



HM Government

Kirklees Council Application: Levelling Up Funding

for

The Batley Town Centre Regeneration Scheme



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Submission details

Submission reference	LUF20775
Created time	Wed, 10 Aug 2022 09:39
Signed-in user	ebf58a1a-2d42-49db-b624-981c70f7bcac
What is the legal name of the lead applicant organisation?	Kirklees Council
Where is your bid being delivered?	England
Select your local authority	Kirklees
Enter the name of your bid	Batley Town Centre
Does your bid contain any projects previously submitted in round 1?	No
Local Authority Leader contact details	Shabir Pandor
Position	Leader of Kirklees Council
Telephone number	01484 221770
Enter the name of any consultancy companies involved in the preparation of the bid	Mon McDonald Sweco Bentley Project Management
Enter the total grant requested from the Levelling Up Fund	£12003148
Investment themes	
Regeneration and town centre	100%
Cultural	0%
Transport	0%

Which bid allowance are you using?	Full constituency allowance
How many component projects are there in your bid?	1
Are you submitting a joint 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	Confirmed
Gateway criteria: costings, planning and defrayment. I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year	Confirmed
Costings and Planning Workbook	LUF_Single_Project_Costings_and_Planning_Wkbook_v2.01_Batley.xlsx 1.xlsx
Provide bid name	Batley Town Centre Regeneration
Provide a short description of your bid	<p>The Batley Town Centre Regeneration scheme will deliver a people focused improvement scheme on Batley Town Centre to enhance the integration and vitality of the town centre. The improvements include the pedestrianisation of Commercial Street, public realm enhancements to Market Place, an improved access between the town centre and Tesco and the restoration to the council- owned JBM Building to become a focal point in the wider Batley Masterplan development.</p> <p>The intended outcomes of this scheme are:</p> <ul style="list-style-type: none"> • Reduced car use. • Increased public transport patronage – no bus priority proposed now so should probably be updated to 'Enhanced bus waiting facilities. • Improved pedestrian and cyclist safety • Increased cycle use • Greater access to and within Batley Town Centre to active modes • Increased access to employment opportunities • Enhanced image and perception of Batley Town Centre • Lower crime rate

<p>Provide a more detailed overview of your bid proposal</p>	<p>The Batley Town Centre Regeneration scheme (see Figure 1 – all figures and tables included in Appendix A) is focused on improving Batley Town Centre as a destination encouraging dwell, incidental play, and socialising in a safe, inviting environment. The scheme is made up of joined-up interventions which will act as a catalyst for the wider Batley Masterplan and transformation of Batley Town Centre into a people-focused place where local businesses prosper.</p> <p>The interventions and their benefits are provided below:</p> <p>Commercial Street is home to an array of shops, restaurants, and cafes, yet the dominance of cars and poor urban realm makes the street uninviting with no places for visitors to dwell. The pedestrianisation of Commercial Street between Wards Hill and Cross Street (see Figure 2) will help to reduce car dominance and tackle antisocial driving improving pedestrian safety and reducing noise and air pollution. It will also improve the urban realm, increase footfall, and allow businesses to use outdoor space. Trees and planting along the pedestrianised area and introducing pockets of greenspace along Commercial Street will help soften the townscape with added benefits to local biodiversity, while providing spaces for disadvantaged communities living with no gardens in the town centre.</p> <p>Market Place is the largest outdoor space in Batley Town Centre providing a potential multifunctional open space for events. However, the dominance of vehicles within the streetscape limits the appeal of the space as a destination with modern facilities and a place to dwell. Other issues include the hard landscape, lack of seating, lighting and interactive landscape features and poor-quality street furniture. This will be addressed by limiting car use through the removal of parking at Market Place and a change to the way vehicles move around the square, reducing conflicts and excessive traffic, enabling the introduction of planting, seating, space for shops to use outdoor space and water features allowing for informal play (see Figure 3).</p> <p>The Tesco Access Link (see Figure 4) will create a safe, accessible, and attractive pedestrian connection between Commercial Street and Bradford Road, linking to Tesco car park and store to aid the flow of customers and residents between the two. The connection will be defined by public realm enhancements including new paving, waymarking features, public art and planted terraces with integrated ramping. The introduction of high-quality ornamental and tree planting will provide a green access route to the town centre softening the hard townscape and improving views of the town centre from the residential area north of Bradford Road.</p> <p>The JBM Building is a Kirklees Council owned building located on Commercial Street. The building is in a poor state of repair but has significant potential, being the largest unit on Commercial Street in the heart of Batley's retail core. The proposals are to upgrade the building to a white box finish enabling it to act as a focal point in the wider Batley Masterplan development, providing potential job opportunities for local residents.</p> <p>The outputs of the scheme are shown in Table 1 with designs and a floor plan for the JBM building included as Appendix B.</p>
<p>Provide a short description of the area where the investment will take place</p>	<p>The investment will take place in the town centre of Batley, Kirklees. Figure 5 shows the extent of Batley Town Centre along with the location of the proposed investment.</p>
<p>Optional Map Upload</p>	<p>Batley Town Centre Regeneration.JPG</p>
<p>Does your bid include any transport projects?</p>	<p>No</p>
<p>Provide location information</p>	

Location 1	
Enter location postcode	WF17 5EF
Enter location grid reference	53.71390120205855, -1.632077385876992
Percentage of bid invested at the location	100%
Select the constituencies covered in the bid	
Constituency 1	
Constituency name	Batley and Spen
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	Kirklees
Sub-categories that are relevant to your investment	
Select one or more Civic regeneration sub-categories that are relevant to your investment	Civic
Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome	No other funding applications have been made for this scheme or variants there of that may impact the requirement of the LUF funding if successful.
Provide VAT number if applicable to your organisation	NA
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.	

The scheme has social outcomes at its core with the uplift brought about by this scheme helping increase the local community's pride in Batley Town Centre as a place. Kirklees as a district has a diverse community so inclusion is at the heart of what the Council does to benefit everyone's quality of life and reduce inequalities.

The town centre is currently one of the 20% most deprived areas in England with consultation outputs clearly showing that public perceptions of the town centre are poor with areas viewed as unattractive and car dominated. This is leading to greater inactivity and poorer levels of health within the deprived community who live in the town centre.

The scheme will deliver enhanced public realm, green spaces and play spaces in the town centre creating people-focused places for people of all abilities and characteristics. Furthermore, a step change in accessibility for people walking, wheeling, and cycling will be created in the town centre helping encourage active travel, therefore contributing to reducing disparities in health and wellbeing outcomes amongst all groups within and using Batley Town Centre. The expected increase in town centre footfall resulting from the scheme will help attract new businesses and local jobs that will help tackle income inequality/poverty in Batley.

Further stakeholder and public engagement above and beyond that in 2021 and 2022 will take place as the scheme develops to ensure benefits are maximised to support equality, diversity, and inclusive growth.

<p>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?</p>	<p>Yes</p>
<p>Does the support measure confer an economic advantage on one or more economic actors?</p>	<p>No</p>
<p>Provide further information supporting your answer</p>	<p>No. The support measure will not confer a benefit on certain economic actors (enterprises) over others, since the land and property which is the subject of this support measure application is wholly owned by the (local authority) applicant</p>
<p>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?</p>	<p>No</p>
<p>Provide further information supporting your answer</p>	<p>No. The support measure will not confer a benefit on certain economic actors (enterprises) over others in relation to the production of certain (goods or) services since the land and property which is the subject of this support measure application is wholly owned by the (local authority) applicant.</p>
<p>Does the support measure have the potential to cause a distortion in or harm to competition, trade, or investment?</p>	<p>Yes</p>
<p>Provide further information supporting your answer</p>	<p>Yes. Any improvements to commercial premises and its near environment have the potential to distort or harm competition, trade, or investment by simply making such commercial premises and its near environment more attractive and enticing to customers and (potential) business tenants. However, the extent of any such distortion or harm is very difficult to measure or quantify at this stage.</p>

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	Kim Leadbeater
MP's constituency	Batley and Spen
Upload pro forma 6	Appendix C - Kim Leadbeater Pro-Forma Support Letter.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?	
Has your proposal faced any opposition?	
<p>No formal opposition to the bid has been received. Kirklees Council and the MP have worked to gain general support for the proposal so far, with the MP Stakeholder event on 17th June gaining consensus to take forward the current proposal.</p> <p>However, given the nature of the scheme it is deemed likely that there is a chance of opposition as is typical for this type of scheme, most likely from driving groups and local businesses based on the Commercial Street proposals. The Commercial Street proposals have been developed to minimise the impact on businesses with most affected properties having rear service/access available minimising disruption and objection. Nevertheless, it is acknowledged that consultation will be required with businesses to fully understand their access requirements.</p> <p>The Commercial Street proposals will result in a loss of disabled and conventional parking. The disabled spaces will be relocated to other streets with close access to the town centre whilst a car park occupancy survey by Kirklees Council (presented in Appendix G) shows the average occupancy of town centre car parks is 58% (weekday) and 34% (Saturday) showing there is adequate parking elsewhere in the town centre, supporting the scheme proposals.</p> <p>Kirklees Council will aim to resolve any opposition to the proposals by actively engaging with stakeholders providing them with the opportunity to influence decision making throughout the scheme's development. A draft stakeholder engagement plan and communications plan for the scheme are included as Appendix H and Appendix I which will be updated as the scheme progresses.</p>	
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	
<p>Deprivation and Employment</p> <p>Batley Town Centre falls within the 20% most deprived areas in England. 6.1% of residents in Batley and Spen are unemployed, compared 4.5% across Kirklees and 4.6% in England (ONS, 2021). This is coupled with a lower job density in Kirklees (0.64) than the regional and England equivalents (0.79 and 0.85 respectively), indicating a lower level of jobs and demand for labour (ONS, 2020).</p> <p>Income levels are also low, with weekly average earnings in Batley £541 compared to £552 in Kirklees and £613 in England (ONS, 2021). Adding to these economic challenges, Kirklees has a workless household's proportion almost 2% higher than the national average of 13.6% (ONS, 2020).</p> <p>Education attainment levels are also a local challenge to growth with 11% of Batley's residents having no qualifications, compared to 8.2% in Kirklees and 6.4% nationally (ONS, 2020). The impact of this is illustrated through the types of local occupations; for example, the proportion of those working in professional occupations is 12.1%, 7% and 10% less than the Kirklees and England averages (ONS, 2021).</p> <p>Transport</p> <p>No restrictions on car use results in traffic congestion which has a detrimental impact on the image of Batley Town Centre whilst also affecting accessibility and the attractiveness of sustainable travel modes. Journey to work data shows the dominance of the car with 65% of commuting journeys in Kirklees made by car compared to 10% being made on foot, 8% by bus and 1% by cycle (ONS, 2014). The high car dependency is having a detrimental impact on air quality and health in Batley with 20% of residents in Batley and Spen describing their health as fair to very bad (ONS, 2014) and the</p>	

