

Late Sheets - Society, Environment, and Council Development Executive Advisory Board on Monday, 21 November 2016

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EAB discussion on a Leisure Strategy 21 November 2016

Corporate plan goal

- The corporate plan sets a goal to prepare a Leisure Strategy by May 2017

“Leisure” is a very broad term and can cover an array of activities. For a leisure strategy to be successful it must have a very clear and focussed objective.

What is a Leisure Strategy?

- Different councils have different ideas as to content but broadly one or a combination of the following:-
 - Health and wellbeing
 - sport development
 - pitch strategies
 - cultural strategies
 - facilities planning
- Guildford already has a Health and Wellbeing Strategy and a Sports Development Strategy.

Other influences on Leisure policy

- The Leisure Partnership Agreement (LPA) sets out the summary objectives for the operation of the leisure venues, but apply to most leisure provision
- the decision to contract out in itself a significant leisure policy
- LPA runs till 1st November 2021
- other strategies e.g. Play & Art
- other contracts and agreements such as the entertainment venue contract with HQ Theatres

Pitch strategy

- Pitches well used and well maintained
- currently do not have a pitch strategy and there appears little additional benefit from having one
- Stoke Park management plan and event policy impact and available resources
- numerous pitch locations with various types and size of pitches
- some pavilions could benefit from a more operationally focussed approach linked to their maintenance planning.

Cultural strategy

- The previous incarnation of this strategy fell into disrepute and was not renewed when it expired some years ago
- facilities which may be included within such a strategy are currently undergoing substantial change and now is unlikely to produce a meaningful, coordinated focus for their direction

Facilities Planning

- This type of Leisure Strategy is often linked to major changes in the property portfolio
- many of the council's facilities are contracted out to third party operators e.g. GLL/Freedom Leisure (sports venues) or Guildford Action or Challengers (some community centres) or HQT (G Live)
- some council facilities, whilst subject to an annual building assessment, do not have a plan linking their operation to the building facilities e.g. pavilions

What Leisure facilities could be included?

- Sports venues – Spectrum/Ash Manor/Lido (subject to existing planned maintenance as part of Leisure Partnership Agreement)
- entertainment venues e.g. G Live (subject to existing planned maintenance as part of the entertainment contract)
- community centres
- pavilions

What could a facilities based strategy cover?

- Analyse demand for facilities within wards by analysing demographic and engaging with the community
- Map existing offers to match demand
- Set out principles for the management of facilities
 - Review operational state to ensure fit for purpose
 - Review operational delivery e.g. cleaning regime
 - Look at asset management plan
 - Review need for annual plan over and above building maintenance i.e. how is the building best used and invested in

What could a facilities based strategy cover? (continued)

- Secure funding for investment
- Recognise the link to other strategies such as Health and wellbeing
- It could prioritise provision e.g. is a swimming pool more important than a community centre
- Review the methods of monitoring costs of operation
- Links with discretionary National Non Domestic rate (NDR)
- Review the risk partition for sites – aim for self sustaining?

Other corporate plan goals

- The paper considered by the Borough, Economy and Infrastructure EAB on 31 October concerning the feasibility of a new entertainment venue is intrinsically linked
- When the significant public consultation process is done for that project it will analyse demand for the potential facilities mix at a new venue
- This information would be crucial source data for a leisure strategy. To prepare a leisure strategy prior to this may provide an inappropriate steer for future decisions

Cost and Timetable

- If a Leisure Strategy were to be produced the cost and the timetable would depend on the breadth of the brief.
- The May 2017 deadline is unrealistic if a strategy is to be produced with the benefit of the source consultation data from the feasibility study process for the new sport and entertainment venue.
- Any costs would be required to be met from existing revenue budgets within the Leisure Client function

Suggested discussion points for the EAB:

- Whether it believes a facilities led Leisure Strategy will add value at this time
- If so, what scope of facilities should be included within the Leisure Strategy process e.g. include the pavilions and community centres or not
- identify any particular locations where facilities are lacking provision
- identify particular demographics where facilities are lacking
- highlight any restrictions pertinent to the process

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Business Planning
2017/18 to 2020/21:
Business Planning: 2017-18
Budget update

Claire Morris (Head of Financial Services)

