

# Apply to the levelling up fund round 2

## Submission details

Submission reference	LUF20312
Created time	Wed, 10 Aug 2022 08:58
Signed-in user	[REDACTED]

## What is the legal name of the lead applicant organisation?

Shropshire Council

## Where is your bid being delivered?

England

## Select your local authority

Shropshire

## Enter the name of your bid

Smithfield Riverside Redevelopment Programme and Transforming Movement and Public Spaces in Shrewsbury

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

## Bid manager contact details

Full name	[REDACTED]
Position	Shrewsbury Programme Manager
Telephone number	[REDACTED]
Email address	[REDACTED]
Postal address	Shirehall, Abbey Foregate, Shrewsbury Shropshire SY2 6ND

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## Senior Responsible Officer contact details

Full name	██████████
Position	Executive Director of Place
Telephone number	██████████
Email address	██

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## Chief Finance Officer contact details

Full name	██████████
Telephone number	██████████
Email address	██

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## Local Authority Leader contact details

Full name	██████████
Position	Leader of Shropshire Council
Telephone number	██████████
Email address	██

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

██  
██  
██  
██  
██

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Enter the total grant requested from the Levelling Up Fund

£18701269

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## Investment themes

Regeneration and town centre	100%
Cultural	0%
Transport	0%

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## Which bid allowance are you using?

Full constituency allowance

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## How many component projects are there in your bid?

2

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## Are you submitting a joint bid?

No

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## Grant value declaration

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

Tick to confirm

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## Gateway criteria: costings, planning and defrayment

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

Tick to confirm

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Costings and Planning Workbook

LUF 20312 Shrewsbury Costings\_and\_planning\_workbook.xlsx

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## Provide bid name

Smithfield Riverside Redevelopment Programme and Transforming Movement and Public Spaces in Shrewsbury

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## Provide a short description of your bid

The Shrewsbury bid proposes two complementary infrastructure and public realm projects, essential to realising the ambitions of Shrewsbury's Big Town Plan, aligned to the Government's Missions to Level Up the UK.

The Smithfield Programme will accelerate the regeneration of c1.2ha of brownfield land, enabling mixed-use low carbon waterside development, significantly improving Shrewsbury's employment, productivity, incentivise private sector investment, whilst addressing flooding and increasing opportunities to live in the town.

Associated transport, active travel and public realm interventions adjacent to the town's gateway rail station will ensure this programme maximises benefit for the town, including one of its more deprived communities.

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## Provide a more detailed overview of your bid proposal

Shrewsbury is a historic market town and the County Town of Shropshire. It is the major employment hub, service provider; health, commercial and cultural centre for Shropshire, and for a large rural hinterland of 2.6 million people (including parts of mid-Wales) who live within 1 hour travel time.

Economic growth in Shrewsbury is restricted due to a lack of employment sites that are limiting investment and job creation. This is worsened by a town centre that is constrained and underperforming with an over-reliance on retail. There is a strategic need to attract and grow higher value sectors and strengthen some of our existing sectors to create better jobs.

The key outcomes of our LUF investment across the two projects will be:

Increased appeal of Shrewsbury town centre and the wider Shrewsbury urban area as a viable location for business, tourism and investment.

Growth of higher value, higher skilled jobs in Shrewsbury

Lower vacancy rates and increased commercial floorspace.

A connected and accessible town centre for those using all modes of transport.

An adaptive and integrated approach to climate resilience.

A reduction in through-traffic movements.

Project 1: Smithfield Riverside Redevelopment Programme outputs

The site of the former Riverside Shopping Centre and associated assets is cleared through the demolition of 11,600m<sup>2</sup> of redundant buildings and associated enabling works, and its waste material re-used where possible within the site.

17,476m<sup>2</sup> of new commercial development (Phase 1)

Land Value Uplift on Smithfield Riverside

7,192m<sup>2</sup> of public realm introduced

Flexible public space of 4,467m<sup>2</sup>

A podium level with an overall area of 7,700m<sup>2</sup>

to enable building of 11,035m<sup>2</sup> Multi-Agency Hub build, that will be better support the community

to enable Commercial build of 180 keys hotel

to improve public realm that physically and visually reconnects the town centre to the River Severn

PROJECT 2 – Transforming Movement and Public Spaces in Shrewsbury  
Undertake initial public realm and active travel interventions that deliver:

6 public realm interventions adjacent to the town's rail station and Northern Corridor improving 4,780m<sup>2</sup> of public realm alongside lighting and public art interventions, to a key gateway into the town, improving resident and visitor safety, air quality and enjoyment of these areas through improved connectivity. In summary:

20% increase in footfall

20% increase in cycling

4 traffic management improvements to introduce two-way cycle infrastructure,

reduced vehicle speeds, bus only provision and changes in direction of the traffic.

2.3 km of enhanced walking routes and cycleways

A 21% reduction in NO<sub>2</sub> from 52.95µg/m<sup>3</sup> to 41.8 µg/m<sup>3</sup> in the Station area.

The overall cost of the two projects is £23,744,188 with a LUF ask of £18,701,269 equating to 79% of project costs.

Spend in 2022/23 is £1,221,905

The overall BCR for the two projects are 3.62 adjusted, and individually:

Project 1: Smithfield Riverside 2.69 adjusted

Project 2: Transforming Movement 7.77 adjusted.

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

To be read alongside Appendix 5 Maps and Drawings, which includes a map of the proposed interventions, alongside current drone and street level photography to demonstrate their proximity and current state and appearance.

GIS File locations are in Appendix 4

Our projects are located within 'The Big Connection', defined in the Shrewsbury Big Town Plan (2018). The site represents the biggest regeneration opportunity in Shrewsbury, with the Smithfield Riverside being the largest brownfield site across the area.

The projects are a coherent set of initiatives fitting within the ambitions of the Shrewsbury Big Town Plan (SBTP) which has been in existence since 2018 and 'The Big Connection' is an illustration of how all the principles come together to deliver real and integrated transformation change.

### **Project 1: Smithfield Riverside Redevelopment**

Situated within the town centre, adjacent to the River Severn as it loops through the town, the area is poorly connected to the town centre due to its topography and the barrier created by the incongruous and poor urban form of the former shopping centres accommodated in the Pride Hill and Riverside centres. The existing footbridge that links Frankwell to the Riverside is inaccessible due to its height above the road. Furthermore, separation of pedestrian and vehicular traffic prevents development of a normalised public realm, particularly along the river, with footfall maximised at active street fronts. The redevelopment area is adjacent to the rail station area, leading towards the Northern Corridor.

### **Project 2: Transforming Movement and Public Spaces**

The Northern Corridor stretches from the Railway Station (a key arrival point to the town centre), towards the Flaxmill Maltings (a key, internationally recognised heritage restoration regeneration project in the ownership of Historic England) and through Castlefields and Ditherington ward; the fourth most deprived electoral division in Shropshire. Unemployment is relatively high in the ward (4.9% in May 2022 compared with 2.5% for Shropshire) and residents are more likely to have no or low levels of qualifications (42.3% of 16+ population with no or level 1 qualifications in 2011 compared with 35.6% across Shropshire).

The Northern Corridor is also one of the three key routes into the town centre, alongside the medieval English Bridge and Welsh Bridge to the east and west respectively. Traffic converges under the rail bridge and close to the station frontage resulting in congestion and high levels of pollution. Feedback from public consultations define it as an "unloved, neglected area of town" and an uninviting, predominately 'industrial' area', accommodating the Royal Mail's

sorting office, small scale manufacturing under railway arches adjacent to a rich mixture of early 20th century housing.

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<b>Optional Map Upload</b>	Map of Area - Section 5.pdf
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## Does your bid include any transport projects?

No

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## Provide location information

### Location 1

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<b>Enter location postcode</b>	SY1 1AA
<b>Enter location grid reference</b>	SJ 49514 13104
<b>Percentage of bid invested at the location</b>	21%

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**Optional GIS file upload for the location**

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## Select the constituencies covered in the bid

### Constituency 1

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<b>Constituency name</b>	Shrewsbury and Atcham
<b>Estimate the percentage of the bid invested in this constituency</b>	100%

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## Select the local authorities covered in the bid

### Local Authority 1

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<b>Local authority name</b>	Shropshire
<b>Estimate the percentage of the bid invested in this local authority</b>	100%

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## Sub-categories that are relevant to your investment

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<b>Select one or more regeneration sub-categories that are relevant to your investment</b>	Commercial Civic
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## **Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome**

No bid applications have been made to other funding schemes for either projects within this bid.

Financial planning for both projects have, however, identified potential, complementary bid applications that, initial LUF funding, will greatly assist in securing support for associated works across later phases. For example, and for the Smithfield Riverside (Project 1), an expression of interest has been submitted to the West Midlands Combined Authority, seeking support for subsequent phases of commercial and residential-led mixed use developments. The WMCA has identified the Smithfield Riverside project within their Investment Prospectus <https://www.flipsnack.com/69F967CC5A8/west-midlands-2022-investment-prospectus/full-view.html>

Due to the scope, nature, sequencing, phasing and interdependencies of works associated with these potential funding applications, any successful applications will not negate the need for LUF funding; the LUF funding is critical to unlocking initial phases of development.

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## **Provide VAT number if applicable to your organisation**



## **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**

An initial screening has been carried out for positive or negative impacts likely across the nine Protected Characteristic groupings of people as set out in the Equality Act 2010 in relation to equality and diversity, and for our tenth grouping in Shropshire of social inclusion. This includes rural proofing, given that Shropshire is a large and sparsely populated rural authority, with challenges in relation to access to services, facilities, and social mobility opportunities. The Council and partners are mindful of those wishing or needing to access Shrewsbury as the main county town, for such opportunities, as well as those who live and work there.

Efforts being made through these projects to assist the development of a more resilient market town centre, through encouraging greater expenditure and investment within the local economy and drawing in people and businesses from the surrounding rural areas and from across the county, will be anticipated to bring positive impacts across all ten of the groupings, particularly the groupings of Age, Disability, Pregnancy and Maternity, Sex, and Social Inclusion.

The proposal focusses upon two key policy strands for enhancing the town offer through public realm improvements. Each strand will bring different but related economic impacts: what they also have in common are proposals to address environmental considerations, and promote health and wellbeing in so doing. This is particularly with regard to the poor air quality, noise and visual intrusion currently affecting people in residential areas and in the town centre, leading to negative impacts on mental wellbeing. Consideration of such impacts forms part of our holistic approach to equality impact assessments.

The shared civic spaces, public realm and pedestrianised areas, and how these may be safely used, draw upon positive equality outcomes arising from social distancing streetscene measures introduced during the pandemic in Shrewsbury and in other market towns in the county.

It is anticipated that these open spaces, together with other plans to improve existing pedestrian routes linked to and around the river, will benefit people in the local community and from further afield who may have physical disabilities, caring responsibilities, and concerns over safety of access to work or to leisure and cultural amenities and facilities under current configurations. The impact on mental wellbeing for those who gain or retain employment, particularly in the hospitality and retail sector, is also likely to be positive.

Positive health impacts are anticipated around decreased exposure to vehicle emissions. The improvements to perceived safety, from reduced road traffic as well as from more accessible pedestrian spaces, are likely to lead to positive mental health and wellbeing by encouraging certain groupings to venture out. These are particularly those with caring responsibilities, and those who consider themselves to be vulnerable.

The economic benefits associated with the two projects, particularly Smithfield Riverside will enable wage and GVA convergence with West Midlands and UK averages.

The Council will ensure that contractors engaged in commercial development are able to demonstrate compliance with our Public Sector Equality Duty.

Equality, Social Inclusion and Health Impact Assessments (ESHIA) will also be carried out at timely points for proposals that come before councillors as part of formal decision making processes, which themselves will build upon ESHIA already undertaken as part of our overall strategic approach towards meeting national equality aims.

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

Yes

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

No

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**Provide further information supporting your answer**

No identified economic actors, award is to a Local Authority undertaking activities related to their public functions not commercial activity in goods and services.

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

No

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**Provide further information supporting your answer**

No identified economic actors benefit in relation to the production of certain goods or services as the award is to a Local Authority for use in infrastructure and public realm works in furtherance of their public functions in their administrative area.

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

No



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**Provide further information supporting your answer**

The award is to be used by the Local Authority to provide infrastructure and public realm works in a specific town within the Local Authority's area and is not subsidising goods or services traded between the UK and EU or a WTO member, or subsidising economic actors so as to be considered to have any impact on international competition, trade or investment.

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

No

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

Yes

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**Full name of MP**

Daniel Kawczynski

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**MP's constituency**

Shrewsbury and Atcham

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**Upload pro forma 6**

Shrewsbury - Proforma 6 MP Formal Priority Support.pdf

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

Created in 2018, the Shrewsbury Big Town Plan (SBTP) is the outcome of a collaborative engagement process, bringing together residents, community and voluntary groups, businesses, Elected Members, educators and public sector officers to create a collective vision, strategy and action plan for Shrewsbury. Ambitious, transformational and place-based, it articulates aspirations for Shrewsbury including improvements to the public realm and character of public spaces, improving the visitor experience and maximising the potential of the river, incorporating the views of over 5,000 residents, visitors and businesses. Analysis of the engagement indicates 81% are positive or neutral about the proposals, specifically supporting measures to improve the centre as a more attractive destination.

The SBTP has formed the basis for appraising preferred options for targeted LUF investment, given their importance in delivering this vision, strategy and action plan - identifying investments which provide transformational impact and ability to re-invigorate key areas of Shrewsbury, catalysing the potential for future change and igniting residents pride and confidence in the places they call home.

Since 2018, consultation has been ongoing, with the SBTP website (<https://shrewsburybigtownplan.org/projects/>) offering stakeholders the opportunity to keep up to date with progress on projects, participate in surveys or events, and access information about previous engagement activities. One consultee observed "At last there is a vehicle to achieve change with all interests being consulted. There is more cohesion over the way forward and it is very exciting."

The latest completed consultation in 2021/22 focussed specifically on Smithfield Riverside, clearly demonstrating a commitment to green spaces and the river, easy access and movement, a robust and engaging programme of activities, and the importance of good design. One key priority identified was investment in infrastructure, particularly for pedestrians and cyclists (known as 'The Big Connection'), with an overall desire to improve neglected areas of the town. The current Movement and Public Realm strategy consultation <https://shrewsburybigtownplan.org/projects/movement-and-public-realm-strategy/> has also shaped this bid, with early learning from engagement informing both projects proposed for investment, with a clear focus on

interventions that will have transformational impact on the Station and North Corridor areas.

Shropshire Council has established an Economic Taskforce and Shrewsbury Recovery Taskforce Group, which has been recognised nationally by the Government's High Street Taskforce, which incorporate input into these consultations, co-ordinating recovery of Shrewsbury Town Centre in the wake of the pandemic. A recent comprehensive survey carried out by this group received over 1,300 responses demonstrating very strong support for investment in public realm and traffic reduction measures to improve the quality of the town centre street scene, with 79% very supportive or supportive of such works.

The Shrewsbury Big Town Plan Partnership Board, comprising representatives from Shropshire Council, Shrewsbury Town Council and Shrewsbury Business Improvement District (BID) leads collectively on the Town Plan and its subsequent strategic and delivery activities. In addition to co-working with members of the Board, Shropshire Council has ongoing strategic relationships with landowners and operators across the Big Connection areas, including regular dialogue with Network Rail, Transport for Wales (TfW), Historic England, and owners of local assets.

The outcomes of these latest two consultations have been provided in Appendix 6.2 alongside letters of support (Appendix 6.1) from those stakeholders and partners involved in SBTP.

As part of a Communication and Engagement strategy for all SBTP projects, we have developed an initial Stakeholder Management Plan, including creation of a dedicated website for Smithfield Riverside. In addition, on-site hoardings will be used to convey important messages, and safe areas of sites in development will host meanwhile uses for pop-up events, driving people to the area and positively building and enhancing the local community as physical transformation is underway.

In addition, Shropshire Council is part of a DLUHC-funded Design Code Pathfinder Programme, creating a Design Code for Smithfield Riverside by May 2023 which provides specific, detailed parameters for physical development of the area based around 10 key building blocks for a well-designed space. These include identity, lifespan, public spaces and uses, with extensive public consultation to inform content. In-person and online engagement will be used to maximise engagement, specifically targeting younger demographics to ensure all views are heard and fed into development.

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## Has your proposal faced any opposition?

There are no known campaign or opposition groups who are against the works suggested within this bid. Ongoing stakeholder engagement through clear and concise communication and proactive management of potential issues, and mitigations has ensured expectation have been managed.

Works to Smithfield Riverside, Station and Northern Corridor do need to consider issues of surface water management and flooding being located close to the River Severn and is an ongoing observation many consultees make.

As a proactive response, and to help mitigate these concerns Shropshire Council is working with the Environment Agency alongside other Local Authorities, LEAs and water companies through the River Severn Partnership. We initiated and continue to drive this Partnership alongside our MP Daniel Kawczynski as joint chair (see Appendix 6.3)

It provides a comprehensive and progressive approach to environmental management and connectivity, which includes alignment to wider water and flood management measures and environmental asset creation through adaptive pathways.

Shropshire will continue to build upon the strong stakeholder engagement undertaken for the various initiatives and projects, and on the relationships developed with businesses, residents and all other interested parties. Stakeholders will continue to be involved throughout the delivery phase.

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

Yes

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

There are graphs and accompanying explanations detailed within Appendix 6.4 that can be read alongside this narrative, these provide evidence of the challenges experienced in Shropshire & comparative data from other Local Authority areas.

Shrewsbury appears to have a resilient and sustainable local economy, with an attractive, historic, riverside town centre boasting a tidy and vibrant commercial core, with strong independent shops, boutique hospitality outlets, and interesting heritage features.

