



Appendix 1

BUSINESS CASE

OBC

Parking Pay Machine Replacement Business Case 250724

This project is not CONFIDENTIAL

Version:

1.1

Last

Updated

25/07/2024



Business Case –Parking Pay Machine Replacement Business Case (GBC/WBC)

Project Code – Verto

Overview & Ownership

Overview

Project Name	Parking Pay Machine Replacement Business Case (GBC/WBC)
Brief Description	<p>GBC Car Park pay machines are end of life which poses a risk if they fail as units are being discontinued so it becomes more difficult to repair and if not in service affects car park revenue.</p> <p>Note: GBC Net revenue 2023/24 was £9.3m (POF £3.3, P&D £6m). WBC Net revenue 2023/24 was £4.3m (P&D £4.3m).</p> <p>GBC Machines – Typically have a 10-year shelf life so we are pushing the limits now.</p> <ul style="list-style-type: none"> • GBC Pay on foot (POF) - We have 13 machines which have been in service since 2010. We did initiate a tender in late 2019 but had to stop mid-way due to Covid. • GBC P&D – We have 44 coin-only machines which are over 10 years old and a further 18 card enabled Sprite machines. <p>WBC Car Park have 68 machines and are P&D and some have been in service since 2010. Therefore, they are in the same position as GBC regarding end of life. They generate £4m+ per annum.</p> <ul style="list-style-type: none"> • WBC P&D – WBC have 68 machines and had since 2010 <p>We feel there is a good opportunity for a collaboration with GBC & WBC with a joined procurement which should enable us to get a better price from suppliers and shared technology which should offer some resilience across the two councils.</p> <p>In a nutshell we need to replace the equipment before it fails and cannot be repaired which will protect income generation. In our current climate</p>



this looks like a big spend but over a 10-year contract (10 or 5+5) will protect a potential revenue for GBC of approx. £93m+ and WBC £43m+.

As part of this we will reduce cash collections in Car Parks where there is more than one machines which will reduce collections and make efficiencies. It is estimated GBC could save over 10 years on reduced cash collections more than £500k, with WBC estimating a possible £700k over the same period.

Also new innovations will make the customer journey and experience much better, with easier options like ticketless parking with ANPR technology. More flexible payment options which should save time for shoppers. Other opportunities to look at with enhanced technology may be advertising on pay machines, hands free payments via QR codes or Apps. There is the potential to link offers with our commercial partners to encourage more visitors or to stay longer in Guildford and increase revenue.

Overall Status	Amber
Start Date	10/05/2024
End Date	31/04/2025
Priority Matrix Score	Verto
Priority Category	Category A/B/C?????
Project Code Reference #	Verto

Ownership

Senior Responsible Officer (Director)	Richard Bates
Directorate	Finance
Lead Councillor	Catherine Houston
Service Area	Commercial Services
Service Team	Parking
Service Area Business Lead (Project Owner)	Andy Harkin (GBC) & Mark Davis (WBC)
Project Manager	Ann Carroll



Programme or Project	Project



Executive Summary

Project Owner’s Summary

To replace the existing barrier POF payment equipment (GBC) and upgrade/replace the existing P&D payment equipment (GBC/WBC).

This equipment needs to be replaced as it is end of life and the objective is to protect ticket revenue and offer customers an improved service and a wider range of payment options.

This also feeds into the GBC financial recovery, transportation, economic development, climate change and sustainable strategies.

Governance, Approvals and Reviews

Key decision published due to being over £200k, Decision date 150724, allowing 28 days in conjunction with the Councils Constitution regulations.

See below for approval stages

Next Gateway for Project after Approval

Propose the next Gateway for this Project

Propose the next Review Gateway for this project

Governance Approval

Project Lifecycle Stage	Governance Level	Date	Approval Status	Next Step	Open/Closed	Latest Updates
Mandate		100524	Approved		Open	Monitored and updated
Transformation & Collaboration Board		240624	Approved	Board to Monitor in background	Open - monitoring	
IDPB		Line item 2023 May24 – Copy of	Approved – no negative	Meeting 28/06 to discuss IT involvement	Open – pending project start	Met with DS and aware. Says with icT scope and aware project start



		Mandate provided	impact identified			
JMT		050624	Approved		closed	
EPB		110624	Approved	<ol style="list-style-type: none"> 1. Matter considered by SCB to unlock capital 2. Requirement of consideration of Full Council 	Closed	
Key Decision	Published	140624	Pending	Decision date 150724	Open	Allowing 28 days per constitution
SCB		120724	Approved		closed	
Executive		080824				Await guidance
Full Council		TBC				Await guidance from Exec
PI & Procurement						Pending approval stage



