

**Appendix 1 – Refined Options for Further Assessment July 2023**

DEVELOPMENT OPTIONS	PUBLIC REALM OPTIONS	Strategic Fit	Deliverability	Acceptability	Affordability	FUNDING OPTIONS	DELIVERY OPTIONS	PROCUREMENT OPTIONS
<b>OPTION 1. DO NOTHING –</b> withdraw project (Reference Case against which other options are tested)	N/A	<i>Low</i>  Does not deliver agreed Council objectives / priorities	N/A	<i>Low</i>  No regenerative benefits. Does not respond to economic need  <b>Site remains vacant.</b> Floorspace not brought back into economic use  <b>Alternative uses for site to be identified</b>	<i>High</i>  Initial cost saving but potential implications associated with ongoing maintenance of asset	/	/	/
<b>OPTION 2. RETAIN EXISTING SCHEME I.E. CINEMA AND F&amp;B UNIT SHELL WITH FULL PUBLIC REALM SCHEME (PHASES 1-3 INC. NEW PUBLIC TRANSPORT ARRANGEMENTS) AND RE-TENDER AT LATER DATE –</b> retain scheme as designed with minor modifications / re-tender when better market conditions	Phase 1 and 2 only (immediate surrounds and new public transport arrangements)  All 3 phases (immediate surrounds, new public transport arrangements and section from cinema entrance to Crown Square)	<i>High</i>  <b>Council objectives delivered in medium term</b>	<i>Medium</i>  Cost uncertainty likely to continue  Proposed cinema operator willing to continue working with Council on scheme for next 6-12 months  <b>Significant delay would put UKSPF spend at risk</b>  Reputational impact with uncertainty over scheme	<i>Medium</i>  Site remains vacant in short to medium term  No regenerative benefits in short to medium term	<i>Medium/Low</i>  <b>Costs dependent on future construction market</b>  Significant delay would put UKSPF spend at risk  Costs of future scheme TBD subject to further procurement exercise	Review scheme against existing budget  Seek increased investment from cinema operator  Pursue additional external funding opportunities  <b><u>REVIEW SUBSIDY COMPLIANCE</u></b>	Re-tender full scheme when economic conditions improve  Tender shell and public realm works separately  <i>Cinema operator to build shell in addition to fit-out - previously discounted due to higher risks</i>	Re-tender as a single project or two+ projects either concurrently or at separate times  Procure from a framework as single project or two+ projects either concurrently or at separate times
<b>OPTION 3. DELIVER FIRST PHASE ONLY I.E. CINEMA –</b> de-scope project, revise scheme design, re-submit for planning	Limited improvements to existing bus bay area only e.g. lighting, seating, CCTV, information  Limited improvements to existing bus bay area <u>plus</u> part of Phase 1	<i>Medium</i>  Supports some Council objectives but opportunity to deliver complementary use and enhanced entrance to town centre lost, part vacant bus station area remains  <b>Transformational impact reduced by</b>	<i>Medium</i>  <b>Re-design and revised spec required</b>  Requirement for a new planning application to be determined  Pathway to delivery of F&B / enhanced public realm unclear	<i>Medium/Low</i>  Would help increase footfall <b>but no future revenue associated with F&amp;B unit</b>  Limited public realm improvements  <b>Complementary F&amp;B use would benefit cinema operator and visa versa</b>	<i>Medium</i>  <b>Additional fees but reduced construction costs</b>  Phasing would increase cost of overall scheme if delivered in longer term (economies of scale lost)  Limited cost saving overall (QS)	Review scheme against existing budget  Pursue additional external funding opportunities - F&B and full public realm would require additional funding <u>if to be</u>	Re-tender scheme following re-design  Tender shell and public realm works separately  <i>Cinema operator to build shell in addition to fit-out - previously discounted due to higher risks</i>	Re tender following re-design as single project or two+ projects either concurrently or at separate times  Procure from a framework as single project or

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	(immediate surrounds)  Limited improvements to existing bus bay area, part of Phase 1 <u>plus</u> Phase 3 section from cinema entrance to Crown Square	<b>loss of amenity / public realm</b>		Reduced UKSPF funded scheme impacting on UKSPF spend and outputs	<b>Impact on UKSPF spend</b>	<u>delivered at later date</u>  <b><u>REVIEW SUBSIDY COMPLIANCE</u></b>		two+ projects either concurrently or at separate times following re-design
<b>OPTION 4. CONSTRUCT CINEMA SHELL AS PROPOSED BUT BASIC F&amp;B SHELL / FLOOR SLAB / SERVICES ONLY</b> – future tenant to complete F&B unit as part of fit-out inc. doors and windows	Phase 1 and 2 only (immediate surrounds and new public transport arrangements)  All 3 phases (immediate surrounds and new public transport arrangements plus section from cinema entrance to Crown Square)	<i>Medium/High</i>  Council objectives delivered in part	<i>Medium</i>  Dependent on securing tenant willing to undertake necessary works  <b>Potential impact on marketability of F&amp;B unit</b> - investment in this element may not generate benefits	<i>Medium/Low</i>  <b>Risk of extended void period</b>  Hoarding at entrance to high street during letting period	<i>Medium</i>  Would reduce funding requirement but need to confirm whether saving adequate to enable delivery within existing allocation	Review scheme against existing budget  <b><u>REVIEW SUBSIDY COMPLIANCE</u></b>	Re-tender scheme when economic conditions improve  Tender shell and public realm works separately  <i>Cinema operator to build shell in addition to fit-out - previously discounted due to higher risks</i>	Re tender as single project or two+ projects either concurrently or at separate times  Procure from a framework as single project or two+ projects either concurrently or at separate times