Budget Assumptions

	2017-18	2018-19	2019-20	2020-21	Benchmark
General Inflation	1.5%	2.0%	2.0%	2.0%	CPI
Payroll	2.0%	2.0%	2.0%	2.0%	AWE (PS)
Income	3.0%	3.0%	3.0%	3.0%	RPI
Council Tax increase	£5 (approx 3.3%)	£5 (approx 3.3%)	£5 (approx 3.3%)	?	RPI(x)
Business Rates Inflation	RPI	RPI	RPI	CPI	RPI until 2020, CPI after 2020
Revenue Support Grant (RSG) decrease	-71%	No RSG	No RSG	No RSG	n/a
Council Tax Base Increase (New homes)	0.8%	0.25%	0.20%	0.50%	Planning applications
Average Weighted Investment Returns	1.8	2.0	2.1	2.1	Target % above BoE Base rate

AWE = Average Weekly Earnings Index
BoE = Bank of England

CPI = Consumer Price Index
RPI = Retail Price Index

CMT Thoughts on Opportunities

Efficiencies & Savings & Service Transformation	Income Generation / Commercialisation
Recruitment and Retention – train our own: greater use of apprenticeships, trainee schemes and social enterprises in service delivery	Sale of DSO services (eg, Building / Garden Maintenance) to other organisations / general public
Invest to Save – Digital technology, automation of services and self service through web/ app	Major regeneration projects and economic development
Possibility to develop shared service or commercialisation / trading options:- eg, Community Meals, Community Services, Regulatory services, Asset Management, Legal, IT, Finance, Audit & HR	
Electric Theatre Review	Museum Review
Build capacity within the community to support themselves through voluntary and community groups: reduce reliance on the Council ('the Big Society?')	Grow North Downs Housing Ltd
Continuation of FSR / Lean Review programme to review options for each individual service	Invest to save - Energy Management review &/or Community Energy Scheme
Vacancy review	Fees and Charges / Income Review

Where we are now

- Officers prepared growth bids, capital bids & savings proposals
- Starting revenue budget = lower of 15-16 actual spend or 16-17 budget
- Starting budget adjusted for inflation & known changes
- ZBB on salaries and other lines
- Underspends for 16-17 being analysed for 17-18 impact

	£'000
Net position on the general fund before growth, savings and income bids	1,423
Growth Bid	2,432
Savings Bids	(1,115)
Income generation Bids	(1,282)
20% non-achievement allowance for growth bids	<u>(152)</u>
Net position on the general fund after growth, savings and income bids	<u>1,306</u>

Proposed Use of Reserves

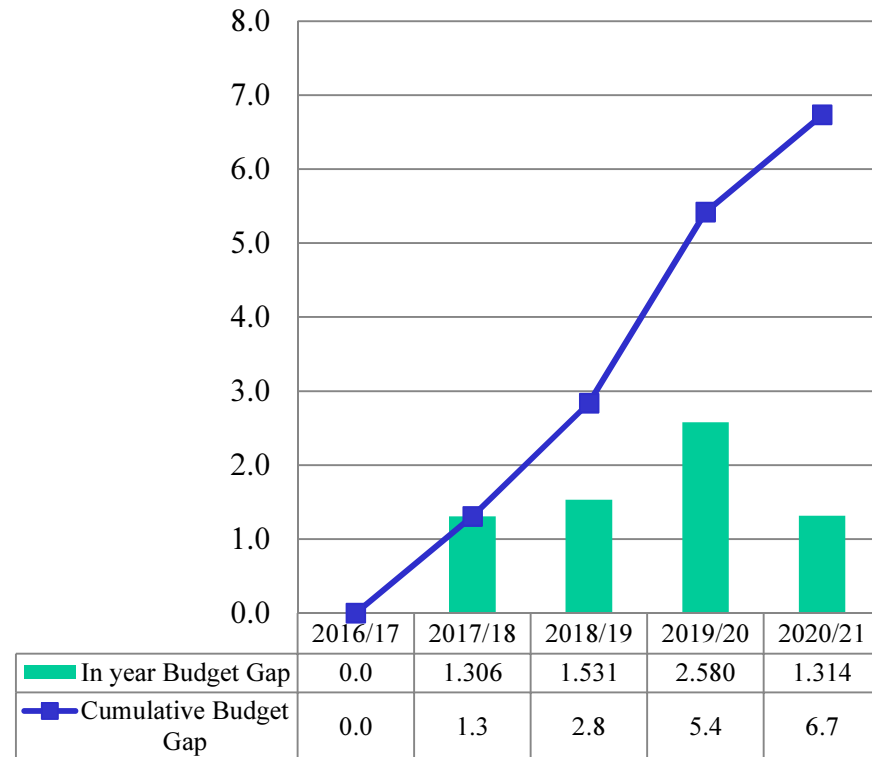
- New Homes Bonus reserve proposed to be used for:-
 - PR000365 - Ash road railway bridge feasibility study, £80,000
 - PR000402 - Guildford Gyratory and approaches transport feasibility study, £120,000
 - PR00435 - Guildford railway station platform capacity study, £100,000
 - PR000316 - Sustainable movement corridor, £100,000
 - PR000372 - Bedford Wharf development project, £400,000
 - PR000248 – an amount of £xxx,000 is allocated to support the cost to the Council’s general fund of developing of Bright Hill car park for housing
- Budget Pressures reserve proposed to be used for:-
 - PR406 relating to the potential loss of income during the crematorium rebuild project of £871,000
- Invest to save reserve to be used to pump-prime transformation projects and FSR’s

