



Levelling Up Bid Fermanagh & Omagh District Council Lakelands Project



Fermanagh & Omagh
District Council
Comhairle Ceantair
Fhear Manach agus na hÓmaí

Introduction questions

What is the legal name of the lead applicant organisation?

Fermanagh & Omagh District Council

Where is your bid being delivered?

Northern Ireland

If you are a local authority, select your name from the list below

Fermanagh and Omagh

Enter the name of your bid

Lakeland

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

No

Bid manager contact details

Full name

Ian Davidson

Position

Head of Wellbeing and Culture

Telephone number

0300 303 1777

Email address

ian.davidson@fermanaghomagh.com

Postal address

2
Townhall Street
Enniskillen
Co Fermanagh
BT74 7BA

Senior Responsible Officer contact details

Full name

John Boyle

Position

Director of Community and Wellbei

Telephone number

0300 303 1777

Email address

john.boyle@fermanaghomagh.com

Chief Finance Officer contact details**Full name**

Alison McCullagh

Telephone number

0300 303 1777

Email address

alison.mccullagh@fermanaghomagh.com

Local Authority Leader contact details**Full name**

Councillor Barry McElduff

Position

Chair of Fermanagh & Omagh District Council

Telephone number

0300 303 1777

Email address

barry.mcelduff@fermanaghomagh.com

Enter the name of any consultancy companies involved in the preparation of the bid

SPACE&PLACE – Bid consultant team manager & Architecture

Grant Thornton - Economist

Wilson Brown Consulting – Bid Author/Editor

Strategic Leisure – Leisure Consultant

V4 – Consultation and OBC

CAPAXO Management – State Aid Consultant

DWF Law – State Aid Opinion

AECOM – Project Manager and Cost Consultant

Enter the total grant requested from the Levelling Up Fund

£20,000,000

What is the type of your organisation?

Local Council

Investment themes

Regeneration and town centre

49%

Cultural

49%

Transport

2%

Eligibility and gateway criteria

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

Gateway criteria: costings, planning and defrayment

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

Bid Summary

Provide bid name

Lakeland

Provide a short description of your bid

Fermanagh and Omagh District Council intend to develop a 'Leisure and Wellbeing Centre' in Enniskillen to provide a step change in sustainability, health and wellbeing provision, leisure and recreation offer, and the visitor economy.

The new development called 'Lakeland', will create a high-quality attraction for both tourists and local communities, close to Enniskillen town centre, that provides a wide range of indoor and outdoor leisure and recreation facilities, incorporating the surrounding park, waterside, and the Lough Erne. It will provide inclusive access to physical activities and contain integrated healthcare services to address local health and wellbeing inequalities. Increased visitor numbers and dwell time will grow the local economy and support town centre regeneration.

Provide a more detailed overview of your bid proposal

The existing 'Forum' facility is County Fermanagh's main leisure centre, located on the picturesque banks of the River Erne in the County Town of Enniskillen. Built in 1976, the facility has exceeded its economic life and no longer meets public needs and expectations. The building is deteriorating, becoming increasingly costly to repair, maintain, and operate, and requiring additional Council subsidy.

A project to replace the facility began in 2019, but when reviewing refurbishment and re-build options it became evident that a like-for-like replacement would not meet the future needs of residents or the Council's wider objectives.

The project was therefore amended to form part of the Council's pandemic recovery plan, responding to local health and economic challenges, and changes to how people live and work. The project area was expanded to incorporate the surrounding park, waterside, and waterway, and the following strategic objectives were agreed:

- improve the population's health and well-being;
- support the wider tourism offer;
- contribute to town centre recovery;
- provide facilities to meet demand;
- create an exemplar for sustainable development; and
- deliver a financial sustainable facility.

Lakeland Outline Business Case details the optioneering process that determined the location, scale, and environmental standard for the build and presents the strategic, economic, commercial, financial, and management cases. Extensive engagement took place to inform the proposals presented in this bid and investment in a replacement facility is strongly supported. The proposed scheme is strategically aligned, deliverable, and represents value for money with a positive Benefit Cost Ratio of 2.13.

Lakeland is designed to promote physical and mental wellbeing and offers a wide range of indoor and outdoor leisure and recreation facilities, alongside integrated health services, in a beautiful waterside setting. The facility is for residents and visitors from further afield. It will address latent demand for swimming and formal sports facilities and provide attractive new family entertainment and wet-weather activities. The development will include an Activity Life Park that will be sympathetically designed to complement and enhance the natural and historical landscape and increase biodiversity.

Lakeland's inclusive intergenerational offer will promote community engagement, physical activity, healthier lifestyles, and positive mental wellbeing. Health partners will deliver services and targeted programmes from the facility to address local health and wellbeing challenges such as hypertension, obesity, and poor mental health.

Designed to Passivhaus standards and promoted as an exemplar for sustainable development, this landmark facility will be a point of civic pride. The development is a bold statement in advancing the Council's regeneration and sustainability ambitions, whilst reducing the operating subsidy of its leisure provision.

As a high-quality visitor destination, Lakeland will attract high visitor numbers (over 500,000 by the third year of operation) and increase dwell time in the area,

positively contributing to place-shaping, town centre regeneration, and the local tourism offer. New cycling and walking routes will improve its connection to the town centre, facilitating movement between destinations and encouraging local spend. The Lakeland will help 'Level Up' the health, social, environmental and economic wellbeing of the residents and businesses of the area

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

The Lakeland development is located on the picturesque banks of the River Erne at Broadmeadow in Enniskillen, close to Enniskillen Castle, within the constituency of Fermanagh and South Tyrone.

Enniskillen is the County Town of Fermanagh, in the centre of the county, uniquely located on a natural island which separates the upper and lower sections of the Lough Erne. The Lough Erne is a scenic waterway and a popular destination for angling and water sports. The Lough fuels the area's tourism offer and adds to the unique character of Enniskillen; moorings just outside the town centre create a continental feel. The stretch of water alongside the Broadmeadow, where the Lakeland development is located, has hosted the World Water Ski Championships and a pro-wakeboard competition.

Enniskillen is the largest settlement in this predominantly rural county and is a lively hub of activities, events, and attractions as well as a retail centre for the county and beyond. The District Electoral Area population is 18,310. Lakeland has been designed to be a flagship facility that will meet the tourism, leisure, health, and wellbeing aspirations for Enniskillen and the wider district. The District of Fermanagh and Omagh is the largest district in Northern Ireland but has the smallest population (117,337 in 2020). It is a place of outstanding natural beauty, with a unique mix of tranquil lakes, heather-clad mountains, ancient boglands, forest parks, historic towns and villages, and a rich cultural heritage. However, despite its wealth of environmental assets and strategic location Enniskillen and the wider district are not achieving their full potential as a tourism destination.

Enniskillen is in the most deprived 10% of wards across Northern Ireland and categorised as a 'Neighbourhood Renewal Area'. Further, Multiple Deprivation data for Super Output Areas (SOA) in Northern Ireland identifies Devenish (the location of Lakeland) as the most deprived area in Fermanagh and Omagh and the 44th (out of 890) most deprived SOA in Northern Ireland. Deprivation is an issue that cuts across health and wellbeing, with lower health and wellbeing outcomes experienced by those living in deprived areas. 5% of Enniskillen's population were recorded as in bad and very bad health. Hypertension, obesity, and mental health issues are common. 24% of Enniskillen residents do not undertake any exercise in a week, compared to 12% of residents in Omagh and 19% in the whole Council area.

The location and analytical maps in the RIBA Stage 1 report shows how the Lakeland development maximises its prime riverside location to attract residents and tourists, offering a range of informal and formal leisure and wellbeing activities set in a high-quality natural environment close to the town centre. Active travel links will facilitate movement between the new development and the town. The new development will transform the existing unfit-for-purpose Forum, a 46- year-old uneconomical leisure facility, into a modern health and leisure complex that promotes public wellbeing, makes a significant contribution to Carbon net-zero targets and attracts families, older people, and tourists from the local area and beyond.

Does your bid include any transport projects?

Yes

Provide a short description of the transport project

Fermanagh and Omagh District Council's Lakeland project is principally a cultural and regeneration project, with most of the capital expenditure being allocated to these two themes, however there is an element of active transport infrastructure which will be developed as part of the overall masterplan project. The site, Broadmeadow, currently uses a very unresolved and unsafe entry and egress point for all cars, pedestrians, cyclists, school coaches and public buses. In developing the Lakeland project, FODC will rationalise this part of the site to improve safety, improve access, and encourage active travel through improved and safer walking and cycling routes.

The connectivity between the Broadmeadow site and the town centre is currently poor and whilst it is not the intention, at this time, to fund and improve every current connectivity challenge outside the developable site boundary, the redeveloped masterplan will act as a catalyst to ensuring enhanced and improved connectivity in the future. Wayfinding and clearer routes will be established to improve visibility of the new Lakeland development, increasing footfall.

It has been established through the robust cost plan exercise that the amount of expenditure on active travel will be 2% of the overall project budget. Whilst this 2% project budget will be mainly spent on defined improvements to both cycle infrastructure and walking connectivity to the town centre, it is also the intention that improvements to the wider walking and waterway network, between the island

of Enniskillen and the river Erne, will be significantly enhanced to enable Lakeland's surrounding infrastructure and amenity to become a destination in itself, to promote longer dwell times, and increase footfall and hence increase secondary spend on food and beverage.

Active design elements within the Life Park will also encourage activity and community engagement.

High-capacity electric vehicle charging points and cycle storage will be provided to excellent standards with consideration of encouraging adoption and better use.

Provide location information

Location 1

Enter location postcode

BT74 7EF

Enter location grid reference

Uk Grid Coordinates 033407,508839 UK Grid Reference NV 033407 08839 World Coordinates are 54.342852, -7.6433116 GIS file of location also provided.

Percentage of bid invested at the location

100%

Select the constituencies covered in the bid

Constituency 1

Constituency name

Fermanagh and South Tyrone

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

Fermanagh and Omagh

Estimate the percentage of the bid invested in this local authority

100%

Sub-categories that are relevant to your investment

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

Commercial

Civic

Other Regeneration

Describe other regeneration sub-category

Place Shaping

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

Arts and Culture

Visitor Economy

Sports and athletics facilities

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

Active Travel

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

Fermanagh & Omagh District Council have not applied to any other funding schemes for this bid.

Provide VAT number if applicable to your organisation

GB 203002687

Equalities

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 bid will see a 46-year-old leisure centre replaced, not on a like for like basis but as a contemporary Leisure and Wellbeing Centre and active Life Park in an area of high deprivation in Enniskillen, Co Fermanagh, Northern Ireland. 'Lakeland' will deliver affordable, accessible and inclusive services with targeted health care support for residents of the district and year round family friendly activities for visitors to the area.

The Public Sector Equality Duty 2010 does not apply to Northern Ireland, however Fermanagh and Omagh District Council will ensure compliance with Section 75 of the Northern Ireland Act 1998. The equality impacts of the proposal in relation to all nine Section 75 Categories in terms of equality impacts have been considered throughout the development of the project.

Disability

Impact: Positive

- Statistics demonstrate that within the Fermanagh and Omagh District, 20.75% of the population identifies as having a long-term health problem or disability that limits their day-to-day activities.
- In 2016, there were 14,250 individuals who were in receipt of 'Disability living Allowance'.
- The two most common health issues are hypertension and obesity – affecting 141 and 124 (respectively) patients out of every 1,000 patients receiving treatment from their G.P.
- Childhood obesity is estimated at 6% for P1 children, rising to 8% for P7 children.

Lakeland will put accessibility for all is at the heart of design and on completion will deliver targeted interventions with health partners to address local health inequalities. Fermanagh and Omagh District Council were accepted as a member of WHO's Global Network of Age-friendly Cities and Communities (GNAFCC) in September 2019 and are committed to making services and facilities 'age friendly' so that that older people lead more independent, engaged, and socially connected lives.

Race

Impact: Positive

- Within the Fermanagh and Omagh District, 99.16% of the local population identifies as 'White'.
- 0.84% of the local population identifies as 'Other'.
- The district is becoming more diverse, with approximately 4.5% of the local population being born outside of the UK and Ireland.
- The number of people whose first language is not English is increasing. For example, the 2011 Census estimated 3,184 residents had a first language other than English. Since then, this number has increased to 4,790 based on figures released as part of the EU Settlement Scheme in 2021.

Lakeland will ensure multi-lingual signage is available and cultural sensitivities are accommodated. Staff training and programming will be undertaken to ensure new communities are included and welcomed.

Gender

Impact Positive

As of 30 June 2020, the estimated population of Fermanagh and Omagh District was 117,337, of which:

- 58,849 (50.2%) were male; and
- 58,488 (49.8%) were female

Females and girls are unrepresented in leisure and sport. Women's only programmes will be developed to reduce barriers to female participation. Targeted GP referral programmes for males will be developed to address lower life expectancy in the Enniskillen area.

Sexual Orientation

Impact Neutral

The most recently published statistics (2016) from the Office of National Statistics demonstrates that approximately 1.7% of the Northern Ireland population identifies as either 'Lesbian, Gay or Bi-sexual'.

There are no localised statistics published in terms of Sexual Orientation.

Lakeland will be a welcoming and inclusive facility for all.

Marital status

Impact Neutral

The Marital Status statistics for the district;

- Divorced 4.04 %
- Single 35.76 %

- Married 50.14 %
- Separated 3.23 %
- Widowed 6.78%
- Same-sex Civil Partnership 0.05 %

The Lakeland development will accommodate a wide range of users. Services and facilities will be applied fairly and consistently for everyone.

Dependency

Impact Positive

Adult

- Within the Fermanagh and Omagh District, 11.02% of the population identified as providing unpaid care to a family, friend or neighbour.

Children

- Families in households with no dependent children: 14,962 families.
- Families in households with one dependent child: 5,571 families.
- Families in households with two dependent children: 5,068 families.
- Families in households with three or more dependent children: 3,871 families.

The current dominant mosaic segments highlight that current users are predominately 56-65 years and 65 years +. Lakeland will be developed with a family focus to increase usage of this target segment by providing family tickets and memberships, junior gym opportunities and free to use facilities including the active park. Concessions for carers, students, low income and older people will form part of the business model.

Religious Belief

Impact Positive

The most up-to-date population statistics indicate that the profile of the district is:

- 64.23% identifying as 'Roman Catholic'.
- 33.08% identifying as 'Protestant or other Christian' religion.
- 2.69% identified as 'No Religion/Other'.

Lakeland will promote good relations between persons of different religious belief, political opinion or racial group. The Council promote good relations by promoting cultural diversity and respect for all cultural identities.

Political Opinion

Impact Neutral

The district profile

- 35% identify as predominantly Unionist.
- 62.5% identify as predominantly Nationalist.
- 2.5% identify as predominantly 'Other/None'

Council leisure facilities will also attract a broad range of users from outside the district when they are visiting.

Strategic Fit

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

The proposal has been developed through extensive engagement that commenced in 2019. The stakeholders include elected Council Members, Members of Parliament, Members of the Legislative Assembly of devolved Northern Ireland Assembly (MLAs), FODC residents, facility users, non-users, sporting organisations and their governing bodies, community groups, schools, business representatives, transport providers, Western Health and Social Care Trust (WHSCT) and Public Health Agency (PHA) Tourism Northern Ireland (TNI), Waterways Ireland (WI), Enniskillen Business Improvement District and Fermanagh Lakeland Tourism.

Consultation was undertaken using a range of platforms, online using Teams, Zoom and Webex and in person 1:1 meetings, focus groups, stakeholder workshops, staff meetings and public surveys.

The key findings

include; Lakeland

Consultation:

- 817 respondents.
- 85% were regular users
- 89% use the facility to improve health and wellbeing
- 88% said the current location is ideal
- Well-being benefits of waterside location were noted.
- 65% felt the existing facility was below average
- 88% supported further investment
- Advocated broadening the range of facilities and activities offered

Lakeland Outline Business Case:

- Forum user survey demonstrated strong support for: more swimming lessons; better facilities for families to enjoy water space dedicated for fun and water confidence; increased and more diverse group exercise options; more fun and free-to-use facilities outdoors; better facilities for people with disabilities; and improved connection with and access to the Lough Erne.
- WHSCT and PHA are keen to collaborate to address health inequalities and expand existing intervention programmes.
- The Disability Advisory Group has input to ensure access for all.
- Strong support from sports organisations and clubs keen to see improved indoor and outdoor facilities

'Active Together' Leisure Strategy:

- 718 responses.
- 91% agreed with providing a range of activities within accessible, inclusive, and sustainable Council facilities.
- 89% agreed with maximising the potential of existing natural access to encourage greater uptake of outdoor leisure.
- 92% agreed with collaborating with health partners to promote activity programmes.
- Strong support for investment in Lakeland, particularly development and promotion of blueways and greenways.

The Enniskillen Place Shaping Plan:

- The Lough Erne waterside location is underutilised.
- Highest priority for growth are enhancing local services and facilities.
- Most important town centre interventions are enhancing access to the waterfront and reducing traffic
- More outdoor/meeting places and water-based activities for young people are needed.
- The Forum location evokes a sense of civic pride and is favoured for its proximity to the town, public transport links, and natural beauty.

The Visitor Experience Development Plan. Lakeland will:

- generate significant positive economic benefits to the visitor economy.
- enhance the visitor experience
- better serve the local and host communities.
- fit with target segments
- promote sustainable redevelopment.

contains letters of support and intent. Stakeholder engagement is ongoing to ensure integrated sustainable development that maximises positive health, wellbeing, community ownership, tourism, and prosperity outcomes.

Has your proposal faced any opposition?

No, the Lakeland development has not faced any opposition. There are no controversial aspects to this proposal. It is welcomed by the community and

stakeholders and is embedded within and aligns with the Council's plans and strategies.

The values, vision, and design of Lakeland has been developed through extensive engagement and input from a wide range of stakeholders. No opposition to the plans has been raised.

Early engagement with the Local Planning Authority and other statutory agencies was positive and has informed the location, scaling, and massing of the development, with particular reference to the historic elements of the site, such as Enniskillen Castle.

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

No

Which parts of the project do you not have statutory responsibility for?

The Department for Infrastructure have statutory responsibility for the following elements of the Lakeland proposal

- Sustainable transport policies, primarily focused on cycling and walking
- Roads policies and legislation
- Active Travel

Who is the relevant responsible authority?

