

# Bid for Funding



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

## Section A – Strategic Content

<b>A01. What is the project trying to achieve?</b>	<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>
<b>A02. Which strategic priorities in the Council's Corporate Plan is the project trying to achieve?</b>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes.</li> <li><input checked="" type="checkbox"/> Making Travel in Guildford and across the borough easier.</li> <li><input checked="" type="checkbox"/> Regenerating and improving Guildford town centre and other urban areas.</li> </ul>

	<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.
<b>A03. How does it meet the strategic priorities outlined?</b>	<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"> <li>• Leading to a positive impact on the supply of housing and a significant provision of affordable residential accommodation within the regeneration area</li> <li>• 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</li> <li>• Enabling Flood Alleviation / Defence Solutions that enables developable land to be created within the existing flood zones within the town centre</li> <li>• Improvement of Transportation with more balance towards walking, cycling, bus, pedestrian and rail with good inter modal interconnection and hub(s)</li> <li>• 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</li> <li>• Creation of a smart digital platform that is fit for the first half of the 21<sup>st</sup> Century</li> <li>• Delivering significant improvement in the Town Centre environmental quality for pedestrians and non-car users</li> </ul>
<b>A04. Explain the problem that is being addressed and why the project is necessary.</b>	<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 23<sup>rd</sup> 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><b>A05. What are the critical success factors or KPI's of the project? ie which measures will you use to determine success?</b></p>	<ul style="list-style-type: none"> <li>• Stage 3 Milestone report presented to Executive</li> <li>• Completion of Business Case</li> <li>• Grant funding applications submitted</li> </ul>
<p><b>A06. What are the expected benefits or outcomes for local residents and businesses?</b></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 Guilford 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><b>A07. Outline options considered or that will be considered for delivery of the project.</b></p>	<ol style="list-style-type: none"> <li>1. Cease current work thereby delaying the delivery of a strategy for the Economic Regeneration of Guildford town centre.</li> <li>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.</li> </ol>
<p><b>A08. Outline project dependencies eg with other projects or partner organisations.</b></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>

<b>A09. Legal / statutory requirement?</b>	No
<b>A10. Legislative / statutory implications?</b>	No
<b>A11. Planning permission required?</b>	No
<b>A12. Building regulation required?</b>	No
<b>A13. Land acquisition required?</b>	No
<b>A14. Environmental consents?</b>	No
<b>A15. Highways / traffic consents?</b>	No
<b>A16. Details of other required consents.</b>	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.		

<b>B03. Outline the assumptions used to cost the project.</b>	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.			
Choose an item.			
Choose an item.			
Choose an item.			
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	<b>Improved Social Benefits</b>	Social and community improvements	2030
	Choose an item.		
	Choose an item.		
	Choose an item.		
	Choose an item.		
	Choose an item.		

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## Section C – The Economic Case

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

<b>C04. Outline your assumptions in determining the economic benefits.</b>	<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>
<b>C05. Describe any other economic benefits.</b>	<p>Economic Regeneration benefits include;</p> <ul style="list-style-type: none"> <li>• Indirect benefit of programme acting as catalyst for employment opportunities and inward investment</li> <li>• Direct Benefit of improved place making in town centre with increased visitor attractiveness and dwell time</li> <li>• Direct Benefit of improved provision of leisure, tourism and culture amenity</li> <li>• Direct Benefit of improved green / blue environment by opening up of River Wey</li> <li>• Direct benefit of transportation modal shift and better access for pedestrians and cyclists</li> <li>• Direct benefit of addressing flood risk</li> <li>• Direct benefit in reduction of impact of gyratory and traffic routes on town centre users</li> </ul>

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## Section D – The Commercial Case

<b>D01. Outline any procurement requirements.</b>	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.
<b>D02. Outline preferred procurement route / strategy.</b>	Compliance and best value for money will be continually reviewed throughout the 3 stages.
<b>D03. Outline key procurement risks.</b>	Stage 3 requires Procurement Exemptions.

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## 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><b>E04. Provide high level details of proposed project management arrangements &amp; project team (please use post names / titles rather than naming individuals).</b></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><b>Gateway 1</b>  Procurement of professional team  High Level Strategic Appraisal of constraints &amp; opportunities</p> <p>Consideration of Development Plan document process  Report to Executive</p> <p><b>Gateway 2</b>  Communications/Stakeholder engagement plan  Development of options and concepts  Preparation of Business Case  Submission of Grant applications</p> <p><b>Gateway 3</b>  Grant Funding Award  Land &amp; relocation agreements  Transportation/Traffic initiatives  Planning Strategy  Pre- Planning application design for flood &amp; 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 &amp; Theobald  Strategic Transport; Markides  Infrastructure; Aecom</p>
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	<p>Highways; Ove Arup          Planning Consultant; Carter Jonas          Lawyer; Trowers &amp; 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"> <li>• Establishing the detail of Scope</li> <li>• Control of Change</li> <li>• Timescale</li> <li>• Cost, Benefits and Quality.</li> </ul> <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"> <li>• Setting the Project Plan</li> <li>• Review of the progress by Exception</li> <li>• Agreeing the Objectives, Scope, Quality, Timescale and Cost Controls for the Sub Project Work Streams</li> <li>• Procurement of the Sub Project Teams</li> <li>• Review and advise on the adherence to the objectives of the Project Plan and the delivery of Critical Success Factors</li> <li>• Strategic Advice and Recommendations regarding land transactions, revenue opportunities, stakeholder communications and Business Case financial management</li> </ul> <p>The Scope of the Project Management Role within each sub Project Workstream will cover;</p> <ul style="list-style-type: none"> <li>• Professional Team Management</li> <li>• Project Monitoring and Evaluation Reporting</li> <li>• Sub Project Issues and Risk Reporting</li> <li>• Project Controls; Budget/Cost</li> <li>• Change &amp; Programme</li> <li>• Weighted Risk</li> </ul>
<p><b>E05. Provide a brief outline of key stakeholders eg who they are and how they will be engaged.</b></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><b>E06. Will any public consultations be required? If so, provide a brief outline.</b></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><b>E07. How will the project be evaluated post implementation?</b></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"> <li>- <b>Endorsement of Stage 2 Report and Approval to commence Stage 3</b></li> <li>- <b>Endorsement of Stage 3 Report and Business Case</b></li> </ul>	<p><b>August 2022</b></p> <p><b>December 2023</b></p>
Borough, Economy and Infrastructure Executive Advisory		
Society, Environment and Council Development Executive Advisory		
Overview and Scrutiny		
Planning		
Licensing		
Corporate Governance and Scrutiny		

## Mandate Proposal – capital bid for Stoke Park Paddling Pool 8 October 2022

### Introduction and background

We are seeking capital funding to replace the Stoke Park paddling pool rubber crumb surface. The surface is now five years old, and the crumb is delaminating and blocking the pool filters. This is causing significant operational difficulties and we are not certain that we can operate the pool for a further season without a breakdown occurring. We need to install a new surface during April 2022 to be able to open the paddling pool for next year.

### 1. Why should a project be started now?

This is a bid for capital funding and the project will then need to be tendered before it can be implemented on site. We need to start the project now to have any chance of completing all stages in time for the first week of May 2022, when the paddling pool traditionally opens. There remain several risks with this programme, including speed of procurement, legal input, and availability of materials, including marquee needed to keep the pool dry while the work is carried out.

### 2. What is the good idea or problem to be solved?

The wetpour paddling pool surface is near the end of its life and needs replacing. It is causing problems with the two filters in the pool plant room by blocking the sand filter media with blue rubber pieces from the pool wetpour surface. This leads to frequent backwashing of the filters to dislodge some of the rubber crumb, using lots of water, and reducing the effectiveness of the filtration process for several hours until the sand in the filters settles again. Ideally backwashing should only happen once a day, but we are now backwashing every few hours to keep the water in a hygienic state. The only way to completely remove the rubber crumb from the filters is to change the sand in them to new sand and dispose of all the old sand. This is not possible while the pool is operating, it would have to be closed, and is expensive and wasteful.

### 3. What is the purpose of the project? What will be delivered? What are the success criteria?

The purpose is to replace the surface on the Stoke Park paddling pool, allowing it to continue to operate and provide a popular free facility to residents. Ideally, we are seeking to find a surface that will not delaminate in the future, but we are also mindful of the public experience of changing the surface to something that is perceived to be 'less child friendly'.

The priorities have been established as financial and environmental. We have chosen to replace the wetpour with a fiberglass surface that will seal the pool. This surface does not delaminate and will stop all problems with rubber crumb polluting the pool filters and can include the existing attractive and child friendly seascape design. It has a 5-year guarantee and an estimated life span of 25 years. Initially, it is more expensive to install than replacing the current wetpour surface with a new wetpour surface, but wetpour has been shown to only last a few years before it starts to shed rubber pieces. By year 6, we would be looking to replace it once again, and rubber is not environmentally friendly to dispose of.

The fiberglass requires no maintenance other than repairs if vandalism occurs (as does wetpour). It also seals the surface in a way wetpour does not, helping to prevent the risk of leaks.

In terms of cost, we have estimated that fiberglass will cost around twice as much to install as wetpour. However, it will reduce the operational time and cost of frequent backwashing (saving water, chemicals and freeing up staff time caused by the rubber crumb in the filters) caused by rubber in the filters, it will not require the staff resource to tender a surface every 5 to 6 years, it will not create a huge volume of rubber

to be taken to landfill every 5 to 6 years and it will be less expensive over the course of 20 years than replacing wetpour 3 or 4 times in that time.

The disadvantages are that it is a hard surface, so from the public's use point of view, it will not feel as comfortable for small children to use. It has a slightly rough texture to prevent slippiness rather than the slightly cushioned feel of wetpour. It should be noted though that fiberglass has been used at another site at Cuckfield Recreation Ground in West Sussex, where they report no problems during the first season. The majority of public paddling pools seem to have bare concrete surfaces. This surface has been dismissed as an option for reasons of customer satisfaction, aesthetics and has no advantages in terms of sealing potential leaks.

