

Apply to the levelling up fund round 2

Submission details

Submission reference	LUF20351
Created time	Wed, 10 Aug 2022 09:02
Signed-in user	2f5e9d70-5d61-4ce3-93bc-a532341b7704

What is the legal name of the lead applicant organisation?

Wigan Council

Where is your bid being delivered?

England

Select your local authority

Wigan

Enter the name of your bid

Haigh Hall

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

No

Bid manager contact details

Full name	Stuart Holden
Position	Be Well Service Manager - Strategic development & Innovation

Postal address	Be Well Office, Wigan Life Centre The Wiend Wigan Greater Manchester WN1 1NH
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Senior Responsible Officer contact details

Full name	James Winterbottom
Position	Director of Digital, Leisure and Wellbeing

Chief Finance Officer contact details

Full name	Paul McKeivitt
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Local Authority Leader contact details

Full name	David Molyneux
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Position	Leader
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Telephone number	
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Enter the name of any consultancy companies involved in the preparation of the bid

Enter the total grant requested from the Levelling Up Fund

£20000000

Investment themes

Regeneration and town centre	0%
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Cultural	100%
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Transport	0%
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Which bid allowance are you using?

Full constituency allowance

How many component projects are there in your bid?

0

Are you submitting a joint bid?

No

Are you submitting a large cultural bid?

No

Grant value declaration

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

Tick to confirm

Gateway criteria: costings, planning and defrayment

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

Tick to confirm

Costings and Planning Workbook

HaighHall_Appendix_11_ProjectCostPlan.pdf

Provide bid name

Haigh Hall

Provide a short description of your bid

Haigh Hall offers a unique opportunity to promote culture led levelling up in an area affected by extensive deprivation and low engagement with the arts. The Hall and 250-acre woodland have been at the heart of Wigan's history for 900 years. Investment will restore and repurpose the Grade II* Listed Hall into a cultural visitor destination of national significance supported by a contribution, for display, of £200 million of artworks from the Major family estate, activating five floors of culture, community, events and hospitality. Haigh Hall will kindle pride-of-place, heal social isolation and stimulate wellbeing benefits from shared social experiences.

Provide a more detailed overview of your bid proposal

Haigh Hall and its 250-acre woodland park has been at the heart of Wigan's history for 900 years. The Grade II* Listed Hall, currently on Historic England's 'At Risk Register', is revered by local people as Wigan's 'Jewel in the Crown'. The Levelling Up Fund investment will fully restore and repurpose this iconic heritage asset, transforming the dilapidated empty shell into a cultural visitor destination of national significance as shown by the Design Pack (Appendix 1) and Project Synopsis (Appendix 2).

The transformation is underpinned by a contribution, for display, of £200 million of art treasures from the Major family estate; a visionary body of 2,000 artworks capturing the 20th Century. Theodore Major transfigured his local experiences to explore global themes; industrialisation, the nuclear age, environmentalism, love and family. The Major at Haigh will restore 5 floors of the Hall, making 4410sqm accessible for all; activated with 2737sqm of inspirational galleries, community research rooms and educational facilities. With hospitality at the heart of our sustainable business plan, 1673sqm includes a restaurant, café, feature bars, events space and, 8 bedrooms.

The benefits are far reaching, from the hyperlocal to the national. The project is perfectly placed to maximise links to Salford's Lowry, Liverpool's Tate, with Wigan's Haigh, creating a 'golden triangle' of world-leading cultural institutions in the North-West. The Major at Haigh is a spectacular opportunity to address social deprivation, evident in Wigan's low levels of cultural engagement and education statistics. Establishing a Major institution to level up local culture and heritage experiences will kindle pride-of-place, heal social isolation, nourish a better quality of life to stimulate the health and wellbeing benefits which emerge from shared social experiences.

The project directly aligns with LUF core priorities; combining sustainable economic regeneration alongside expanding cultural capital. Phase 3 of the Haigh Hall masterplan which is at the centre of the borough's economic, cultural and community objectives.

The project is 'ready to go', fulfilling the LUF ambition for rapid transformation, with consent in place for external fabric repairs. Substantial feasibility commissions have provided an understanding of the Hall's internal condition and how to sensitively adapt to the proposed new uses. Project risks are understood and mitigated through the efforts of a team of nationally experienced experts with the project well placed to deliver within the time, quality and costs proposed.

Haigh Hall is a project for the people of Wigan, by the people of Wigan. The proposals have been developed during an extensive programme of engagement. Consultation has informed and refined the proposals at every stage to ensure the plans embrace the support of our community.

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

Haigh Hall is a historic house in Wigan which was built in the early 19th century for the 7th Earl of Balcarres. The house was occupied until 1947 when it was acquired, with the remainder of the grounds and parkland, by Wigan Council. Since that time and until recently, the hall and grounds have been operated as a public amenity by Wigan Council. The Hall is designated as a Grade II* listed building and is encompassed by the public park opened also in 1947. Near three major roads (M6, M61 and A49), the site is located near Wigan and is highly accessible to residents via School Lane and the Wigan to Bolton 575 bus route. Within the 350-acre Conservation Area, there are several historic listed structures including a scheduled Ancient Monument and three important geodiversity sites.

In 2016, the council entered a lease with a private operator who set about converting the Hall into a hotel, restaurant, and wedding venue. Meanwhile,

the council secured investment for the wider parkland and created a successful sub-regional leisure destination (Haigh Woodland Park) which now includes adventure golf, high ropes course, adventure play, new food and beverage outlets and a programme of events. Haigh Woodland Park is estimated to attract approximately 500,000 visitors per annum. The Council is progressing with an application to the National Lottery Heritage Fund to enable further investment in the parkland.

However, the operation of the Hall as a hotel was less successful and the lease arrangement with the private operator has now been terminated, recognising the local communities' dissatisfaction with the lack of public access. Wigan Council have recently taken the hall back into public ownership and has developed a preferred option with an emphasis on public access. Currently, the Hall is not open to the public and park visitors and is a missed opportunity. Without investment, the potential of the hall as an asset to the council and the people of Wigan will not be realised.

Wigan is a large town in Greater Manchester. The town has a population of 103,608, whilst the borough has 318,100 inhabitants. Due to its position between major urban centres, both the Leeds-Liverpool Canal and the Liverpool-Manchester railway pass through the town. Despite such geographical and historical advantages, Wigan has suffered from the post-industrial decline that has plagued many towns. With an economy over-reliant on retail and manufacturing, lacking breadth of cultural and entertainment offers.

Residents aged under 16 and over 65 account for 18.75% and 19.17% of Wigan's population compared to 17.6% and 16.5% for England and Wales. This suggests that whilst Wigan has a slightly ageing population, meanwhile, there is a sizeable younger generation that require cultural and leisure opportunities to prevent lost demand to the nearby cities. This project will meet the cultural demands from Wigan's entire demographic, as the offer appeals to all ages. It will ensure the financial sustainability of the Hall and enhance the pride of place through the public access to high-quality cultural redevelopment.

Optional Map Upload

0587_PLI_00_ZZ_DR_L_001.pdf

Does your bid include any transport projects?

No

Provide location information

Location 1

Enter location postcode

WN2 1PE

Enter location grid reference

53.5717 , -2.6092

Percentage of bid invested at the location

100%

Optional GIS file upload for the location

Haigh_MMArea.shp

Select the constituencies covered in the bid

Constituency 1

Constituency name Wigan

Estimate the percentage of the bid invested in this constituency 100%

Select the local authorities covered in the bid

Local Authority 1

Local authority name Wigan

Estimate the percentage of the bid invested in this local authority 100%

Sub-categories that are relevant to your investment

Select one or more cultural sub-categories that are relevant to your investment

- Arts and Culture
- Creative Industries
- Visitor Economy
- Heritage buildings and sites

Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

There are no outstanding funding schemes that this LUF is dependent upon for its success.

However, a recent application for a National Lottery Heritage Fund project within the wider Park will further enhance the visitor experience and compliment the proposals for the Hall.

Wigan Council secured a round 1 pass towards a £4,000,000 grant in March 2020. The project, Heritage Nature and People, has now submitted a round 2 application in May 2022 valued at £6,000,000. The application will be determined at the 14 September Lottery committee meeting. If successful, the project would be delivered between 2022-2024.

The project links our natural and built heritage to wellbeing through outdoor activities, audience development, volunteering, and training. The project is expected to be national exemplar. The project will restore key heritage elements within the landscape of the Hall, providing long term sustainable uses for derelict areas alongside a series of new features.

Provide VAT number if applicable to your organisation

152904376

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

Bringing different communities and groups together to explore Haigh Hall's

multifaceted heritage will help to make this new cultural visitor destination a beacon of equality, enabling hidden histories to be revealed, celebrating different community voices and inspiring new perspectives to create healthier community relations and strengthen integration in Wigan Borough and the wider region.

Our community engagement dates to analysis originally carried out in 2019 and repeated in 2021 where the community were invited to contribute to the establishment of the vision for the park and the Hall through a SWOT analysis. The use of the Hall as a Hotel created a significant amount of friction within the community leading to a protest group and campaigns, this project removes those frictions and has transformed the protest group into an active supporter of the project. The SWOT identified that with the hall outside of public / community ownership it was a significant weakness of the Haigh site and a source of high levels of community friction. The analysis also saw the Hall as a major opportunity to re-integrate the historic site assets and build a major new community asset

Following extensive public engagement in Autumn 2021 and spring 2022, it has been identified that 85.5% of people want to see arts and culture at Haigh, with 99.5% of people in the face-to-face consultation approving the Masterplan for culture at the heart of Haigh. Many people expressed the desire to join cultural volunteer groups. The opportunity to strengthen integration across the local community through researching and celebrating the multifaceted hidden histories at Haigh together will help to create a new inclusive heritage at Haigh, work that is vital to strengthen integration within the context of hate crime figures for different groups in Wigan Borough.

From the latest available GMP hate crime statistics, Wigan saw an increase of 50% in hate crimes towards different groups, compared to a national average of 8%. There was an increase of 115% of crimes against disabled people, compared to a national average of 9%, a 33% rise in racial hate crimes, compared to a national average of 6%, a 55% increase in religious hate crimes compared to -5% nationally and a 147% increase in hate crimes for sexual orientation, compared to a national average of 19%. These figures show there is much work to be done to reverse this trend in the local community.

Haigh Hall, known locally in the Borough as the 'Jewel in the Crown', is the perfect place to embrace equality. Working with the fantastic Equality groups in Wigan such as Wigan Pride, Everything Human Rights and Embrace, an annual Human Rights festival will form a central part of the new events programme in the 250-acre estate and within the Hall's exhibition and education programme.

A community focused and diverse cultural events, exhibitions and education programme will inspire integration across cultures and communities. Haigh Hall will utilise its strong links with local Equality groups, in particular working closely with the EDI membership (as stated in the Equality Impact Assessment), and Community groups to build diverse and inclusive 'people's partnerships' and volunteer groups.

The project will increase community benefits and increase pride of place by:

- Providing access to a high-quality culture and heritage offer that explores Wigan
- Supporting and engaging with community groups and community support groups through its facilities, programming and outreach work.
- Partnership building with local communities
- Making Wigan a better place to live and work contributing to a range of outcomes, including skill retention in the local area.
- Having a strong focus on providing access to excellent and inspiring culture and heritage and engagement, in particular with 'harder to reach' groups, which will build on the sense of pride of place for local residents and increase community benefits.

The project will facilitate an increase in the heritage and cultural offer in the local area which is currently relatively sparse. This will enable an increase in participation in culture and heritage which has impacts across all manner of socio-economic challenges and aspirations. The programming will work closely with 'hard to reach' groups who have low participation levels in culture and heritage to encourage use and break down barriers.

The project will increase audiences to Haigh Hall by creating a significant additional cultural attraction in the region. The project will attract a range of new audiences to Wigan. Families, young people, and people who are more socially deprived are less likely to engage in culture and heritage and the project's programming will seek to work closely with these groups to diversify audiences engaging with heritage and culture and to increase the diversity of visitors to Haigh Hall.

The cultural offer will diversify audiences, targeting communities in greatest need of levelling up, by increasing the diversity of local people who engage with culture and heritage for their inspiration, learning, enjoyment, and wellbeing by:

- Targeting more deprived local communities with outreach activities in their local communities.
- Co-curating projects with local communities and target audience groups to create and deliver exhibitions and events that are meaningful to local people.
- Making the site accessible and a welcoming and safe social space for all.
- Building partnerships with local communities, community groups and education establishments

Culture at Haigh Hall will present the past as a still influential component of the present. Community groups will be invited to become active producers of history, addressing the complex legacies of Haigh Hall's heritage, transforming perceptions and shaping a new community future together through co-curated events, festivals & exhibitions.

