

Bid for Funding



GUILDFORD
B O R O U G H

Project Name:	Guildford Economic Regeneration (GER) Programme		
Project Code:	10049	F5530	
Project Description:	The delivery of a proactive strategy incorporating a constraint led town centre master plan for the comprehensive economic and physical regeneration of Guildford town centre.		
Project / Programme Manager:	Michael Lee-Dickson	Ward:	Holy Trinity Friary & St Nicolas
Senior Responsible Officer:	Dawn Hudd	Directorate:	Strategic Services
Lead Councillor:	Cllr John Rigg	Service:	Corporate Programmes
Corporate Plan Theme:	To revitalise the town centre with affordable living, sustainable travel and high quality public spaces.	Confidential:	No
Expected Start Date:	01/08/2022 (Stage 3)	Exempt VAT Implications:	Yes
Target Completion Date:	31/12/2023 (Stage 3)		

Section A – Strategic Content

A01. What is the project trying to achieve?	<p>Failure to prepare and implement a strategy for Guildford town centre is likely to lead to a terminal decline in its attractiveness to residents and visitors. The implementation of the GER programme will arrest the economic decline and counter the effects of Covid-19, leading to a positive impact and economic benefit to the town centre and Guildford's community and businesses.</p> <p>The Council 's aim is to improve the positioning of the town economically within the South East, UK and Europe through the creation of a leading economic location that enables its businesses, institutions, and its community to thrive through the regeneration of a town so that it can capture the opportunities and meet the challenges of the 21st Century</p>
A02. Which strategic priorities in the Council's Corporate Plan is the project trying to achieve?	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes. <input checked="" type="checkbox"/> Making Travel in Guildford and across the borough easier. <input checked="" type="checkbox"/> Regenerating and improving Guildford town centre and other urban areas.

	<input checked="" type="checkbox"/> Supporting older, more vulnerable and less advantaged people in our community. <input checked="" type="checkbox"/> Protecting our environment. <input checked="" type="checkbox"/> Enhancing sporting, cultural, community and recreational facilities. <input checked="" type="checkbox"/> Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need. <input checked="" type="checkbox"/> Creating smart places infrastructure in Guildford. <input type="checkbox"/> Using innovation, technology and new ways of working to improve value for money and efficiency in Council Services.
A03. How does it meet the strategic priorities outlined?	<p>The funding of the programme and the delivery of the Guildford Economic Regeneration Programme will meet the Strategic Priorities by;</p> <ul style="list-style-type: none"> • Leading to a positive impact on the supply of housing and a significant provision of affordable residential accommodation within the regeneration area • Improvement of the quality of the mix of Commercial and Community Uses in Guildford including retail, employment, tourism, cultural and leisure to increase the vitality and attractiveness of the town as a destination to visitors • Enabling Flood Alleviation / Defence Solutions that enables developable land to be created within the existing flood zones within the town centre • Improvement of Transportation with more balance towards walking, cycling, bus, pedestrian and rail with good inter modal interconnection and hub(s) • Provision of Highways solutions for routing to minimise pedestrian interface, reduction in accidents and improvements in air and noise quality without creating traffic issues in other areas within the town • Creation of a smart digital platform that is fit for the first half of the 21st Century • Delivering significant improvement in the Town Centre environmental quality for pedestrians and non-car users
A04. Explain the problem that is being addressed and why the project is necessary.	<p>Guildford is a popular destination but is not achieving its potential and is experiencing economic decline. The immediate and longer-term impacts of the Covid 19 pandemic will need to be addressed.</p> <p>Traffic congestion has a detrimental impact on the vitality and economic success of the centre and “arrival” by car or public transport is a mixed experience. The pedestrian environment is poor; pedestrians are marginalised due to car dominance/priority and pedestrian/cyclist safety is compromised. The Council declared a climate emergency on 23rd July 2019 and the programme will prioritise environmental impact throughout the process.</p> <p>The town centre experiences low residential delivery rates, particularly in relation to Affordable Homes and this is exacerbated by the inability to bring forward developable housing land in the flood zone. The River Wey remains an under - exploited asset compared with Richmond on Thames or Cambridge.</p> <p>The town centre has a wide mix of retail however, North Street persistently underperforms with retail vacancy rates currently reaching over 20%. Modern office space remains vacant requiring the Council to question economic projects and re position employment opportunities.</p>