**4. What priority, corporate objective or strategy is fulfilled by this project?**

This project ensures that a popular leisure facility continues to operate and therefore fulfills the 'Community' vision to enhance recreational facilities.

**5. What are the strategic options available to GBC to deliver a solution?**

- 1 – capital fund a new surface
- 2 – do nothing - continue to run the paddling pool as it is, leading to increasingly poor water quality, high water use, closure during the summer months if the filters become too clogged to cope or the water fails hygiene tests.
- 3 – close the paddling pool and save the revenue cost of running it, estimated to be around £20,000 per annum.

**6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service**

Service Director, Ian Doyle; Service Manager, Jonathan Sewell; Lead Cllr, Cllr James Steel.

**7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?**

No impacts on other services

**8. What general approach will be taken to deliver?**

A design and build specification will need to be written and tender will need to be prepared. I have already asked for the tender documents to start to be drafted. The tender will need to be advertised as soon as the budget is confirmed, or sooner preferably. If we must wait for the budget to be confirmed before advertising the tender, this will only leave us with two to three months to tender, agree and sign a contract with the awarded contractor, mobilise the contractor and carry out the work (February to April).

The project will need to be project managed and communications with residents managed, especially in the event of any delay resulting in a delay to the pool opening date.

**9. When and why must the project start?**

The works must take place during April 2022 or the pool opening will be delayed into the summer with resulting public criticism at the loss of access to a very popular facility.

10. What stakeholders will need to be involved?
Parks staff including the Ranger Team, ward/lead councilors, PR and Comms, and appointed contractor.
11. What resources (internal and external) are needed to consider this mandate and to develop the business case?
<ul style="list-style-type: none"> <li>• Capital bid process (Finance)</li> <li>• Draft spec and evaluation documents and review and agree tender documents (Parks)</li> <li>• Draft the tender documents, advertise and process the tender (Procurement)</li> <li>• Production of a contract for the chosen contractor (Legal Services)</li> <li>• Selection of a contractor and project management of the works (Parks)</li> <li>• Communications with stakeholders (Comms Team and Parks)</li> </ul>
12. What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the project and live service? What are the potential resource costs to progress to the next stage/gate?
The cost is estimated to be £170,000 for the fiberglass surface, based on a quotation from one supplier. Note: suppliers are limited as this is a relatively new way of surfacing pools. There are no other capital costs. There are no additional maintenance costs, nor are there any savings on maintenance. There is no budget in place for the surface and maintenance is reactive, according to issues like vandalism.
13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks
Issues – we are seeking funding from the Council’s capital program for 2022/23
Assumptions – There is an assumption that... <ul style="list-style-type: none"> <li>• The Stoke Park paddling pool is considered an important leisure facility that needs to be maintained rather than closed</li> <li>• We wish to minimise the revenue costs and the environmental issues of running the pool where we can.</li> </ul>
Dependencies – <ul style="list-style-type: none"> <li>• The paddling pool attracts a large footfall into Stoke Park Gardens. If the pool is not maintained or closed, there will be a reduction in visitors to other facilities such as the mini golf and the café and possibly further afield into the town centre.</li> </ul>
Constraints – <ul style="list-style-type: none"> <li>• There is a time constraint. The funding and procurement must complete in time for the contractor to mobilise and complete the work in time for a May opening, when residents will expect to have access to the operating pool.</li> <li>• There is a weather constraint as the surfacing is likely to require the temperature to be at a certain level, not too cold or hot, and dry conditions to progress on site. We have included the cost of erecting marquees to deal with the issue of keeping the pool dry while the fiberglass is installed.</li> </ul>
Opportunities – <ul style="list-style-type: none"> <li>• To choose a surface that will not lead to further filter problems or further material wastage or require as frequent replacement as the current surface.</li> </ul>

Risks –

- In choosing an option that prevents further rubber in the filters, users of the pool will be disappointed and unhappy, seeing the replacement surface as harder and less 'safe' than the current wetpour surface.
- the work will not be completed in time for an early May opening causing considerable public criticism of the Council. The paddling pool is very popular and there is little understanding of the time and resource needed to operate it and open it each season. **This risk could be minimised if the capital funding is agreed from the contingency budget now, so the tender can proceed sooner.**

14. Reviewer List:

Involved or sighted so far and to be updated on changes:

- Procurement is already instructed to prepare tender documents

Next to be consulted

- CMT
- Councillors – Lead and ward Cllrs
- Head of Culture, Heritage and Leisure – Jonathan Sewell
- Finance – Victoria Worsfold
- Legal – Diane Owens
- Procurement – Faye Gould
- Service Delivery Director - Ian Doyle
- Head of Operational and Technical Services – Chris Wheeler

15. CMT Direction

Next steps: Dependent on capital funding

## Mandate Proposal St Peter and St Paul's Church, Albury

### Introduction and background

The old parish church of St Peter and St Paul is a Grade 1 listed structure located within the Albury Estate to the south east of Guildford. It is set within a burial ground that is enclosed by a substantial brick and flint boundary wall.

The Council does not own the wall or the land that it surrounds but, as the cemetery is closed to further burials and following a formal request to do so, it has a statutory obligation to maintain it under the Local Government Act 1972.

### 1. Why should a project be started, or growth bid considered now?

To fulfil the Council's statutory obligations to maintaining closed burial grounds by substantially repairing a dilapidated boundary wall.

### 2. What is the good idea or problem to be solved?

The boundary wall to the cemetery of the church is dilapidated and in need of repair.

### 3. What will be delivered? What are the success criteria? What is the purpose of the project?

The purpose of this project is to design an appropriate repair to the dilapidated boundary wall, seek Listed Building consent for the repair, engage a suitably experienced specialist contractor and implement the repair work to return the structure to a safe condition.

### 4. What priority, corporate objective or strategy is fulfilled by this project?

The proposed work does not specifically address a corporate objective or strategy. It does, however, fulfil a statutory obligation to maintain closed burial grounds under the Local Government Act 1972.

### 5. What are the strategic options available to GBC to deliver a solution?

As a project designed to repair and maintain an existing structure, there are few alternatives to affecting an approved repair in the manner described.

Whilst the option of doing nothing always exists, in this case there is a significant risk to the Council's legal position as it has an obligation to maintain this structure.

### 6. Who are the lead Director and Service Manager and portfolio Holder (CIr) who will lead and direct the project and use the products in live service

Whilst responsibility for closed burial grounds lies with Bereavement Services, the work will be managed and undertaken by building surveyors of the Asset Management team. As such, the relevant leads for that team are as follows:

Dawn Hudd –Strategic Services Director  
 Marieke van der Reijden –Head of Asset Management

### 7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?

Not applicable.

<b>8. What general approach will be taken to deliver?</b>			
<p>The proposal will be to employ a conservation architect to design the necessary repair work and obtain the necessary Listed Building consent.</p> <p>The project will be managed in-house by a member of the Building Surveying team.</p>			
<b>9. When and why must the work/project start?</b>			
<p>The nature of the work and the materials involved dictates that it must be undertaken between spring and autumn. It is not yet known how long the work itself will take but we know from experience that the design work and obtaining Listed Building consent can be a lengthy process. To that end, we are proposing to procure the specialist consultants in the spring so that the design work can commence.</p>			
<b>10. What stakeholders will need to be involved?</b>			
<p>We will co-ordinate the work with the custodians of the burial ground, the Friends of Albury Old Saxon Church.</p> <p>The site is located wholly within the grounds of the Albury Estate and, as such, we will have to seek their permission and arrange access to undertake the work.</p>			
<b>11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?</b>			
<p>The work will be managed by a building surveyor in the Asset Management team.</p> <p>Input will be required from our colleagues in Procurement to assist with tendering for the work and our Legal colleagues for putting the necessary contracts in place.</p> <p>Externally, we will require the input of a specialist conservation architect in connection with the design and management of the project. We will also require the services of an external CDM coordinator to oversee compliance with the Construction (Design and Management) Regulations 2015.</p>			
<b>12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.</b>			
<p>The following breakdown represents the design of the repair work, undertaking the work itself and release of retention 12 months after completion. We don't have specific quotes as yet, but is based on experience with similar projects in the last three years.</p>			
<b>Year</b>	<b>Capital Total (£)</b>	<b>Revenue Total (£)</b>	<b>Income Total (£)</b>
2022/23	57,000		
2023/24	3,000		



<b>12a. For projects, what are the potential resource costs to progress to the next stage/gate?</b>
Subject to financial approval, the next stage of this project is to design the repair works and seek the necessary approval to proceed. For that we will require the input of external consultants together with officer time to manage the process. We estimate the cost of this exercise to be in the region of £5-£10k.
<b>13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks</b>
<p>Assumptions –</p> <p>It is assumed that GBC will fulfill its obligations to maintain closed burial grounds as required by the Local Government Act 1972.</p> <p>Legal are reviewing ownership of the site.</p>
<p>Constraints –</p> <ul style="list-style-type: none"> <li>• Undertaking work of this nature is very weather dependent because of the lime mortar to be used. Significant rainfall or very low temperatures will have a detrimental impact on the ability to complete the work and it is for this reason that it must be undertaken during the summer and autumn months.</li> <li>• The site is located entirely within the grounds of the Albury Estate and the wall forms the boundary between their property and the church. We must liaise with them to gain the necessary access to undertake the works.</li> </ul>
<p>Risks –</p> <p>There are a number of broad risks associated with the project beyond those normally attributed to construction work:</p> <ul style="list-style-type: none"> <li>• The boundary walls may deteriorate to the point that they become unsafe. Whilst the site is a restricted location and poses no risk to the general public, it may impact on the ability of the site custodians to undertake their normal activities.</li> <li>• It is difficult to determine the exact extent of the work required until the structure is dismantled. This is mitigated by contingency allowances in this proposal.</li> <li>• The work is very susceptible to the effects of poor weather. This is mitigated by project planning to take advantage of the typically drier months but also by contingency allowances in this proposal.</li> </ul>
<b>14. Reviewer List:</b>
<p>Involved or sighted so far and to be updated on changes:</p> <ul style="list-style-type: none"> <li>• Marieke van der Reijden, Head of Asset Management</li> </ul> <p>Next to be consulted:</p> <ul style="list-style-type: none"> <li>• Vicky Worsfold, Lead Specialist (Finance) &amp; Deputy s151 Officer</li> <li>• Chris Wheeler, Head of Operational &amp; Technical Services</li> </ul>
<b>15. CMT Direction</b>
Next steps: Not applicable

## **Mandate Proposal**

### **Chilworth Gunpowder Mills**

#### **Introduction and background**

Chilworth Gunpowder Mills is a 27 acre site on the edge of the village of Chilworth in the Tillingbourne Ward. Spread across the site are the ruins of numerous features that comprised gunpowder mills from the 17<sup>th</sup> century until it's closure in 1920. It is one of the best remaining examples of this type of industry and has been designated as a Scheduled Ancient Monument by Historic England.

