cost savings) benefits, the adjusted BCR increases to 0.96. However, there are a multitude of non-monetised health and wellbeing and community benefits to be considered as part of the Value for Money assessment.

Where available, please provide the initial and adjusted BCR for this project:

Where available, please provide the initial and adjusted BCR for this project:

Initial BCR: 0.25

Adjusted BCR: 0.96

Does your proposal deliver non- monetised benefits? Please set out what these are and a summary of how these have been assessed.

### **Health and Wellbeing Benefits**

The establishment of the Denton Locality Hub supports the Council's vision that every child and young person in Tameside has the best start in life, to grow, thrive, and be prepared for a successful adult life. The space will provide a location to bring services together within the Town Centre so when the need or emerging problems occurs, communities and organisations work together with children, young people and families to co-ordinate support thereby improving the overall wellbeing and quality of life.

Anticipated benefits include:

- Improved school readiness and child development
- Improved access to good quality childcare provision
- Reduction in smoking in pregnancy and more smoke-free families
- Reduction of pregnancies and children exposed to alcohol
- Reduction in domestic abuse
- Improved emotional health and wellbeing
- Reduction in children living in poverty
- Improved education attainment
- Reduction in youth related crime
- Improved access to the community offer

### **Increase in Footfall and Local Pride**

The proposed public realm improvements will address the current poor conditions of the physical environment and significantly enhance the attractiveness of the area. The improved targeted area, as the key gateway to the leisure and retail park via the footbridge, may lead to incentivising more visitors to travel to and spend time in the Town Centre to/from the leisure/retail park. Furthermore, improving the local environment can lead to increased local pride amongst the local community.

### **Wider LVU (Residential Properties)**

As suggested above, the package bid will likely lead to a cumulative wider LVU on existing properties as the regeneration schemes will enhance the attractiveness of the Town Centre and make the area a more pleasant place to spend time and travel through. Although we have monetised the wider LVU impact on commercial properties, we were unable to monetised wider LVU on residential properties due to lack of available data.

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project or does it require to be part of the overall bid?

This project could be delivered as a standalone project.

## ANNEXES A – C: PROJECT SUMMARIES

These should be completed individually for each component within a **package bid**

<b>Please use Annexes A – C to provide detail on each component project of a package bid. A package bid can have up to 3 component projects.</b>
<i>For each component project please complete this form e.g., annex a would be details for component one, annex b for component two and annex c for the third package component.</i>
Project Name:
<b>Refurbishment of Denton Town Hall</b>
Please provide a short description of this project
This project will increase the use of this heritage asset, supporting increased footfall to the library, providing more accessible community facilities and providing new affordable workspace, creating job and skills opportunities for local residents. It will also enhance this area south of the high street as a civic cluster and space for community cohesion, capitalising on the investments already made to the Civic Square which provides a significant area of external community space.
Please provide a more detailed overview of the project and how this project aligns with the other projects in the package bid, representing a coherent set of interventions.
The works will include structural internal and external works and improvements to the Mechanical and Electrical (M&E) services. The works will also reconfigure the current space and fit it out to the appropriate level. This project will enhance the south of the town centre as a civic and community space, building on current positive assets such as the civic square and Victoria Park. It complements the other bid components as the wider town centre improvements will better connect and link the two refurbishment projects together, creating a more attractive pedestrian and cycle route between the north and south and therefore, also drawing more footfall to the main high street.
Please provide a short description of the area where the investment will take place. If complex (i.e., containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place.  <b>For transport projects</b> include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g., development sites, areas of existing employment, constraints etc.
The works will take place at Denton Festival Hall, 13 Peel St, Denton, Manchester M34 3JY, and the public realm works will take place to the land to the west of the building.

Please confirm where the investment is taking place (where the funding is being spent not the applicant location or where the project beneficiaries are located).  
If the project is at a single location, please confirm the postcode and grid reference for the location of the investment.

If the project covers multiple locations, please provide a GIS file. If this is unavailable, please list all the postcodes/coordinates that are relevant to the investment.

**For all projects**, please confirm in which constituencies and local authorities the project is located. Please confirm the % investment in each location.

Postcode: Manchester M34 2AP  
Coordinates: 53.4546215158214, -2.1140494921508393.

This project is located in Tameside Metropolitan Borough Council in the constituency of Denton and Reddish.

Please specify the proportion of funding requested for each of the Fund's three investment themes:

- a) Regeneration and Town Centre %
- b) Cultural %
- c) Transport %

Regeneration and town centre	28%
Transport	57%
Culture	15%

Please confirm the value of match funding secured for the component project.

Where funding is still to be secured please set out details below. If there are any funding gaps please set out your plans for addressing these.

N/A

### **Value for Money**

Please set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, applicants should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment.

The following monetised benefits were identified and included in the Value for Money (VfM) assessment. For further details on the methodology, please refer to the VfM explanatory note.