However, this is a somewhat superficial vibrancy, with significant challenges which will need to be addressed to enhance the role of Shrewsbury as economic driver for Shropshire. Despite good transport links with regular rail services to major cities and conurbations, and access to major road networks, a lack of commercial office development has hampered growth. This is due to a lack of availability of suitable development land within the town centre and river loop, as outlined in the market failure section. Historically, the town centre has been an attractive location for retailers, ranking in the upper quartile of UK towns and cities in independent retail rankings. Unfortunately, there has been a significant and downward trend in the number of comparison retailers operating within the town, with a 15.6% reduction in retail operators between 2019 and 2022.

Given the recent decline in physical retailing and a shrinking retail footprint, the opportunity now exists to bring in other commercial uses which were previously not an option due to lack of suitable sites. There is growing interest in Shrewsbury Town Centre for businesses seeking to relocate - the Estates Gazette reported in its Occupier Sentiment report in October 2020 that Shropshire saw the biggest increase in commercial property enquiries with a 111% increase, and a 75% rise in office enquiries - but currently, their space requirements cannot be satisfied. At the time of the Shropshire Council-led September 2021 Town Centre Audit (see Appendix 6.6), there were 95 vacant units in Shrewsbury town centre, or c.17,000 sqm of gross floor space, much of this in outdated shopping centres on the Riverside site. Nevertheless, complexity of the town centre and its medieval street network, and the fact that available sites are mainly small and piecemeal in nature restricts viable commercial development and the ability to drive up GVA and increase availability of higher paid jobs, despite the attractive setting alongside the River Severn loop. Currently, the Riverside site suffers from structural constraints caused by flooding and ground conditions, making it unviable for speculative commercial investment from the private sector alone.

Shropshire's Economic Growth Strategy (see Appendix 6.5) also identifies recruitment and retention of younger, highly skilled people as a challenge. Whilst unemployment is low in Shrewsbury and Shropshire, an over-representation of low wage, low skilled jobs and low productivity act as a brake on economic growth. Average earnings in Shropshire - at £556 gross per week - are £29.20 below the regional average and £57 below the national average, and 12.5% of jobs were lost between 2015 and 2020 with a high proportion of the town centre jobs that remain being in low skilled, less productive economic sectors. In 2019 GVA per filled job stood at £40,341 in Shropshire, which is 20.5% less than in the West Midlands and 30.1% less than in the UK. The gap

between the Shropshire and regional and national averages has widened since 2020, with the GVA value in Shropshire rising by 14.6% compared with growth of 24.7% in the West Midlands and 23.1% in the UK. With such a significant gap in higher-paid, skilled jobs, young people are migrating out of the town centre and the wider county, leaving future economic growth to be driven by an ageing resident population - by 2043, one-third of Shropshire's population is currently predicted to be 65 years or older. Added to the fundamental problems caused by disparate, low income housing developments on the periphery of Shrewsbury's core commercial centre, extenuated by inherent sustainable transport and access issues, the result has been economic degradation of the urban core.

Levelling Up investment will allow Shropshire Council to bring forward the county town's most significant development site for commercial development building upon the land assembly already undertaken by the Council, addressing the issues caused by a declining retail sector and lack of current viability for private investment and offering higher skilled, more productive jobs which will retain and attract young people, boosting numbers of economically active residents. Attracting new businesses and inward investment will position Shrewsbury as the engine room of economic growth in Shropshire, and a key employment hub for the wider West Midlands region.

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

Shrewsbury is an area with a potential yet with some significant challenges which are currently constraining the opportunity for private investment. With considerably lower than average GVA, the majority of town centre roles currently being in sectors with lower productivity, and migration of more affluent people to the suburbs and surrounding villages in the wake of changes to work seen throughout the pandemic, there is currently no reason for higher skilled, more affluent residents to consider relocating to the area, removing stimulation of an appetite for residential development which would give confidence to investors.

Conversely, the appetite for potential commercial investment is well evidenced - the Estates Gazette reports growing interest from larger businesses wishing to relocate - but although there are 95 vacant buildings within Shrewsbury Town Centre (some left unoccupied to deteriorate for many years) they are not fit for purpose, nor easy to remediate and bring back into use. This is evidenced by the failure of the private sector - who until recently retained ownership of a high proportion of these sites - to bring forward redevelopment and catalyse transformation in the absence of any public sector intervention. Whilst the local authority has undertaken an extensive community-led master-planning process (SBTP) to establish the way in which these sites could be effectively used to boost productivity and aid economic recovery, offer facilities and amenities desperately needed by businesses, local people and visitors, and sympathetically retain the rich history which exists in the town centre whilst recognising modern priorities, a gap still exists in relation to securing funding which could make it happen.

Many available sites experience issues with contamination due to previous uses, and flooding amelioration is also a key consideration which acts as a barrier for many prospective private investors. This, coupled with the extensive medieval street network in Shrewsbury which constrains connectivity and limits the opportunity for sustainable travel around the area - raising levels of congestion which have led to high levels of air pollution. It has also led to significant perceived and actual impediments for both commercial and residential development interest in the area.

The dramatic improvement in air quality noted during the COVID-19 lockdown following data drawn from the air quality management area in Shrewsbury demonstrates the very real potential for town centre living and improved commercial offering, should proposed connectivity improvements be made which would encourage modal shift.

Land assembly undertaken by the local authority, bringing derelict and vacant spaces around the town centre into public ownership, offers the opportunity to

address these impediments and catalyse real change in the area - alongside a programme of public realm transformation which would create an accessible and sustainable active travel network, increasing desirability for people to live in, work in, and visit Shrewsbury.

The inclusion of a multi-agency hub and public realm investments that connect communities to the site and wider town centre will stimulate social regeneration alongside the physical, ensuring development of an inclusive, cohesive community with elevated levels of pride in place.

However, unlocking this potential and delivering this transformation is not possible without government/public investment. The Smithfield Riverside site presents an extraordinary level of additional costs to bring it forward for development. Put simply, these additional costs make it unviable for the private sector alone as there are easier options in other towns.

A proportionately small investment of public funding will greatly stimulate further development, and generate significant community infrastructure levy (CIL) receipts to invest in further infrastructure improvement. This, coupled with careful tailoring of other public funding programmes such as UKSPF will increase viability and desirability for other sites and programmes within the Shrewsbury Big Town Plan, accelerating delivery, driving inward investment and assisting with closing the inequality gap that currently exists, effectively levelling up the area and improving wellbeing, health, productivity and prosperity - ultimately creating a Shrewsbury that everyone can be proud to live in, work in, visit or be associated with.

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

Levelling Up investment will support us to bring forward the next phase of the Shrewsbury Big Town Plan Masterplan Vision, aimed at addressing the challenges we face as detailed in 4.3.1 and 4.3.2 above. We propose to invest in two complementary infrastructure and public realm projects which will deliver employment sites that enable us to meet demand for office and other commercial space, creating higher waged, higher skilled jobs badly needed in Shropshire and increasing GVA, alongside transformation which will improve accessibility and connectivity and inspire new cultural and community activity - addressing inequalities and improving social cohesion, healthy life expectancy and wellbeing. This will support long term investor confidence, positioning Shrewsbury as a high-quality place for people to live, and for businesses to locate and grow.

### **Regeneration of brownfield land at Smithfield Riverside**

Smithfield Riverside is a key strategic site identified in the Shrewsbury Big Town Plan, and in 2018 Shrewsbury Council began a process of land assembly, taking control of sites previously in private ownership in order to ensure that the community and economic potential of the area can be realised. Previous owners of the site failed to deliver any progress due to the abnormal costs associated with its reuse. There are no other sites with similar potential within the town centre. Whilst smaller scale projects have been considered, they would not deliver the required impact - comprehensive redevelopment is required to bring the site forward in order to realise the potential for community and economic regeneration which will stimulate future private investment, enabling delivery of the full transformation programme set out in the overall Shrewsbury Big Town Plan.

The Masterplan vision for Smithfield Riverside sets out development of a new quarter for the town which will be housing led, family-focused and welcoming, with a combination of high-quality design and public realm interventions which complement the existing 'Shrewsbury offer', improving river frontage, access, availability of commercial spaces which meet demand from businesses and overall enjoyment for residents existing and new. Creation of a new quarter with high economic impact will raise interest and confidence in Shrewsbury, bringing forward private sector investment alongside complementary public sector investment such as the UK Shared Prosperity Fund, allowing for effective delivery and acceleration of the following phases of the Masterplan.

Specifically, we propose to demolish 11,600m<sup>2</sup> of redundant buildings, creating new, purpose-built modern Grade A office accommodation and a range of units which will meet demand from businesses and commercial operators wishing to relocate to the area - providing new higher-waged, higher-skilled employment opportunities for local people and attracting young people to move to Shropshire. Transformation of the area will include development of a podium of 7,700m<sup>2</sup>, flexible public space of 4,467m<sup>2</sup>, and delivery of 17,476m<sup>2</sup> of new commercial space, designed to make the most of the situation of the site alongside the River Severn and promoting biodiversity, sustainability and a commitment to active travel and climate change priorities. Waste material from the site will be reclaimed and re-used wherever possible, with social value from development contracts carefully tailored to enhance benefit for local people and businesses, building capacity and further improving wellbeing and economic growth.

Utilising part of this space, we plan to deliver a Multi-Agency Hub, bringing together civic, health and wellbeing services in one location, offering improved access to public services in the town centre alongside space for community and cultural activities.

Re-development will also support delivery of a new 180 room hotel, supporting the visitor economy and further boosting employment opportunities and stimulation of cultural activities delivered by local creative businesses and organisations which can be enjoyed by residents and visitors alike.

Transport, active travel and public realm interventions

7192m<sup>2</sup> of new public realm will be created within Smithfield Riverside, with an additional six different interventions across the Station and North Corridor areas of the town improving 4,780m<sup>2</sup> of existing public realm. We aim to introduce new cycling and pedestrian enhancements which will complement commercial redevelopment of Smithfield Riverside and improve active travel routes into and around the town centre - including four traffic management improvements to introduce two-way cycle infrastructure, reduction in vehicle speeds, bus only provision and changes in direction of the traffic - in addition to 2.3 km of enhanced walking routes and cycleways across the Station and Northern Corridor areas. This will also enhance the aesthetic of the area - sympathetically merging modern and heritage features, improving air quality and increasing pride in place. Carefully tailored lighting and public art strategies delivered alongside these interventions will improve resident and visitor safety, accessibility and enjoyment, improving connectivity overall and linking adjacent residential areas so that local people can access the new quarter via a comprehensive network of blue-green routes.

Smithfield Riverside will become a new and unique attraction stimulating higher footfall and increased spend across a broad range of ages and diverse social groups. A carefully curated programme of activation, economic activity and events delivered outside of Levelling Up funding will sit alongside this space transformation, supporting attraction of new uses and users to the area during the demolition and construction phases to begin the social transformation of the area and development of a cohesive, resilient and well connected local community

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**Upload Option Assessment  
report (optional)**

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

The theory of change has been developed around the existing context of Shrewsbury, taking account of the growing interest in the town centre for businesses seeking to relocate, and the fact that their requirements cannot currently be satisfied - building upon the potential to provide new, modern commercial and business premises which will offer employment opportunities that meet existing and future needs for local residents and those moving to the area to take advantage of its location and the attractive and protected heritage

streetscape. Interventions have been carefully planned taking into account the policy and strategy context (including effective COVID recovery) and following analysis of stakeholder feedback and demographic data, particularly in relation to the Shrewsbury Big Town Plan and lessons learned from other similar projects and best practice examples from regional, national and international sources. Levelling Up investment will position Shrewsbury as the economic engine of Shropshire and a key employment hub of the wider West Midlands, in line with regional strategy.

An explanation of how Shropshire Council will deliver the outputs and the results that will flow from the interventions is provided in Table 1 20312 Shrewsbury – Theory of Change. This has been derived from The Theory of Change model provided in Appendix 6.7

It details objectives and inputs, clearly defines the outputs and outcomes and details the impacts the interventions will have resulting in a total economic impact of £89,324,523. This is alongside Wage and GVA convergence with West Midlands and UK averages, increased pride of place of Shrewsbury residents, increased private sector confidence and investment, future phases of Shrewsbury Masterplan accelerated and an increase in resident population of working age (via in-migration).

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**Theory of change upload  
(optional)**

20312 Shrewsbury\_Appendix 6.7\_Theory of Change.pdf

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## **Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions**

The proximity and cohesion of the two projects: Smithfield Riverside Redevelopment Programme and Transforming Movement and Public Spaces in Shrewsbury are shown within Appendix 5 Maps and Drawings of Shrewsbury, specifically page 2 and have been developed and chosen (against other redevelopment opportunities with the SBTP) for their ability to directly deliver against the Levelling Up Missions and significantly move forward the SBTP by focusing on the areas of town where the biggest transformation impact can be achieved.

The interventions within these adjacent and mutually supportive projects are located centrally and within the 'The Big Connection' as detailed in the Shrewsbury Big Town Plan (2018). Representing one of the most significant regeneration opportunities in Shrewsbury, the Smithfield Riverside is a substantial brownfield site in the town centre, investment will focus on 3 key areas:

The Northern Corridor

Rail Station

Smithfield Riverside

The projects collectively deliver the principles and objectives within the SBTP 2018 of 'balancing growth' – "promoting more intensive development on underused or empty sites in and around the town centre" and 'making movement better' – "significantly reduce traffic in the town centre" and "giving priority to pedestrians over cars in the town centre". More detail is provided within Appendix 5, slide X.

These two projects create a synergy and the cohesive approach for transformation of this magnitude, through their ability to deliver new commercial uses in the town centre whilst improving the environment and availability of active travel modes for residents and visitors accessing the town centre via the Northern Corridor.

These two projects are further aligned within the Masterplan Vision (2020) with their ability to deliver on 3 of the 'Big Moves':

Connecting Communities – Connecting new and existing communities or neighbourhoods via quality streets and green / blue corridors for both

pedestrians and cyclists.

Quality and Characterful Public Spaces – Revitalising the rives and existing spaces, whilst adding new characterful spaces to improve legibility around local landmarks.

Creating Opportunities and Growth – Creating viable and sustainable development opportunities, bringing further mix, lie and vitality in the town centre.

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

Public funding will be immediately leveraged through this intervention in the form of Shropshire Council match funding that is detailed within Section 6.1.3. and summarised below.

However, it is within the next stages of redevelopment that the initial LUF investment will be significantly capitalised upon and the leverage truly realised.

A key enabler of the LUF investment will be its ability to bring forward earlier than programmed other elements of the Smithfield Riverside site, particularly its residential allocation and showcase the Station and Northern Corridor areas for their redevelopment potential (as detailed within the Masterplan Vision 2020).

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

We have not included the considerable Officer in kind contribution that will be made.

It will also reinforce to Elected Members that their early investment decision to purchase the three Shopping Centres for 'Economic Growth purposes' will deliver benefits that will start to address the reduced GVA and productivity levels experienced across the county.

This initial investment will instil confidence across the community, including residents, business and potential investors that the largest regeneration opportunity will come forward and the surrounding area of the Station and Northern Corridor will be improved for the benefit of the town.

Leverage through the LUF Investment delivery stages:

The planned interventions and the capital investment associated with them (if appropriate, allowable match) will enable Shropshire Council, and its partners to actively pursue other public funding sources that will complement and enhance theses initial interventions.

Examples of these include:

Shropshire Council has successfully bid for £80,000 to complete a feasibility study for Mini Holland funding to deliver high quality walking and cycling infrastructure in Shrewsbury. A bid for up to £20m can be submitted, and it will complement across other areas of the Shrewsbury Big Town Plan building on the planned interventions by LUF.

Development of a Local Cycling and Walking Infrastructure Plan (LCWIP)



which has leveraged £140,000 to date and will look to identify where S106 funding can be utilised to encourage sustainable forms of transport.

Air Quality Management (AGM) interventions, and access to Defra's air quality grant schemes to support areas across the Local Authority for air quality benefits, the area near the Railway Station has Shropshire's highest level of nitrogen dioxide.

UK Shared Prosperity – Communities & Place and Business Support programmes – in support of encouraging meanwhile economic uses and events across the Smithfield Riverside area and encouraging new businesses to relocate as end users.

WMCA and Homes England funding to bring forward future phases of the Smithfield Riverside, notably the residential elements building on the success and enablement works funding via LUF.

Investigate the potential of the Safer Streets Fund with West Mercia PCC as it expands into commercial and non-residential areas to support community safety and crime prevention.

Other sources that complement planned and future activity within the intervention areas, notably Arts Funding, National Lottery Project Grants and National Lottery Heritage Fund. In addition, business sponsorship opportunities will be sought to contribute towards community building activities.

#### Private Sector Leverage

Delivering against the financial strategy in place for Smithfield Riverside redevelopment project (Project 1) will require a mix of public and private investment. The land and buildings around the Station area and Northern Corridor are predominately within private ownership so leverage of this type is of paramount importance to Shrewsbury and will be actively targeted.

An aggressive programme of inward investment, supported by UKTI and attendance at national and international property shows will be undertaken by Shropshire Council. The Smithfield Riverside development and its ability to provide commercial office and leisure usage on a large scale enables it to compete against city locations with its size and Shrewsbury's enviable quality of life offering will be fully exploited.

The aim will be to reduce displacement across Shrewsbury and Shropshire and bring new businesses into the area targeted those sectors with higher-than-average GVA job roles notably knowledge-based roles and Creative Industries.

This will include:

Showcasing these projects at MIPIM and UKREiiF

Ongoing promotion in Midland Engine investment material and presentations to investors.

Smithfield Riverside is currently showcased as a 'One to Watch' within the West Midlands Combined Authority (WMCA) Investment Prospectus 2022 and the LUF investment will move this to 'In delivery'.

Ongoing working relationship with UKTI that enables Smithfield Riverside and the Big Town Plan to be showcased and put forward to potential investors outside of the UK.

In addition, as we have experienced in other areas of Shropshire where investment has been leveraged businesses within the immediate area of the Smithfield Riverside, Station and Northern Corridor will experience greater levels of business confidence. We have already seen businesses in the surrounding area, notably Public Houses and Restaurants increase their footprint and undertake investment on the strength of the redevelopment planned.

