

General Information			
Project Name	Apprenticeship Levy		
Project Code	PR000439		
Project Description	Payment of an apprenticeship levy to central government as an employer with a pay bill of more than £3 million per annum. The levy will be charged at a rate of 0.5% of our annual pay bill.		
Project / Programme Manager	Clare Matton		
Senior Responsible Officer	Steve White		
Corporate Plan Theme	Our Economy	Ward	Not Applicable
Directorate	Corporate	Service Unit	Corporate
Expected Start Date	01/04/17	Target Completion Date	31/03/18

Drivers and Objectives	
Background Information	Introduction of a statutory levy for employers with more than 250 staff and an annual payroll cost in excess of £3 million per annum.
Project / Programme Objectives	Comply with statutory implications
Implications	HMRC penalty
Legal / Statutory requirement?	Yes
Legislative / Statutory implications	Legislation to permit the collection of the apprenticeship levy will be introduced in the Finance Bill 2016.
Constraints	The levy payment cannot be accurately determined until the April 2017 payroll is run.
Assumptions	The cost of the levy will be split 90:10 General Fund:HRA.

Outcomes and Outputs	
Expected Changes / Effects	<p>Opportunity to bid for funds to support apprenticeship training costs, but overall it will result in a significant net cost to the council.</p> <p>Once the Council have declared the levy to HMRC we will be able to access funding for apprenticeships through a new digital apprenticeship service account.</p> <p>The Council will be able to use this to pay for training and assessment of apprentices. The service will also help the Council find training providers to help develop and deliver an enhanced apprenticeship programme.</p> <p>A further report will be submitted to Corporate Management Team once details of the levy are finalised, which will include the extent to which existing training costs can be offset against the levy. A programme of training for Senior Leaders and Managers will be established to ensure the Council maximise the opportunity to offset the impact of the levy.</p>
Tangible Outputs	
Quality Criteria	
Measures for Success:	Accurate calculation of the levy, and acceptance of the submission by HMRC.

Options Appraisal

Options Appraisal / Feasibility Study?	Not Applicable
Viable options and reasons why they have been rejected	Not Applicable.

Consents Required

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

Funding Sources

Funding Type	Revenue	Capital
Revenue Bid	£675,000	

Costs

Year	2017/18		2018/19		2019/20		2020/21		2021/22	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Employees' Costs		£135,000		£135,000		£135,000		£135,000		£135,000
Total		£135,000		£135,000		£135,000		£135,000		£135,000

Financial Benefits

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

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date

Risks

Title	Description
Late payment of Levy	financial penalty
Incorrect calculation of the Levy	financial penalty

Prioritisation Scheme

Fundamental Themes

Our Economy	0 - None
Our Borough	0 - None
Our Infrastructure	0 - None
Our Environment	0 - None
Our Society	0 - None
Your Council	0 - None
Fundamental Themes Total	0

Other Categories Themes

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

Justification for the scores given

Statutory requirement no discretion

Bid for Funding : Procurement Support Assistant Growth Bid



General Information			
Project Name	Procurement Support Assistant Growth Bid		
Project Code	PR000451		
Project Description	This is a growth bid for the 2017-18 financial year for continuation of the Procurement Support Administrator role. This role is currently being advertised on a 6 month fixed term basis and is expected to be filled in Nov/Dec 2016, meaning the initial period will finish in May/June 2017 and it is likely additional time will be required to complete the role's core objective. The core objective is to implement a public contracts register and ensure the Council meets its transparency obligations.		
Project / Programme Manager	Nathaniel Burrows		
Senior Responsible Officer	Sandra Herbert		
Corporate Plan Theme	Your Council	Ward	Not Applicable
Directorate	Corporate	Service Unit	Corporate
Expected Start Date	01/12/16	Target Completion Date	30/11/17