During 2019 and 2020 we undertook substantial renovation and repair work to various structures and features across the site. During that work, a significant defect was discovered with a stone culvert and spillway beneath the main access path into the site.

#### **1. Why should a project be started, or growth bid considered now?**

The problem identified by this proposal is a health and safety risk to members of the public and our own staff. It has the potential to prevent access to a site which is both an important local amenity and of national significance.

#### **2. What is the good idea or problem to be solved?**

A significant defect has been identified with a stone culvert and spillway beneath the main access path into the site. Both features have failed structurally with the potential for the path above to collapse. As well as being used by members of the public walking into the site, this path is the only point of vehicular access and is used in that capacity by our Parks team when undertaking general site maintenance.

Because of the scale of the work that will be required to affect a repair and the need to obtain the permission of Historic England for that work, temporary measures have been put in place to reduce the burden on the structure and protect users of the site. These include a sandbag dam to divert water away from the structure and prevent further soil erosion, Heras fencing to prevent public access to the spillway and roadway matting to better spread vehicular loads when crossing the structure.

#### **3. What will be delivered? What are the success criteria? What is the purpose of the project?**

The purpose of this project is to design an appropriate repair to the failed structures, seek approval to do so from Historic England, engage a suitably experienced specialist contractor and implement the repair work to return the structures to a safe condition.

#### **4. What priority, corporate objective or strategy is fulfilled by this project?**

The proposed work does not specifically address a corporate objective or strategy. It does, however, resolve a potential health and safety concern and meet our legal obligation to maintain historic structures that are in our care.

#### **5. What are the strategic options available to GBC to deliver a solution?**

As a project designed to repair and maintain an existing asset, there are few alternatives to affecting an approved repair in the manner described.

Whilst the option of doing nothing always exists, in this case there are significant risks to both health and safety and to the Council's legal position as it has an obligation to maintain its historic assets. Not undertaking this work will ultimately lead to compromising access to the site and as it is a Scheduled Ancient Monument, may leave the Council open to legal challenge.

The Council is also open to criticism where it fails to protect its assets that have historic value.

<p>6. Who are the lead Director and Service Manager and portfolio Holder (CIr) who will lead and direct the project and use the products in live service</p>
<p>Whilst the asset forms part of the Culture, Heritage &amp; Leisure Services portfolio, the work will be managed and undertaken by building surveyors of the Asset Management team. As such, the relevant leads for that team are as follows:</p> <p>Dawn Hudd –Strategic Services Director  Marieke van der Reijden –Head of Asset Management</p>
<p>7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?</p>
<p>Not applicable.</p>
<p>8. What general approach will be taken to deliver?</p>
<p>As with the earlier work on the site, the proposal is to employ a structural engineer that specialises in work to ancient structures to design the necessary repair work. That will also include submission of a Scheduled Ancient Monument application to gain the required approval of Historic England.</p> <p>The unpredictable nature of the work also requires the services of a suitably experienced Quantity Surveyor.</p> <p>Project management will be dealt with in-house by a member of the Building Surveying team.</p>
<p>9. When and why must the work/project start?</p>
<p>We are monitoring the site for signs of deterioration, but it is impossible to predict when the structures may fail. There are ongoing influences from the weather, particularly the significant rainfall instances that we have experienced over the last few years. In that context, we can only recommend that the work is undertaken as soon as possible.</p> <p>The nature of the work and the materials involved dictates that it must be undertaken in the spring and summer months. It is not yet known how long the work itself will take but we know from experience that the design work and obtaining approval from Historic England can be a lengthy process. To that end, we are proposing to procure the specialist consultants in the new year so that the design work can commence.</p>
<p>10. What stakeholders will need to be involved?</p>
<p>We will co-ordinate the work our Parks colleagues.</p> <p>As undertaking the work will severely restrict access to the site, we will have to arrange for the public to be advised of the restriction and likely duration once the construction plan has been developed.</p>
<p>11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?</p>
<p>The work will be managed by a building surveyor in the Asset Management team.</p> <p>Input will be required from our colleagues in Procurement to assist with tendering for the work and our Legal colleagues for putting the necessary contracts in place.</p> <p>Externally, we will require the input of a specialist structural engineer and a quantity surveyor in connection with the design and management of the project. We will also require the services of an external CDM coordinator to oversee compliance with the Construction (Design and Management) Regulations 2015.</p>

12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

The following breakdown represents the design of the repair work, undertaking the work itself and release of retention 12 months after completion. It is based on an estimate from QS from two years ago adjusted for inflation and is an all in cost – unable to break down further at the minute.

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2022/23	175,000		
2023/24	5,000		
Choose an item.			
Choose an item.			

12a. For projects, what are the potential resource costs to progress to the next stage/gate?

Subject to financial approval, the next stage of this project is to design the repair works and seek the necessary approval to proceed. For that we will require the input of external consultants together with officer time to manage the process. We estimate the cost of this exercise to be in the region of £15-£20k.

13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks

Assumptions –

It is assumed that GBC wishes to maintain the site as a public amenity and fulfill its obligations to maintain its historic assets.

Constraints –

Undertaking work of this nature is very weather dependent. This is partly because of the materials to be used but mainly because it involves excavations in a low-lying area adjacent to a river. Significant rainfall or very low temperatures will have a detrimental impact on the ability to complete the work and it is for this reason that it must be undertaken during the spring and summer months.

Risks –

There are a number of broad risks associated with the project beyond those normally attributed to construction work:

- The failed structures may deteriorate to the point that they become unsafe, which will in turn, severely restrict access to the site. If this occurs before work can commence then it may result in premature closure of the site.
- It is extremely difficult to determine the exact extent of the work until the failed structures have been exposed by excavation. This is mitigated by contingency allowances in this proposal and the engagement of a QS to accurately assess to costs associated with any variations.
- The work is very susceptible to the effects of poor weather. This is mitigated by project planning to take advantage of the typically drier months but also by contingency allowances in this proposal.

14. Reviewer List:

Involved or sighted so far and to be updated on changes:

- Marieke van der Reijden, Head of Asset Management

Next to be consulted:

- Vicky Worsfold, Lead Specialist (Finance) & Deputy s151 Officer
- Jonathan Sewell, Head of Culture, Heritage & Leisure Services

15. CMT Direction

Next steps: Not applicable

## Mandate Proposal - Vehicle Capital Programme 2022/23

### Introduction and background

We need to undertake vehicle purchases every year. Currently we are developing a 9 year vehicle by vehicle transition plan to a decarbonised fleet which is heavily dependant on a new depot with appropriate facilities from 2024. We intend to take this through a formal EAB and Exec process in the coming months. As such this programme is likely to be backloaded with significant expenditure from 2024 to 2030. Unfortunately, not all of our vehicles will last to 2024/05 reliably and in every year we always have an approved contingency fund to allow for changing/developing needs and emergency replacements. This is considered good practice to comply with the need to have sufficient funding to support our operator's licence.

We have 9 dustcarts that are nearing 8 years old and replacing four of these and partially refurbishing the best of these 9 is likely to see our waste fleet into 2024/5 when we can be more ambitious with decarbonised dustcarts as the power infrastructure will be improved.

We operate an EV by default policy and unlike 3 years ago when we were looking at a larger fleet of 14 dustcarts, there is increased supply and operation of EV dustcarts. We believe this is a viable option for part of our work and believe we can adequately power 4 of these from the current depot with a limited amount of investment. They are up to 75% more expensive than standard dustcarts but do generate an 80% reduction on energy/fuel costs and of course reduce carbon emissions and crucially start our journey in decarbonising our most polluting vehicles.

The current plan is to purchase four EV dustcarts and undertake selective refurbishment of the remaining aged fleet. In addition, we are seeking to buy a small number of vans for operations, including toilet cleaning and street cleaning, again aiming for full EV.

Budget estimates for all these changes and a contingency budget are set out below.