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

Web links to all the Strategies listed below are provided within Appendix 6.8 if any further detail is required.

The Shropshire Council Core Strategy and Local Plan Review recognise Shrewsbury as the primary location for development in Shropshire, highlighting that development must be consistent with the Shrewsbury Big Town Plan and its key principles of balancing growth (promoting more intensive development on underused or empty sites in and around the town centre), making movement better (significantly reduce traffic in the town centre) and giving priority to pedestrians over cars in the town centre - focusing on the opportunity for mixed used development incorporating retail, leisure, residential and employment (contributing to the diversification of the economy of the town) and the importance of creating links between the Riverside and Northern Corridor to the Flaxmill Maltings.

A summary and prioritisation of local infrastructure needs required to support the sustainable development of the area is included in the Shrewsbury and Surrounding Area Place Plan, and the Big Town Masterplan 'Vision' (2020) draws out more specific proposals and actions to deliver change in Shrewsbury, making specific reference to key corridors with potential for investment and the opportunities presented by the Smithfield Riverside site, both of which are integrated into the proposal for investment; the Smithfield Riverside Development Framework (2021) provides a framework to guide the future redevelopment of the site, including an assessment of future layout and land uses and approach to delivery; and the Castle Street Vision and Development Framework (2020) offers a more detailed strategy and costed proposals for public realm works along the key Castle Street corridor running from the rail station through to the core retail centre - all of which have informed the development of this bid.

This is supported by the Shropshire Economic Growth Strategy led by Shropshire's Economic Taskforce, which sets out Shropshire's vision, commitment and ambition to grow the local economy, supporting growth of new and existing businesses, attraction of inward investment and development and retention of latent talent and skills - aiming to increase productivity, improve wages and create additional investment in Shropshire through targeted interventions in town centre locations which will improve footfall and reduce vacancy rates.

In addition, Shropshire Council has the following plans, the Shropshire Plan 2022-25 encourages positive lifestyle choices, supporting delivery of resilient communities, healthy people and prosperous communities. In addition, Shropshire Council's June 2022 medium term financial strategy identifies this a long-term strategic finance aim and importance of increasing investment in place-based growth.

The Healthy Economy section highlights the importance of investment in key strategic locations and assets including Smithfield Riverside to drive economic activity, backed up by the Shropshire Economic Recovery Plan which considers actions to be undertaken in response to COVID-19 (emphasising the importance of investing in 'place') and the Shropshire Health and Wellbeing Strategy 2022-27, which focuses on wider determinants which can impact on social inequalities and health, illustrating the importance of building strong, vibrant economically active communities, all of which this project will deliver.

The Local Transport Plan (LTP4) focuses on mobility needs for people, places and activities in Shropshire, with associated policies in development relating to improving transport and movement in a sustainable manner, encouraging more walking and cycling and reducing negative environmental impacts. This links to the Community Strategy, which emphasises the need for a low carbon network and recognises the significant role transport plays in delivery of a lower carbon footprint for Shropshire and its growing economy, and the Shropshire Climate Change Strategy and Action Plan (2020), which identifies the objective of achieving net-zero carbon emissions by 2030 and sets out key principles and actions to achieve this, including rationalisation of the number of buildings in

Council operation and reduction in energy demand through fabric improvements and adoption of carbon neutral facilities in new build facilities. The proposed connectivity infrastructure improvements and delivery of the Multi-Agency Hub (which will be constructed as a Net Zero carbon building) align with delivery of these strategies.

Additionally, the successful bid for Mini Holland funding of £80,000 for completion of a feasibility study for delivery of high quality walking and cycling infrastructure, and £140,000 to develop a Local Cycling and Walking Infrastructure Plan (LCWIP) will allow further insight into provision of new walking and cycling routes into and through Shrewsbury town centre, encouraging sustainable forms of transport and supporting delivery of proposed LUF investments.

Regional strategies prepared by the Marches LEP co-ordinate with local policies and strategies, recognising the economic needs and potential of Shrewsbury. The Marches Local Industrial Strategy (2020) identifies the Shrewsbury Big Town Plan as a driver for investment in housing, workspace, sustainable transport and green corridors, the West Midlands Combined Authority's (WMCA) Strategic Economic Plan presents a vision for a strong, diverse and enterprising business base across the region, and their Strategy for Growth outlines a vision and strategic priorities including reduction of congestion in urban centres such as Shrewsbury.

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

The proposed investments in Shrewsbury align with the government's Plan for Growth, which promotes sustainable growth as a key objective. Transforming existing infrastructure and assets and enhancing connectivity through a successful Levelling Up bid will improve functionality, experience and dwell time within the town, increasing desirability and confidence for investment and providing inspiring opportunities for current local businesses and those wishing to relocate to a productive environment with heritage and community at the core.

Investment in people and place, making the most of heritage, vacant sites and units; and reframing challenges as opportunities will ensure that a modest public investment can achieve real added value for the area and its residents, existing and future - reducing inequalities and supporting sustainable economic recovery.

Bringing redundant units back into use - including the installation of a multi-agency hub which combines civic, health and wellbeing services - correlates with the three core pillars of Build Back Better.

Alongside a non-LUF funded programme of events, activities and alternative uses bringing a more diverse range of people into the area, the proposed investment in transformation will allow for skills development, high quality infrastructure and innovation - comprehensively improving life chances and catalysing ongoing regeneration for public benefit. An increasingly skilled workforce will emerge, fostering creation of an ideas focused, creative and cultural environment which drives growth and success.

The Build Back Better - High Streets Report sets out a vision of high streets at the forefront of recovery, ambitiously and imaginatively adapting to boost pride and prosperity in local communities - specifically referencing Levelling Up in s.13 in relation to supporting removal of derelict buildings and remediating abandoned/brownfield sites for both commercial and residential use alongside delivery of new public spaces.

The proposed investment in Shrewsbury will breathe life into empty buildings, supporting growth and recovery of local businesses, improving the public realm with the creation of safe, clean, green spaces, leading to improved perception of place and increase in civic pride. Extensive stakeholder engagement undertaken for the Shrewsbury Big Town Plan (2018) and its subsequent iterations (as detailed in Section 4.2.1) puts people at the heart of community reimagination of Shrewsbury, ensuring people have actively played

a part in local placemaking in line with the government's aspirations set out above.

The connectivity investment proposed to sit alongside transformation of vacant units co-ordinates with the national Transport Investment Strategy and Gear Change: A bold vision for cycling and walking, with introduction of cycle and pedestrian lanes, improvements to existing routes, and installing complementary seating and lighting to improve resident and visitor safety achieving the vision for a stronger, cleaner and more productive economy connected effectively to allow for safer, easier, more modern and reliable sustainable transportation methods. Local residents, businesses and visitors will be encouraged to use active travel methods, improving air quality, reducing congestion and improving healthy life expectancy - in addition to local businesses benefiting from increased footfall, again enhancing growth.

The recently published Streets for a Healthy Life(15 July 2022): the companion guide to Building for a Healthy Life by Homes England sets out what can be achieved in creating adopted highways that are first and foremost places for people, achieving wider benefits such as spaces for people to socialise and play, better public health, biodiversity, reduced carbon emissions, improved water quality and slower runoff. It defines streets as public spaces, used by everyone, thus enabling essential social interactions of all kinds, from formal gatherings to chance meetings. The interventions planned across both of the projects will ensure that Shrewsbury is adhering to, implementing and delivering these design principles for the benefit of its residents, businesses and visitors by ensuring local distinctiveness, visual quality and the propensity to encourage social activity.

The inclusion of a DLUHC National Model Design Code for Smithfield Riverside further ensures that the latest government policy and initiatives are built into the investment to ensure a robust, sustainable environment is created.

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## 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**

The Shrewsbury Big Town Plan (2018) (Appendix 6.10) has created the collective vision and strategy, and action plan to help guide Shrewsbury's future. It sets the tone and articulates the aspirations for Shrewsbury. We are then able to look to funding streams that support delivery of those aspirations.

This LUF investment would contribute the largest capital investment in the Shrewsbury Big Town Plan (SBTP) to date.

Cycling and Walking funding

In May 2022 Shropshire Council was awarded nearly £80,000 for a detailed feasibility study, following SBTP Partnership's application for "Mini-Holland" funding. This work is being led by Phil Jones Associates Transport, Engineering and Placemaking.

If the feasibility study and bid is successful, the council will be awarded up to £20 million to enhance travel options across Shrewsbury. The Movement and Public Realm Strategy (referenced in 4.2.1) currently being developed alongside LCWIP, LTP4 and the interventions proposed within Project 2 align and complement ensuring that the most appropriate funding source is accessed for the areas it most benefits.

Forthcoming UKSPF investment plans

Shropshire's emerging UKSPF plans align with this bid under the Community and Place Investment Priority but the limited funding available restricts any large-scale infrastructure projects.

Strengthening Shropshire's business base complements the uses we are seeking to deliver through this regeneration scheme. Activating and driving new uses into economic areas of the county by providing meanwhile and/or temporary space is another priority. This aligns well with Smithfield Riverside

Regeneration Programme and may be able to support and fund some meanwhile use activity through the construction, which is out of the scope of LUF funding.

#### Public transport improvements

This work builds on previous works undertaken in through the Shrewsbury Integrated Transport Plan (SITP) which has seen improvements to the streetscape in the town to encourage walking and cycling opportunities. The infrastructure improvements align with both the Shrewsbury and Shropshire Connect projects which will see improvements to public transport network into Shrewsbury and throughout the town.

Assessments of traffic flows in key corridors into Shrewsbury have been undertaken by Shropshire Council and the "Northern Corridor" which forms part of this project has been highlighted as a key area for improvement to facilitate new and existing development.

Shropshire Connect – LUF2 Transport Bid submitted by Shropshire Council.

Incorporating Shrewsbury Connect - replacing existing park and ride bus services with new services connecting P&R sites with key destinations across the town. The use of new electric buses direct aligns to Project 2 – Transforming Movement by decarbonising bus movement down the Northern Corridor towards the town centre, and their increased frequency will support reduced car vehicles movements. The introduction of a single bus carriageway outside the station, alongside new bus stops demonstrate cohesion across the bids and the important role the train station plays within the town and wider area.

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## Confirm which Levelling Up White Paper Missions your project contributes to

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

Living Standards  
Transport Infrastructure  
Skills  
Health  
Wellbeing  
Pride in Place  
Housing  
Crime  
Local Leadership

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

- Living Standards - reclamation of derelict or vacant properties and subsequent transformation into a range of flexible and adaptable start-up and move-on commercial accommodation totalling over 17,476 m2 will stimulate economic growth within the town centre, building on the public realm improvements of 4,780 m2 which will promote desirability and the visitor economy, overall boosting productivity and employment.

- Transport Infrastructure - modal shift will be encouraged through public realm interventions which will enhance the active travel network in Shrewsbury, introducing 2.3 km of new walking routes and cycleways across the town centre.

- Skills - requisition of brownfield sites for commercial development, and the proposed public realm interventions will create opportunities for apprenticeships and skills training, in addition to the boost to entrepreneurship provision created via new business opportunities - the investment has a prediction of a minimum of 758 new jobs plus additional opportunities for people to access training and skills, building upon the identified need for opportunities for skilled employment

- Health - Installation of the proposed multi-agency hub, together with active travel enhancements facilitating ease of access to amenities and services and encouraging healthy lifestyle choices should lead to an improvement in Healthy Life Expectancy, reducing the current disparity of between those living north and south of the River Severn in and around Shrewsbury.

Wellbeing An enhanced range of social, economic and cultural activities brought forward in the newly transformed public realm and reclaimed vacant and derelict units will allow residents both existing and new to access

opportunities to enhance their wellbeing, coupled with improved access to skills training and local employment.

- Pride in Place - the proposed investment builds upon the rich heritage of Shrewsbury, sympathetically enhancing the historic core of the town and building a town centre with the potential to offer vibrant, stimulating activity that will assist in developing a high level of pride in place.

- Housing – increased commercial viability in the area will stimulate investor confidence, accelerating plans for residential development in Shrewsbury to offer a secure path to ownership and affordable rental of decent homes for local people.

- Crime - public realm interventions have been designed with reference to safer streets policy, designing out opportunities for crime and anti-social behaviour and encouraging active social use of public realm, which should lead to increased social responsibility and oversight

Local Leadership - local leaders and communities will be empowered by public investment to realise the transformational plans which have been in progress for some time, boosting the profile of Shrewsbury and unlocking the value of currently vacant or derelict properties and spaces. Early local leadership has been demonstrated through the establishment of the Shrewsbury Big Town Plan Partnership (as detailed in 4.2.1) and further evidenced by the decision by Shropshire Council to invest in the purchase of three Shopping Centres, including Riverside Shopping Centre (the area focus of Project 1) for the purposes of economic growth.

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

### Socio-economic Challenges

Although the Shrewsbury and Atcham Parliamentary Constituency Area (PCA) has a relatively buoyant labour market, with reasonably high rates of workforce engagement and a high jobs density, what is clear is that for decades the PCA has perpetuated a reasonably low-value economy, as demonstrated by median average earnings deficits among both residents and workers.

To demonstrate the scale of the challenge, those working in the PCA currently on average earn around £4,400 less than the national average and there is a clear need for intervention to attract higher value activities to Shrewsbury - the PCA (and Shropshire's) main economic centre.

The product of low wages has been a major driver of economic deprivation in the town, which has pockets of acute deprivation present, particularly among the northern area – those closest to the Smithfield Riverside site. Within Shrewsbury five areas fall into the top 20 percent of the most deprived nationally, with one in the top 10 percent (IMD 2019). Castlefields and Ditherington is the fourth most deprived electoral division in Shropshire.

Low earnings have ultimately diminished the town's GVA contribution and GVA per workplace job is currently around 10% below national levels. GVA growth has also lagged national averages, with GVA growth being around 15% slower since 2010 than observed national growth.

### Town Centre Challenges

As the main centre for commercial, civic and administrative activities, the success of Shrewsbury Town Centre is critical, but in recent years the town centre has like many centres witnessed performance declines, as follows:

The number of vacancies rose by 35 units (+36%) between 2019 and September 2020, with significant closures outstripping new businesses attracted. Although the level of empty commercial space reduced in 2021, this was largely due to the closure of the Pride Hill Shopping Centre and resultant decline in commercial accommodation stock.

At the time of the Shropshire Council-led September 2021 audit, there were 95 vacant units in Shrewsbury town centre, or c.17,000 sqm of gross floor space. Of the vacancies in 2020, 43 had been filled by September 2021, while 67

remained vacant. 28 new vacancies arose between the 2020 and 2021 audits.

Consequently, commercial vacancies rates are higher than in most other Shropshire towns, and the vacancy rate (13%) is about the same as the national average (14%)

Internally, vacancies are concentrated around Pride Hill and the towns shopping centres (including the Riverside Centre to be relinquished) With 23% of all units in this area empty. 22% of commercial premises in the Smithfield Road area are likewise empty. Shrewsbury's town centre offer has changed over the last two years, and there are now 42 fewer comparison goods stores compared with 2019. This is impacting on the town's appeal as a comparison retail town. Due to the town centres physical characteristics and historic development regime, much of the town centre is difficult to navigate and owing to the town centre being almost entirely bordered by the River Severn, parts are at significant risk from flooding.

The above demonstrates a critical need for both town centre regeneration, not only to attract higher value activities, but also to address pockets of deprivation in the northern parts of the town.

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

All comparator evidence used to demonstrate the scale and significance of local challenges and issues has been sourced as the latest available ONS evidence, accessed via NOMIS in June 2022. This evidence demonstrates the long-standing challenges within the Shrewsbury and Atcham Parliamentary Constituency Area (PCA) economy.

Specifically, the following evidence has been used:

Economic Activity, Employment and Unemployment Rates – ONS Annual Population Survey, data for Year End December 2020/21

Jobs Density - ONS Business Register and Employment Survey and ONS Mid-Year Population Estimates, data for 2020

Earnings – ONS Annual Survey of Hours and Earnings (Workplace and Resident-based analysis, data for 2021)

Indices of Deprivation 2019 by PCA and IMD 2019 LSOA evidence.

ONS GVA, headline, per capita, per filled job and per hour worked

Unemployment and claimant count data

Shrewsbury Town Centre Audit Analysis, March 2021 – IRIS

Footfall data via Shrewsbury BID, and also through the Town and Place AI tool. As well as footfall and visitor numbers, this provides insight on dwell time, visit frequency and visitor origins.

These are the best-available national evidence for informed decision-making locally, consistent with other evidence held locally. As such all evidence is considered robust and unbiased.

Qualitative insights gathered by Shropshire Council's key account and inward investment officers and the Marches Growth Hub. Both sources confirm a lack of space within the town suitable for local businesses with growth aspirations or for inward investments. Shropshire Council also routinely gleans intelligence from consultations with partners, stakeholders, businesses and the general public, including for the Local Plan Review, Economic Growth Strategy, Local Economic Growth Strategies, Economic Recovery Taskforce and Shrewsbury Masterplanning.

Whilst some evidence is yet to be fully understood, including the effects of Covid-19 induced lockdown and social distancing measures, the overriding view is that town centre performance has weakened and that recovery will take some time.

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

All evidence demonstrating the scale of local challenges against wider comparators is focused on the Shrewsbury and Atcham Parliamentary Constituency Area (PCA), which includes Shrewsbury Town Centre and the Smithfield Riverside site and the Northern Corridor area.

Investment in the Smithfield Riverside site, Station and Northern Corridor area will help transform a major but overlooked area of Shrewsbury town centre, acting as a catalyst for regeneration and growth of Shrewsbury as a whole.

