

Project/Item Title	Feasibility Study focused on the public realm and accessibility improvements to Guildford Street		Version	1.0
Corporate Head	Ashley Smith	Service Area	Economic Development	
Service Committee to Approve Budget	TBC			
Anticipated Cost of Proposal (Capital) - Has external grant funding been considered for this project?	NIL.	Anticipated Cost Proposal (Revenue)	£35,000 in total (including SPF funding of £15K) £20,000 of growth is reqd	
To be completed for Projects only				
Type of Project	Improvement	Project Duration	03/04/2023 - 31/03/24	
Proposed Project Start Date	01/09/23	Proposed Project End Date	31/03/24	

Business Case Context

Background

Describe the purpose of the Business Case, what benefits are expected to be delivered or what problem will be solved (What is wrong with the status quo? What are the drivers for change?). Is the scheme a result of legal/statutory requirements or a stakeholder consultation? If contract management will be required during or after the project, who will do this and how will it be resourced?

The objectives for the Communities and Place priority for the Borough within the Shared Prosperity Fund is to level up Runnymede residents' pride in their places through improvements to the urban environment, to create a stronger social fabric and better life chances. Building on our £160 million investment into Addlestone and Egham town centres, our next place-shaping objective is to deliver improvements to Chertsey Town Centre, our third major town. Chertsey will therefore be the focus for the Shared Prosperity Fund to invest in Community and Place. A feasibility study is now proposed which will build on the high-level recommendations of the 2021 Chertsey Masterplan. In particular, the study will drill down further into key elements of the 2021 masterplan report, which identifies Guildford Street as an area of main town centre activities. The feasibility study will identify:

- ideas for the widening of pavements,
- ideas for increasing seating areas,
- how the town centre improvement plans can best incorporate and respond to the LCWIP plans from SCC for this part of the Borough
- materials and costing breakdowns to support the allocated SPF funds to improve the Public Realm works project, which will form part of the SPF project.

The feasibility work currently has £15k allocated from the SPF, which has been agreed by the leader and the deputy leader. It has also been agreed through CMC, & CLT. The Service Area Plan 23/24 for Planning Policy and Economic Development identified an additional £20k required as growth to fund this project. This growth item is currently provisional in the budget pending a full business case and Committee approval to release the funds. It is envisaged that the recommendations from the feasibility study will subsequently be delivered using other allocations from the SPF projects in Year 3.

The feasibility work will support the transformation of Guildford Street into a central community, social, cultural and entertainment hub, encouraging pedestrians, improving safety, air quality, health, and wellbeing to increase footfall and dwell time through investment in the historic environment and urban realm.

Strategic Links - relate this Business Case to RBC Corporate Priorities and Corporate Values