#### 1. Why should a project be started now?

This is an annual programme

#### 2. What is the good idea or problem to be solved?

Replacement of ageing fleet

#### 3. What is the purpose of the project? What will be delivered? What are the success criteria?

Replacement Vehicles

#### 4. What priority, corporate objective or strategy is fulfilled by this project?

The vehicles are critical to service delivery

#### 5. What are the strategic options available to GBC to deliver a solution?

Replace the vehicles or seek to extend those planned for replacement

#### 6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service

Ian Doyle, Chris Wheeler and James Steel respectively

#### 7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?

N/A

#### 8. What general approach will be taken to deliver?

Standard specification and procurement process using appropriate frameworks where possible.
<b>9. When and why must the project start?</b>
January 2022 to ensure replacement vehicles are purchased to replace fleet vehicles identified for replacement in late 2022
<b>10. What stakeholders will need to be involved?</b>
Procurement, Legal and relevant services
<b>11. What resources (internal and external) are needed to consider this mandate and to develop the business case?</b>
All internal – Fleet, Procurement, Legal and relevant services
<b>12. What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the project and live service?</b>
What are the potential resource costs to progress to the next stage/gate?
£2.5m – allowing £1.4m for 4 Electric dustcarts, £100k for associated infrastructure, £100k for refuse vehicle modifications £150k for general fleet vehicles – mainly vans and any balance to sit with any carry over as an approved contingency fund for emerging needs or vehicle failure requiring urgent purchase. It is intended to incorporate the current provisional budget of £780k from 2021/22 into this approved sum of £2.5m for 2022/3
<b>13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks</b>
Issue – We have 9 dustcarts that are 8 years old and needing replacement and a small number of vans that need replacing in 22/23, we want to move to EV but have limited power infrastructure. We want to extend existing fleet life as far as possible to allow time for the new depot to be built with the appropriate infrastructure. By buying 4 EV dustcarts and adjusting the remaining fleet we will be able to extend the life of the remaining fleet and therefore shift investment into more EVs in 24/25 when we are in a new depot with improved power infrastructure.
Assumptions – There is sufficient power to recharge these vehicles in our current depot. That available EV dustcarts are fit for purpose – if they are not we will revert to standard diesel on a 7 year life.
Dependencies - Build of appropriate infrastructure – this infrastructure to be moveable to new depot if possible.
Constraints – Depot power infrastructure, vehicle operational outputs
Opportunities – There is an opportunity to introduce more EV vehicles and make a strong step towards a decarbonised fleet
Risks – There is a risk that there are power failures resulting in operational failure, that the vehicles do not have sufficient range to complete the scheduled work.
<b>14. Reviewer List:</b>
Involved or sighted so far and to be updated on changes: <ul style="list-style-type: none"> <li>• Waste Services, Fleet</li> </ul>
Next to be consulted <ul style="list-style-type: none"> <li>• Procurement, legal and other services needing replacment vehicles in 2022/23</li> </ul>
<b>15. CMT Direction</b>
Next steps:

## Mandate Proposal – YMCA area Lighting

### Introduction and background

**1. Why should a project be started, or growth bid considered now?**

As a council we required to provide safe environment, the present lighting by the YMCA steps is poor (over 30 years old).

**2. What is the good idea or problem to be solved?**

It is a good idea in that we can improve on the existing to improve the lighting by upgrading to LED colour changing fittings. Also, it is a problem solved as the present lights are failing and we need to ensure safety of the public. The Council owns these lights and pays for the electricity to the lights.

**3. What will be delivered? What are the success criteria? What is the purpose of the project?**

The project will deliver new more energy efficient and better lighting. The success criteria and the purpose of the project is to provide safe environment for public, this well used walk through from the railway station.

**4. What priority, corporate objective or strategy is fulfilled by this project?**

This project will meet our requirement to provide a safe environment.

**5. What are the strategic options available to GBC to deliver a solution?**

The option could be to try maintaining the existing lights and replace them on as they fail. However, in the long run it will cost more and we also could a mixture of different lights not helping to improve the environment.

**6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service**

Service Lead is Chris Wheeler, Head of Operational and Technical Services. Director is Ian Doyle and Lead Councillor is James Steel.

**7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?**

Impact of unlit or poorly lit amenity make the area unsafe, and there is an associated reputational and possible anti-social behaviour.

**8. What general approach will be taken to deliver?**

Works will be tendered via the Councils normal procurement route using JCT form tender/contract. The successful contractor will upgrade lights as per specification.

**9. When and why must the work/project start?**

We propose the work on scheme is started in April 2022 with new lights installed by end of July 2022.

**10. What stakeholders will need to be involved?**

General Public

**11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?**

Review from Legal, Finance, Procurement and Assets

**12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.**

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2022/23	24,000		



<b>12a. For projects, what are the potential resource costs to progress to the next stage/gate?</b>
Electrical Engineers, procurement and legal team in producing procuring document for tender, plus other staff input
<b>13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks</b>
Issue – There is an issue that works will need to be arranged in a busy public area which provides all H & S risk that are associated with this. Proper H & S plan with comprehensive risk assessments and method statements will be required by the successful contractor
Assumptions – There is an assumption that we will be able upgrade the lighting that will provide better environment.
Dependencies – There is a dependency on successful external contractor performing and delivering, this can mitigate by being diligent at procurement stage
Constraints – A constraint of working in a busy public area as already highlighted.
Opportunities – There is an opportunity to improve the environment with new lights and providing safe thoroughfare
Risks – There is a risk that present lights fail leading to issues of complaints from public and unsafe area
<b>14. Reviewer List:</b>
Involved or sighted so far and to be updated on changes: <ul style="list-style-type: none"> <li>• Operational and Technical Services</li> <li>• Finance</li> <li>• Strategy and Communications</li> </ul> Next to be consulted <ul style="list-style-type: none"> <li>• Assets</li> <li>• Legal</li> <li>• Procurement</li> </ul>
<b>15. CMT Direction</b>
Next steps: Capital Bid Funding approval

## Mandate Proposal – Millmead House lifts

### Introduction and background

1. Why should a project be started, or growth bid considered now?

Under our DDA requirements we need to provide a safe and reliable lifts

2. What is the good idea or problem to be solved?

It is a problem solved. The present lifts with upgrade are nearly 40 years old. We now have lifts failing and they are in need of an upgrade.

3. What will be delivered? What are the success criteria? What is the purpose of the project?

The project will deliver new more reliable lifts. The success criteria and the purpose of the project is to provide safe and reliable lifts meeting our DDA obligation as well

4. What priority, corporate objective or strategy is fulfilled by this project?

This project will meet our requirement to provide safe and reliable lifts complying the DDA requirements.

5. What are the strategic options available to GBC to deliver a solution?

The option could be to try maintaining the existing lifts and repair them on as they fail. However, in the long run, it will cost more as lift industry is very expensive market for repairs.

Also, the failure of one lift also increases the workload on the second lift this could lead to both lift being out for a period of time.

6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service

Service Lead is Chris Wheeler, Director is Ian Doyle. Lead Councillor is Cllr James Steel.

7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?

The impact of no lift working for a period of time could mean we are not complying our DDA requirements

8. What general approach will be taken to deliver?

Works will be tendered via the Councils normal procurement route using JCT form tender/contract. The successful contractor will renew the lifts as per specification.

9. When and why must the work/project start?

We propose the work on scheme is started in April 2022 with new lifts installed by end of March 2023, previous experience has shown that lift industry lead-in time are long.

10. What stakeholders will need to be involved?

Millmead House staff and members.

External tenants of Millmead house

11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?

Capital growth bid funding

Review from Finance, Procurement, Legal and Assets teams

12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2022/23	200,000		
Choose an item.			
Choose an item.			

Choose an item.				

The cost is based on previous works inflated to bring up to current prices

**12a. For projects, what are the potential resource costs to progress to the next stage/gate?**

Electrical Engineers, procurement and legal team in producing procuring document for tender, plus other staff input.

**13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks**

Issue – There is an issue that works will need to be arranged in a busy public office which provides all H & S risk that are associated with this. Proper H & S plan with comprehensive risk assessments and method statements will be required by the successful contractor

Assumptions – There is an assumption that we will be able renew the lifts that help the council to meet its obligations to Millmead House staff.

Dependencies – There is a dependency on successful external contractor performing and delivering, this can mitigate by being diligent at procurement stage

Constraints – A constraint of working in a busy public office as already highlighted.

Opportunities – There is an opportunity to improve our asset and provide safe reliable lifts

Risks – There is a risk that present lifts failing leading to long lead-in time to arrange the lifts to be repaired at high costs.

**14. Reviewer List:**

Involved or sighted so far and to be updated on changes:

- Operational and Technical Services
- Finance
- Strategy and Communications

Next to be consulted

- Legal
- Procurement
- Assets

**15. CMT Direction**

Next steps: Capital Growth bud funding approval

## Mandate Proposal - Yorkies Bridge lighting

### Introduction and background

1. Why should a project be started, or growth bid considered now?

As a council we required to provide safe environment. The present lighting on Yorkies Bridge and leading to it is poor (nearly 30 years old) and constantly failing.

2. What is the good idea or problem to be solved?

It is a good idea in that we can improve on the existing to improve the lighting by upgrading. Also, it is a problem solved as the present lights are failing and we need to ensure safety of the public. This area is heavily used by University students, recently we even had MP enquiry on the failure of the lights. These lights were installed by the Council some time ago, and we have therefore maintained them.

3. What will be delivered? What are the success criteria? What is the purpose of the project?

The project will deliver new more energy efficient and better lighting. The success criteria and the purpose of the project is to provide safe environment for public, this well used walk through by University students.

4. What priority, corporate objective or strategy is fulfilled by this project?

This project will meet our requirement to provide a safe environment.

5. What are the strategic options available to GBC to deliver a solution?

The option could be to try maintaining the existing lights and replace them on as they fail. However, in the long run it will cost more. We also could a mixture of different lights but this wouldn't help improve the environment.

6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service

Service Lead is Chris Wheeler, Head of Operational and Technical Services. Director is Ian Doyle and Lead Councillor is James Steel.

7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?

Impact of unlit or poorly lit amenity make the area unsafe and there is an associated reputational risk.

8. What general approach will be taken to deliver?

Works will be tendered via the Councils normal procurement route using JCT form tender/contract. The successful contractor will upgrade lights as per specification.

9. When and why must the work/project start?

We propose the work on scheme is started in April 2022 with new lights installed by end of July 2022.

10. What stakeholders will need to be involved?

General Public

11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?

Review from Finance, Legal, Procurement and Assets

12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2022/23	20,000		
Choose an item.			
Choose an item.			
Choose an item.			

<b>12a. For projects, what are the potential resource costs to progress to the next stage/gate?</b>
Electrical Engineers, procurement and legal team in producing procuring document for tender, plus other staff input
<b>13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks</b>
Issue – There is an issue that works will need to be arranged in a busy public area which provides all H & S risk that are associated with this. Proper H & S plan with comprehensive risk assessments and method statements will be required by the successful contractor
Assumptions – There is an assumption that we will be able upgrade the lighting that will provide better and safer environment.
Dependencies – There is a dependency on successful external contractor performing and delivering, this can mitigate by being diligent at procurement stage
Constraints – A constraint of working in a busy public area as already highlighted.
Opportunities – There is an opportunity to improve the environment with new lights and providing safe thoroughfare
Risks – There is a risk that present lights fail leading to issues of complaints from public and unsafe area
<b>14. Reviewer List:</b>
Involved or sighted so far and to be updated on changes: <ul style="list-style-type: none"> <li>• Operational and Technical Services</li> <li>• Finance</li> <li>• Strategy and Communications</li> </ul> Next to be consulted <ul style="list-style-type: none"> <li>• Assets</li> <li>• Legal</li> <li>• Procurement.</li> </ul>
<b>15. CMT Direction</b>
Next steps: Capital Growth Bid Funding approval

# Capital Bid Mandate Proposal - Bereavement Services (Memorial Wall)

Author: Ann Carroll on behalf of Natasha Precious

## Introduction and background

This Mandate is to request **Capital bid** to complete a Memorial walls and garden, landscaping, and associated ground works.