- **Wider LVU** – the proposed refurbishment of the Town Hall will enhance the attractiveness of the local area and create a more pleasant place to spend time in. For the purpose of the economic appraisal, this benefit is reflected through wider LVU. Note, the wider LVU has been estimated based on the cumulative effect of all three projects proposed in this package bid. The (cumulative) wider LVU equates to £10.34m, of which £0.44m (discounted 2022 prices) are attributed to the refurbishment of the festival hall project (apportioned based on the cost contribution to the overall package bid cost envelope).
- **Town Hall (WTP) benefits** - the proposed repairs and refurbishments to Town Hall will allow higher utilisation of the Town Hall and continue to provide critical services to the local community. As the Town Hall is a public good (i.e. free to consume by the public), the economic benefits of accessing the Town Hall cannot be expressed in market values. Nonetheless, there is strong evidence to suggest consumers do place a willingness-to-pay (WTP) value of maintaining the historic building in a good condition. Therefore, we have quantified and monetised the heritage benefits based on the WTP values (and methodology) published by Historic England’s Heritage and Value of Place (2021, Simetrica-Jacobs). The heritage benefits of the Tow Hall are estimated at £0.5m (discounted 2022 prices) over a 20-year appraisal period.

In addition to the monetised benefits, there are a number of non-monetised benefits to be considered as part of the VfM assessment.

- **Wider LVU (residential properties):** as suggested above, the package bid will likely lead to a cumulative wider LVU on existing properties as the regeneration schemes will enhance the attractiveness of the Town Centre and make the area a more pleasant place to spend time and travel through. Although we have monetised the wider LVU impact on commercial properties, we were unable to monetised wider LVU on residential properties due to lack of available data.
- **Local pride and sense of belonging:** the proposed package bid will lead to rejuvenating the physical assets of the Town Centre and improve the attractiveness of the area. This may lead to restoration of local pride and improving sense of belonging for residents.

It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be provided at Question 5.5 in the main application. If it is not possible to provide an overall BCR for your package bid, please explain why.

The initial BCR of 0.61 indicates the project delivers ‘poor’ value for money, based on wider LVU. With the inclusion of the health (NHS cost savings) benefits, the adjusted BCR increases to 1.28, indicating the project delivers ‘low’ value for money. However, there are a multitude of non-monetised benefits to be considered as part of the Value for Money assessment.

Where available, please provide the initial and adjusted BCR for this project:

Where available, please provide the initial and adjusted BCR for this project:

Initial BCR: 0.61  
Adjusted BCR: 1.28

Does your proposal deliver non- monetised benefits? Please set out what these are and a summary of how these have been assessed.

- **Wider LVU (residential properties):** as suggested above, the package bid will likely lead to a cumulative wider LVU on existing properties as the regeneration schemes will enhance the attractiveness of the Town Centre and make the area a more pleasant place to spend time and travel through. Although we have monetised the wider LVU impact on commercial properties, we were unable to monetised wider LVU on residential properties due to lack of available data.
- **Local pride and sense of belonging:** the proposed package bid will lead to rejuvenating the physical assets of the Town Centre and improve the attractiveness of the area. This may lead to restoration of local pride and improving sense of belonging for residents.

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project or does it require to be part of the overall bid?

This project could be delivered as a standalone project.

## ANNEXES A – C: PROJECT SUMMARIES

These should be completed individually for each component within a **package bid**

<b>Please use Annexes A – C to provide detail on each component project of a package bid. A package bid can have up to 3 component projects.</b>
<i>For each component project please complete this form e.g., annex a would be details for component one, annex b for component two and annex c for the third package component.</i>
Project Name:
<b>Active Travel and Public Realm Improvements</b>
Please provide a short description of this project
Public realm improvements to integrate new investments such as such as the Crown Point residential scheme and the Denton Wellness Centre, more effectively with the wider Town Centre, encouraging increased footfall to the high street. Improving active travel routes, including walking and cycling connections, across the town centre.
Please provide a more detailed overview of the project and how this project aligns with the other projects in the package bid, representing a coherent set of interventions.
The two refurbishment projects and recent new investment, including the Wellness Centre and new residential developments, need to be supported and integrated by good quality public realm. The public realm improvements will include works to the busy Crown Point Junction located at the heart of the Town Centre, plus new walking and cycling routes, green infrastructure and wayfinding. The improvements will make the high street more attractive and pleasant to dwell in, and the wider improvements across the Town Centre will focus on improving walking and cycling routes and legibility, connecting the main uses around the Town, particularly the improved uses at the Town Hall and Festival Hall. The interventions will create a better sense of place and identity.
Please provide a short description of the area where the investment will take place. If complex (i.e., containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place.  <b>For transport projects</b> include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g., development sites, areas of existing employment, constraints etc.
The active travel improvements will be in the areas shown in red on the map in Figure 16 in the Supplementary Booklet.  The public realm improvements will be on the areas shown in dark green on the map in Figure 17 in the Supplementary Booklet, connecting key uses and areas in the town centre.