Drivers and Objectives	
Background Information	<p>The core objective of this role is to assist in the development and implementation of a public contracts register and ensure the Council meets its transparency obligations. Currently GBC has an internal contracts register, which does not include the majority of contracts and is updated sporadically. The Local Government Transparency Code 2014 requires local authorities to publish, at least quarterly, all contracts with a value over £5,000. The first required publication was in December 2014. To date GBC has not published a register of their contracts.</p> <p>The contracts register will need to be developed based on information provided by service areas and through the analysis of the information held on GBC's financial system. This is going to be a large piece of work, due in part due to contracts not being linked to spend on the financial system.</p> <p>Another area of transparency is the requirement, under the Public Contracts Regulations 2015, to publish contract notices and award notices for all contracts valued at over £25,000. This is currently not being met, with very few contracts being published on Contracts Finder. The development of the contracts register will enable GBC to cross check compliance with the PCR 2015 requirements.</p> <p>The Procurement Officer is in the process of rolling out a Procurement Toolkit to guide the Council's procuring officers down compliant procurement routes and highlight the transparency requirements. Following the roll out the assistant role will provide support and advice on using the toolkit.</p> <p>There is likely to be a requirement for 12 months and increase of 6 months in comparison to the original fixed term period.</p> <p>Currently there is only one qualified procurement officer at GBC and the important work of procurement (along with key objectives of delivering saving and value for money) is being carried out by procuring officers who have limited knowledge of the requirements and of achieving compliance in their procurements. The additional resource is required to deliver compliance in this area.</p> <p>A report produced for the Scottish Government recommended that there should be at least one trained and qualified procurement professional for every 13 million of contract spend. The level of procurement activity in GBC is high and to support this there is a requirement for additional resource.</p>

Project / Programme Objectives	To provide resource to assist with the delivery of procurement and contract compliance at GBC.
Implications	Achieving compliance would be delayed. This will then delay the ability to start to analyse spend and report on savings.
Legal / Statutory requirement?	Yes
Legislative / Statutory implications	The Local Government Transparency Code 2014 and Public Contracts Regulations both require transparency in the tendering, award and management of contracts.
Constraints	As a 6 month fixed term contract the pool of applicants will be reduced and the quality of applicant is likely to be lower than for a permanent role.
Assumptions	

Outcomes and Outputs

Expected Changes / Effects	Compliance with transparency requirements.
Tangible Outputs	
Quality Criteria	
Measures for Success:	Delivering a compliant contracts register and ensuring all the required contracts are on Contracts Finder. Assisting with the roll out of the procurement toolkit.

Options Appraisal

Options Appraisal / Feasibility Study?	No
Viable options and reasons why they have been rejected	

Consents Required

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

Funding Sources

Funding Type	Revenue	Capital
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Costs

Year										
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Employee costs		35,000		35,000		35,000		35,000		35,000
Total		35,000		35,000		35,000		35,000		35,000

Financial Benefits

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

Non-Financial Benefits

Title	Category	Measure	Expected Delivery Date
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Risks	
Title	Description
Contracts register	Loss of funding through not meeting transparency obligations
Contracts Finder	Risk of being audited by the Cabinet Office / Crown Commercial Services / Mystery Shopper Service

Prioritisation Scheme

Fundamental Themes	
Our Economy	6 - Medium
Our Borough	0 - None
Our Infrastructure	0 - None
Our Environment	0 - None
Our Society	0 - None
Your Council	8 - Medium to high
Fundamental Themes Total	14
Other Categories Themes	
Asset management	0 - No maintenance required
Business Case	0 - No revenue implications
Health and Safety / Statutory requirement	0 - None
Service Delivery	0 - None
Third Party Funding	0 - No external contribution identified
Other Category Themes Total	0
Total	14

Justification for the scores given

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Bid for Funding : Revenue and Payments Restructure Part 2

Confidential

General Information			
Project Name	Revenue and Payments Restructure Part 2		
Project Code	PR000410		
Project Description	Restructure of Revenue and Payments service - this covers the additional savings that are now expected to be made.		
Project / Programme Manager	Steve White		
Senior Responsible Officer	Steve White		
Corporate Plan Theme	Your Council	Ward	Not Applicable
Directorate	Resources	Service Unit	Resources
Expected Start Date	01/09/16	Target Completion Date	31/03/17