<p>A05. What are the critical success factors or KPI's of the project? ie which measures will you use to determine success?</p>	<ul style="list-style-type: none"> • Stage 3 Milestone report presented to Executive • Completion of Business Case • Grant funding applications submitted
<p>A06. What are the expected benefits or outcomes for local residents and businesses?</p>	<p>Guildford Borough Council has recognised for some time that it needs to prepare and implement a strategy for Guildford's Economic Regeneration otherwise it is very likely that there will be continued decline in its attractiveness to residents, business and visitors/shoppers due to the emergence of competition from local / other regional centres, the established changing pattern of retail and likely changes in economic activity trends which have started to emerge as a consequence of the Covid 19 pandemic</p> <p>The Council 's aim is to improve the positioning of the town economically within the South East, UK and Europe through the creation of a leading economic location that enables its businesses, institutions, and its community to thrive through the regeneration of a town so that it can capture the opportunities and meet the challenges of the 21st Century</p> <p>Additionally, significant new home development is already planned and the Council wishes to regenerate its centre so that it can sustain and improve provision of amenity and services for its existing and new communities</p> <p>In July 2019 the Council declared a Climate Emergency. The Regeneration Strategy will need to address the causes and solutions of this emergency and set out a raft of actions that will be identified to start reverse this situation within the Economic Regeneration area</p> <p>The Council plans to undertake a proactive role in the regeneration of Guildford Town centre. It will develop a viable deliverable plan for its Economic Regeneration underpinned by a constraints informed master plan, technical studies and financial model that will provide its route map for Economic Regeneration over the next 15 years for the benefit of local residents and businesses.</p>
<p>A07. Outline options considered or that will be considered for delivery of the project.</p>	<ol style="list-style-type: none"> 1. Cease current work thereby delaying the delivery of a strategy for the Economic Regeneration of Guildford town centre. 2. Continue with the establishment of the Guildford Economic Regeneration Programme to enable the production of a constraint led pro-active delivery strategy for Guildford's town centre to assist in achieving the objectives of the Councils Corporate Plan.
<p>A08. Outline project dependencies eg with other projects or partner organisations.</p>	<p>The delivery of an Economic Regeneration Programme is dependent on the consideration of all constraints and interdependencies. The plan needs to be evidence based and fully informed and validated by flood and highway infrastructure solutions and strategies relevant to current prevailing conditions (current traffic, climate change, sustainable communities, retail downturn, economic resilience) and land ownerships.</p> <p>Council Projects including Walnut tree Bridge, Sustainable Movement Corridor, Guildford Park Road are well established and are interdependent to the main programme. Town centre initiatives including smart data, public realm and parking will be coordinated with this programme. The North Street project including the bus station is currently at Heads of Terms stage with St Edward and implications of its delivery is integral to the GER master plan.</p> <p>It is envisaged partnerships will be formed with the One Estate in relation to feasibility studies and agreements will be structured with County and Crown Courts and Surrey Police. Close cooperation will be required with Surrey County Council in respect of highways infrastructure and the Environment Agency in respect of Flood solutions.</p>

A09. Legal / statutory requirement?	No
A10. Legislative / statutory implications?	No
A11. Planning permission required?	No
A12. Building regulation required?	No
A13. Land acquisition required?	No
A14. Environmental consents?	No
A15. Highways / traffic consents?	No
A16. Details of other required consents.	None

Section B – The Financial Case

B01. Costs

Year	Description	Capital Value (£)	Revenue Cost Centre Code	Revenue Cost Centre Name	Revenue Account Code	Revenue Account Name	Revenue Value (£)
2022/23	Stage 3 GER Professional fees & surveys	1.53m					
2023/24	Stage 3 GER Professional fees & surveys	1.54m					
Choose an item.							
Choose an item.							
Choose an item.							
Choose an item.							
Choose an item.							

B02. Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2022/23	1.53m	

2023/24	1.54m	
Choose an item.		
Choose an item.		
Choose an item.		

B03. Outline the assumptions used to cost the project.	Use of Consultants fee rates procured for Stage 1 and assessment of work streams for stage 2, based on the Councils experience of the successful Weyside Urban Village model.
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B04. Financial Benefits eg savings or additional income

Year	Description	Capital Value (£)	Revenue Value (£)
Choose an item.			