Strategic Case – Case for Change

<p>Why do we need to undertake this project?</p>	<p>The GBC POF parking equipment and the WBC P&D parking equipment is end of life and at risk of failing, which poses a significant risk to Revenue.</p> <p>By replacing this equipment will ensure the continued ability to manage the car parks efficiently and take and protect parking revenue and in turn protect those assets. While allowing us to reduce costs by using the available technology in the newer machines and reducing cash collections.</p> <p>The replacement of the GBC P&D payment machines whilst not immediately at risk but the coming years is likely to become so, and replacement/upgrade will allow all systems to be changed at the same time and benefit from economies of scale.</p> <p>There is a significant reliance on the annual revenue from Parking revenue of approx. £9.3m+ GBC and £4.3m+ WBC pa.</p>
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Key Deliverables

Period	Key Deliverable	Description	Status
Project Organisation	Budget and Procurement Sign off	Approved at Mandate meeting in May, JMT 05/06, EPB 19/06 Next SCB 12/07, Executive 08/08, Full Council TBC	In process
Project Organisation	IT support/Finance support	IT support for New system security, improved connection in car parks if BT upgrade required & payment linked to BW/Adelante	In process
Procurement	Procurement - Invitation to tender		
Procurement	Evaluation of Tender applications inc case studies and site visits		
Procurement	Selection of successful contractor		



Procurement	Contract agreed/signed - inc standstill period		
Procurement	Implementation plan and timetable		
Pre-Implementation	Communication plan to support work around car parks & stakeholders	Involvement of Comms, Web Team, parking and customer services	
Pre-Implementation	Equipment manufacture and configuration		
Implementation	System installation		
Implementation	System testing & sign off		
Go Live	Go Live roll out		
Go Live	Communication internal/external		
Go Live Stabilisation	Project stabilisation and monitoring		

Success Criteria

Success Criterion	Status	Description
New machines installed, working well and without issues with improved functionality for ops staff		
Customer journey efficient and/or improved		
More efficient revenue collection processes for customer		Cash collection reduction and less theft opportunities and offering more payment options
More efficiency savings for operations team		less call out and remote working of barriers & if ticketless no topping up of machines



Improved functionality with improved reporting and business intelligence		
Reduced time on machine maintenance and replenishment of tickets		

Strategic Objectives

Strategic Objectives (Corporate Plan)	Protect parking revenue from car parking machines by replacing them before they fail and management of car park users.
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Confidentiality

Is this project confidential?	No
Reason for confidentiality	N/A

Project Categorisation and Ranking

Question	Provide a Ranking for this Project	Score
Health & Safety	Will improve H&S in barrier POF car parks as improved equipment and signage	0
Physical Security	Will improve due to less cash being used in machines and potential for fewer cash collections	0
Cyber Security	Newer equipment will have better cyber defences	4
Keep the Lights On (KTLO)		8
Regulatory Compliance		6
Net Present Value (NPV)		10



Quality Assurance	6
IT Application Project	6
Homes & Jobs: Residents having access to the homes and jobs they need	0
Environment: Protecting our environment	0
Community: Empowering communities and supporting people who need help	0
Improved Council	0

Project Categorisation and Ranking Aggregation	Score
Project Categorisation & Ranking Score	40

Economic Case – Scope & Options

Scope

Scope Status	Opportunity to collaboration between GBC and WBC however not finalised
Scope Status Explanation	By combining the procurements there may be opportunities for cost savings and standardising of equipment and practises.
In Scope	<ul style="list-style-type: none"> ● Pay and Display Pay Machines <ul style="list-style-type: none"> ○ GBC x 44, ○ WBC x 68 ● Pay on Foot Pay Machines x 13 (GBC) ● Off-Street Car Parks Locations for GBC/WBC ● Training on new Pay machines and reporting/maintaining
Out of Scope	<ul style="list-style-type: none"> ● No business change or team changes except training on new software ● On-Street Parking as its now SCC ● Park and Ride sites ● Any GBC P&D sites that have contactless technology ● The following carparks are likely to be removed due to re-development <ul style="list-style-type: none"> ○ Old Police Station



- Commercial Road 2
- Guildford Park

IT Project Requirements

Requirement	Description of Requirement
IT Input	Implementation of Cloud based back-office system & Connection upgrade to car park machine (POF/P&D)
IT security	Ensure suppliers portals/web browser sites are safe for GBC and meet GBC IT security standards
Business world linked to payments /Adelante smart pay	Payments from credit card transactions can be recorded correctly& for auditing and consolidation
Single sign on	Secure sign on for team using browser
Improved telecoms connection	Improved/upgraded connection in car parks for payment machines, to improve telecoms speed and efficiency of transactions and the links to Parking office control room and the wider parking and case teams
Mitel/Unicorn issue	Linked to control room phone & CCTV, to ensure consistent availability for call/help points on the machine and within the car parks

Options



OBC - High-Level Parking Equipment Procurement Options Evaluation July 2024 (KL)