Drivers and Objectives	
Background Information	A number of changes have created the opportunity to restructure the Revenue and Payments Service. Some of these are covered in last year's restructure project. Before this could be implemented the Housing Benefit and Council Tax Managers resigned. This creates an opportunity to make additional savings and a more comprehensive restructure than was originally envisaged. The financial savings currently identified are very much an estimate due to the early stages of the restructure. Job evaluation of new/revised posts has yet to be completed.
Project / Programme Objectives	2015 aim was a reduction in the number of teams. More focussed resources on e procurement and resilience on Payroll. The initial restructure has progressed with the resignation of the Housing Benefit and Council Tax Managers. From 6 June 2016 the additional aims are to put automation at the forefront of the service and create career opportunities, as well as efficiency for common tasks.
Implications	Following last year's CMT restructure there was agreement that reporting services would be reviewed.
Legal / Statutory requirement?	No
Legislative / Statutory implications	
Constraints	
Assumptions	

Outcomes and Outputs	
Expected Changes / Effects	Reorganisation of the Revenue and Payments Service
Tangible Outputs	Reduction in posts
Quality Criteria	
Measures for Success:	More focussed resources on e procurement and resilience on Payroll. Automation at the forefront to create a modern service and contribute to the Council's transformation agenda.

Options Appraisal	
Options Appraisal / Feasibility Study?	Not Applicable
Viable options and reasons why they have been rejected	

Consents Required

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

Funding Sources

Funding Type	Revenue	Capital
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Costs

Year										
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Total										

Financial Benefits

Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Restructure Savings Type: Financial	0	114,000	0	114,000	0	114,000	0	114,000	0	114,000
Total	0	114,000	0	114,000	0	114,000	0	114,000	0	114,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
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Risks

Title	Description
Costs offset Savings	Once the business case has been completed there may be minimal or no savings

Prioritisation Scheme	
Fundamental Themes	
Our Infrastructure	0 - None
Our Economy	2 - Low
Our Borough	0 - None
Our Environment	0 - None
Our Society	0 - None
Your Council	10 - Very high
Fundamental Themes Total	12
Other Categories Themes	
Asset management	0 - No maintenance required
Business Case	10 - 100% income generated (pro-rata to the capital cost)
Health and Safety / Statutory requirement	0 - None
Service Delivery	10 - Very high
Third Party Funding	0 - No external contribution identified
Other Category Themes Total	20
Total	32

Justification for the scores given

Two senior manager resignations have created the opportunity for a more extensive restructure than first envisaged.

General Information			
Project Name	Data Protection Officer		
Project Code	PR000448		
Project Description	Growth bid for recruitment of new post to meet legal obligations imposed under the General Data Protection Regulation (2016).		
Project / Programme Manager	Adrian Hudson		
Senior Responsible Officer	Steve White		
Corporate Plan Theme	Your Council	Ward	Not Applicable
Directorate	Resources	Service Unit	Resources
Expected Start Date	03/01/17	Target Completion Date	

Drivers and Objectives	
Background Information	The General Data Protection Regulation (2016) sets out new legal obligations on GBC to ensure we manage all personal data held as part of our service delivery to residents in accordance with strict standards fully recognising the rights' of the individual. This includes employing a suitably qualified individual to promote, monitor and ensure compliance in all our activities.
Project / Programme Objectives	To recruit a suitable individual, achieve legal compliance through best practice implementation of the regulation and provide public confidence in GBC as a data owner and processor of sensitive personal data.
Implications	ICO penalties ranging from advice, remedial action and prosecution with fines of up to Euro 20M. Potential civil liability to individual(s) will also result for loss, distress or harm caused by any breach from a failure to implement the GDPR.
Legal / Statutory requirement?	Yes
Legislative / Statutory implications	The GDPR sets out the obligations and penalties in full for the various levels of breach for officers and the authority.
Constraints	Implementation of the necessary changes by May 2018 when enforcement will commence.
Assumptions	Post will be 1 FTE at Band 8.