age mortality rate between Kirklees and England grew between 2015-17 and 2016-18 (ONS, 2021).

Crime

The crime rate in Batley Town Centre (per 1,000 of the population) is 157.9 (Arup, 2022), significantly higher than West Yorkshire (113) and national rate (77.6) (Statista Research Department, 2022). High crime levels result in safety fears, contributing to an unattractive town centre, impacting on businesses, house prices and footfall.

Footfall

Figure 8 shows footfall changes between 2006 and 2021 on Commercial Street and the Tesco Bridge Link highlighting a steady decline in footfall overtime.

Figure 9 shows footfall changes across all of Batley Town Centre on a Saturday, non-market day and market day. Footfall has declined in all three scenarios, most significantly on market days. Diminishing footfall contributes to the town centre decline, making it a less attractive place to work and visit.

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

Town centres across the UK have been steadily declining for reasons such as changing consumer habits to online shopping disrupting the traditional pattern of making purchases in physical stores, impacting footfall and spending, a downward trend accelerated by Covid-19. As identified in the Kirklees Local Plan, Batley Town Centre suffers from a higher-than-average proportion of empty shops and offices and poor environmental quality due to the high vehicular presence causing air and noise pollution in the town.

Consequently, Batley Town Centre is becoming unused, retail and office spaces are empty, and crime and antisocial behaviour is rising. These issues are not only a deterrent to residents and visitors, but also for attracting inward investment. This results in a cycle of decline in the town centre and the worsening of the issues stated above.

Investment is needed in Batley to stimulate regeneration, support economic diversification and revitalisation of the community through public realm improvements to enhance the town centre, increase footfall and increase residents' satisfaction. Furthermore, investment is required to improve public realm and the environment for walking and cycling to encourage people back to the town centre.

To improve engagement and consultation with local people in Kirklees, the council are using the 'Place Standard' tool which aids conversations about place with residents. The tool has been rolled out widely across Kirklees allowing residents to comment on the issues in their area and how they would like to see them resolved. A number of localised challenges have been raised by the residents of Batley and outlined in the Place Standard consultation. It was found that many issues in Batley are centered around car dominance, lack of active travel infrastructure, poor public realm and environment, and crime and safety concerns, some of which include:

- Lack of cycling facilities and poor maintenance and availability of footways and cycleways.
- Lack of pedestrian crossings.
- Poor parking and driver behaviour.
- Antisocial behaviour on streets driving high crime rates.
- Buildings and town centre spaces falling into disrepair; and,
- Limited opportunity for higher paying jobs.

Investment is therefore needed to address the issues outlined above. Market failure in Batley stems from the lack of investment from the private sector, there is currently a shortfall in any incentive for the private sector to invest in Batley Town Centre as the environment is not conducive to profitable business with the lack of footfall and unsafe and uninviting townscape. The interventions required are predominately focused on active travel schemes, public realm improvements and the reallocation of space to reduce vehicular presence which can be seen as public goods with the objective of bringing demand and vibrancy back to Batley Town Centre, improving the appeal of visiting and therefore increasing footfall. Investment from the public sector is therefore required to address the socioeconomic decline of Batley Town Centre.

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

Proposed investment.

The scheme is seeking to invest in public realm, active travel and connectivity improvements in Batley Town Centre including:

- Improved public realm to enhance the streetscape including a pedestrianised zone on Commercial Street
- A defined access route between Bradford Road and Commercial Street via Tesco providing a DDA complaint route for walking and wheeling

- A multifunctional open space for markets and events
- Amenity planting to enhance the greenery in the town centre coupled with street trees to provide shelter, shade and softening of the urban environment
- Informal play opportunities for all through interaction with reflecting pools, cascades, sculptural seating, and a play trail
- Renovation of the JBM Building providing high quality retail/employment space and a focal point within the newly pedestrianised area of the town centre

The proposed interventions will address the challenges and barriers by:

- Improving the public realm in Batley to make it an attractive destination to visit, do business and enjoy, giving it a distinct sense of place – this will increase footfall and aid the local economy by encouraging consumer spend and inward investment.
- Improving the ability to walk and cycle to and around Batley helping to reduce car dependency, improving health, air quality and accessibility for all
- Changing and better managing public spaces to help reduce crime and the fear of crime ensuring everyone can feel safe in the town centre
- Providing areas for businesses to utilise outside of their establishment and the redevelopment of the largest unit on Commercial Street which is currently vacant - this will attract new business to Batley, helping level up economic growth and productivity in Batley
- Delivering positive externalities such as the reduction in anti-social behaviour and increased employment opportunities to residential properties surrounding the scheme, having the potential to enhance wider land values
- Reducing the opportunity for anti-social driving behaviour throughout the town centre

Proposed location of the investment and why it is the preferred option.

As part of the Kirklees Local Plan, the town centres of Batley, Cleckheaton, Holmfirth and Heckmondwike were identified as the areas next in need for investment. As part of the independent Streets for People investment study undertaken by the consultants Sweco, Batley Town Centre was identified as the preferred location for investment. This outcome was identified as part of a data analysis exercise for multiple locations across Kirklees and through engagement with Council officers and ward members.

As part of the public consultation in 2021, a Common Place website was created, allowing the public to identify challenges and opportunities in Batley Town Centre on an interactive map (see Figure 10). The majority of comments received were focused on Commercial Street and Market Place informing the final location of the scheme with this location seen as significant in helping deliver the wider Batley Masterplan by acting as a catalyst for change.

Options considered.

The options considered for Commercial Street, Market Place and the Tesco Access Link are shown in Table 3-Table 5 with high-level intervention plans shown in Appendix J.

For the JBM Building, the options were more limited due to it being an existing building. Therefore, the options considered were whether the building should remain as it is, be sold or renovated by Kirklees Council.

Preferred Option

The preferred option was informed by feedback from stakeholders and the public with the decision confirmed in a workshop in June 2022 involving which Kirklees Council officers, Batley & Spen MP Kim Leadbeater, ward members and local businesses. The preferred option for the Tesco Access Link was also informed by ongoing engagement with Tesco. The preferred option for each element is below:

- Commercial Street – Option 2 was chosen as it provides a good balance of public realm improvements and pedestrianisation, making walking and cycling more attractive and safer and enhancing the bus passenger waiting environment, whilst still allowing private vehicles to access the town centre
- Market Place – A combination of all three options is preferred to incorporate the benefits of each proposal helping to create a vibrant open space which strengthens the town's identity and provides a safe place for children to play in the town centre
- Tesco Access Link – Option 2a was chosen based on the engagement with Tesco with this option providing a good balance of public realm and access improvements
- JBM Building – Due to the building's location in the proposed pedestrianised area of Commercial Street it was decided by the Council that renovating the building was the best option as the building has the potential to be a focal point in a revitalised Batley Town Centre.

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

Investing in town centres can make them more attractive, encouraging people to visit, shop and work

there, resulting in new businesses, additional jobs, less vacant spaces, higher footfall and in the long-term, increased prosperity for all (What Works Centre for Local Economic Growth, 2021).

The full Theory of Change can be found in Appendix K, which illustrates the scheme objectives, the socioeconomic context within which the scheme sits, inputs, outputs and outcomes and impacts. The Theory of Change therefore demonstrates what the scheme will deliver and the change this will stimulate, linking back to the overall objectives of the scheme and how the outputs, outcomes and impacts all align to the overall vision for Batley Town Centre, linking again to the context and socioeconomic challenges identified earlier.

However, Table 6 illustrates the intended outputs the scheme will deliver and how these will work to achieve the expected outcomes and lastly, the impacts these will both have on Batley Town Centre and the local community.

**Theory of change upload
Appendix K - Batley
Theory of Change.pptx
(optional)**

Appendix K - Batley Theory of Change.pptx

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

Public sector funding will be leveraged in the form of match funding for the project from two sources. The sources are:

- £1.5m from the Kirklees Council Small Town Centres Fund
- £1m from the West Yorkshire Combined Authority's Streets for People project.