	High-Level Options (Are there any options we haven't considered?)	Non-Financial Benefits	Financial Benefits	Strategic Success Criteria (Are these the right success criteria?)	
				Cost effective replacement of equipment	Revenue protection
1	Do Nothing – This is a serious risk to income protection. If the machines failed without a solution in place, GBC/WBC would jeopardise a significant net monthly income of around £790,000 (in GBC alone) until they were replaced. This type of procurement would take from start to implementation 10-14 months. By doing a planned upgrade, it gives us time to look at suppliers and to seek the best financial offering.		A high risk of revenue loss. GBC - £790k p/m WBC – N/A		
2	Do Minimum – To replace existing systems, front end implementation costs and 10-year servicing and transactional/cash collection costs are estimated to be approx. 1. GBC £6.1m over 10 years, £3.4m over 5-years. A 10-year contract would be more financial beneficial than a 5-year contract. 2. WBC £3m for 10-years, £1.6m for 5 years. Assumptions made regarding transactional and maintenance costs for estimating purposes. Note: Due to the different equipment required it may be over 2 procurements.		The risk of revenue losses could be mitigated but costs to GBC and WBC would be higher than Option 3		
3	Do More – To jointly procure, the savings estimate is somewhere in the region of £500k for GBC over 10 years and £500k for WBC In Summary: Upfront capital costs would be GBC £900k and WBC £250k and during the course of the 10-year contract we would aim to make saving of around £1m. This will protect the expected revenue of £136m+ net revenue.		The risk of revenue losses could be mitigated. GBC and WBC could both make a saving and benefit from economies of scale		
4	Do Something Else – No other options have been identified.				

Do Nothing

This is a serious risk to income protection. If the machines failed without a solution in place, GBC/WBC would jeopardise a significant net monthly income of around £790,000 (in GBC alone) until they were replaced. This type of procurement would take from start to implementation 10-14 months. By doing a planned upgrade, it gives us time to look at suppliers and to seek the best financial offering.

Do Minimum

n/a

Do More

To Procure and replace existing systems, front end implementation costs and 10-year servicing and transactional/cash collection costs are estimated to be approx.

1. GBC £6.1m over 10 years (£3.4m over 5-years) a 10-year contract would be more financial beneficial than a 5-year contract.
- 2- WBC £3m for 10-years, £1.6m for 5 years, assumptions made regarding transactional and maintenance costs for estimating purposes.

Note: Due to the different equipment's it may be over 2 procurements.



Do Most

To Joint Procure, the contract value estimate is somewhere in the region of £9.1m over 10 years (£5m over 5 years).

In Summary: Upfront capital costs would be GBC £900k and WBC £250k and during the course of the 10-year contract we would aim to make saving of around £1m. This will protect the expected revenue of £136m+ net revenue.

A joint procurement and longer contract of 10 years has benefits financially and some suppliers can provide CAPEX arrangements over that term.

This option also positive for future productivity, equipment longevity, financial and security for both GBC/WBC. Combined forces mean a better commercial offering.

Do Something Different

n/a

Which is the recommended option and why?

Do Most - Procurement for GBC and WBC to replace all systems within the same procurement. This should enable us to get a better price and agreement and save officer time in procurement, implementation, and evaluation. It will also provide benefits of shared systems across the group and improved resilience.

This should be done in two phases POF and P&D so that the critical machines get replaced in phase 1.

GBC Parking has Capital funds which can be utilised for GBC capital element (up to £900k). The servicing and transactions are existing costs so unlikely to be more but will not know until procurement exercise has been completed.

WBC have earmarked £180-£250k for the same purpose and like GBC the servicing and transactions costs are already covered in budgets.

Commercial Case – Route to Market

What goods, works, or services are required?

Procurement will be required to assist Parking to find the best suited contractor/s to provide equipment and support services via a framework or restricted tendered procurement.



The following will require to be sourced - Parking Machines and related software, potential ANPR, Back-office systems, New Barrier equipment where applicable. A service management contract.

Important note: The implementation will need to be completed in 2 phases. The most urgent replacements in phase 1 (GBC POF & WBC P&D) and phase 2 GBC (P&D). If the same supplier can provide all equipment 1 procurement may be possible however it is to be noted if not possible then 2 procurements will be required.