Department for Infrastructure

Support/consent of the relevant responsible authority

Do you have the support/consent of the relevant responsible authority?

Yes

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

Enniskillen and the district of Fermanagh and Omagh face a number of challenges:

Health and Wellbeing

- Enniskillen is in the most deprived 10% of wards across Northern Ireland (NI).
- Devenish (where Lakeland is located) is the most deprived area in Fermanagh and Omagh and the 44th (out of 890) most deprived SOA in NI[1].
- 15% of Fermanagh & Omagh's residents have income below 60% of the NI median, the third highest proportion among NI's councils[2].
- Enniskillen has above average hospital admission and prescription rates, including for alcohol, drugs, mood, and anxiety problems.
- Hypertension, obesity, and mental health issues are common.
- Childhood obesity is high: estimated at 6% for Primary 1 children), rising to 8% for Primary 7 children.
- Life expectancy in Fermanagh and Omagh District's most deprived areas is 2.6 years lower for males and 2.5 years lower for females [3].
- 32.37% of Enniskillen's population have a limiting long-term illness, higher than the district and NI average at 30.4% and 31.43% respectively.
- The Council and health partners want to integrate leisure, health, and wellbeing services to address health and wellbeing issues, but the existing building does not allow this

Sport and Recreation

- 24% of Enniskillen residents do not do at least 30 minutes of physical exercise on any day of the week (compared to 12% of residents in Omagh and 19% in the whole Council area) [4].
- Older than average population in Enniskillen 19% of residents are aged 65 years plus
- The 4Global Latent Demand Report and the public and user consultations show there is demand for a wider range of leisure and recreational offers and increasing provision for activities to be provided. The 2019 Consultation on the DRAFT 'ACTIVE TOGETHER' strategy through extensive FODC online surveys, and one to one consultation with Schools, Clubs, National Governing bodies of sport and user groups. The feedback from that consultation and other consultations with Local Business and Tourism groups can be found in the OBC.

Sustainable Development

- At 46 years old, the facility has exceeded its operational life. Its condition will continue to deteriorate.
- The Council need to meet key targets in its Climate Change and Sustainable Action Plan 2021-2024, "Restore Revive Thrive – Our Environment" to ensure Net Zero emission from Council facilities by 2036 and a Net Zero District by 2042

Local and Visitor Economy

- Fermanagh and Omagh district accounts for only 10% of domestic overnight trips (the Causeway Coast and Glens accounts for 28%).
- 2019 tourism data from NISRA (the most recent data available) shows that 3.03 nights on average were spent in NI by visitors to the country with 2.9 nights spent in the Fermanagh and Omagh District.
- There is no connectivity with the waterway or the town centre

The proposal creates a sustainable leisure offer that enhances indoor and outdoor recreation space to meet the needs of residents and visitors. Lakeland will provide an inclusive and intergenerational offer and contain integrated healthcare services to help address local health and wellbeing inequalities. By linking the waterways and the town centre, the development enhances the areas tourism offer increasing visitor numbers and dwell time, which will support economic growth and the regeneration of Enniskillen.

[1] Multiple Deprivation data for Super Output Areas (SOA) in Northern Ireland

[2] The Northern Ireland Multiple Deprivation Measure 2017

[3] NI Department of Health's Health Inequalities Annual Report 2020

[4] Fermanagh & Omagh District Council's Resident Survey 2021

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

Public provision of leisure and wellbeing facilities fulfils a vital public service that the free market is not incentivised to deliver. Affordable leisure and wellbeing opportunities are underprovided without government intervention due to the following market failures:

1. Positive externalities from sport, leisure, wellbeing and tourism related activities. There are numerous social and economic benefits from physical activity such as physical and mental wellbeing, individual development, and social, community and economic development [1]. These benefits are not taken into account as part of the investment decision making process by private sector companies. In Enniskillen this is particularly important as the proposed development is situated in an area of high deprivation, where people typically participate less in sport and leisure. Multiple Deprivation data for Super Output Areas (SOA) in Northern Ireland identifies Devenish (the location of Lakeland) as the most deprived area in Fermanagh and Omagh and the 44th (out of 890) most deprived SOA in Northern Ireland[2]. A modern, fit for purpose leisure and wellbeing centre that is integrated into a wider visitor economy offer and co-located with health provision would support in attracting and enabling more people to be active more often, thus improving health and wellbeing. Fermanagh & Omagh District Council's Resident Survey 2021 identifies that 24% of Enniskillen residents do not undertake any

exercise in a week, compared to 12% of residents in Omagh and 19% in the whole Council area. This highlights the significance of Lakeland, as an intervention, as a priority.

2. Merit good – linked to this, leisure and wellbeing services can often be viewed as a merit good, where the positive benefits are not fully recognised or appreciated leading to under-consumption by residents and under-provision by the market. This point is given further weight when considering the Lakeland location near both the Castle and the town and the quality of the wider natural environment. A suite of assets that together will provide a much broader offering to residents and visitors alike.

3. Equity – private provision of leisure and wellbeing services also has limited or no emphasis on meeting the specific needs of local communities and increasing national participation levels as well as supporting key demographics. Alongside this private provision gives limited consideration to ensuring a geographic distribution of facilities. This is of particular importance given that Lakeland will serve a population which is largely dispersed across rural areas.

Providing wider accessible opportunities for local communities to undertake sport and physical activity and to engage in outdoor leisure and the wider natural environment also plays a vital role in community life and in particular enabling lower socio-economic groups to access provision that they would otherwise be priced out of. As part of this, the provision of swimming pools, a facility that is generally underprovided by the private sector is of particular importance. Data from Sport England shows that swimming is the single most frequent activity that people take part in – 42% of all visits – a fact that is given further weight when considering that nearly two-thirds (61%) of visits by non-members to leisure centres are to swim, highlighting that this is one of the easiest options for getting people active.

[1] See <https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/2020-10/Active%20Lives%20Adult%20May%2019-20%20Report.pdf?VersionId=AYzBswpBmlh9cNcH8TFctPI38v4Ok2JD>

[2] <https://www.nisra.gov.uk/sites/nisra.gov.uk/files/publications/DeprivationLGD.pdf>

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

Investment in Lakeland will create a high-quality destination that provides an inclusive, intergenerational physical activity offer with a wide range of free and paid indoor and outdoor leisure and recreation.

The stunning lough side, town centre location is unique and allows the Council to enhance the surrounding park, the waterside and waterways to improve the attractiveness whilst protecting the biodiversity of the area.

The scheme includes improved cycle and pedestrian routes to the town centre, promoting active travel and facilitating movement between visitor destinations. The development will address issues associated with the age, condition, and inadequacy of the existing facilities, as well as its escalating operational costs and poor environmental performance. The older facility no longer meets the needs and expectations of the community that it serves, and it cannot be easily modified.

Lakeland has been designed to maximise its impact and address local challenges.

Health and Wellbeing

To support the improvement of the local population's health and wellbeing through increased involvement in healthy physical activity, sport, and community engagement

- More attractive, accessible, and affordable facilities, including free of charge provisions, to encourage use by target and under-represented demographics.
- Enhancing a leisure and recreation offer allowing healthcare services to be integrated into the facility to help address the area's health and wellbeing challenges.
- Integrating the approach to addressing health and wellbeing inequalities; Co-locating leisure, healthcare, and wellbeing services to deliver the aspirations of The Western Health and Social Care Trust Pathfinder Project.
- Increased provision to allow more people to lead healthier lifestyles.
- Collaboration and co-operation with local health providers, education, and the third sector to provide specific health improvement programmes.

Sport and Recreation

To provide fit-for-purpose indoor leisure facilities/outdoor recreation opportunities that will meet existing and future needs and create a financially sustainable range of indoor, outdoor, water based, paid, and free to use facilities

- Increasing swimming provision to meet latent demand.
- Increasing and adding flexibility to indoor dry-side provision to allow for a more varied programme of activities (e.g., gym and group exercise).
- Enhancing outdoor sport provision through appropriate pitches and recreation opportunities
- Creating opportunities for water-based sports
- Developing facilities for an older population participation

Sustainable Development

To create a facility that is driven by the pillars of sustainable development.

- Creating a facility that meets or exceeds the NI standards for the carbon impact to be an exemplar for sustainable and environmental development
- Minimise the carbon impact of construction and the energy and emissions when in use.
- Creating an innovative Passivhaus Wellbeing Centre to reduce carbon emissions by 70%

- Contributing towards the Council's 2036 net zero carbon target.
- Maintaining and enhancing the biodiversity of the site

Local and Visitor Economy

To create a 'destination' that will support the wider tourism offering and contribute to the town centre recovery

- Attracting visitors through providing leisure, outdoor and wet-weather opportunities,
- Increasing visitors to the area and increasing dwell time
- Grow the local economy, regenerate the town centre, and enhance Enniskillen's tourism offer.
- Creating an activity park that complements and enhances the wider visitor offer
- Acting as a catalyst for further investment, town centre recovery, and resilience.
- Delivering a high-quality and attractive weather proof, year round indoor and an outdoor 'destination' and amenities for tourists from a wide catchment area.
- Improving active travel routes between the town centre and the waterways, facilitating movement between destinations.

The Outline Business Case outlines, in detail, the optioneering process that led to the preferred solution. All options considered cost less than "the do minimum/ Status quo".

The site location was determined by assessing options against weighted criteria including the strategic objectives, deliverability, and ability to meet future needs and accessibility/inclusivity.

A replacement facility on the current site produced the highest overall score. It scored the best for 'creating a destination', 'ability to facilitate an activity park', and 'planning complexity/heritage policy'.

Two further areas were assessed: 1) the sustainability options (BREEAM Very Good, BREEAM Excellent or Passivhaus) and the scale of the accommodation (6- or 8-lane pool or a 6- or 8-court sports hall).

Passivhaus had the lowest Net Present Cost across all options as the whole-life savings in utility costs outweigh the additional up front capital costs.

The 8-court options were discounted due to cost, site constraints, and demand analysis, but the final decision for the size of the swimming pool will be made at Full Business Case stage.

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

Fermanagh and Omagh District Council's logic is simple. They want to use the opportunity presented by the need to redevelop a popular, but dated, leisure centre to create a step change in Enniskillen's:

- Health and wellbeing provision,
- Leisure and recreation offer
- Sustainability
- Visitor economy

To show how this will be achieved an overarching theory of change has been developed and is visualised with the following text providing an explanation of the causal linkages between activities, outputs, outcomes and impacts.

Activities to outputs

The scale and nature of the investment will enable the creation of a leisure and wellbeing centre which creates linkages and connections that will deliver a significant number of outputs and outcomes that extend far beyond the boundary of the new facility. The outputs are summarized in the table below

Activity: Leisure and Wellbeing Centre and Life park

Outputs: New sports centre space, New watersport and recreation facilities, New healthcare space, New community space, Improvements to the public realm, Additional participation in physical activity, Construction jobs supported, Operational jobs safeguarded, Amenities for tourists and visitors (café, restrooms, recreation facilities), Proportion of users from deprived areas, Number for whom cost is not a barrier for participation, Number referred via GP referral scheme, Proportion of users with a disability and satisfaction with facilities, Proportion of young people using facilities, Proportion of low wage concessions, Number of targeted intervention programmes, Number of partnerships with the Health Trust and the Public Health Authority

Theory of change: A new state of the art facility that is focused on leisure and wellbeing will not only provide the range of services and facilities available at a traditional leisure centre but will offer a more extensive and broader offer providing space for healthcare provision and wider community space. The new centre will also deliver wider improvements to the public realm.

Together this co-located suite of facilities will enable greater levels of participation amongst local residents particularly a number of disadvantaged groups. Participation will also be boosted through the range of different programmes (many of which can be cross service eg social prescribing) that will be delivered.

The scale of the capital programme will also support a number of construction jobs and their associated supply chains. Public sector control over delivery will also enable procurement processes to maximise the social value benefits. Linked to this

the repairs and maintenance costs for the existing building are also becoming uneconomical with the risk that a prominent and well-used facility would ultimately

fall into disuse.

The scale of investment will also provide a catalyst for further investment in the area – particularly in complementary facilities that will further support and enhance the leisure and tourism offer.

The operation of the new facility will also safeguard employment opportunities that currently exist within the existing centre.

The provision of wider amenities and facilities for the community, visitors and tourists (eg water sports) alongside indoor facilities will enhance the tourism offer of Enniskillen enabling more activities and improving levels of satisfaction. Indoor provision will also help to extend the visitor season.

Activity: Physical and operational linkages and tourism offer

Outputs: Additional people participating in physical activity, Improved public amenities, Co-located, multi-agency services delivered, Jobs created

Theory of change: The leisure and wellbeing centre will be connected physically and operationally to a far broader suite of leisure and recreation offers across Enniskillen. This broader offering will increase the number of people participating in physical activity both within the local area and further afield as the scale of the offer will attract people into the area. Together this activity will deliver improvements to a broader range of public amenities and enable public services from such as leisure, environment and tourism to be coordinated, maximising the value of public sector investment. As Enniskillen attracts more people in its visitor economy will be strengthened which in turn will help create jobs

Activity: Creation of active travel routes

Outputs: New or improved cycleways, New or improved pedestrian paths, Reduced CO2 emissions

Theory of change: Through a desire to create better physical linkages between Lakeland and the wider provision across Enniskillen a number of pedestrian and cycleways will be improved or created. This in turn will help reduce CO2 emissions as there will be less reliance on car as the primary means of travel.

Activity: New partnerships with community health and wellbeing

Outputs: New healthcare space created, Additional people participating in physical activity

Theory of change: The collocation of services makes it easier for people to engage, but more significantly it provides the opportunity to link services together for example social prescribing particular physical activities as means of tackling specific health conditions (physical and mental)

Activity: Co-location of services

Outputs: New healthcare space created, New community space created

Theory of change: The creation of a dedicated centre will enable more local people to access services and support the cross referral between services eg social prescribing

Activity: Creation of a neighbourhood hub

Outputs: New community space created, Volunteering opportunities supported

Theory of change: The creation of a 'central' hub for the community to engage with will create ownership and also improve the perception of public services, increasing satisfaction

Activity: Building to Passivhaus standards and certification

Outputs: Reduced energy costs and emissions

Theory of change: The design of the building to Passivhaus standards will reduce CO2 emissions to net zero.

Outputs to outcomes and impacts

Together this suite of outputs and the associated theory of change will lead to five important groups of outcomes and impacts:

1. By more people engaging with physical activity and being encouraged and motivated to engage (through social prescribing) and by making it more appealing and easier to participate (either indoor at Lakeland or across the wider outdoor facilities) there will be a significant number of health and wellbeing benefits for the local community. This will help reduce pressure on the NHS, create more positive health outcomes and helps more people to lead happy and fulfilling lives. These benefits will be maximised through the colocation of services (which is particularly important in areas of higher deprivation where a lack of access to services can be a significant determinant), the delivery of preventative activity and through specific activities that target local health and care priorities (with leisure surveys acting as a key delivery partner). Together this will help significantly narrow health inequalities within a place

2. In creating an effective active wellbeing service, it will be vital that provision is not limited to physical assets and facilities. To be truly effective the service will need to play a key role in creating active environments within a place. Therefore, by joining up leisure and recreation activities both within the Lakeland Centre and outside FODC will create a scale of offer that will not only significantly boost usage amongst local residents but will encourage and attract wider visitors. This will not only contribute positively to the delivery of health and wellbeing benefits but it will improve services delivery more generally, contribute positively to the perception of

Enniskillen as a place and with it boost the area's institutional and social capital.

3. By building to Passivhaus standards, Lakeland will deliver a step change in emissions and in turn air quality and the reduction of greenhouse gases. It will be an exemplar for the UK. Estimates suggest that leisure assets currently account for between 10% to 40% of a local authority's direct carbon emissions[1]. Lakeland therefore has the potential to make a notable contribution to the achievement of local sustainability targets and in doing that makes a positive contribution at the Northern Ireland level.

4. The scale of the offer and its coordination across Enniskillen (and the range of other visitor attractions) create real potential to significantly enhance the visitor experience. This is something that will not only increase the number of visitors to Enniskillen and their dwell time but it will change the consumer spending which in turn will support the local visitor economy which in turn will help support local jobs and business and also contribute positively to the perception of and pride in Enniskillen as more people and more spend create a more vibrant and dynamic place.

5. Recent work by the Town and Country Planning Association on "20-Minute Neighbourhoods"[2] and how to create "healthier, active, prosperous communities" sees "community health and wellbeing facilities" as a core feature of the 20-Minute neighbourhood where the objective is to create "places that include most the things that most people need for their everyday lives within a short and pleasant walk or cycle ride". It is an approach that is seen to deliver a range of economic, environmental, health and social benefits. Lakeland's objectives are to achieve exactly this it is critical of FODC's place making ambitions and desire to create a place that residents are proud of and in which they are satisfied with the range of services on offer. These place making ambitions will also be supported through Investment in a local landmark building and associated life park which will help improve the image of the place, increased footfall and ultimately create a positive local brand.

Underlying assumptions

The logic set out is based on the following assumptions:

- That more people will become physically active (ie 3 x 30 minutes per week) as a result of the range of services and facilities that are being created.
- That health partners will utilise the space and maximise the opportunity on offer to run pilot programmes and introduce new service delivery models.
- That people will travel from outside of Enniskillen to the take advantage of the range of amenities on offer.

[1] APSE, LGA and CLOA (2021) Securing the future of public sport and leisure services

[2] TCPA (2021) 20-Minute Neighbourhoods

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

Health and Wellbeing

- The Council will apply for Community Landfill Funding to develop a community-based element of the active Life Park project that gives local residents a sense of ownership. The Council has been 100% successful in previous funding applications.
- The Council will seek support from the Arts Council of Northern Ireland when commissioning public art for the project.
- Fermanagh and Omagh District Council will explore funding from Access and Inclusion Programme through Department for Communities. The funding would provide a sensory outdoor space for educational and recreational use.