Corporate Themes	Describe how this Business Case meets / contributes to any relevant Corporate Priorities listed under each Corporate Theme. - Delete those not applicable Find out more about the Council's Corporate Business Plan here
Supporting Our Communities <i>Improving the quality of people's lives and future opportunities through developing healthier and safer communities, as well as listening to and representing local people.</i>	The wider 'pride in communities' SPF project has been informed by a number of the council's corporate strategies for 2022-2026. Empowering Communities Strategy, Economic Development Strategy, Climate Change Strategy, and Health and Wellbeing Strategy (copies of these strategies have been sent to UKSPF as background information to support the Borough's proposals for the SPF monies).
Enhancing Our Environment <i>Promoting a cleaner, healthier and greener borough and revitalising areas in need of physical improvement whilst preserving our heritage and open spaces.</i>	The Council's Corporate Business Plan 2022 - 2026 identifies five key objectives: climate change, empowering communities, health and wellbeing, economic development, and organisational development. In line with some of the key objectives, the feasibility study aims to unlock the potential for Guildford Street to create a greener environment and encourage a circular economy (a concept advocated by the Council's climate change strategy). Also the feasibility study aims to facilitate changes to Chertsey Town Centre which would encourage localised events that people can cycle or walk to. This is in line with the 20 minute neighbourhood concept which is supported in the Council's Climate Change Strategy and which supports schemes which bring essential services within easy reach of local communities by walking, cycling and public transport.
Improving Our Economy <i>Maintaining and developing prosperous and vibrant communities, attracting infrastructure improvements, and supporting our businesses to create opportunities for all.</i>	The feasibility study will also be aligned with priority 3 from the Economic Development Strategy 2022-2026 which is: developing the vitality and vibrancy of our town centres and growing the tourism and leisure economy by providing a wider range of shopping experiences to the community. Specifically, the aim of the feasibility study is to identify proposals which will encourage visitors to increase dwell time and spending locally. Aligned with the Health & wellbeing strategy, this study will consider one of the Healthy Communities objectives: for all residents to be able to engage and participate in their community, and access services, facilities, amenities, leisure, and recreational opportunities locally, which in turn reduces loneliness and isolation.
Developing Our Organisation <i>Adapting internally to deliver our Corporate Priorities and seek continuous improvement.</i>	
Corporate Values	
People-focussed – we will put people at the heart of what we do and they will be able to deal with us easily.	This business case fits with the following Corporate values: People focused - responds to the needs and demands of the Borough's local communities, passionate and performance-driven - This business case demonstrates the Council's passion and commitment to improve Chertsey Town Centre for the benefit of our residents. By using expert consultancy advice, we will endeavour to achieve excellent results through the improvements which we make and which offer excellent value for money . Officers are also committed to engaging comprehensively with the community and key stakeholders during the course of the feasibility study in a way that promotes equality and diversity - all members of the community should be able to have their voices heard and we will endeavour to achieve this.
Passionate – we will empower our staff to be passionate about all we do.	
Performance driven – we will strive for excellence in all we do.	
Promoting equality and diversity – we believe in fairness as well as maintaining a diverse workforce so we can	
Delivering excellent value for money – we will strive to be as efficient and effective as possible.	
List your Business Case Objectives, ensuring they are Specific, Measurable, Achievable, Realistic and Timely	
To provide an attractive environment that encourages dwell time and localised spend in Chertsey town centre	
To increase business investment in Chertsey town centre	
To increase employment opportunities in Chertsey for local people	

All of the above objectives are considered to be specific, achievable and realistic and capable of being measured. In terms of being time bound, the feasibility study will be the pre cursor to making town centre improvements in Chertsey in line with the timeframe presented through the SPF criteria. In terms of how the above objectives will be measured, this will be via footfall data generated from car park numbers, from information provided by event organisers and through engagement and surveys with businesses in the town.

List the Constraints or Parameters in which this Business Case will operate

A total of £190,000 has been identified for the wider 'pride in communities' project from the Shared Prosperity Fund (SPF). This is included in the borough's SPF investment plan which was submitted at the end of August 2022. This is not a competitive bidding process. DLUCh are satisfied that the Investment Plan meets the SPF guidelines. In October 2022 DLUCh confirmed that the funding requested has now been agreed. Agreement was also sort through CMC & ESC & SLT.

The main SPF constraints are within the guidance. There is an expectation that the feasibility study will be delivered in the financial year 2023-24 (Year 2 of the SPF)

We will submit a waiver to Contract Standing Orders seeking approval to continue with the consultant that carried out the revised Chertsey Masterplan study as they have already completed a significant portion of the baseline work and stakeholder engagement (a direct award). Procuring new providers is likely to be less financially viable as we would have to spend additional resources on research, walkabout costs, and bringing new consultants up to speed on information that our current consultants are already familiar with. By continuing with our current contractor, we save both time and money.

List the Outcomes and Benefits (including efficiency gains) you expect the scheme to achieve

The feasibility study will allow for comprehensive, evidence driven proposals to be developed related to public realm works and the beautification of specific areas on Guildford Street. The feasibility study will also identify areas of improvement with the buy-in from businesses and residents through the engagement work in the study.

Continuity of engagement with the community as they will be familiar with previous engagements from the consultants during the course of the Chertsey Masterplan development.

Time spent on project outcomes will be delivered more efficiently if there are focused areas for development/improvement as evidenced through the feasibility study

Appraisal of Business Options (must include evaluation of a 'do nothing' option)

Option 1: Growth of £20,000 to support the SPF allocated £15,000 to deliver a feasibility study to focus on Guildford Street. The outcomes of this report will support the improvement work needed in Guildford Street to support the pride in communities objectives of the SPF

Option 2: (do-nothing): Event activity identified in the 'pride in community' funding will be impacted. Events are less likely to be successful in attracting significant footfall or increasing dwell time to improve the vitality and viability of Chertsey. Improving shop frontages and the public realm will be delivered as individual projects but without any underpinning evidence which could mean that improvements made are piecemeal in nature and not part of a wider vision/comprehensive strategy.