When the New Crematorium was planned, part of the funding was to include a memorial wall and garden, where all the existing plaques and tablets (170) would be replaced. However, the costs of the redevelopment for the Crematorium were more than planned and the money set aside for the Memorial wall/garden was used.

When removing the plaques from the existing structure the Council made a commitment to families that the Council would provide new options for their plaques/tablets. Already the Council have had to provide refunds while their plaques are not displayed.

The existing structure cannot be used especially for heavier plaques as the contractors won't guarantee as water is coming up through the ground which makes the wall unsafe for this purpose.

Therefore, the purpose of this Capital Bid is to ask for funding to

- Implement memorial structures to accommodate the different types of existing plaques/tables and new ones going forward
- Landscaping of grounds around the memorial structures
- Some Tarmacking and works to make safe the existing structure

## 1. Why should a project be started, or a growth bid be considered now?

- This work was an integral part of the Crematorium Redevelopment plan but was not carried through.
- The Council need to be sensitive to our families who we made a commitment to providing a memorial to display their existing plaques/tablets
- If we have the correct structure it can be a Potential income generator for new plaques/tablets
- We also aim to follow industry ICCM standards which this will allow us to work towards

## 2. What is the good idea or problem to be solved?

The Council will relocate the memorials for families who can then start to visit their plaques/tablets again It could provide income generation for a number of years for new plaques/tablets

## 3. What will be delivered? What are the success criteria? What is the purpose of the project?

Memorial garden extension to accommodate old style memorial plaques and tablets (approx. 170) & provide additional modern memorial options for future families

## 4. What priority, corporate objective or strategy is fulfilled by this project?

Providing customer service delivery & potential revenue opportunities

5. What are the strategic options available to GBC to deliver a solution?
<p><b>Memorial Structures &amp; garden</b></p> <p><b>Option 1</b> – Implement as planned (memorial structures and garden and landscaping and ground works) which we committed to do with existing families</p> <p><b>Option 2</b> – Scale project back to just build a structure to accommodate existing tablets and plaques but will still require works and funding</p> <p><b>Option 3</b> – The Council do nothing – renege on agreement with families &amp; would have to be compensated, also a loss of confidence in service, potential PR issues which could have further knock on to future business.</p> <p><b>Option 1 is our preferred option.</b></p>
6. Who is the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service
<p>Ian Doyle – Director of Service Delivery  Chris Wheeler – Head of Operations and Technical Services  Natasha Precious - Bereavement Services Lead  Joss Bigmore – Lead Cllr  Darren Burgess – Assets/Surveyor</p>
7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?
<p>No Impact assessments yet undertaken for this project</p> <p>Input will be required from the following teams/responsible persons at various stages of the project:</p> <ul style="list-style-type: none"> <li>• Assets</li> <li>• Planning</li> <li>• Engineering</li> <li>• Communication/Web Teams</li> </ul>
8. What general approach will be taken to deliver?
<p>Utilise existing resources used in the Council to fulfil the build and implementation otherwise the Council will have to look at procurement.</p>
9. When and why must the work/project start?
<p>April 2022 if funding available as there has been significant delays already.</p>
10. What stakeholders will need to be involved?
<p>Natasha Precious: Bereavement Services Lead  Chris Wheeler: Head of Operations and Technical Services  Victoria Worsfold – Lead Finance Specialist  Michelle Rogers – Finance Specialist (Capital)  Darren Burgess – Assets  Planning -TBC</p>

11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?

Internal resource required

- Assets
- Planning
- Engineering
- Project Management resource to assist with planning/design stages

External resource required

- Building and Design contractor

12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2020/21			
2021/22			
2022/23	100k		
23/24			
24/25			

12a. For projects, what are the potential resource costs to progress to the next stage/gate?

The ROM for the whole life costs is estimated at approx. £75k-£100k

13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks

Issue – There is an issue that:

- if funding is not provided, then we could not fulfil the commitment made to families for existing plaques/tablets to be displayed
- we don't know if the drainage of the site area is suitable for these works to be completed
- if relevant resources are not available to manage the works that will pose further delays

Assumptions – There is an assumption that:

- the land is suitable for development as drainage works completed in area previously as part of the initial development.
- we should be working towards the industry ICCM Charter standards, that this improvement could contribute to

Dependencies – There is a dependency on:

- having sufficient funding agreed to enable the project to be completed
- on limited Internal resources to fulfil design and completion of project.



Constraints – A constraint is...

- if the area where the planned work to be carried out is not suitable and we cannot achieve the correct aesthetic of the design
- if relevant resources are not available to manage the works that will pose further delays

Opportunities – There is an opportunity to...

- generate income for new plaques/tablets installed on a new wall until at capacity and this would also assist in working towards industry standard in the ICCM Charter.
- there is an opportunity for expanded memorial choice which is a requirement of our ICCM charter for the bereaved.

Risks – There is a risk that...

- If the Council does not fulfil their obligation then families may lose confidence in service, potential PR concerns and due to this a loss of future business/confidence.

#### 14. Reviewer List:

Involved or sighted so far and to be updated on changes:

- Chris Wheeler
- PPM Group
- Victoria Worsfold/Michelle Rogers

Next to be consulted

- Planning
- Assets
- Procurement if the Council cannot utilise existing resources.

#### 15. CMT Direction

Next steps: to be confirmed

## Capital Bid Mandate Proposal -Bereavement Services (Cemetery Tarmacking & Curbing)

**Author: Ann Carroll on behalf of Natasha Precious**

### Introduction and background

This Mandate is to request **Capital bid** for the following works Tarmacking and curbing in two cemeteries (The Mount and Stoke Cemetery).

Within these cemeteries they have Vehicular roads which have cross sections. The Criss cross sections where not meant for vehicles but as coffins cannot be carried over graves, hearses have to use to transport the deceased to the area of burial. This has caused these areas to ware down and slope at edges, causing firstly a health and safety risk and undignified journey for loves ones in the hearses.

The Council are required by law to keep cemetery in good working order and good state of repair. (Local Authority Order per 1977).

### 1. Why should a project be started, or a growth bid be considered now?

This has been requested before, due to long standing health and safety concerns which include degradation of pathways and curbing, and not progressed.

Should a visitor hurt themselves we would leave ourselves open to a claim and bad publicity. The Council have an obligation to ensure that the areas used but visitors to visit their loved ones is safe and in good order. When hearses are carrying coffins, it is not the safe and smooth journey through the cemetery the Council want it should be.

### 2. What is the good idea or problem to be solved?

Unsafe pathways contributing to unsafe and unsuitable environments for hearses to travel over and public to use due to health and safety concerns.

### 3. What will be delivered? What are the success criteria? What is the purpose of the project?

Safe roads and pathways which are safe for the public and hearses to vehicular standards so that this does not pose a problem in the future, apart normal wear, and tear

### 4. What priority, corporate objective or strategy is fulfilled by this project?

Maintaining community/Corporate assets and obligation to the Public

### 5. What are the strategic options available to GBC to deliver a solution?

#### **Tarmacking & re-curb at Stoke & Mount Cemeteries**

**Option 1** – Implement as planned through planned works via engineering programme

**Option 2** – The Council do nothing – This would be a health and safety concern and the Council are not fulfilling our legal obligation to maintain site in good order and good state of repair which is a health safety risk.

*Note: The Council are required by law to keep cemetery in good working order and state of repair. (Local Authority Order per 1977).*

**Option 1 is our preferred option.**

6. Who is the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service
<p>Ian Doyle – Director of Service Delivery  Chris Wheeler – Head of Operations and Technical Services  Natasha Precious - Bereavement Services Lead  Joss Bigmore – Lead Cllr  Darren Burgess – Assets/Surveyor</p>
7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?
<p>No Impact assessments yet undertaken for this project</p> <p>Input will be required from the following teams/responsible persons at various stages of the project:</p> <ul style="list-style-type: none"> <li>• Engineering</li> <li>• Bereavement Ground Staff</li> </ul>
8. What general approach will be taken to deliver?
<p>Speak to engineering if can utilise agreed resource otherwise will need to look at procurement via engineering to add to their programme of works.</p>
9. When and why must the work/project start?
<p>April 2022 if funding available as there has been significant delays already and to ensure Health and Safety risks are mitigated.</p>
10. What stakeholders will need to be involved?
<p>Natasha Precious: Bereavement Services Lead  Chris Wheeler: Head of Operations and Technical Services  Victoria Worsfold – Lead Finance Specialist  Michelle Rogers – Finance Specialist (Capital)  Simon Tarrant - Engineering  Communications/Web Team  Joss Bigmore – Lead Cllr</p>
11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?
<p>Internal resource required</p> <ul style="list-style-type: none"> <li>• Engineering</li> <li>• B.S ground team</li> <li>• Comms/Web Teams</li> </ul> <p>External resource required</p> <ul style="list-style-type: none"> <li>• Engineering</li> </ul>
12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2020/21			
2021/22			
2022/23	100k		
23/24			
24/25			

Note: There is currently £47k available to spend on tarmacking so the overall bid can be brought down to 100k. This is a good estimate at this point and can be more accurate when actuals are known.

**12a. For projects, what are the potential resource costs to progress to the next stage/gate?**

The ROM for the whole life costs is estimated at approx. £100k-£150k

**13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks**

Issue – There is an issue that..

- we are not meeting our obligation to health and safety
- Internal resource is restricted, and we cannot fulfil the requirements of the works required
- If we don't have the correct resources involved to manage how closures of the cemeteries are managed, this may cause problems, as this needs to be for minimal time and conducted with sensitivity.