B05. Funding

Year	GBC Funding Request (£)	Third Party Contributions (£)	Sources of Third Party Contributions
2022/23	1.33m	0.200m	SCC Growth Bid, EA Funding
2023/24	1.34m	0.200m	SCC Growth Bid, EA Funding

B06. Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Car Park Revenue	Improved Income Generation	Re provision of car parks and improved park & ride facilities	2030
Transport Initiatives	Reduced Carbon	Environmental Improvements	2030

Social Value	Improved Social Benefits	Social and community improvements	2030
	Choose an item.		

Section C – The Economic Case

C01. Expected number of homes brought forward.	3,000
C02. Expected number of jobs created.	500 temp 1,000 perm
C03. Expected amount of employment floor space delivered.	20,000 sq. m

C04. Outline your assumptions in determining the economic benefits.	<p>Estimated number of new homes on Council owned sites and employment floor space based on initial assessment by David Leonard Design and JLL.</p> <p>Construction jobs and permanent jobs estimated in relation to Weyside Urban Village Business Case.</p>
C05. Describe any other economic benefits.	<p>Economic Regeneration benefits include;</p> <ul style="list-style-type: none"> • Indirect benefit of programme acting as catalyst for employment opportunities and inward investment • Direct Benefit of improved place making in town centre with increased visitor attractiveness and dwell time • Direct Benefit of improved provision of leisure, tourism and culture amenity • Direct Benefit of improved green / blue environment by opening up of River Wey • Direct benefit of transportation modal shift and better access for pedestrians and cyclists • Direct benefit of addressing flood risk • Direct benefit in reduction of impact of gyratory and traffic routes on town centre users

Section D – The Commercial Case

D01. Outline any procurement requirements.	The Councils Procurement team have advised on the most appropriate routes to market for the procurement of the external professional team to ensure compliance and value for money. Consultants have been procured by Framework Competitions and Non -OJEU Invitations to tender.
D02. Outline preferred procurement route / strategy.	Compliance and best value for money will be continually reviewed throughout the 3 stages.
D03. Outline key procurement risks.	Stage 3 requires Procurement Exemptions.

Section E – The Management Case

E01. High Level Project Timetable

Item	Stage of Project	Start Date	Finish Date
GER Stage 1	Gateway 1	01/11/2020	30/07/2021
GER Stage 2 -current	Gateway 2	01/08/2021	30/06/2022
GER Stage 3– subject bid	Gateway 3	01/07/2022	31/12/2023

E02. High Level Project Milestones

Milestone	Description	Indicative Date
Infrastructure Funding	Secure external funding from Government agencies	31/03/2023
Infrastructure Planning Applications	Applications relating to Flood & Highways Infrastructure	31/12/2022
Planning Policy change	Agreement to basis of masterplan within policy structure	01/04/2022

E03. Project Risks

Title	Description
Flood Defence / Alleviation	Failure to agree solutions with Environment Agency to enable significant residential development
Highways	Failure to agree solutions with Surrey County Council to enable proposed highways solutions
One Estate	Failure to agree partnership with One Estate
Non-Council owned sites	Failure to agree land/ property agreements for Casino, Odeon Cinema, LGIM, Green King.

Infrastructure capacity	Failure to agree and fund solutions with Utility providers
Delivery Delay	Delays to delivery caused by projects outside of GBC control including North St, Debenhams redevelopment and Station Redevelopment
Planning Policy	Failure to agree principles to amend Town Centre policy
Funding	Failure to produce robust Business Case and achieving Government grant awards