Benefits

Consider any tangible benefits of the Preferred Option, consider benefits such as income generation, savings, great efficiency, compliance with legislation / industry standards – soft benefits, reputation, residents' satisfaction, perception of Council.

Advantages (preferred option)	Disadvantages (preferred option)
The preferred option would see the £20,000 provisional growth released to appoint the Council's previous consultant-New Masterplanning to carry out the Feasibility Study. This is likely to result in cost savings, quicker delivery (as duplication of work would be avoided), better value for money, and would utilise the consultant's existing familiarity with Chertsey. The release of the additional funding sought will allow for the long-awaited improvements to Chertsey to be developed.	There is a risk of building expectations amongst the wider community and not meeting the demands of all stakeholders. This will add to years of disappointment for the Chertsey stakeholders and therefore the messaging given during the engagement with stakeholders needs to be carefully managed.
Costs (preferred option)	Benefits (preferred option)
	Cost savings arising from efficiencies in management, resources, and delivery. Getting more for your money in the short timelines as much of the work will have already been done. Less duplication of work, which would be the case if a new consultant was to be commissioned to the project. By utilising the previous consultant, the feasibility study can commence at pace due to the utilisation of knowledge and experience gained through the previous study.

Environmental Sustainability Benefits (direct and indirect benefits to support Climate Change Strategy)

Outline any direct and indirect benefits of the Preferred Option that aims to minimise negative and promote positive environmental impacts and/or reduce carbon emissions, where possible

Direct Environmental Sustainability Benefits (preferred option)	Indirect Environmental Sustainability Benefits (preferred option)
Less need for current consultants to travel as they are already familiar with the area. The town walkabout with stakeholders from previous studies will still apply to the current work. Consultants will be briefed on the Council's Net Zero by 2030 ambitions and will be encouraged to reflect this within the outcomes of the recommendations.	The outcomes of the feasibility study will influence the embedding of climate change avoidance in all relevant areas of the work. Drive biodiversity net gain and protect our natural assets within the conservation & heritage areas of the study's. The study is embedded in encouraging localisation i.e. walking/cycling to your towns, and shopping locally.

Negative Environmental Impacts

None identified

Resource Requirements

Staffing Appraisal (preferred option):

Outline the expected staffing / resourcing requirements for the preferred option in the table below, think about resources required in your team and others. This should include job titles, number of hours worked and salary.

Existing Staffing	New RBC Staff Requested	New External Staff Requested
0.1 of the Town Centre Manager	N/A	N/A
0.1 Planning Policy Officer		

FINANCIAL APPRAISAL

Finance Appraisal (preferred option) - To be completed with the Finance Department:

Describe the financial and resource implications of this option. See Financial Appraisal below to capture numbers.

How will it be financed? Is a Supplementary Revenue Estimate required? Can it be resourced via a Virement (including areas other than your own)?

Is there other funding available? Has funding been agreed? Demonstrate how the council can receive a return on investment, whether cashable, cost avoidance or quantifying tangible benefits – **Seek advice from your accountant. Business cases will not be considered by the Chief Executive unless a full financial appraisal has been agreed by the Accountancy Team.**

Explain how the cost estimate has been drawn up e.g. based on the costs of a similar project/item; based on quotes from suppliers etc:	£35K is the estimated amount to complete the feasibility study. This amount has been arrived at through informal discussions with the previous consultant about potential additional phases of work during the course of the Chertsey Masterplan work.
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Please explain how you have considered the VAT implications of the project/item:	VAT is not included in the costs.
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If this project involves building or refurbishment work within corporate assets has the project/work been consulted on and agreed by the Corporate Head of Strategic Land and Property Assets? Please give details.	N/A
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CAPITAL COSTS

Capital Expenditure (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
NIL	-	-	-	-	-	-
Total Capital Expenditure	-	-	-	-	-	-

Capital Income (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
NIL	-	-	-	-	-	-
Total Capital Income	-	-	-	-	-	-
Net Capital Outlay	-	-	-	-	-	-

Estimated Useful Life of the Asset: Where the expected lives of each significant component of the asset are different (i.e. buying a house with a flat roof) you must estimate both the useful live and cost of replacing each component part. Please only include components greater than £20,000 in cost or more than 20% of the total value of the asset.	Estimated Value (£)	Estimated Life (yrs)
Overall asset	(basis of estimation)	
Component 1 (specify):	N/A	
Component 2 (specify):		
Component 3 (specify):		