Without investment to radically improve the Riverside area, town centre footfall, declines and lost profitability among town centre businesses is to be expected and as such, the spatial extent of 'spillover' commercial LVU claimed is considered reasonable, if not prudent. For reference, the selected extent of spillover LVU impacts on existing properties is broadly within a few minutes walk of the Phase 1 site, spanning a 'dense' town core positioned within the 'river loop', with the river itself being a physical boundary that defines the town centre.

Expected LVU on local housing markets has been confined to the Shrewsbury Built Up Area (BUA) i.e. the town. This is considered prudent, as the town centre itself serves a much wider Shropshire catchment area that also extends into Wales.

Consequently, the defined spatial areas of influence and all supporting evidence are considered appropriate and relevant, if not prudent.

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

Persistent longstanding challenges in Shrewsbury Town Centre are clear and there is a civic and social responsibility to address legacy challenges, including by ensuring an accessible, vibrant, well-performing town centre.

Town centres often have an historic/emotional resonance with the communities they serve and a presumption of 'town centres first' in land use decisions embedded within planning policy confirms the economic and social importance of town centres.

Whilst efforts nationally to accurately assess the contribution of well-performing centres towards economic and social agendas have proved challenging, owing largely to a lack of a 'control case' counterfactual position, there is a consensus that well-performing centres act as critical drivers for local economic performance, as well as influencing wider socio-economic outcomes.

Town centre performance is of course affected by a range of factors (macro and micro) including externalities such as (a) recession/loss of consumer confidence, (b) centralised decision-making by property owners/retailers, (c) and the loss of major employers, alongside spatial and physical factors such as (d) the delivery of new residential areas, (e) demographic change and (f) transport accessibility and amenity. Market forces and competition also influence performance, including (g) notable trends in edge-of-centre retail and online shopping and (h) regulation, legislation and management can also impact the town centre vitality.



What is clear however is that efforts to maintain vitality and vibrancy can have a significant bearing on the resultant productive use of the centre in question, as assessed at the national-scale through Commercial and Residential Land Value Uplift (LVU). A more amenable town centre, with improved connections, with all bring significant Amenity Impacts. Effective agglomeration and an increase in activity locally can also have a material bearing on wider labour market performance, and Shrewsbury Town Centre success therefore also has a role in labour supply, as assessed through Labour Supply Impacts (LSI). Collectively, investment in an area with suppressed incomes also has potential to also bring redistributive effects, as assessed through Distributional Impacts.

More locally, the Scheme will also support construction-related and longer-term employment and GVA returns, as well as bringing renewed pride of place and restored confidence in the town.

The logic chain and theory of change is outlined in Table 2 LUF20312 Shrewsbury within Appendix 7.1.

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

A robust Impact Model prepared by GENCON estimates national and local-scale gross and net impacts, following well-understood HMT Green Book national guidance. All forecasts are well-evidenced and up-to-date.

Those impacts assessed and evidence to demonstrate robustness comprise:

National-scale Impacts (Monetised) which are detailed in Table 3 – 20312 Shrewsbury within Appendix 7.1

For commercial LVU, a mix of property valuation, known ratings data, local yield and occupancy rates have been used. This best available evidence is considered robust and a true reflection of values.

For residential LVU, existing housing stocks are informed by Census 2011 evidence, updated to reflect housing growth using ONS household projections benchmarks for Shropshire.

Amenity impacts have drawn on known development floorplates and recognised amenity benchmarks.

LSI evidence has been informed by gross direct FTE job forecasts, derived from recognised HCA Employment Density Guide benchmarks, with WebTAG set benchmarks for the potential of new agglomeration/employment opportunities to encourage workforce re/entrants.

Distributional Impact evidence has also drawn on robust ONS data, applied to a recognised Green Book approach.

Consequently, all national-scale impacts are based on best-available evidence and are considered robust.

Local level Impacts (Non-Monetised) which are detailed in Table 4 – 20312 Shrewsbury within Appendix 7.1

All local-level impacts are informed by design evidence and business occupancy forecasts, which are robust, credible and achievable.

Local level (Shropshire or West Midlands) ONS metrics applied throughout are current and unbiased. Where needed, all metrics have also been rebased to 2022/23 prices as per LUF demands, completed via the HMT GDP deflator (March 2022). The Model appraisal period, to reflect long term active travel impacts, is 2022/23 to 2084/85 (63 years) and all impacts are discounted to 2022/23 terms.

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

[REDACTED]

The financial case costs include QRA backed allowances for risks and contingencies, alongside costs for inflation.

For the purposes of the BCR analysis, the effects of general inflation (included within the Financial Case costs) have been removed, to enable presentation in 'real terms'. This has been completed via the application of the HMT GDP Deflator (March 2022).

[REDACTED]

The approach is in line with the DCLG Appraisal Guide definition of 'real net costs to the public sector' - i.e. costs relative to the 'status quo' and without general inflation.

An allowance for Optimism Bias has then been included and applied to the upfront public capital costs associated with the delivery of the LUF Scheme. Whilst the upper-end allowance for OB included for standard and non-standard buildings and standard civil engineering projects in the HMT Green Book Supplementary Guidance range from 24%-51%, in practice some of the OB can be mitigated away based on a range of factors including local political will, reasonably standard redevelopment demands and existing understanding of site conditions. For this assessment, OB on public sector capital costs is estimated at 20% for prudence.

Finally, the likely profile of delivery costs has been discounted at 3.5% per year using the HM Treasury Discount Rate.

## Describe how the economic benefits have been estimated

[REDACTED]

All national-scale impacts are assessed in line with HMT Green Book and other departmental guidance (DCLG-AG and WebTAG), with all 'gross' and 'net' impacts assessed in cumulative and NPV terms, against a likely counterfactual position.

A supporting Economic Case Appendix 7.2 provides a full account of each impact assessed, as summarised below.

Direct LVU Impact

[REDACTED]

[REDACTED]

Deductions of EUV from RLV can be taken as gross LVU and a prudent displacement allowance (-25%) has then enabled net LVU estimates. Displacement is assessed at the lower end, reflecting the Scheme's role in enabling a new higher value commercial and living offer currently lacking locally.

#### Direct Amenity Impact

The delivery of 0.72ha (7,192 sqm) of new supporting public realm and urban greenspace (excluding development plot land) associated with Phase 1 Smithfield Riverside (0.72 ha) will bring significant amenity value and a DCLG Appraisal Guide benchmark has been used to estimate long term amenity impacts, modelled over the selected 30-year appraisal period (27 years of amenity impacts).

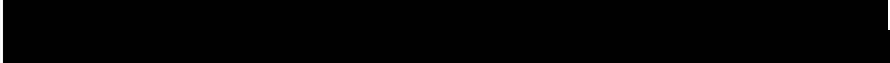
Accepting that some public realm will replace tired low value existing realm, a 25% 'deadweight' deduction has been made.

The Transforming Movement and Public Spaces Project will also deliver new and improved public realm, but to avoid double-counting of benefits the AMAT assessment results for the project are assumed to capture the amenity impacts of this investment.

#### Indirect LVU

In delivering the Phase 1 plans at Smithfield Riverside, the overall potential of progressing future phases of the transformative Smithfield Riverside plans will be greatly improved, with the expectation that progressing Phase 1 could accelerate the full delivery of masterplan by around 2 years.

Development appraisal evidence by Shropshire Council has estimated the GDV of future phases of the Scheme and modelling of net delivery trajectories (-25% displacement) in 'with' and 'without' Phase 1 scenarios at NPV has enabled value estimates to be derived through accelerated Phase 2+ delivery.

  
Local VOA benchmarks for land values for office and residential land have been applied to the site area to estimate the land value uplift associated. Again 25% displacement has been applied to reach an estimate of the net LVU impact.

#### Spillover Commercial LVU Impact

When delivered, the Scheme will drive significant day and evening spending in the town core, with 'spillover' effects on values among existing town centre commercial assets expected. Stocks within an appropriate walking distance (the river loop) have been mapped and the application of current property yield and occupancy rate adjustments to known rateable values has enabled estimates of current values.

Reasonable adjustments have then been made to current yields to reflect GENECON's view on the effects of expected increased economic activity and placemaking benefits, with a yield adjustment of -0.25% being made and a 2.5% increase in occupancy rates assumed.

This has enabled gross spillover LVU estimates and again, a 25% displacement deduction has been made.

#### Spillover Residential LVU Impact

A much strengthened and more resilient town centre with improved connectivity to/from the northern areas will improve the offer and reputation of Shrewsbury as a place to live and visit and the Scheme will therefore have a significant role in improving house price performance locally.

The extent of 'spillover' housing market impacts is considered at town and town centre levels and the number and type of dwellings in the area have been mapped by respective housing type with current residential house prices applied.

Given the effects of town performance improvements, a prudent view would be that the Scheme will positively bring between a 0.25%-0.5% uplift within town housing markets (0.375% mid-point) and that a further 1%-2% (1.5% mid-point) uplift in town centre property values could also be achieved.

Again, a prudent 25% displacement deduction has then been made.

#### Labour Supply Impact

At capacity, the Phase 1 development will support 901 new gross FTE jobs and this will significantly extend employment opportunities in the town centre, thereby improving labour supply. This will be supported through investment in improving connectivity between the town centre and some of the towns most deprived areas, which current suffer from acute levels of deprivation.

It is considered that around 10% of the gross FTE jobs would be filled by workers who would otherwise not be engaged in the labour force. In practice, this may be higher.

An ONS GDP per FTE job (£64,138 per FTE) benchmark for the relevant sectors in Shropshire has been applied to determine the overall GDP generated by workforce re/entrants encouraged into employment, with 10 years of GDP impacts within the labour market claimed. In line with WebTAG, 40% of GDP can be claimed in welfare-related impacts - a mix of tax revenues and negated welfare payments.

#### Direct Active Travel Impact

The delivery of Transforming Movement and Public Spaces Project will encourage greater walking and cycling locally and the DfT's AMAT has been used to assess the effects of greater active travel.

This considers a range of impacts, including negated congestion, accident probability and risks to life, alongside reduced absenteeism, negated greenhouse gas emissions, improved ambience and air quality and reduced noise. The AMAT modelling also reflects on negated future tax takes to Government (treated as a cost within the toolkit).

The AMAT modelling has been completed by PJA and results in their report are presented in 2010 terms in line with standard DfT Guidance. For the proposes of inclusion in this economic appraisal, these results have been converted to 2022/23 terms.

#### Distributional Impact

Median average Gross Disposable Household Incomes (including after housing costs) in Shropshire are c.£1,250 lower than the England average (ONS), a deficit of 6% on national levels. Low incomes resonate across communities, with effects ultimately fuelling pockets of deprivation locally.

This not only demonstrates the need for 'levelling up', but it also suggests that redistributive effects can be important.

Weighting for distributional impacts have been applied to all national-scale welfare benefits assessed (excluding Active Travel impacts) based on a multiplier of 1.08. Note, this includes an adjustment to the power of 1.3, as per the HMT Green Book suggested elasticity of marginal utility of income.



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

Real terms net present value national scale-impacts have been assessed against net real terms economic costs to derive initial and adjusted BCR's for

the package, as per the HMT Green Book, MHCLG-AG and LUF FAQ's suggested approach.

The Appraisal Summary Table reports on the headline initial and adjusted BCR position (section 5.4.4), which reflects all real terms public costs (including OB described in 5.3.1) assessed against all net real terms national-scale monetised benefits (described in 5.3.2).

For clarity, the initial BCR excludes distributional impacts and the adjusted BCR is assessed as 'total discounted benefits minus total discounted private sector costs divided by total discounted public costs'.

On this basis, the package has an initial BCR of 3.43 : 1 headline overall BCR of 3.62 : 1, reflecting high Value for Money and notwithstanding the wider strategic, social and economic outcomes that could be achieved through the delivery of the scheme, described in 5.4.2.

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**Upload explanatory note (optional)**

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## **Have you estimated a Benefit Cost Ratio (BCR)?**

Yes

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### **Estimated Benefit Cost Ratios**

Initial BCR	3.43
Adjusted BCR	3.62

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

Alongside national impacts monetised, the Scheme will support local construction activities directly and going forward, the Phase 1 Smithfield Riverside project will also support new longer-term FTE job opportunities, in a mix of office-based and hospitality roles.

The assessment of gross construction job years has been completed based on delivery costs alongside an ONS turnover per construction job estimate for the West Midlands (ONS, 2020). Net estimates have then been derived through adjustments to reflect local level leakage (-50%), displacement (-35%) and induced employment effects (1.15).

Longer-term FTE jobs have also been assessed, based on the application of relevant sector-based HCA Employment Density benchmarks applied to Net Internal Area (NIA) floorspace expectations. Adjustments for leakage (-125%), Displacement (-25%) and indirect and induced (multiplier, 1.35) effects have then enabled net FTE job estimates. Note, full displacement is assumed on roles moving as part of the Shirehall relocation plans.

Modelling of cumulative net GVA returns within the local economy from construction activities and longer-term generated net FTEs has then been completed, based on ONS GVA per FTE benchmarks for Shropshire by sector. For construction activities, GVA is modelled against expected job years in line with delivery and longer-term GVA gains is modelled against 10-years of future operational activities.

No attempt has been made to monetise expected employment and GVA returns from the Scheme's significant role in both helping to drive new footfall and spending in Shrewsbury Town Centre or through the expected

acceleration of jobs that could be supported though Phase 2+ plans at Smithfield Riverside, although wider spending-related impacts and an acceleration of future employment gains are likely.

A summary of local level employment and GVA impacts is provided below.

Construction FTEs – 11 Gross / 4 Net

Long term FTEs – 876 Gross / 754 Net

Total FTEs – 887 Gross / 758 Net

Net Cumulative GVA - £425m / £303m (NPV)

The Scheme will also deliver significant wider social and economic impacts, including:

Bringing an Accessible Commercial and Town Living Offer – delivering new assets to address support

Delivering Agglomeration and Supporting Town Productivity - enabling a higher value economy to form, thereby addressing the challenge of a cyclical low-value economy

Driving Labour Market and Economic Success – helping to redress structural imbalances in the local labour market, including providing a short-medium term response to help with Covid-19 recovery and a longer-term response to legacy challenges in the town

Providing Image Value and Bringing Civic Pride– demonstrated in the contribution that Scheme investment will make to Shrewsbury’s identity, prestige, vision and reputation

Bringing Flood Resilience – by bringing a significant part of the town centre into increased levels of protection from future flood events

Complementing Wider Regeneration and Place-Shaping – improving the viability of wider planned public and private-led schemes across the town, including improving the viability for Phase 2+ Smithfield plans and progression towards the delivery of the Big Town Plan.

Delivering Social Value – reflecting the extent to which the planned investment can reinforce civic pride and encourage social inclusion and interaction, supporting improved health and wellbeing outcomes

Promoting Town Competitiveness – evident in the future appeal of Shrewsbury to occupiers, with potential contribution to improved productivity and profitability

Raising Aspirations and Tackling Deprivation – providing the ideal platform for raising aspirations among individuals, thereby helping to address deprivation challenges across Shrewsbury and beyond.

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

Alongside the Central Case estimate, a number of sensitivities have also been included within the economic modelling to reflect Schemes risks.

Based on these main risks, three potential scenarios have been considered within the modelling. These are as follows:

Sensitivity 1: -20% economic benefits

Sensitivity 2: Two-year delivery delay

Sensitivity 3: +10% displacement of LVU

The effects of these tests on initial and overall BCR results are provided below. Through this stress-testing, the Scheme still offers good Value for Money, with adjusted BCRs of around 2.7 or above

Test 1:

Overall Benefits (NPV): £71.4m

Initial BCR: 2.75

Adjusted BCR: 2.89

Test 2:

Overall Benefits (NPV): £83.3m

Initial BCR: 3.21

Adjusted BCR: 3.38

Test 3:

Overall Benefits (NPV): £83.7m

Initial BCR: 3.22

Adjusted BCR: 3.39

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

### Appraisal Summary Table 1

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Upload appraisal summary table	201312 Shrewsbury - Appraisal Summary Table.pdf
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## Additional evidence for economic case

### Additional evidence 1

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Upload additional evidence	20312 LUF Shrewsbury - Economic Case Evidence - Appendix 7.2.pdf
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## Confirm the total value of your bid

Total value of bid



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

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Value of capital grant	£18701269
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## Confirm the value of match funding secured

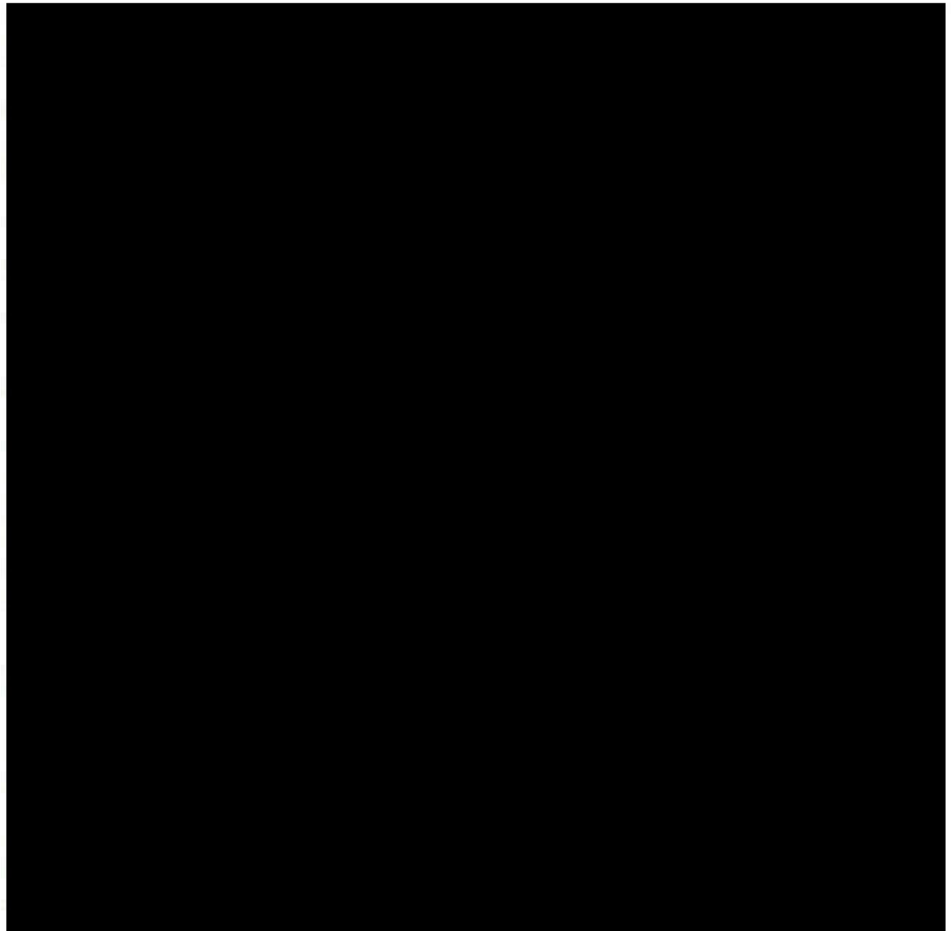


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Evidence of match funding  
(optional)