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

Kirklees Local Plan 2013-2031

Reducing car use while encouraging active travel is a key objective of the Local Plan thereby improving local air quality and creating high-quality inclusive environments. The scheme aligns with policies related to this including the promotion of active lifestyles and better designed places and master planning with improved provision and prioritisation for pedestrians a recurring theme throughout the Local Plan. The scheme will increase footfall in Batley Town Centre and help stimulate the local economy, boosting existing businesses while helping attract new businesses to vacant buildings, such as the JBM building, thereby creating the vital and viable environments the Local Plan strives for and strengthening the role of Batley Town Centre.

Kirklees Economic Strategy 2019-2025

The scheme is aligned to Priority 5: Revitalised Centres with the long-term outcome of this priority including improving commercial space and town perceptions leading to investment and greater footfall and tackling the challenges of accessibility. The scheme helps achieve these outcomes by making the town centre more accessible for active travel by reducing the dominance of vehicles, creating spaces and places for people in their place.

This will make the town centre more attractive and increase footfall, resulting in an increased perception of the town helping attract further inward investment.

West Yorkshire Transport Strategy 2040

The strategy includes the vision to enhance business success and people's lives by providing modern, world-class, well-connected transport that makes travel around West Yorkshire easy and reliable. The scheme is aligned to the three core objectives of the Strategy. The creation of people-focused spaces in the town centre will encourage modal shift to more sustainable modes, helping reduce congestion, improve air quality, enhance the built and natural environment, and create a strong sense of place in Batley Town Centre.

WYCA Strategic Economic Framework 2020

The vision of the framework is for West Yorkshire to be seen as a successful economy, where businesses, careers and lives are supported by high-quality environments and infrastructure. The framework sets out five priorities that focus on supporting substantial economic growth in the region and closing West Yorkshire's productivity gap. Pedestrianisation, reduced car use and public realm improvements will help boost productivity and revitalise the town centre, with increased footfall retaining existing businesses and enticing new ones, increasing employment, and encouraging investment. A more attractive business environment will aid the aim to attract 30 global investors and create 1,700 jobs, whilst creating a more accessible environment. Reducing car use will help enable inclusive growth; tackle the climate emergency; and deliver 21st century transport.

Other relevant strategies

Other local strategies supported by the scheme include the West Yorkshire Climate and Environment Plan (2021) and the Leeds City Region Green and Blue Infrastructure Strategy (2018). A more attractive, safe environment for active travel will encourage modal shift from private cars, helping reduce carbon dioxide emissions whilst more trees and vegetation will help to purify air and local biodiversity.

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

The LUF scheme has a strong alignment to the main objectives in the Levelling Up White Paper. In particular through helping to boost the local economy by encouraging people back to the town centre and increasing footfall. By improving the public realm in the town centre, the scheme aims to restore local pride and create a sense of belonging (Pride in Place mission), attracting investment and jobs, leading to a boost in local productivity, employment and pay (Living Standards mission).

Firstly, the scheme will help boost the local economy through the increased footfall and street space the pedestrianisation and public realm enhancements will bring, both for existing businesses and those it will attract to vacant buildings. Secondly, it will create a more social environment around the town centre making it a place people dwell and enjoy spending time. Thirdly, the library and town hall are some of Batley's most iconic buildings and the transformation of the area outside these into an open and sociable space aims to create a sense of community and make it an area of which to be proud.

The Batley Town Centre Regeneration scheme is aligned to the Build Back Better plan which seeks to support struggling towns to regenerate, through its aims to deliver a scheme that revitalises the town centre through the removal of cars and introduction of urban realm improvements which will support Batley in becoming a desired destination for visitors, as well as for employment, helping to create a dynamic economy and address the geographical disparities that have been worsened through the pandemic.

The LUF scheme is also aligned to the Net Zero Strategy: Build Back Greener (2021), in which the UK government has made a commitment for the country to be carbon neutral by 2050. The strategy sets out commitments to increase the share of journeys taken by public transport, walking and cycling, and an aim that half of all journeys in towns and cities are cycled or walked by 2030. By limiting car use in the town centre, alongside improvements to bus priority and active travel, the scheme will aid in decarbonisation and will help to meet these commitments. A range of other government strategies will also be supported by the scheme, with the Ten Point Plan for a Green Industrial Revolution (2020), Decarbonising Transport: A Better, Greener Britain (2021), Gear Change: A Bold Vision for Cycling and Walking (2020) and Bus Back Better: National Bus Strategy for England (2021) all focusing on increasing the uptake of public transport, walking and cycling.

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

Batley Masterplan

Kirklees Council are currently developing a masterplan for Batley to create a vision for the next 10-15 years alongside a package of investment opportunities to help deliver the vision and principles of the masterplan, enhancing Batley's offer and resulting in it becoming a destination rather than a passing place.

This scheme is the first step in delivering the masterplan (see Figure 11), acting as the catalyst in the creation of a people-focused town centre, supporting the retail offer and creating an attractive place to dwell. The pedestrianisation of Commercial Street will enhance the street appeal of shops and restaurants in this location and being centered on the JBM Building, will allow the building to have greater street presence, acting as a focal point in the wider masterplan.

Dewsbury-Batley-Chidswell Sustainable Transport Corridor

The Dewsbury-Batley-Chidswell Sustainable Travel Corridor scheme is a Transforming Cities Fund (TCF) project which involves a range of proposals for walking and cycling improvements and bus priority measures between Dewsbury, Batley and Chidswell, including within Batley Town Centre (see Figure 12). The Batley Town Centre Regeneration scheme and the TCF scheme will complement one another, enabling growth by creating more opportunities for people to safely and more easily walk and cycle.

Confirm which Levelling Up White Paper Missions your project contributes to**Select Levelling Up White Paper Missions (p.120-21)**

Living Standards
Health
Wellbeing
Pride in Place
Crime

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

The improvements proposed as part of this LUF bid will result in a more attractive and appealing location for businesses to operate, increasing pay, employment, and productivity in the local area.

Health

The improvements proposed as part of this LUF bid will encourage greater levels of active travel and improve air quality in Batley Town Centre helping to increase Healthy Life Expectancy in the local area.

Wellbeing

The improvements proposed as part of this LUF bid will help create a high quality, more attractive environment in Batley Town Centre contributing to people living fulfilling, healthy and productive lives.

Pride in Place

The improvements proposed as part of this LUF bid will enhance the attractiveness and vitality of Batley Town Centre, increasing local people's satisfaction with their town centre.

Crime (The improvements proposed as part of this)

LUF bid will help alleviate neighbourhood crime and antisocial driver behaviour by creating safer spaces in Batley Town Centre for everyone to enjoy.

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

Deprivation

Batley Town Centre falls within the top 20% most deprived areas in England. The 2019 Index of Multiple Deprivation shows the town centre falls into the lowest 20% of areas for the income, employment, education, crime and living environment domain (DCLG, 2019).

Unemployment

6.1% of residents in Batley are unemployed, compared to 4.5% across Kirklees and the England average of 4.6% (ONS, 2021). This is coupled with a lower job density in Kirklees (0.64) than the regional and England equivalents (0.79 and 0.85 respectively) and Kirklees having a higher proportion of workless households (almost 2% higher) than the national average of 13.6% (ONS, 2021).

Productivity

GVA data for Kirklees and Calderdale shows the GVA per person is £19,343, below the West Yorkshire (£24,467) and England (£29,757) averages (ONS, 2021). Average weekly income levels for full time workers in Batley are £541 which is lower than the Kirklees (£552) and England (£613) averages (ONS, 2021).

Skill level

Education attainment levels in Batley are low with only 25.6% of residents in Batley achieving NVQ level 4 and above, compared to 35.3% in Kirklees and 43.1% nationally (ONS, 2021). The percentage of people with no qualifications is 11%, higher than the Kirklees (8.2%) and England (6.4%) averages.

Crime

The crime rate in Batley Town Centre (per 1,000 of the population) is 157.9 (Arup, 2022), this is significantly higher than the regional rate of West Yorkshire (113) and over double the national rate of 77.6. This high level of crime results in safety fears, contributing to an unattractive town centre, impacting on businesses, house prices and number of visitors.

Walking and cycling

2011 Census journey to work data shows high levels of car dependency in Kirklees with travel by car accounting for 65% of commuting trips. Trips by walking and cycling are shown to be significantly lower, accounting for only 10% and 1% of trips (ONS, 2014).

Health

The high car dependency is having a detrimental impact on air quality and health in Batley with 20% of residents in Batley and Spen describing their health as fair to very bad (ONS, 2014) and the age mortality rate between Kirklees and England grew between 2015-17 and 2016-18 (ONS, 2021).

Town centre footfall

Between 2006 and 2021, footfall has decreased in the town centre by 25% and by 5.2% between 2019 and 2021 according to data collected by Kirklees Council, likely to be in part due to Covid-19. Diminishing footfall contributes to making the town centre a less attractive place to work and visit, and therefore not delivering opportunities or prosperity to the people of Batley.

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

A range of sources, evidence and data are used and presented within this application which support multiple findings for different purposes. The data, surveys and evidence used and presented in this bid are largely drawn from official sources independent of and impartial to the projects to be funded.

Wherever possible official, frequently updated sources of data such as the Index of Multiple Deprivation and Office of National Statistics datasets have been used. These national datasets go through a robust checking and cleaning process, with appropriate adjustments made and analysis that includes cross-checks of findings against independent, unbiased data.

National datasets are also usually temporal, which means that any potentially erroneous data can be identified relatively easily.

We have endeavored to use the most recently published data available, accounting for more recent unpredictable changes driven by Covid-19 wherever possible. Census 2011 data has only been used where no other reliable data exists, such as for travel to work patterns, as this data remains the most comprehensive source at this point.