Outcomes and Outputs	
Expected Changes / Effects	Procedures, policies and a culture that recognises the GDPR in all activity.
Tangible Outputs	
Quality Criteria	
Measures for Success:	Compliance measured via external audit to the GDPR.

Options Appraisal	
Options Appraisal / Feasibility Study?	Not Applicable
Viable options and reasons why they have been rejected	Compliance to the GDPR is mandatory and the specific actions required, including employing a suitably qualified individual, are defined in the GDPR.

Consents Required	
Is Planning Permission required?	No
Is Building Regulations required?	No

Any other consents required?	No
Provide details of any other consents required.	

Funding Sources		Revenue	Capital
Funding Type			
Revenue Bid		£303,250	

Costs										
Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Employees' Costs (G3541)		£60,650		£60,650		£60,650		£60,650		£60,650
Total		£60,650		£60,650		£60,650		£60,650		£60,650

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

Non-Financial Benefits			
Title	Category	Measure	Expected Delivery Date

Risks	
Title	Description
GDPR Compliance - Criminal Prosecution	Failure to comply with the GDPR will result in the potential for enforcement (criminal) action by the ICO.
Fines & Damages	Failure to comply with the GDPR will result in the potential for fines of up to Euro 20m and unknown civil damages.
Public Confidence	Failure to comply with the GDPR will erode public trust and confidence in GBC as a service provider.

Prioritisation Scheme

Fundamental Themes

Our Economy	0 - None
Our Borough	0 - None
Our Infrastructure	0 - None
Our Environment	0 - None
Our Society	0 - None
Your Council	0 - None
Fundamental Themes Total	0

Other Categories Themes

Asset management	0 - No maintenance required
Business Case	0 - No revenue implications
Health and Safety / Statutory requirement	8 - Medium to high
Service Delivery	8 - Medium to high
Third Party Funding	0 - No external contribution identified
Other Category Themes Total	16
Total	16

Justification for the scores given

Statutory requirement.

Bid for Funding : Discretionary Housing Payments - supplementary budget

General Information			
Project Name	Discretionary Housing Payments - supplementary budget		
Project Code	PR000420		
Project Description	Central Government provides funding for Discretionary Housing Payments which can be awarded, on top of housing benefit, to households in circumstances which mean they need funding in excess of housing benefit maximum allowance on welfare grounds such as preventing homelessness. The Council has discretion to use up to 2.5 times as much of its own funding to add to this grant as a top-up.		
Project / Programme Manager	Daniel Rolfe		
Senior Responsible Officer	Kim Rippet		
Corporate Plan Theme	Our Society	Ward	Not Applicable
Directorate	Community	Service Unit	Community
Expected Start Date	01/04/16	Target Completion Date	31/03/21

Drivers and Objectives	
Background Information	<p>The need for DHP is likely to increase due to benefit caps and removal of under-occupation subsidy.</p> <p>We currently receive £165,930 per annum in DHP from central government, which is used to help those in financial hardship for various reasons. Increasingly DHP is being used to assist those affected by changes linked to welfare reforms, including shortfalls between the rent and Local Housing Allowance (LHA) levels of private rented homes, rent in advance payments, the benefit cap, and the removal of the under-occupation subsidy. DHP payments are rarely long-term payments as it is normally awarded for 6 months and then reviewed to give the claimant time to find work or move to smaller or more affordable accommodation without getting into significant debt and risk losing their home.</p> <p>There are further welfare reforms coming into effect and ongoing limits on the level of benefits being paid. A reduced benefit cap of £20,000 is due to come in from November 2016, which will affect over 150 families across tenure. The gap between rents and LHA is increasing, making it more difficult to secure such housing for those on low incomes. In addition, Universal Credit has commenced and is being rolled out over the next three years.</p> <p>The DHP amount is expected to be in the region of £170,000 next year. When the welfare reforms are fully implemented later this year we expect to see an increase in the need for these payments in order to sustain tenancies, meaning that over the next 5 years we will need a total of £95,000 extra (with the distribution of this extra weighted towards the earlier years, because with time, tenants will be able to improve their situation, i.e. find work or downsize.)</p> <p>The cost of meeting the rental shortfall of all those affected by the lower benefit cap in the borough (across all tenures) is estimated to be £530,000 per annum. However, we would not expect the whole cost of this funding gap to be met by DHP. For example in London, some 17.5% of households receive DHP payments. However, it is important that we have the flexibility and budget to be able to support families to find work (and avoid the cap) and prevent them losing their homes.</p> <p>Future levels of DHP grant are largely determined by past spend and call on such funding so if we spend above the grant awarded to address local needs we may see an increased DHP grant in future years.</p>
Project / Programme Objectives	To prevent homelessness by sustaining tenancies using Discretionary Housing Payments where the tenant's income and benefits do not cover the rent and they are not immediately able to change their situation, e.g. by earning more money or by moving to a smaller property.
Implications	Once the DHP is allocated, we would have less ability to prevent homelessness and deal with cases of severe financial hardship on welfare grounds. Many households will find themselves in serious debt and could lose their homes. We would have a duty to secure alternative