Procurement Officer(s)	
How will the goods, works or services be procured?	Restricted Tender exercise or Framework via Procurement would be our recommendation rather than three full procurement undertaken independently by GBC/WBC
Contract Management Strategy	Via Legal contract and KPI/SLA set in contract for failures or issues identified
Evaluation Approach	monitoring of performance of equipment and service by contractor
Selection and Contracting Criteria	Price and Technical evaluation through procurement process + utilising provider case studies and visiting existing customer for feedback
Procurement Timescale (& History)	10-14 months but must start ASAP

Contracts

Reference No. in Contract Register/ Work Programme	
Procurement Contract Type	10-year contract
Contract Name	
Start Date	
Monitoring Start Date	
End Date	
Value of Contract	



Length of Contract (years)	
Reason for Contract	

Financial Case – Costs, Funding, Income/Revenue, Savings, Purchase Orders

Costs Status	Parking Capital funds available but require authorisation for release for project
Cost Status Explanation	Parking reserve budget of £2m identified and anticipated capital cost up to £900k

Whole Life Costs

Initial Rough Order of Magnitude (ROM) Estimated Cost	<p>GBC Capital – up to £900k & then internal costs for any resources charged for project assistance, IT, finance, Web/Comms etc</p> <p>Transaction and servicing already budgeted for ongoing but estimates can be see in section WLC below.</p>																																																	
Estimated Total Whole Life Cost (WLC) of Project	<p>GBC WLC -<i>Note: Estimates until procurement exercise completed</i></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Capital Total (£)</th> <th>Ongoing servicing and maintenance</th> <th>Transactional costs (cash, card, pay by phone)</th> <th>Net Revenue Total (£)</th> </tr> </thead> <tbody> <tr> <td>2024/25</td> <td>£900k</td> <td></td> <td>£260k-£360k</td> <td>£9.3m+ or part thereof</td> </tr> <tr> <td>2025/26</td> <td></td> <td>£180k</td> <td>£260k-£360k</td> <td>£9.3m+</td> </tr> <tr> <td>2026/27</td> <td></td> <td>£180k</td> <td>£260k-£360k</td> <td>£9.3m+</td> </tr> <tr> <td>2027/28</td> <td></td> <td>£180k</td> <td>£260k-£360k</td> <td>£9.3m+</td> </tr> <tr> <td>2028/29</td> <td></td> <td>£180k</td> <td>£260k-£360k</td> <td>£9.3m+</td> </tr> <tr> <td>2029/30</td> <td></td> <td>£180k</td> <td>£260k-£360k</td> <td>£9.3m+</td> </tr> <tr> <td>2030/31</td> <td></td> <td>£180k</td> <td>£260k-£360k</td> <td>£9.3m+</td> </tr> <tr> <td>2031/32</td> <td></td> <td>£180k</td> <td>£260k-£360k</td> <td>£9.3m+</td> </tr> </tbody> </table>					Year	Capital Total (£)	Ongoing servicing and maintenance	Transactional costs (cash, card, pay by phone)	Net Revenue Total (£)	2024/25	£900k		£260k-£360k	£9.3m+ or part thereof	2025/26		£180k	£260k-£360k	£9.3m+	2026/27		£180k	£260k-£360k	£9.3m+	2027/28		£180k	£260k-£360k	£9.3m+	2028/29		£180k	£260k-£360k	£9.3m+	2029/30		£180k	£260k-£360k	£9.3m+	2030/31		£180k	£260k-£360k	£9.3m+	2031/32		£180k	£260k-£360k	£9.3m+
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2032/33		£180k	£260k-£360k	£9.3m+
2033/34		£180k	£260k-£360k	£9.3m+
Total estimate	£900k	£1.8m	£2.6m-£3.6m	£93m+

Note: Servicing and Transaction costs are already paid by the service so even though shown above it is only the Capital outlay expected to be different, up to £900k, however this will not be known until procurement exercise has been completed. Current Transactions over 10 years £2.9m.

Even though estimated to spend up to £850k on capital, £50k contingency is included, making £900k

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WBC WLC - *Note: Estimates until procurement exercise completed*

Year	Capital Total (£)	Ongoing servicing and maintenance	Transactional costs (cash, card, pay by phone)	Net Revenue Total (£)
2024/25	£250k		£157k-£205k	£4.3m+ or part thereof
2025/26		£77k	£157k-£205k	£4.3m+
2026/27		£77k	£157k-£205k	£4.3m+
2027/28		£77k	£157k-£205k	£4.3m+
2028/29		£77k	£157k-£205k	£4.3m+
2029/30		£77k	£157k-£205k	£4.3m+
2030/31		£77k	£157k-£205k	£4.3m+
2031/32		£77k	£157k-£205k	£4.3m+
2032/33		£77k	£157k-£205k	£4.3m+
2033/34		£77k	£157k-£205k	£4.3m+
Total estimate		£693K	£1.6m - £2.1m	£43m+

Note: The above costs are estimates and are to be confirmed by WBC

Whole Life Period of Asset (for Net Present Value)

10 years + (Present equipment 13 years old)



Total Project Cost Forecast this Financial Year	GBC - Up to £900k via Parking Capital WBC – Up to £250k via WBC Capital
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Business World Reference Numbers

Capital Cost Centre Code (Business World)			
Capital Project Cost (Business World)			
Revenue Cost Centre Code (Business World)			
Revenue Project Code (Business World)			