<p>E04. Provide high level details of proposed project management arrangements & project team (please use post names / titles rather than naming individuals).</p>	<p>The approved Strategy sets out a timeline for taking forward a deliverable Economic Regeneration Programme for Guildford incorporating three (3) Gateways with Full Council sign-off and approval at each gateway as shown below;</p> <p>Gateway 1 Procurement of professional team High Level Strategic Appraisal of constraints & opportunities</p> <p>Consideration of Development Plan document process Report to Executive</p> <p>Gateway 2 Communications/Stakeholder engagement plan Development of options and concepts Preparation of Business Case Submission of Grant applications</p> <p>Gateway 3 Grant Funding Award Land & relocation agreements Transportation/Traffic initiatives Planning Strategy Pre- Planning application design for flood & Highways</p> <p>The GER project should be consider as a Major Programme and the Delivery Plan established to date reflects this. The Council will use its own land and expertise to expand the delivery of affordable new homes and other commercial uses and in time work with ambitious partners to remove barriers to deliver the proposed regeneration.</p> <p>The Council have established a Portfolio Board to oversee the governance of the programme with the day to day management being controlled by a team of Senior Officers responsible for the progressing of activities on the programme. The Senior Management will report to the Portfolio board on a quarterly basis. The Council's resource allocation is shown on the GER Structure Chart in Appendix 1.</p> <p>The SRO role is anticipated to be carried out by the Strategic Services Director, supported by the Regeneration Lead. Support will be provided by a Full best in class Professional team comprising senior consultant advisors from the professional practices engaged to provide the various roles;</p> <p>Master Planner; David Leonard Design Development Advisor; JLL Flood Advisor; Ove Arup Project Manager; Gleeds Cost Consultant; Gardener & Theobald Strategic Transport; Markides Infrastructure; Aecom</p>
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	<p>Highways; Ove Arup Planning Consultant; Carter Jonas Lawyer; Trowers & Hamlins Sustainability; Aecom (tba)</p> <p>The project will follow the principles of a gateway methodology for the delivery of the programme in line and has been broken down into a number of sub project workstreams as set out in the GER Structure Chart in Appendix 1.</p> <p>Each project/workstream will be led by a sub project lead manager who will be responsible for control of the project and reporting back to the Full Team in respect of;</p> <ul style="list-style-type: none"> • Establishing the detail of Scope • Control of Change • Timescale • Cost, Benefits and Quality. <p>The Sub project team will be responsible for all monitoring and evaluations which will feed back into the core team to enable a full Project Monitoring report to be developed for review as part of the Governance process for the project</p> <p>The Scope of the Regeneration Lead Role within the Senior Management Team will include;</p> <ul style="list-style-type: none"> • Setting the Project Plan • Review of the progress by Exception • Agreeing the Objectives, Scope, Quality, Timescale and Cost Controls for the Sub Project Work Streams • Procurement of the Sub Project Teams • Review and advise on the adherence to the objectives of the Project Plan and the delivery of Critical Success Factors • Strategic Advice and Recommendations regarding land transactions, revenue opportunities, stakeholder communications and Business Case financial management <p>The Scope of the Project Management Role within each sub Project Workstream will cover;</p> <ul style="list-style-type: none"> • Professional Team Management • Project Monitoring and Evaluation Reporting • Sub Project Issues and Risk Reporting • Project Controls; Budget/Cost • Change & Programme • Weighted Risk
<p>E05. Provide a brief outline of key stakeholders eg who they are and how they will be engaged.</p>	<p>A Stakeholder matrix and an initial programme of consultation with stakeholder groups will be established. Key Stakeholders include The Environment Agency, Surrey County Council, Surrey University, Guildford Vision Group, the One Estate, National Trust, Guildford Residents Association and the Civic Society.</p>
<p>E06. Will any public consultations be required? If so, provide a brief outline.</p>	<p>Public Consultations will be undertaken as part of the Engagement process. A Stakeholder matrix and an initial programme of consultation with stakeholder groups will be implemented.</p>
<p>E07. How will the project be evaluated post implementation?</p>	<p>As part of the Financial Case within the Business plan to be delivered in Stage 3 the expectations of budget for future costs and incomes along with targets in respect of grant funding will be clearly identified and provide a baseline for the development of the target areas defined within the masterplan and business case.</p>

	This financial model development will become part of the grant funding documentation and along with agreements entered into with landowners and stakeholders, will clearly define the intent of the plan and its parameters for successful delivery
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E08. Outline any expected formal Council / Committee / Board decisions or consultations and expected timescales.

Committee / Board	Type of Decision	Expected Date
Council		
Executive	<ul style="list-style-type: none"> - Endorsement of Stage 2 Report and Approval to commence Stage 3 - Endorsement of Stage 3 Report and Business Case 	<p>August 2022</p> <p>December 2023</p>
Borough, Economy and Infrastructure Executive Advisory		
Society, Environment and Council Development Executive Advisory		
Overview and Scrutiny		
Planning		
Licensing		
Corporate Governance and Scrutiny		