Assumptions – There is an assumption that...

- due to Local Authority Order, work is required and must be completed.

Dependencies – There is a dependency on...

- sufficient funding agreed to enable the project to be realised
- internal resources to fulfil design and completion of project

Constraints – A constraint is...

- operation of cemetery closure for minimal amount of time to allow works to be completed. This will be required, and it will need to be planned carefully with the assistance of Comms Team.

Opportunities – There is an opportunity to...

- to provide a safe place for visitors and those working in them.

Risks – There is a risk that...

- if a member of the public had an accident then the Council will be liable to a claim related to Health and Safety, especially as these are known problems.

- If the Council do not fulfil our obligation then families may lose confident in service, potential PR concerns and loss of future business.

#### 14. Reviewer List:

Involved or sighted so far and to be updated on changes:

- Chris Wheeler
- PPM Group
- Victoria Worsfold/Michelle Rogers
- Engineering
- Churchyard groups

Next to be consulted

- engineering
  - Chapel consultants/ministers to be notified

#### 15. CMT Direction

Next steps:

## Mandate Proposal - Castle MSCP

### Introduction and background

Castle multi-story car park is located on Sydenham Road in Guildford. It features a roof-top restaurant and a number of architectural 'turrets' on each corner of the structure.

A routine condition survey identified an issue with the timber cladding to the steel framed turrets. Rectifying this was the subject of a capital bid from the Car Park Maintenance Reserve in 2019 for implementation during last financial year.

More detailed investigations determined that gaining access to the turrets to undertake repairs is going to be much more complicated and expensive than originally envisaged, which has effectively stalled the project.

### 1. Why should a project be started, or growth bid considered now?

The problem identified by the condition survey remains and presents a potential health and safety risk to the public.

### 2. What is the good idea or problem to be solved?

The top of the car park structure features five 'turrets', which comprise steel frames finished with timber cladding. Four of the turrets are enclosed to form various useable spaces whilst one is an open frame around a generator enclosure.

A routine condition survey described some areas of rot to the timber cladding, which prompted a concern that it may fall from the structure. More detailed investigations during 2020 revealed that the extent of the rot is not currently so severe as to present an immediate risk but that it will require attention to prevent that situation arising in the near future.

Access to the turrets is extremely difficult, being located either six or seven stories above ground level. The external faces of the car park structure also form the site boundaries on all sides. Where space permits, some areas can be accessed from large mobile working platforms, but others will require scaffolding, and all will require permission from either private landowners or the Highways Authority.

### 3. What will be delivered? What are the success criteria? What is the purpose of the project?

The purpose of this project is to eliminate the potential risk of rotten timber cladding falling from the top of the car park structure. The cladding forms part of the aesthetic of the roof-top restaurant and so can't be removed completely, and so it is proposed to replace it with a maintenance free substitute. This will eliminate the need for expensive and complicated temporary access arrangements in the future.

### 4. What priority, corporate objective or strategy is fulfilled by this project?

The proposed work does not specifically address a corporate objective or strategy. It does, however, resolve a potential health and safety concern.

### 5. What are the strategic options available to GBC to deliver a solution?

As a project designed to repair and maintain an existing structure, there are few alternatives to affecting a repair in the manner described.

Whilst the option of doing nothing always exists, there would be an increasing risk of failure and given the height of the structure, the resulting potential for injury or death to members of the public.

6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service
<p>Whilst the asset forms part of the Customer, Case and Parking portfolio, the work will be managed and undertaken by building surveyors of the Asset Management team. As such, the relevant leads for that team are as follows:</p> <p>Dawn Hudd –Strategic Services Director  Marieke van der Reijden –Head of Asset Management</p>
7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?
Not applicable.
8. What general approach will be taken to deliver?
The project will be delivered in-house by the Building Surveying team.
9. When and why must the work/project start?
<p>We are monitoring the cladding for signs of deterioration, but it is impossible to predict with certainty when any of it may fail. There are ongoing influences from the weather, particularly the significant rainfall instances that we have experienced over the last few years. In that context, we can only recommend that the work is undertaken as soon as possible.</p> <p>The exposed nature of the work dictates that it must be undertaken between the spring and autumn months.</p>
10. What stakeholders will need to be involved?
<p>We will co-ordinate the work with our Parking team colleagues and the tenants of the roof-top restaurant.</p> <p>We will liaise with adjacent landowners and the Highways Authority to obtain the necessary permissions to erect temporary access equipment.</p>
11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?
<p>The work will be designed and managed by a building surveyor in the Asset Management team.</p> <p>Input will be required from our colleagues in Procurement to assist with tendering for the work.</p> <p>Input will be required from our Legal colleagues in connection with arranging access equipment permits and for putting the necessary works contracts in place.</p> <p>We will require the services of an external CDM coordinator to oversee compliance with the Construction (Design and Management) Regulations 2015.</p>

12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.

The following breakdown represents the design of the repair work, undertaking the work itself and release of retention 12 months after completion.

The figures include the £60k previously agreed via capital bid in 2019.

Year	Capital Total (£)	Revenue Total (£)	Income Total (£)
2022/23	145,000		
2023/24	5,000		
Choose an item.			
Choose an item.			
<b>TOTAL</b>	150,000		

This estimate has been arrived at following preliminary discussions with contractors about how to approach the project. The actual repair work is probably only in the region of £30-40k but gaining access to do so is extremely complex. We have had some scaffold design work undertaken to inform the likely cost but have also allowed a reasonable contingency to cover unforeseen obstacles and rising construction costs.

12a. For projects, what are the potential resource costs to progress to the next stage/gate?

Subject to financial approval, the next stage of this project is to design the repair works and seek the necessary approvals to enable the work to proceed. For that we will require officer time together with some input from external consultants. We estimate the cost of this exercise to be in the region of £5-£10k.

13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks

Issue –

One of the five turrets to be repaired lies within the demise of the roof-top restaurant and its repair is the responsibility of the tenant. The complex nature of the repair makes it impractical to undertake this work alone and we have provisional agreement for them to contribute to the total cost of these works.

Assumptions –

- That permission to erect access equipment will be forthcoming from the various adjacent landowners.
- That funding for this work will be available from the Car Park Maintenance Reserve rather than the General Fund.

Constraints –

- Because of the height of the structure and the exposed nature of the working areas, this work will be very weather dependent. Significant wind or rain will have a detrimental impact on the ability to complete the work and it is for this reason that it must be undertaken during the summer and autumn months.
- The constrained nature of the site makes the work more difficult to implement.



Risks –

There are a number of broad risks associated with the project beyond those normally attributed to construction work:

- The cladding may deteriorate to the point that it becomes unsafe. Whilst we consider this to be unlikely in the short term, we are periodically monitoring the structure and will implement temporary measures should the need arise.
- It is difficult to determine the exact extent of the work required until it is possible to more closely access all areas of work. This is mitigated by contingency allowances in this proposal.
- The work is very susceptible to the effects of poor weather. This is mitigated by project planning to take advantage of the typically drier months but also by contingency allowances in this proposal.

14. Reviewer List:

Involved or sighted so far and to be updated on changes:

- Marieke van der Reijden, Head of Asset Management

Next to be consulted:

- Vicky Worsfold, Lead Specialist (Finance) & Deputy s151 Officer
- Edward Meyrick, Head of Customer, Case and Parking

15. CMT Direction

Next steps: Not applicable

## Mandate Proposal – car park lighting

### Introduction and background

#### 1. Why should a project be started, or growth bid considered now?

The work needs to start to ensure car parks have adequate lighting to operate safely.

The project is for the following Car Parks:

1. Castle Car Park
2. York Road MSCP
3. Leapale Road MSCP
4. Farnham Road MSCP

#### 2. What is the good idea or problem to be solved?

It is a good idea and problem solved as the new lights will provide safety for the car park users and reduce energy cost in turn reducing carbon emission, the new proposed lights energy reduction will give payback on the capital cost in just over 5 years.

To keep carbon emission and cost down to we are proposing to keep the outer body of the existing light and only replace internal new LED body.

#### 3. What will be delivered? What are the success criteria? What is the purpose of the project?

The existing expected life of the lights is about 5 years which we are now reaching. Therefore, the new lights will provide continuity for keeping the car park well lit and safe. The criteria of the project is to ensure safe and adequate lighting for the car park users. The first 2 points all give reason for the purpose of the project but additionally the new lights will have more flexibility in its operation such only working to full capacity when people in the vicinity otherwise lights would dim down to an agreed pre-set level (10% would be good recommendation as this is required level required for emergency lights). All the points mentioned also provide good energy saving as the new LED lights are more efficient the existing so for like for like bases there is a 30% energy saving without taking into account the new dimming function that would give further savings. In the proposed tender we include item for the successful contractor provide a five year comprehensive maintenance where the light will be inspected monthly to meet the requirement of the emergency lights being tested.

#### 4. What priority, corporate objective or strategy is fulfilled by this project?

Following items will help the Council meet its priority, objectives and strategy:

1. Provide safe a well-lit car park meeting the Home Office safe car park scheme
2. Comply with health safety requirement by meeting required light levels
3. Provide energy and carbon reduction, in turn also reducing our energy cost
4. Ensuring emergency lights are being tested monthly and functioning

#### 5. What are the strategic options available to GBC to deliver a solution?

To do nothing is not a real option as in the long run it will cost more to maintain the existing lights and we could be subject to claims if any incidents occurred due to poor lighting.

#### 6. Who are the lead Director and Service Manager and portfolio Holder (Cllr) who will lead and direct the project and use the products in live service

Service Lead is Chris Wheeler, Head of Operational and Technical Services. Director is Ian Doyle and Lead Councillor is James Steel.