There is a rich history in Wigan and on the Haigh estate in relation to equality and disparity between different groups. As a cultural visitor destination Haigh Hall generates a myriad of contexts to explore, such as the story of Allan Horsfall who birthed the gay rights equality movement in England from a miner's cottage in Wigan, 895 slaves which the family at Haigh were compensated for following abolition which financed a new mining company and contributed towards the rebuilding of the current Hall, the use of the Hall as a soldier's recuperation hospital due to the Hall being the home to the only member of the cabinet who served on the front line in World War 1, the socialist uprising which instigated the nationalisation of coal mining after the War which led to the family selling the hall to the people of Wigan and now in a climate emergency the Hall can play a vital role in taking care of the future of our environment together at the heart of the largest ancient woodland in Greater Manchester.

The health and wellbeing benefits of community engagement in cultural activities is well documented. Haigh Hall will become the home of a new heritage society, setup to research and support learning in a new reading room, in collaboration with Edge Hill University and other colleges, PhD and BA students will write new historical papers and generate opportunities for learning. Wigan suffers from low education and skill levels, currently 19% below the national average, which severely impedes younger resident's potential future hopes and dreams, the consequence of which has a profound effect on community cohesion.

According to the 2019 Index of Multiple Deprivations, one-third of Wigan's wards are in the 20% most deprived areas in the country, 29 of Wigan's 200 neighbourhoods are in the 10% most deprived neighbourhoods in England. Establishing a Major institution to level up local culture and heritage experiences will heal social isolation, strengthen integration between different groups and nourish a better quality of life to stimulate good community relations which emerge from shared social experiences.

Haigh Hall will be an accessible, welcoming, inclusive and safe social space for all, free at-the point of entry, building partnerships with local communities, community groups and education establishments.

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

Yes

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

No

Provide further information supporting your answer

The cultural capital investment will provide free and open access to heritage infrastructure.

The commercial capital investment) – substantial revenue generation from retail and hospitality activities which can be justified under CMO (Commercial Market Operator) principle in section 3(2) Subsidy Control Act.
Letter from legal advisor DWF appended.

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

Yes

Provide further information supporting your answer

The grant will benefit Wigan Council as owner of the premises, which will be improved to create a cultural destination.

Further detail is set out in subsidy control advice appended to this bid.

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

Yes

Provide further information supporting your answer

In particular, the commercial leisure element of the proposal will compete for trade within the market.

Legal advice confirming this position is appended to the bid.

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

No

Has an MP given formal priority support for this bid?

Yes

Full name of MP

Lisa Nandy MP

MP's constituency

Wigan

Upload pro forma 6

LUF Form 27.6.22.pdf

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

INTRODUCTION

The Haigh Hall project has been developed following comprehensive engagement. The 1st stage invited the public for in-person conversations over 4 weeks (17th September - 10th October 2021). The 2nd stage shared the Masterplan (13th May - 1st June 2022). 1,021 members of the public were consulted face-to-face, 565 engaging online and 40 stakeholder groups.

Engagement undertaken with stakeholders includes; Lisa Nandy MP, Local Councillors, Leader of Cabinet. 8 local businesses. Transport provider Finches. Fire services. ACE Senior Directors & CEO Darren Henley. Historic England and Heritage Lottery Fund. Environmental & plant management, Bat

Conservation Trust. Public Health & Education; Edge Hill University, Wigan College and Local schools. 8 community groups; Haigh Residents, Haigh Hall Matters. Everything Human Rights & Wigan Disabled Access through Council's EDI membership, 22 EDI groups. Cultural; Imperial War Museum, Artangel, HOME, Manchester Art Fair and The Lowry, Major family, art collectors, philanthropists and art historians.

This expansive conversation has inspired the project, providing robust evidence a cultural visitor destination will restore pride of place, establishing a visitor economy needed to secure a sustainable future for this treasured heritage asset.

METHOD & STRATEGY

The public engagement was promoted through local press, alongside online social media. Posters invited the community to engage in the future plans.

Key Stakeholder groups have been identified during the Heritage Lottery Application and through Haigh volunteer groups.

Wigan Council has an extensive Equality, Diversity and Inclusive membership list of hard-to-reach stakeholders. 22 EDI groups have been consulted.

Stage 1 of the consultation was a face-to-face listening engagement. The public were invited to share what they believe the masterplan should encompass.

During this stage, all key stakeholder groups were invited to soirees to share ideas for the future of Haigh Hall.

Stage 1 engagement collected information to inform the project development. Extensive written notes, audio & video recordings of the conversations inspired the Haigh Hall LUF plan.

Stage 2 of the engagement presented the Haigh Hall LUF plans to the public.

FEEDBACK

Stage 1 identified key priorities; 88.5% want Haigh Hall to be a visitor destination with heritage, arts & culture experiences. 63% want to enjoy hospitality in a restaurant & bar. 51% want to attend and host special events, parties, weddings.

Stage 2 presented a masterplan inspired by the conversation in stage 1, the feedback to the plan revealed astounding support.

SUPPORT

Public support for the LUF plans has been overwhelming. In the face-to-face stage 2 engagement, 98% strongly supported the LUF plans. In an online survey of 256 people, 86% strongly supported (scoring between 8-10), 56% of people scored 10 out 10.

CONCLUSION

Public engagement has been comprehensive, it has delivered a plan inspired by the people for the people, reflected in the overwhelming support. As the project is delivered, this approach to engagement will be fundamental, harnessing the passion of local people to volunteer and transform the site. A detailed Stakeholder Engagement Report (Appendix 3) has been submitted alongside Letters of Support (Appendix 4) from selected stakeholders.

Has your proposal faced any opposition?

Due to the exemplary levels of engagement, no protest campaigns or groups have been organised in opposition to the project. Previously vocal and mobilised Haigh Hall protest groups, established due to the former use of the Hall, have completely changed and now are in FULL SUPPORT of the plans following 12 months of consultation and engagement as the LUF plans have been developed. These are now support groups, many of which will form volunteer groups, in particular the heart of a new Haigh Hall Heritage Society.

All elements of the bid are public knowledge, with comprehensive engagement and presentation of the entire scope of the plans. The proposals have been shared with the residents on the estate. We will fully engage with the residents through the technical design stage to address specific comments received and develop a proposal that mitigates any impact to the residential properties. This will be addressed in advance of further planning applications, consent for external works having already been secured.

The Council will continue to work in consultation with key stakeholders to ensure that:

- the development of the scheme continues to be informed by community input as it moves ahead;
- disruption to businesses and residents is minimised during the construction period.
- specific groups representing the Equalities, Diversity and Inclusivity working group are fully engaged to ensure the attraction is physically accessible and can engage with the needs of diverse groups within the Borough.

An EqIA (Appendix 5) will ensure inclusion for protected groups.

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

Yes

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

Socio-economic challenge

The former industrial borough of Wigan has been marked as a Priority Category 1 local authority, demonstrating a significant need for investment. This categorisation is supported by an array of evidence below as well as the Socio-economic Databook (Appendix 6).

According to the 2019 Index of Multiple Deprivations (IMD), one-third of Wigan's wards are in the 20% of most deprived areas in the country. Worse yet, evidence from 2015 to 2019 suggests that this is a worsening trend.

Wigan suffers from low skills levels that constrain its potential for GVA, currently 19% below the national average. Low educational attainment is pervasive in the youngest generation as well– the development (school readiness) of resident children at age 5 lags significantly below the national average.

The Borough suffers from poor health, as shown by Public Health England reports (21.5% of residents have long-term illness or disability compared to 17.6% nationally). Well-being is also low with life satisfaction and happiness below UK wide averages according to the ONS and deteriorating at a quicker rate during Covid-19, suggesting a barrier to overcome to achieve the Levelling Up mission.

Cultural Engagement challenge

Wigan has a very limited number of event and cultural institutions to serve a town of its size. Within the borough, the main cultural facilities include the Wigan Little Theatre and The Old Courts. The other venues are the Museum of Wigan life which has limited opening and The Trencherfield Mill Steam Engine, which is currently shut for restoration.

This lack of provision has affected the ability of residents in Wigan to engage with arts and culture. According to the latest Active Lives Survey, 31% of Wigan residents attended a museum or gallery compared to 46% of residents nationally. This rate for Wigan is the 10th lowest of any borough. Additionally, only 39% of residents attended an event, performance or festival compared to 52% of residents across the country. This rate for Wigan is the 13th lowest of

any borough. Therefore, there is a significant need to level up the cultural provision in Wigan.

Haigh Hall operational challenge

Haigh Hall provides a challenge and opportunity. A heritage asset in public hands since the 1940s, the council has found it difficult to balance how the hall serves the community, is physically preserved, and is financially sustainable.

The Hall is now vacant, representing a missed opportunity to use the space to enhance the culture and heritage in Wigan and transform perceptions of the Borough.

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

Longstanding proposals for the redevelopment of Haigh Hall remain challenging due to a range of interlinked market failures:

- Externalities – wider benefits will be generated by the high-quality cultural facility such as enhancing the wellbeing of residents and the area's image which are not considered by market forces (positive). Without intervention, the development will further deteriorate, impacting the perception of Haigh Hall as a destination (negative).
- Equity – the type and level of access to opportunities provided in Wigan, particularly relating to access to community and cultural facilities, differ to the rest of the UK, as well as across social groups. Residents across Wigan have demonstrated a desire for improved cultural assets, whilst there is national evidence suggesting that deprived communities face barriers to cultural opportunities and education outreach measures.
- Imperfect information – availability of information prevents rational decision-making, for example a lack of awareness or confidence in the potential of Haigh Hall as a regional destination and the ability to overcome existing site issues. Significant project development work has been undertaken by specialists AAA which has illustrated a strong public support for the project once they were aware of the proposals and potential of the site, including the collections from Theodore Major. The previous commercial operation compounds this imperfect information market failure.
- Public/Merit goods – community facilities and public spaces, which are provided for the benefit of society and may be used by the public without, are typically under-provided. This project places a real emphasis on the public access to the historic site therefore, the private market would underprovide this aspect of the scheme and hence these proposals will not otherwise be taken forward. The sustained public access to the site is required to ensure all groups, including the deprived communities across Wigan, can benefit from this cultural facility of the highest quality.

In the absence of government-supported investment, the Hall will continue its managed decline. The Hall will remain vacant to the public and the extent of the essential restoration and repairs works will grow, meaning the financial requirement to overcome these market failures will only increase. Additionally, the opportunity to utilise a regional asset to stimulate a Covid-19 recovery and critical levelling up will be missed.

The rationale for public intervention is based on:

- Economic efficiency – The market conditions means that several failures have arisen, preventing the delivery of a coherent and comprehensive intervention as a driver of wider investment and focus for cultural activity. The failed private operation is evidence of the market failures at the site, particularly to deliver an economically and socially efficient product to the

public that addresses local challenges and is accessible to all groups.

- Operational and financial performance – Wigan's focal cultural and community asset is suffering from budgetary constraints whereby without government intervention, it will continue to remain vacant as its financial sustainability cannot be ensured. The Hall requires a series of essential external restoration and mandatory repair works to just reinstate the historic asset to a state of use for the public. A comprehensive optioneering and masterplanning exercise has also identified the ideal mix of uses to deliver a sustainable commercial operation.
 - Social equity – Wigan suffers deprivation, particularly education and access to culture, which will continue without intervention. Extensive stakeholder engagement has taken place to ensure partnerships with local schools and community groups are established. Through the Council's strong track record of community outreach, the project can utilise connections with groups in the most deprived areas of the borough who do not have access to this type of opportunities.
-

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

Proposed intervention:

As set out in the bid summary, the project proposes to invest in:

- Complete renovation of the Hall
- Delivery of new art Museum alongside high-quality cultural events programme
- Established community areas and educational outreach
- Hospitality operation with new hotel rooms

Alignment of interventions to challenges:

The project will provide a substantial stimulus to the culture in the region and address the identified challenges. The linkages between the challenges and the interventions are shown below, along with the expected impacts and the evidence to support this.

1) Wigan's deprivation and socio-economic issues:

Activity– Establish community areas and educational outreach

Impact– Delivery provides high-quality facility for resident use, with demand for this established through expanded curriculum and school visits

Evidence– Letters of support from Wigan and Leigh College and Edge Hill.

Correspondence with the Colleges has identified the potential to expand arts curriculum in order to utilise this facility as part of a wider and improved education offer in the borough.

Activity– Complete renovation of Hall and new cultural attraction

Impact– employment creation at the Hall in a variety of hospitality sectors, accessible to local residents. Increased use of the Hall will also bring physical wellbeing benefits to residents, who are likely to pair their visit with a visit to the adjacent Woodland Park

Evidence– An in-depth Business Plan (Appendix 7) has been created to support this project which has identified the employment generation at the Hall, as well as a visitor profile broken down by type and length of stay. Stakeholder engagement demonstrates widespread support for the project, with 90% stating the proposals will encourage them to use Haigh Hall more.