REVENUE COSTS

Revenue Expenditure (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
£15,000 allocated from the SPF for the feasibility study, but in order to conduct a more comprehensive study on Guildford St., we require additional funding of £20k.	35,000	-	-	-	-	-
Interest rate automatically populates	-	-	-	-	-	-
Minimum Revenue Provision accountancy to complete						
Less: Savings to existing budget (Please specify)						
Total Revenue Expenditure	35,000	-	-	-	-	-

Revenue Income (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
Shared Prosperity Fund (Yr1 2023/24)	15,000	-	-	-	-	-
Total Revenue Income	15,000	-	-	-	-	-
Net change to revenue budgets	20,000	0	0	0	0	0

ACCOUNTANCY USE ONLY

Implications for the Council Tax	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
Loss of Investment Income automatically populates	-	-	-	-	-	-

Net Revenue costs /(savings)

automatically populates

20,000	20,000	20,000	20,000	20,000	20,000
0.59	0.59	0.59	0.59	0.59	0.59

Impact on Band D Council Tax

Cash Flow and Pay Back Calculations

	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
Total Income/Savings	15,000	-	-	-	-	-
Total Costs/Investment	35,000	-	-	-	-	-
Net Income	- 20,000	-	-	-	-	-
Accumulative Cash Flow	- 20,000	- 20,000	- 20,000	- 20,000	- 20,000	- 20,000
Payback Period - Years	-					
Calculations allowing for the time cost of Money						
Discount Factor	1.000	0.971	0.971	0.915	0.889	0.863
Present Value	-	- 19,418	-	-	-	-
Discounted Acc. Cash Flow	-	- 19,418	- 19,418	- 19,418	- 19,418	- 19,418
Discounted Payback Period	-					
Net Present Value	-	19,418				

Business Case / Risks

Outline the risks (Managerial, Financial, Operational etc.) to RBC if delivering the preferred option. A risk summary only is required here.

Risk Description	Mitigation / Help needed
Work not being delivered before the end of the 2023/24 financial year as required by SPF	Appoint previous consultant by direct award through a waiver to CSOs will minimise this risk. Furthermore, regular reporting at each stage of the work will be required and close working relationship to limit risk of slippage.
the work setting expectations amongst the community and key stakeholders about what can be achieved in Chertsey and then feeling disillusioned if their ideas are not taken forward.	very clear messaging being agreed for the engagement events to manage expectations and limit reputational harm to the Council.
there being insufficient budget to deliver the improvements recommended in the feasibility study	The consultants be told the capital allocation is for the delivery of improvement for Guildford St, so that they can tailor their recommendations accordingly what the budget is for the improvements upfront and work within these parameters.

Impact

Consider the impact of the Business Case on the Organisation / Environment / Technology / Commercialisation / Cultural / HR.

The service will support low carbon and the adoption of new technologies to support the efficiencies and competitiveness of local businesses.

Option 2 (mandatory; do nothing option)

Currently

Include the consequence of the do-nothing option, such as loss of revenue, additional costs, loss of contract

Chertsey Town Centre is among the three primary town centres in the borough, and it is the only centre that has had little support for improvements despite being a key growth area for housing in the Runnymede 2030 Local Plan. Unfortunately, Chertsey also suffers from one of the highest levels of relative deprivation in the borough. Guildford St, which is within a conservation area and boasts numerous heritage shops and buildings, appears rundown and disconnected from the surrounding area of Windsor St and London Road. Failing to take action (**doing nothing**) will hinder any potential progress and sense of pride in the area. This project is crucial as it will direct the next stage of the SPF projects that will be developed based on the findings of this study. Without this study, there will be no coordination in the overall community pride project.

Advantages (do nothing option)	Disadvantages (do nothing option)
Saving internal resource and time on this project.	SPF funding may be lost for Year 2. The SPF Pride in Communities project depends on this study to provide underpinning evidence and rationale for the deliverables in phase 2
Costs (do nothing option)	Benefits (do nothing option)
The SPF funding must be spent on Runnymede SPF programme which support levelling up.	The resources allocated could be allocated to meet other Council objectives.

Authorisation

Approved by Corporate Head of Finance		Date	
Approved by Corporate Leadership Team		Date	Priority Score
Committee Report to be presented to:		Date	