#### 7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?

Impact of unlit or poorly lit car park could mean closing the car park down as could be deemed unsafe leading loss of revenue plus more importantly the reputational risk

#### 8. What general approach will be taken to deliver?

Works will be tendered via the Councils normal procurement route using JCT form tender/contract. The successful contractor will upgrade lights as per specification and then maintain the lights for five years. Five

years maintenance is relevant as the lights will come with 5-year warranty to the contractor as they will purchase the lights.																											
<b>9. When and why must the work/project start?</b>																											
We propose to start the works in April 2022, In discussion with car park we agree a program of works with the contractor of in which order the car parks are done. We expect all the lighting upgrade works to be completed with first 5 months.																											
<b>10. What stakeholders will need to be involved?</b>																											
Car parks and its users Parking Services Comms service – to keep users aware																											
<b>11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?</b>																											
Finance, Legal, Procurement																											
<b>12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.</b>																											
<table border="1"> <thead> <tr> <th>Year</th> <th>Capital Total (£)</th> <th>Revenue Total (£)</th> <th>Income Total (£)</th> </tr> </thead> <tbody> <tr> <td>2022/23</td> <td>300,000</td> <td></td> <td></td> </tr> <tr> <td>2023/24</td> <td></td> <td>5,000, this cost is already included in revenue budget for maintain the existing lights.</td> <td>We expect to see energy saving of £56.5k per year</td> </tr> <tr> <td>2024/25</td> <td></td> <td>5,000, , this cost is already included in revenue budget for maintain the existing lights. plus this will apply additional 2 years</td> <td>We expect to see energy saving of £56.5k per year</td> </tr> <tr> <td>Choose an item.</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Year	Capital Total (£)	Revenue Total (£)	Income Total (£)	2022/23	300,000			2023/24		5,000, this cost is already included in revenue budget for maintain the existing lights.	We expect to see energy saving of £56.5k per year	2024/25		5,000, , this cost is already included in revenue budget for maintain the existing lights. plus this will apply additional 2 years	We expect to see energy saving of £56.5k per year	Choose an item.							
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Choose an item.																											
<b>12a. For projects, what are the potential resource costs to progress to the next stage/gate?</b>																											
Electrical Engineers, procurement and legal team in producing procuring document for tender, plus car park staff input																											
<b>13. What are the strategic Issues, Assumptions, Constraints, Dependencies, Opportunities, Risks</b>																											
Issue – There is an issue that works will need to be arranged in operational car park which provides all H & S risk that are associated with this. Proper H & S plan with comprehensive risk assessments and method statements will be required by the successful contractor																											
Assumptions – There is an assumption that our estimate for energy saving based on the hours of dimming is correct, though our estimate is more on the under cautious side, but we could further mitigate this by carrying out trial to ensure our projections are correct.																											
Dependencies – There is a dependency on successful external contractor performing and delivering, this can mitigate by being diligent at procurement stage																											

Constraints – A constraint of working in a fully operational car park as already highlighted.
Opportunities – There is an opportunity to...to upgrade the existing lighting using Salix funding as the new lights would pay for themselves in just our 5 years (see separately attached payback calculation)
Risks – There is a risk that...existing car park lights will not meet the required level
<b>14. Reviewer List:</b>
Involved or sighted so far and to be updated on changes: <ul style="list-style-type: none"><li>• Operational and Technical Services</li><li>• Finance</li><li>• Strategy and Communications</li></ul> Next to be consulted <ul style="list-style-type: none"><li>• Assets</li><li>• Legal</li><li>• Procurement</li></ul>
<b>15. CMT Direction</b>
Next steps: Capital Bid Funding approval

<b>2022/23 DRAFT HRA Capital Programme</b>			
<b>Project &amp; Category</b>	<b>Description</b>	<b>Estimate</b>	<b>Notes</b>
		£	
<b>Retentions &amp; minor carry-forward</b>	Retentions and minor carry forward from projects in progress up to 31 March 2022	50,000	
<b>Refurbishment, Replacement &amp; Renewal Programme</b>			
<b>Kitchen, bathroom and electrical upgrades</b>	Renew kitchens, bathrooms and electrical installations where existing are life expired and in poor condition	4,000,000	Cyclical modernisation to maintain GBC decent housing standard and modern facilities. Replacements scheduled for 2022/23 plus catch up programme from Keystone asset management data. Properties pre-surveyed to ensure asset requires replacement.
<b>Void Properties - major refurbishment</b>	Refurbishment of individual properties to enable them to be relet	2,000,000	Estimated - major void properties requiring extensive work throughout based on current demand. Average cost of a major void in 21/22 -£34,000. Estimated number to the end of 21/22 financial year - 60
<b>Structural works - various properties</b>	Structural works including structural investigation and remedial works due to foundation subsidence or other structural issues.	800,000	Repairs and major works to structurally defective properties which includes underpinning and decant costs where necessary due the extent of works required.
<b>Renewal of doors and door entry systems</b>	Replacement of external main entrance doors and side screens and installation of new door entry systems	200,000	Doors life expired. Additional security will be provided by door entry systems to reduce ASB and link in to fire alarm (Friary House & Supported Housing) & allow fire brigade access.
<b>Replacement of windows and doors</b>	Replace life expired and unserviceable windows & doors with double glazed UPVC	500,000	Keystone asset information plus previously delayed programme
<b>Pitched roof replacement including chimneys, fascias, soffits &amp; rainwater gutters/downpipes</b>	Renew life expired roof coverings and associated works	3,000,000	includes asbestos fascia/soffit replacement. Keystone asset data information plus maintenance team input - see separate spreadsheet

<b>Replacement of external canopies to blocks of flats</b>	Phased replacement programme of defective canopies to block entrance doors with lightweight grp canopies	150,000	phase 2 to identified blocks and walkway
<b>External wall insulation system to solid wall properties</b>	Provision of external wall insulation to solid wall properties to address poor thermal insulation (year 4 of 4 year programme)	400,000	year 4 of programme - properties tbc
<b>Compliance</b>			
<b>Front Entrance Door replacement to blocks of flats/supported housing</b>	Undertake critical Fire safety front entrance door replacement	2,500,000	Replacement of front entrance doors to flats which whilst providing protection do not comply with current increased spec fire standards
<b>Electrical testing and smoke detectors</b>	Electrical testing including remedial work and wired in smoke detector installation where required	2,400,000	Includes testing & associated repairs to communal areas in blocks of flats. Year 2 initial programme to be followed by a 5 year of rolling programme,
<b>Fire and CO detector servicing and upgrade programme</b>		500,000	To undertake a fire and CO detection testing programme to meet new Govt regulatory guidance
<b>Fire protection works following 21/22 FRAs</b>	Prioritised repair non-urgent remedial works comprising of containment, doors upgrades/replacement, signage, etc	3,500,000	works resulting from current FRA programme
<b>Mechanical &amp; Electrical</b>			
<b>Central heating boiler upgrades. Various locations</b>	Upgrading existing central heating installations with high efficiency systems	1,200,000	Annual programme of domestic gas boiler replacement to modernise the system in preparation for new energy fuels
<b>Domestic Air Source Heat Pump heating systems Various locations</b>	Replacement of aging electric heating systems with high efficiency air source heat pump central heating systems	200,000	properties tbc
<b>Lift refurbishment.</b>	Continuation of phased programme to replace obsolete lift controllers	400,000	To replace end of life obsolete lift systems where maintenance no longer feasible due to parts being no longer available - tbc

<b>CCTV</b>	Upgrade the ability to monitor fly tipping and ASB issues that are creating a fire risk	150,000	Security provision to supported housing schemes with part time on site management
<b>General</b>			
<b>Asbestos Removal - general</b>	Removal, disposal and replacement of finishes under fully controlled asbestos removal conditions	200,000	various sites
<b>Garage forecourt resurfacing programme</b>	Resurfacing of forecourt areas to garage blocks where existing surface in poor condition.	200,000	Various sites - continuation of rolling annual planned maintenance programme.
<b>Resurfacing of Access Roads</b>	Resurfacing of road and access ways	350,000	tbc
<b>Condition Appraisals</b>	Annual programme of condition appraisal surveys	100,000	Annual programme budget allowance for Keystone asset data condition surveys
<b>Damp &amp; condensation control programme</b>	new programme	1,000,000	Following EPC survey programme, inc for ventilation & monitoring systems . Estimated cost proposed - review being commissioned 21/22
	<b>Sub Total</b>	<b>23,800,000</b>	
<b>Other Capital</b>			
<b>Environmental improvements</b>	General environmental improvements at sites to be agreed & subject to resident consultation.	50,000	confirm remains as per 21/22
<b>Disabled adaptations Various locations</b>	Works to alter, adapt Council owned dwellings for the benefit of people with disability.	650,000	confirm remains as per 21/22
<b>Software systems</b>	Provision to upgrade essential business software	?	additional & separate to BC review
<b>Programme support.</b>	Programme support & development to support HRA Business Plan	?	additional & separate to BC review
	<b>Total</b>	<b>24,500,000</b>	

# **Mandate Proposal to upgrade or replace Housing Management & Asset Software Management Systems**

## **1. Introduction and background**

Orchard, the current and main Housing Management System, has been used by the Council for more than 20 years. Keystone (by Civica) is used in tandem to Orchard as the housing property asset management system (full details in dependencies, section 13). This mandate covers both systems which work independently of one another.

Both systems are internally hosted and currently reside on the old Guildford network and prior to any upgrade or replacement a lift and shift to the new network is planned by IT, as part of the IT Refresh Programme, timescales within 3-4 months.

Orchard and Keystone are coming to the end of their life and the providers will no longer update them which pose a problem to support internally. A short-term fix will be to move them over to the new network. There will still be a support issue related to the products being retired. Civica have retired Keystone as a product and introduced Cx Asset management.

If it is not possible to merge both systems in one solution the options with Keystone are:

1. To move Keystone to the new network and to upgrade to the latest version, however this would still use the outdated Microsoft Silverlight (which is also coming to end of its life and will not provide a suitable solution).
2. A new installation of Cx Asset Management on the new network and the migration of data from Keystone could be progressed.

This situation presents a need to move to a new modern system that fits with the corporate direction of cloud first and can provide all functionality in one system, including interfaces with existing systems such as Business World and Sales Force.

This proposal was considered by CMT Strategic Session on 3rd November, ICT Digital Board on 9th November and Executive Liaison, in case of comment, and is now being brought to JEAB for support in progressing work to upgrade or replace the systems as part of the ICT forward plan for next financial year and into the ICT Capital programme.