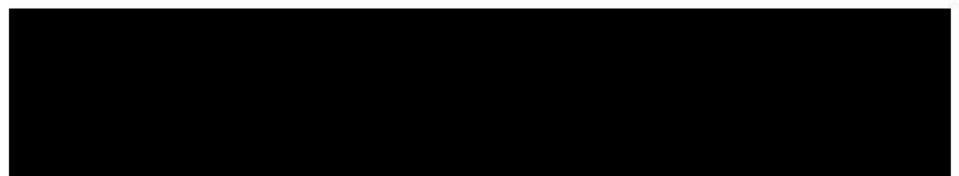
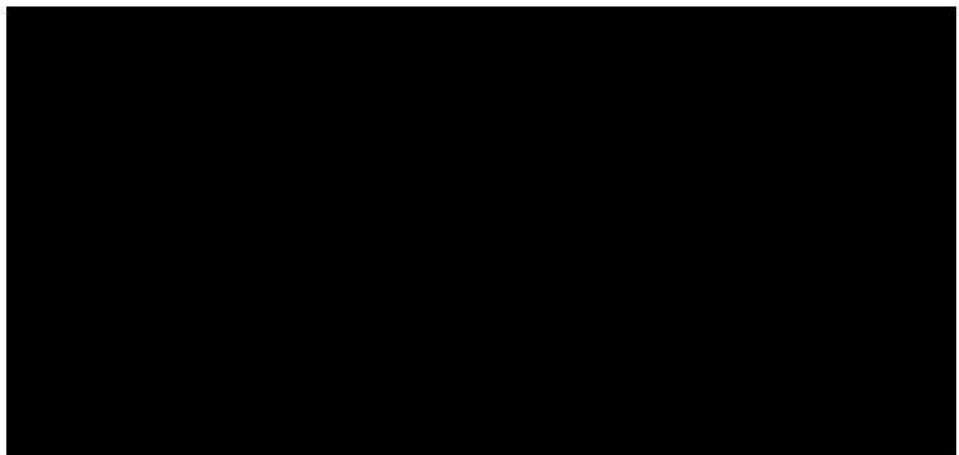
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Where match funding is still to be secured please set out details below



## Land contribution

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







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Upload letter from an independent valuer



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

The budget does not include any irrecoverable VAT

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

Project 1: Smithfield Riverside Redevelopment Programme

The costs relating to the Riverside project are drawn from cost estimates prepared by Gleeds, international cost consultants and our appointed Quantity Surveyor (for the purposes of seeking Council approval in February 2022 to progress the first phase of development at Riverside up to planning application stage (RIBA stage 3)). The costs have been reviewed and updated by Gleeds to include inflation up to the assumed start dates for demolition and subsequent enabling works. Additional risk allowances have been included to reflect the current uncertainty over inflation levels in the near term.

The base cost estimate was compiled by Gleeds for the overall masterplan for Riverside prepared by Glenn Howells Architects, with input from Highways and Flood Engineers. Demolition methodology, devised by our supervising engineers Tetra Tech, and budgets have been market tested with demolition contractors.

Buildings within the masterplan were predominantly costed using m2 rates recommended by Gleeds based on industry benchmarks including BCIS (Building Cost Information Service) and Gleeds extensive experience and data base of construction costs.

However, the brief to our masterplan Architects was to consider the buildings

earmarked for the initial phase of development in more detail and to undertake a capacity study to ensure that the quantum of building envisaged could be accommodated within the designated plots within the masterplan. For these buildings, including the proposed multi agency hub, Gleeds prepared a more detailed estimate based on an elemental cost plan.

External works such as hard and soft landscaping and site abnormalities, including forming a raised podium to create new formation levels and mitigate against flood risk, have been costed on the basis of measured areas and the application of appropriate rates by Gleeds.

Assumptions have been made by Gleeds when preparing the cost estimates. These are listed within the cost estimate for the overall redevelopment with the following key assumptions made in relation to the scope of works within this application:

New formation level for podium established based on flood modelling by PJA Engineers using Environment Agency flood risk model.

Reinforcement of offsite utility services to be undertaken as part of initial enabling works phase rather than on a plot by plot basis.

Asbestos and ecology surveys included within approved sum of £1,715,000 for multi-agency hub design and preparatory works.

Fees and other preparatory works, making up the approved sum of £1,715,000 to progress the multi-agency hub designs to planning stage, are based on percentages recommended by our professional advisers Gleeds and Montagu Evans.

Montagu Evans, our appointed asset managers and property development experts, have advised on market fee levels for development management specialist benchmarking their current experience of working with public sector clients on town centre regeneration schemes. Design team fee percentages have been included for each design discipline based on advice from Gleeds who are actively supporting clients to procure design teams on schemes of a similar nature and have access to an extensive data base against which to benchmark.

## Project 2: Transforming Movement and Public Spaces

This package contains works in the proximity of the town's railway station and directly adjacent and linking to the site of the Smithfield Riverside Redevelopment Programme (Project 1), as an early phase of works linked to the town's Movement and Public Realm Strategy that aims to reduce vehicular traffic, improve environmental conditions and air quality and promote active travel in the town.

The scope of works has been established with advice from PJA, experienced transport consultants and consultant team leading on the Movement and Public Realm Strategy. Cost estimates have been provided by PJA and reviewed by the Council's Highways team and Gleeds

The Council's Highways team is highly experienced in delivering complex highway and related improvements and with its strategic partner, WSP, has access to detailed benchmark cost data. Gleeds have also reviewed cost estimates to ensure that they are robust and include all appropriate allowances including fees, inflation and contingencies to cover risks.

Given the anticipated contract value these works are expected to be competitively tendered.

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

The margins applied generally relate to assumed allowances for contractor's overheads and profit on the demolition and enabling construction works. Based on advice from Gleeds a markup of 5% has been included for overheads and profit to reflect expectations in the current construction market.

In terms of contingencies the base cost estimate includes an allowance of 3.5% for design development. A client contingency of 7.5% has been included with additional allowances to cover specific risks identified on the project risk register. These include potential hyperinflation on construction costs, additional requirements arising from the demolition planning process and unforeseeable complications during with demolition and site servicing. This represents a total contingency provision, over and above the 3.5% design development allowance, of approximately 19% against the demolition and enabling works. This is considered robust and reflects the uncertainty the market at present.

In addition to the contingency allowances above a further optimism bias adjustment of 20% has been made by Genicon for the purposes of calculating the BCR.

#### Project 2: Transforming Movement and Public Spaces

The assumed margins and level of design development and contingency applied to these works is consistent with the Riverside cost estimate. A client contingency of 7.5% has been allowed plus additional provision for specific risks on the risk register including hyperinflation and compensation due to business disruption.

The assumptions have been reviewed by officers within the Highways team

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### **Describe the main financial risks and how they will be mitigated**

The financial risks associated with works proposed within this application have been provided in Table 9 20312 Shrewsbury Financial Risks associated with works proposed. The table provides a risk rating before and after proposed mitigation measures alongside the relevant Risk Register Reference Number (a copy of the full Risk Register is provided within Appendix 8.X).

The risks are included in the project risk register which also documents risks of a non-financial nature including potential disruption within the town centre during the works and disruption to residents and highway users during the highway and public realm works.



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Upload risk register

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

Not applicable

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

Not applicable

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

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

A formal market testing exercise was undertaken with six companies active in development partnerships with local authorities, to test appetite and understand their likely approach to working with the Council to redevelop Riverside. The Council was supported in this process [REDACTED]

The outcome of the soft market testing included the recommendation that the Council appoint a specialist Development Management consultancy to take overall responsibility for delivery of the two major projects in the first phase of development, including the new multi-agency hub. The report prepared by Montagu Evans concluded this was the most appropriate route for the Council, given the complexities of the programme, the risks associated with early phase projects and the need for the Council to retain overall control.

[REDACTED]

A procurement strategy has been developed for the first phase of development at Riverside with advice and input from the Council procurement lead and professional advisers.

**Project 2: Transforming Movement and Public Spaces**

A procurement strategy has been agreed with Highways who will take responsibility for this package of works.

Initial scoping and design proposals have been worked up with input from highways consultants PJA, our advisers on the Movement Strategy. However, our intention is to appoint a design team with the necessary highways, public realm and landscaping expertise via the Council's term highways consultant WSP. The term contract has the flexibility to enable us to follow this route.

Given the anticipated contract value the works will be competitively tendered either via a further competition under an established framework such as CCS or in the open market.

Detail of the contracts to be procured is provided in the response to 6.2.3 below.

Pre-market engagement or research undertaken place or planned

A formal soft market testing exercise was carried out before settling upon the preferred delivery strategy to appoint a development manager.

An extensive review of available frameworks was undertaken before deciding to procure the multi-disciplinary design team for the multi-agency hub via a Public Contract Regulations (PCR) compliant two stage restricted procedure. This is a significant opportunity within Shropshire and we concluded that many design practices we would hope to attract are not represented on frameworks.

Demolition methodology and budget have been market tested with a specialist Demolition Contractor when compiling cost estimates for Council approvals.

We plan to undertake further engagement activity, particularly around the interface between the enabling works and individual plot developments in order to confirm the final scope of works within each.

Health check of market

We are able to access market intelligence from a number of sources including our own departments that are procuring construction works and services and engaging with the market on a regular basis. Our professional team is also able to feedback on current market conditions and capacity challenges.

Procurement approaches explored /discounted

In addition to soft market testing to determine our delivery strategy we have considered a number of options and scenarios from a strategic procurement perspective. These include:

Whether to enter into separate contracts with individual design disciplines or procure on the basis of a single multi-disciplinary design team appointment. We selected the latter so as to capture the benefit of teams with a track record of working together on projects of a similar scope and scale.

Whether to make appointments dedicated to each individual development plot that comes forward or appoint certain consultants with an over-arching brief. We decided to appoint certain key consultants in an over-arching role including planning consultant, highways and flood risk engineers and cost consultants. This decision was made on the grounds of efficiency and to maintain the integrity and principles of the overall masterplan.

Whether to make a single or separate appointments for the demolition of Riverside shopping centre (within the scope of this application) and Pride Hill shopping centre (outside scope). Given the programmes for demolition are currently scheduled to overlap we concluded we should make a single appointment to avoid potential interface issues on road closures, deliveries etc.

Whether to adopt a separate enabling works contract in advance of the multi agency hub construction contract or combine. We have decided on a separate contract in order to de-risk the multi agency hub construction project.

Routes to market

Our procurement strategy recognises there are different routes to market available to the Council. We are adopting a variety of routes for the procurement of the contracts, as listed in the table in 6.2.3 below.

Managing contracts for quality and supply chain risk

The Riverside programme comprises four individual project workstreams, each with its own project board reporting to an overall Executive board. Each individual project will have a dedicated project manager working across the Council and liaising with internal procurement, legal and finance business partners.

For each project there will be a project lead with responsibility for managing delivery including supplier performance. The project lead will work closely with

the appointed project manager.

In the case of the multi-agency hub design development up to planning stage, the project lead role will be fulfilled by the appointed Development Manager.

Demolition and enabling works are within the scope of the Riverside Regeneration workstream. Tetra Tech Ltd are the project lead for the Demolition activity with a further external appointment to be made for the enabling works.

At a programme level the Council has formed a PMO (Programme Management Office) to manage the master programme and ensure consistency of reporting to the Executive board.

Our audit function will undertake a financial assessment on suppliers prior to award where deemed necessary for contracts of significant value.

Aligning with Net Zero carbon ambitions

We intend to take full advantage of the opportunity presented by this major regeneration initiative to help fulfil our net zero carbon goals.

New buildings, as and when they come on stream, will be designed and constructed in accordance with the Net Zero and Sustainability Annex and aligned to the relevant objectives set out in the Net Zero Strategy: Build Back Greener. In addition, designers will be required to consider how buildings can be constructed to mitigate against future flood events in line with an innovative adaptive pathways approach being piloted at Riverside by the Council and EA (Environment Agency).

The case for demolition of riverside shopping centre is clear cut but we will reduce carbon impacts by retaining as much material as possible on site for re-use. The creation of new formation levels to mitigate against flood risk offers an opportunity to re-use suitable material and reduce the need to import.

Suppliers will be required to demonstrate their green credentials and this will be included within the award criteria when inviting tenders.

Our social value policy includes economic elements and encourages use of local suppliers. This will contribute in terms of reduced travel and transportation distances and carbon emissions.

Government policies including Playbooks

We will follow good practice guidance within the Sourcing and Construction Playbooks where appropriate. In particular we are embracing a number of the key principles which are provided within Table 10 20312 Shrewsbury – Government Policies including Playbooks in Appendix 8.1 which details the sourcing playbook reference and examples of our adoption.

Innovative procurement and Social Value

The Council undertakes significant procurement activity with a dedicated procurement team. The Council places great emphasis on social value and other than in exceptional circumstances expects social value to be included with award criteria with a minimum 10% weighting and up to 20% encouraged. The Council has developed its own social value framework which sets out our key priorities against the national target indicators and measures. We are piloting a social value fund where suppliers unable to satisfy our requirements are able to contribute to a fund that is used to support community projects.

Our contract conditions are kept under review and include clauses covering Modern Slavery.

Resolution Planning

The key risks identified and reflected in our risk register associated with supplier insolvency are:

Project 1: Smithfield Riverside Redevelopment Programme

Extended period of unavoidable disruption and inconvenience to neighbouring occupiers, businesses in the town centre and the public during demolition and enabling works activity

#### Project 2: Transforming Movement and Public Spaces

Extended period of disruption to highway users including motorists, mobility scooters, cyclists, pedestrians while replacement contractor procured

Financial checks prior to award and monitoring prompt payment of suppliers are measures we take to mitigate risk.

#### Legal and Council compliance

All contracts above the stipulated financial thresholds are procured in compliance with the PCR's. The Council's own rules require any contract over £50,000 to follow a formal procurement process using the Delta portal with legal officers preparing and issuing contracts. Contracts below £50,000 require a minimum of three competitive quotations. The Council's head of procurement is consulted on all procurements irrespective of value. External legal advisers [REDACTED] are advising on the procurement of the development manager and multi-disciplinary design team for the multi-agency hub.

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### **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?**

#### Project 1: Smithfield Riverside Redevelopment Programme

Shropshire Council will lead on the procurement of all works across both projects relating to this application. The Council's highly experienced Procurement Team will support the Project Manager to ensure the most cost effective, expedient and PCR compliant outcomes.

The Council has seconded a consultant with considerable development, delivery and procurement experience to work within the core officer team that is establishing the Project Management Office (PMO). The individual has led on devising procurement strategies and managed design team procurement on many previous projects including for local authorities, one of which secured LUF round 1 funding. Some of these procurement exercises involved the use of frameworks whereas others followed PCR open or restricted procedures.

The core team of officers brought together since 2018 to progress the redevelopment during its formative stages include individuals with estate management, property development, architecture, landscape architecture and accountancy skills, all of whom have experience in procurement, appointment and management of contracts and contribute to the procurement process and supplier selection.

The Smithfield Riverside Redevelopment Programme will also benefit from external support from [REDACTED], commissioned to advise on all legal matters, including the procurement approaches, as recommended by Montagu Evans to proceed with Development Management consultancy for phase one.

Given their specific experience of supporting local authority clients to procure development partners we have appointed [REDACTED] to lead on the procurement of the specialist Development Manager, working in conjunction with our internal procurement lead and [REDACTED].

Tetra Tech have also been appointed to assist with compiling contract documents for the procurement of demolition, ground remediation and utility works and they will also assist in managing subsequent contracts for works. Phil Jones Associates (PJA) will also advise on the civil engineering design, contract documentation and subsequent contract administration of flood mitigation works relating to the podium design.

Management of contracts once in place falls to the project manager, supported where necessary by the PMO. In the case of the MAH design activity the design team will be managed by the specialist Development Manager with an overview from the internal Project Lead. Tetra Tech, as supervising engineer, will manage the demolition, ground remediation and utility works.

#### Project 2: Transforming Movement and Public Space

This project will also benefit from PJA's highways engineering, procurement and contract management expertise along with that of the Council's term Highways consultant WSP.

The Council's Highways team is very experienced in the procurement of works of this nature but will rely upon WSP to lead on design team appointments under the existing term contract arrangements.

WSP will also lead on contractor procurement and manage the implementation of the works on behalf of the Council.

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

The key contracts to be procured are provided in Table 11 2021 Shrewsbury – Contracts to be Procured within Appendix 8.1.

There are 8 for Project 1: Smithfield Riverside Redevelopment Programme and 2 for Project 2: Transforming Movement and Public Spaces. scheduled below. MAH refers to the Multi-Agency Hub.

The PMO will support the internal project managers as required and provide further assurance in terms of quality and performance.