	accommodation for most of those who found themselves homeless as a direct result of welfare reform.
Legal / Statutory requirement?	Yes
Legislative / Statutory implications	DHP is to be used to meet financial hardship as set out in the HB regulations. The provision of DHP has been found by the courts as a means of ensuring that those with disabilities do not face discrimination on the grounds of their disability. E.g., Someone with a disability that under occupies their home, which has been adapted for them, would qualify for a DHP to cover the loss of benefit due to the removal of the spare room subsidy.
Constraints	Overall demand for financial help.
Assumptions	That there will be increased applications for DHP due to the welfare reforms being introduced.

Outcomes and Outputs

Expected Changes / Effects	<ul style="list-style-type: none"> Fewer families becoming homeless Ongoing ability to access private rented accommodation for those with lower incomes in housing need Vulnerable families and individuals better able to manage sudden changes in benefits, given them time to find work or downsize
Tangible Outputs	
Quality Criteria	
Measures for Success:	As above

Options Appraisal

Options Appraisal / Feasibility Study?	No
Viable options and reasons why they have been rejected	No other viable options have been identified.

Consents Required

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

Funding Sources

Funding Type	Revenue	Capital
Revenue Bid	£95,000	

Costs

Year	2017/18		2018/19		2019/20		2020/21		2021/22	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Other Costs		£30,000		£20,000		£15,000		£15,000		£15,000
Total		£30,000		£20,000		£15,000		£15,000		£15,000

Financial Benefits

Year	2017/18		2018/19		2019/20		2020/21		2021/22	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Rent arrears (council tenants) Type: Customer Focused	0	0	0	0	0	0	0	0	0	0
Homelessness relieved or prevented Type: Customer Focused	0	0	0	0	0	0	0	0	0	0

Higher DHP grant in future Type: Income	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0

Non-Financial Benefits

Title	Category	Measure	Expected Delivery Date
Reduced financial impact of homelessness	Improved Service Provision	<ul style="list-style-type: none"> The number of private rented homes we can secure under Homes4U the number of landlords agreeing to renew tenancies at the end of the term. Value of claims against bonds. 	02/04/18
Continued access to private rented sector for those at risk of homelessness	Improved Social Benefits	Number of PRS homes secured.	31/03/19
Gives people more flexibility/choice re housing options.	Improved Customer Satisfaction	Numbers securing their own PRS accommodation	31/03/19

Risks

Title	Description
Government reduces DHP grant	Government reduces DHP grant rather than increases it, which means there is more demand that funding available.
Access to PRS accommodation continues to fall	Landlords are already reluctant to accept tenants in receipt of benefit. Therefore, even with DHP top up rent above LHA levels or for the benefit cap access to PRS accommodation continues to fall.

Prioritisation Scheme

Fundamental Themes

Our Economy

6 - Medium

DHP is normally awarded for 6 months at a time and is often given subject to the applicant agreeing to certain conditions. Particular emphasis is put on people seeking work if they are unemployed, as this will exempt them from the benefit cap. This supports the overall economy in the borough and low levels of unemployment.