To understand footfall levels in Batley, footfall data collected by Kirklees Council in the town centre has been used with data available from 2006-2021 (excluding 2020 due to Covid-19). This dataset is appropriate as it provides recent data as well as a time series to understand how footfall has changed as well as being collected in locations which are to be improved as a result of the scheme such as Commercial Street and the Tesco Access Link.

The policy documents used to evidence problems and issues are those most appropriate and up to date with most being published within the last couple of years. Those dating between 2-5 years old reference relevant data and evidence as the policies and strategies within them set out visions and targets that are for current or future use.

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

The data and evidence chosen is appropriate to the area of influence of the scheme. Where possible, data regarding Batley, the Batley and Spenningsley constituency or the Middle Layer Super Output Area in which Batley Town Centre is located sits has been utilised. However, some data is unavailable below a local authority scale, such as the proportion of workless households. Where this is the case, data has been analysed and used for Kirklees, the Local Authority that Batley is located in. The exception to this is the GVA dataset which has been used with the lowest applicable scale this is available being the two local authorities of Kirklees and Calderdale and therefore there are instances where Kirklees, the Local Authority in which Batley is located, has been used instead.

At a wider geography, evidence has been derived from current local and national government strategies and plans which effectively provide context for the bid and allow for a narrative of how closely the bid aligns with and supports wider government investment programs on a national and local scale.

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

The scheme will help to address a number of issues in Batley Town Centre and Batley itself as discussed in Section 6 and 7. These benefits include greater levels of footfall and active travel, enhancements to the public realm, reductions in crime and anti-social behaviour and land value uplift for residential properties in Batley. Each of these benefits are discussed below.

Public realm enhancements

Batley Town Centre is currently dominated by cars along with hard landscape, lack of seating and lighting, interactive landscape features and an unsuitable arrangement of poor-quality street furniture creating an unattractive environment for people and businesses to prosper. The scheme will help address these issues by creating a more people focused town centre by enhancing the public realm and reducing the car dominance, benefitting the retail businesses adjacent or close by to the improvements. TfL's Valuing

Urban Realm Toolkit (VURT) has been used to quantify the impact on retail businesses with the increase in the quality of public realm forecast to have a 4.4% uplift to the ratable values of those businesses in Batley Town Centre.

Walking and cycling

Similar to the above, the high vehicular presence in the town centre and anti-social driving behaviour creates an environment which is not conducive to walking and cycling. The enhancements to public realm, partial pedestrianisation of Commercial Street and upgrade to an active travel link connecting Bradford Road and Tesco to Commercial Street will help create a more attractive environment, increasing footfall in the town centre and generally encouraging greater levels of walking and cycling. Evidence from elsewhere, as discussed in Section 7 shows such town centre improvements can result in 25-35% increases in footfall.

Crime

Crime is prevalent within Batley Town Centre with the public engagement undertaken showing this to be a key barrier to people visiting and enjoying spending time there due to safety fears. The improvements to streetscape including lighting and increased levels of activity in the town centre resulting from the scheme enabling passive surveillance will help create a safer environment, reducing levels of crime.

Wider Land Value Uplift

The unattractive nature of Batley to people and businesses is having a negative impact on land value and house prices in Batley. The regeneration brought about by the scheme will result in the value of the land use change increasing for residential properties within and surrounding the town centre. A CBRE regeneration research study in London states a 3.6% premium on land value appreciation as a result of regeneration projects in the area (CBRE, 2019). In order to be cautious and not risk overstating benefits, the impact of the Batley Town Centre Regeneration scheme on local residential properties has been limited to 0.5% per annum.

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

The Active Mode Appraisal Toolkit (AMAT) has been used, a spreadsheet-based tool published by the DfT and consistent with Her Majesty's Treasury Green Book and DfT's Transport Appraisal Guidance (TAG). To forecast the increase in walking and cycling resulting from the scheme, a TAG A5.1 compliant comparative scheme approach has been used. Living Streets' (2018) The Pedestrian Pound report provides case studies of observed uplifts in pedestrian numbers resulting from public realm enhancements. This report shows that similar schemes in Coventry, Stoke-on-Trent and Sheffield post-delivery recorded footfall uplifts of between 25% and 35%. A 25% uplift has been used to ensure the appraisal is not overly optimistic. A 20% uplift in cycling demand has been forecast as a result of the scheme.

Public realm enhancements

The Valuing Urban Realm Toolkit (VURT) has been used, a tool developed by Transport for London (TfL) to provide objective, evidence-based justifications for investment in public realm. VURT quantifies the uplift in the value of extant businesses within an area by applying an uplift to the ratable values of those businesses in proportion to the scale of the enhancement to the public realm. Based on research undertaken by TfL, a 1.22% uplift for each stepped increase in quality ascribed to the public realm enhancements is applied to the current ratable value of each retail business directly impacted by the public realm enhancements. Valuation Office Agency (VOA) data has been used to understand the current ratable value of retail businesses in Batley.

Wider Land Value Uplift

MHCLG appraisal guidance has been used with the land value uplift calculation based on findings from a CBRE regeneration research study (CBRE, 2019). This research states a 3.6% premium on land value appreciation as a result of regeneration projects in the area. In order to not risk overstating benefits, the impact of this scheme on local residential properties, is limited to 0.5%.

To calculate the current value of residential properties in Batley, Price Paid data from the HM Land Registry was collected for the preceding 12 months.

The total value of housing contained within a 500m catchment area was aggregated and using the standard assumption for the appreciation of land values of 5% per annum, in line with guidance from the MHCLG, the future uplift value of dwelling stock within the catchment calculated.

40% additionality is assumed for this benefit. This is based on:

- 0% Deadweight – as a Do Minimum scenario.
- 60% Displacement – based on Additionality guide Table 4.8 from the HCA Additionality Guide.
- 0% Substitution.

Crime reduction

As a result of the regeneration, an associated decrease in crime offences within the area is conservatively estimated to be at 5% of current rates.

The value of the reduced activity was based on Cost of Crime data from New Economy Unit Cost Data base for Greater Manchester (£1,175 per offence in 2016), escalated to 2022 prices.

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

The costs for the Commercial Street, Market Place and Tesco Access Link elements of the scheme have been prepared by Bentley Project Management with the JBM Building renovation costs prepared by Kirklees Council's in-house quantity surveyors team. All costs have been prepared using Q2 2022 prices.

These costs include:

- Construction costs – including contractor preliminaries and overhead and profits
- Professional fees
- Risk – informed by the scheme’s quantified risk register (see Appendix L)
- Inflation

The total scheme costs are summarised in Table 7, totaling. [REDACTED]

Using the total scheme base costs, these have been profiled out to create a spend profile that reflects when the scheme will be delivered, and when spending will be incurred. This is split by funding source. A discount rate of 3.5% has been applied to the profile of costs. This is a public sector discount rate which, as set out within the HM Treasury Green Book and adjusts for social time preference (defined as the value society attaches to present, as opposed to future consumption).

Optimism bias has been applied to the costs in the economic case to allow for the consistent and observed phenomena of over-optimistic cost estimation.

Risk contingencies are removed, and an optimism bias has been applied to the project of 13%.

This reflects an acceptable value for a Standard Buildings project type (see Table 1 in the Supplementary Green Book Guidance for Optimism Bias) which best describes the type of interventions being delivered as part of the scheme. The costs are discounted to estimate the net economic costs in 2022/23 values as shown in Table 8, totalling [REDACTED]

Have you estimated a Benefit Cost Ratio (BCR)?	Yes
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Estimated Benefit Cost Ratios

Initial BCR	3.1
Adjusted BCR	3.1

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

The scheme will create impact for Batley’s town centre that cannot easily be monetised but are vitally important for the centre to thrive and grow. Consultation outputs clearly show that public perception of the town centre includes views that some areas are unattractive, and car dominated. The scheme proposed in this application will directly address some of these major drawbacks of the town centre, making it more appealing and attractive by creating a people-focused place with enhanced public realm, green spaces and play spaces. The scheme will aim to change perceptions of Batley Town Centre towards a more positive sentiment for residents, businesses and visitors and their experience of Batley.

The uplift in social outcomes of delivering this scheme is key to levelling up opportunities for Batley. The improvements will ensure Batley’s town centre is characterised by accessible and high-quality environments, removing outdated and poorly maintained spaces whilst developing facilities that will support an improved sense of wellbeing, safety, and inclusivity for the whole local community.

The scheme will deliver a step change in the environment of Batley Town Centre, improving the quality and greenery of the environment and bringing new investment and opportunity to the town. This will be captured by ongoing engagement with the community to gauge levels of satisfaction.

Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid	<p>The impact of this on the BCR is shown in Table 15, indicating a BCR of 3.2 which represents a ‘high’ value for money.</p> <p>Walking and cycling benefits can be highly sensitive to forecasts and assumptions. A ‘low’ (10% uplift) and ‘high’ (35% uplift) growth scenario has been developed for the walking demand uplift to enhance the robustness of the appraisal. The results for each scenario are shown in Table 16. The ‘low’ growth scenario results in a BCR of 2.6 whilst the ‘high’ growth scenario results in a BCR of 3.4. Therefore, both scenarios, similar to the core scenario, represent a ‘high’ value for money.</p>
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Upload an Appraisal Summary Table to enable a full range of impacts to be considered

Appraisal Summary Table 1

Upload appraisal summary table	Appendix M - AST.xlsx
Confirm the total value of your bid	£14385000
Confirm the value of the capital grant you are requesting from LUF	
Value of capital grant	£12003148
Confirm the value of	£2381852

match funding secured	
Evidence of match funding (optional)	Appendix P - Match Funding Evidence.pdf
Where match funding is still to be secured, please set out details below	<p>Not Applicable. The value of the total match funding secured is £2.38m, equating to approximately 17% of the overall bid costs.</p> <p>The sources of the match funding are:</p> <ul style="list-style-type: none"> • £1.5m from the Kirklees Council Small Town Centres Fund • £0.881m from the West Yorkshire Combined Authority's Streets for People project (the original funding was £1m for the project of which some has already been spent) <p>Match funding letters outlining the funding commitments to the project within the scope of the LUF bid are included in Appendix P.</p> <p>There are no funding gaps or further work needed to secure third party funding contributions. The scheme is proposed to be delivered through a combination of LUF funding and Kirklees Council/West Yorkshire Combined Authority match funding only.</p>
Land contribution	Not Applicable
Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below	Not Applicable
Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget	<p>Commercial Street, Market Place and Tesco Access Link Bentley Project Management (8PM) have prepared the cost information contained within this submission. BPM are a private practice company of quantity surveyors and are registered by the Royal Institution of Chartered Surveyors (RICS).</p> <p>BPM are currently working on a number of complex infrastructure and public realm projects which are government funded via Levelling Up Fund, Town Deals and Transforming Cities. This gives BPM access to unprecedented levels of “live” project cost data for construction costs including oncosts such as design/project management fees, legal and third-party costs etc.</p> <p>BPM are typically required to prepare estimations of cost upon which important decisions are made in respect of affordability, viability, and value for money. Initially these estimates are based on limited design information. BPM have therefore invested in dedicated in-house resources to collate construction costs from all of the projects which they are involved in. It is from this benchmarking cost data that robust base construction costs have been prepared.</p> <p>BPM's benchmarking cost data not only allows them to prepare robust estimates of construction costs, but it also enables them to comment on:</p> <ul style="list-style-type: none"> • Current market levels of Contractor Preliminary Costs and OH&P • Fees associated with Early Contractor Involvement (ECI) • Program durations • Procurement and tendering strategies • “Sunk” costs including comment on likely expenditure prior to scheme appraisal <p>To supplement their benchmarking cost data, BPM market test key components and elements and engage and obtain quotations from specialist subcontractors in order that real-time cost advice is provided on alternative design solutions, materials, and construction methods. This has been invaluable during the current volatility being experienced by the construction industry in respect of increasing energy prices and the impact of the production of materials.</p> <p>BPM also have access to industry publications including the Building Cost Information Service (BCIS) and Spons. BPM produce construction costs in accordance with industry best practice and use recognised formats developed by National Highways, RICS etc.</p> <p>The contractors overhead and profit estimate is added to the combined total of the building works estimate and the preliminaries estimate.</p> <p>In accordance with industry best practice and specifically the RICS New Rules of Measurement (NRM), contingency allowances have been considered for the following:</p> <ul style="list-style-type: none"> • Design Development

- Construction Risks
- Employer Change Risks
- Employer Other Risks

The possible effects of future inflation have also been considered on the rates and prices over the program duration. The BCIS Tender Price Index (TPI) dated May 2022 has been used to calculate the inflation estimate of 8.4%.

Itemised cost breakdowns for the Commercial Street, Market Place and Tesco Access Link aspect of the scheme are included as Appendix Q.

JBM Building

The budget sums produced for the JBM Building works are based on similar tendered works where Kirklees Council has detailed schedules of works relating to stripping out and white boxing a retail unit in a town centre location. The costs have been priced by a contractor and a unit rate has been applied on a cost per metre square basis. The costs are included as Appendix R.

As referenced above, a quantified risk register has been produced to capture and quantify the risks of the overall scheme, including the JBM building. Inflation has been calculated at 8.4% as above.

<p>Provide information on margins and contingencies that have been allowed for and the rationale behind them</p>	<p>Commercial Street, Market Place and Tesco Access Link The project costs for these elements of the scheme include the following allowances, margins, and contingencies.</p> <p>JBM Building The projects costs for this element of the scheme include the following allowances and contingencies.</p> <p>Risk Contingencies for risks and uncertainties for all elements of the scheme have been calculated by producing a quantified risk register (see Appendix L).</p>
<p>Describe the main financial risks and how they will be mitigated</p>	<p>Table 17 shows the main financial risks for the Batley Town Centre Regeneration Scheme and how these will be mitigated.</p> <p>Further details of all the project risks can be found in the project risk register (attached in Appendix L).</p> <p>How cost overruns will be dealt with Kirklees Council, where appropriate, will commit to underwrite any increases in costs by resourcing additional monies from appropriate sources.</p>
<p>Upload risk register</p>	<p>Appendix L - Risk Register - Batley.xlsx</p>
<p>If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below</p>	<p>Not Applicable</p>
<p>What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?</p>	<p>Not Applicable</p>
<p>Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted</p>	
<p>Procurement Strategy A fundamental requirement of any procurement strategy adopted by the public sector is that it is compliant with relevant legislation and policy directives. At this stage, it is envisaged that the preferred procurement route for the scheme will be via a tender process which is compliant with the UK Procurement Regulations, the Council's Corporate Procurement Strategy and Contract Procedure Rules. This will be via the Council's electronic tendering portal (YORtender). The successful delivery of the project objectives at an outturn cost within the allocated budget will be determined by a wide range of factors which go beyond the chosen approach to the procurement strategy for the delivery of the project. Factors which will contribute to a successful outcome of delivery within budget can be grouped into the following broad categories:</p> <ul style="list-style-type: none"> • Cost Estimating • Risk Management • Project Governance • Form of Contract • Supplier Selection 	

- Performance Management
- Resource Capacity and Capability

Procurement Method

The assessment of options for procurement needs to take account of the stage which the scheme has reached and makes most effective use of invested knowledge and scheme development work to date. It also needs to take account of the availability of the skills and resources needed to deliver a successful outcome including the capability and capacity within the client organisation.

The following issues are relevant to the procurement considerations:

- Whether the estimate for the scheme implementation is over the UK Procurement threshold (£4,733,252).
- Achieving best value.
- Funding from the LUF is fixed so price certainty is critical.
- Provision needs to be made for seasonal / night-time and event related traffic embargos made on behalf of the Council.
- Minimising the impact on the travelling public during construction is a priority.

The value of the scheme will be in excess of the UK Procurement threshold and therefore the scheme will be subject to advertisement in Find a Tender Service (FTS); UK e-notification system and will need to comply with the Public Contract Regulations 2015 (as amended). All evaluation methodology will need to be aligned to procurement policy and be compliant with industry best practice.

The procurement strategy options for this project need to deliver value for money by maximising the likelihood of the project objectives being delivered in full for the lowest possible out-turn cost (and within the budget available).

Procurement Routes

Procurement covers much more than the form of contract and the procurement strategy for this scheme has been developed having considered multiple factors contained within Kirklees Council's Construction, Infrastructure and Housing Category Plan to ensure that the scheme achieves the best possible outcome for all its stakeholders. These include the following:

- Value for Money
- Program Certainty
- Quality of outcome
- Cost Predictability
- Innovation
- Added Value – including Social Value, Whole life costings, Climate Change, Small & Medium-sized Enterprises (SME's)
- Risk Management
- Early Engagement

These factors will, however, be largely dependent on the overall approach adopted on the project. Since funding is to be secured through public funds, there are various procurement options available. The following four potential procurement strategies for the detailed design and construction stage of the project have been considered:

- In-House Provision
- Traditional
- Design and Build
- Early Contractor Involvement

Kirklees Council's Contract Procedure Rules form an integral part of the constitution and can be found in an Appendix S. It covers issues such as how conflicts of interest and procurement processes are handled. Kirklees Council's Modern Slavery Strategy (2018 – 2021) can be found in an Appendix T.

A copy of the new draft Procurement Strategy is going to Cabinet in Autumn 2022.

Background, advantages, and disadvantages for each procurement approach are summarised in Table 18.

Key contracts to be procured.

The contracts to be procured for the scheme are the design and build of the Batley Town Centre Regeneration scheme.

Pre-market engagement/research activity

The procurement of services and contracts will be carried out through established and trusted frameworks. Kirklees Council has access to a number of frameworks that have been used for large capital schemes similar to the Batley Town Centre Regeneration scheme. Discussed in more detail in the next response, the YORCivil Major Works Framework is the preferred strategy for the scheme due to it being OJEU compliant, has sufficient capacity and the knowledge, skills, and experience to

deliver the desired outcomes of the scheme. Pre-market engagement will be undertaken with contractors on the framework to ensure there is interest and capacity to undertake the scheme works.

Preferred procurement route

Each procurement route was appraised to establish which offers the most viable and sustainable solution for the delivery of the scheme. Criteria used in the appraisal included program certainty, quality, cost certainty, risk transfer, scope for early engagement, staff input, flexibility, and responsibility.

ECl was identified as the preferred method for procuring the work, this is reflective of the option offering greater program and cost certainty, whilst allowing a balanced approach to risk transfer. ECl provides the best opportunity to commence liaisons with contractors to ensure constructability is robustly considered in the designs to avoid potential program delays in later stages, providing Kirklees Council with better program certainty, more flexibility in dealing with any program slippage and best value for money.

The completed infrastructure will be entirely owned by Kirklees Council and therefore at the point of completion, when the schemes are handed over to the Council, the risk and maintenance of the infrastructure will belong to Kirklees Council. There are no plans to dispose of the asset and therefore the risk and maintenance will remain the responsibility of Kirklees Council.