Contractors, when tendering, will be required to confirm how they assure quality and manage supply chain performance. This will be part of the award criteria for significant appointments. All major frameworks tend to have in built supplier performance measures and KPI's (key performance indicators) which we would see as supplemental to our own regular performance reviews initiated by the Executive board.

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

For each of the project elements to be procured (as outlined in 6.2.2), the adoption of clear performance measures will be identified and contracted to. The arrangements for close monitoring of the contracts will be established with regularly review meetings set up with key suppliers.

Inhouse support and advice is provided by the Commissioning Development & Procurement Team to ensure that detailed contract management arrangements are established, and the Senior Responsible Officer will oversee the project team to ensure a dedicated resource to manage detailed performance.

A robust performance framework will ensure the projects stay on course as they deliver their objectives and outcomes as defined in the Business Cases, specifications, and briefs.

The project teams led by the Project lead will review and report on performance, reporting to the relevant project board.

The adoption of clear and effective payment structures following confirmation of contract type will be implemented and be reflected within the contract.



Payments to reflect delivery and expedited payment arrangements will be put in place to assist contractor arrangements.

Financial monitoring and appraisal before award of contract and during contract delivery using internal Audit team resource. The Audit team undertake full financial appraisals using equifax rating but taking a full assessment approach taking consideration of liquidity, cash flow and assessments of accounts.

Shropshire Council's established Risk Register on SharePoint is regularly reviewed and reported on to Board meetings. The programme of activities, risks, spend, delivery and performance will be reviewed at the Programme Board level.

The Risk, Insurance and Resilience Team provides an internal resource to Council wide risk managers to identify the agreed contractual risk allocation and confirming mitigating actions and allocating these within the client-side team.

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## Set out how you plan to deliver the bid

### Project 1: Smithfield Riverside Redevelopment

#### Programme Governance

The overall Smithfield Riverside redevelopment sits within the remit of the Shrewsbury Town Centre Redevelopment Executive Programme Board, chaired by [REDACTED], Executive Director of Place.

Four sub-boards have been established to oversee the delivery of individual but linked project workstreams as below.

- Multi Agency Hub (MAH) project board – focussed on design and delivery of the new multi-agency hub as part of Phase 1 (design up to planning within scope of this application)
- Pride Hill Redevelopment project board – focussed on design and delivery of new leisure scheme and travel hub as part of Phase 1 (not included within scope of the application)
- Shirehall Decommission and Disposal project board – focussed on the decommissioning and disposal of existing Council HQ to be vacated once multi-agency hub is complete (not included within scope of this application)
- Riverside Regeneration project board – focussed on site preparation for Phase 1 including demolition, remediation and enabling works (demolition and enabling works within the scope of this application)

The scope of each the above is shown on the Governance chart appended/included within the Delivery Plan (see Appendix 8.5) and each has its own Project Initiation Document (PID).

#### Key Milestones

The four workstreams above are drawn together into a high-level master programme that shows the key milestones, dependencies, future approvals and the overall timeline for Phase 1 redevelopment. More detailed programmes have been produced for each project workstream aligned to the master programme.

Key milestones specific to the scope of work within this application are scheduled within the Costings and Planning Workbook.

#### Key Interdependencies

Each project workstream has its own Project Initiation Document (PID) that identifies dependencies, interfaces and resources.

A Programme Management Office (PMO) has been established, reporting to the Executive Board and supporting the individual project boards to manage the overall master programme, achieve consistency of reporting and ensure that risks associated with project interdependencies are managed.

The main dependencies attached to the demolition and enabling works activity within this application are:

- Planning consents required for demolition and enabling activity
- Support of statutory consultees in the planning process (Environment Agency, Historic England)
- Stakeholder support (Shrewsbury BID and the businesses it represents especially within the immediate vicinity, Shrewsbury Town Council etc)
- Future Council approvals

## Roles and Responsibilities

Terms of Reference have been drawn up for the Executive Programme board and the key project roles for the Riverside development are captured within the PID for each project.

The structure and reporting lines are indicated on the diagram entitled 'Lines of reporting and communications' within the delivery plan.

Summary roles and responsibilities specific to the scope of work covered by the application are shown in Table 12 20312 Roles and Responsibilities for Project 1: Smithfield Riverside Redevelopment Programme within Appendix 7.2 Responsibilities are detailed more fully in the PID.

The MAH design will be undertaken within the remit of the MAH project board. Demolition and Enabling works will be undertaken within the remit of the Riverside Regeneration project board.

## Specialist Skills needed

Within the team and resources required there is a requirement for specialist expertise for flood engineering and demolition. Tetra Tech have been appointed to manage the demolition activity supported by flood engineers PJA.

## Benefits Realisation

A benefit plan will be prepared for the Phase 1 redevelopment as a whole and the individual projects within Phase 1 including the MAH. There will be interim benefits associated with the demolition and enabling works such as reduced financial liabilities for the existing shopping centre. A separate plan will be drawn up for the scope of work included in this application and signed off by Riverside Regeneration project board with reviews on a quarterly basis.

The benefits management plan will include 'before-state' measurements or baseline data, including details of the performance indicators that will be used. The same parameters will be used to measure the end-state to confirm whether the stated value of benefits has been achieved. The timing of these measurements and any interim measurements will be defined here. This plan will also set out the methods and techniques to be used in quantifying benefits.

## Engaging with developers/occupiers

Soft market testing led to the decision to appoint specialist Development Management consultants for the MAH. Although construction of the MAH is enabled by, as opposed to part of, the scope of works within this application work is already underway to identify prospective partners and engage demand for space within the MAH, over and above that required by the Council.

## Stakeholder Engagement and Communications

An initial stakeholder engagement plan has been developed for both the MAH project and the initial demolition and enabling works that form the basis of this application. A summary of this is included within the Delivery Plan provided in Appendix 8.5. The plan will continue throughout the design, construction, and in-use phases of the projects. It will also be subject to further development and refinement through those stages to ensure it remains up to date and relevant, especially as additional stakeholders will emerge and their influence may increase or reduce over time. It comprises:

- Stakeholder matrix identifying each group to be consulted, suggesting method of engagement, detailed contact list and key representatives.
- Stakeholder classification based upon their level of influence upon and degree to which they are impacted by the project
- Communication method and frequency e.g Consultation programme and events.

The plan will be managed by the PMO in conjunction with individual project boards with quarterly reports to the Executive Programme board.

A Communications Plan is currently being updated to reflect the scale of the overall Smithfield Riverside development, linked to the Stakeholder Engagement plan. AL Marketing ([www.almarketing.com](http://www.almarketing.com)), specialise in creative content for retail and leisure destinations and are leading on this work. They are Montagu Evans (who manage the three shopping centres on Shropshire Council's behalf) retained PR Agency and have been involved across the site for a number of years. A specific sub-plan will be prepared for the demolition and enabling works project. This will ensure all key stakeholders and the public are well informed of the progress of the projects through a number of engagement channels. A dedicated Shropshire Council Communications Officer has been appointed to support the projects, providing updates and reviews to the Programme Board.

## Powers and Consents

It is not envisaged that the Council will need to exercise any specific powers in delivering these works. The Council does fulfil both the statutory planning/development control and highways authority functions.

The Environment Agency (EA) is a statutory consultee under the planning process. Their approval will be key in terms of the demolition and enabling works which need to form part of an overall flood mitigation strategy, acceptable to and agreed with the EA. The Council is working closely with the EA to this end via the River Severn Partnership.

Monitoring progress including budget management

A dedicated Programme Management Office has been established to provide assurance, maintain the master programme and budget and ensure regular and consistent reporting to, and across, all project boards. Detailed monitoring and progress reporting, against measurable outputs/KPI's, will be provided by project managers of the individual projects to the respective project boards, consolidated and summarised for reporting to the Executive Programme board.

Gateway reviews will be held at appropriate milestones within the programme. As a minimum these will take place at key Council approval points, as identified on the master programme.

Responsibility for budgeting and project accounting will be provided by the internal Finance Business Partners allocated to each project, working closely with the project manager.

Project 2: Transforming Movement and Public Spaces

Governance

These works will be overseen by the Shrewsbury Big Town Plan Movement Strategy Steering Group. This group is effectively the project board for these works alongside other Movement Strategy workstreams as shown on the governance diagram within the project delivery plan. However, for governance and reporting purposes to DLUHC, they will be brought together with Project 1 (Smithfield Riverside Redevelopment Programme).

Key Milestones

The programme for these highway and public realm improvement works is included within the delivery plan, with key milestones also scheduled within the Costings and Planning Workbook.

Key Interdependencies

To ensure deliverability of the project the scale and scope of works have identified to limited complexity; subsequently the main dependencies associated with these works are:

- Highway Authority approvals, including adoptable standards and statutory requirements
- Rail/Bus operator support/acceptance of proposals
- Local businesses, especially relating to logistics, servicing and operational activities in the area: i.e. Royal Mail and Morris Lubricants
- Co-ordination with events planned within the town centre
- Future Council funding approvals

Roles and Responsibilities

The primary roles and responsibilities relating to this package of works are shown within Table 13 Roles and Responsibilities for Project 2: Transforming Movement and Public Space within Appendix 7.1

Specialist Skills Required

Within the team and resources required there will be a need for specialist expertise for highways and public realm works including landscape design. Phil Jones Associates (PJA) are currently commissioned to undertake the Movement and Public Realm Strategy; within this commission PJA will accommodate the scope of works within recommendation of the Strategy. Highway's and Transport engineering consultancy services will be procured via open tender, framework and/or via the Council's term contractor (currently WSP with contract under review/renewal by Autumn 2022).

Benefits Realisation

In accordance with HM Treasury's Project Business Case Guidance, Shropshire Council has developed a Benefits Realisation Strategy for this project; the strategy sets out arrangements for the identification of potential benefits, their planning, modelling and tracking. As part of this strategy, a benefits framework will be prepared, which assigns responsibilities for the actual realisation of those benefits to the appropriate organisation and/or named persons throughout the key phases of the project; the ultimate responsibility for benefits realisation lies with the SRO for the project.

Alongside the project Risk Register, Shropshire Council will prepare a Benefits Register; the register indicate how proposed benefits are to be realised from the outputs and outcomes of the scheme, with clear agreed timescales and actions that should be taken to aid this process. The project manager is

responsible for capturing and monitoring benefits within the Benefits Register.

The project will be monitored against the schemes objectives, set out in the strategic case, with measures for success set out below:

- Improve access and movement to the town centre by sustainable modes for deprived communities living to the North; Success measured through pedestrian/cycle flow increases, increased use of cycle parking and bus patronage
- Support and encourage economic growth in town centre; Success measured through reduction in vacant retail units
- Improve the experience of pedestrians, cyclists and public transport users in the town centre; Success measured by reduced traffic flows and speeds on Castle Gates / Castle Street, increased visitor dwell time.
- Improve air quality within the historic town centre; Success measured by reduced levels of air pollution.

Data collection and surveys will be undertaken prior to construction to ensure an accurate baseline, ensuring that the intended benefits are achieved from the outputs of the scheme.

#### Stakeholder Engagement and Communications

A stakeholder engagement plan and associated communications plan will be developed specific to this project, building on the extensive programme undertaken by Phil Jones Associates, as an integral part of the Movement and Public Realm Strategy. Led by Shropshire Council's Communication Team following the principles for Project 1 above, it will draw heavily on their experience and involvement in similar schemes in Shrewsbury and across the wider county, notably the previous Shrewsbury Integrated Transport Scheme (SITP) which involved high levels of stakeholder and public engagement. Residents, road users and businesses impacted by the works will be key stakeholders to be considered. Plan with inform relevant online platforms including [www.shrewsburybigtownplan.org](http://www.shrewsburybigtownplan.org) and <https://shrewsburymoves.commonplace.is/>.

#### Powers and Consents

The Council may need to invoke statutory powers as the Highway authority when implementing the works. This may include engagement and consultations relating to Traffic Regulation Orders and associated activities. The Council's Conservation Planning Team will be consulted on proposals. Monitoring progress including budget management Reports will be provided by the project manager to the project board. Gateway reviews will be held at appropriate milestones within the programme in line with established council procedures. Responsibility for budgeting and project accounting will rest with the internal Finance Business Partner working closely with the project manager.

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

The following project activity will be undertaken during the financial year 2022-23.

### Project 1: Smithfield Riverside Redevelopment Programme

[REDACTED]

[REDACTED]

#### Work package: Enabling Works

Design Team appointed and developed flood mitigation and utility strategies in place. Site investigation scoped.

#### Work package: Multi Agency Hub design to Planning (RIBA Stage 3)

Development Manager and Design Team procured and appointed. Design complete to RIBA Stage 0/1 and Stage 2 part complete

Project 2: Transforming Movement and Public Spaces

The Design Team will be tendered and appointed, with design complete to RIBA Stage 3 planning stage including consultation activity.

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## **Risk Management: Set out your detailed risk assessment**

The Council Risk, Insurance and Resilience team has developed a corporate approach to risk management across all Council activity including a risk register format. The overall Smithfield Riverside Redevelopment risk register adopts this format and is included within our delivery plan and provided separately as an Appendix 8 item.

We have an embedded Opportunity Risk Management Strategy. At the commencement of the risk management process all opportunities are identified and scored for likelihood of delivery and positive impact/benefit realisation. The higher the score the better the opportunity. This also includes identification of the existing enablers for the opportunity and what further actions could be taken to enhance the delivery of the opportunity and benefit realisation. Following this we identify the associated risks, owners, current controls, current status, additional controls and their owners and implementation dates for additional controls.

We implement the risk management cycle for identification, analysis, control and monitoring ensuring that emerging risks are brought into the process as soon as possible and mitigated appropriately. The risk register is maintained within a live risk environment with access provided to risk owners and project officers. This provides real time data to be available at all times enabling accurate and timely reporting of risk status and emerging issues.

A project risk register is in place for each project within a programme and a programme risk register is also developed to capture the overarching risks to the entire programme. Risk is a standard agenda item at project and programme board meetings through the provision of a highlight report with open discussion of emerging issues. Implementation of controls is closely monitored to ensure that any slippage in the implementation timeframes is clearly articulated across the programme to ensure the impact on interdependencies is identified and managed accordingly.

Project officers are involved in every aspect of the risk management process and are chosen for their subject matter expertise and experience. The management of risks for projects and programme are supported by the Risk Management Team who have been acknowledged nationally as exemplary in their field.

Given the significance of the Smithfield Riverside project, support is being provided by Jane Cooper (AMBCI), Risk and Business Continuity Team Leader.

A summary of risks of highest concern related to the works within scope of this application is included below. This covers both projects within scope of this application and is cross referenced to the overall risk register at Appendix X.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Project 2: Transforming Movement and Public Spaces

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

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

Following Council approval in February 2022 to progress a first Phase of redevelopment to Planning stage, a core team of officers established in 2018 has been extended and brought together to initiate and progress delivery of a programme of individual projects.

The core team comprises:

[REDACTED], Shrewsbury Programme Manager has been in post since 2019, having previously worked in senior development, property and construction roles in various local authorities, bringing extensive experience in the delivery of complex regeneration projects and programmes, and has qualifications in urban design, regeneration and landscape design. [REDACTED] led on the delivery of the business case and subsequent Council approval for the wider Riverside regeneration programme. In a previous role [REDACTED] commissioned and programme managed the master planning for West Bromwich town centre and its immediate hinterland including significant housing-led mixed-use regeneration schemes including a significant programme of public realm and transportation projects.

[REDACTED] Growth Programme & Strategy Manager is heavily involved alongside [REDACTED] in the Shrewsbury Riverside Redevelopment Programme in Shrewsbury Town Centre. Previously at Wirral Borough Council as The Economic Lead for Investment and holds a Master's degree in Planning.

[REDACTED], Head of Property and Development within Place Directorate has extensive experience in all aspects of property development, asset and estate management and rationalisation, necessary to strengthen the Council's property portfolio. With [REDACTED] led on the complex negotiations to 'on shore' the former shopping centres in Shrewsbury having negotiated their purchase.

[REDACTED], Interim Policy and Environment Manager, has extensive experience of supporting development in conservation areas, across the wide spectrum of planning policy, development management and liaison with statutory consultees. [REDACTED] has been instrumental in ensuring sensitive development in Shrewsbury and the delivery of the Heritage Action Zone in Oswestry.

[REDACTED], Service Development and Programme Manager within the Infrastructure and Communities team. She has significant experience of working within multiple highway teams including Strategic Projects, Street Works and Traffic. [REDACTED] is responsible for the delivery of all development funded projects on the highway.

[REDACTED], Principal Commercial Project Surveyor within Property & Development at Shropshire Council has led on development and market

appraisals, feasibility studies and viability assessments for key sites in Shrewsbury as well as complex developments in Oswestry. [REDACTED] has experience of private sector commercial development, both abroad and in the UK, and more recently has led on key strategic acquisitions in the town centre necessary to facilitate the Riverside development programme.

[REDACTED] Senior Design Feasibility Manager within Shropshire Council advises across a wide range of the Council's large capital projects. An Architect by profession with a particular focus on sustainability and achievement of Net Zero development through planning, design and operation of Council assets.

[REDACTED], Strategic Finance Business Partner (Capital), advising and supporting the delivery of the Council's capital programme. She is an experienced capital accountant responsible for reporting on multi-million-pound project budgets. Will act as internal finance lead, liaising with external suppliers and providing key updates via the project board.

[REDACTED], Project Manager – Shrewsbury will lead on communications and public engagement and associated stakeholder liaison for these projects. [REDACTED] has worked for Shropshire Council for over 14 years in business development and account management. She will be actively involved in the inward investment and business relocations associated with the commercial properties enabled by this LUF investment and has an extensive knowledge of the town's development needs. [REDACTED] led/delivered on the initial first consultation for the Big Town Plan in 2017 over the four week period of public consultation and subsequent relevant consultations. Prior to that she was responsible for delivering the commercial business plan for the Flaxmill Maltings successful Heritage Lottery Funding bid for £18m in 2013.