Where we are now

£1.3million gap for 2017-18 but

- MRP and Interest projections need updating once capital programme and TM strategy further advanced – likelihood of £0.5million benefit?
- Collection Fund Surplus on Council Tax to be confirmed in January 2017 – possible £100,000 benefit?
- Therefore underlying gap approx £700,000?
Tbc..... Consider ways to reduce:
 - Reduce general inflation assumption to 1%?
 - Reduce payroll inflation to 1.5%?
 - Revision of the customer service strategy – increase automation - £175,000?
 - Put in target for commercial services transformation workstreams?
 - Strategic property acquisition fund – increase rental income - £216,000?
 - Reduce level of growth (excl those funded from reserves)?
 - Further use of reserves?

Guildford Borough Council 4-year Budget, £million



Bid for Funding : Full time salary funding for Tourism Marketing Assistant and Banner Boards Capital Bid

General Information			
Project Name	Full time salary funding for Tourism Marketing Assistant and Banner Boards Capital Bid		
Project Code	PR000256		
Project Description	This revenue proposal seeks approval to offer a full time permanent contract to the tourism marketing assistant in the tourism team within Economic Development. The post holder is on a fixed term contract that expires in March 2017 (the post is grade 2). The proposal seeks to add the promotion of the councils banner boards to the role with the additional revenue gained self-funding 50% of the salary annually. The capital bid is for the replacement of some of the existing boards		
Project / Programme Manager	Chris Burchell		
Senior Responsible Officer	James Whiteman		
Corporate Plan Theme	Our Economy	Ward	Not Applicable
Directorate	Development	Service Unit	Development
Expected Start Date	01/04/17	Target Completion Date	31/03/21

Drivers and Objectives	
Background Information	<p>The tourism marketing assistant plays a very important role in supporting the Tourism Manager. The role includes updating the content on the new Visit Guildford web-site, social media campaigns, developing marketing collateral, organising events and other administrative functions. These activities are vital for allowing the Tourism Manager to focus on higher level priorities such as building relationships with key stakeholders, managing the attractions and conferencing sector groups, and organising in-bound delegations. All this supports our Visitor Strategy and Guildford, through these efforts remains one of the few boroughs experiencing growth in tourism numbers, new jobs created and income generated.</p> <p>This proposal seeks to make the tourism marketing role permanent from April 2017, by funding 50% of the salary budget for the role annually from additional revenue gained from dedicated promotion and management of the Council's banner boards, with the Tourism Marketing Assistant taking on this role from the current officer who is unable to give adequate time to it.</p> <p>The council owns 54 banner boards of different sizes across the town and outskirts which are used to promote key events, shows or council initiatives and some more private sector commercial activities. The boards generated £24,000 of income in 2015, net of a maintenance and fitting budget of £10k per annum (the projected gross income for 2016 is slightly lower at £32,000).</p> <p>A number of boards are in poor condition and urgently need replacing (and this is what is required in the Capital Bid). Ideally the previous income generated should have been set aside as a sinking fund. Improving the stock now is a recognition of the not yet fully realised potential for revenue generation, the contribution to tourism/visitor advertising (in bound and local residents both included) and the community and wider public benefit.</p>
Project / Programme Objectives	<ul style="list-style-type: none"> To increase the revenue from the Councils banner boards. We have estimated that we could generate up to £60,000 per annum in comparison with the current £30,000 To support the Tourism Manager in delivering the Council's Visitor Strategy To provide a previous apprentice with a career path in the Council providing a return on investment Supporting arts and culture in the borough
Implications	<ul style="list-style-type: none"> Impact on the delivery of the Borough's Visitor Strategy - less events, social media activities Loss of potential income