Detailed Project Costs, Funding, Savings, Purchase Orders

Commentary on Costs, Budgets & Funding	GBC/WBC Year 1 – Capital via Parking Capital fund up to £900k for GBC & £250k WBC. There will also be transactional costs for both but they are already budgeted for. Year 2-10 – Existing servicing and transactions costs already included in service budget as existing costs
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Project Costs & Budgets

Item	
Period	
Approved/Provisional/Vision	
Category	
Revenue or Capital?	Capital
Budget (£s)	£900k GBC, £250k WBC
Cost Code (Business World)	



	WBC TBC
Forecast (£s)	
Actual (£s)	
Reason for Deviation	
Purchase Order Number	
Cost Code (deprecated)	

Costs & Budget Totals

Costs & Budgets Total	Budget	Forecast	Actual
Total	£900k	£900k	

Funding

Available Date	GBC Pending Approval meetings – Executive and Full Council
Funded Item	GBC replacement Parking POF/P&D machines & WBC replacement
Amount (£)	GBC £900k (WBC Funds already agreed in principle)
Internal or External	Internal
Funding Source	GBC Capital Parking Reserve fund & WBC Capital Fund

Funding Totals

Funding Source	Amount
Total	Sum of

Income/Revenue Generation by Project

Expected date for Income/Revenue	Income Revenue Generating Item	Income/Revenue Target (£)	Income/Revenue Agreed (£)	Income/Revenue Category	Further Information
FY 25/26	GBC Parking WBC Parking	£10.1m+ net £4.2m+ net*			



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*WBC to confirm

Savings

Year	
Description of Saving	Reduction in Cash collections from pay machines
Estimated Saving (£s)	£1m over 10 years for GBC/WBC estimated
Savings Delivered to Date (£s)	
Type of Saving	
Comment – Savings Delivered	

Savings Total

Savings	Amount
Total	Sum of

Management Case – Delivery Plan

Governance	
Assurance	Project manager to monitor and deliver project plan in conjunction with service leads and suppliers
Stakeholder Engagement & Communications	To agree with Comms/Web team plan for communication through project stages
Contract Management & KPIs	Work with Legal to draw up a contract with KPI's which will be monitored by the Parking Ops team & parking Lead
Change Control	Via project management



Impact Assessment

Are the anticipated outputs from this project going to impact on other projects?	No
List Services or Projects Impacted	n/a

Impact Assessments Required

Which of the following Impact Assessments (IA) are required?

Equality IA	Privacy IA	Business IA	Environmental IA	Climate Change IA
Fwd to relevant business group to ask if relevant, await reply	Draft created – wip	Fwd to relevant business group to ask if relevant, await reply	Fwd to relevant business group to ask if relevant, await reply	Fwd to relevant business group to ask if relevant, await reply

Impact Assessment Further Information & Links

Impact Assessment Information & Links	<i>AC note: Sent question out to all parties and await response as to what is applicable for this project 270624</i>
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Collaboration Considerations

What does Waverley/Guildford currently do to provide this service?	<p>Agreement at Transformation and collaboration board that GBC/WBC can do joint procurement with aim to seek better financial contract and resilience within the services.</p> <p>It was also considered at JMT & EB and fully supported by Kelvin Mills for GBC/WBC</p>
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What discussion has been had with Waverley/Guildford about this mandate?

Joint discussion and planning as above

What opportunities are there for savings through the collaboration?

Benefits of economy of scale, both in terms of equipment procurement and ongoing maintenance and transactional activity.
Also including a reduction in cash collections and improved payment methods and customer service. Resilience in system usage across both councils and if enforcement is brought under GBC, then same systems, and front-line maintenance requirements.



Stakeholders

Internal Stakeholders

List of Internal Stakeholders	Kelvin Mills Cllr Catherine Houstin (GBC) Cllr Tony Fairclough (WBC) Finance IT Procurement Legal
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External Stakeholders

List of External Stakeholders	Residents of GBC and WBC
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Project Team & Reviewer List

Name	Project Role
Andy Harkin	GBC Parking Lead
Mark Davis	WBC Parking Lead
Ann Carroll	Project Manager
Legal	TBC
Finance	TBC
IT	Darren Spice
Comms	TBC
Web	TBC
Procurement	Gavin Seabourne-Pugh

Authors

Authors	Andy Harkin & Ann Carroll
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Resources

Resources Status	As project team above – no changes Parking Manager and Parking Leads are already employed by the service Unknown resource availability by internal areas currently such as IT, Finance, Legal etc
Resources Status Explanation	

Internal Resources

Internal Resources	As above
Staffing Implications (FTE)	n/a

External Resources

External Resources	n/a
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Tasks & Milestones