Leisure and Recreation

- Funding from Health Partners to develop targeted intervention programmes to address local health inequalities. Existing programme funding includes Macmillan Cancer Support Move More Programme, helping and supporting the lives of people with Cancer through physical activity. The Physical Activity Referral Scheme (PARS) funded by the Public Health Agency encourages people who are inactive that suffer from hypertension, heart disease, asthma, COPD, mental health conditions and diabetes to undertake physical activity through targeted programmes. Clients are referred through their GP or health practitioner.
- The Council recently delivered a £5.2m environmental improvement scheme in Enniskillen to deliver an attractive, accessible, people friendly town centre

Sustainable Development

- The Council will explore funding and collaboration to encourage Active Travel through Sustrans and the Department for Infrastructure Active and Sustainable Travel
- Improvements to historic Buttermarket craft and design buildings and court yard in Enniskillen to increase accessibility usability, and diversity of the site to act as a cycle hub and rest stop.
- The Council are developing the Ardhoven Theatre, to meet Nearly Zero Energy Building Standards as part of a £7.2m redevelopment to the popular theatre which has recently become a listed building.

Visitor and Local Economy

- Fermanagh and Omagh District Council will seek to secure funding from the Department for Communities to undertake a public realm project to better connect the facility with the town centre to increase accessibility, connectivity, wayfinding and encourage walking and cycling.
- The Council recently delivered £200k improvements at Forthill Park to increase

visitation to the attractive and historic pleasure park

- The emerging Visitor Experience Development Plan will see Enniskillen promoted as a Destination town. Lakeland will be a key tourism asset and leverage marketing and promotional opportunities to raise the profile of the facility, Life Park and wider area through dedicated marketing campaigns.
- Lakelands will act as an enabler for activity providers in the private sector to develop complementary services, new experiences and pop-up events.

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

Lakeland will help deliver local and regional strategies relating to leisure and recreation, health and wellbeing, place-shaping, and tourism. It aligns with Fermanagh and Omagh District Council's Community Plan 2030 and Corporate Plan 2020-2024, which commit to increasing the uptake of physical, social, culture, arts, and leisure activity programmes across all age groups and amongst under-represented groups to improve physical, mental, and emotional health and wellbeing.

Lakeland will positively contribute to three of the Council's six priority outcomes:

1. Our people are healthy & well – Physically, mentally, and emotionally: by providing a high-quality formal and informal leisure, health, and wellbeing offer.
2. Our economy is thriving, expanding, and outward looking: by creating a visitor destination, increasing visitor numbers, lengthening dwell time, and improving connections to the town centre.
3. Our outstanding and culturally rich environment is cherished, sustainably managed and appropriately accessible: by enhancing natural assets and delivering an exemplar sustainable development.

The development is key to delivering the Council's 'Active Together' Strategy, which aims to provide accessible and inclusive opportunities for all to participate in leisure activities so that residents can thrive and experience social interaction and positive physical and mental health.

Lakeland is an inter-generational and inclusive offer that reflects the Council's plans to support its aging population and its Age Friendly District status and strategy and to provide accessible play spaces for young people. It will be part of the Council's provision of early intervention and prevention measures to support people to live longer in better health by enabling residents to adopt healthier, more active lifestyles. Investment in Lakeland and the integration of the scheme within the health and care system will help address local health and wellbeing inequalities. The scheme is in an area of deprivation making it ideally placed to deliver targeted and accessible programmes to those most in need.

In line with Council's Climate Change and Sustainable Development Strategy and Action Plan, Lakeland will exceed the NI standards for the carbon impact of new

developments and fulfil the Council's ambition to create an exemplar of sustainable development. It will also:

- provide safe, inclusive, and accessible green public space, access to nature, and foster healthy lifestyles;
- promote active sustainable travel by enhancing cycling and pedestrian routes to the town centre;
- encourage active use and protection of the waterways by incorporating them into the development; and
- enhance the natural environment through sympathetic design and improving biodiversity.

The Council and its partners are working to unlock untapped tourism potential and make Fermanagh and Omagh a "go to" experience. Their aspiration and plans will be defined in the emerging Visitor Experience Development Plan. Lakeland will be a high-quality visitor destination within the district's sustainable tourism offer. It will offer a mix of formal and informal recreation that provides includes wet-weather activities and links the waterway to the town. The development will support local job creation and businesses by increasing visitor numbers, dwell times and local spend. As such Lakeland is key to the regeneration of Enniskillen Town Centre and the emerging Enniskillen Place-Shaping Plan.

Lakeland aligns with the Local Development Plan by delivering a sustainable development that compliments and enhances the unique rural characteristics of the area. It will also contribute to the provision of open space and indoor and outdoor recreational facilities that the plan requires.

Local strategies considered included:

- Community Plan 'Fermanagh and Omagh 2030'
- The FODC Corporate Plan 2020 – 2024 'Delivering Sustainable Change Together'
- Draft Climate Change and Sustainable Development Strategy 2020-2030 (Climate Change and Sustainable Development Action Plan 2021-2024: Restore, Revive, Thrive – Our Environment)
- Active Together (2019 – 2030)
- Local Development Action Plans (Draft Plan Strategy 2030 and relevant sub-strategies)
- Draft Estates Strategy 2020-30
- Tourism Development Strategy 2016-19 Summary (being replaced by Visitor Experience Development Plan)
- Local Development Action Plans (including Draft Action Plan Strategy 2030)
- Disability Action Plan 2019-22
- Age Friendly Strategy 2019
- Pitches Condition Survey & Investment Strategy (April 2022)

More widely, Lakeland aligns to the plans and objectives of the NI devolved Administration.

In Health and Wellbeing

The NI Department of Health's strategy 'Health and Wellbeing 2026 - Delivering Together' [2] is a 10 year approach to transforming health and social care which FODC have aligned the Lakeland intervention to. As NI's Integrated Health Care system emerges under the 10 year plan, Lakeland will be used as a principal asset to deliver those services with health partners and help target improved Health and Wellbeing outcomes.

Draft Programme for Government (PfG) Outcomes 2021[1], the project aligns across all the thematic areas with the following outcomes in the draft Programme for Government

We all enjoy long, healthy active lives

- Address the issues that lead to inequality and disadvantage in terms of health and healthcare
- Promoting positive attitudes towards mental health and wellbeing. Ensuring access to a comprehensive array of early intervention and healthcare services to address mental health issues where they present.
- Physical Health and Wellbeing
- Promoting positive public health measures, increasing awareness and supporting safe, active and healthy lives
- Considering the health and social care needs of an ageing population, promoting positive attitudes to older people and tailoring support to enable them to enjoy better health and active lifestyles
- Disability Improving the quality of life for those of us with disabilities, empowering people to have more influence over their own lives and providing opportunities to participate in decisions that affect them.

Lakeland will also help deliver the NI strategic framework for public health[2]:

- "Giving Every Child the Best Start" by improving health and wellbeing and lowering obesity for younger people;
- "Empowering Healthy Living" through engagement in physical, mental, and social activities and by delivering prevention and targeted programmes through integrated services;
- "Creating the Conditions" and "Empowering Communities" by addressing economic, environmental, and social conditions affecting health; and
- "Developing Collaboration" by integrating services and engaging with partners to address specific challenges.

In Leisure and Recreation

The Programme for Government key priority areas;

- Equipping children and young people with the knowledge and support to make safe, healthy and sustainable life choices, building their social, cultural and environmental awareness and self-confidence through team sports, and cross community activities
- Sports, Arts & Culture Supporting creative industries, oversight and delivery for the arts, cultural and language sectors. Promoting cohesive communities through the culture, arts and language sectors

Sport NI's - The Power of Sport – Our Five-Year Plan 2021-26 [3] embodies indicators which Lakeland will contribute to, including:

- % of adults and children participating in sport and physical activity, including those from under-represented groups (women/girls, people with a disability and those living in areas of highest social need);
- % of adults and children who belong to a sports club;
- % of adults who have volunteered in sport in the last 12 months; and
- % of adults who have coached in the last 12 months.

Sport NI's partner department, the NI Department for Communities, has led the development of Active Living - the Strategy for Sport and Physical Activity 2022 [4] which replaces Sport Matters. Lakeland will play a key role in the delivery of that strategy and FODC to realise the ambitions set out in this plan. The framework below sets out 'Active Living' strategic context for FODC and Lakeland.

- Recovering from the COVID Pandemic
- Promoting participation, inclusion, and community engagement
- Promoting Excellence in Sport
- Promoting Partnership and integration
- Promoting inclusive shared spaces and places
- Promoting the Benefits of Sport and Physical Activity

In Sustainable Development

PfG key priority areas

- Protecting and enhancing biodiversity and the natural environment, supporting sustainable practices and resource use in the energy, agri-food, fishing and forestry sectors and ensuring human, animal and plant health.
- Creating economic opportunity through tackling climate change and reducing greenhouse gas emissions (including energy decarbonisation).
- Creating and shaping high quality, sustainable, places for people to live, work and spend leisure time.
- Furthering sustainable development and supporting positive placemaking and effective stewardship.
- Promotion of and access to safe, active and sustainable transport to encourage people to make environmentally responsible choices about transport

NI Department of Economy Northern Ireland Energy Strategy 'Path to Net Zero Energy 2021 [5] sets very clear policy targets linked to The United Nations Strategic Development Goals of net zero carbon. Designed as a zero in-use carbon building, Lakeland will contribute to this NI policy of:

- Placing you at the heart of our energy future:
- Grow the green economy:
- Do more with less:
- Replace fossil fuels with renewable energy:
- Create a flexible, resilient and integrated energy system:

In Local and Visitor Economy

Key priority areas within the Programme for Government align with this project

- Creating and development of more opportunities and better jobs, by tackling issues such as job security, wages and flexibility and giving employees a voice.
- Ensuring we develop a workforce that is equipped and ready for employment.

NI Dept of Economy's Northern Ireland Tourism Recovery Action Plan 2021, in partnership with Tourism Ireland sets out Stimulate Consumer Demand which is the primary theme that Lakeland will contribute to in the Fermanagh an Omagh District. In operation of the tourist amenity FODC will grow the offer through attractions and events with Lakeland at their heart, and align with DoE's other tourism themes of:

- Business Continuity
- Creating Consumer Confidence
- Stimulating Consumer Demand
- Safeguarding Connectivity
- Enhancing the Competitiveness of the Region
- Enhancing the Capability of Businesses
- Enhancing the Skills of the Workforce
- Creating a Supportive Policy Environment

Our 'Giant Spirit' as described in the Dept of Economy's 10X Economy - an economic vision for a decade of innovation [6] captures these characteristics that make Northern Ireland unique – our 'big hearted, pioneering, legendary and elemental spirit' can only be found in NI, and Lakeland will contribute to those characteristics in its Life Park.

The 10X Economy policy [7] will also be met through the Importance of 'Place Setting Northern Ireland Apart from the Crowd' in the development of the Lakeland Life Park which will sit alongside the natural beauty of the Erne and historic Enniskillen Castle.

The 10X Economy policy [8] on driving innovation will be met through the showcasing of world class sustainable design and construction, FODC will use Lakeland as a showcase and catalyst for driving innovation into local supply chains.

Footnote [1]

<https://www.northernireland.gov.uk/sites/default/files/consultations/newnigov/pfg-draft-outcomes-framework-consultation.pdf>

2] Making Life Better – A whole system strategic framework for public health 2013-2023

Footnote [3] <https://www.health-ni.gov.uk/sites/default/files/publications/health/health-and-wellbeing-2026-delivering-together.pdf>

Footnote [4] <http://www.sportni.net/the-power-of-sport-sport-ni-new-5-year-plan/>

Footnote [5] <https://www.communities-ni.gov.uk/sites/default/files/publications/communities/dfc-active-living-sport-physical-strategy-northern-ireland.pdf>

Footnote [6] <https://www.economy-ni.gov.uk/sites/default/files/publications/economy/Energy-Strategy-for-Northern-Ireland-path-to-net-zero.pdf>

Footnote [7] <https://www.economy-ni.gov.uk/sites/default/files/publications/economy/tourism-recovery-action-plan-TRAP.pdf>

Footnote [8] <https://www.economy-ni.gov.uk/sites/default/files/publications/economy/10x-economy-ni-decade-innovation.pdf>

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

Lakeland will significantly contribute to national priorities relating to improving health and wellbeing, meeting demand for sport and leisure, economic development, and sustainability. Lakeland aligns to the UK Government's Levelling Up Missions and supports the Draft Programme for Government (NI) [1] delivering against its outcomes framework:

- Our children and young people have the best start in life
- We live and work sustainably – protecting the environment
- We have an equal and inclusive society where everyone is valued and treated with respect
- We all enjoy long, healthy active lives
- Everyone can reach their potential
- We have a caring society that supports people throughout their lives

NI's Regional Development Strategy 2035 recognises Enniskillen's regional significance and notes its potential for delivering economic growth and generating employment. Because Enniskillen is a regionally significant area and an area of high deprivation, investment will benefit people outside of Enniskillen as well as those most in need.

Lakeland's offer integrates with healthcare services to increase participation in activities and to support people to live longer, healthier, and happier lives. Its design recognises that sport and physical activity are powerful ways to support emotional, mental, and physical wellbeing as well as education and social cohesion, and so delivers against Sport NI's strategic objective of "people adopting and sustaining participation in sport and physical activity" and NI's Sport and Physical Activity Strategy vision of sport delivering "an active, healthy, resilient and inclusive society which recognises and values both participation and excellence". With respect to the latter, it will positively contribute to the strategy's six themes relating to pandemic recovery, improved participation, excellence in sport,

partnership and integration, inclusion and shared spaces, and promotion of physical activity.

Intergenerational use of the facilities will help deliver NI's Children and Young People's Strategy 2020 -2030 by facilitating children and young people to be physically and mentally healthy, enjoy play and leisure, and live in a society in which equality of opportunity and good relations are promoted. Lakeland will help older people be involved in their family and community, be healthier for longer, and participate in cultural, educational, and physical activity, all of which are elements of NI's Active Ageing Strategy 2016-2022.

Improving infrastructure is one of the three pillars in the UK Government's Build Back Better Plan, which will be supported by Lakeland improving Enniskillen's tourism offer and helping to regenerate the town by providing a high-quality visitor destination and significantly increasing visitor numbers, dwell time, and local spend. The positive impact on the visitor economy and Lakeland's role as an innovation centre for integrated health and leisure initiatives, will help deliver NI's economic vision to deliver a ten times better economy with benefits for all.

Fermanagh and Omagh are leaders in sustainable development and support the UK Government and NI Executive's commitments to net zero. In line with the UK Government's Net Zero Strategy: Build Back Greener [3] Lakeland will contribute to the following priorities:

- shift to greener public transport: by improving cycling and walking routes and promoting active travel;
- greener buildings and green finance and innovation: through achieving net zero and Passivhaus certified status; and
- protect our natural environment: by protecting and enhancing natural assets and maximising their public benefit.

[1] Programme for Government

[3]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1033990/net-zero-strategy-beis.pdf

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

Health and Wellbeing

A new Integrated Care System (ICS) is currently being developed for Northern Ireland. This system signals a new way of planning, managing and delivering our health and social care services based on the specific needs of the population. Relevant to the proposal the ICS model will increase autonomy and accountability at local decision-making levels; delegate decision-making and funding to local

levels. The proposal will be perfectly placed to deliver holistic health and wellbeing interventions in partnership with the Western Health and Social Care Trust.

Sport and Recreation

The “Active Together Strategy” identifies the current context in which leisure services are provided and the key future needs, trends, opportunities and constraints. The themes align with the proposal • Active People • Active Places and • Active Partners. The Leisure Transformation Programme will change the way services are delivered to meet future needs.

Sustainable Development

In terms of sustainability, the proposal aligns with the recent £30m investment in the South West College Erne Campus, one of the world’s most sustainable educational buildings having secured both Passivhaus Premium and BREEAM Outstanding accreditations. The campus will deliver innovative and complementary learning and skills courses making the facility and its programmes attracting more students and developing advanced skills for the future.

Arts, Culture and Heritage Development

One of the district’s Community Plan key actions is to increase participation, and engagement in arts, culture and heritage. The Council is committed to investing in accessible, sustainable and fit-to-place facilities that deliver-term benefits to the community and provide opportunities to increase engagement and participation. The Ardhoven Theatre will be redeveloped to meet contemporary standards, the value of the capital investment is £7.1million. The Enniskillen Castle Masterplan will deliver an enhanced visitor offer at Enniskillen Castle (value of investment).

Local & Visitor Economy

“Enniskillen Place Shaping Plan” aims to revitalise Enniskillen town and improve the attractiveness of the place, bring employment into the town and enhance the residential, business, hospitality, retail and tourism offerings to compete with other towns in the region. The plan will see the regeneration of the social, economic, and environmental wellbeing of Enniskillen as it recovers from the impacts of Covid-19 and as a border town effect of the EU Exit. A vision for Enniskillen 2035 has been created, to encapsulate the shared aspirations of the community and business through the delivery of regenerative local interventions. A costed plan of interventions is being developed.

“The Visitor Experience Development Plan” is a partnership plan jointly funded by the Council, Tourism NI and Waterways Ireland. It sets a 10 year strategic vision to deliver an authentic, sustainable, regenerative and ambitious tourism plan for the

Fermanagh and Omagh destinations. The proposal aligns and delivers against the with the priorities of the VEDP by: delivering world class experiences and attractions and committing to regenerative growth and the environment and the development area of 'wellbeing at the heart'.

Place Making

"The High Street Task Force" recommendations on delivery of place-making by developing and implementing an investment programme for blue-green infrastructure, a cleaner and greener public realm align with this proposal to deliver improved connectedness and linkages to the Lough Erne and town centre creating green lungs and green finger routes into the town centre. The proposal will be key to regeneration in Enniskillen, creating a redeveloped leisure facilities and activity park that complements existing commercial enterprise and provides an effective catalyst for recovery, creation of employment and town centre resilience. Attracting more visitors to the area who will spend locally.