2) Poor cultural wellbeing

Activity– Delivery of new Cultural attraction

Impact– Increased attendees to cultural asset of national significance. The Theodore Major collection will represent a step-change in accessibility to heritage and culture for the region.

Evidence– The baseline analysis has identified weak cultural engagement. In order to fill this gap, the offering and design of the facility has been informed through feedback from stakeholder engagement. A direct link between access to culture and improved wellbeing has been established, and this facility is required to deliver this levelling up.

Activity– Established community areas and outreach

Impact– Increased partnerships with schools, community groups and priority individuals to maximise exposure to the cultural facility.

Evidence– The Council has a strong community outreach programme within the most deprived areas with evidence that a low number of individuals visit cultural venues. DCMS research highlights the positive correlation between cultural engagement and wellbeing.

3) Operational challenges at Haigh Hall

Activity– The mix of the intervention between: Hospitality operation with new hotel rooms, delivery of new Cultural attraction alongside high-quality cultural events programme and community areas

Impact– Suitable revenue generation to support operation of the entire facility, to increase perceptions as a place to visit, work and live over the long-term.

Evidence– The previous operation not only failed commercially but also failed to resonate with residents. This scenario forced the Council to bring the asset back into public use to protect the vital heritage building. A thorough optioneering exercise and an in-depth Business Plan has taken place to ensure the mix of uses is affordable and develops a sustainable facility that delivers long-term growth.

Based on the local challenges and a thorough workshop process with key officers and specialists from a range of consultancies in the topic area, these interventions will look to achieve four overarching project aims:

- Target the offer to reach the communities in greatest need of levelling up;
- Re-establish Haigh Hall as a focus for improved cultural engagement for residents;
- Support tourism economy through a variety of uses within the redevelopment;
- Ensure financial sustainability of Haigh Hall to deliver long-term benefits.

Optioneering:

Option workshops attended by AAA, DBA, and local officers from Wigan Council and moderated by AMION scoped and appraised potential options for a LUF bid for Wigan. Haigh Hall was identified as the most suitable location for investment due to its importance as a regionally significant cultural asset, the potential a high-quality redevelopment would bring in terms of levelling up pride of place, education, and wellbeing, as well as its deliverability.

A longlist of eleven potential options was established for a redevelopment at Haigh Hall. This longlist was tested against critical success factors relating to the above strategic project aims, potential value for money, affordability, and achievability. The proposed option presents the best solution to deliver long-term levelling up and cultural growth for Wigan.

Upload Option Assessment report (optional)

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

An in-depth Theory of Change (Appendix 8) has been submitted.

Re-establish Haigh Hall as a focus for improved cultural engagement for residents:

There is identified demand for a cultural facility due to lack of provision, with 88% of respondents stakeholder engagement wanting to experience heritage, arts, and culture at Haigh Hall as part of a visitor attraction.

The LUF investment, Wigan Council asset and funding, and partnership working will renovate the Hall into a visitor attraction with high-quality facilities. The key outputs will be 2,190 sqm of cultural spaces including 2,000 art collections from Theodore Major.

The short-term outcome will be 110,000 new cultural visits per year, as shown by the DBA Business Plan. The long-term outcome will be increased cultural

wellbeing to support the prosperity of the region through the delivery of 46 medium and major scale cultural events.

Target the offer to reach the communities in greatest need of levelling up:

Wigan suffers from high deprivation, poor education opportunities, and limited community support to realise real change. The postcodes of respondents within the Stakeholder Engagement Report contains many of the most deprived parts of the country.

The project contains dedicated education and workshop spaces within the Second Floor as shown in the Design Pack, whilst the Business Plan sets out the outreach programme. Outputs include 28 outreach activities with community organisations and 26 with schools.

The short-term outcome will be engaging 5,140 school students, 471 adult learners, and 368 participants in outreach activities. The long-term outcome will be improved prosperity felt across the region through this access and opportunity.

Support tourism economy through variety of uses within the redevelopment:

Haigh Hall is a protected asset which is currently affecting image due to its deterioration. There is an opportunity to develop the visitor economy for the entire region, with 51% of respondents in the stakeholder engagement wanting to be able to attend/host special occasion and weddings in the Hall.

The intervention will lead to redevelopment of the upper floors including 8 new hotel rooms alongside a full hospitality offer including wedding and conference facilities as well as restaurants and a rooftop bar.

The short-term outcome will be the creation of 43 FTE jobs for Wigan residents, whilst a long-term outcome will be wedding/conference growth in the Business Plan and linkages to regional venues as shown by letters of support.

Ensure financial sustainability of Haigh Hall to deliver long-term benefits:

Haigh Hall has been brought back into public use due to overwhelming public feeling. This vital asset represents a real opportunity to deliver growth due its scale and reputation however, previous experience demonstrates its operation must be carefully managed.

Comprehensive project development work has been undertaken through a collaborative process to ensure the appropriately balance reconfiguration of uses is delivered to ensure an operationally viable Business Plan.

The project will improve the perceptions as a place to live, work and visit over the long-term, as shown by the full support from the stakeholder engagement process.

Theory of change upload (optional)

HaighHall_Appendix_08_TheoryOfChange.pdf

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

There is also NLHF bid to deliver improvements to the wider Haigh Woodland Park site, as part of a separate project but one that will increase the overall impact to the area.

This investment demonstrates Wigan Council's commitment to the destination and their belief in the potential for Haigh Hall and the Woodland Park to raise living standards of local residents and Level Up the area.

The Cultural offer has been shared with Arts Council England and positive discussions held with regards to future NPO status and attracting revenue funding support the cultural attraction to evolve and increase its targeted activity programme to reach audiences in most need of levelling up.

The project will make available the valuable art collection of Theodore Major with an estimated value of £200,000,000. Whilst the collection ownership is retained within the family, the ability to use the collection to secure the loan of exhibits from other institutions has been secured, providing leverage to the cultural attraction to establish a strong temporary exhibition programme.

Artangel plans to enter into a long-term partnership with Haigh Hall that would see outstanding works by international artists from The Artangel Collection presented at Haigh Hall. For three decades Artangel has presented extraordinary art in unexpected places to worldwide acclaim and Arts Council England notes their "formidable position as a commissioner and collaborator on some of the most challenging and compelling artists' projects across the UK". This partnership would bring works like Tony Oursler's immersive outdoor installation The Influence Machine and Clio Barnard's prize-winning film The Arbor to audiences in the North-West, supported by Artangel Resources Fund with up to £7,500 towards the cost of each presentation.

The current lack of cultural provision in Wigan has led to it having the 10th lowest engagement rate in arts and culture of any borough, amply demonstrating the need to level up the opportunities for community benefits that the Haigh Hall project will bring. Artangel strongly supports and hopes to play a part in the transformation of Haigh Hall into a cultural destination with a reputation that will draw visitors from the local area, the rest of the UK and worldwide.

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

Design development has been progressed by a coordinated multi-service team in full alignment with local policy objectives, aimed at invigorating Wigan's cultural offers. In deploying these strategies, the Council embraces the principles of community wealth building and sustainability first, with net-zero targets in mind. Together they place heritage, arts, leisure, and sport as a central element of Wigan's social and economic regeneration. The most relevant of these include:

- The Deal 2030: Created following extensive local consultations, the Deal lays out 10 priorities for the Council and the residents of Wigan on which they can work together. One of these 10 priorities is "Embracing Culture, Sport and Heritage" in which the Council agrees to provide access to new cultural activities across the borough, secure investment to promote local artists and talent, as well as to celebrate Wigan's heritage through exhibitions and events. Through the provision of an art gallery and community space within the Hall, Wigan Council is fulfilling their "Embracing culture" priority.
- The Fire Within (TFW): TFW is a cultural manifesto for Wigan Borough laid out by the council. The main vision within the manifesto is to seek and develop ambitious cultural opportunities for Wigan's creative talent. It sets out a five-year plan of five curatorial themes formulated by artists, cultural organizations, and community groups to ignite their collective energy. In the process, the manifesto hopes to empower a people-led cultural identity inspired by Wigan's magnificent social heritage. By giving new life to a heritage asset which can be used by local people and artists, the project aligns with TFW manifesto.
- Historic Environment Strategy: Part of the The Deal 2030, the strategy aims to value Wigan's historical environment, ensure it can be fully enjoyed and

contributes to the economy and quality of life for present and future generations. This strategy supports heritage assets to ensure their evidential, historical, aesthetical, and communal value are fully realised and that they're managed and protected. The new long-term redevelopment for Haigh Hall and its operation ensures the value of the heritage asset is fully realized and protected.

- Build Back Fairer: Also dubbed the Greater Manchester Marmot Plan, the policy initiative seeks to improve health inequalities across the city region. A key social determinate of health inequalities cited is communities and place. Community assets are identified as important to health directly and indirectly through the services and opportunities they offer that support physical and mental health through a sense of control, empowerment, level of community cohesion and social interaction.

- The Wigan Borough Locality Plan 2020-2025 'Happy, Healthy People' - the Wigan Council and NHS joint plan for health and social care services. The plan aims to improve residents' health and wellbeing, with supporting and empowering residents a key aim, alongside measures aimed at promoting community engagement, activities and wellbeing.

- Local Plan Core Strategy (2013-2026): Contains a strategic objective to provide greater opportunities to participate in cultural, leisure and sporting activities due to their evidenced-based benefits for local health, wellbeing, and economy.

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

The project aligns directly with multiple UK policy objectives as follows:

Levelling Up

As signalled by this Fund, the Government has a significant commitment to regional growth to support 'levelling up' across the country. Wigan is ranked as a priority 1 category with pockets of serious deprivation. Communities in the area suffer from an access to cultural offering and to educational opportunities. The comprehensive educational outreach programme as part of the bid will connect with the schools throughout the programme and develop better arts curriculums with the Wigan and Leigh College and Edge Hill.

Let's Create

The Arts Council's strategy for culture and creativity sets out a vision for the ten years to 2030, focused around three outcomes: Creative People; Cultural Communities; and a creative and cultural country. The transformation of Haigh Hall will make a significant contribution to each of these outcomes. It will play a central role in addressing low engagement with culture within Wigan, provide a focus for creativity within the Borough, and with the Theodore Major collection, emerge as a cultural venue of national significance.

Championing Heritage, Improving Lives

Historic England's 2021 future strategy lays out a vision and plan for how heritage is valued, celebrated and shared with everyone. This strategy has three elements: thriving places, connected communities, and active participation. The Haigh Hall project supports all three elements of this strategy. Re-opening a historic asset for use again will ensure that this heritage site is a sustainably thriving place. By showcasing the talent of local artists Theodore Major and providing a space for other Wigan creatives it will re-connect Haigh Hall with the local community. The hall will also provide a learning space in which new employees and volunteers can develop conservation skills, ensuring active participation in heritage.

Net-zero

The project will deliver clean growth which contributes to the UK target of net zero emissions by 2050 through a strong coordinating role to maximise benefits and mitigate potential impacts. As part of the Haigh Hall works, specific measures are identified to support decarbonisation and ensure the best possible standard for energy efficiency in a historic asset. Measures will include the creation of a small heat network at the site that shall utilise a

low/zero carbon technology heat source in Biomass Boilers. An upgraded electrical supply will allow significant provision of electric vehicle charging points in line with the Council's policy of 5% of car parking spaces. In addition, new public transport routes and active travel routes to Haigh Hall have been introduced by the Bee Network.

Global Britain

In the face of Brexit, the UK wishes to "continue to be open, inclusive and outward-facing; free trading; assertive in standing up for British interests and values; and resolute in boosting our international standing and influence".

Haigh Hall has the potential for an international reputation and the ability to draw visitors from afar. The promotion of this asset will deliver new opportunities for trade within Wigan.

Alignment and support for existing investments

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

Wigan Council have recently submitted a National Lottery Heritage Fund bid to further develop the surrounding Haigh Woodland Park. The NLHF project forms part of the Council's vision to link natural and built heritage to wellbeing through outdoor activities, audience development, volunteering, and training. The capital project would restore the Planation Gates, build a new Woodland Hub and outdoor adventure centre, reorganise the Bothy buildings to create a flexible facility for education and community events. The Haigh Hall and Haigh Woodland Park projects directly complement each other, attracting visitors for different reasons and increasing total visitors to 750,000 per annum.

The project will complement recent investment into Greater Manchester's Bee Network. The original vision for the Bee Network was unveiled in 2018 as a 10-year, £1.5 billion plan to create 1,800 miles of routes and 2,400 new crossings connecting every neighbourhood, in the city-region. Since then, the Bee Network has evolved and it now represents a vision for a fully integrated London-style transport system which will join buses, trams, cycling, walking and rail. Haigh Hall is located nearby to the two investments into the Standish to Ashton active mode route, improving public accessibility to the site.