Milestone Status	Authorisation from Executive & Full Council pending				
Milestone Status Explanation					
Task	Governance				
Description	As above				
Start Date	End Date	% Complete	Status	Key Milestone	Owner

Task 1	Approval of GBC Capital reserve funds				
Description					
Start Date	End Date	% Complete	Status	Key Milestone	Owner
10/05/24	TBC	40%	Amber	Approval	AH

Task 2	Procurement				
Description	To conduct Procurement to achieve Supplier. Can not start process until Approval completed				
Start Date	End Date	% Complete	Status	Key Milestone	Owner
TBC		0%			

Task 3	Implementation of Payment machines, Barriers, ANPR, Back Office etc. Including Testing and stabilisation, sign of				
Description	To conduct Procurement to achieve Supplier. Can not start process until Approval completed				
Start Date	End Date	% Complete	Status	Key Milestone	Owner
TBC		0%			

Progress Updates



Date Added	
Task	
Progress	
Planned Activities	
Target Date	

Strategic Issues

Issues Status	
Issues Status Explanation	The time taking to move project to approval procurement stage from approval, which remains a risk if equipment starts failing.

Issue

Status	Red
Name of Issue	Approval process and timescales
Description of Issue	During this process which we started around March/April there has been different advice and directions given and a duplication of works to changes in the business and a clear direction, this has caused delays in progress
Issue Category	
Key Issue?	Clear direction for quick approvals with higher risks
Target Resolution Date	
Action being taken	
How was the issue resolved?	



Resolution Date	
Owners	

Issue

Status	
Name of Issue	Failure if payment equipment should it fail before replacement
Description of Issue	The equipment is end of life and limited parts to repair. Some machines will fail at some point but its mitigating this before it happens
Issue Category	Red
Key Issue?	Equipment & time for approvals
Target Resolution Date	ASAP
Action being taken	Seek approval to progress with procurement to replace
How was the issue resolved?	
Resolution Date	
Owners	

Issue

Status	
Name of Issue	
Description of Issue	
Issue Category	
Key Issue?	
Target Resolution Date	
Action being taken	
How was the issue resolved?	
Resolution Date	
Owners	

Strategic Risks

Risk Status	
Risk Status Explanation	

Risk 1

Risk	There is a risk that if we do not get Capital funds then the current end of life equipment could not be replaced before failing.		
Consequence	Significant loss in Revenue (Circa £2m during unpanned re-procurement) and customer confidence in using car parks when machines not operational		
Description of Risk	Which would result in significant revenue loss to Parking and GBC and potential disruption in some car parks. If we had to provide parking free rather than close the car parks, that may have a significant impact to visitor parking as the spaces would be utilised by any person inc workers, residence of Guildford which would impact high-street trade during this period. If closed then this would also impact GBC being an enabler and the economy.		
ROM cost for risk item	£900k capital reserve	n/a	Suggested using Parking Capital fund
Date raised	10/05/24 as part of Mandate		
PPM Risk Category	Delivery		
Corporate risk category	Financial & Service delivery & reputational damage		
Current Controls in Place	Existing POF/P&D systems		
Current Likelihood & Impact	5	4	
Rationale for Current Score	The equipment is end of life and limited parts to repair. Some machines will fail at some point but its mitigating this before it happens		



Mitigating Action	While waiting to replace the machines, the team are using parts of other machines where necessary until they run out	
Mitigated Likelihood & Impact	2	2
Target Mitigation Date	P&D by Christmas or early new year & POF by end of FY24/25 however POF is the higher risk due to potential revenue impact	
Owners	Andy Harkin (GBC) & Mark Davis (WBC)	

Risk 2

Risk	There is a risk that we cannot get the internal resource support needed in IT and finance	
Consequence	Which would result in delays in completing elements of the project later	
Description of Risk	IT security and Finance resource allocation may be a risk but will be mitigated and plans made with those departments as part of the project. This project is on the ICD pipeline	
ROM cost for risk item	n/a	n/a
Date raised	Made IT aware of project in 2023 but forwarded Mandate in May24, Finance aware May 2024	
PPM Risk Category	Delivery	
Corporate risk category	Financial & Delivery	
Current Controls in Place	BAU in service	
Current Likelihood & Impact	3	3
Rationale for Current Score	If these areas are not available, then elements may be delayed meaning machines and payments may not be BAU and would impact customers and revenue	
Mitigating Action	Involving both areas in project early and planning for resources	
Mitigated Likelihood & Impact	2	2
Target Mitigation Date	P&D by Christmas or early new year & POF by end of FY24/25 however POF is the higher risk due to potential revenue impact	
Owners	Andy Harkin (GBC) & Mark Davis (WBC)	