"Mid South West Economic Regional Strategy" investment projects under the priority pillars of enabling infrastructure and developing a high performing visitor economy. Complementary projects are being developed in the area to improve the infrastructure with the developments of greenways and Net zero visitor attraction and sustainable visitor experiences in the unique natural environment. (Value of local Investment £11-14m)

Explain how the bid aligns to and supports the government's expectation that all local road projects will deliver or improve cycling and walking infrastructure

Although the bid for Lakeland is not for a local road or transports project, in line with the Council's commitment to facilitating and encouraging sustainable active travel, the development will deliver improved walking and cycling routes between the new development and the town centre and aligns with the Cycling and Walking Investment Strategy: Safety Review, DfT [1]

Improving active travel through a redesigned cycle route to the Lakeland site will be based on five overarching design principles of being coherent, direct, safe, comfortable and attractive, and will score highly in the Cycling Level of Service (CLoS) and the Junction Assessment tool measurement (JAT) as defined within the DfT Cycle Infrastructure Design Local Transport Note 1/20 [2]

Active travel design at Lakeland will enable:

- More people to cycle will help Fermanagh and Omagh District Council (FODC) achieve a broad range of positive transport outcomes and wider environment and public health goals.
- FODC to bring economic benefits,[3] reducing some of the external costs of congestion and pollution associated with motor traffic, and reducing the healthcare

costs associated with physical inactivity and poor air quality.[4]

- Improved physical and mental health, reducing healthcare costs and costs of absenteeism.
- Boosted footfall and retail sales to Enniskillen town Centre, by creating more pleasant conditions. [5,6]
- The introduction to an affordable mode of transport, cycling allowing people to access local services, education and employment. This is particularly the case for those who need to travel when public transport is unavailable in FODC's rural district.
- Build upon the evidence that successive programmes of investment such as the Sustainable Travel Towns programme, the Local Sustainable Transport Fund, and the Cycle City Ambition Grant programme have yielded positive increases in cycling where new and better infrastructure has been provided.[7]

Note 1 - Cycling and Walking Investment Strategy: Safety Review, DfT, 2018

Note 2 -

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/951074/cycle-infrastructure-design-ltn-1-20.pdf

Note 3 - PJA/University of Birmingham The Value of Cycling: rapid evidence review of the economic benefits of cycling, DfT, 2016

Note 4 - Brooke Lyndhurst Investing in Cycling and Walking, Rapid Evidence Assessment, DfT, 2016

Note 5 - Brooke Lyndhurst Investing in Cycling and Walking, Rapid Evidence Assessment, DfT, 2016

Note 6 - PJA/University of Birmingham The Value of Cycling: rapid evidence review of the economic benefits of cycling, DfT, 2016

Note 7 - Value for Money assessment of cycling grants, DfT, 2014

Confirm which Levelling Up White Paper Missions your project contributes to

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

Living Standards

Research and Development (R&D)

Transport Infrastructure

Health

Wellbeing

Pride in Place

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

Living Standards: Creating a high-quality visitor destination with a leisure, health, and wellbeing offer in Enniskillen (Devenish SOA), the most deprived area in Fermanagh and Omagh, will improve the attractiveness of the local area, directly and indirectly create jobs, grow the local economy, and support the regeneration of

the Town Centre, all of which will improve the living standards of Enniskillen's residents.

Research and Development: South West College. Erne Campus in Enniskillen has been built to be the world's first Passivhaus Premium certified energy-generating education building. The Council are keen to build on this status for the area, leading the way in sustainable development and will therefore apply innovative design and build methods to create an exemplar for sustainable development at Lakeland, acting as a test bed for innovative net zero solutions.

Transport Infrastructure: There will be excellent walking, running and cycling routes within the new Life Park and improved cycling and pedestrian routes will connect Lakeland and the waterway to the town centre, encouraging visitors to choose active travel over vehicles and facilitating movement between visitor destinations.

Health: Lakeland will provide an inclusive offer that appeals to a wide audience (including Enniskillen's ageing population) to encourage increased levels of physical activity to help combat local health issues such as obesity and hypertension; healthcare has been integrated within the facility to address the significant local health challenges and enable residents to live longer and healthier lives, which will reduce pressure on the NHS.

Wellbeing: Lakeland has been designed to improve the physical and mental wellbeing of its users by encouraging people to be active and participate in sport and community activities within an attractive natural environment (which will have a positive impact on wellbeing); the integration of health services allows targeted interventions and programmes to be delivered.

Pride in Place: The development will transform a popular but outdated facility into a modern leisure, health and wellbeing complex that enhances the natural environment, providing an improved visitor experience, supporting wider regeneration, increasing opportunities for residents to engage in physical, social and community activities, and acting an exemplar for sustainable development that will be a point of civic pride.

Economic Case

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

Fermanagh and Omagh District Council has articulated strategic values that encompass meeting sports and leisure needs, creating a destination for the local community, the wider rural community and tourism, delivering carbon reduction, health and well-being benefits. Current provision is not fit for purpose in supporting Fermanagh and Omagh to achieve this ambition. A 'Stop and think' report by Space & Place Architects noted that the existing Forum facilities are approaching the end of their life expectancy. The facilities will become increasingly costly to operate and maintain and usage will decline as the facilities become even more dated and less attractive. Future needs will be different, and so the existing facilities will become increasingly less relevant to local people. Around 60% of the users of the existing facilities live within ten minutes drive time, and very few people from out of the area visit the Forum. Covid-19 has changed the way people live and work and these changes need to be reflected in a different kind of provision.

Lakeland will be at the heart of a much broader leisure and recreation offer that supports Fermanagh and Omagh District Council's wider ambition to: encourage and enable people to invest in their health and wellbeing; support the growth of the visitor economy; and deliver a step change in sustainability in the local area. It is an ambition that aligns with the Northern Ireland Active Living Strategy [1] whose strategic vision is: 'Lifelong involvement in sport and physical activity will deliver an active, healthy, resilient and inclusive society which recognises and values both participation and excellence.'

Health and wellbeing

Enniskillen is in the most deprived 10% of wards across NI, with Devenish (where Lakeland is located) the most deprived area in Fermanagh and Omagh and the 44th (out of 890) most deprived SOA in NI[1].

In a broader consideration of health and wellbeing challenges in Enniskillen:

- Enniskillen has above average hospital admission and prescription rates,

including for alcohol, drugs, mood, and anxiety problems. [2]

- Hypertension, obesity, and mental health issues are common. [2]
- Childhood obesity is high: estimated at 6% for Primary 1 children), rising to 8% for Primary 7 children. [2]
- 32.37% of Enniskillen's population have a limiting long-term illness, higher than district and NI average at 30.4% and 31.43% respectively. [2]
- Life expectancy in Fermanagh and Omagh District's most deprived areas is 2.6 years lower for males and 2.5 years lower for females [2].
- 12% of Enniskillen's population are experiencing loneliness (9% for the District as a whole). [5]

The Council and health partners want to integrate leisure, health, and wellbeing services to address health and wellbeing issues, but the existing building does not allow this.

The Continuous Household Survey 2019/20 from the Department for Communities notes that only 46% of NI Adults have participated in sport within the previous 4 weeks. A figure that falls to 33% for people living in the most deprived areas.

Through the facilities it will offer, the services it will support and the connections it will enable, Lakeland has a key role in enabling more people to be active more often.

Leisure and recreation

Linked to this, one in four (24%) of Enniskillen residents do not do at least 30 minutes of physical exercised any day in a week. This is twice as high as in Omagh (12%) and six percentage points above the whole council area (19%) [3].

Alongside this, a key motivation for developing Lakeland is the weakness in current provision. The analysis undertaken in preparing an Outline Business Case included a Latent Demand Study and condition report. Summarising these sources, the Outline Business Case notes that the current leisure centre is over 46 years old and is approaching the end of its economic life.

Without major investment, the existing facility will become less attractive, generate less income and cost more to maintain. Net subvention would thus increase significantly. Sustainability

The age of the facility is directly correlated to the high levels of carbon emitted, a factor that is only likely to increase without intervention. Recent work by the Local Government Association found that "public sport and leisure facilities currently [account] for up to 40 per cent of a council's carbon emission output, [with] ageing facilities ... hampering both national and local efforts to meet net zero targets" [6]. Between April 2017 and March 2020, the old centre generated an average of 697 tCo2 per annum for operational functions, whereas the new centre will be net carbon zero, thus making a significant contribution to achieving national climate change targets.

Visitor economy

Fermanagh and Omagh district currently only accounts for 8% of domestic overnight trips with the Causeway Coast and Glens accounting for 18%. Current NISRA tourism statistics (relating to 2019) show that 2.92 nights on average were

spent in Fermanagh and Omagh by visitors to the country. For comparison, the average number of nights spent in Causeway Coast and Glens is 3.19. The value of visitor spending in Fermanagh & Omagh District is £79m across 427,568 trips and 1.25 million nights (according to NISRA Statistics). The economic benefits of these overnight stays are however not maximised, and could be higher, as there is no connectivity within the waterway or the town centre. The new Lakeland facility is part of an ambition to create a 'destination' that will support the wider tourism offering and contribute to the town centre recovery by:

- Attracting visitors through providing leisure, outdoor and wet-weather opportunities,
- Increasing visitors to the area and increasing dwell time
- Grow the local economy, regenerate the town centre, and enhance Enniskillen's tourism offer.
- Creating an activity park that complements and enhances the wider visitor offer
- Acting as a catalyst for further investment, town centre recovery, and resilience.
- Delivering a high-quality and attractive weather proof, year round indoor and an outdoor 'destination' and amenities for tourists from a wide catchment area.
- Improving active travel routes between the town centre and the waterways, facilitating movement between destinations.

While not modelled at OBC stage, increasing average trip length from current levels to comparable levels as those in Causeway Coast and Glens would increase tourism revenues by 9% per annum.

Wider Economic Context

An overview of the Fermanagh and Omagh Council area identifies a series of economic challenges that the Lakeland development can play a role in addressing by creating a modern, accessible facility that adds to the attractiveness and appeal of Fermanagh and Omagh as a place to live, work and visit.

- Population: On 30 June 2020, the estimated population of Fermanagh and Omagh LGD2014 was 117,337, accounting for 6.2% of the Northern Ireland total. 1.7% were aged under 16 years and 17.5% were aged 65 and over. Between 2010 and 2020 the population of Fermanagh and Omagh LGD increased by 4,418 people or 3.9%. Enniskillen has a higher than average Older population (19% of residents are aged 65 years plus) [3]
- In 2018, it was estimated that 73.0% of those aged 16-64 living in Fermanagh & Omagh Local Government District were economically active (either employed or unemployed) and 27.0% were economically inactive (people who are neither in employment nor unemployed). [3]
- There are approximately 42,000 employee jobs in the Council area, 6% of the Northern Ireland total. Services account for 78% of jobs, manufacturing accounts for 13.6% and construction 6.6% [3]
- The gross full-time median weekly wage for those working in Fermanagh & Omagh Local Government District in 2021 was £535 compared with £575 for NI. [3]
- The Northern Ireland Multiple Deprivation Measure 2017 identifies that 15% of Fermanagh & Omagh's residents have income below 60% of the NI median, the third highest proportion among NI's councils. [4]
- The non-domestic property vacancy rate is 15% (Source: Land and Property

Services) and footfall data from Springboard reveals that Enniskillen's footfall is still 23% down on 2019 levels. This is a worse performance than both NI (-16.7%) and UK (-16.2%).

[1] - <https://www.communities-ni.gov.uk/sites/default/files/publications/communities/dfc-active-living-sport-physical-strategy-northern-ireland.pdf>

[2] Department of Health, Health Inequalities Annual Report 2020

[3] <https://www.ninis2.nisra.gov.uk>

[4] - Multiple Deprivation data for Super Output Areas (SOA) in Northern Ireland

[5] - Fermanagh & Omagh District Council's Resident Survey 2021

[6]- LGA – securing the future of public sport and leisure facilities and services integral to health of the nation Local Government Association

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

The scale and significance of the local challenges outlined are articulated using a blend of national statistics, local and regional surveys and analysis prepared specifically for the purposes of assessing the feasibility and viability of Lakeland. Any bespoke analysis has been prepared by highly credible entities, following robust methodologies.

For example, framing the area's deprivation status is achieved by reference to the Northern Ireland Multiple Deprivation Measure 2017. This official, and only measure of deprivation was awarded a Champion Award for Excellence in Official Statistics by the Royal Statistical Society and the UK Statistics Authority in 2018. The deprivation statistics permit local area analysis through ranking 890 Super Output areas (SOAs) in Northern Ireland from the most deprived (rank 1) to the least deprived (rank 890). They include ranks of every area across 7 distinct domains of deprivation (income, employment, health, education, access to services, living environment and crime and disorder). These domains have also been combined to produce an overall multiple deprivation measure (MDM) rank of the areas. The Department of Health, Health Inequalities Report 2020 presents a comprehensive analysis of health inequality gaps between the most and least deprived areas of NI, and within health and social care (HSC) trust and local government district (LGD) areas.

For insight into social and economic conditions, the Continuous Household Survey (CHS) Northern Ireland is the longest running continuous social survey carried out in Northern Ireland. Running since 1983, it is carried out by the Northern Ireland Statistics and Research Agency's (NISRA) Central Survey Unit on behalf of several Government Departments and Agencies. The sample for the survey is drawn in a

systematic and random way from NISRA's Address Register. The Survey is designed to provide an ongoing snapshot of social and economic conditions in Northern Ireland. It is carried out continuously to ensure that the information is always up to date and reflects everyday life and conditions in Northern Ireland today. The CHS enables the Government to identify community needs and problems and make the decisions necessary for the needs of the community to be met. An indication of how appropriate this source comes via the fact that it is used by many Government Departments, including the Departments of Education, Communities, Infrastructure, Education and Agriculture, Environment and Rural Affairs. Information is also used by agencies, such as the Northern Ireland Housing Executive, Sports Council and Tourist Board.

Comprehensive and robust additional local insight is provided via local sources such as the Fermanagh & Omagh District Council Resident's survey. This survey, undertaken by Social Market Research, samples 1,000 residents in the Council area and seeks their views on a range of issues, including frequency of partaking in physical activity, loneliness etc. Grant Thornton have assessed the approach to the Resident's survey and regard it as a robust, up –to-date source of reliable information.

The Latent Demand Study compiled by 4Global in September 2021 applies a demand modelling process that is informed by live participation data from over 800 million visits to over 2,000 venues sourced from DataHub since 2012. The DataHub is a sector initiative – supported by Sport England – that aggregates sport and physical activity data from across the UK leisure industry. By connecting with leisure management systems and data capture systems, live participation data from over 2,000 venues, facilities and programmes feeds into the DataHub daily. The demand modelling takes into consideration the distribution of the local population, demographic structure and participation trends.

Tourism statistics are provided by the Northern Ireland Statistics and Research Agency, an Agency of the Department of Finance. NISRA is the principal source of official statistics and social research on Northern Ireland.

Vacancy and footfall statistics are provided by the Land and Property Service and Springboard, respectively.

We are content that all the sources used are the most up to date, reliable reflection of the challenges and issues facing the Enniskillen area.

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

The data sources referenced have been reported on at the most appropriate level of disaggregation possible. For example, Measures of Multiple Deprivation have

been referenced at 'Enniskillen' level and at the level of the Super Output Area in which Lakeland is sited, to make the point that the development is targeting an area of need where residents typically engage less in physical activity.

Resident Survey Data is also presented at an appropriate level of disaggregation, one which enables a comparative assessment of physical activity within the Fermanagh and Omagh District Council area.

The Department of Health, Annual Health Inequalities Report 2020 presents a comprehensive analysis of health inequality gaps between the most and least deprived areas of NI within health and social care (HSC) trust and local government district (LGD) areas. The local level information provides insights to support existing and develop further interventions,

The Latent Demand Analysis has been presented based on a methodical and evidence-based approach to modelling demand for specifically for Lakeland. The latent demand analysis applies a demand modelling process that is informed by live participation data from over 800 million visits to over 2,000 venues and then considers the distribution of the local population, demographic structure and participation trends to determine potential usage of the proposed development. This robust approach is relevant and appropriate to the area of influence of the intervention.

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

Fermanagh and Omagh District Council have established a Theory of Change Model with four key outcome streams:

- Health and Wellbeing
- Leisure and Recreation
- Sustainable Development
- Local and Visitor Economy

Health and wellbeing

Strategic outcome failure

Health and wellbeing outcomes are below regional and national averages with a number of specific challenges in relation to hypertension, obesity and mental health and loneliness. This is resulting in above average hospital admissions and prescription rates and a higher prevalence of limiting long-term illnesses.

The proposal

The investment will provide more attractive and affordable facilities; enhance the

leisure and recreation; and provide an opportunity to collocate services which will enable a more integrated approach to delivery and in turn facilitate a focus on preventative action as opposed to reactive treatment.

Together this will increase physical activity rates which will impact on health and wellbeing, improve collaboration between public services which will reduce hospital admissions and ultimately enable people to live healthier lives.

The expected impact

Facility usage has been modelled based on a Latent Demand Analysis. This shows that in steady state there will be 497,459 visits to the Lakeland facilities a year. This translates into 206,825 additional throughput per annum compared to today's baseline. Modelling typical usage per week per person based on benchmark facilities and accounting for deadweight and additionality (by focussing impact modelling only on those who are not currently active) would see 2,000 more people who are not currently active, becoming physically active in Fermanagh and Omagh.

To translate this additional physically active people figure into specific health and wellbeing impacts two key evidence sources were used. The first was published research by DCMS ("Quantifying and Valuing the Wellbeing Impacts of Culture and Sport") that provides a monetised value of £1,346 in terms of health and wellbeing for every person that participates in sport and Leisure. Alongside this further DCMS research ("Further analysis to value the health and education benefits of sport and culture") provides evidence that participation in sports creates an estimated annual saving per person of £36.41 through a reduction in GP visits and psychotherapy use.

These data points provided a robust foundation to model both the improvements in health and wellbeing that will result from increase participation in physical activity as well as reflecting the benefits of wider service collaboration.

Alongside this it was also possible to model the effects from a decrease in loneliness as a result of Lakeland – with the facilities providing a broad range of activities and services to support community engagement and cohesion. Given that 12% of Enniskillen's population are experiencing loneliness (source: Residents Survey), it was assumed that 9% of the additional participants could reasonably be expected to experience loneliness (the rate of loneliness across Fermanagh and Omagh as a whole, per the Residents Survey). DCMS research using regression analysis of cross-sectional data from the Community Life Survey and Understanding Society datasets and wellbeing valuations provides a cost of £10,190 per person for those suffering from loneliness. To avoid double counting, the wellbeing value that was applied in the health and wellbeing benefit calculation above (£1,346) was netted off for the lonely participants to give a net loneliness benefit value of £8,844.

Leisure and recreation

Strategic outcome failure

Enniskillen residents are not as physically active as their neighbours and others across the Council area: a quarter (24%) of Enniskillen residents do not do at least 30 minutes of physical exercise on any day of the week (compared to 12% of residents in Omagh and 19% in the whole Council area). This has implications for health and wellbeing (as noted above).