	<ul style="list-style-type: none"> • Further decline in the stock of the banner boards • Loss of a previous apprentice who has successfully converted to a permanent role
Legal / Statutory requirement?	No
Legislative / Statutory implications	None
Constraints	The post is currently fixed term and requires a growth bid to fund in 2017-18 and beyond.
Assumptions	None

Outcomes and Outputs

Expected Changes / Effects	<p>Successful delivery of the Visitor Strategy - by allowing the Tourism Manager to focus on strategic actions such as arranging show casing events and inward tourism delegations that will drive stronger visitor numbers and spend per head.</p> <p>A better performing tourism economy will drive new jobs particularly for young people and help sustain communities.</p> <p>The GBC banner boards are currently managed by the an officer who will need to focus on other projects and has limited time to develop the income generation and promotion to drive up revenues.</p> <p>The capital bid will ensure that we make sufficient repairs and upgrades on certain strategically positioned boards to maximise income opportunities.</p>
Tangible Outputs	<p>More spend per head by visitors within the Borough.</p> <p>Improved local economy.</p>
Quality Criteria	Performance Reviews
Measures for Success:	<p>Review of the Destination Marketing Strategy and assessment of the Cambridge Model Tourism data that will prove that we have achieved a regular increase in tourism spend</p> <p>Quarterly reviews of banner board income to show we are on target and meeting 50% of the salary as requested</p>

Options Appraisal

Options Appraisal / Feasibility Study?	No
Viable options and reasons why they have been rejected	<p>There is no current alternative to the tourism marketing adviser as the role is working extremely well and adding value. By not supporting the role we will greatly reduce our tourism activity in the Borough.</p> <p>CMT did ask if consideration has been given to outsourcing the banner boards. This has not been actively investigated because of time constraints, but following internal discussions, it is felt that a privately run model could weaken the promotion of the Councils own events and initiatives and those our key local arts and entertainment groups.</p>

Consents Required

Is Planning Permission required?	No
Is Building Regulations required?	Yes
Any other consents required?	No
Provide details of any other consents required.	New banner boards may require building regulations approval

Funding Sources

Funding Type	Revenue	Capital
Capital Bid		£39,000
Revenue Bid	£103,040	

Costs										
Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Employees' Costs		£25,760		£25,760		£25,760		£25,760		
Other Costs	£39,000									
Total	£39,000	£25,760		£25,760		£25,760		£25,760		

Financial Benefits										
Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Raise additional banner board income by a minimum of £16,000 per annum Type: Income	0	16,000	0	16,000	0	16,000	0	16,000	0	0
Total	0	16,000	0	16,000	0	16,000	0	16,000	0	0

Non Financial Benefits			
Title	Category	Measure	Expected Delivery Date
Ensure we deliver GBC's Visitor Strategy	Improved Service Provision	Through an annual Visitor Strategy Report	31/03/17

Risks	
Title	Description
We do not deliver the increased banner board income expected	Inadequate income generated to cover the growth bid

Prioritisation Scheme

Fundamental Themes

Our Infrastructure	2 - Low
Our Economy	8 - Medium to high
Key to delivering the Visitor Strategy	
Our Borough	6 - Medium
Our Environment	6 - Medium
Our Society	8 - Medium to high
Improved residential and visitor experience	
Your Council	6 - Medium
Fundamental Themes Total	36