The project will connect culturally to the Royal Court Theatre in Wigan, which is being restored after receiving a £1.25m through the High Street Heritage Action Zone programme. This programme has seen Historic England support 69 high streets nationally to develop their economy, social and cultural life as well as celebrate their heritage. Collaboration between AAA and the leaders at the Royal Court Theatre has already begun, to establish a mutually beneficial programme of activity and events between the two main cultural assets in the borough. The projects will both enhance the pride of place and wellbeing of residents.

Confirm which Levelling Up White Paper Missions your project contributes to

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

Living Standards
Education
Health
Wellbeing
Pride in Place

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

Living Standards - The re-opening of Haigh Hall as a community and commercial space will create 43.7 FTE jobs in the area. Additionally, it will attract an increase in 110,054 cultural visitors to the site and 250,030 total annual visits to the site that will spend money in the local area.

Education - The Haigh Hall masterplan includes educational spaces for local schools and community groups, whilst the Council has engaged with schools across the borough as well as Wigan and Leigh College and Edge Hill to maximise engagement

Health - The Hall will introduce a regionally important cultural venue for the

public, and significant evidence suggests that engagement with arts, culture and heritage has health benefits, including slowing the physical decline in older age.

Wellbeing - The Hall will introduce a regionally important cultural venue for the public, and significant evidence suggests that those who engage with arts, culture and heritage are more likely to also report higher life satisfaction.

Pride in Place - In line with the findings from comprehensive stakeholder and public engagement, this investment will restore and re-open a historical asset to the borough, providing space for community engagement, cultural engagement and connection with heritage.

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

Socio-economic challenge:

The analysis of socio-economic challenge is based on published statistics. The number of wards ranked within the 20% most deprived in England increasing by 4% between 2015 and 2019. At a local authority level, Wigan is ranked within the most deprived 15% in terms of the extent and concentration of deprivation, highlighting the need to ensure that strategic intervention is coordinated with localised action, underpinning the approach to community engagement and outreach.

Statistical analysis highlights labour market challenges, particularly in relation to skills. In 2021 Wigan had a higher proportion of residents with no qualifications (9.3%) than the North West (7.5%) and UK (6.3%), alongside a lower proportion of residents with higher-level qualifications (30.6% with NVQ4+ qualifications in Wigan versus 38.5% regionally and 43% nationally). This skill deficiency was highlighted during the Covid-19 pandemic, as a significant part of the community lacked the skills to operate virtually. Employment barriers and low skills contribute to the borough's productivity deficit. GVA per capita is currently 19% below the national average.

ONS Life satisfaction and happiness within Wigan have been significantly affected by Covid-19. Both statistics fell from 7.6 (out of 10) to 7.2 and wellbeing. This is far greater than the impact across the country, which fell by 0.2 points.

Cultural Engagement Challenge:

The Creative People and Places Survey in 2022 indicates 30% of respondents either felt anxious about attending, a lack of accessibility, or a lack of information on the provision of cultural opportunities. However, the Covid-19 Survey (2021) suggests there is an appetite for increased culture in Wigan, with 18% enjoying arts and culture more following the pandemic and 32% wanting more museum and heritage exhibitions to continue this growth.

Evidence suggests that a lack of cultural and creative opportunity may have a detrimental effect on the health, well-being, and early years educational development in Wigan:

- According to the Taking Part Survey, only 51% of respondents within the most deprived decile visited a heritage site and only 59% engaged with art. By comparison, respondents in the 8th to 10th deprivation decile on average visited a heritage site or engaged with art between 78% to 85%.
- Only 4% of participants in cultural activities report low life satisfaction compared to 9% of non-participants.
- DCMS research (2020) indicates that engagement with the arts supports social cohesions; positive psychological factors in adults; reduced the physical decline in older age; and child social development and wellbeing.
- Brown Gott (2020) on behalf of the Welsh government found a correlation between attending arts, cultural or heritage activities three times or more per year and higher life satisfaction.

Haigh Hall operational challenge:

Wigan Council has a very good understanding of the operational challenges faced by the Hall.

Failure to bring the asset back into use would also have a significant reputational impact. The potential for growth at the destination has been examined and confirmed by DBA's visitor projections and Business Plan.

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

Up to date sources

A robust evidence base has been gathered to provide a comprehensive understanding of local context and to articulate local strengths, challenges, and opportunities in order that interventions are targeted appropriately to meet need and gaps in existing provision.

A range of the latest publicly available sources have been used:

- APS (2022),
- Public Health England (2022),
- IMD (2015-2019)
- LUF: Prioritisation of places methodology note (2021-2022)
- ONS GVA by Local Authority (2019),
- ONS Claimant Count (2021),
- Active Lives Survey (2018),
- Taking Part Survey (2020),
- ONS Personal Wellbeing Estimates by Local Authority (2022)
- Brown Gott (2020): Exploring the relationship between culture and wellbeing
- Wigan Council financial statistics
- Baseline analysis of the cultural provision in Wigan, supported by AAA's findings
- Creative People and Places (CPP) Survey 2022
- Covid-19 Survey Responses 2021
- DBA Business Plan for Haigh Hall 2022

Data robustness and unbiasedness:

To ensure robustness, multiple sources have been examined to verify the same conclusions are arising. The overarching issues facing Wigan has been informed by national public statistics, supported by extensive engagement to illustrate how culture and Haigh Hall could alleviate issues facing the area.

The unbiasedness of evidence presented from official public sources has been continually verified before submission, considered the primary resource for data in the UK for its thoroughness.

Certain public sources, such as IMD and Annual Population Survey, allow sub-local areas to be examined to also cross-check findings from the bespoke surveys relating to socio-economic factors. Findings from the stakeholder engagement or CPP survey, which have highlighted a lack of culture as an issue, have been confirmed through the publicly available Active Lives Survey which show Wigan has the 10th lowest attendance rate to museums and galleries of any borough.

In terms of the professional reports utilised or bespoke surveys undertaken, multiple methods were used to ensure their robustness and unbiasedness:

- Each of the reports present their methodology, which has been cross-examined Wigan Council and their advisors AMION Consulting.
- The professional reports and survey can be assured against each other. For example, Brown Gott's link between culture and wellbeing has been confirmed by the Personal Wellbeing Estimates and Taking Part Survey. Additionally, the barriers to entry found in the CPP Survey were also discovered in AAA's Haigh Hall consultation programme.
- Information has been derived from reputable sources:
 - Creative People and Places is an intervention by Arts Council to inspire new ways of thinking about cultural engagement in local authority areas where involvement in creativity and culture is significantly below the national average.
 - The Wigan Covid-19 Survey Response was secured from nearly 5,000 respondents.
 - Brown Gott's academic research was published by the Welsh Government's Social Research Unit and has been subject to peer review.

-Wigan Council's financial statistics on Haigh Hall are subject to strict and robust financial assurance in line with public expectations.

Lastly, an extensive engagement process between AAA, Wigan Council, and key stakeholders has been undertaken to confirm the findings are unbiased and mirror specialist local knowledge.

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

It is important to understand who is likely to benefit from the impacts generated and the degree to which further demand and investment is stimulated. This additionality assessment informed the area of influence and thus the geographical level of data and evidence within this bid.

The Council has brought the facility back into public use based on local opinion and the pride of place they feel from it. The drive-time analysis in the Design Pack and existing visitor profile in the DBA Business Plan informed the catchment area, predominantly located in Wigan. The community outreach and educational support programmes are delivered on a local basis to address the deprivation and inequalities in Wigan. Additionally, travel to work data shows 78% of workers in Wigan reside in the borough. Therefore, evidence has been presented for Wigan against regional and national averages to display inequalities that need levelling up in Wigan.

However, it should be emphasised that the project has real potential to draw in visitors from afar, becoming a regional and national destination, and bringing new truly new activity to the area. Market analysis on comparators has informed the visitor projections in the DBA Business Plan which show the facility can penetrate new markets. The location of the Hall means it is also likely to directly benefit residents in surrounding boroughs such as Bolton.

National statistics have been presented on the link between culture and wellbeing to demonstrate that Wigan residents are currently missing out on a key Levelling Up mission.

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

Introduction

The proposed interventions are expected to contribute significantly to addressing challenges. The effect of the proposed interventions in addressing existing or future problems is outlined within the Theory of Change for the scheme.

The analysis undertaken reflects a series of impacts that will have positive outcomes both within the borough and the surrounding area. These positive outcomes will contribute to addressing significant issues such as poor educational resilience and wellbeing, pockets of high deprivation and isolation, and weak cultural wellbeing.

Addressing problems and quantifiable impacts

Existing and anticipated problem: Wigan suffers from high deprivation, including several socio-economic issues such as low productivity, slow economic growth, and poor educational outcomes. These issues are persistent and have been worsened by Covid.

- Response: Dedicated community areas with outreach programme to schools and groups
- Outcomes / Impacts: There will be a number of new partnerships with schools and local community groups. Forecasts indicate there will be 79

school visits and contact with 2,753 learners in year 1, increasing to 159 visits/contacts in year 5 with 5,611 learners engaged. Additionally, there will be 20 community outreach interventions in year 1 with 256 participants, increasing to 28 interventions by year 5 with 368 participants.

- Modelling evidence: This modelling has been undertaken by cultural specialists DBA as part of the Business Plan (Appendix 7). The specialist Visitor and Leisure team at AMION Consulting has assured this approach and sense-checked the forecasts which are deemed appropriate.

Existing and anticipated problem: Cultural provision in the area is limited and there is a lack of engagement and participation with arts and culture as shown by the Active Lives Survey. Extensive consultation has confirmed demand for this facility, which will help to increase the numbers of visitors to the area and improve the wellbeing and happiness of residents.

- Response: Delivery of new Art Museum with a series of flexible exhibition spaces and 2,000 artworks from the Theodore Major collection

- Outcomes / Impacts: Increased attendees to a regional cultural asset, forecast to stabilise at 110,000 per year, with an additional 5,316 participants in events and an additional 112,000 park users visiting the Hall on an informal basis.

- Modelling evidence: This modelling has been undertaken by cultural specialists DBA as part of the Business Plan. Consideration of catchment areas, penetration rates, and repeat visits based on evidence for similar venues. The specialist Visitor and Leisure team at AMION Consulting has assured this approach.

Existing and anticipated problem: Haigh Hall is a protected asset and its deteriorating condition is affecting the image of the area. Survey work confirms worsening condition which will eventually require a significant intervention. The asset has been brought back into public use and represents a significant financial liability but also a major opportunity to stimulate the visitor economy, create jobs, and improve the perceptions of the place:

- Response: The redevelopment of the upper floors to create new hotel rooms and associated hospitality facilities relating to weddings, conferences, and F&B including a rooftop bar.

- Outcomes / Impacts: the business plan forecasts 25,000 guests each year to either the hotel, conference, wedding, or restaurant. There will be job opportunities for residents, with a total of 43.8 FTEs created at the facility relating to the operations director, cultural venue, and commercial operations. The entire Wigan catchment will also benefit from the maintenance and conservation of a vital heritage asset.

- Modelling evidence: This modelling has been undertaken by cultural specialists DBA as part of the Business Plan. Their method assesses the operational requirement for the facility based on demand. The specialist Visitor and Leisure team at AMION Consulting has assured this approach and sense-checked the forecasts which are deemed appropriate. The employment calculations within the Business Plan have been cross-checked against the HCA Additionality Guide, utilising the floorspaces within the designs and the appropriate employment densities. This exercise has concluded a similar employment figure. The Land Value Estimates for Policy Appraisal has been used to modelled the land value uplift.

Additionality evidence:

The types of economic impacts considered and quantified take account of these government best-practice factors with guidance-based additionality being one of the most important approaches used. Taking the impacts arising from the facility, for example, these capture the additional impacts with respect to jobs and Gross Value Added (GVA) that the LUF intervention will generate. These are reported in monetary (e.g. additional GVA) and quantitative (e.g. additional employment) terms in the analysis with additionality-compliant monetary benefits also included in the Benefit Cost Ratios (BCRs) reported below.

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

Introduction

The value for money assessment is based on a range of forecasts, baseline evidence, expert advice and consultations, which have informed quality assured modelling by independent specialists.

Costs, output, and outcomes analysis

The costs, outputs, and outcomes have been calculated based on detailed designs and a complete Business Plan for the project:

- Greenwood Projects have developed detailed cost plans (Appendix 11) for each contract package of the project. Greenwoods are a highly experienced and knowledgeable QS practice with extensive experience in developments of this type and scale.
- Visitor, learner, community participants, volunteers, and job forecasts are detailed in a Business Plan for the project developed by DBA (Appendix 7). The visitor number calculations utilised standard methodologies for tourism facilities, such as typical catchment areas and penetration rates. The volunteer, learner and community participants are based on case studies and professional experience.
- The number of residents that are judged to experience enhanced wellbeing from the maintenance and conservation of a regionally important heritage asset has been calculated based on DCMS guidance. The DCMS Culture and Heritage Evidence Bank highlights local residents are expected to feel this benefit for civic buildings.
- AMION Consulting has developed an Economic Impact Model for the project, converting the staffing estimates included in the Business Plan to gross and net jobs and GVA figures (Appendix 10).