Social Value

In accordance with both the Council's Contract Procedure Rules and the Government's Construction Playbook, Kirklees Council is committed to maximising social value through its contracts. This scheme will be one of the highest value contracts let by the Council and therefore provides a unique opportunity to deliver value to the local communities in the vicinity.

Through the procurement of the Delivery Partner for this scheme Kirklees Council will seek to achieve evidence based Social Value benefits for local communities, based upon the National Themes, Outcomes and Measures (TOMs) as defined under the National Social Value Measurement Framework.

The scope of the Social Value to be sought through the contract will continue to be developed in liaison with Procurement and Business & Skills colleagues but will focus on ensuring the Delivery Partner provides benefits which it would not have provided otherwise. For instance, this can go beyond simply using the local supply chain (which can be beneficial for the contractor regardless), but to develop the skills of those suppliers to help them transition into regional suppliers. Likewise, contractors routinely have graduate and apprenticeship programs meaning targets related to creation of such roles can be relatively easily met, instead we will seek the creation of additional roles to be included on the delivery of the contract. This can be achieved through the specification target areas for recruitment, linked back to areas of high unemployment and/or deprivation. This will help to leave a positive legacy in the communities directly impacted by the scheme. A draft Social Value Strategy is attached to the bid (Appendix U). This document will also be ratified by Kirklees Council's Cabinet in October 2022.

Green Skills Net Zero

The West Yorkshire Combined Authority and the Leeds City Region Enterprise Partnership (the LEP) are working towards being a net zero carbon economy by 2038, and to have made significant progress by 2030. In June 2019, the Combined Authority and the LEP formally declared a climate emergency supported by a range of partners including Kirklees Council. Kirklees has also set a target of reaching net zero carbon emissions by 2038.

To meet these carbon reduction targets, Kirklees Council will need to adopt low carbon options that close the gap between its projected emissions in future and net-zero emissions. Analysis shows that Kirklees could close the gap between its projected emissions in 2050 and net-zero emissions by 47% purely through the adoption of cost-effective options in houses, public and commercial buildings, transport, and industry. The Council is committed to follow all current legislation as illustrated above, all contractors and supply chains will be vetted to ensure they are fit and proper to undertake work for the Council.

The Council is committed to follow all current legislation as illustrated above, all contractors and supply chains will be vetted to ensure they are fit and proper to undertake work for the Council within these requirements.

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

The Strategic Category Manager who will lead the e contractor and any associated requirements to ensure the procurement exercise complies with the council's contract procedure rules (see Appendix S). Contract management of the contractors and will lead by a team of internal staff including Project

Managers and Highways Engineers. The design team led by Sweco will also be involved in the procurement exercise of the contractor.

The Our Local Centres Team will provide program and project management support for this scheme, ensuring the project meets Council expectations. The team has over 15 years' experience in delivering multi-million-pound schemes supported by external funding.

Strategic Category Manager Construction and Infrastructure.

Over 10 years' experience of procuring high value construction infrastructure contracts for Kirklees Council (contracts up to £100m). He prides himself on being solution focused with a drive to ensure the procurement delivers the outcomes expected from all parties. He believes in a collaborative approach ensuring all stakeholders are engaged throughout the procurement and there are clear mechanisms within the contract for effective delivery. He is qualified to Level 6 Professional Diploma in Procurement and Supply from the Chartered Institute of Procurement and Supply.

A team has been brought together from the public and private sector to ensure the right blend of expertise.

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

The core of the project management work will be carried out by Kirklees Council with a design team from engineering consultancy Sweco already procured to assist in the production of outline designs and associated documentation up to the release of the Construction tender. Sweco has considerable experience in public realm and regeneration projects.

The main outsourcing of work will be the Construction Contract itself. Due to the scheme costs being greater than £4,733,252, the scheme will be subject to advertisement in Find a Tender Service, UK e-notification system. Several procedures processes are available including open procedure, restricted procedure including frameworks and competitive procedure with negotiation and competitive dialogue. Following the score and weighted of each process against a range of evaluation criterion, the restricted procedure was identified as the preferred procedure.

Various frameworks were considered to meet the needs of the scheme taking account of a range of measures such as the type and number of suppliers on each framework, the form of contracts available to use, the call of mechanisms, duration, and framework management arrangements. It is likely Kirklees will utilise a framework such as Yorcivils2 or YorMajor which are OJEU compliant and have contractors with sufficient capacity and knowledge, skills, and experience to deliver the outcomes of the scheme.

The Office of Government Commerce advised the public sector that the form of contract has to be selected according to the objectives of the project, aiming to satisfy the Achieving in Excellence in Construction (AEC) principles. The OGC considered that the NEC contract complies fully with the AEC principles, and they recommend its use by public sector construction procurers on their construction projects. There are 6 payment options within the NEC with the choice of options a balance between risk, apportionment of risk and certainty of cost. For this scheme, Option C (Target Contract with Activity Schedule) has been chosen. Under this option, the Contractor is paid the actual cost for the work undertaken with incentivisation via a pain/gain mechanism based on actual cost vs Target Price. This has been chosen as the preferred pricing mechanism to incentivise the Contractor to work as efficiently as possible whilst removing the need for a bill of quantities saving on preparation time for Kirklees Council and reduced tendering costs for the Contractor.

This thinking will be tested at future engagement events to ensure that the construction market is happy with this approach.

Given the use of an ECI approach the contract will include a break clause following the design phase, to allow termination of the contract if funding and/or the necessary statutory consents are not secured.

NEC contracts include a suite of optional secondary clauses. These will be determined as part of the development of Instructions to Tenderers in consultation with the Council's Legal team, Head of Procurement and Head of Highways.

The following clauses are likely to be adopted:

- X2 – Changes in the law
- X4 or X13 Parent Company Guarantee or Performance Bond
- X7 – Delay damages
- X11 – Termination by the Client
- X16 – Retention
- X18 – Limitation of Liability
- X20 – Key Performance Indicators (KPIs)
- X21 – Whole life cost

- X22 – Early Contractor involvement

KPIs will be developed as part of the process to ensure effective contract management. They will be designed to be proportionate to the scheme but robust to ensure effective delivery from the contractor.

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

To help ensure that a supplier who can deliver the contract is identified a performance bond and/or parent company guarantee will be sought. Financial checks will also be carried out by Kirklees Council during the procurement process to help ensure that the company contracted is suitable.

Kirklees Council believe that there are several suitable contractors available in the Kirklees and West Yorkshire sub region capable of doing the works. Therefore, should the contractor fail to complete the works, or fail to complete them to the required standard, it is expected that a suitable contractor to complete the works will easily be identified.

Kirklees Council's procurement and legal specialists will set out and agree the requirements in and contractual obligations with the contractor before the procurement process is complete. This will take account of the current volatility in the construction market and will be reviewed to ensure that contingency arrangements are put in place as far as practicable. The expectations of the Council's procurement and legal team from the contractor will include, at the initial stage, details on principal parties, obligations, scope, scheme timetable, payment mechanisms, quality, and security.

A clerk of works will be appointed to ensure quality of the work and will procure the works with the relevant project manager. Sweco will continue to work with the project management team to ensure the scope and design of the scheme is achievable and therefore the delivery of the scheme will be successful. Kirklees Council's project management team, advisors and contractors will meet regularly to discuss progress and risk.

Risks and issues will be fed into the Program Management Board which interfaces with the most senior officers of Kirklees Council. These interfaces are discussed later in Section 8 and shown in Figure 14.

Change management.

The need for change can arise at any stage of the project design and delivery. It is therefore important to put robust processes in place to consider manage change. The decision to change the scope of the scheme, and therefore what is being delivered, can also means contracts must be adjusted to ensure the implementation of the change. Considering how change will be handled between the council and third parties throughout the life of the project is essential to successful delivery of the project.

The decision to implement change will ultimately be taken by the council. Council officers have existing delegations commensurate with the seniority of the officer. Due to the size of the scheme, and the potential reputational and financial ramifications to the council, throughout the development of the scheme the program board and project managers will seek approvals and delegations from the Council's cabinet. Council officers can operate within existing delegations unless the scale of the change requires further approvals or delegations. Figure 13 presents a flow chart visually depicting Kirklees Council's change management process.

Ultimately the change management processes aim to protect the Council and effectively deliver the scheme. Ensuring decisions made on change are made by those with the correct delegations should ensure that the right decisions are made and those who need to be consulted with, about the change, are effectively communicated and engaged with.

The maximum delegated authority for the program manager is up to £150,000 and anything above this threshold would require approval from the program board. Should the change require a figure higher than £150,000 then the board may seek further approvals from the Council's Senior Leadership Team or Cabinet.

Each time change is initiated the change should be documented and captured. Regular reporting during the delivery of the project will also ensure that a complete picture of the delivery process is obtained by decisionmakers and those overseeing the project. This will also help mitigate risks as they are more likely to be identified and dealt with. There will be three types of regular reporting:

- Highlight Report – the Construction Project Manager will prepare a highlight report for the Client Project Manager every 4 weeks
- Dashboard Reporting – The Client Project Manager will prepare a Dashboard Report for the St Peter's Area (which this project sits within) every four weeks to the Huddersfield Blueprint Project Board
- Exception Reporting – Need to agree the appropriate tolerance levels prior to putting in place

for this. It is expected and recommend that these will be done via the Highlight Reports

Contract management

Kirklees Council's project management team will administer any contractual arrangements. The Council's procurement and legal team will expect a detailed plan before the procurement exercise is completed. The expectations of KMBC's procurement and legal team will include, at the initial stage, details on principal parties; obligations; scope; scheme timetable; payment mechanisms; quality; security and obtaining planning permission. The project management team will ensure that the contractors keep to these milestones, obligations, and scope.