Our Borough

10 - Very high

One of our key priorities is providing a range of housing to meet local housing need. The shortage of affordable housing increases pressure in both the social housing and private housing sector. The PRS is larger than the social housing sector at 16% of the housing market. Many families on low incomes are at risk of losing PR housing due to rent level being higher than the LHA. The £20,000 benefit cap will lead to many families losing all of their benefit towards their rent, making them at high risk of homelessness and unmanageable debt. We simply do not have enough housing to help those in this situation, so DHP used flexibly can buy time for us to work with people to try to find solutions for them and ensure there is ongoing access to the PRS for those on benefits and lower incomes.

Our Infrastructure

0 - None

Our Environment

0 - None

Our Society

10 - Very high

The Council has a duty to assist those who are homeless or at risk of becoming homeless. Welfare reforms are increasing the level of homelessness in the borough and putting added financial pressure on families.

DHP offers us the ability to help prevent homelessness and assist people adjust to the loss of benefits because of further welfare reform, notably the reduced benefit cap, the gap between market rent and LHA and the removal of the spare room subsidy.

For Example:

The £20,000 benefit cap will affect some 67 PRS tenants from Nov 2016 and such families will lose all of their benefit towards their rent, making them at high risk of homelessness and facing unmanageable debts. 58 Council tenants are also affected.

We can use DHP to keep people in their homes and enable us to work with them to try to find solutions. It will also ensure there is ongoing access to the PRS for those on benefits and lower incomes.

We should also be aware that use of DHP offers additional advantages in that it will reduce the potential issues

- being seen to be uncaring for those that are vulnerable
- putting children at risk of being housing in overcrowded and unsuitable homes and associated safeguarding concerns
- incurring expenditure on less suitable accommodation such as B&B

Your Council

10 - Very high

Use of DHP is better VFM and offers greater financial control on expenditure, compared to re-active spend on nightly paid B&B once a family becomes homeless.

It also offers the prospect of the Council securing additional Government funding in future.

Fundamental Themes Total

36

Other Categories Themes

Asset management

0 - No maintenance required

Business Case

0 - No revenue implications

Health and Safety / Statutory requirement

10 - Very high

Service Delivery

10 - Very high

Third Party Funding

0 - No external contribution identified

Other Category Themes Total

20

Total

56

Justification for the scores given

DHP offers a flexible VFM option to prevent homelessness, meet housing need and help people meet the challenges faced by welfare reform. It acts as an incentive to co-operate with the Council to secure suitable housing solutions including taking up employment. There is also the potential that this will lead to increased Government funding of the DHP grant.

Bid for Funding : Housing Development Staff Savings

General Information			
Project Name	Housing Development staff saving		
Project Code	PR000422		
Project Description	Retaining existing vacant post with reduced hours to assist with Housing Company and Housing Development/strategy work, resulting in overall saving.		
Project / Programme Manager	Kim Rippet		
Senior Responsible Officer	Philip O'Dwyer		
Corporate Plan Theme	Our Borough	Ward	Not Applicable
Directorate	Community	Service Unit	Community
Expected Start Date	01/01/17	Target Completion Date	

Drivers and Objectives	
Background Information	<p>The post of the Senior Housing Development Officer has been vacant since the retirement of the former post holder. Due to the changing nature of the Council's role in provision of affordable housing we have not recruited to the post for the time being. It is envisaged that when the housing company is fully set up and in a position to acquire properties, some extra part time staff resource will be required to assist the Housing Development Manager with this and with general S106/affordable housing work.</p> <p>It is proposed to appoint on a fixed term contract, until we are able to fully assess the longer term resource requirement. In time some of the cost of this will be paid for by the housing company. Overall this represents a saving of £50,000.</p>
Project / Programme Objectives	
Implications	There could be a delay in getting the Housing Company fully operational and a knock on impact on our ability to resource the work required to enable the delivery of more affordable housing.
Legal / Statutory requirement?	No
Legislative / Statutory implications	
Constraints	None
Assumptions	That we would seek to fill the post from January 2017 on a fixed term contract. Income from the company to offset some of the costs will not arise for a period of time.