Benefit modelling assumptions

AMION Consulting, who are business case specialists, have led the benefit modelling analysis. As set out in the Technical Appendix, all methodologies are linked to government and previous funding application guidance. The approaches, and the evidence which demonstrates their robustness, are shown below:

- For the benefits relating to social value of heritage and attendance at cultural venues, the DCMS Culture and Heritage Evidence Bank has been used. This Evidence Bank was cited by the Green Book Supplementary Guidance for Wellbeing. In order to ensure robustness, only studies with an overall 'high' quality rating have been used. The Evidence Bank considers empirical design, method/dataset, and sample size. Historic England's 'Heritage and the Value of Place' and DCMS' 'The Economic Value of Culture' have been used for cultural and heritage wellbeing benefits – which form a core part of the analysis.
- Benefit modelling relating to the wellbeing benefits from dedicated cultural events has been informed by DCMS 'Quantifying and Valuing the Wellbeing Impacts of Culture and Sport'.
- Wellbeing benefits relating to volunteering, educational wellbeing programmes, social development, and unemployed residents moving into employment have been informed by values in the Green Book Supplementary Guidance for Wellbeing.
- AMION have developed a comprehensive CBA model for the project. This embeds best practice assumptions and guidance relating to inflation, optimism bias, and discounting. A detailed explanation of the benefits assessed is contained within the Technical note (Appendix 10).

Concluding statements

The above sources have been tested during the economic analysis to ensure robustness. Sensitivity analysis has been used to ensure the value for money appraisal is resilient to changes. Where possible, multiple approaches or sources have informed the model outputs.

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

Overview / Basis of intervention costs

The basis for the calculation of economic costs is consistent with the financial appraisal, as outlined in Section 6 of the bid.

Based on designs for the project (External works at RIBA Stage 4, internal works at RIBA Stage 2) produced by AAA and Plincke, Greenwood Projects has developed details cost plans for three contract packages. Greenwoods are a highly experience QS practice with extensive experience in developments of this type and scale. As construction costs for similar conservation projects usually differ significantly due to varying levels of disrepair, each individual construction element for Haigh Hall has been costed in insolation and benchmarked against historical data.

Converting Financial to Economic Costs

The nominal financial costs in the Financial Case have been converted to economic costs in line with the Green Book approach by using the HM Treasury's GDP deflator index to convert estimates of future costs to constant (2022/23) prices. The constant price costs have been adjusted to present value costs by applying the Treasury's Social Time Preference discount rate of 3.5% per annum.

Optimism Bias

The economic costs for each intervention include an allowance for Optimism Bias. This has been estimated using an Optimism Bias Mitigation Model based on the Supplementary Green Book Guidance produced by Mott MacDonald.

All costs have been considered expenditure relating to either standard building interventions (Upper Bound OB of 24%) or standard civil engineering interventions (Upper Bound OB of 44%). This level of OB has been reduced through the mitigations from the project, such as the Council's knowledge of the site or existing due diligence. A summary of the most significant mitigations made for each intervention type is included in the Economic Case Technical Appendix.

The mitigated OB for standard building elements is judged to be 9% and for civil engineering elements is calculated to be 12%. The car park and land train are expected to be civil engineering, whilst the rest of the project is considered standard building elements.

Regarding duration of works, the mitigations mean that any overrun is expected to be a maximum of 9% of the proposed programme duration of the civil engineering works, and 2% of programme duration of building works. It is not expected that this would have a material impact on programme costs. However, the impact of high costs is tested in the sensitivity analysis.

Capital costs

The estimated discounted public sector costs of the overall programme in constant 2022/23 prices are set out in the LUF Workbook. These costings are based on cost appraisals and financial modelling undertaken for the projects. The net marginal costs account for the Reference Case costs, which have been included, and throughout the appraisal period (increasing for inflation). In order to conform with the Workbook, we have set out the detailed calculations including the Reference Case in the Technical Note.

Describe how the economic benefits have been estimated

The framework for assessing the economic benefits of the LUF project / programme has been developed using the HM Treasury Green Book, guidance published by MHCLG (now DLUHC) and other government departments including DCMS and BEIS.

Reflecting the diverse nature of the interventions and their expected impacts, a

wide range of benefits have been assessed. Following published guidance, this has included the consideration of the following benefits within the BCR:

- Heritage wellbeing– As set out in the DCMS Culture and Heritage Capital Evidence Bank which is cited in the Green Book Wellbeing and the LUF Guidance, these benefits relate to the willingness to pay of local residents for the maintenance and conservation of civic buildings.
- Museums visitors- The Green Book Supplementary Guidance for Wellbeing shows that engagement with arts and culture has wellbeing benefits. Using the Culture and Heritage Capital Evidence Bank, which is cited in the Green Book Wellbeing and the LUF Guidance, we have applied a Willingness to Pay for users to the enhanced regional museum and cultural facility.
- Cultural Events– Allowance has been made for the well-being benefits enjoyed by attendees at the dedicated cultural events, having regard to benchmark values derived from 2014 research published by DCMS and supported by the Green Book Supplementary Guidance for Wellbeing. At 2022 prices, this assumes that participants realise a lower-end wellbeing value of £54 from attendance at cultural events. Attendees have been projected by the DBA Business Plan.
- Labour Market- Benefits associated with the job creation and reduction in barriers to employment for local workers. In line with MHCLG guidance, a local GVA per worker figure from Experian has been applied to the jobs taken up by new entrants. In line with the labour market availability and TAG guidance, it is assumed 10% of jobs will be occupied by new entrants and there will be a 40% welfare impact for these jobs.
- Employment wellbeing– benefits experienced by residents not currently in work who move into jobs created through the programme have been estimated based on research by HACT and Simetrica. The estimate takes account of proportion of jobs likely to be taken up by those not currently in work.
- Volunteering– As set out in the Green Book Supplementary Guidance for Wellbeing, volunteering is associated with enhanced wellbeing. Specialists for the project have forecasted the number of volunteers supported by the intervention. Using the approach and values figure stated in this guidance, we have applied a value of £911 per volunteer per year using the subjective wellbeing valuation approach.
- Educational wellbeing and resilience– The Green Book Supplementary Guidance for Wellbeing shows that life satisfaction improves based on participation in school wellbeing or resilience programmes. Specialists for the project have forecasted the number of beneficiaries over the lifespan of the facility. We have monetised this effect at £2,366 per year for each participant, which is cited in the Wellbeing guidance.
- Personal, social, and civic development– The Green Book Supplementary Guidance for Wellbeing shows that life satisfaction improves based on participation in personal, social and civic development programmes. Specialists for the project have forecasted the number of beneficiaries over the lifespan of the facility. We have monetised this effect at £5,200 per year for each participant, which is cited in the Wellbeing guidance.
- Land value uplift– Analysis of changes in land values, which reflect the economic efficiency benefits of converting land into a more productive use. The existing land value is subtracted from the value of the more productive use, but it assumed nil given the current state of the facility. The Land Value Estimates for Policy Appraisal 2019 have been used, once converted to 2022 prices.

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

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

Further detail in relation to the calculation of these benefits is included within the technical paper which is appended.

Of key importance in assessing the impact of the proposals is the extent to which new activity is truly additional, in other words it does not simply displace existing activity. The assumptions for additionality are set out in the Technical Note (Appendix 10). Overall, an additionality rate of 75% has been applied to the benefits.

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

Initial BCR: 2.1:1
Adjusted BCR: 2.6:1

It is estimated that the scheme will generate direct benefits of more than £50.0 million on a net marginal basis allowing for displacement and deadweight effects. Allowing for distributional effects, reflecting the benefit of investment in an area of relative deprivation, the assessed benefit has increased to nearly £63 million. The distributional effects are important to consider given Wigan's Priority 1 status and IMD deprivation ranking. It reflects the critical importance of Haigh Hall in supporting the aims of the Levelling Up Fund through attracting investment and promoting community support for deprived communities within declining economies such as Wigan.

There is no private sector contribution to the project, so the BCR is calculated as the present value of net economic benefits divided by the present value of net marginal public sector economic costs including optimism bias. On this basis, the assessment has identified an initial BCR of 2.1:1 and an adjusted BCR of 2.6:1. This is above the threshold of 2.0:1 and, further accounting for the non-monetised benefits outlined below, is considered to be high value for money in line with government guidance.

A detailed breakdown of costs, benefits and value for money is outlined in Appendix 10.

Upload explanatory note
(optional)

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR	2.1
Adjusted BCR	2.6

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

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

- Promoting sustainable access – the site is highly accessible by public transport, while proposals will promote active travel, resulting in important benefits linked to health and reduced emissions. The land train component will make the Hall more accessible by a sustainable means of transport, as well as creating linkages to local bus services – including recent investment in the Bee Network. A transport assessment (Appendix 12) has been undertaken to explore further opportunities maximise these benefits.
- Image, perception, and vitality: the scheme will sustain and greatly enhance the borough's central economic asset to greatly enhance the image of the area as a business location and tourism destination. The LUF award will help to establish a 'virtuous circle' of development and investment that will significantly enhance perceptions of the town, both internally and externally.
- Community pride and cultural sector – The scheme will re-establish the heart of the Hall as a focus for work, leisure, and key services. High quality design alongside the creation of facilities to host a wide range of community, cultural and civic functions, will contribute to enhancing community pride and integration. The project will also enable the development of a more prosperous cultural sector in terms of jobs, training, and career progression.
- Local spending – The new events programme will attract residents to Haigh Hall, as well as new visitors to Wigan. The consolidated offering centred around new Art Museum and the new hospitality offering, including wedding and conference facilities, will increase local spending and the length of stay. The revival of this central heritage asset as a regional tourism facility will also improve the reputation of Wigan for leisure and culture, helping to attract new creative artists and programmes to the area.
- Covid-19 recovery – Covid-19 has badly affected cultural facilities due to the repeated lockdowns and social distancing measures. This project, with the delivery of a high-quality offering at a redeveloped Haigh Hall, will support the recovery of the cultural sector in the area. Engagement with surrounding facilities, such as the Royal Court Theatre, will ensure benefits are felt across the area. The linkages to the adjacent Haigh Woodland Park and its National Heritage Fund application will enhance the sense of pride felt by residents as part of a Covid-19 recovery. Lastly, the redevelopment will support the construction sector in the short-term with several measures to maximise social value during this phase.

A weighting and scoring system has been used to assess these impacts – the most important wider benefits relate to image, community pride, and local spending. Overall, substantial wider benefits are expected with a score of 8.9/10 as set out in the Technical Appendix.

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

Risk register approach

A risk register has been prepared for the LUF project/package which identifies the procurement, project-specific, client-specific and wider risks associated with the project and determines their severity according to likelihood and impact of occurrence. Risks are scored out of 16.

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

- Cost increases – (a) property/site characteristics delay or constrain proposed re-development plans); and (b) inflationary pressures arise from labour and other factor shortages;
- Lack of demand/reduced benefits – There is risk that cultural and tourism sectors will suffer from reduced consumer discretionary spend and/or a resurgence of the COVID-19 pandemic (and associated footfall reduction).

Sensitivity analysis approach

Sensitivity analysis has been undertaken to test the robustness of the value for money estimates and their susceptibility to change. The sensitivity analysis has taken two forms:

1. Scenario testing – this approach considers the potential implications of

changes to key outputs or costs for the delivery of economic benefits and value for money. The scenarios test sensitivity to changes in visitor numbers, events, project capital costs and overall benefits.

2. Switching values – this approach identifies the point at which the programme moves from offering 'acceptable' value to money (a BCR of over 1.0) to 'poor' value for money (a BCR of under 1.0), as defined in the DLUHC Appraisal Guide. The switching values for both costs and benefits are assessed.

The results are outlined within the technical report (Appendix 10).

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

None selected

Additional evidence for economic case

None selected

Confirm the total value of your bid

Total value of bid £31152756

Confirm the value of the capital grant you are requesting from LUF

Value of capital grant £20000000

Confirm the value of match funding secured

Co-fundingConfirmationLetter.pdf

Where match funding is still to be secured please set out details below

The funding is available in line with the profiled project cash flow statement as set within the project cost plan.

The match funding has been confirmed via a confirmation letter signed by the CFO using his Executive power in line with the Councils guiding financial regulations. The letter is appended to this application (Appendix 9).

Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

While the Council owns the land, this will not comprise a financial contribution as the Council will retain the asset following the capital works and operating the Hall as a cultural visitor attraction.

Upload letter from an independent valuer

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

No issues are anticipated. If issues arise, these will be covered by the Council.