The proposal

Providing fit-for-purpose indoor leisure facilities/outdoor recreation opportunities to create a financially sustainable range of indoor, outdoor, water based, paid, and free to use facilities will significantly increase participation levels locally. In particular the focus on increasing swimming provision is expected to make a material difference with data from Sport England showing that swimming is the single most frequent activity that people take part in – 42% of all visits. This is given further weight when considering that nearly two-thirds (61%) of visits by non-members to leisure centres are to swim. As such swimming will be critical to increasing participation levels in Enniskillen.

The links to outdoor sport and creating opportunities for water-based sports will also be critical to increasing participation.

The expected impact

Based on bespoke modelling that draws on latent demand analysis, national statistics and other data from national bodies such as Sport England. The new facilities will see 497,459 visits per annum. This translates into 206,825 additional throughput per annum compared to today's baseline. As noted above, and of particular importance locally this would see 2,000 more people being physically active in Fermanagh and Omagh, who aren't currently active.

Alongside this the facilities will also:

- Sustain at least 38.2 Full Time Equivalent jobs (it should be noted that the economic benefits of these jobs have not been quantified as these are deemed to be substituted from existing activity) and have the potential to create new employment opportunities over time as the facilities grow and develop.
- Support 60 more people a year to volunteer. The Active Lives Adults survey shows that 4% of the working age population volunteer in sports. Applying this percentage to the adult population of Fermanagh and Omagh, and assuming that 98% will already be volunteering enables the benefit of the additional number (60) of volunteers to be monetised. This calculation used the ONS' ASHE data, an average earnings and hours worked for 'Sports Activities and amusement and recreation activities' and assumed that on average people would volunteer for 1.5 hours a week.

Sustainability

Strategic outcome failure

The existing facility is dated and not fit for purpose. At 46 years old, the facility has

exceeded its operational life. Its condition will continue to deteriorate. As a result of its age, the old centre generated an average of 697 tCo2 per annum for operational functions. This scale of emissions will significantly hinder the Council's need to meet key targets in its Climate Change and Sustainable Action Plan 2021-2024, "Restore Revive Thrive – Our Environment" to ensure Net Zero emission from Council facilities by 2036 and a Net Zero District by 2042.

The proposal

Creating a facility that meets or exceeds the NI standards for the carbon impact and that will be an exemplar for sustainable and environmental development alongside a concerted effort to maintain and enhance the biodiversity of the site. The development will contribute to quality of life in the area and serve towards creating a sustainable destination.

The expected impact

Carbon emissions are expected to fall from 697 tCo2 per annum to zero. Using BEIS publications on the valuations of energy the operational phase would see the value of carbon saved average £221,698 per annum.

Local and Visitor Economy

Strategic outcome failure

Fermanagh and Omagh does not attract enough visitors and in particular overnight trips (for example it only accounts for 8% compared to 18% in the Causeway Coast and Glens). In part this relates to the scale of the visitor offer and a lack of connectivity between the waterway, the town centre and other visitor attractions such as the Castle.

The proposal

This project will help to create a 'destination' that will support the wider tourism offering and contribute to the town centre recovery as well as creating better connections between different attractions and destinations. It will help attract more visitors (as noted above) and providing an extended local offer it will increase both dwell time and consumer expenditure which will help to grow the local economy, support regeneration and act as a catalyst for further investment.

The expected impact

At this early stage it has not been possible to robustly quantify and model the full extent of the visitor impacts on the local and visitor economy.

In the interim, the public realm improvements resulting from the LUF investment will deliver a number of benefits as they facilitate and enable better connections to Enniskillen's wider leisure and recreation offer. At its simplest these improvements can result in an increase in residential and commercial value in the surrounding area. This predicted uplift is backed by research and case studies evidencing that public realm improvements positively affect retail property prices (Buchanan and Gay, 2009). The What Works Centre for Economic Growth has also assessed likely impacts of public realm interventions and presents a logic flow that may improve

wellbeing, attract new residents and attract new visitors.

The Department for Communities and Local Government (2010) Valuing the benefits of Regeneration: Economics Paper 7 brought together research and evidence to provide Benefit Cost Ratios by activity type. Applying these Benefit Cost Ratios to the Public Realm investment at Lakeland, and assuming these benefits are realised over five years, generates £6,402,887 in discounted public realm benefits.

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

The analysis and evidence used in this bid draws on two key components:

A detailed outline business case that has been prepared by Fermanagh and Omagh District Council with the support of V4 Services and Space and Place architects. Together this team has undertaken the critical work in assessing the feasibility of a range of initial options. This includes the preparation of a revenue model, latent demand reports, site options analysis, stakeholder engagement and survey, risk appraisals a review of procurement, a sustainability strategy and a RIBA Stage 1 report. Given the experience of the team involved and the detail of the work undertaken prior to the Levelling Up Fund bid this has provided a very robust evidence base on which this bid has been developed.

The development of a bespoke economic model to quantify and monetise benefits based on assumptions and best practice outlined in the HM Treasury Green Book. The inputs into this model have drawn on evidence sources published by Central Government departments and, where required, the Northern Ireland Statistics and Research Agency with the explicit purpose of ensuring that the evidence underpinning the analysis is of the requisite quality.

The modelling is considered robust, taking HM Treasury Guidance on project appraisal and the Northern Ireland Guide to Expenditure and Appraisal as key reference points. The impact model has been developed by Grant Thornton public sector advisory and economist teams and peer reviewed by the bid team.

Combined, the Grant Thornton team have decades of impact modelling experience.

The robustness of the analysis is rooted in utilising credible sources from which to draw assumptions. For example:

Health and wellbeing

To estimate the health and wellbeing benefits of physical activity and the associated reduction in loneliness, key assumptions included:

Analysis from Sport England[1] shows that post Covid leisure centres that are more than 30 years old – as is the case in Enniskillen – have only recovered to 62% of pre-Covid levels. This provided a basis for modelling users.

New users per annum were modelled utilising insights from a comprehensive Latent Demand study and evidence from Sport England's Adult Active Lives survey, which facilitated a deadweight assumption, ensuring that the model only captured the benefits of those who become active as a result of Lakeland.

Wellbeing was monetised drawing on evidence provided in published research by DCMS which provides annual wellbeing values for sports at £1,346.

To estimate the decrease in loneliness the model drew on DCMS research on loneliness monetisation using regression analysis of cross-sectional data from the Community Life Survey and Understanding Society datasets, and uses the wellbeing valuation to convert estimates into monetary equivalents. The cost associated with severe loneliness per person is £9,900. This value was applied to a forecast on the number of people who would be considered lonely which was made on the basis of a number of different survey data points.

Public Realm

The model took the central estimate in the Department for Communities and Local Government (2010) Valuing the benefits of Regeneration: Economics Paper 7 for Public Realm improvements and multiplied this by the capital expenditure at Lakeland associated with public realm and it was assumed that these benefits will be realised over five years.

Sustainability

Reductions in carbon are monetised using BEIS publications on valuations of energy use and carbon values. This is consistent with HT-Treasury guidance.

Construction and other economic benefits

The model analysed the construction employment benefits, based on 7 construction jobs per £1m of construction spend, plus multiplier impacts during the

construction period. This is an industry standard approach.

The modelling, and assumptions that drive the model, are considered robust and rooted in evidence. A further positive benefit from the development of the facility is expected to come via increased levels of tourism and increased dwell time in the area by visitors. A tourism impact model has not been considered at this stage, but a tourism benefit is a realistic additional aim and this will be considered at full business case.

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

To calculate the economic costs the starting point was the financial costs as set out in the financial case. As can be seen, these costs include indexation to account for inflation and optimism bias to reflect the uncertainty and risk associated with capital projects. This data also shows how these costs breakdown between LUF monies and other co-funding local authority costs.

These capital costs have been prepared for a detailed outline business case for Fermanagh and Omagh District Council. These are based on different accommodation options with allowances for fees, risk, inflation, optimism bias and the different sustainable options using standard industry benchmarks. Using a financial model the costs have also been evaluated for both revenue and capital on a whole life basis to ensure that the preferred option is affordable.

For the economic case these costs have been adjusted to ensure that, as required by the Green Book, all values are expressed in real prices relating to the first year of the project. To do this inflation has been removed so that the costs are nominal.

The figures for optimism bias have been retained within the economic costs. These nominal costs have then been discounted on the basis of time preference using the Green Book advised rate of 3.5% per annum and included the inflation rate assumptions as per the formulae set out in the bid costing and planning workbook (ie nominal cost * discount rate / inflation)

Describe how the economic benefits have been estimated

As noted earlier in this application, Lakeland has the potential to deliver a broad range of economic and social benefits that will improve health and wellbeing, enhance Enniskillen's leisure and recreation offer, deliver a step change in sustainability and help provide a valuable contribution to enhancing the local visitor economy.

For the purpose of this application a number of the benefits have been monetised. The analysis has focused on those benefits for which there is suitable input data and a robust evidence based on which to ground assumptions. Each benefit has been calculated separately to ensure accuracy and robustness.

Evidence from the Northern Ireland Active Living Strategy has identified a £3.91 return for every £1 spent on community sport and physical activity. This evidence point has been foundational in testing our different assumptions including those around deadweight and additionality.

As such the benefits presented reflect the net position over and above the reference case in which no Levelling Up Fund monies are received and in which the new facility is not developed and the decline of the existing, aging facility is managed.

Benefits assessed include:

(1) Health and wellbeing improvements and a reduction in loneliness as a result of an increase in physical activity through the creation a new leisure and wellbeing hub

Health and wellbeing

Throughput figures were calculated for each of the specific sports facilities by using the following assumptions:

Activity levels for each of the specific sports facilities were developed as part of the Outline Business Case.

Drawing on research from Sport England it was apparent that post-Covid-19 older leisure centres had not recovered to pre-pandemic levels. Therefore, the throughput figure for the first year of opening was reduced to 67% of the value to reflect the “do nothing” scenario which would see a 46-year-old facility continue to operate. This formed the throughput baseline for the first year of opening.

Finally, it was assumed that the centre would not operate at full capacity from opening and therefore it was assumed that throughput would increase by 10% each year until year 3 and then 2% per year for years 4 and 5, in which steady state is achieved.

After calculating a profile of throughput numbers, the following steps were carried out as part of the methodology:

- To ensure the economic model is capturing new, additional users, a 2% throughput to participation ratio was applied. Sensitivity analysis has been carried out on this assumption.
- A 73% deadweight factor was applied. This is in line with Sport England’s Adult Active Lives survey to ensure that the analysis is only capturing additional participation amongst new users and not those that are not currently active within the target population.
- For the benefits calculation, a 30-year timeframe, was used as this is comparable to the service of the previous leisure centre within the Council, which opened in 1976.

DCMS research quantifying and valuing the wellbeing impacts of sport and culture shows the following:

- there is a wellbeing equivalent of £1,127 per person per annum for Sports participation
- there is annual cost saving of £31.11 due to a reduction in GP visits and psychotherapy use

These values were multiplied by the number of new, additional participants calculated through the steps outlined above.

Loneliness

To estimate the effects from a decrease in loneliness as a result of Lakeland the following steps were taken:

The additional number of participants for group-based activities such as the use of the sports hall and fitness classes was calculated.

- After applying the same deadweight assumption used to calculate the health and wellbeing (see paragraph above), it was assumed that 9% of the additional participants are experiencing loneliness. Given that 12% of Enniskillen's population state that they "have little social contact with people and feel socially isolated", this is likely to be a conservative assumption. Sensitivity analysis was carried out on this assumption.
- A value of £9,900 (costs associated with loneliness) was applied to the participants experiencing loneliness based on DCMS work to monetise loneliness.
- To avoid double counting, the wellbeing value that was applied in the health and wellbeing benefit calculation above (£1,127) was netted off for the lonely participants to give a net loneliness benefit of £8,773.

(2) Volunteering opportunities through the creation of a neighbourhood hub

To estimate the economic benefits associated with volunteering, the following steps were taken:

- The assumption was that 4% of the working age population of Fermanagh and Omagh will be volunteering in the sector, as studies show this is the current level of participation in the voluntary sector associated with Sports, as per the Actives Lives Adults survey.
- A 98% deadweight factor was applied to be conservative.
- It was assumed each volunteer, volunteers for 1.5 hours a week.
- Using ONS' ASHE data, an average earnings and hours worked for 'Sports Activities and amusement and recreation activities' workers was applied.
- To estimate the wellbeing value from additional volunteering participation a wellbeing benefit of volunteering of £11,600 per year was used.

GDP deflators have been applied to all values to ensure that they are in a consistent price base year of 2022/23.

(3) Improvement in public realm and creating a wider leisure and recreation offer
MHCLG research on valuing the benefits of regeneration provides benefit to cost ranges by activity type, including public realm improvements. The cautious valuation is 0.9 and a central valuation is 1.4. For this analysis the central valuation was applied to the capital costs associated with the public realm improvements.

(4) Improvement in sustainability through a reduction in Greenhouse Gases
BEIS publications on valuations of energy use provide carbon values that can be applied to energy costs to calculate the value of a reduction in greenhouse gases from demolishing the old centre and building a new more energy efficient centre. The old centre had Co₂ emissions of approximately 697 tCo₂ per annum compared with the new centre, which will be net carbon zero. The operational phase will see the value of Carbon saved average £221,698 per annum.

This value was then multiplied by BEIS' carbon values to arrive at the total value of GHG emissions from both the existing and the new facility.

(5) Wide wider economic benefits and support for the visitor economy The model analysed the construction employment benefits, based on 7 construction jobs per £1m of construction spend, plus multiplier impacts during the construction period.

The longer-term benefit of the Lakeland facility was also reflected in the model through residual value of the asset at the end of the appraisal period of £18,654,815.

Lakeland will also sustain employment in the council area and the Net Present Cost analysis undertaken for the OBC indicates that the construction phase is expected to generate £13,807,153 in construction employment benefits, based on 7 construction jobs per £1m of construction spend, plus multiplier impacts. When the facility is operational, 38.2 Full Time Equivalent jobs will be sustained, and 4.5 jobs could be expected from the Café facility. This would equate to over £1.1 million in wages per annum.

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

Costs have been compiled by AECOM to reflect a New Build Passivhaus standard 8 land pool and 6 court sports hall. Capital cost estimates (£/m²) have been benchmarked on similar Leisure Centre schemes managed by AECOM in Northern Ireland to provide robust estimate allowances. The projects used to establish a baseline estimate have included similar facilities to those proposed for Enniskillen Lakeland Forum e.g. swimming pools, sports halls & 3G pitches. Aecom have also consulted the local supply chain regarding current budget costs for steel/cladding/curtain walling & 3G pitch costs to provide cost assurance on significant cost elements. Allowances have been included for development to Passivhaus standards.

- Capital costs are stated as at Q2 2023 and have been advised by AECOM;
- Inflation has been included based on the build profile to; 8.02% (Q2 2023 BCIS All in TPI)
- Capital costs include all professional fees at 12%
- No land or site acquisition will be required.
- Allowances for Design Development and Construction Contingency at 12% are included. As more design detail becomes available at RIBA Stage 3 Developed Design and RIBA Stage 4 Technical Design it is expected that the base cost

estimate will increase as specific materials and specifications are confirmed.

- Optimism bias (OB) has been determined for the programme at 12%, based on Section 2.6.15 of the Northern Ireland Guide to Expenditure Appraisal and Evaluation, and the Department of Finance Optimism Bias Calculator for Building Projects. These have been reviewed to take account of risk mitigation as the OBC has progressed.

Benefits have been monetised for the following areas:

- Health and wellbeing improvements - £73,363,595
- Reduction in loneliness - £22,136,342
- Increase in volunteering - £28,513,593
- Public realm improvements - £5,283,557
- Reduction in greenhouse gases - £4,754,585
- Construction jobs - £13,003,761
- Residual value - £18,654,815

It should be noted that this only reflects those benefits that could be robustly quantified and monetised in line with Green Book principles. As has been noted throughout this application form Lakeland has the potential to deliver a much broader suite of benefits. These are set out in the answer to non-monetised benefits. A key piece of work that will be completed in the 22-23 year, and form part of the FBC, will be to fully assess the monetised benefits of increased tourism, which are un-monetised at present, and are not included in the BCR.

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR

2.13

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

LUF investment will enable several wider benefits to materialise, a number of which will be monetisable through effective monitoring and evaluation, however at this early stage it is not possible to robustly quantify the impact:

Health and wellbeing

A new facility at the heart of the community will provide significant benefits for sections of the community who are currently under-represented and suffer from economic and health inequalities. Alongside this the facility will contribute to addressing a legacy of deprivation, being sited in a Neighbourhood Renewal Area. There is also significant potential for the facility to offer joint service delivery, something of particular importance where a lack of access to services can be a significant determinant of deprivation. Increasingly, new leisure centres are providing community hubs that combine traditional leisure services with other health and social care services and facilities. In addition, the sport and recreational activities undertaken in Lakeland will also facilitate increased delivery of preventative activity by ensuring that people are fit and healthy enough to participate fully in work, resulting in fewer work absences and less illness. For example, in England, the costs of lost productivity due to illness have been estimated at £5.5bn per year from sickness/absence and £1bn per year from the premature death of people of working age.

Alongside this, Lakeland will act as a key delivery partner supporting general practice, pharmacies, multi-disciplinary teams, hospital discharge teams, allied health professionals, fire service, police, job centres, social care services, housing associations and voluntary, community and social enterprise (VCSE) organisations in the delivery of accessible and sustainable activities that support individual's health and wellbeing. Of particular importance will be the role that social prescribing of leisure and physical activity can play in supporting the treatment of people with more complex needs.

Leisure and recreation

The physical development and associated public realm improvements associated with Lakeland coupled with the improved connectivity to outdoor leisure and the natural environs will help create a stronger pride in place as the local community see their area being invested in and local services enhanced, enhancing community wellbeing and providing a strong, cohesive community for its members. In addition, the strategic objectives of Lakeland will help the Council provide a visible demonstration of its strategic priorities. Creating a vibrant location for community interactions is also considered fundamental to the future success of town centres as highlighted in the Commons Select Committee paper 'High streets and town centres in 2030'[1]. From this paper, it is clear that 'People increasingly prize experiences and leisure opportunities over simply purchasing goods'.

Visitor economy

The LUF funding will provide a catalytic investment into Enniskillen, that will help

address the current level of market failure that is currently limiting investment while simultaneously creating public goods and positive externalities for its members and help to stimulate wider public and private investment in the longer term.