**Risk 3**

Risk	There is a risk due to 3G being switched off which would affect WBC existing contactless equipment and is dependant on WBC current provider.		
Consequence	Loss of connection and payment options for customers = lost revenue and customer confidence and potential disruption in car park		
Description of Risk	If the 3G network was switched off, then this would affect payment machines taking contactless payments and reporting of issues with machines		
ROM cost for risk item	£180-£250k on replacement kit	n/a	
Date raised	May 24 on Mandate		
PPM Risk Category	Delivery		
Corporate risk category	Financial & Delivery		
Current Controls in Place	Existing BAU existing equipment		
Current Likelihood & Impact	5	4	
Rationale for Current Score	If we lost 3G then no contactless payments could be processed on the payment machines which would mean a loss of revenue and impact to customers & the the connectivity to machines for monitoring may be impacted		
Mitigating Action	Procurement to replace equipment which would be 4g/5g		
Mitigated Likelihood & Impact	2	2	
Target Mitigation Date	ASAP		
Owners	Mark Davis (WBC)		

Assumptions**Assumption**

Assumption	Description
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Car parks remain as car parks	That all the car parks not presently earmarked for redevelopment will remain as car parks, that no other parking facilities or compensatory parking (for any losses elsewhere) will be provided, and that the method of control within each car park will not change during the 10-year period.
Car Park Tariffs	Estimated revenue based on tariffs remaining static but some will change within the contract term which will affect revenue
Maintenance	Maintenance over the period is likely to see small increase due to annual indexing

Assumption

Assumption	Description

Dependencies, Constraints, Opportunities

Dependencies

Dependency Item	Description
Business to support/approve decision	Via approval gateway system and governance
IT/finance provide support for implementation	ICDT Aware and Finance/Accountant made aware
PM to be available to manage project	PM available

Constraints

Constraint Item	Description



Resources available within the business	If there are delays for internal resource support which could delay certain deliverables
Budget availability for project	Capital reserve available. Service currently pays transaction costs and maintenance already in budget however until procurement full cost implications of 10-year contact not known

Opportunities

Opportunity Item	Description
New Technology	Future proof system, improve business intelligence and reporting, improve resilience as more can be achieved remotely
Improve customer journey	Better payment options, quicker response times on machines, future potential to link to retail partners in respect of offers and discounts
Reduce cash collections and costs savings	By improved payment offering can reduce amount of cash machines and cash collection. Also reduce theft and vandalism. Efficiency and savings for removing tickets.
Efficiencies in managing car parks	Remote management, removing ticketing, less cash collections and reconciliation, less maintenance by current enforcement officers
Improved reporting and information	Improved reporting lines, business intelligence & potential resilience building across GBC/WBC

Strategic Benefits

Benefits Status	Pending
Benefits Status Explanation	Collaboration with WBC

Estimated Financial Benefits	1- Less cash collections, 2- better commercial and financial contract if joint procurement (unknown benefit t this time), 3-New technology provide efficiencies in car park management of stock and removing of ticket system and ability to change own tariff
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Financial Benefits

Benefit	Financial Focus & Organisational
Description	Revenue generated and organisation of parking stock & due to less maintenance cost saving and efficiencies
Benefit Type	Financial
Estimated Value of Benefit	Over 10 years GBC Revenue estimated to be £93m+ net & WBC £43m+
Key Financial Benefit	Improved payment options, improved reporting and business intelligence, potential cash collection savings c
Owners	Parking Lead (GBC) and Parking Manager (WBC)

Non Financial Benefits

Benefit	Customer focused service
Description	Improved service for customers
Benefit Type	Customer focused
Key Non-Financial Benefit	Customer satisfaction and management of car parking stock while helping to keep traffic flowing in the town. If using ANPR potential for better business intelligence and car parking stock management
Measure of the Benefit	Car Park usage
Delivery Date	As other delivery dates
Owners	Andy Harkin (GBC) & Mark Davis (WBC)

Strategic Direction

Strategic Direction Required	It is important that we can move quickly and replace the end-of-life equipment to enable 1-continued protection of this revenue stream, 2-management of parking stock 3-customer satisfaction and ability to utilise parking stock effectively which in turn supports the respective towns' economies.
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WBC also have a risk of 3G being switch off which will affect their connection and payment options.

Strategic Direction
Given

Quality & Acceptance Criteria for Project Success

Quality Status

Quality Status
Explanation

Acceptance Criteria

Criterion	Criterion for Success	Achieved?
Benefits	Improved functionality, Operation: less maintenance and upkeep, better connection	
Costs	Costs reduce due to reduced need for maintenance. Potential cost saving in transactional costs and cash collection. Revenue opportunities by increasing contactless payment options so customers are not restricted to one option	
Quality	Improved Parking machines and functionality	
Resources and Effort	Resources available and can complete what is required to fulfil project deliverables	
Risks	GBC non failure of POF system and upgrading WBC P&D equipment so they an continue to make payments after 3g network switched off	
Savings	Cash Collection reduction over time	



Lessons Learned

What went well?