Outcomes and Outputs	
Expected Changes / Effects	The Company will become fully established with a portfolio of property by March 2017.
Tangible Outputs	
Quality Criteria	
Measures for Success:	The company has an operational property portfolio.

Options Appraisal	
Options Appraisal / Feasibility Study?	No
Viable options and reasons why they have been rejected	We have assessed if we could manage to support the company within existing resources but believe this would have too much impact on our day to day operational capacity. We do however propose to appoint to the post on a fixed term contract and review the requirements after the first year.

Consents Required

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

Funding Sources

Funding Type	Revenue	Capital
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Costs

Year										
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Total										

Financial Benefits

Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Savings from Housing Development staffing Type: Financial	0	10,000	0	10,000	0	10,000	0	10,000	0	10,000
Total	0	10,000	0	10,000	0	10,000	0	10,000	0	10,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
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Risks

Title	Description
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Prioritisation Scheme

Fundamental Themes

Our Economy	0 - None
Our Borough	0 - None
Our Infrastructure	0 - None
Our Environment	0 - None
Our Society	0 - None
Your Council	0 - None
Fundamental Themes Total	0

Other Categories Themes

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

Justification for the scores given

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Bid for Funding : Sale of Services to Housing Company

General Information			
Project Name	Sale of Services to Housing Company		
Project Code	PR000457		
Project Description	Services provided by the Council to the housing company, resulting in income to the General Fund.		
Project / Programme Manager	Philip O'Dwyer		
Senior Responsible Officer	Philip O'Dwyer		
Corporate Plan Theme	Your Council	Ward	Not Applicable
Directorate	Community	Service Unit	Community
Expected Start Date	01/01/17	Target Completion Date	

Drivers and Objectives	
Background Information	The Council will be providing various services to the housing company.
Project / Programme Objectives	To provide management services to the housing company, and gain an income of £15k per annum to the General Fund.
Implications	
Legal / Statutory requirement?	No
Legislative / Statutory implications	
Constraints	
Assumptions	Costs are estimated at £15,000 per annum, however this will change as the company grows, and management services are charged as a percentage of rent collected.

Outcomes and Outputs	
Expected Changes / Effects	Efficient services provided to the company, allowing properties to be well managed, rent collected, and payments made from the company to the General Fund.
Tangible Outputs	
Quality Criteria	
Measures for Success:	Housing company is a success, with high levels of tenant satisfaction. Income received to the General Fund.

Options Appraisal	
Options Appraisal / Feasibility Study?	
Viable options and reasons why they have been rejected	

Consents Required	
Is Planning Permission required?	
Is Building Regulations required?	
Any other consents required?	

Provide details of any other consents required.	
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Funding Sources		Revenue	Capital
Funding Type			

Costs										
Year										
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Total										

Financial Benefits										
Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Income to General Fund from housing company of £15,000 per annum Type: Financial	0	0	0	15,000	0	15,000	0	15,000	0	15,000
Total	0	0	0	15,000	0	15,000	0	15,000	0	15,000

Non-Financial Benefits			
Title	Category	Measure	Expected Delivery Date

Risks	
Title	Description

Prioritisation Scheme

Fundamental Themes

Our Economy	0 - None
Our Borough	0 - None
Our Infrastructure	0 - None
Our Environment	0 - None
Our Society	0 - None
Your Council	8 - Medium to high
Fundamental Themes Total	8

Other Categories Themes

Asset management	0 - No maintenance required
Business Case	10 - 100% income generated (pro-rata to the capital cost)
Health and Safety / Statutory requirement	0 - None
Service Delivery	0 - None
Third Party Funding	0 - No external contribution identified
Other Category Themes Total	10
Total	18