[REDACTED] within the Economic Growth is leading on the development of the Programme Management Office (PMO) and has implemented a robust programme/project process, procedures and methodologies, with digital infrastructure for efficient and accessible document management, monitoring and reporting. The PMO ensures compliance, assurance and effective project management procedures and processes.

The above core team is supported by dedicated lead officers for procurement, legal, planning, highways and transport supplemented by external consultancies as required. A detailed review of resources required to deliver the projects has identified the need to supplement the Council's capacity and capability, for which the following consultancies are involved in supporting the delivery of projects.

[REDACTED] a niche consultancy, and former managing partner with an international project and cost consultancy, has approaching 40 years' experience in major project delivery and regeneration for both private commercial and local authority clients. A Chartered (Quantity) Surveyor by profession with particular expertise in procurement and publicly funded multiple stakeholder projects. He has led and advised upon procurement of projects for Kidderminster Town Council, Rugby Borough Council and Birmingham City Council and managed delivery of major regeneration projects such as the redevelopment of Pebble Mill in Birmingham.

Montagu Evans Development Advisers and Asset Management, the Council's appointed asset managers, also provide development expertise, led by partner [REDACTED]. [REDACTED] is advising Local Authority clients on major town centre regeneration projects in Grimsby and Sheffield.

Gleeds are providing Cost Consultancy and PMO Technical Support addressing aspects including development of the client brief sufficient to seek design team tenders, maintenance of the master programme and specialist support on NEC contracts. Gleeds personnel have current or recent experience supporting local authority clients in Guildford, Portsmouth and Spelthorne.

[REDACTED] are advising on legal aspects of procurement and appointment documentation

Tetra Tech (formerly White Young Green) are fulfilling the role of Demolition



Management consultant and have an excellent track record in demolition and land remediation with local authorities including Birmingham City Council in the West Midlands.

Arcadis have submitted proposals to support development of an overall flood mitigation strategy which are currently being assessed and likely to lead to an appointment shortly.

Phil Jones Associates (PJA) have supported the masterplan on both flood engineering and modelling and highways engineering.

The Highways department has term contracts for consultancy services (WSP) and works (Kier) which provide the capacity to deliver the scheme although on this occasion the works element will be competitively tendered given their value.

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

Shropshire Council has adopted a Capital Governance process that encompasses the whole project life cycle while supporting and controlling the project for successful delivery which forms part of its Capital Strategy.

Each project identified is appraised following a clearly defined gateway process that seeks to ensure that there is an integrated approach to project management to include, initiating, planning, executing, monitoring and closing processes.

Officers and Members involved in the decision-making process in relation to proposed projects and programmes must have the appropriate capacity, skills and information to enable them to take informed decisions at each stage of project delivery.

A designated Project Executive is assigned as sponsor to the project from inception to oversee the development of the project whilst a dedicated Project Manager leads a Project Team that operates via a series of pre-determined requisites that include expenditure profiling, outcome achievements, delivery against timetable, returns, risk assessments and completions review for each project.

At regular gateways throughout the project a review is undertaken to assess the status and viability of a project alongside regular updates to the Senior Management Team which rates the project according to time, cost and quality. Shropshire Council's internal Audit Team act as independent reviewers of projects for these stages and as the project assurance advisers.

Scrutiny of project expenditure is undertaken by a dedicated independent Finance lead for the project and costs are compared to budget levels and reported accordingly to the Project board alongside forecast outturn costs and available contingencies.

In addition to this established corporate assurance and given the scale of the redevelopment planned at Smithfield Riverside (Project 1) there is additional governance in place which is detailed in full within Section 6.3.1 and the Delivery Plan Appendix. The overall Smithfield Riverside redevelopment sits within the remit of the Shrewsbury Town Centre Redevelopment Executive Programme Board, chaired by [REDACTED] Executive Director of Place.

Responsibility for the key delivery elements of demolition and enabling works of Project 1 will be with the Riverside Regeneration Board, and delivery will be led by [REDACTED]. The Multi Agency Hub Project Board will be responsible for bringing forward the commercial assets the works will enable, notably the Civic Space and Project 2 will follow the Council assurance process initially described. The coordination of the grant and reporting to DLUHC will be led by [REDACTED] as Bid Manager.

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## **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**

Assets enabled by delivery of Project 1: Smithfield Riverside Redevelopment Programme are outside of the scope of this application, so as such there are no identified on-going operational costs for the day-to-day management of the new asset / facility once it is complete within this bid. Although we acknowledge the importance over the longer term of ensuring the project benefits are realised.

DLUHC funding will subsequently enable the delivery of two commercial assets – The Multi – Agency Hub (MAH) and 180 key hotel. We anticipate that Shropshire Council will retain ownership of the MAH. Operational costs will be incurred once built but these will be substantially less than the current costs of occupying the current headquarters at Shirehall. Operational costs associated with sub-let space will be recovered via a service charge. It is expected that the hotel operator will meet costs associated with running the hotel.

Even greater assurance can be given on the Multi – Agency Hub as it will be managed through Shropshire Council's Corporate Asset Management Team, as its primary usage will be the provision of civic space and accommodation, and a service charge will operate with additional 3rd party tenants. Any costs associated with ongoing maintenance will be through Council revenue corporate budgets.

The public realm delivered through the Smithfield Riverside Regeneration Programme and the interventions delivered in Project 2: Transforming Movement and Public Spaces will be maintained and managed as part of the routine network infrastructure, with budgeting and management held within Shropshire Council's Highway & Transport service area. This will be managed via Shropshire Council's term maintenance contractors.

The area beyond MAH and the hotel, created following demolition of Riverside shopping centre that is earmarked for an on-going phase of development will be a flexible public space for meanwhile use. The management and ongoing costs associated with ensuring this area is secure, well presented and maintained will be met through Shropshire Council's budget currently allocated to managing the former Riverside Shopping Centre.

Shropshire Council is committed to realising all the project benefits these two projects will deliver. It is funding Officers (as in-kind match) to deliver the proposed projects, and there has been a Smithfield Riverside Project Team in existence since 2018 to ensure the economic opportunity is fully realised on this brownfield site.

It is also committed to the delivery of the Shrewsbury Big Town Plan through the SBTP Partnership and welcomes the opportunity an investment of this scale would bring to Shrewsbury, as the county town of Shropshire.

Although the operational costs associated with the works within the application are limited to the management of the meanwhile use above and these will be covered by reduced asset management liabilities for the existing site, there are many wider benefits expected through the future phases of development at the site and beyond the LUF funding.

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**Upload further information  
(optional)**

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## **Set out proportionate plans for monitoring and evaluation**

Monitoring & Evaluation

Monitoring and evaluation of our projects forms an essential aspect of our delivery and implementation phases.

Our objectives through this activity are to:

gather the essential data to guide delivery, manage and track performance;

enable us to be accountable for securing the planned outcomes and impacts from our investment of public money to the people of Shropshire; and,

ensure we are able to adjust tactically as we deliver the projects so they remain on track and are fit for purpose and capable of delivering the activities we plan to deliver through their completion.

#### 1. The M&E Framework

Our monitoring and evaluation framework is designed to gather data across the two projects and secure robust bid-level data that monitor the strategic project objectives, outcomes and impacts described in our theory of change. All our outputs, outcomes and impacts align with our Theory of Change and DLUHC Levelling Up Fund guidance (Technical Note, Annex B).

Our measures are designed to capture short-, medium- and long-term change.

Short-term monitoring will include measures that focus on tracking project implementation, especially outputs and progress towards outcomes. During the construction phase we will track output progress with the procured suppliers through our capital project monitoring. Intermediate outcomes and baselines we need to track will be undertaken by Shropshire Council staff via desk research and via existing data tracking.

Medium and longer-term activity designed to monitor and measure outcomes and impacts. An independent, external evaluation will be commissioned to build on other monitoring and evaluation work in order to capture the medium to longer term impact of the scheme against the theory of change.

The following research questions will form the focus of our monitoring and evaluation work. These are drawn from our Theory of Change as are the associated indicators and impact measures we intend to monitor and evaluate to capture the short, medium and long-term outcomes and impacts from the projects. Table E of the LUF Package Bid Costings and Planning Excel workbook uploaded as part of our application details these outputs outcomes and impacts and how we intend to measure them. This will be refined as we progress our project planning.

#### Research Question 1:

Has the investment delivered quality key development sites and public realm at Smithfield Riverside that attracts investment and jobs, and connects to the town centre and local communities?

#### Research Question 2:

Has the project delivered a new connected quarter of town that is housing-led, family-focused, inclusive and welcoming, through high quality design and public realm that complements the existing 'Shrewsbury offer'? Has this change the perceptions of Shrewsbury from residents, businesses and potential investors?

#### Research Question 3:

Is there growing interest in Shrewsbury town centre for businesses seeking to relocate? And does Shrewsbury have sites available to meet this demand?

#### Research Question 4:

Has the Levelling-up investment positioned/underpinned Shrewsbury as the economic engine of Shropshire and a key employment hub of the wider West Midlands? Is the Shrewsbury and wider Shropshire economy shifting towards high-skill, high-wage jobs?

#### Programme Output Monitoring

## Project 1 Outputs (Smithfield Riverside Redevelopment Programme)

17,476 m<sup>2</sup> of new commercial development (Phase 1)

The site of the former Riverside Shopping Centre and associated assets is cleared through the demolition of 11,600 m<sup>2</sup> of redundant buildings and associated enabling works, and its waste material re-used where possible within the site.

7192 m<sup>2</sup> of public realm introduced in Smithfield Riverside area

Flexible public space of 4,467 m<sup>2</sup> delivered through demolition and enabling works

A podium level with an overall area of 7,700 m<sup>2</sup>

## Project 2 Outputs (Transforming Movement and Public Spaces in Shrewsbury)

20% increase in footfall across the Station and Northern Corridor area

20% increase in cycling trips across the Station and Northern Corridor

6 public realm interventions across The Station and Northern Corridor areas improving 4,780 m<sup>2</sup> of public realm alongside lighting and public art interventions, to improve resident and visitor safety and enjoyment of these areas through improved connectivity.

4 traffic management improvements to introduce two-way cycle infrastructure, reduced vehicle speeds, bus only provision and changes in direction of the traffic.

2.3 km of enhanced walking routes and cycleways across the Station and Northern Corridor areas.

A 21% reduction in NO<sub>2</sub> from 52.95µg/m<sup>3</sup> to 41.8 µg/m<sup>3</sup> (using DEFRA's tool Version 4.2) in the Station area.

## Outcomes and Impacts Monitoring & Evaluation

### Outcomes & Impacts:

Increased appeal of Shrewsbury town centre and the wider Shrewsbury urban area as a viable location for business and tourism.

Growth of higher value, higher skilled jobs in Shrewsbury.

Lower vacancy rates and increased commercial floorspace.

Improved commercial values and the viability of local businesses

New jobs and local business start-ups.

A connected and accessible town centre for those using all modes of transport.

An adaptive and integrated approach to climate resilience.

A reduction in through-traffic movements.

Increase numbers of visitors and users.

An increase in pedestrian movements.

An increase in cycle trips into the town centre.

A reduction in vehicular emissions and a robust improvement to air quality in the town centre contributing to a cleaner, safer environment.

More sustainable travel to work and increased physical activity.

Outcome measures:

Increased employment in high value jobs and key growth sectors

Reduced town centre vacancy rates and increased footfall

Increased investor confidence

Visitor economy growth

Increased employment of people from the more deprived areas of Shrewsbury

Increased use of active travel routes in Smithfield and Shrewsbury town centre from surrounding communities)

A modal shift towards cycling and walking (+20% increase)

Air quality improves (21% reduction in NO<sub>2</sub> from 52.95µg/m<sup>3</sup> to 41.8 µg/m<sup>3</sup> (using DEFRA's tool Version 4.2) in the Station area)

Impact Measures:

Wage and GVA convergence with West Midlands and UK averages

Increased pride of place of Shrewsbury residents

Increased private sector confidence and investment

Future phases of Shrewsbury Masterplan accelerated

Increase in resident population of working age (via in-migration)

## 2. Project Delivery Monitoring Activity and Arrangements

We will also monitor project progress and spend to keep delivery on track and ensure progress is aligned with the achievement of outcomes and impacts we are seeking. Our approach is to combine in-house data collection with external, independent verification. This delivers the most cost-effective method of monitoring.

The project team will have responsibility for different aspects of the reporting of progress and will report upwards through our project governance arrangements to secure accountability on a quarterly basis. The Project Team will follow-up on any actions needed to ensure that the project is delivering as per the business case.

Responsibility for the key delivery elements of demolition and enabling works of Project 1 will be with the Riverside Regeneration Board, and delivery will be led by Tim Pritchard. The Multi Agency Hub Project Board will be responsible for bringing forward the commercial assets the works will enable, notably the Civic Space and Project 2 will follow the Council assurance process initially described. The coordination of the grant and reporting to DLUHC will be led by Tim Pritchard as Bid Manager. The Riverside Regeneration Board will manage the project on a day-to-day basis (and have access to a Finance Business Partner and legal representation where required). Monitoring and evaluation of our projects will be led by the Programme Manager who will report to the Project Steering Group on a monthly basis for monitoring purposes. The Steering Group will be responsible for commissioning and managing the external evaluation, and for working with national evaluators.

We will also adopt robust assurance processes for ongoing project and performance management:

All capital projects to report to Capital Programme Board which has representatives from the Council's Directors as well as the Finance Director. This includes quarterly monitoring reports and evaluation findings.

All projects to have a dedicated cost code to ensure robust financial management

All claims will be checked and signed off by a Finance Business Partner

Project progress reporting to the Council Executive will be undertaken and key decision made by the Executive.

Compliance with Contract Procurement Rules (CPRs) and statutory obligations

Ensuring sufficient project management resources are in place to oversee each scheme.

Internal auditing of all final claims for external funding.

During the construction phase of the project our Capital Projects Team will be responsible for delivery monitoring. This will include monthly reports from both consultants and contractors. These will be assessed in accordance with the contracts of engagement in place.

Our Finance Team will produce monthly financial reports on the project's cost code to assess actual spend against forecasts. This information will be used to inform funding claims.

The Council has systems in place to capture outputs for the project. An external company will be procured to verify the outputs for the project for formal reporting purposes.

Resourcing M&E Activity

Our Capital Projects Team will undertake in-house monitoring of indicator measures.

Externally commissioned evaluation activity will be funded via existing departmental budgets.

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## Senior Responsible Owner Declaration

<b>Upload pro forma 7 - Senior Responsible Owner Declaration</b>	LUF Round 2 Pro formas V6.1 Proforma 7_Shrewsbury_SRO.pdf
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## Chief Finance Officer Declaration

<b>Upload pro forma 8 - Chief Finance Officer Declaration</b>	LUF Round 2 Pro formas V6.1 Proforma 8_Shrewsbury_signed.pdf
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## Publishing

<b>URL of website where this bid will be published</b>	www.shropshire.gov.uk
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## Additional attachments

### Additional file attachment 1

<b>Upload attachment</b>	20312 Shrewsbury - Appendix 5 - Shrewsbury Maps and Drawings.pdf
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### Additional file attachment 2

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<b>Upload attachment</b>	20312 LUF Shrewsbury - Appendix 8.1 - Council Report for Smithfield Riverside.pdf
<b>Additional file attachment 3</b>	
<b>Upload attachment</b>	20312 Shrewsbury - Appendix 8.2 - Riverside Valuation March 22 - dated 16 June 22.pdf
<b>Additional file attachment 4</b>	
<b>Upload attachment</b>	20312 Shrewsbury - Appendix 8.3 - Risk Register for Project 1 - Smithfield Riverside.pdf
<b>Additional file attachment 5</b>	
<b>Upload attachment</b>	20312 Shrewsbury - Appendix 7.1 - All Tables for LUF2 20312 Shrewsbury submission.pdf
<b>Additional file attachment 6</b>	
<b>Upload attachment</b>	20312 LUF Shrewsbury - Economic Case Evidence - Appendix 7.2.pdf
<b>Additional file attachment 7</b>	
<b>Upload attachment</b>	20312 LUF Shrewsbury - Appendix 6.1 - Letters of Support.pdf
<b>Additional file attachment 8</b>	
<b>Upload attachment</b>	20312 Shrewsbury LUF - Appendix 6.2 - Outcomes of last 2 consultations.pdf
<b>Additional file attachment 9</b>	
<b>Upload attachment</b>	20312 Shrewsbury LUF - Appendix 6.3 - River Severn Partnership.pdf
<b>Additional file attachment 10</b>	
<b>Upload attachment</b>	20312 Shrewsbury- Appendix 6.4 Graphs and explanations and evidence.pdf
<b>Additional file attachment 11</b>	
<b>Upload attachment</b>	20312 Shrewsbury - Appendix 6.5 - Shropshire Economic Growth Strategy.pdf
<b>Additional file attachment 12</b>	
<b>Upload attachment</b>	20312 Shrewsbury - Appendix 6.6 - Town Centre Audit Sept 2021.pdf
<b>Additional file attachment 13</b>	
<b>Upload attachment</b>	20312 Shrewsbury_Appendix 6.7_Theory of Change.pdf
<b>Additional file attachment 14</b>	
<b>Upload attachment</b>	20312 Shrewsbury - Appendix 6.8 - Weblinks to Local Strategies.pdf
<b>Additional file attachment 15</b>	
<b>Upload attachment</b>	20312 - Appendix 6.9 - Shrewsbury Big Town Plan (2018) - The Vision to 2036.pdf

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**Additional file attachment 16**

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<b>Upload attachment</b>	20312 Shrewsbury - Appendix 6.10 - Shrewsbury-Masterplan-Vision-Jan-2021.pdf
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**Additional file attachment 17**

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<b>Upload attachment</b>	201312 Shrewsbury - Appraisal Summary Table.pdf
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**Additional file attachment 18**

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<b>Upload attachment</b>	201312 Shrewsbury - Appraisal Summary Table.pdf
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**Additional file attachment 19**

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<b>Upload attachment</b>	Appendix_4_Coordinates_Shrewsbury_Final.cpg
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**Additional file attachment 20**

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<b>Upload attachment</b>	Appendix_4_Coordinates_Shrewsbury_Final.dbf
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**Additional file attachment 21**

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<b>Upload attachment</b>	Appendix_4_Coordinates_Shrewsbury_Final.prj
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**Additional file attachment 22**

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<b>Upload attachment</b>	Appendix_4_Coordinates_Shrewsbury_Final.sbn
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**Additional file attachment 23**

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<b>Upload attachment</b>	Appendix_4_Coordinates_Shrewsbury_Final.sbx
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**Additional file attachment 24**

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<b>Upload attachment</b>	20312 Shrewsbury - Appendix 10 - Outline Business Case.pdf
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**Additional file attachment 25**

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<b>Upload attachment</b>	20312 Shrewsbury - Appendix 8.5 - Delivery Plan.pdf
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**Project 1 Name**

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Smithfield Riverside Redevelopment Programme

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**Provide a short description of this project**

This redevelopment programme is directly targeted at improving Shrewsbury's employment and productivity, incentivising private sector investment, creating high-quality civic spaces, and increasing choice and opportunity for all to live in the town.