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

Overview

The capital costs have been calculated by the project QS from Greenwoods informed by an extensive package of surveys and design development across architectural, structural, civil, and mechanical and electrical engineering proposals. Costs for fit out have also been informed by benchmark analysis of costs per sqm against varying levels of cultural and commercial fit out working in conjunction with the advisors for the cultural and commercial functions.

Greenwoods are a highly experience and knowledgeable QS practice with extensive experience in developments of this type and scale. Senior QS input has been secured as part of the project team.

An explanation of the rationale for the cost estimation of each contract package is set out below.

Contract package 1 & 2

By their very nature, it is difficult to arcuately benchmark large heritage and conservation projects, as the state of repair can vary significantly. Unlike modern construction projects, there is little data analysis, such as the BCIS available, and so previous experience plays a critical role in forecasting the likely construction cost.

Based on previous experience on similar conservation projects, a fair assumption would be that the construction cost, including preliminaries for a project of this size and nature, will be in excess of £3,000 per m² based on the gross internal floor area. The construction cost per m² for the main hall (package 1 & 2 combined), calculates to being £3,435/m² and is therefore in line with these expectations. This cost per m² would also be broadly consistent with a recently completed 18th-century Georgian country house completed by Greenwood Projects, which had a cost per m² of £2,850/m²*.

The Preliminary's percentage of 15.6% for package 1 has been derived from the BCIS database for projects value over £2.7M but not exceeding £7.2M and has been assessed as the average mean value for all quarters between 1Q2020 to 4Q2021. Package 2 Preliminary percentage of 13.5% has also been calculated on the same basis, although in this instance for projects over the value of £7.2M. In addition to these Preliminary percentages, both the internal and external scaffold has been measured separately, opposed to being part of the temporary works item contained within the Preliminaries element.

As construction costs for similar conservation projects, usually differ significantly due to varying levels of disrepair, each individual construction element for Haigh Hall has been costed in insolation and benchmarked against historical data collated by Greenwood Projects. Where possible significcate

individual items of work have been identified and priced separately, using pricing levels currently being experienced in the Heritage and Conservation Sector. Similarly, the hospitality fit-out costs have been costed in line with other projects completed by Greenwood Projects in this sector.

For items of work, that require a higher level of conservation specialism, such as the two large roof domes, conservation & repair specialists have been approached to provide budget cost estimates for the work likely required. These budget costs (and recommended contingency's) have then been incorporated directly into the cost plans.

Contract Package 3

The Preliminary percentage of 15.6% for package 3 has been derived from the BCIS database for projects value over £2.7M but not exceeding £7.2M and has been assessed as the average mean value for all quarters between 1Q2020 to 4Q2021.

The costs associated with the car park, have been derived from other similar large-scale carpark / landscape projects completed by Greenwood Projects. The rates utilised for assessing the cost of the different forms of paving construction have been benchmarked against a recently completed large-scale National Trust carpark to ensure accuracy.

Procurement of land train

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

An explanation of the rationale for the application of contingency each contract package is set out below

Contract Package 1, 2 & 3

A general construction contingency of 10% has been applied to each individual Cost Plan, which is common practice for projects of this size, nature and complexity.

An adjustment for inflation has also been applied for each Cost Plan, using the BCIS All-In Tender Price Index database. As the construction period for each Cost Plan varies, a different construction mid-point, has been assumed for each package when calculating the appropriate level of inflation. The Client Direct 'fit-out' elements included within Package 2 also have an inflation adjustment of 15% which has been assessed using forecast data for the Retail Price Index.

The various types of hospitality fit out to the main hall have been specifically identified as areas of 'risk', as the costs are flexible depending on the final standard required. The 'risk allowance' / budget has been populated, taking the number of covers / guests / bedrooms, and applying 'reasonable' rates previously experienced on similar projects. The 'risk allowance' for the

wedding marquee was derived from the most expensive of three quotes, as it is envisioned a high standard of finish will be desired, given the close proximity to the hall.

In order to minimise further deterioration of the Main Hall, urgent and essential fabric repairs will be identified and included within Package 1 and completed by December 2024, thus reducing further work and any associated costs - such works will include the removal of dry rot and remedial repairs to the roof and windows to ensure the building is 'watertight'.

The costs for the supply of the land train have been inflated by 15% to account for the risk of cost increase from the date of the quote to the anticipated commitment to order in late 2023.

In addition to the specific project level inflationary, risk and contingency allocations included within the project costings as detailed above the Council, in line with Green Book recommendations, also maintains a prudent level of general capital programme-wide contingency supported from reserves to provide for any unidentified risks and/or market volatility over and above the assumptions applied at a project level to ensure the deliverability of the Council's capital programme commitments.

Describe the main financial risks and how they will be mitigated

Risk overview

Risk management is a process that allows individual risk events and overall risk to be understood and managed proactively, optimising success by minimising threats and maximising opportunities.

The main risks to the project and their mitigation measures have been summarised in Appendix 13 Risk Register. The key objective of the Risk Register is to apply pre-assessed and documented risk management procedures to specific, identified hazards. The information provided with the Risk Register, including the allowances made for risk, provide a much greater understanding of basic costs and the cost of risk transfer.

The processes for managing risks have been set out in the Delivery Plan (Appendix 14) and Risk Register (Appendix 13).

Risks have been assessed using judgements in relation to the probability and impact of each risk item. A score of 0 (very low) to 4 (very high) has been given in each case to likelihood and impact respectively, with the risk score being the product of probability and risk. The risk matrix is presented in the risk register.

Risk register and types of risk

A risk register has been prepared for the LUF project / programme. The financial risks include:

- Levelling Up Funding not available / public sector funding risk - delivery will be contingent upon securing LUF in accordance with the financial models and funding profile
- Market risk - there is a risk of not having a sufficient understanding of demand from visitors which would affect the operational Business Plan. Success of the scheme is contingent upon this demand. Demand could be affected by unforeseen changes in economic and external conditions, including the uncertainty generated by COVID-19. However, the Council and the delivery partners have a good knowledge of local market trends, has commissioned independent expert advice and will continue to actively monitor the level and nature of demand.
- Project costs – risks that capital costs increase above projections. Risk that the costs of delivering the interventions are greater than those identified – costs will be continually refined and monitored as the projects develop to account for this. Well established arrangements are in place to ensure cost control. A strong governance framework and effective systems are already established to support cost management on an ongoing basis.

- Income/value risks - there is a risk that income/value generating interventions have a lower return than budgeted for, although the financial forecast includes allowance for current circumstances. In addition, the demand risk has been passed on to the delivery partners.
- Risk of clawback of external funding – to avoid LUF being taken back, there will be a regular review of any potential slippage in the delivery of contractual expenditure, outputs and outcomes as tracked by the Council's internal monitoring systems.

After mitigating actions (including contingency and inflation provision), the risk register considers financial risks relating to cost to be low. Risk relating to market activity and funding remains medium as key processes (including this application for LUF) remain ongoing.

These risks will continually be managed by the Risk Owner and Risk Manager, who will aim to optimise the degree of containment against the probability and impact of the risks before controlling the risk to an acceptable level such that it can be closed.

Transferring risk / cost overruns

Where possible, the Council will look to transfer financial risk to the principal contractor. Pending the completion of the procurement and contracting process, The Council will make internal provision for potential cost over-runs from within a capital budget allocation. Risk will then be transferred to the contractor.

Cost-overruns are not expected however, due to the project management and commercial structures in place. Risk will be transferred to the primary contractor where possible.

Upload risk register

HaighHall_Appendix_13_RiskRegister.pdf

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

N/A

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

With regards to direct delivery of projects the council has a long history of successfully managing significant schemes involving external suppliers that are underpinned by stringent governance and internal controls. See also, Section 6.3.5.

The council operates a dedicated team who manage any procurements, including Procurement, Finance and Legal, under the Deputy Chief Executive (Director Resources & Contracts) who is also the council's Section 151 Officer.

All income received is allocated a specific cost centre. For capital, this is controlled solely by the corporate finance team. Revenue is devolved to the individual directorates.

The council established a formal Capital Strategy, utilising the requirement of the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code. This is a key part of the annual Corporate Planning Framework. This provides a mechanism for the alignment of capital expenditure and investment decisions over the medium to long-term. The capital strategy links to other key strategic strategy documents, specifically: Treasury Management; Asset Management and Medium-Term Financial strategy.

The strategy's framework covers all aspects, including: prioritisation;

governance; funding; monitoring and risk management. Capital projects are regulated, monitored, and evaluated through the Capital Asset Strategic Management Group.

This group, which convenes three times a year is chaired by the Deputy Chief Executive (Director Resources & Contracts) and provides effective monitoring reports to Cabinet, including compliance with Financial and Contract Procedure/Procurement rules.

Approved budgetary spend can only be incurred once 'Budget Release' has been secured. This is linked to any contract award, the governance of which is clearly set out in the council's Scheme of Delegation and Contract Procedure Rules.

This Budget Release cannot be granted until the appropriate officers have satisfactorily demonstrated to the Deputy Chief Executive (Director Resources & Contracts) that all the necessary Legal, Procurement and Value for Money (VfM) requirements have been adequately considered and rules complied with. This Decision Maker process is covered by the council's Constitution. For capital costs greater than £2.0M the release must subject to a report and agreement of Cabinet.

Following the UK's exit from the European Union, the council complies with The Public Contracts Regulations 2015 as amended by The Public Procurement (Amendment etc.) (EU Exit) Regulations 2020.

The council's dedicated Procurement team also utilises the following third-party systems:

- The Chest is an e-procurement portal used to advertise new tenders and for suppliers to submit bids for our tender opportunities;
- Contracts Finder advertises contracts generally worth over £25,000 which are subject to a public advertisement. It is also used across the public sector in England;
- Find a Tender is used to advertise details of higher value tenders above certain thresholds. Find a Tender has replaced the EU's Tenders Electronic Daily for high value contracts in the UK; and
- Yorkshire Purchasing Organisation (YPO) is a central purchasing consortium group offering a wide range of Framework Agreements through which goods and services can be procured. Wigan Council also has access to other framework providers.

Once contracts are awarded, suppliers submit their invoices to the nominated directorate's finance team. These invoices are subject to stringent formal verification procedures, as follows:

- The council utilises a specific global email address for the receiving of supplier invoices;
- Invoice minimum data set must include; budget/cost centre code and account code and ideally the supplier ID reference;
- The invoice is then scanned electronically and the information posted to the General Ledger. This avoids any manual intervention;
- The Central Payments team then checks the invoice before posting it to the specific cost centre via the Workflow system;
- Workflow requires a minimum of two Verifiers and two Approvers, one of each must log-on and endorse the invoice;
- The invoice is then uploaded by a separate team to ensure the invoice goes on the next automated BACS payment;
- The cost centres are then subject to budget monitoring and reporting.

These controls are subject to regular review and audit assessments to ensure governance and internal controls are maintained to protect public funds and with effect from April 2020, comply with the CIPFA Financial Management Code.

Whilst this project is envisaged as a direct delivery vehicle, if there is a decision to pass a portion of the grant to a third party, this will be undertaken in full compliance with subsidy control and public procurement rules; specifically:

- Full assessment and appraisal of the supplier and grant element;

- 'Back to Back' legal agreement put in place including specific Terms and Conditions; and
- Grant paid in arrears, linked to certification of milestone achievement(s) as set out in the signed legal agreement.

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

The project will be delivered by Wigan Council with all contracts procured and executed by the Authority. The Project Delivery plan (Appendix 14) sets out the approach to the procurement of the capital project and the establishment of the model and structure to lead on the operational management of the Cultural attraction

All procurement activity will be undertaken in compliance with the following principles:

- All requirements over £50,000 or high with a risk to the authority, will be assessed to establish the options available for the procurement and an individual procurement strategy will be agreed
- All tender processes will comply with the Public Contracting Regulations 2015 as amended (PCR 2015), UK Legislation, the Council Contract Procedure Rules and all other relevant policies and procedures
- All requirements will consider the Sourcing, Consultancy Playbooks, and the Construction Playbook at the project initiation stage.
- Procurement will be fair, open and transparent and undertaken to the highest standards of probity, integrity, honesty and professionalism
- The Council will undertake procurement activity using the most efficient and effective methods and will select the most appropriate delivery mechanisms to ensure value for money
- All procurement activity will include due consideration of technical, social, economic and environmental factors and will be assessed on whole life costing
- All tenders require a commitment to category specific, measurable social value outcomes, in line with the Council's Community Wealth Building and Net Zero ambitions.
- Tender acceptance must follow the Council's decision-making process, including all financial stability checks
- Contract documents, approved by legal department, must be produced and handed over to the project delivery team
- Robust contract management will support improved service delivery through continuous improvement in the quality of goods, works and services
- All completed projects will go through lessons learn analysis

The project will be delivered through a series of contracts covering professional services, construction works, fit out and the supply of the proposed land train. The contracts will feature within a phased approach to the delivery of the project recognising the ability to commence works on site in 2022/23 whilst further detail is developed and works procured for latter stages.