If change occurs during the contractual period, the process for changing the contractual arrangements shown in Figure 13 will be used. Changes to the contractor's scope and timetabling will also be negotiated by the Council's project management team. The team have extensive experience negotiating with contractors and are expected to have the right expertise and knowledge to successfully complete the scheme.

Set out how you plan to deliver the bid

The ultimate responsibility for the delivery of the Batley Town Centre Regeneration scheme will be with Kirklees Council. The council has established a dedicated team of highly knowledgeable and experienced subject matter experts who will be supported by specialist subcontractors and subconsultants where required.

The project governance board will oversee the development of the project right through from early conception and the development of the business case through to construction and project completion. The project governance board will among others consist of:

- A dedicated project sponsor and project manager.
- A construction project manager.
- A dedicated highways project manager.
- The leader of a consultant design team whose services will be provided by Sweco.
- Internal advisors from Kirklees Council in areas such as property, legal, financial, procurement and communications.

The appointed project manager will be responsible for monitoring, reporting, and communicating the progress of the project. They will also be supported in management of the project budget and finances by in-house financial support professionals from Kirklees Council.

Other areas of the project which are crucial to successful completion, and where specific roles and responsibilities will be assigned include:

- A conservation advisor due to location of the development within a conservation area.
- An in-house project management office (PMO).
- Planning consultants to assist with the development and submission of the planning application.
- Urban design and landscaping.
- Ground investigations.

Key milestones in the project and the timeline for their completion are set out in a detailed project program (see Appendix V - Table D). Key milestones in the project which have been identified in the program are:

- Consultation with affected stakeholders and public consultation: February 2023 – March 2023
- Outline design finalised: May 2023
- Planning permission process and other technical consents such as traffic regulation orders (TROs): May 2023 – August 2023
- Tender expression of interest: January 2024 – February 2024
- Contract award: March 2024
- Demolition: April 2024 – June 2024
- Construction and project gateways: June 2024 – March 2025
- Scheme open: March 2025

In addition, a work breakdown structure for each main work activity will be developed, while a separate matrix will identify the stakeholders that will be responsible, accounted, consulted, and informed about all work activities as the project progresses.

A dedicated stakeholder management group will be established specifically for the project. This group will be responsible for the development of a detailed stakeholder management plan, and complimentary communications plan, to ensure effective consultation with all project stakeholders. This will include public consultations on the proposed development. Stakeholder engagement has already taken place to date including a public consultation to identify challenges and opportunities in Batley Town Centre in July/August 2021, a public prioritisation workshop in February 2022 and a local businesses workshop (which involved the local MP) in June 2022 (see Section 6 for further detail).

Risks to the project will be managed via processes outlined in a detailed risk management plan. This will include a 'live' risk register, the output of which will be used to determine appropriate levels of budgetary and schedule contingency at pre-tender estimate and throughout the project life cycle. The current risk register for the project is included as Appendix L.

Management of the performance of the delivery partners will be carried out by the project board. The method to be employed to ensure satisfactory performance of the main works contractor and any appointed subcontractors will include:

- Technical due diligence of the proposed detailed design to be carried out by in house engineers and technical specialists.
- The development of a quality plan to be detailed within the project execution plan.
- The agreement, use and monitoring of key performance indicators set out in the main works contract.
- The development and implementation of a benefits management plan. This will include regular reviews of the project at project gateways to ensure it is still on course to ensure the delivery of benefits set out in the business case.

In addition to planning permission for the proposed development, other consents identified as being required. Acquiring land and obtaining the other consents aforementioned will be managed by the project board with support from both in-house project team members and subconsultants where appropriate.

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

As indicated in the program (see Appendix V - Table D), bid activity that will be delivered in 2022-23 includes:

RIBA stage elements of the scheme - this will involve undertaking surveys, stakeholder and public consultation and undertaking design studies, engineering analysis and cost exercises to test the concept designs produced resulting in spatially coordinated designs aligned to the updated cost plan, project strategies and outline specification.

Risk Management: Set out your detailed risk assessment

A key element of project management is the identification and management of risks. A risk assessment workshop was undertaken for the project in June 2022 between Mott MacDonald and officers at Kirklees Council to ensure that the barriers and level of risk to delivery are identified with appropriate mitigations resulting in the production of a risk register.

The risk assessment included:

- Identifying delivery risks.
- Assessing risks by using a risk evaluation matrix to calculate risk ratings based on probability and impact.
- Addressing and responding to risks by tolerating, treating, transferring, terminating them, or taking an opportunity and then providing clear mitigation or elimination actions. Risk owners are also identified.
- Quantifying outstanding risks which cannot be eliminated using the Monte Carlo analysis and monies attributed to cover these should they occur

This process is intended to ensure that all those with a role in the delivery of this project:

- Understand the nature of the risks faced.
- Are aware of the extent of these risks.
- Identify the level of risk that is acceptable.
- Recognise ability to control and reduce risk.
- Recognise where risk cannot be controlled; and,
- Take action where possible and when it would be the best use of resources.

Key risks (and proposed mitigation) identified at this stage of scheme development for the scheme are shown in Table 19. The full risk register can be found in Appendix L.

Risk will be managed proactively throughout the development and delivery stages of the project. Remaining risks will be proactively monitored and managed throughout the delivery of the project using the working risk register. The risk register will continue to be developed and updated as the project progresses. Monthly risk reduction and opportunity meetings will be held throughout the construction phase jointly between the Designer, Contractor, and Kirklees Council core project team.

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

The core project team will be made up of Kirklees Council staff.

The officer ultimately responsible for the delivery of the scheme at Kirklees Council is the Director of

Development and Covid-19 Recovery, Joanne Bartholomew. She currently has responsibility for over 500 staff, a £20m revenue budget and a £650m capital investment program. Key responsibilities relevant to this project include:

- Development and Master Planning - Responsibility for the Blueprint for Dewsbury and Huddersfield, overseeing the implementation of our major regeneration programs as well as key initiatives such as the small centre's program and our work to progress the Station to Stadium Gateway. Strategic oversight of the remaining key regeneration projects, in particular the Cultural heart ensuring that projects are properly structured, resources are allocated, program management methodologies are being followed and that the ultimate delivery will deliver the ongoing service outcomes.

Kirklees Council has a successful track record of effectively working together to deliver public realm, streetscaping and renovating town centre building. Recent case studies are summarised below:

Huddersfield Better Connected Stations

This scheme aimed to make the area between Huddersfield's bus station and rail station safer and more accessible for pedestrians and cyclists in the town centre. The scheme involved closing St George's Street to motor vehicles (apart from access), widening footways, a new cycle track, improved crossing facilities at junctions and upgraded street lighting enabling a safer environment for pedestrians and cyclists. Public realm improvements were also delivered including the planting of trees, road resurfacing and the relocation of vehicle parking to create footway space.

The scheme was delivered in 2021 within budget, costing £1.9m and was funded as part of the West Yorkshire Combined Authority's CityConnect Program.

Dewsbury Rail Station Gateway

This scheme aimed to make Dewsbury Town Centre more connected and accessible by delivering high quality public space and enhancing the rail station forecourt. The scheme restricts the movement of motor traffic to the station entrance and enables pedestrians to move freely around the forecourt by rerouting traffic and replacing parking laybys with footways. Other improvements involved upgrading the crossing of the ring road, creating designated seating areas to allow for a social and interactive environment and creating raised wall planters to connect and define the space and offer shade and shelter as well as offering an attractive walkway to the entrance of the station.

The works began in May 2018 and were completed in February 2019 within the originally specified delivery timeframe.

Dundas Street Huddersfield

This project includes the widening of footways and a new cycle bypass to improve access to and from Huddersfield bus station to Market Street and onwards to the train station by bicycle. There will also be improvements to the public realm through the introduction of trees and additional lighting. The contractors are currently on site for this project, with an expected completion in Summer 2022.

A62 Smart Corridor

This scheme is being delivered by Kirklees Council and West Yorkshire Combined Authority through the West Yorkshire Plus Transport Fund. It aims to increase capacity along the A62 from Huddersfield to Deighton whilst building in a more sustainable transport network and modal shift from the private car. It includes introducing a cycleway with dedicated crossing facilities as well as new pedestrian crossing facilities and green infrastructure and landscaping along roadsides and on traffic islands. This project will help to improve the environment for pedestrians and cyclists along the route making it easier and safer to use and encouraging modal shift from the private car.

This project is expected to cost around £8million and be completed by December 2022.

Former Co-op building development.

The former Co-op building dates back to 1936 and is now a listed building which had been empty since 2007. The building was in poor condition, having a negative impact on Huddersfield Town Centre. Proposals for the redevelopment of the building were granted planning permission in April 2018 to renovate the building into town centre accommodation and communal facilities across 7 floors. The £10m renovation project has involved Kirklees Council investing a significant financial loan to SKA Developments to make the scheme happen to bring the long-derelict listed building back to life and will welcome its first tenants in September 2022.

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

The Chief Financial Officer (CFO) at Kirklees Council ensures that the financial affairs of legal entities and other arrangements for which the Council has responsibility are managed in a secure and effective manner in accordance with the Council's financial regulations and related policies and procedures unless otherwise agreed by the CFO.