This will be particularly important in enhancing the visitor economy of the area as a whole helping to draw more visitors into the area and increase both the time and money they spend in the local economy – this will help to support local jobs and business (which in turn will further stimulate the place making ambitions of this investment). A critical part of the monitoring and evaluation activity will be to build the evidence base around how Lakeland has impacted in these areas. Sustainability
Finally the focus on creating a Passivhaus Certified centre will make a significant contribution to support the Council's sustainable development aspirations.

Civic Pride nonmonetary impacts that Lakeland will bring about should be considered. Pride in pride which is so relevant to the levelling up agenda. Lakeland will contribute to creating a stronger and more cohesive community that has a positive perception of place, increasing residents satisfaction and quality of life.

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

The detailed project risk register outlines a series of financial risks, such as poor procurement procedures, delays, inflation etc. that could impact the costs, and therefore value for money of the proposal.

Operationally, a sensitivity analysis that halves the baseline number of facility users has been applied. Facility user numbers are considered to be the highest risk assumption.

This scenario delivers a BCR of 1.66. In user number terms, the cumulative impact of this sensitivity is 7,348,347 fewer users over the 30-year appraisal horizon.

Deliverability

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

Value of capital grant

£20,000,000

Land contribution

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

Fermanagh and Omagh District Council own the land at the proposed Lakeland site, where the existing Fermanagh Lakeland Forum Centre will remain operational until construction of the new Lakeland will necessitate its demolition.

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

The outline budget contains no unrecoverable VAT costs. It is to be noted that the model has allowed for fees, contingency and inflation. At this stage it is assumed that the VAT associated with the construction of the new facilities can be fully recovered and the revenue model is net of VAT

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

An extensive exercise has been undertaken to ensure that costs collated for the Stage 1 estimate are robust through benchmarking against available cost data from similar projects and engagement with the supply chain.

Capital cost estimates have been built up using a cost/m², based on the Schedule of Accommodation and targeted quality standard. These costs/m² have been cross checked against rates from similar schemes recently delivered by Fermanagh and Omagh District Council's design and delivery team, both SPACE&PLACE (S&P) in the United Kingdom and Northern Ireland (NI) and AECOM, specifically in NI, to provide robust estimate allowances.

Our cost budget has been collated with the following headings:

- Demolition and site clearance – costs for demolition have been based on estimated volume of the existing building; site clearance on a cost/m².
- Building Works, including Building Services, built up using a cost/m², using information from similar schemes delivered by AECOM and S&P in NI. Rates used have been determined by the Schedule of Accommodation and targeted quality standards.
- Siteworks - site works on a cost/m² for roads, paths, pavings, pitches, landscaping, site furniture etc.
- Site services – drainage, site lighting, telecoms, gas, electricity, watermains – based on a cost/m² for the overall site.
- Preliminaries, overheads & profit – based on percentage allowances of recent tender returns in NI of schemes of a similar nature.
- Professional Fees – based on percentage allowances of fees on recent projects in NI from schemes of a similar nature.
- Risks – allowance has been informed by Risk Register and Optimism Bias calculator.
- Inflation – based on current BCIS forecast to mid-point construction.

SPACE&PLACE has recently designed and delivered the UK's only Passivhaus zero carbon leisure centre at St Sidwell's Point, Exeter, which opened to the public at the end of April. The final account figures have been used as a benchmark for Lakeland, which has allowed the Quantity Surveyor to include an appropriate allowance for the development of Lakeland to comply with Passivhaus standards.

All recent projects used to develop our baseline estimate have included similar internal and external facilities to those proposed for Lakeland, for example wellbeing facilities, swimming pools, sports halls & 3G pitches.

AECOM has an in-house database of costs associated with projects we have delivered over a number of years allowing them to monitor trends in cost data and this information. AECOM's database has been used alongside the BCIS Cost Databases to benchmark the allowances in the cost plan, which also includes adjustments in costs to account for inflation, which has allowed us to validate the robustness of the cost estimate.

AECOM, with SPACE&PLACE, have consulted with the local supply chain to confirm the current status of construction costs associated with structural steel, cladding, curtain walling and 3G pitch costs, all of which have significantly increased in value over the recent years. This exercise has reassured us and given us confidence that the current cost estimate for Lakeland is of the correct order.

A number of assumptions were made to develop the cost estimate, including:

- Consideration of Value Added Tax was excluded as it was assumed will not be paid by FODC or is fully reclaimable.
- Assumed the building will be piled in the absence of a ground investigation report
- Rates provided to build up the cost estimate are assumed to have been competitively tendered.

Capital Cost Pricing:

- Capital costs are stated as at Q2 2022 and have been advised by AECOM;
- Inflation has been included based on BCIS All in TPI and the build profile to Q3 2025;
- Capital costs include an allowance for professional fees at 12%;
- FODC has confirmed that no land or site acquisition is required.

Exclusions:

- FODC direct costs such as statutory costs, legal/accountancy fees, capital contributions/ insurances surveys / testing.

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

The RIBA Stage 1 Preparation and Brief report (8.01) has been completed for Lakeland. This level of design includes scope on areas of the project identifying the targeted quality standard for the new project, which provides some clarity on cost estimates. However, it is recognised that further design development is required to deliver the project to tender stage and consequently costs have been allowed for Design Development and Construction Contingency at 12%. Construction Contingency has also been allowed for to account for costs associated with design changes post-contract, delays or unknown events which

occur during the construction period.

The Design Development allowance will be used to cover the natural progression of design as more detail is provided to the Cost Consultant over time. As additional design details become available, through RIBA Stage 3 Developed Design and RIBA Stage 4 Technical Design, the base cost estimate will increase as specific materials and specifications are confirmed. The Design Development and Contingency allowance will be reduced accordingly.

^{5/32}

This contingency aligns with contingency allowances from previous projects of a similar scale and complexity.

Optimism bias (OB) has been determined for the programme as follows, based on Section 2.6.15 of the Northern Ireland Guide to Expenditure Appraisal and Evaluation, and the Department of Finance Optimism Bias Calculator for Building Projects. These have been reviewed to take account of risk mitigation as the OBC has progressed and the extent to which costs estimates are at upper levels:

Optimism Bias on Building Works 12%

Standard – Building Works etc (shown as combined Design Development and Construction Contingency).

Describe the main financial risks and how they will be mitigated

The key financial project risks are identified below and should be read in conjunction with the detailed project risk register found in 11.01. The Risk Register will be developed to identify the period in the programme when the risk is “live”, likely outcomes if the risk is not managed, mitigation measures, risk owner, cost associated with risk mitigation. They will be monitored throughout the design and construction period at monthly Progress Meetings and Project Boards.

- Closure of the existing Enniskillen Forum to allow redevelopment for Lakeland
- Impact of closure of Enniskillen Forum on local Communities & Cultural Groups addressed through consultation, development of alternative events programme from closure through to opening of Lakeland.
- Availability of capital funding
- Required levels of funding in place at Key Dates, resulting in delays to the overall programme
- Delays associated with receipt of Planning Approval and unexpected conditions imposed that may impact on the available budget.
- Inaccurate Whole Life Costing (WLC) estimates
- Inflation
- Failure to deliver the project within the OBC parameters.
- Procurement challenges that cause delays.

- Late changes to project brief and scope resulting in Compensation Events.
- Further lockdowns due to COVID-19 (or other pandemics) during construction
- Ground conditions
- Project not meeting objectives identified in the OBC.

The two most significant financial risks to Lakeland are:

- **AVAILABILITY OF CAPITAL FUNDING.** It is vital to the continuity of the project that funding is secured and made available to align with the forecast thresholds. It is recommended that good governance procedures are followed to safeguard and robust monitoring of cashflow is undertaken.
- **INFLATION** exceeding forecasted and predicted market %. In order to mitigate this risk, costs should account for inflation and forecast a similar increase as currently experienced in the market. As a further safeguard a contingency will be included for “Extra Over” Inflation.

Fermanagh Omagh District Council (FODC) has strengthened their delivery expertise and de-risked the project delivery through the appointment of an experienced Integrated Consultant Team (ICT), which has built on the FODC experience and provides strategic delivery processes and methodologies. Through the implementation of robust management systems and processes the ICT offers FODC assurances of appropriate expertise and experienced personnel working on project delivery.

This appointment will be throughout RIBA Stages 2 to 7 and sees the ICT Project Manager take responsibility for all communications, project risk management and reporting on project performance. A Risk Management Strategy has been developed to identify protocols for risk identification, ownership and escalation measures aligned with the scale and complexity of new risks.

The strategic approach and means of further de-risking the project, through early contractor engagement and a carefully planned project procurement route, will ensure the most efficient solutions are chosen and delivered.

FODC has also appointed a Quantity Surveyor as part of this team, who will advise on cost estimates at the end of RIBA Stages 2 and 3, prepare a pre-tender estimate at RIBA Stage 4 and monitor the Main Contractor’s expenditure during RIBA Stages 5 & 6, assessing the monetary value of changes submitted by the contractor.

The ICT also includes a Value Management Facilitator, who will develop the Lakeland Value Management Strategy, ensuring Value for Money throughout the project. The Facilitator will manage team workshops at key stages throughout the project to support decisions of key materials selected. The Quantity Surveying will compare actual costs of individual components once selected against the initial estimates in order to track the status of overall budget.

A costed Risk Register will be retained by FODC to maintain a contingency pot, where monies will be released as risks are realised.

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

No sub-granting of the allocated LUF funding will occur as FODC are sole developers of the Fermanagh Lakeland Forum project.

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

N/A - No bid partners on this application.

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

Fermanagh and Omagh District Council (FODC) will strictly adhere to Public Contract Regulations 2015 and subsequent Amendments Regulations 2020, which clearly set out procedures for award of public contracts above specific thresholds. Our procurement strategy is aligned with current procedures and guidance from Construction & Procurement Delivery (CPD) with support from AECOM and Space & Place. FODC is a public body and is legally bound by these regulations.

FODC has appointed AECOM as Project and Cost Managers, Space & Place as Integrated Consultant Team (ICT) Lead for RIBA Stages 2-3. These appointments include professional services (Principal Designer, Architecture, Landscape Architecture, Building Services Engineering & Civil/Structural Engineering). Project delivery will be supported by additional disciplines including Site Supervisors, Clerks of Works, Environmental Consultants, Planners and Passivhaus Professionals/Certifiers through a national framework in line with other NI Local

Authorities and in compliance with the Public Contracts Regulations.

Construction works will be delivered through an Integrated Supply Team (IST), to be appointed through a competitive procurement process. FODC, with input from the ICT through a series of procurement workshops assessed various delivery routes against the following criteria considered key to this proposal:

- Value for Money
- Programme Certainty
- Cost Certainty Prior to Construction
- Quality Control & Control over Design
- Risk Management
- Funder or Procurement Regulation Constraints
- Buildability & Specialist Designer Input
- Single Point of Responsibility & Contractual Relationship
- Change Management
- Sustainability

This process has followed the recommendations of the Construction Playbook and identified a single stage Design & Construct Contract as the preferred option.

The preferred form of contract for the works was identified as NEC4 ECC Option A with Activity Schedule, which provides strong value for money for FODC (Scope developed by ICT will be priced competitively) ensuring the Most Economically Advantageous Tender (MEAT) is successful. As contractors in Northern Ireland are familiar with NEC contracts, they will understand allocation of risk in a competitive tender submission. A Model Compensation Event (MCE) will be included as part of the price assessment, ensuring that rates for professional staff, operatives and direct fees are competitively priced.

FODC acknowledges that NEC4 is replacing NEC3 in many government projects. It is anticipated by the time this proposal is tendered NEC4 will be the preferred contract.

NEC4 Option A Contract has been chosen because of:

- Increased Cost Certainty, without which the project may fail.
- Scope/Specification – Scope will be clearly defined allowing tenderers to provide a lump sum price. Risk and reward sits with the successful Contractor provided Scope is clearly defined and Employer changes are limited;
- Cash flow – Option A payments are made to the Contractor in accordance with an activity schedule. There is no provision for part payment. As Contractors provide activity schedules at tender stage, payments are clearly visible to all parties.

The Restricted Procedure will be followed, allowing a number of tenders to be submitted after selection of evaluated submissions through a pre-qualification process. Selection criteria will be based upon programme/cost/supply chain management and Social Value considerations. This ensures only suitably experienced contractors can participate in the tender process. FODC recognises

its responsibilities to the environment, local communities, their own people, supply chain and society. As such FODC will include a minimum of 10% of the total award criteria to social value.

There has been no pre-market engagement/research activity undertaken to date. Our procurement strategy identifies the importance of market stimulus before issuing PQQ documentation. FODC will provide opportunities for the industry to align itself appropriately to tender for this proposal through a briefing day (advertised in the local press) and through a Prior Information Notice (PIN) via the Find a Tender Service (FTS). Timelines identified in the Regulations will be strictly complied with.

FODC will engage with a national framework for appointment of RIBA Stage 4-7 professional services, which will include management systems fully compliant with the Public Sector (Social Value) Act 2012. The team will collate data in the following areas:

- Local spend on projects, reporting on spend within 20 miles of commissions - target is 45% of the commission value to be within 40 miles
- Small and Medium (SME) spend, targeting greater engagement of SMEs in supply chain - target is 85% of spend with the supplier chain
- Fair payment, ensuring they pay supply chain within 19 days of receipt of invoices –target is 100% of our invoices to be paid within 19 days

FODC will follow the themes below to promote Social Value in design, construction and operation:

Employment & Skills

- Create opportunities for employment, re-training and return to work
- Create employment opportunities particularly for those who face barriers to employment and/or located in deprived areas.
- Create employment and training opportunities in industries with known skills shortages or in high growth sectors.
- Support educational attainment, including training schemes addressing skills gaps and result in recognised qualifications.
- Increase representation of disabled people in the workforce.
- Support disabled people to develop new skills and recognised qualifications.
- Create opportunities for entrepreneurship to support new, small organisations.
- Support in-work progression to help people, including those from disadvantaged or minority groups, to move into higher paid work by developing new skills.

Delivering Zero Carbon

- Deliver additional environmental benefits in performance working towards net zero greenhouse gas emissions.
- Contract specifications supporting environmental protection and improvement including Passivhaus.
- Supply chains minimising carbon footprint and emissions.
- Companies employing low or zero-carbon practices and/or materials.
- Assessing and minimising embodied carbon.

This project will be designed to Passivhaus standard, focusing on making best use

of “passive” influences on the project – like utilising sunshine/shading/ventilation over more traditional active heating/cooling system. There will be requirements for a Site Waste Management Plan, Sourcing of Sustainable Timber and Investigation of Sustainable Drainage Systems (SuDS).

The IST will be required to enroll in Considerate Constructor’s Scheme, including Environment as a KPI measure. IST selection will include a Quality question on supply chains & minimisation of carbon footprint and emissions. Travel distances will need to be minimised, using virtual meetings rather than in-person meetings where possible.

AECOM is currently developing a bespoke carbon measurement and benchmarking system. Cost.Carbon, which sits alongside our cost planning tools allowing benchmarking and target embodied carbon. It is accredited by BRE, the only carbon measurement tool to do so. It is currently in final testing and it will be used on this proposal.

In developing the procurement strategy FODC has allocated risks to those best placed to mitigate them. In conjunction with FODC’s advisors and ICT, standard CPD Z clauses have been developed that recognise recent changes in market conditions as a result of Covid and Brexit.

Recent issues affecting the NI construction sector have been acknowledged. A health check of the market has been undertaken to identify any potential capability or limitations that may impact on project/procurement timescales and how these can be mitigated. AECOM will continue to use its standing in the construction sector to advise on any future developments which may affect this project.

A well-defined Scope and tender pack will be developed with collaborative input from all parties (ICT, client, internal/external stakeholders). AECOM will implement robust project controls and processes to manage scope creep/changes ensuring the Employer’s scope is delivered. We will use our digital AECOM Project Management Toolkit (APMT), a centralised platform for project information, providing real-time updates on key contract issues. AMPT will be used to create and manage all project management deliverables including Core Information, Project Execution Plan, Costs Tracking, Action Tracker, Risk Management, Change Control Management (aligned with NEC).

The APMT will be utilised at each stage and includes:

- At Contractor appointment our PM will arrange a Healthy Start meeting with the Project Team (PT), (Client, ICT and Contractor) to ensure an agreed vision for objectives. This process aligns with our internal systems and will be the forum for the ICT to meet & set out the key requirements.
- Scope is an agenda item at Progress Meetings, where any proposed scope changes can be discussed. Minutes & Action Trackers held in the APMT have functionality to prompt automated follow-up emails, ensuring actions are undertaken punctually.
- NEC Early Warning (EW)/Risk Register process will ensure that any proposed scope changes have minimal impact on design, H&S, budget and programme

benefit. If found to have a negative impact, we will work collaboratively with the PT to identify solutions & mitigation measures which will be tracked through the APMT Change Control & Risk Management module.

- Monitoring quality/defects on an ongoing basis and PM review of site inspection reports (prepared by Supervisor/CoW).

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

FODC has appointed AECOM as Project Managers for RIBA Stages 2 & 3 and will utilise a national framework to continue this appointment through RIBA Stages 4-7 to manage the procurement and construction of the works for Lakeland. AECOM has extensive experience in delivery of capital projects across the UK, Europe and Worldwide.

AECOM has a bespoke Project Delivery System aligning with ISO:9001 accreditation, the success of which is at the heart of AECOM's quality culture, which means:

- Their people have correct skills
- Access to and appropriate use of digital tools / software
- Checking of work
- Taking pride in own and collective work
- Accountability

Everyone is encouraged to understand their role. All AECOM's personnel has access to training modules through an online company resource. Its use is highly encouraged and regularly checked during quarterly performance reviews.

AECOM takes pride in knowledge development and exchange amongst their professionals and through regular engagement between leaders and professionals help our teams grow their careers in ways that help professional achieve personal goals while also responding to business needs.

Project Quality Managers and Lead Verifiers have been approved through internal accreditation processes to ensure they can competently use systems and specific types of projects.