Please confirm where the investment is taking place (where the funding is being spent not the applicant location or where the project beneficiaries are located).  
If the project is at a single location, please confirm the postcode and grid reference for the location of the investment.

If the project covers multiple locations, please provide a GIS file. If this is unavailable, please list all the postcodes/coordinates that are relevant to the investment.

**For all projects**, please confirm in which constituencies and local authorities the project is located. Please confirm the % investment in each location.

This project is located in Tameside Metropolitan Borough Council in the constituency of Denton and Reddish.

The key coordinates for this component are;

53°27'22.4"N 2°06'49.9"W

53°27'22.4"N 2°07'12.1"W

53°27'22.7"N 2°06'36.6"W

53°27'25.9"N 2°06'51.6"W

53°27'18.6"N 2°06'47.7"W

53°27'15.3"N 2°06'59.4"W

53°27'19.2"N 2°06'58.6"W

Please specify the proportion of funding requested for each of the Fund's three investment themes:

a) Regeneration and Town Centre %

b) Cultural %

c) Transport %

Regeneration and town centre	28%
Transport	57%
Culture	15%

Please confirm the value of match funding secured for the component project.

Where funding is still to be secured please set out details below. If there are any funding gaps please set out your plans for addressing these.

Match funding of £1.95m has been secured for the active travel improvements from Active Travel Round 3 (ATF3).

### Value for Money

Please set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, applicants should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment.

The following monetised benefits were identified and included in the Value for Money (VfM) assessment. For further details on the methodology, please refer to the VfM explanatory note.

- **Wider LVU** – the public realm improvements will enhance the attractiveness of the local area and create a more pleasant place to spend time in. For the purpose of the economic appraisal, this benefit is reflected through wider LVU. Note, the wider LVU has been estimated based on the cumulative effect of all three projects proposed in this package bid. The (cumulative) wider LVU equates to £10.34m, of which £9.04m (discounted 2022 prices) are attributed to the refurbishment of the festival hall project (apportioned based on the cost contribution to the overall package bid cost envelope).
- **Health and wellbeing benefits:** by encouraging either modal shift from private vehicles to active travel or/and inducing walking/cycling trips enabled by the project, this leads to an increase in physical activity and subsequent health benefits to the users. Furthermore, improvements to mental wellbeing are anticipated as increased physical activity has strong links to improving mental health. The health benefits relating to improved physical and mental wellbeing have been quantified and monetised using the DfT's AMAT tool, in which c. £8.7m (discounted 2022 prices) of benefits are estimated to be delivered. Furthermore, reducing car dependency and subsequently reduction in vehicle-km leads to a reduction in the exposure of toxic air pollutants, reducing the risk of health issues such as respiratory illnesses. Coupled with reducing the risk of accidents, the combined impact of air quality and accidents benefits equates to £128,000 (discounted 2022 prices).
- **Modal shift benefits:** by encouraging modal shift from private vehicles to active travel, this leads to a reduction in vehicle-km travelled, alleviating congestion pressures on existing road users. Using the AMAT tool, **decongestion benefits** equates to £1.3m. Other benefits accrued as a result of encourage modal shift includes **reduction in GHG emissions** (£50,000) and reduction in noise pollution (£7,000). However, note the reduction in vehicle-km travelled is estimated to reduce indirect tax revenues by £52,000 from VAT/fuel duty.

- **Journey ambience benefits:** the significant public realm improvements proposed will create a more attractive route and environment for cyclists and pedestrians. This leads to increased journey ambience benefits to users, equivalent to £15.6m (discounted 2022 prices) estimated in the case of Denton, representing the largest proportion of (monetised) benefits.

However, there is also a multitude of non-monetised benefits this project will deliver and should be considered alongside the monetised benefits. This includes wider LVU on residential properties. For more details on the non-monetised benefits, **please refer to the relevant section of this submission.**

It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be provided at Question 5.5 in the main application. If it is not possible to provide an overall BCR for your package bid, please explain why.

The initial (and adjusted) BCR of 2.56 indicates the project delivers 'high' value for money, based on wider LVU and the active travel benefits.

Where available, please provide the initial and adjusted BCR for this project:

Where available, please provide the initial and adjusted BCR for this project:

Initial BCR: 2.56

Adjusted BCR: 2.56

Does your proposal deliver non- monetised benefits? Please set out what these are and a summary of how these have been assessed.

- **Wider LVU (residential properties):** as suggested above, the package bid will likely lead to a cumulative wider LVU on existing properties as the regeneration schemes will enhance the attractiveness of the Town Centre and make the area a more pleasant place to spend time and travel through. Although we have monetised the wider LVU impact on commercial properties, we were unable to monetised wider LVU on residential properties due to lack of available data.
- **Local pride and sense of belonging:** the proposed package bid will lead to rejuvenating the physical assets of the Town Centre and improve the attractiveness of the area. This may lead to restoration of local pride and improving sense of belonging for residents.

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project or does it require to be part of the overall bid?

This project could be delivered as a standalone.