Other Categories Themes

Asset management	6 - Medium
Business Case	0 - No revenue implications
Health and Safety / Statutory requirement	0 - None
Service Delivery	6 - Medium
Third Party Funding	0 - No external contribution identified
Other Category Themes Total	12
Total	48

Justification for the scores given

The role is key to delivering the Visitor Strategy

Approvals

Approvals	Service Approvals
James Whiteman	Claire Morris
James Whiteman	Claire Morris
Mark Jasper	Claire Morris
Mark Jasper	Claire Morris
Victoria Worsfold	Claire Morris
Victoria Worsfold	Claire Morris
James Whiteman	Claire Morris
James Whiteman	Claire Morris
Mark Jasper	Claire Morris

Mark Jasper	Claire Morris
Victoria Worsfold	Claire Morris
Victoria Worsfold	Claire Morris

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Bid for Funding : Parks Playground Repairs & Maintenance

General Information			
Project Name	Parks Playground Repairs & Maintenance		
Project Code	PR000443		
Project Description	This bid seeks to increase the playground repair budget over three years to carryout essential major repairs that are required to maintain the boroughs children's playgrounds		
Project / Programme Manager	Richard Anderson		
Senior Responsible Officer	James Whiteman		
Corporate Plan Theme	Our Society	Ward	Not Applicable
Directorate	Environment	Service Unit	Environment
Expected Start Date	01/04/17	Target Completion Date	31/03/20

Drivers and Objectives

Background Information	<p>The additional funding is required for essential repairs to maintain playground equipment to a sufficiently safe standard. Recent levels of repair costs have proven that funding is needed beyond existing budgets, which are already earmarked for other areas of work. The Parks Technical Officer was working on a maintenance schedule prior to his departure and this would be combined with condition surveys to provide evidence of the level of outstanding repairs. The surveys will not be completed in time to accompany this bid but as above; recent levels of expenditure on essential repairs have exceeded the budget.</p> <p>Queries raised by JEABWG:-</p> <p><i>What play areas are to be repaired and what works are required?</i></p> <p>Between 2000 and 2010, the Council invested heavily in play provision in accordance with the play strategies of the time. We are now at a point in the lifecycle of these play areas where key aspects need repair or replacement, these includes significant areas of wet pour (the rubber crumb surfacing) which is expensive to repair circa around £3.5k per piece of play equipment. The sites do not warrant wholesale replacement (which we do not have the resource to do) therefore just need ongoing repair and the most effective value for money option and to support their life expectancy rather than shortening it.</p> <p>The primary issue is repairing wet pour across the majority of the borough 61 playgrounds where we are facing bills or replacement repair of between £2.5k and £10K per piece of equipment which I hope can be appreciated readily consumes the playground budget</p> <p><i>Need more detail - what is the existing budget?</i></p> <p>The current budget is £50,000 per annum and previous budgets and expenditure over the past 3 years is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>2015/1-2015/12 Amount</th> <th>2014/1-2014/12 Amount</th> <th>2013/1-2013/12 Amount</th> </tr> </thead> <tbody> <tr> <td>Parks Playground Budget</td> <td>38,860</td> <td>18,860</td> <td>18,860</td> </tr> <tr> <td>Parks Playground Maintenance Expenditure</td> <td>57,216</td> <td>69,741</td> <td>53,863</td> </tr> <tr> <td>Overspend</td> <td>-18,356</td> <td>-50,881</td> <td>-35,003</td> </tr> </tbody> </table> <p>As you can see Parks has clearly overspent in the preceding years despite being conscious to try to stick to budget which has meant some repairs have not been done, and subsequent build up in projected costs. In this financial year we are heading towards a £75k level of expenditure, which is £25k over the current budget</p> <p><i>I.e. what is the % increase?</i> We are seeking a further £60,000 per annum over the next three years to give an annual budget of £110k, therefore just over a 100% increase</p>		2015/1-2015/12 Amount	2014/1-2014/12 Amount	2013/1-2013/12 Amount	Parks Playground Budget	38,860	18,860	18,860	Parks Playground Maintenance Expenditure	57,216	69,741	53,863	Overspend	-18,356	-50,881	-35,003
	2015/1-2015/12 Amount	2014/1-2014/12 Amount	2013/1-2013/12 Amount														
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	<p><i>How has amount been costed?</i></p> <p>An assessment of the likely repairs required has been undertaken identifying likely failures of surfacing and individual bits of equipment, further details can be supplied if required but it may not mean much.</p> <p><i>Can the HRA fund any of this?</i></p> <p>No. The Housing Revenue Account has an annual playground repair and maintenance budget of £28,000 which Housing control and direct. This budget has been spent directly by the Parks department and work and inspection regimes relating to playgrounds on HRA land are charged to M4615 D1455. We have to distinguish between the HRA and General Fund. The Housing play areas are the poorer quality among the Councils stock and they need capital investment, however this is up to Phil O Dwyer to direct and instruct on.</p>
Project / Programme Objectives	To carry out major repairs to the borough playgrounds that cannot be carried out under the existing budgets. Many of the playgrounds are very well used by both residents and high levels of visitors to the borough. The funding will ensure that the playgrounds represent the borough in the best light and are a safe environment for children and adults to enjoy.
Implications	<p>Negative feedback from playground users has been received when items of play equipment are out of use or in a poor state of repair.</p> <p>Risk that playgrounds/equipment will need to be taken out of use as has happened at several sites over the past year alone.</p>
Legal / Statutory requirement?	No
Legislative / Statutory implications	Occupiers Liability Act
Constraints	
Assumptions	The estimated costs are based on previous similar quotations for repair works.