AECOM's processes include:

- Technical Approach & Reviews
- Lead Verifier/Technical Quality Reviews (internal technical sign-off procedures before issue)
- Ensure actions identified through the process are followed up

- Peer reviews

AECOM has recently provided Project Management / Lead Consultant services on a range of recent similar schemes including Belfast Leisure Transformation Programme consisting of:

- Brook Leisure Centre (USP-Outdoor Centre of Excellence): A £15 million health, fitness and wellbeing complex which offers users a multitude of sports and activity spaces such a swimming pool, expansive fitness spaces and team sports facilities both indoor and outdoor. The 4 lane swimming pool is fitted with sensory lighting and sounds making it the largest sensory pool in the UK and Ireland. The health improvement room supports a range of specialist programmes including Healthwise and MacMillan Move More.
- Lisnasharragh Leisure Centre (USP-Aquatic Centre for Northern Ireland): The £20 million centre boasts expansive fitness and training spaces as well as aquatic recreation facilities and team sports courts, such as swimming 8 lane swimming pool also boasting accessible facilities for various mobility ranges. It also supports several spaces and facilities that support health and wellbeing programs including supporting local charities in their programs.
- Andersonstown Leisure Centre (USP-Family Fun Leisure Water): It was a £25 million redevelopment in west Belfast which delivered improvements to spaces and offerings and plays a pivotal role as a community activity hub. The scheme delivered several aquatic sport improvements such as swimming pool, surf simulator and aquatic park as well as fitness spaces and social spaces offering a variety of wellness and fitness programs such as yoga and pilates and supporting users on their training through digital tools. The scheme also has several team sports facilities such as indoor and outdoor 3G pitches.

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

Fermanagh Omagh District Council (FODC) has a team of staff dedicated to Capital Project delivery, led by the Capital Programme Lead, a Sponsor for Capital Projects supported by experienced and qualified project officers. However, this team does not have the range of in-house professional services to design and deliver capital projects and requires the outsourcing of the below professional services to third parties as Project & Cost Managers and as part of an Integrated Consultant Team (ICT):

- Project Management
- Cost Management
- Principal Designer
- Architecture
- Civil/Structural Engineering
- Building Services Engineering
- Passivhaus Consulting

- Landscape Architecture

The Integrated Consultant Team (ICT) including the disciplines above are currently appointed under a national framework for RIBA Stage 0/3. The ICT covers all required major disciplines to progress the design up to the point of obtaining planning approval scheduled at the end of RIBA Stage 3. Where there are supporting minor disciplines such as Ecology or Transportation required to support the planning application, these will be sub-contracted under the main ICT following the completion of a competitive competition.

Fermanagh Omagh District Council (FODC) anticipates that it will appoint AECOM as Project Managers & Cost Managers along with Space & Place as the ICT for RIBA Stages 4-7 via a national framework to ensure there is design and knowledge continuity for the project. This ICT appointment will include professional services noted above including Principal Designer, Architecture, Landscape Architecture, Building Services Engineering, Civil/Structural Engineering, Passivhaus Consultants, Site Supervisors and Clerk of Works in order to develop the design and monitor construction.

This consultant selection was made following discussions with FODC, Space & Place and AECOM to form the best team of consultants to deliver a high-quality project with a focus on appointing local teams including SME's. This is evident in the demonstrated experience in the answer in section 6.3.4 where the AECOM and Space & Place team have delivered similar capital projects to great success.

Each of the team member has the necessary skills, experience, and capabilities to support successful project delivery through all key stages. The role matrix will be developed with help Client, ICT and Contractor teams outline the key skills and technical ability which is required in the delivery. Successful delivery of the project relies on efficient resource allocation against each role, and early engagement between each of the teams

In line with Department of Finance Northern Ireland, FODC will undertake a measure of consultant's performance at the end of each RIBA Stage. The measure which FODC will score out of 10 will include:

- Overall Client Satisfaction
- Value for Money
- Quality of Service
- Timely Delivery
- Health and Safety
- Sustainability

Further to this, the nation framework requires consultants to drive quality to achieve ambitious targets in their Key Performance Indicators (KPI) performance against the overarching Framework KPIs including the below.

Time Predictability
Cost Predictability
Local Spend
SME Engagement
SME Spend
Fair Payment

Client Satisfaction Supply Chain Satisfaction

The minimum agreed standard of performance required is 80% KPIs in every Quarter.

Each quarter, the project will be measured against the KPIs and compliance / deviation tracked. This will allow each stage to be planned and delivered based on stringent project goals.

A robust Outline Business Plan (OBC) has been developed and executed within the project development stages. This document will be supplemented with a Project Plan (PP) and Project Execution Plan (PEP) which will clearly outline all the deliverables and milestones, these documents will set a baseline from where Key Performance Indicator (KPIs) can be developed and monitored

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

The Integrated Consultant Team's (ICT's) further appointment through RIBA Stages 4-7 via a national framework will include project specific sub-consultancy agreements for all parties which specifically outline the Scope of Services required for each discipline. The consultants will all be contracted under AECOM who will appoint a Service Manager to manage all contracts and deliverables for the project. These contracts are managed and stored on an online system which will use DocuSign to securely issue contracts. AECOM, as lead consultant, will then be contracted to FODC through a back-to-back NEC4 Professional Services Contract with an Activity Schedule. Therefore, only once defined activities on the Activity Schedule are 100% complete can consultants submit an invoice, ensuring that FODC only pays for fully completed work by the professional team.

A similar approach will be taken with the Integrated Supply Team (IST) who will be appointed under an NEC4 Engineering Construction Contract Option A with Activity Schedule. Again, only once defined activities on the Activity Schedule are 100% complete can the IST submit a claim for payment.

Prior to appointment under a national framework, all suppliers/sub-consultants of AECOM be approved by the AECOM Suppliers' Team.

The AECOM team will undertake the following checks:

1. Signed AECOM Appointment Documents Health and Safety Policy Statement
2. Approval of H+S Arrangements
3. Confirmation of SSIP Certificate
4. Review of CreditSafe / Credit Score Report

5. Confirmation of Company Registration
6. Check for County Court Judgements
7. Disclosure & Barring Services
8. Review of Modern Slavery Policy to ensure compliance with Modern Slavery Act 2015
9. Review of Anti-Bribery Policy, Equal Opportunities and Diversity Policy, CSR Policy
10. Copy of correct Employer's Liability Insurance
11. Copy of correct Public Liability Insurance
12. Copy of correct Professional Indemnity Insurance
13. Copy of Certification for ISO9001, ISO45001, ISO1400
14. Copy of Construction Line Certificate
15. Decelerations
16. Confirmation of References from previous Clients

In order to appoint the IST AECOM, as part of the tender process, will carry out required due diligence in terms of undertaking a credit check of any potential tenderers in order to avoid a situation where a supplier goes out of business during the construction phase, therefore affecting cost certainty of the project. Other compliance checks including Construction Line Certificates, ISO Certificates and insurances will be undertaken along with requests for proof of either a Parent Company Guarantee or Retention bond.

IST Tenderers will be required to submit a response to a Quality question on supply chain management, outlining the selection process, performance monitoring and payment mechanisms.

Following the successful compliance checking and the appointment of a Contractor, 5% retention will be withheld from the Contractor under Clause X16 of the NEC4 contract. This will provide further incentive for the Contractor to complete the works to a high quality of workmanship in order to receive this retention at the end of the Defects Period. Supply chain management will be a KPI, which will be reviewed quarterly with the IST and will be a standing agenda item at monthly construction meetings.

The NEC contract contains a mechanism for Contractors to submit details of sub-contractors for approval by the Project Manager. We will include a template in the tender documentation, for use during the contract, for contractors to submit details of their sub-contractors including a section on their financial and economic standing, which will be checked prior to acceptance. We will also stipulate that the IST's Monthly Progress Reports include a section on sub-contractors, including commentary on the status of their workmanship.

To further support the ICT, FODC will appoint a NEC Site Supervisor and Clerk of Works (Building & Mechanical/Electrical) during the construction period to ensure the IST employs the highest level of workmanship and site best practices. This will provide confidence that the quality design completed by the ICT and accepted by FODC is carried through into construction.

Throughout the construction period, there will be monthly Progress Meetings, reviewing how the IST is delivering Lakeland through site visits, monitoring programme and cashflow. We will also convene monthly Risk Meetings with the Project Manager and Contractor, which will have a forward-looking agenda to identify any potential upcoming site issues, such as pending Client/ICT sign-offs, sourcing of products, supply chain issues, so that matters are addressed timeously to reduce any potential impact to budget/programme.

Tender documentation will include payment terms that align with NEC requirements. The IST will submit a monthly valuation, which will be initially assessed by the Quantity Surveyor. Once assessed, the Quantity Surveyor will submit a Financial Statement to the Project Manager confirming the amount to be paid to the IST. The PM then prepares a Payment Certificate for this amount, which will be submitted to FODC, who will process the payment, and pay the contractor directly from their account.

Set out how you plan to deliver the bid

Fermanagh and Omagh District Council have developed a Project Execution Plan (PEP) which will be developed and changed as the Lakeland Design Development and Construction progresses. The PEP includes the following information:

PROGRAMME

A detailed programme is appended to this application that details key tasks, periods and interdependencies with key milestones and governance arrangements including those items on the critical path. The project follows a Master Design & Construction Programme developed on MS Project which is resource loaded and includes 'Client Review & Signoff' periods at the end of each RIBA Stage.

The programme is a live document and is regularly updated to reflect the current position of the project. During design, the programme is used similarly to construction where planned vs actual are compared at regular intervals to ensure that progress is being made according to the programme.

ROLES & RESPONSIBILITIES

The project is strategically managed by the Project Board, comprising Officers drawn from across FODC's Corporate Management and Heads of Service level including other stakeholders. The Board is supported by the FODC Programme Manager and Capital Projects Manager who are responsible for the day-to-day management and delivery of the project. The Board reports to the Full Council via the Chief Executive and Director of Development ensuring due diligence and corporate governance of the project.

AECOM's appointment as Project Managers and Cost Managers along with

SPACE&PLACE's appointment as the Lead Consultant of the Integrated Consultant Team (ICT) for RIBA Stages 4-7 will include professional services including Principal Designer, Architecture, Landscape Architecture, M+E Engineering & C+S Engineering of which the main responsibilities are outlined below:

Project Manager

The Project Manager responsible for managing the works contract sits within the ICT. The Project Manager will manage the ICT by way of regular progress meetings, effective reporting arrangements and co-ordinate the input of all ICT members, including any specialists, to achieve an effective service to FODC. The Project Manager shall represent the ICT to FODC and act as a single point of contact between FODC and the ICT. The Project Manager will meet with the Employer at least monthly (more frequently as and when required) throughout the duration of the project and will be expected to arrange attendance of key disciplines above, as required, to these meetings. In addition, the Project Manager will prepare a monthly progress report and bi-monthly Project Board progress reports. The ICT's tender will include for attendance by the Project Manager at bi-monthly Board meetings to update Board members on project progress.

Quantity Surveyor

The Quantity Surveyor shall be required to provide professional input into the cost planning, cost forecasting and cost management of the project. This will include Whole Life Costing.

NEC Supervisor

The NEC Supervisor shall provide professional services from the pre-construction phase through to the end of the defects period (RIBA Stages 4-7), inspecting and reporting upon the quality of the works, undertaking tests and advising the Project Manager on all site activities. The Project Manager will be responsible for reporting to the Employer on the findings of the Supervisor.

Architect

The Architect is required to provide professional Architectural input into the management, design and delivery of this proposal.

Landscape Architect

The Landscape Architect will provide professional Landscape Architect input into the management, design and delivery of the externals surrounding the proposal.

Civil/Structural Engineer

The Civil/Structural Engineer will provide professional Civil/Structural Engineering input into management, design and delivery of the proposal and surrounding externals. Also, the named Civil Engineer is to be chartered and will be required to undertake joint inspections of any adoptable areas with the PM and DfI (Roads Service) to confirm that all material defects arising during the Defects Liability Period have been made good.

M+E Engineer

The M+E Engineer will provide professional Electrical/Mechanical Engineering input into the management, design, delivery and works supervision of the proposal and surrounding externals, including external lighting and decorative lighting as required and diversion amendments to existing services where required. The M+E Engineer will be required to liaise with DfI Street Lighting throughout the project duration regarding statutory street lighting requirements.

Principal Designer

The Principal Designer will plan, manage, monitor and coordinate health and safety in the pre-construction phase, to comply with CDM (NI) 2016 regulations providing Principal Designer duties through (RIBA Stages 4 to 7).

STAKEHOLDER MANAGEMENT

A comprehensive Stakeholder Management Strategy and Plan is being developed and implemented, which is being directly managed by FODC with support from the ICT.

MAIN CONTRACTOR (IST)

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

STATUTORY APPROVAL

- Full Planning permission is anticipated in Q3 2023.

POWERS/CONSENTS

- Planning Permission – Planning Application to be submitted Q2 2023
- Building Control Approval, which runs from RIBA Stage 3 through to handover of the completed project.

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

Fermanagh and Omagh District Council has appointed AECOM as Project Managers and SPACE&PLACE as the ICT to manage the design, planning and construction. The professional team is actively working on the project in line with the proposed delivery plan is as follows:

Summary Schedule of Project Implementation:

RIBA Stage 2 – Concept Design: to be started by 08/08/22 and completed by

09/12/22

RIBA Stage 3 – Coordinated Design: to be started by 09/12/22 and completed by 29/05/23

Planning Approval: to be received by 06/10/23

RIBA Stage 4 – Procurement & Design: to be started by 10/07/23 and completed by 14/05/24

RIBA Stage 5 – Construction: to be started by 14/05/24 and completed by 09/11/26

This 2022/23 expenditure will principally consist of:

- Specialist Business Consultant (completion of Full Business Case)
- Playing Pitch Strategy
- Environmental Impact Assessment
- Air Quality Survey & Assessment
- Bat Survey (inc. Bat Activity)
- Preliminary Ecology Assessment
- Biodiversity Checklist
- Flood Risk Assessment
- Drainage Assessment
- Land Contamination (Phase 1) PRA
- Ground Investigation (Phase 1)
- Utilities Survey
- Arboriculture Report
- Drainage Survey and Capacity Check
- Project Management professional services
- Cost Consultant professional services
- Architectural professional services
- Principal Designer
- Building Engineering professional services
- Structural Engineering professional services
- Passivhaus Design professional services
- Landscape Architecture professional services
- Public Consultation and community engagement professional services
- Fire Engineering professional services
- Planning Consultancy
- Noise Assessment
- Transport Assessment
- Topographical Survey
- CGI and Flythrough models
- Site waste Management plan
- Archeology Assessment
- Heritage Statement
- BIM Information Manager professional services
- BIM Co-ordination professional services
- Interior Designer professional services
- Pool Filtration Consultant

- Sustainability Consultant
- Lead Designer professional services

Risk Management: Set out your detailed risk assessment

Fermanagh Omagh District Council (FODC) is committed to managing risks as an organisation and promotes this for the good of all its stakeholders; the public, employees, Elected Members and partners. FODC has a Risk Management Strategy in place, which requires the identification of both Corporate and Service Risks to be assessed for impact and likelihood of those risks on the business operations at all levels and mitigating controls put in place to manage the same.

FODC has a Corporate Risk Register in place, which is reviewed by the Senior Management Team on a regular basis and presented annually to Audit and Scrutiny Committee. Council developed a suite of Service Risk Registers, and Project Risk Registers that encapsulates all key risks that have the potential to adversely impact on the delivery of core Council services and projects.

FODC's key objective in terms of risk management is to ensure there are robust internal controls and governance within the organisation and to ensure these contribute to the overall objectives and deliverables of the project. The council's risk management approach incorporates the planned and systematic approach to identify, evaluate, and mitigate risk in line with its Risk Management Policy.

The list below identifies the significant project risks, which should be read in conjunction with the detailed project Risk Register (11.01). The Risk Register provides a detailed assessment of the Risks identified to date for Lakeland. In accordance with good practice, the register includes:

- an assessment of the likelihood and severity of each risk
- an estimate of the impact of the risk alongside the probability of the risk occurring
- estimated monetary value of risk
- Mitigation Measure
- Risk Owner
- Associated comments

FINANCE (Section C)

- Withdrawal of funding
- Tender returns exceed budget

LEGAL (Section D)

- Potential Injunctions/Objections
- Contractual arrangements with ICT/IST
- Changes in regulations on Procurement (A8), Enhancement of DDA Requirements (F7), Health & Safety legislation (J5)

DELIVERY (Sections F/G - Design Development & Construction)

- Failure of design to meet brief

- Delay in completion of contract
- Performance issues
- Increased costs
- Insolvency

REPUTATION (I7, K2)

- Damage to reputation due to poor communications during design and construction
- Damage to reputation due to poor communications post opening

HEALTH & SAFETY (J1 to J9)

- Site security
- Potential presence of asbestos in Enniskillen Forum
- Unauthorised activity on site

ENVIRONMENT (L1 to L4)

- Carbon footprint of Lakeland during construction
- Protected species on site
- Carbon footprint in use

Council adopts a structured approach to the management of risk, in accordance with its risk management policy and procedures and has a robust risk management framework in place to effectively manage the collective financial risks associated with the delivery of projects.

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

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

FODC has a dedicated team for Capital Project delivery, led by the Capital Programme Lead, and supported by Capital Project Sponsor and experienced and qualified Project Officers.

FODC's track record is evidenced through similar projects:

- Enniskillen Castle; Created a new visitor centre, galleries and exhibition space, café, and meeting rooms with views of the castle keep and iconic 17th-century water gate. (£3.5m)
- Gortin Glen Forest Park; developed into a family friendly destination for the local community, visitors and tourists, where health and wellbeing are the key focus. Includes a destination play area, a range of walks (including challenge walks), mountain bike trails (14km), equestrian space and cafe/education. (£6.8m)
Awarded: RTPi NI Award for Planning Excellence for Health and Wellbeing.

The FODC Project Board comprises:

- John Boyle, Director of Community and Wellbeing, Senior Responsible Officer
- Ian Davidson, Head of Wellbeing and Culture, Programme Manager
- Joe Reilly, Capital Project Sponsor, Project Sponsor
- Tracey McCallan, Audience Development & Marketing Manager, Programme Coordinator
- Project Board Members (Advisors): Anne Quinn, Capital Programme Lead, Catherine Leonard, Head of Finance, Marcella Kinsella, Climate Change Lead, Stephen Forrest, Head of Parks, Estate and Property.

FODC will appoint an ICT to manage design, planning and construction of Lakeland during RIBA Stages 4-7. Appointed under a national framework in compliance with procurement regulations, these comprise:

AECOM

Project Management and Cost Consultancy services will be provided by AECOM, 600 employees in Ireland.