Stage one will invite contractors to express interest against a PQQ. PQQ's returned will be evaluated by a panel comprised of Council officers and members of the consultant team. Those passing a minimum threshold will be shortlisted to tender.

Tenders will be invited with responses required against cost, quality, and social value responses. It is anticipated that the weighting to be applied will be 60% cost, 30% quality and 10% social value. The cost will focus on the tendered price proposals with quality focused on the specific approach to delivering and resourcing the project, their approach to minimise the carbon footprint impact through the construction process alongside their understanding of the risks to mitigate and programme to achieve. Social value will focus on the positive contribution that the contractor can make towards the borough across areas of procurement, local wealth building, stakeholder engagement, training, skills, and employment.

The proposed form of contract used for all three packages would be the JCT Standard Building Contract. The decision to use traditional procurement and

the JCT Standard Building Contract is set out in the Project Delivery Plan.

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?

The project governance sets out the role of the project board, the relationship between the subgroups where the project detail is progressed and the reporting routes through to Cabinet. The award of key contracts will be managed in line with this reporting structure and within the financial regulations of the Authority

Specific procurement support is provided by a Procurement representative on each of the contract package team structures alongside the Council's Be Well Service Manager who combine to provide significant experience (over 20 years) of procurement tasks across supply, services, and contracts.

Legal support is also provided to each contract team structure to ensure legal frameworks appropriate for the type and scale of works being procured are established as an output of the defined procurement route and that any contractual matters are addressed through the delivery of the contract packages, these include but are not limited to Warranties, extension of time,

claims and disputes.

Clear and appropriate professional services contracts are to be executed as an output of the procurement tasks to engage the full team. The professional services contracts will establish clear performance indicators and fee invoicing profiles linked to outputs. The Haigh Programme manager with the support of the Be Well Service Manager and the Procurement officer will lead on the performance management of the consultant team and be responsible for the certification of fee valuations.

Set within the remit of each contract package team is technical project management and contract administration support. The appointed roles will lead on the management of the construction contracts which at this stage are anticipated to be taken from the JCT range of contracts informed by a Traditional form of construction with specific elements of contractor design. The Technical project management function will be procured as part of the consultant team procurement exercise. Their professional backgrounds, skills and experience and resource allocation will be assessed as part of the quality evaluation to ensure an appropriate level of expertise and experience is secured for the key role of managing and administering the construction contracts.

Similarly, the Lead Gallery Designer role will extend to include contract management for the Gallery & Exhibition fit out ensuring that the contract design & specification is adhered to, valuations certified, instructions and variations controlled and performance overall managed in line with the contract target dates and cost plans.

The construction contracts alongside professional services contract will establish clear social value outputs as detailed within the tender proposals from the selected consultant teams. The outputs will be converted into a tracker with progress against the delivery of the commitments made visible to the project board on regular intervals. The Haigh programme manager will be responsible for the monitoring of social value across the procured contracts.

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

To complete the project team and establish the board structure in line with the project governance approach, recruitment and competitive procurement tasks will be followed in line with the principle.

Construction contracts:

A two-stage procurement process is proposed for each construction contract. Stage one will invite contractors to express interest against a pre-qualification questionnaire focused on their financial standing, insurance levels, resources, and past experience. Shortlisted contractors will be invited with responses required against cost, quality, and social value responses. The cost will focus on the tendered price proposals with quality focused on the specific approach to delivering and resourcing the project, their approach to minimise the carbon footprint impact through the construction process alongside their understanding of the risks to mitigate and programme milestones. Social value will focus on the positive contribution that the contractor can make towards the borough across areas of procurement, local wealth building, stakeholder engagement, training, skills, and employment.

Cultural fit out, Hospitality fit out. Commercial kitchen design & fit out:

On open tender is proposed for the 3 fit out related contracts within the internal repair, restoration, and adaptation contract package. A 2-stage tender process will be followed with those passing the PQQ stage invited to tender against cost, quality and social value criteria developed to suit the specifics of each fit out requirement. Key performance indicators and fee invoicing arrangements linked to project milestones and output will be established and set within a contract framework established by the Council and executed by both parties in advance of the commission commencing.

Car park technology & electric vehicle charging supply, installation, and maintenance:

The intent is to utilise Frameworks for the procurement of the car park technology and electric vehicle charging equipment following precedent set within recent procurement tasks within the authority for equipment of a similar type. Key performance indicators and fee invoicing arrangements linked to project milestones and output will be established and set within a contract framework, based on the principles set within the chosen framework, established by the Council, and executed by both parties in advance of the commission commencing.

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

The effective management of consultants and contractor (and therefore contracts) will commence with a thorough procurement process that ensures through cost and quality criteria that the most appropriate teams are engaged to support the project. The quality criteria in particular will assess the resources to be applied to the project with regards to skills, experience and time allocation. Selecting the most appropriate team lays the foundations for effective project delivery.

The procurement process will also include a thorough analysis of the financial standing of the tendering consultants, contractors and suppliers. This will be extracted through a pre-qualification questionnaire requesting company information. Financial checks will be carried out prior to the confirmation of the preferred team member to mitigate financial risk.

Wigan Council have recognised the need to resource the client function. Specifically, the Haigh Programme Manager will carry the responsibility for the management of the consultant teams employed to support each contract. Each contract will comprise an industry recognised form of contract such as the RIBA standard professional services contract 2020 or equivalent. Each contract will have clear fee payment schedules aligned to the programme and specific output from the consultant team member. Payment will be certified by the Haigh Programme Manager following a check on progress against the defined milestone output.

The project programme will be further developed as the project moves into the delivery stage. Each consultant/contractor/supplier will be required to develop their programme to co-ordinate with the master programme and demonstrate progress against their programme responsibilities within the reporting structure set out in the project governance.

The project governance structure is designed to enable the check and challenge of progress across 3 sub groups each focused on specific elements of the project - Business Planning sub group, Capital works delivery and Cultural attraction set up & mobilisation. Each sub group will be resourced with the right level of professional officer support from within the Council to ensure that the consultant /contractor/supplier performance is effectively monitored and challenged where required. Non-performance or risk will be reported into the Project Board for further escalation and resolution.

The project team structure is designed to embed the specialist advice and consultancy support into the project at the earliest opportunity. This will ensure that the procurement processes for contractors, suppliers and the operational partner for the hospitality functions is informed from the outset, drawing upon the experience and expertise held within the appointed consultancy teams.

Each construction and supply contract will be informed by sector recognised forms of contract namely the JCT standard form of agreement for the construction packages. Where sector recognised contracts are not available bespoke forms will be drawn together by the Councils Legal team.

Each contract will be assigned a lead to administer the contract. The lead will be determined by matching the contract package to the project team member best suited to manage the contract based on their skill set. As an example, for construction contracts, the role will sit within the appointed consultant technical project manager where contract administration functions will be carried out. For the Cultural attraction fit out this will sit with the Lead designer. The utility supply upgrade will be allocated to the Project electrical engineer.

For each contract executed, clear and measurable performance indicators will be established alongside a social value tracker to ensure commitments at tender are delivered. The consistent performance indicators to be established across the contract packages let are listed below:

- Progress against milestone targets by %
- Fee spends against profiled fee claim schedule as a %
- Number & value of variations
- Number & value of instructions
- Number and type of safety incidents (applicable to Construction contracts)
- Output of safety audits (applicable to Construction contracts)
- Performance against agreed Net Carbon reduction measures
- Social value indicators specific to the social value commitments such as volunteering days provided, % of supply chain procured within the local area, number of apprenticeships positioned created, number of training opportunities delivered

For each major contract a risk and performance workshop will be held on

appointment with a risk and performance register established, maintained, and monitored through the contract period. Risk and performance will be reported as standard to the project board where performance issues will be escalated through the project governance structure.

Specific contract risk registers will be created to suit the detail of each contract. This will be co-ordinated with the overall risk register for the project. Specific contract risk register will consider the detail of the contract design, specification and delivery parameter and allocate risk within the team best placed to manage the risk. Where possible risk will be transferred to the contractor within the tendering process through the development of a comprehensive package of design including a full pre construction safety and logistics plan.

Set out how you plan to deliver the bid

A comprehensive Project delivery plan (PDP) has been submitted (Appendix 14), alongside a risk register (Appendix 13) and planning/land ownership documents (Appendix 15).

Project Governance

A Project governance structure is detailed with 3 workstreams are established: Business planning, Capital works delivery and Cultural attraction development. Each workstream will set its own meeting structure to suit their demands and supported by consultant team members. Internal officers will join each sub-group to ensure the workstream is resourced. The workstreams will report into the Project Board led by James Winterbottom, Director of Digital, Leisure & Wellbeing. The project board will report progress into the Leisure & Wellbeing board, Capital Asset Strategy Management group and Cabinet for key decisions.

Capital works delivery

Project delivery is sub divided into four contract packages. Each contract package has a number of contracts. The Plan sets out the procurement approach for each contract.

Programme

A detailed programme has been developed to schedule tasks and dates for the four contract packages alongside the procurement of the team, the selection of the preferred hospitality partner, the design and specification development, the submission of statutory applications and the procurement and mobilisation of each contract.

The project is well positioned to commence physical works in early 2023 and be complete by spring 2025. The detailed design alongside the contractor procurement has been commissioned for contract package one and works will

commence when funding contracts are executed. Listed building consent is in place for this work.

Programme milestones are set out below:

Operational management arrangements

Mobilisation to service delivery

Mobilisation plan principles to transition the capital work into operational management are detailed in the PDP. The Haigh programme manager will lead on the plan with the Haigh Operations Director overseeing the delivery. The mobilisation plan will consider all operational planning aspects to effectively establish the cultural and commercial activity. Resources from across the Council will support each element including HR & recruitment, Finance, Procurement, Property, Energy Management, Marketing, Insurance & H&S and Culture.

Monitoring and evaluation

The approach to monitor performance and evaluate project success is informed by the Theory of change. The frequency and methodology for collating data is stated with responsibility assigned to the Haigh Operations Director. Baseline positions and mature targets are set out within the PDP informed by the business plan. Evaluation is proposed at 3 key stages. Upon completion of the capital works and evaluation of the impact of the cultural attraction after the 2nd and 4th full year of trading. The impact assessment will translate quantitative and qualitative data into impact.

Stakeholder engagement & communications

Stakeholder engagement will be programmed during the project delivery stage. Engagement sessions will be held alongside opportunities for specialist talks and tours. A volunteer recruitment exercise is planned to ensure sufficient resource is in place for when the attraction opens to the public.

A full marketing plan will be established and monitored through mobilisation. This will include the development and roll out of a new brand across all platforms. Key milestones will be highlighted and teaser campaigns delivered to generate interest and anticipation. The strategy will consider local and regional audiences and position the attraction alongside regional cultural institutions.

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

As shown by the financial tables within the LUF workbook and the appended cost plans, substantial works will be delivered in the 2022/23 financial year.

The early engagement of the project team as an output of procurement will introduce consultant fee spend to progress through to RIBA stage 3 for contract package two covering the internal repair, adaptation, restoration and landscape package alongside the infrastructure package addressing the energy centre and car park development.

Risk Management: Set out your detailed risk assessment

The Council recognises the importance of risk management for effective corporate and project governance. Risk management is a process that allows individual risk events and overall risk to be understood and managed proactively, optimising success by minimising threats and maximising opportunities.

The Council's principles for dealing with risk are detailed within its Risk Management Policy and a detailed risk assessment has been undertaken in the form of the risk register (Appendix 13). This is set within the PDP (Appendix 14).

The key objective of the Risk Register is to apply pre-assessed and documented risk management procedures to specific, identified hazards. The information provided with the Risk Register, including the allowances made for risk, provide a much greater understanding of basic costs and the cost of risk transfer. Risks have been assessed using judgements in relation to the probability and impact of each risk item. Proposed mitigation for these risks is detailed alongside that demonstrate planned action to adequately control the risk within acceptable tolerances.

The risk register categorises risk in line with the Green Book guidance, with project subcategories are also applied for internal purposes.

Key risks associated with the project as extracted from the risk register which currently have a high pre-mitigation rating relate to:

- Construction risk– relating to prices and quality control;
- Business risk– relating to installations and visitor demand;
- Design risk– relating to drainage;
- Funding risk– relating to grant and cost control;
- Operational risk– relating to management arrangements.

The post mitigation rating is also listed following the planned mitigation (details of which are outlined in full within the risk register) alongside the project owner.

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

Risk will be managed within the individual workstream, as set out within the Project governance, and reviewed on a regular basis through the Haigh programme board. Responsibility for the maintenance of the risk register with support from the Haigh Programme Manager. The programme board will be responsible for the allocation of resource and key decisions to mitigate the impact of risk that materialises during the course of the project delivery.