Item

Category

Description

What went badly?

Item

Category

Description

What was lacking?

Item

Category

Description

Challenges

Item

Category

Description

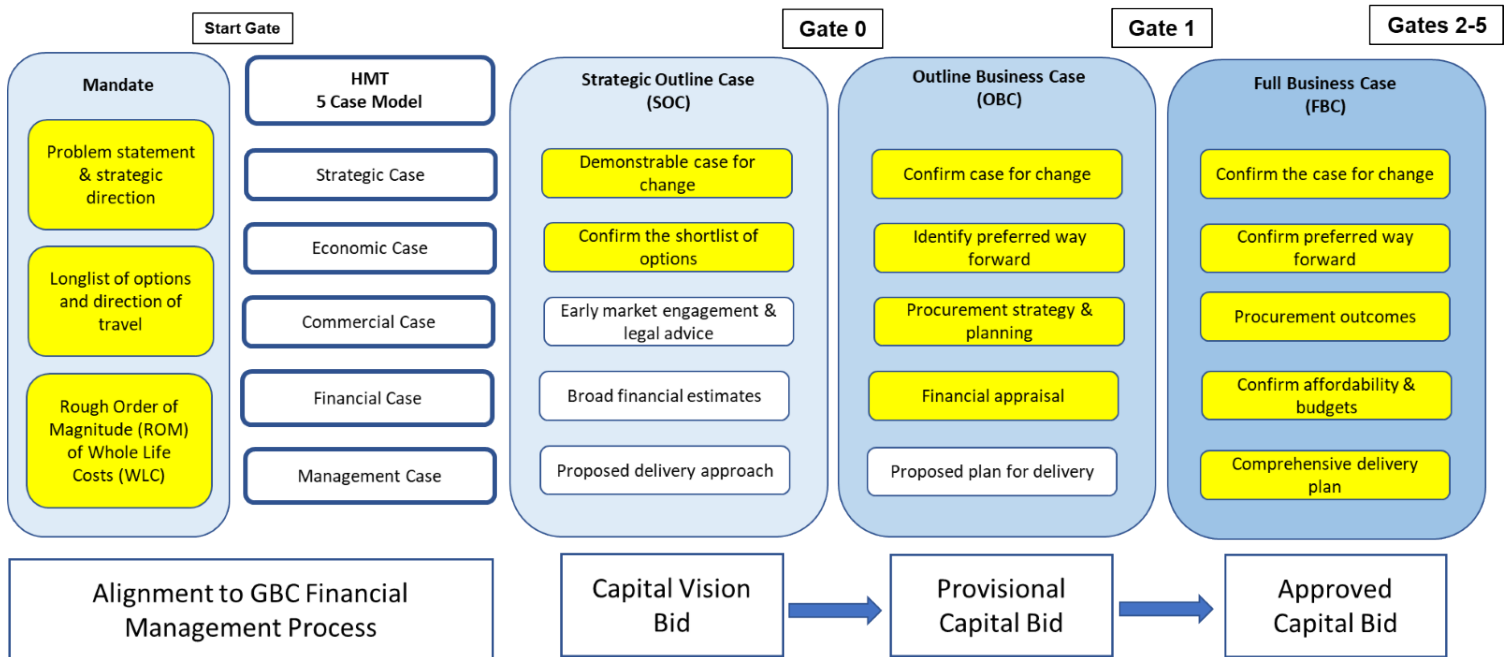
Approvers

Approver	1. Mandate Board, 2. ICDT, 3. JMT, 4. SCB, 5. Executive 08/08, 6. FC tbc
Approved	As above, wip
Approval Comments	

Annex A

How does a Business Case evolve from SOC to OBC to FBC?

You will need to consider all the 5 cases as much as possible, in particular, focussing on the yellow highlighted cases for each level of the business case as per the table below:



Guidance to ensure you are answering the right questions at each stage in each case.



Questions to be Answered at Each Stage

Type of Case	Discovery/ Strategic Outline Case	Define/ Outline Business Case	Design/ Full Business Case	In Delivery
Strategic Case	Is there a compelling case for change?	Is there still a compelling case for change?	Is there still a compelling case for change?	Is the case for change still strong?
Economic Case	What are our options for providing the best VFM?	Can we demonstrate the option chosen is best VFM?	Does the chosen option still provide the best VFM?	Is this providing VFM?
Commercial Case	How will we buy what we need to deliver?	How will suppliers be selected?	How will suppliers be managed?	Are suppliers delivering to contract?
Financial Case	What might it cost and can we afford it?	What might the chosen option cost and we afford it?	What does the chosen option cost and can we afford it?	Can we still afford it?
Management Case	How will the project be delivered? In-house or not?	How might the chosen option be delivered?	How will the chosen option be delivered?	Is delivery on track?