The funds for this would come from the Housing Revenue Account. Option 1 in section 5 is proposed which is for a new combined Solution.

## **2. Why should a project be started now?**

The Council has used the system for over 20 years and a review is well overdue to understand if there is a more productive system which offers a better solution and aligns with corporate goals. The current software does not allow for the progression such as self-service, improving processes and efficiencies and is labour intensive.

Manual work arounds have also had to be developed for integration with other Council systems, and much of the system configuration for specifications and costings dates back to



1996 and do not meet current or planned needs, and would improve the way in which data is managed with improved security.

A new or upgraded system would provide a robust financial basis for the delivery of services with integration and workflow capabilities, facilitating mobile working and improved customer care and support. Making some internal processes more streamlined and flexible, would stop duplication of works (due to process) and time savings to utilise elsewhere, it will also facilitates compliance with forthcoming building safety legislation.

### **3. What is the good idea or problem to be solved?**

The Orchard system is a database against which costs, income and services are mapped and integrated. The structure does not allow this information to be used effectively due to the structural inadequacies of the system. Both systems are aging legacy systems and will no longer be fit for purpose. The Council needs an integrated, reliable, and interactive housing management and asset system which can develop with the business as it adapts, while fulfilling all current and new business requirements.

The new system could offer the following improvements:

- Web browser-based Cloud solution which is flexible with a spatial element to make use of the spatial data held in existing GIS systems as well as new GIS capabilities
- Mobile Application that can be used by staff to improve efficiencies but also provide resilience for the team
- A new interface for other existing systems such as Salesforce to ensure that the Council has a consistent approach to all customer web interfaces and provide self-service options
- Ability to generate workflows and easily create and amend the schedule of rates to prevent duplicating works
- Integration with wider Council and contractor systems such as Business World
- Perform a clean-up of Orchard data.

### **4. What is the purpose of the project? What will be delivered? What are the success criteria?**

The purpose of the project is to provide the Council with modern cloud hosted reliable system, to suit our business needs and the security requirements of the management of the Councils housing stock. Either through upgrade or replacement the system needs to not only provide the daily management but also provide for areas as set out previously. In addition to which this type of system can provide further benefits as information is in real time and can improve reporting, audits, and tracking especially linking to the risk management framework, including health & safety, fire regulations compliance.

Main Scope/coverage (Database, Workflows, Modules & interfaces):-

- Housing Management functions (Tenancy, ASB)
- Income (Rents and service charges)
- Housing Repairs management (Both R&M and minor works/voids)
- Planned capital programme
- Asset Management
- Surveying and related links to scheduled compliance visit/certification software
- Customer flows (including any links to or through Salesforce) this should include customer feedback, job tracking, customer interaction and complaints
- Workflows
- Leaseholder management
- Voids
- KPI reporting outputs across the disciplines
- Interface with other Council systems
- Contractors' interfaces.

If the business achieved the desired outcome, customers would benefit by feeling empowered by selfservice options and understanding the status of requests at their fingertips. Staff would have easier to use, reliable systems which could provide real time updates and links especially to those in the field, enabling them to work with more agility in the delivery of services. Interfaces with internal systems for easier billing/invoicing and charging. The project would deliver improved business continuity and resilience, improve business efficiencies and improved interaction with customers.

#### **5. What priority, corporate objective or strategy is fulfilled by this project?**

This is a business-critical system and high priority to be compliant in line with Corporate objectives.

An upgrade or replacement system would support corporate objectives/strategies in cloud hosted system, in providing self-service options, improved processes, and for mobile and agile working which link with other goals related to greener initiatives.

In line with Procurement guidelines, the Council needs to re-tender to ensure that the service get the best available system, for the best value to meet business requirements.

#### **6. What are the strategic options available to GBC to deliver a solution?**

##### **Option 1**

New combined Solution Procurement exercise to progress with successful change of systems and either replace with a new combined housing and asset system or undertake full upgrade for both existing systems with innovative solutions.

The new system will require new system build work including financial and contractor updates, data review, workflow build, schedule of rates. The current operation of the system will continue to have security and support risks during this time.

In order to achieve this most Housing systems do not have a combined workflow functionality and may require a bolt on. In addition to which most systems do not provide storage and if not combined in new system will need to be investigated as part of this solution should a corporate solution not be in place.

The work would need to dovetail into the Councils IT Strategy regarding Workflow and storage management systems,

In conjunction with Option 1 the Council need to consider economies of scale by partnering with Waverley as part of the wider opportunities for collaboration.

Overall it is expected that this project will take 18-24 months until the new systems are in place.

## **Option 2**

Upgrade systems Upgrade Orchard system in the short term and Keystone to Cx Asset management and both onto the new network. Even though this is an upgrade only this will still require data clean-up data and information, and further updates/upgrades which will make ready the system in preparation for any future procurement exercise to update the system later.

This will require extensive rebuilding of a number of elements of file structure, building schedule of rates and will take an extended period and support from the IT providers at a time when support is ending, and systems are being retired.

This work would need to be undertaken through a competitive tender and not a simple upgrade. Therefore, for the time being an update to the new network will be undertaken, but the system will need to continue to use Silverlight.

A solution for workflows and storage would still need to be sourced as mentioned in option 1. It is thought that under 365 that storage would not be GDPR compliant. The expected timescale for this work would be 12-18 months

## **Option 3 – Do nothing**

This option would be least favourable as it would mean that:-

- The system would become unsupported
- Compliance with GDPR regulation would be unachievable

- Work orders would remain a manual process and not self-service as planned and continue to be labour intensive
- System structures would become increasingly obsolete with increased reliance and use of spreadsheets and manual systems
- The recommendation by procurement and company guidance related to end of contract terms and when to carry out procurement exercises would be ignored.

Therefore based on consideration of the information available Option 1 is recommended as the Option to be progressed.

### **7. What general approach will be taken to deliver?**

Procurement will support the purchasing of a new system or upgrade via the procurement process, with input from Legal related to contract terms. Programme/Project manager to lead the project on behalf of housing -all sign offs by Housing Manager, Technical Services Manager, or service Lead

### **8. When and why must the project start?**

The project timeline is estimated to be 18-24 months from start, due to the complexity of the housing systems, channels involved and the complex data matching requirements.

Before any transfer can happen, significant internal works are required by a data specialist to get them into the best possible shape to enable a successful data transfer.

In addition to which internal systems, process including Customer contact, finance, data along with those with housing and Technical Services will require considerable development to allow the benefits of the new system to be achieved. It is estimated that this would start at the beginning of the next financial year utilising funding from the Housing Revenue Account.

### **9. What resources (internal and external) are needed to consider this mandate and to develop the business case?**

*Stakeholder (internal)* resource required Adhoc during project

- Housing Manager
- Housing data/admin resources
- Technical services knowledge
- ICT Specialist resources

There is likely to be an impact to BAU when using the internal resources required but this will be minimised where possible to use at key points due to their knowledge and skill sets.

### *Additional specialist resources required for the period of project*

Existing teams do not have the capacity, knowledge, or experience to run/manage this project, it will need to be supported using additional specialist resources to minimise the impact to the business and the project timing.

### *Programme/project Manager*

A dedicated Project Manager is required to oversee the development of this project and will need to be resourced. This post will have responsibility/oversight of overall project and ensure success criteria, deliverables, timeline, and cost are all met and different strands kept on track. It will also oversee application of knowledge, skills, tools, resources used in correct areas/activities to meet objectives. Be link between supplier and the Council and to report back on progress or any critical issues. Involvement in business analysis with other experts to ensure outputs are as planned.

### *Options Assessment*

It is proposed to engage the services of a specialist housing IT and architecture experts to assist with the development of options for the next system.

### *Data Specialists*

There are different modules, streams, rates of works, schedules of works that are complex which will include recoding, address matching, data mapping, formats of work, technical testing and testing of outputs, integration and interfaces, schedules and rates of works, GIS, and workflow mapping. Looking at business processes and Business Analysis.

### *IT Specialists with Housing and IT Architecture experience*

Assist to develop technical specification required for changes, assessments, and reviews at different stages, assist with identifying need on data collection, technical support throughout in relation to the scope of the project and support of teams, looking at business processes and testing plans and output. The IT specialist will be steered by our internal IT sources (JB/DS) and PM in relation to works carried out and support the Data Specialist as some work will cross over.

### *Test Manager*

As this is complex it will require a lot of testing across systems/functions. A Test manager will be required to manage all testing, risks and reporting during the testing phase. (A lesson from Salesforce implementation was this is a resource that is needed in complex implementations).

*Other* - Potential back fill for housing, Technical Services, and finance specialist during peak times such as discovery, data, and testing, as required. In addition, there will need to be resources identified by the Council's contractors to facilitate development and implement the systems.

**10. What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the project and live service? What are the potential resource costs to progress to the next stage/gate?**

Estimates of Costs without procurement exercise cannot be specific on system costs, so estimates have been provided below:-

- Upgrade of systems would need to be developed as part of the initial project development however, if moved soon after upgrade, then this would be an unrecoverable cost.
- ROM Startup costs for new system, to develop, establish the system costs are expected to be in excess of £1m
- Annual license and support costs these are expected to be in the region of £150kpa
- Additional Resourcing for duration of project (based on 24 months) as highlighted in section 11 - £300pa
- Additional Hardware to facilitate agile working £20k including tablets for off-site working such as inspections, surveys
- Internal experts will be required at key points in the project which is likely to be an impact to BAU. This will be minimised to use at key points due to their knowledge and skill sets. The impact in time and estimated resource costs will be looked later in the project.

Summary of estimated costs for option 1

- Project set up costs £1.9m (2yrs), spend 50% yr. 1 & 50% yr. 2
- Contract value over 5yrs in excess of £2.35m

**11. Recommendation**

- a. That Option 1 is developed and brought forward through the Councils Mandaite and Business Case Framework.
- b. Provision is made with the HRA Budget to support the development of this work.
- c. This project is included as part of the Council ICT and Digital Programme Board.