AECOM's recent track record in NI includes the following for Belfast City Council:

- Brook (USP-Outdoor Centre of Excellence): A £15M health, fitness and well-being complex offering a multitude of sports and activity spaces including a swimming pool, fitness spaces and indoor/outdoor team sports facilities. The 4 lane swimming pool is fitted with sensory lighting and sounds.
- Lisnasharragh (USP-Aquatic Centre for Northern Ireland): The £20 million centre boasts expansive fitness and training spaces with aquatic recreation facilities and team sports courts, such as 8 lane swimming pool with accessible facilities for various mobility ranges. It also supports health and wellbeing programmes.
- Andersonstown (USP-Family Fun): A £25 million redevelopment in west Belfast improving spaces and offerings that plays a pivotal role as a community activity hub. The scheme delivered swimming pools, surf simulator and aquatic park, offering a variety of wellness and fitness spaces for yoga and pilates. Andersonstown also has several team sports facilities such as indoor and outdoor 3G pitches.

SPACE & PLACE (S&P)

Architect and Lead Designer will be delivered by S&P, who will directly appoint the full design team including Building Services and Structural Engineers. S&P currently has a workforce of 40 in UK & NI.

S&P is the UK's foremost Sports, Leisure, Health & Wellbeing and Entertainment architects. They are technical advisors to Sport England and write all Sport England's Design Guidance Notes used as a benchmark for all Local Authority developments of sports and wellbeing facilities, including those in Northern Ireland (NI) with Sport NI. In June 2022 S&P delivered the UK's first Passivhaus Sports Centre, for Exeter City Council, which is entirely aligned with FODC's 2036 Carbon Net Zero policy. The innovative design of the £36m facility reduces energy costs and water usage by 50% and includes 3 swimming pools; a fitness gym; 3 studios; a crèche, a café, and a large health spa with a top floor external landscaped terrace overlooking Exeter's city roof scape.

Working in partnership with Zaha Hadid, S&P co-designed and delivered the 2012 Summer Olympic Games Aquatic Centre, working closely with the Olympic Delivery Authority, DCMS and governing bodies of sport. S&P completed the legacy conversion of the pool for community and performance sport use, as well as the Velodrome, the Copperbox Arena and the Whitewater Centre.

S&P have designed and successfully delivered five major projects in NI, in the last 10 years, which are very similar in scope and complexity, including Belfast City Council's (BCC) Leisure Transformation Programme, as listed under AECOM above. S&P also designed and delivered the £35m South Lakes Leisure Centre, and the £38m Bangor Aurora Complex with funding support from NI's DCAL.

We have the right project team to support successful delivery of Lakeland through all key stages, with sufficient staff to address any capacity or capability gaps.

AECOM will be Project Managers for the scheme and is in regular contact with the applicant FODC. They will coordinate formal monthly project team progress meetings, procurement and ensure delivery of Lakeland is meeting FODC's aims and objectives.

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

Fermanagh and Omagh District Council's Chief Finance/Financial Officer has confirmed that adequate assurance systems are in place.

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

Phases includes;

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

This project is included within the Council's 5-year Capital Investment Programme. This 5 year programme has been scrutinised and agreed by Council and is subject to annual review. Acknowledging the Council's match funding.

Projects do not move onto the next stage without scrutiny through the Capital

Governance structure. Various teams and committees are involved in the delivery, management and decision-making process of projects within the Capital Investment Programme. These include a Capital Programme Office, Capital Programme Delivery Board, Corporate Management Team, Services Committees, Capital Projects Committee and Project Sponsoring Unit.

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

In addition, project boards are convened on a regular basis to discuss project progress including financial and programme, risks and mitigations, health checks, etc.

FODC's financial statements are prepared in line with the Code of Practice on Local Authority Accounting in the United Kingdom and the Department for Communities Accounts Direction, annual Circular LG 03/20. Council executes its responsibilities under Section 1 of the Local Government Finance Act (NI) 2011 and Regulation 7 of the Local Government (Accounts and Audit) Regulations (NI) 2015. The Chief Financial Officer executes their responsibilities under Regulation 8 of the Local Government (Accounts and Audit) Regulations (NI) 2015. Council has an Annual Governance Statement in line with the principles of the CIPFA/SOLACE Framework Delivering Good Governance in Local Government. This statement explains how the Council meets the requirements of Regulation 4 of the Local Government (Accounts and Audit) Regulations (N) 2015 in relation to the publication of a statement on internal control. The Project will be delivered under this corporate governance. There will be a dedicated cost centre established to control spend for which management accounts will be prepared and reported to Senior Management on a monthly basis; and corporate governance, assurance and internal audit will be overseen by the Council's Assurance Section. The following policies will be in place:

- Raising Concerns, Counter Fraud and Anti Bribery
- Conflicts of Interest
- Gifts & Hospitality
- Risk Management
- Fraud, Corruptions & Anti Bribery

FODC have a fraud policy which outlines the commitment FODC places on the prevention and detection of fraud and irregularity, financial or otherwise.

Code of conduct setting standards for ethical and professional behaviour

FODC employees must adhere to the Code of Conduct for Local Government Employees, as has been agreed by the Local Government Reform Joint Forum (LGRJF).

The Code was issued as a statutory recommendation by the Local Government Staff Commission under Article 35(1)(b) of the Local Government (Miscellaneous

Provisions) (NI) Order 1992 and represents the minimum standards of behaviour expected from district council employees. The recommendation for adoption of this code by all councils and the Staff Commission has been in place since 1 April 2015.

Cyber security, and data management.

FODC have an Information Communication Technology (ICT) Systems Acceptable Use Policy. This policy is an acceptable usage policy providing user guidance on how to ensure the availability, confidentiality and integrity of Mid and East Antrim Borough Council's Information Communication Technology (ICT) systems.

FODC also have a Network Security Policy. The protection of FODC's Computer network is of paramount importance to the organisation. All users are required to follow this policy and adopt its standards.

FODC have an Internal Audit Plan which is approved by the Council's Assurance, Audit & Risk Committee annually. All audit reports and governance documentation is reported to this Committee. In addition to the Annual Governance Statement, FODC produce an Annual Code of Governance.

The Project's dedicated Manager will be supported by a range of corporate support staff and services such as: Personnel, Strategic Finance, Internal Audit, Marketing, Health and Safety and Capital Accountant with oversight of major capital expenditure.

Delivering Capital Projects

Council has a demonstrable track record in the delivery of capital build projects that are externally funded. Strong Governance is essential for effective project management and delivery. Council adopts the Department of Finance 'Achieving Excellence in Construction Initiative'. This initiative aims to improve the management techniques adopted by clients, measure key aspects of performance, develop an integrated culture within project teams and achieve maximum benefits from standardisation and new technologies.

<https://www.finance-ni.gov.uk/publications/achieving-excellence-initiative-northern-ireland>

Table D in the Costing and Planning Workbook sets out a Project Activity Plan. This is a key management document which will govern, the project deliverable, procedures, organisation and responsibilities. It should be noted that this is a working document and will be amended as required to suit changes to the project particulars and governance arrangements subject to when an award is made from the LUF and the project can commence.

Financial Risk Mitigation & Cost Control

The objective of cost management is to deliver a quality project, complying with guidelines and best practice. This will ensure full and proper accounts of all transactions, payments and changes are monitored throughout the project. Delivery of this objective is the responsibility of the Project Sponsors, reporting to SRO.

Project Partners are required to produce and regularly update reports on the

estimated outturn global costs for the project and spend profiles throughout the design and delivery phases of the project. Project Partners are directly responsible for understanding and reporting the cost consequences of any decisions, changes or events, initiating corrective actions if necessary and adjusting and reporting the effect on the projected outturn cost and spend profile.

The following principles of cost management will be applied to all cost management activities for the project:

- Ensure that all costs are monitored against the targets set out in the business case throughout all stages of the project.
- Scope – defining what is to be included in the project and limiting expenditure accordingly;
- Programme – defining the project programme from inception to completion ensuring a logical and realistic approach. Cost estimates and spend profiles should be consistent with the programme;
- Commitments – ensuring that orders are properly authorised;
- Risk allowance – ensuring all expenditure relating to risks is appropriately allocated from the OB allowance and properly authorised; and monitoring use of risk contingency and OB allowances (in conjunction with the SRO/project board) to assess impact on overall out turn cost;
- Spend Profile – planning and controlling both commitments and expenditure within budgets so that unexpected cost over/under runs do not result; ensuring that all transactions are properly recorded and authorised and decisions are justified.
- Changes to the project, especially after contract award, are one of the major causes of cost overruns and of not achieving value for money. Their consequences during the delivery stage can be proportionately much greater than their direct impacts.

The need for changes will be minimised by:

- Ensuring that the project design brief is comprehensive and has the project stakeholder's agreement;
- Ensuring that Work Plan are fully developed and co-ordinated between Project Partners before tendering for supplies or appointment of posts
- Contracts are committed;
- Good project management by the Lead and Partners to the Project, including forward planning and coordination; and
- Identifying and managing risks.

Cost Over Run

Council is committed through reprioritisation origination of its capital programme to picking up any cost overruns beyond OB in order to secure this funding.

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

All operational, life-cycle maintenance and servicing costs of Lakeland will be covered by the income generated by the use of the facility and outdoor amenities by District residents, visitors, and 3rd party and delivery partner rentals and service level agreements. Draft income and expenditure models are set out in the OBC (13.02). Fermanagh and Omagh District Council will also subsidise certain activities, within agreed Council budgets and continually measure this subvention against Benefit Cost Ratio and other outcome KPIs.

Lakeland will be operated within agreed budgets by Fermanagh and Omagh District Council (FODC) to ensure operational outcomes and benefits are realised, monitored, and evaluated against the four key outcome streams as set out in the Theory of Change model and M&E strategy:

- Health and Wellbeing
- Leisure and Recreation
- Sustainable Development
- Local and Visitor Economy

Some examples of income generation for Lakeland include:

- Tourist focused activity ticketing/admission with intelligent pricing strategy to suit non-peak and District resident use
- Resale uplift to other local commercial Tourist Attractions
- Participation in physical activity, swimming, gym, group exercise classes, sports hall activities
- Club rental
- Memberships
- Delivery of health and wellbeing programmes with health partners– participant attendance fees
- Delivery of outreach health care services - participant attendance fees
- Payment from the health care services to cover shared services eg cleaning, security, maintenance
- Food and beverage sales
- Merchandise Sales
- Apparel and equipment sales
- Event space rental
- Event Admission and ticketing sales
- Net energy contribution

FODC will also offer some enhanced free-to-use services such as the Life Park which will enhance both tourist and local community amenities. The subsidy will be directly linked to achieving improved health outcomes and align the outcomes of Lakeland with the Council's strategies and vision.

FODC are committed to service change and continual development and improvement, aspiring to be very best in class. Alongside the Programme level (LUF M&E KPIs) FODC will benchmark, monitor, and evaluate, at a service level detail, the following KPIs

Financial performance indicators

- Subsidy per visit (excluding central charges and free school use)
- Net cost per head of population (excluding central charges)
- Customer-spend per head
- Staff costs per admission
- Staff cost as a percentage of gross expenditure
- Energy cost per user

Usage performance indicators

- Usage per household within catchment area
- Estimated Annualised Usage per Household within catchment area
- Usage per opening hour

Staff performance indicators

- Percentage staff absence for leisure services (all staff)
- Percentage short term absenteeism / lost time rate for Leisure services
- Percentage long term absenteeism / lost time rate for Leisure services

More widely, FODC have a developing 3-year plan to improve services across the whole of the sport and leisure portfolio to align with the opening of Lakeland, this will include, but is not limited to:

- Review of the customer journey across the whole of the district and NI, including market demand, marketing, and customer expectations and feedback.
- Adopt operational documentation and practice to best-in-class industry standards.
- Review employment practices, including training and development and access to promotions.
- Conduct customer feedback through the Annual Surveys
- Adopt Quality Assurance assessments
- Adopt best-in-class Customer Relationship Management system
- Determine how longitudinal studies and evaluation tools can be developed and introduced to measure health impacts and Anti-social Behaviour diversionary outcomes for specific programmes and general participation; exploring opportunities to partner with other agencies.
- Conduct a skills audit of its facility management team and develop a specific

development plan that addresses and skills gaps that may exist in either technical or people management skills.

Set out proportionate plans for monitoring and evaluation

The Lakeland development will be subject to two levels of monitoring and evaluation: programme and service level. The programme level monitoring and evaluation will be undertaken in line with the Levelling Up Fund monitoring and evaluation guidance and is detailed in the answer to this question. The service level monitoring and evaluation will be undertaken by Fermanagh and Omagh District Council (FODC) to determine the success and lessons learned associated with the operation of the development and the interventions that it delivers. FODC have identified internal Key Performance Indicators relating to financial, usage, and staff performance for the purpose of the service level monitoring and evaluation.

The monitoring and evaluation plan for the bid has been guided by the Theory of Change and its associated logic model. It will ensure appropriate use of public monies and understanding the additionality and value for money of the Levelling Up Fund for the Lakeland development. The sharing of data and information will allow the Government to monitor and evaluate the impact of the Levelling Up Fund as a whole as well as at a project level. Monitoring and evaluation will also enable lessons to be learned about how investment in integrated leisure and health can deliver positive health, wellbeing, and economic benefits.

The objectives of the planned monitoring and evaluation will address three key issues:

1. Impact: What difference has Lakeland made?
2. Process: What can we learn from how Lakeland was delivered?
3. Value-for-money (VfM): Was Lakeland a good use of resources?

The key research questions will be:

1. Impact
 - How far did Lakeland achieve its expected outcomes?
 - Have health and wellbeing outcomes for residents improved?
 - Are more people more physically active?
 - Has the sense of pride and community cohesion increased?
 - Have visitor numbers and consumer spend increased?
 - Has the visitor experience improved?
 - Did the Leisure and Wellbeing Centre achieve Passivhaus and Net Zero standards?
 - Has the scheme reduced greenhouse gases and improved air quality?

How much of the change can be attributed to Lakeland rather than external factors? (What would have happened without the centre?)

What, if any, unintended outcomes have there been?

How far have different groups been impacted in different ways by Lakeland? What are the reasons for this?

What lessons have been learned about the impacts?

2. Process

- Was the centre delivered as intended - On time? On Budget? Were there any scope changes?
- Were there any unexpected or unintended delivery issues?
- Were there any changes in context that influenced delivery?
- Did Lakeland reach its target groups?
- What worked well and what could have been better?
- What can be learned from the delivery methods used?
- Could the development have been procured and delivered at a lower cost?

3. Value for Money

- What were the costs and the benefits of the development? And how did they compare with expectations?
- What was the value for money of the development?
- Was investment in Lakeland the best use of resources?

The monitoring and evaluation will determine whether the development has had a positive impact from financial, economic, social, and environmental perspectives. It will also inform consideration of whether a similar development could work in other contexts, and identify lessons that could be transferred to other projects.

Approach to monitoring and evaluation

In order to answer the research questions three components will be required:

1. Baseline and monitoring – this is primarily about data collection. A robust baseline will be constructed against which progress and change can be measured. The baseline will comprise a range of socio-economic and market data. The socio-economic data will include, but not be limited to health and wellbeing metrics, physical activity levels, current leisure centre users, carbon impact of the existing assets, levels of community events, current visitor numbers and local spend levels. When the baseline is complete, primary and secondary data related to the identified outputs and outcomes will be collected to monitor progress.

2. Interim evaluation – this will occur within two years of Lakeland opening and will focus on the progress in delivering the project and activities, and the emerging outcomes from the activities that have been undertaken. This stage is likely to focus on primary data, for example, visitor and resident perception surveys, and analysis of attendance and activity levels. Alongside this a small number of interviews will be undertaken by those involved in delivering the Levelling Up Fund to learn lessons around the process of setting up and delivering the fund.

3. Final evaluation – The final component will take place five years after opening

and will focus on the extent to which key outcomes and impacts identified in the Theory of Change have been achieved. There will be particular focus on value for money and the cost benefit of the development. The assessment will be a combination of comparative, benchmarking and standalone measures.

The key metrics will be divided under the programme themes of leisure and recreation, health and wellbeing, sustainable development and local and visitor economic but with recognition that there are some cross cutting metrics. The key metrics are summarised below:

Outputs: leisure, play, community and health spaces created; improved public realm and public amenities; dilapidated buildings improved; volunteering opportunities supported; additional people participating in physical activity and increased levels of physical activity; new jobs created and jobs safeguarded; increased centre users; and increased footfall in Enniskillen town centre.

Outcomes: co-located multi-agency services delivered; reduced energy costs; reduced emissions; mode shift; improved health and wellbeing of Enniskillen residents; improved air quality; improved loneliness; improved visitor satisfaction, reduced NHS healthcare delivery costs resulting from integration and targeted programmes; increased tourism spend; and increased tourism dwell time.

Example measures: amenity space created; development cost; number of people visiting Lakeland and Enniskillen town centre; visitor perception; number of people using the leisure facilities who were not previously physically active; biodiversity levels; and carbon impact of development.

Resources and governance

The Council has been successful in receiving government funding in the past and is therefore accustomed to meeting the monitoring and evaluation requirements of funding agencies. Examples include The National Lottery Heritage Fund, NI Dept for Communities, Dept of Agriculture, Environment and Rural Affairs and Special EU programmes body.

FODC has excellent relationships with the project's stakeholders and as part of the overall governance agreement for the delivering Lakeland an integrated approach to sharing data and information between partners will be agreed. This will ensure the full impact of the investment is captured and fed into the monitoring and evaluation process.

The Project's Senior Responsible Officer has overall responsibility for the monitoring and evaluation and will ensure these activities are fulfilled and appropriately resourced. They will ensure that the collation of information and production of reports are undertaken in line with monitoring requirements, this will include the obtaining data from contractors, health partners and other stakeholders that are involved in the delivery, operation and management of the facilities within the development.

The Council's Community and Wellbeing Team have experience of undertaking monitoring and evaluation activities and will assume responsibility for this project also. It is likely that the longitudinal evaluation will be contracted out to an experience specialist and independent organisation via a tender process after the scope has been agreed with the funder.

FODC will work closely with the funder to agree from the point of LUF award the aspects of the project that they would want reports for, along with the frequency of reporting, type of evidence and format of monitoring report.

FODC also expect to agree with the funder the scope and timing of evaluation, clarifying the following:

- The success criteria for monitoring and evaluation;
- The baseline assessment against which the outcomes will be evaluated; and
- The methodology to be used