All financial transactions of the council are maintained on the Council's Financial Management

System (FMS) unless otherwise agreed by the CFO. Transactions are recorded accurately, promptly, and fully, and as soon as reasonably practicable. All financial reporting will comply with appropriate accounting standards.

Kirklees Council has robust governance structures in place to deliver a multitude of services and capital projects. The ultimate authority is the Council and the Council's Cabinet and these bodies set the vision for the direction of Kirklees.

The board will:

- Ensure there is appropriate assurance and governance, together with making recommendations to the decision makers for project delivery.
- Ensure the aims of the projects continue to be aligned with evolving business need and the Business Cases are still valid including benefits realisation and outcomes are reviewed and reported.
- Ensure decisions are rigorous and transparent and are made within the delegated authority granted by Kirklees Council and in line with the approvals obtained from the Council's cabinet.
- Monitor, appraise, and approve the project budget, costs and investment priorities and advise and steer financial decision making as required whilst acting in the public interest, reflecting the use of taxpayer's monies.

The Council's governance structure for this scheme is shown in Figure 14.

Up until the scheme is funded, the project has been and will be managed by the Council's Town Centre Programs. Once funded, a dedicated project manager from the Council's Highways team will project manage the delivery of the capital works of the scheme with the Highways team also having a client role throughout the scheme development as they are considered the end user. The client and project manager role will be undertaken by separate individuals in the Highways team.

Given the component parts of the scheme, they will work closely with a range of officers with specialisms in the Council to ensure a coherent, successful scheme is delivered.

To ensure the scheme is supported by businesses in the town centre, - and other key stakeholders a dedicated communications office manage the public relations plan for the scheme. Communicating and engaging stakeholders is vital to the delivery of the scheme to ensure they are on board with the proposals.

To support the project managers for the project design and scope and project delivery stages, the engineering consultancy Sweco has and will continue to provide advice to Kirklees Council. This will ensure the scope and design of the scheme is achievable and therefore the delivery of the scheme will be successful. Sweco operate in the area and are considered experts in their fields by those in the industry.

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

Ongoing future operational costs for Commercial Street, Market Place and the Tesco Access Link will be covered by Kirklees Council, being incorporated within the Council's highways maintenance budgets from their completion.

For the JBM building, once renovated and let the tenant will maintain the upkeep of the interior of the property as part of a repair and maintenance agreement.

Set out proportionate plans for monitoring and evaluation

Objectives

Kirklees Council is committed to the ongoing monitoring of the impacts of the schemes to ensure that benefits are realised, impacts are identified, and unforeseen effects are understood. For this project, monitoring and evaluation arrangements will include significant reporting against the project's business plan and financial performance, as well as construction monitoring and evaluation. The design of the monitoring and evaluation approach will be proportionate to the size of the investment, the risks, and the unique features of the project.

The LUF M&E objectives for this scheme are as follows:

- Implementation of the projects and how this impacts the intended outcome.
- Outputs of delivery.
- Outcomes measuring the intermediate effects of the projects and what they achieve.
- Reporting the implementation and outputs of the intervention throughout the lifetime of the project and subsequent years after completion.

Approach

The project will be monitored throughout, following the theory of change (see Appendix K) and associated indicators. A budget for monitoring and evaluating the project has been set aside by Kirklees Council. Several data sources to feed into monitoring and evaluation activity are readily

available and some will require additional research. Using this information, the benefit of the scheme can be calculated. The specifics of the M&E plan are detailed in Table E in the Costings and Planning Workbook (see Appendix V).

Kirklees Council will oversee and monitor the project assurance and evaluation, maintaining up-to-date funding records. There will be monthly site meetings and review of any variances as part of the proposed internal monitoring approach.

In order to monitor the delivery of the project correctly, Kirklees Council proposes to:

- Create a detailed monitoring and evaluation plan, and a benefits realisation framework.
- Publish monitoring and evaluation plans on the Kirklees Council website and makes them available to the public.
- Provide progress reports on the evaluation process throughout the project lifecycle through its rigid management structures.
- Provide an initial report based on data collection annually throughout the project lifecycle.

Key metrics Inputs

Inputs measure the delivery of the project and evaluate the process of delivery. This will be measured via the two metrics below.

- Delivery of the project as intended (delivering the outputs as per the designs).
- Delivery of the scheme to cost.

Outputs

Outputs will measure the delivery of the project and what the project directly produces. These will be measured via the following indicators.

- Commercial Street to be pedestrianised between junctions with Wards Hill and Cross Street
- Enhanced bus stops
- Enhanced pedestrian link between the existing ramp on Bradford Road to the proposed ramp to commercial street
- Steps and ramped access to Tesco / Commercial Street. Opportunity for green wall/ public art mural/ attractive cladding on terraces. Integrated seating and ornamental planting
- Streetscape improvements to open up space for businesses
- Open up the frontage of the memorial park to form a continuation of Market Place
- Street-wide enhancements including planting, improved seating, social space, and areas for bars to spill into the streetscape with integrated SUDS planting
- Improved wayfinding, cultural features, and multifunctional amenity space

Outcomes

Outcomes measure the intermediate effects of the project and what the project achieves. The intended outcomes of this scheme are set out below.

- Reduced number of cars on Commercial Street
- Enhanced bus waiting facilities
- Improved pedestrian and cyclist safety
- Increased cycle use
- Greater access to and within Batley Town Centre for active modes
- Increased access to employment opportunities
- Enhanced image and perception of Batley Town Centre
- Lower crime rate Impacts

Impacts

Impacts are the primary and secondary long-term effects produced by a scheme, directly or indirectly. The impacts which will be monitored as a result of the project are set out below.

- Improved journey quality and user experience
- Reduction in casualties and accidents
- Improved physical and mental health
- Improved public health and well being
- Improved air quality in the surrounding area
- Reduction in carbon emissions produced through encouraging mode shift from private car to sustainable modes
- Reduced vacancy rates
- Increased footfall
- Widening the labour market available to the town centre and attract inward investment
- Lower unemployment
- Greater patronage of public transport

Measuring outcomes and impacts

The following data collection methods will be used to monitor the proposed outcomes and impacts including:

- Undertaking public satisfaction surveys
- Obtaining Electronic Ticketing Machine data from bus operators
- Automatic Traffic Counts

- Manual Traffic Counts
- Footfall counters
- Use of Office of National Statistics datasets such as Annual Population Survey
- Use of air quality monitoring equipment at various monitoring sites to measure levels of Nitrogen Oxides, Particulate Matter <10um and Carbon Dioxide.
- Comparison of road traffic crash incidents involving active travel users using CrashMap
- Comparison of the levels of crime before and after scheme delivery

Resourcing and reporting

Kirklees Council will oversee and monitor the project assurance and evaluation, maintaining up-to-date funding records. There will be monthly site meetings and review of any variances as part of the proposed internal monitoring approach.

To monitor the delivery of the project, Kirklees Council proposes to:

- Create a detailed monitoring and evaluation plan, and a benefits realisation framework.
- Publish monitoring and evaluation plans on the Kirklees Council website and make them available to the public.
- Provide progress reports on the evaluation process throughout the project lifecycle through its rigid management structures.
- Provide an initial report based on data collection annually throughout the project lifecycle.

Before construction begins to identify a baseline for the project, a baseline report will be produced against which the impacts can be measured. An annual monitoring report will subsequently be published throughout the lifetime of the scheme and for five years after its completion. This monitoring report will analyse the implementation, outputs, and outcome identified within this M&E plan, in addition to providing an accompanying qualitative assessment of the project.

An Evaluation Report will be published in 2030, five years following the project's completion. This will evaluate the project against impacts on the local area and will report results and recommendations of the full process.

Senior Responsible Owner Declaration	
Upload pro forma 7 Senior Responsible Owner Declaration	Appendix W SRO declaration Proforma 7 docx
Chief Finance Officer Declaration	
Upload pro forma 8 - Chief Finance Officer Declaration	Appendix X - CFO declaration Proforma 8.docx
Publishing	
URL of website where this bid will be published	www.kirklees.gov.uk

Additional attachments

Additional file attachment 1	Appendix A - Figures and Tables for the bid.docx
Additional file attachment 2	Appendix B - Batley Town Centre Regeneration Designs and Floor Plan.pdf
Additional file attachment 3	Appendix D - Batley Town Centre - Place Standard Consultation - 2021.pdf
Additional file attachment 4	Appendix E - Tesco Correspondence.pdf
Additional file attachment 5	Appendix F - Letter of Support WYCA.pdf
Additional file attachment 6	Appendix G - Car Park Occupancy Survey.pptx
Additional file attachment 7	Appendix H - Draft Public Consultation Approach.docx
Additional file attachment 8	Appendix I - Growth and Regeneration Communications Plan 2021-24.pdf
Additional file attachment 9	Appendix J - Improving Batley TC - Emerging Options. May 2022.pdf
Additional file attachment 10	Appendix N - Batley Town Centre Regeneration AMAT.xlsx
Additional file	Appendix O - Tesco Access Link AMAT.xlsx

attachment 11	
Additional file attachment 12	Appendix Q - Commercial Street, Market Place and Tesco Access Link Costs.pdf
Additional file attachment 13	Appendix T - Draft MS Strategy V0.7 2021- 2023.docx
Additional file attachment 14	Appendix U - Kirklees Social Value Policy v2-4.docx
Additional file attachment 15	Appendix V LUF_Single_Project_Costings_and_Planning_Wkbook_v2.01_Batley.xlsx 1.xlsx
Additional file attachment 16	Appendix R - JBM building costs.pdf
Additional file attachment 17	Appendix S - Contract_Procedure_Rules_Constitution-part-47.pdf