As the key regeneration opportunity area within the Shrewsbury Big Town Plan, this project will accelerate significant physical infrastructure works, critical to unlocking the vital, transformational Smithfield Riverside development programme. Capitalising on its unrealised Riverside location, the



programme will regenerate c1.2ha of brownfield land, enabling delivery of 17,476m<sup>2</sup> of new commercial development (Phase 1) and introducing 7,192m<sup>2</sup> of new public realm into the Smithfield Riverside area.

---

## Provide a more detailed overview of the project

The demolition of the Riverside Shopping Centres, and associated buildings and preparation of the site for new developments is a key deliverable of the investment. It will dramatically change the appearance of the area and enable improvements to public realm and street layout alongside delivery of commercial property. The area is also subject to Design Coding, implemented by May 2023 (Shropshire Council are part of the DLUHC Design Code Pathfinders Programme) ensuring good design principles are integrated into the development.

This project will deliver the following key outputs:

17,476m<sup>2</sup> of new commercial development (Phase 1) enabled through the provision of a podium level area of 7,700m<sup>2</sup>

The site of the former Riverside Shopping Centre and associated assets is cleared through the demolition of 11,600m<sup>2</sup> of redundant buildings and associated enabling works

Flexible public space of 4,467m<sup>2</sup> delivered through demolition and enabling works alongside 7,192m<sup>2</sup> of public realm introduced into the Smithfield Riverside area

Our two projects are adjacent to each other and located within 'The Big Connection', defined in the Shrewsbury Big Town Plan (2018). The site represents the biggest regeneration opportunity in Shrewsbury, with the Smithfield Riverside being the largest brownfield site across the area. This application, and its two projects is focusing on 3 of the 5 areas.

The projects are a coherent set of initiatives fitting within the ambitions of the Shrewsbury Big Town Plan (SBTP) in existence since 2018 and 'The Big Connection' is an illustration of how all the principles come together to deliver real transformation change.

---

## Provide a short description of the area where the investment will take place for this project

Postcode: SY1 1PH

Grid Reference: SJ4910312694

The intervention takes place in Shropshire Council Local Authority area within the constituency of Shrewsbury and Atcham. 100% of the investment will take place in this Parliamentary Constituency Area.

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## Further location details for this project

### Project location 1

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Postcode SY1 1PH

---

Grid reference SJ4910312694

---

Upload GIS/map file (optional)

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% of project investment in this location 79%

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### Select the constituencies covered by this project

#### Project constituency 1

Select constituency Shrewsbury and Atcham

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Estimate the percentage of this package project invested in this constituency 100%

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### Select the local authorities / NI councils covered by this project

#### Project local authority 1

Select local authority Shropshire

---

Estimate the percentage of this package project invested in this Local Authority 100%

---

### What is the total grant requested from LUF for this project?

£14849654

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### What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre 100%

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Cultural 0%

---

Transport 0%

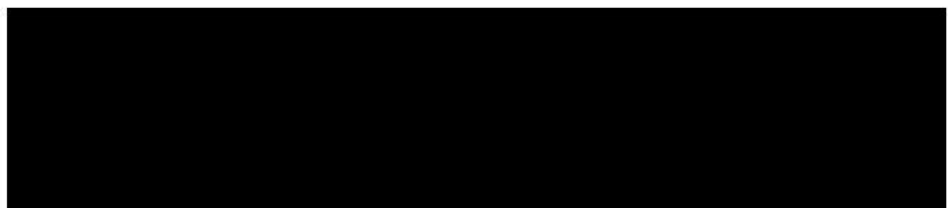
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### Confirm the value of match funding secured for the component project



---

### Provide details of all the sources of match funding within your bid for this component project





Shropshire Council has committed to providing match. The attached Proforma 8 has been signed by the Chief Finance Officer for Shropshire Council which confirms match and assurances are in place.

---

## Value for money

An assessment of impact attribution on LUF programme-level results has been made to demonstrate the likely national-scale impacts informing project level BCRs, to the range of impacts outlined and described in full in Section 5 of the maincase submission.

The attribution assessment is based on a mix of known (100%) 'direct' LUF project impacts, and through reasoned apportionment of impacts claimed across the LUF package which are relevant to both projects. The impact attribution exercise is based on a mix of spatial analysis alongside a reasoned view on the likely potential of each LUF project to contribute towards programme-wide results. This process avoids any potential for double-counting of results.

As per Scheme-level results, all impact assessment work informing the BCR is in line with HMT Green Book, TAG and DCLG Appraisal Guide principles, alongside complying with LUF requirements for price basing, forecast and appraisal years.

For the Smithfield Riverside project, the impact attribution is as follows:

Net Direct Land Value Uplift (LVU) – Phase 1 Smithfield Riverside Site - 100%

Net Direct Amenity Impact – Phase 1 Smithfield Riverside Site - 100%




Net Spillover Commercial LVU – 70%

Net Spillover Residential LVU – 70%

Net Labour Supply Impact – 100%

Net Direct Amenity Impact (Smithfield) – 100%

Net Distributional Impact – 89%



---

## BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

Initial BCR 2.49  
Adjusted BCR 2.69

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## Benefit Cost Ratios

Initial BCR 2.49

---

Adjusted BCR 2.69

---

## Non-monetised benefits for this project

The Phase 1 Smithfield Riverside project will support:

87 construction job years (28 net job years to Shropshire)

901 gross longer term FTE jobs (775 net FTEs to Shropshire)

£2,190,454 in cumulative net GVA over delivery (£2,093,564 at NPV)

£422,360,201 in cumulative net GVA over 10 years (£300,390,330 at NPV)

The project will also deliver significant wider social and economic impacts, including:

Bringing an Accessible Commercial and Town Living Offer – delivering new assets to address support

Delivering Agglomeration and Supporting Town Productivity - enabling a higher value economy to form, thereby addressing the challenge of a cyclical low-value economy

Driving Labour Market and Economic Success – helping to redress structural imbalances in the local labour market, including providing a short-medium term response to help with Covid-19 recovery and a longer-term response to legacy challenges in the town

Providing Image Value and Bringing Civic Pride– demonstrated in the contribution that project investment will make to Shrewsbury's identity, prestige, vision and reputation

Bringing Flood Resilience – by bringing a significant part of the town centre into increased levels of protection from future flood events

Complementing Wider Regeneration and Place-Shaping – improving the viability of wider planned public and private-led schemes across the town, including improving the viability for Phase 2+ Smithfield plans and progression towards the delivery of the Big Town Plan.

Delivering Social Value – reflecting the extent to which the planned investment can reinforce civic pride and encourage social inclusion and interaction, supporting improved health and wellbeing outcomes

Promoting Town Competitiveness – evident in the future appeal of Shrewsbury to occupiers, with potential contribution to improved productivity and profitability

Raising Aspirations and Tackling Deprivation – providing the ideal platform for raising aspirations among individuals, thereby helping to address deprivation challenges across Shrewsbury and beyond.

---

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

Yes

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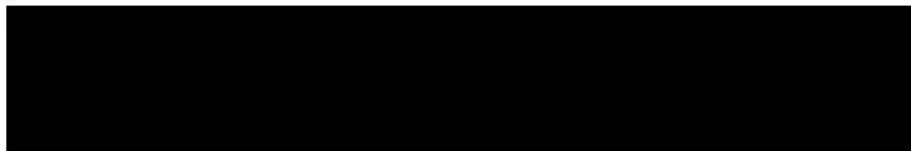
## Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

---

## Demonstrate that activity for this project can be delivered in 2022-23

As detailed within the Workbook, Table D P1 delivery milestones the planned activity within 2022-23 is summarised below:



Workpackage 2: Enabling Works

Design Team appointed and developed flood mitigation and utility strategies in place.

Workpackage 3: Multi Agency Hub design to Planning (RIBA Stage 3)

Design Team procured and appointed. Design developed to RIBA Stage 3 from December 2022 and completed by 30 June 2023.

---

## Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

Full planning approval has been granted on one of the buildings within the Redevelopment Site and is detailed below:

21/03951/FUL – Riverside Medical Practice. General site clearance, removal of asbestos containing materials and demolition works to slab level

This was obtained on 12 August 2021.

The standard conditions are:

The development hereby permitted shall be begun before the expiration of three years from the date of this permission. Reason: To comply with Section 91(1) of the Town and Country Planning Act, 1990 (As amended).

The development shall be carried out strictly in accordance with the Construction Method Statement for Demolition Works received on 11/08/2021. Reason: For the avoidance of doubt and to ensure that the work is carried out in accordance with the approved details.

Due to the proximity to residential units and public, the contractor should have the facilities of necessary water suppression on any equipment or accumulations which gives rise to dust and have direct access to install a ground vibration monitor, such as a vib-roc unit, to monitor vibration to ensure compliance to standards within BS 5288- 2:1997. Reason: To safeguard the amenities of the locality

No demolition works shall take place before 8.00 am on weekdays and 8.00 am on Saturdays nor after 6.00 pm on weekdays and 6.00 pm on Saturdays; nor at anytime on Sundays, Bank or Public Holidays. Reason: To protect the amenities of occupiers of nearby properties from potential nuisance.

The site shall be secured by the provision of a palladin fence which shall remain in situ until such time as the redevelopment of the site commences. Reason: In the interests of visual amenity

---

Upload content documents (optional)

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## Outstanding statutory powers/consents

Workpackage 1: Demolition



Workpackage 2: Enabling Works



Workpage 3: Multi Agency Hub to Planning (RIBA Stage 3)



Shropshire Council is the owner of the land and assets involved in this project so will be subject to statutory challenges (if made), alongside being the planning and highways authority for Shrewsbury.

---

## Project 2 Name

Transforming Movement and Public Spaces in Shrewsbury

---

## Provide a short description of this project

A series of targeted transport, active travel and public realm interventions to:

Improve cycle provision for direct, north-south connections through Shrewsbury, facilitating active travel to Flaxmill Maltings.

Provide sustainable access to new jobs at re-developed Riverside, for deprived communities north of town centre.

Improve public realm, creating attractive mixed-used corridor supporting regeneration of adjacent properties and developments

Proximity to the town's gateway rail station ensures maximum benefit for Shrewsbury, including one of its more deprived communities. Addressing significant environmental, health and wellbeing challenges, including traffic congestion, air quality, poor accessibility to public transport and safe connectivity to the town centre.

---

## Provide a more detailed overview of the project

A series of targeted interventions including provision of improved bus/cycle infrastructure, improved public realm, and reduced levels of traffic across wider town centre that have been developed to deliver the key principles of the Shrewsbury Big Town Plan (2018). Notably 'making movement better' – "significantly reduce traffic in the town centre" and "giving priority to pedestrians over cars in the town centre". More detail is provided within Appendix 5.

The project will deliver the following outputs by undertaking initial public realm and transport interventions that deliver:

20% increase in footfall across the Station and Northern Corridor area

20% increase in cycling trips across the Station and Northern Corridor

6 public realm interventions across The Station and Northern Corridor areas improving 4,780m<sup>2</sup> of public realm alongside lighting and public art interventions, to improve resident and visitor safety and enjoyment of these areas through improved connectivity.

4 traffic management improvements to introduce two-way cycle infrastructure, reduced vehicle speeds, bus only provision and changes in direction of the traffic.

2.3 km of enhanced walking routes and cycleways across the Station and Northern Corridor areas.

A 21% reduction in NO<sub>2</sub> from 52.95µg/m<sup>3</sup> to 41.8 µg/m<sup>3</sup> (using DEFRA's tool Version 4.2) in the Station area.

The two projects create synergy and the cohesive approach for transformation of this magnitude, through their ability to deliver new commercial uses in the town centre whilst improving the environment and availability of active travel modes for residents and visitors accessing the town centre via the Northern Corridor.

---

## Provide a short description of the area where the investment will take place for this project

The intervention takes place in Shropshire Council Local Authority area within the constituency of Shrewsbury and Atcham. 100% of the investment will take place in this Parliamentary Constituency Area.

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## Further location details for this project

### Project location 1

Postcode	SY1 1AA
Grid reference	SJ 49514 13104

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### Upload GIS/map file (optional)

% of project investment in this location	21%
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## Select the constituencies covered by this project

### Project constituency 1

Select constituency	Shrewsbury and Atcham
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Estimate the percentage of this package project invested in this constituency	100%
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## Select the local authorities / NI councils covered by this project

**Project local authority 1**

---

Select local authority                      Shropshire

---

Estimate the percentage of  
this package project invested  
in this Local Authority

---

**What is the total grant requested from LUF for this project?**

£3851615

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**What is the proportion of funding requested for each of the Fund's three investment themes?**

Regeneration and Town  
Centre    100%

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Cultural    0%

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Transport    0%

---

**Confirm the value of match funding secured for the component project**



---

**Provide details of all the sources of match funding within your bid for this component project**



Shropshire Council has committed to providing match. The attached Proforma 8 has been signed by the Chief Finance Officer for Shropshire Council which confirms match and assurances are in place

---

**Value for money**

An assessment of impact attribution on LUF programme-level results has been made to demonstrate the likely national-scale impacts informing project level BCRs, to the range of impacts outlined and described in full in Section 5 of the maincase submission.

The attribution assessment is based on a mix of known (100%) 'direct' LUF project impacts, and through reasoned apportionment of impacts claimed across the LUF package which are relevant to both projects. The impact attribution exercise is based on a mix of spatial analysis alongside a reasoned view on the likely potential of each LUF project to contribute towards programme-wide results. This process avoids any potential for double-counting of results.

As per Scheme-level results, all impact assessment work informing the BCR is



in line with HMT Green Book, TAG and DCLG Appraisal Guide principles, alongside complying with LUF requirements for price basing, forecast and appraisal years.

For the Transforming Movement and Public Spaces project, the impact attribution is as follows:

Net Direct Active Travel Impact – 100%

Net Spillover Commercial LVU – 30%

Net Spillover Residential LVU – 30%

Active Travel Impacts - 100%

Net Distributional Impact – 11%



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## BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below	Initial BCR: 7.66
	Adjusted BCR: 7.77

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## Benefit Cost Ratios

Initial BCR	7.66
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Adjusted BCR	7.77
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## Non-monetised benefits for this project

The Transforming Movement and Public Spaces project will directly support:

19 construction job years (7 net job years to Shropshire)

£481,602 in cumulative net GVA over delivery (£454,071 at NPV)

The project will also deliver significant wider social and economic impacts, including:

Bringing an Accessible Town Offer – delivering new connections to ensure a safer, more navigable and more welcoming town centre

Driving Labour Market and Economic Success – helping to bring town centre vitality, thereby redressing structural imbalances in the local labour market, including providing a short-medium term response to help with Covid-19 recovery and a longer-term response to legacy challenges in the town

Providing Image Value and Bringing Civic Pride– demonstrated in the contribution that project investment will make to Shrewsbury's identity, prestige, vision and reputation

Complementing Wider Regeneration and Place-Shaping – improving the viability of wider planned public and private-led schemes across the town, including improving the viability for Smithfield plans and progression towards the delivery of the Big Town Plan.

Delivering Social Value – reflecting the extent to which the planned investment can reinforce civic pride and encourage social inclusion and interaction, supporting improved health and wellbeing outcomes

Promoting Town Competitiveness – evident in the future appeal of Shrewsbury to occupiers, with potential contribution to improved productivity and profitability

Raising Aspirations and Tackling Deprivation – providing the ideal platform for raising aspirations among individuals, thereby helping to address deprivation challenges across Shrewsbury and beyond.

---

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

Yes

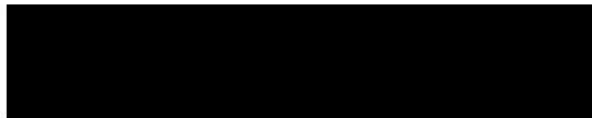
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### **Could this project be delivered as a standalone project?**

Yes - the project could be delivered as a standalone project

---

### **Demonstrate that activity for this project can be delivered in 2022-23**



As detailed within the Workbook, Table D P2 delivery milestones the planned activity within 2022-23 is summarised below:

The Design Team will be tendered and appointed, Council approval provided and design to planning (including consultation) will be undertaken with a view to the relevant planning applications being submitted by 3 April 2023.

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### **Statutory Powers and Consents**

List separately below each power/consents etc. obtained for this project

N/A at this stage

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Upload content documents (optional)

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### **Outstanding statutory powers/consents**

All consents and statutory powers remain outstanding, as reflected in the programme.

The timetable for determining the relevant planning applications are 03 April 2023 to 4 August 2023

The planned interventions are on the public highway and will be subject to statutory challenges (if made) but Shropshire Council is in control of this project, alongside being the planning and highways authority for Shrewsbury.

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