The risk register has included a nominal allocation of the capital works contingency against the design, procurement, and construction risks. This has been developed in conjunction with the Project QS and sets a basis from which future decisions can be taken during the course of the project delivery over the use of the contingency. As each risk is mitigated in full the contingency the proportion against risk will be reviewed and reallocated in conjunction with the advising consultant team with decisions ratified by the programme board.

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

A highly experienced team was engaged to develop the project bid. The procurement process carried out in 2019 for the Lottery project provided the flexibility to engage the team to progress the feasibility assessment for the capital works set within the Levelling up project. A procurement process was followed in 2021 to engage the Hospitality consultant support following an open and competitive tender.

The diagram in section 6.1 of the PDP details the core team engaged to progress the project to its current stage. The project sponsor is James Winterbottom, Director for Digital, Leisure and Wellbeing. Director support is provided in the areas of Finance, Property, Culture and Environment.

The Council's Be Well Service Manager – Strategic development & Innovation has led the development of the project across its components to create a well-co-ordinated proposal. The Service Manager has extensive experience of delivering capital projects in public Leisure spaces including Parks alongside numerous funding grant sources. Resources have been drawn from key areas of the Council reflecting the high level of prioritisation. Additional legal support from DWF has also been secured to advise of the Subsidy Control position.

The bid team is to lead on the financial appraisals, theory of change, benefit cost ratio, strategic context alongside overall support to the development of the bid. Director and Senior

support have been provided.

The PDP includes further details of the project team engaged to support the development of the project through to the bid stage. CVs of the lead consultant are an appendix to the PDP

Project delivery team structures

The project team for each contract package will comprise of core members of the bid team alongside consultant team members procured to provide the required disciplines. An overview of the team structure per contract is described below and shown in diagram form within the PDP (Sections 6.3-6.5). The Haigh programme manager and Be Well Service Manager are a consistent member of each team to ensure a level of co-ordination across the contract package delivery. The Haigh Operations Director will provide leadership to contract packages 2 and 3 and an oversight through the Board on contract package one.

A team of internal officers from within the Council will be assigned to support the contract package across planning, legal, procurement, property and PR and communications areas.

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

These governance and assurance procedures need to be read in conjunction with section 6.1.10 of the application (which specifically covers: Financial Controls; and Audit) and Section 6 of the PDP.

Regarding other key governance and assurance controls the following responses reflect the controls in place and are cognisant and compliant with the Code of Conduct for Recipients of Government General Grants –

November 2018.

Project Governance structure

A clear governance structure has been established that ensures key decisions are taken by those with the authority, workstreams are fully co-ordinated and clear responsibilities are assigned to subgroups.

The project sponsor will lead the project board that is comprised of key internal officers and appointed consultant team members. Meeting on a monthly basis the Board will receive regular reports from the established subgroups and take decisions within the levels it is capable to do so in line with the Council financial regulations. The project board will report on a regular basis to the Leisure & Wellbeing board alongside the Capital Asset strategy management group. Significant decisions affecting the legal, financial, and contractual performance of the project are to be reported to the Senior Management Team which includes the Chief Finance Officer (CFO - Section 151 Officer) for discussion and review prior to reporting to Cabinet for decisions.

The proposed structure is shown diagrammatically in Section 6.2 of the PDP.

The project will recruit 2 key positions to support the delivery of the project and the strategic and operational management of the Hall and Park. The Haigh Programme manager will support the development of the capital works programme.

Counter Fraud, Corruption and Anti-Bribery

The council's Anti-Fraud, Bribery and Corruption Framework is subject to a periodic review and amendment. At all times it will adhere to the current anti-corruption laws, including those of money-laundering. The council's governance processes ensure that in the event of any identification of issues that breach these laws, they would be reported to the appropriate governance committee and council forum. The most recent framework update was presented in January 2022.

Cyber Security and Data Management

The council is accredited with 'Cyber Essentials Plus', which is a nationally recognised government backed organisation whose accreditation is recognised by the National Cyber Security Centre. This accreditation, which is re-validated annually, ensures that all third-party organisations know that the council's cyber security controls are of an exemplar standard.

With regards to data management, a dedicated team manages these requirements through the Information Governance Framework. Application of General Data Protection Regulations (GDPR) is a mandatory compliance requirement to meet the 2018 legislation. Data Management controls and compliance are formally reviewed and minuted on a regular basis (every 4-6 weeks) by the Information Governance Operational Group (IGOG) chaired by the CFO who also holds the posts of Chief Information Officer (CIO) and Senior Information Risk Officer (SIRO).

Code of Conduct Setting Standards for Ethical and Professional Behaviour

The Code of Conduct is included in the council's Constitution, reflects the Nolan – Seven Principles of Public Life. Members and officers are required to complete a mandatory declaration. These are different for each group and are available via the intranet as an e-form. Completion is monitored as part of the council's governance processes. Conflicts of Interest (CoI) guidance and declarations also form part of the Constitution again, via a e-form. Compliance is monitored through Corporate Governance arrangements and through to the reporting of the Annual Governance Statement.

As the role of the CFO, CIO and SIRO is undertaken by the same person, who is also the council's Deputy Chief Executive, all necessary components of related corporate governance compliance are reported to this individual.

Therefore, it can be confirmed by the CFO that adequate assurance systems are in place for the effective management of the project.

Communication of the above corporate governance processes to relevant partners and project stakeholders will be via the council's intranet e-learning functionality and compliance will form part of the induction process, which will be a mandatory requirement for those involved in the project.

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

The visioning for the Hall has been informed by a headline business plan for the cultural attraction as developed.

The work explores the market potential for a new arts and cultural offer. Consideration was given to:

- Existing users and their demographics
- Demographic profiles of the local and wider population
- Tourism markets
- Competitor and comparator analysis focusing on the performance of other local attractions and of similar attractions across the UK

Informed by the analysis above, visitor projections and profiles have been estimated which in turn inform the potential level of income generated secondary spend. The visitor projections have also informed the analysis of car park growth which feeds into the overall business plan.

A staffing structure is resourced to effectively manage the activities within the Hall alongside the proposed outreach programme, volunteer development, exhibition programme and collection care. Staffing costs are combined with the daily operational costs to produce a total budget to effectively manage the attraction.

The plan resources the strategic management of the Hall to ensure the effective development and operational management across the cultural and commercial uses. The role will expand across the park to lead the site towards its aspirational master plan. A 25-year lifecycle model has been completed; this sets out the annual requirement to maintain the building alongside the appropriate levels of sinking fund to support major lifecycle repairs. The assessment has also quantified the FM and utilities cost assumptions.

The plan has modelled the operational costs associated with the Land train at breakeven including an annual allowance to fund a sinking fund for a future replacement. The assumption acknowledges the need to set a price point to encourage use by those visiting the site by public transport.

The visitor projections, income targets and operational cost estimates combine to produce a profiled subsidy requirement for the attraction. The cultural attraction cost is offset in part by the projected contribution through the commercial activity and the resultant growth in car park revenue.

The subsidy profile is outlined within the business plan (Appendix 7), declines over an initial period as the commercial activity matures. The subsidy after year 2 is set below the current operational costs for the Hall. This demonstrates a financially sustainable position into the future.

The attraction will diversify audiences, targeting communities in greatest need of levelling up, by increasing the diversity of local people who engage with culture and heritage for their inspiration, learning, enjoyment, and wellbeing by:

Targeting more deprived local communities with outreach activities

- Co-curating projects with local communities and target audience groups to create and deliver exhibitions and events that are meaningful to local people.
- Making the site a welcoming and safe social space for all.
- Building partnerships with local communities, community groups and education establishments.

Improve the health & well-being of the residents of Wigan

- Keeping people active
- Providing group activities - developing confidence and good mental wellbeing through socialising and participation in group activities, tackling social isolation
- Organised groups, such as Dementia cafes and youth support groups
- Developing social prescription models
- Supporting outdoor activity throughout the Woodland Park
- Promoting walking and cycling connecting to sustainable transport plans
- Working in partnership with the Be Well team

Improve learning opportunities & skills development

- Create excellent community and learning facilities for education
- Co-curated projects and skills and knowledge transfer
- Volunteering and training opportunities
- Education and learning for families, young people, adults' students, teachers and educational establishments through the delivery of informal and formal learning packages, workshops and activity
- Partnership relationships with local educational establishments

Strengthen community and build pride of place

Connecting inspiring culture and heritage with 'harder to reach' groups will build on the sense of pride of place for local residents. Haigh Hall will become the home of a new heritage society set up to research and support learning in a new reading room. In collaboration with Edge Hill University and other colleges, Ph.D. and BA students will write new historical papers and generate opportunities for learning and tourism at the hall.

Upload further information (optional)

HaighHall_Appendix_07_BusinessPlan.pdf

Set out proportionate plans for monitoring and evaluation

Details of the proposed approach to monitoring and evaluation are outlined in the PDP (Section 15). A summary is outlined below.

Bid level M&E objectives and research questions

Benefits management, monitoring and evaluation will be carried out by the Council and delivery partners to understand the success of interventions, whether they are achieving desired outcomes, and how and why this is the case. The key research questions which will inform the M&E approach will include:

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

Outline of the bid-level M&E approach

M&E will be undertaken in line with guidance issued in relation to the LUF process. The approach will ensure that all those involved in delivering the LUF-funded projects will have a clear understanding of the benefits to be achieved and the mechanisms through which these benefits will arise. The approach will set out the expected timeline over which benefits will arise, identify how these benefits will contribute towards the achievement of the LUF objectives, and include a process for reviewing and updating benefits realisation plans if proposed interventions change.

Key stages include:

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

Overview of key metrics

Key performance indicators are outlined in the PDP and the workbook accompanying this bid. These outline sources for monitoring performance in relation to each objective, the frequency of collection and responsibility for this. Regular monitoring updates, in terms of milestones and achievement of outputs, will be provided on a monthly basis to the project / programme manager to inform an ongoing review of the project's delivery. Data collation will be undertaken through:

- Analysis of project records, for example in relation to spend, staffing and engagement;
- Visitor counts, detailing the level of utilisation of different elements of the Hall;
- Survey data, gathering information relating to visitor characteristics, satisfaction, and progression;
- Qualitative approaches including interviews, case studies and workshop events.

Resourcing and governance arrangements

Funding has been allocated for the following M&E activities:

- Time to gather, verify and report the required monitoring information to DLUHC
- Purchase of data / commissioning of surveys and data gathering by market research or other specialist companies (e.g. on vacancies, rental levels etc)
- Independent set-piece evaluation studies at interim and impact evaluation stages, ensuring an objective and robust assessment of progress and enabling all stakeholders to provide their views.

Appointed individuals within the Council will have overall responsibility for oversight and reporting on performance internally and through mechanisms established for LUF. The Haigh Operations Director will be responsible for the overall monitoring and evaluation of the project success and the ongoing impact from the cultural attraction. The Gallery Manager will lead on the data collation for the visitors and activity associated within the cultural attraction drawing on the resources set to manage Visitor services, Education, Volunteering, and outreach activity.

Day to day responsibility for monitoring and performance management will be allocated amongst the project management team, with the team also having responsibility for reporting on finance and spend and wider outcomes achieved. Appropriate CRM systems will be established prior to project implementation where necessary. Gateway reviews within the project governance structure will be used to ensure the project remains on time and

budget.

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

Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration SRO proforma.pdf

Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration LUF Round 2 Pro formas V6.1 Proforma 8 (002).pdf

Publishing

URL of website where this bid will be published www.wigan.gov.uk

Additional attachments

Additional file attachment 1

Upload attachment HaighHall_Appendix_03_PublicEngagementReport.pdf

Additional file attachment 2

Upload attachment HaighHall_Appendix_05_EqualityImpactAssessment.pdf

Additional file attachment 3

Upload attachment HaighHall_Appendix_11_ProjectCostPlan.pdf

Additional file attachment 4

Upload attachment HaighHall_Appendix_12_TransportAssessment.pdf

Additional file attachment 5

Upload attachment HaighHall_Appendix_16_ConservationManagementPlan.pdf

Additional file attachment 6

Upload attachment HaighHall_Appendix_01_DesignPack (1).pdf

Additional file attachment 7

Upload attachment HaighHall_Appendix_02_ProjectSynopsis.pdf

Additional file attachment 8

Upload attachment HaighHall_Appendix_14_DeliveryPlan.pdf

Additional file attachment 9

Upload attachment HaighHall_Appendix_06_Socio-Economic Databook.xlsx

Additional file attachment 10

Upload attachment HaighHall_SubsidyControl.pdf

Additional file attachment 11

Upload attachment HaighHall_Appendix_04_LettersOfSupport.pdf

Additional file attachment 12

Upload attachment HaighHall_Appendix_10_EconomicCaseReport.pdf

Additional file attachment 13

Upload attachment Wigan Haigh Hall - LUF R2 WORKBOOK.xlsx