Outcomes and Outputs

Expected Changes / Effects	<p>Consistently well maintained playgrounds providing a safe and enjoyable environment for children.</p> <p>Positive feedback from users rather than negative feedback.</p> <p>Less downtime of equipment.</p> <p>Higher levels of use by residents and visitors.</p> <p>Presenting the Borough in the best light, as the playgrounds are often a focus for families to meet and enjoy outdoor activities for good health and wellbeing.</p> <p>The Council continues to meet the objectives of its Play Strategy</p>
Tangible Outputs	
Quality Criteria	
Measures for Success:	<p>Well maintained equipment.</p> <p>Positive feedback</p> <p>Contribution to the health and wellbeing of residents</p> <p>Reduced accident claims</p> <p>Playground to be proud of</p> <p>Good publicity</p> <p>Increase in user levels</p>

Options Appraisal

Options Appraisal / Feasibility Study?	No
Viable options and reasons why they have been rejected	Closure of more play areas and equipment, this has been rejected as we're committed to providing leisure and play facilities for residents and visitors as detailed in the Councils new play strategy

Consents Required

Is Planning Permission required?	No
Is Building Regulations required?	No
Any other consents required?	No
Provide details of any other	

consents required.	
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Funding Sources		
Funding Type	Revenue	Capital
Revenue Bid	£180,000	

Costs										
Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Contractor Payments		£60,000		£60,000		£60,000				
Total		£60,000		£60,000		£60,000				

Financial Benefits										
Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Total										

Non-Financial Benefits			
Title	Category	Measure	Expected Delivery Date
Health & Well Being	Improved Social Benefits	Measures of parks users	31/03/18
Well maintained playground equipment	Improved Service Provision	Ongoing monitoring of the condition of play equipment and annual independent surveys	31/03/18
Positive feedback	Improved Customer Satisfaction	Less negative feedback, more compliments and positive comments	31/03/18

Risks	
Title	Description
Equipment failure resulting in accidents and potential claims against the Council	If equipment is not properly maintained then there is a serious risk of failure that, at its worst, could lead to injury

Prioritisation Scheme	
Fundamental Themes	
Our Economy	0 - None
Our Borough	8 - Medium to high
Our Infrastructure	6 - Medium
Our Environment	2 - Low
Our Society	6 - Medium
Your Council	0 - None
Fundamental Themes Total	22
Other Categories Themes	
Asset management	10 - Maintenance etc. essential
Business Case	0 - No revenue implications
Health and Safety / Statutory requirement	10 - Very high
Service Delivery	8 - Medium to high
Third Party Funding	0 - No external contribution identified
Other Category Themes Total	28
Total	50

Justification for the scores given

Essential in order to maintain play provision and meeting the Councils play strategy. Also contributes to the health and wellbeing of residents