Justification for the scores given

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



General Information			
Project Name	Full time salary funding for Tourism Marketing Assistant and Banner Boards Capital Bid		
Project Code	PR000256		
Project Description	Former apprentice, Alex Joyner, who reports to the Tourism Manager, was offered a permanent role as a Tourism Marketing Assistant on the 1st of September 2016. This was on the basis of a 12 month contract in lieu of more permanent funding being made available which is now being extend to March 2017. The role if confirmed will also take up responsibility for managing the Council's banner boards which will provide additional revenue than currently provided and help fund salary costs		
Project / Programme Manager	Chris Burchell		
Senior Responsible Officer	James Whiteman		
Corporate Plan Theme	Our Economy	Ward	Not Applicable
Directorate	Development	Service Unit	Development
Expected Start Date	01/04/17	Target Completion Date	31/03/21

Drivers and Objectives	
Background Information	<p>Alex Joyner worked as an apprentice in the Tourism Team and is currently working under a temporary contract as a Tourism Marketing Assistant that will expire on the 31st March 2017.</p> <p>This role is vital in ensuring that we deliver on the remaining actions of our visitor strategy as the role focusses on benchmarking visitor studies, social media production, marketing, support and helping to manage events such as familiarisation visits by overseas and national groups and keeping the content on the Visit Guildford web-site up-to-date. We intend to add the management of Guildford Borough Council owned banner boards to the role, which we believe can generate significant additional income to fully or at least substantially self-fund the role over the funding period (this is more fully outlined in the Financial Benefits section).</p> <p>This role will ensure that the Tourism and Business Development Officer can focus on higher level strategic actions in the Visitor Strategy including targetted marketing campaigns and focussing on the USA and China markets.</p> <p>Continuing the role also shows that we are serious as a Council in investing in success in our apprenticeship programme.</p>
Project / Programme Objectives	<p>Social Media projects Banner Boards Management (£34,000 income in 2014-15), but could be increased by up to 25% per annum Tourism research Ensure that the Tourism Manager is able to focus on higher impact projects in the Visitor Strategy</p>
Implications	Possible failure to deliver £400 million tourism spend in the Borough by 2020 which is a target in the Corporate Plan
Legal / Statutory requirement?	No
Legislative / Statutory implications	None
Constraints	The post has been confirmed in principle but requires a growth bid to fund in 2017-18 and beyond.
Assumptions	None

Outcomes and Outputs

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

Options Appraisal

Options Appraisal / Feasibility Study?	Not Applicable
Viable options and reasons why they have been rejected	Do nothing, which would jeopardise the timely delivery of the Visitor Strategy.

Consents Required

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

Funding Sources

Funding Type	Revenue	Capital
Capital Bid		£39,000
Revenue Bid	£25,750	

Costs

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

Financial Benefits

Year	2017/18		2018/19		2019/20		2020/21		2021/22	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Raise additional income through promotional	0	0	0	0	0	0	0	0	0	0

campaigns on the new Visit Guildford web-site Type: Income											
Raise additional banner board income Type: Income	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0

Non Financial Benefits

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

Risks

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

Prioritisation Scheme

Fundamental Themes

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

Other Categories Themes

Asset management	0 - No maintenance required
Business Case	0 - No revenue implications
Health and Safety / Statutory requirement	0 - None
Service Delivery	8 - Medium to high
Third Party Funding	0 - No external contribution identified
Other Category Themes Total	8
Total	44

Justification for the scores given

The role is key to delivering the Visitor Strategy

Bid for Funding : Ash Road Bridge Feasibility Study



General Information			
Project Name	Ash Road Bridge Feasibility Study		
Project Code	PR000365		
Project Description	Ash Railway Station is sited within the borough of Guildford, in the County of Surrey. Ash railway station lies on the North Downs Line, between Wanborough to the east and North Camp to the north. A level crossing at this location results in frequent traffic delays to traffic and pedestrians when trains pass through Ash station.		
Project / Programme Manager	Martin Knowles		
Senior Responsible Officer	Sue Sturgeon		
Corporate Plan Theme	Our Infrastructure	Ward	Ash Vale
Directorate	Development	Service Unit	Development
Expected Start Date	01/06/16	Target Completion Date	01/06/21

Drivers and Objectives	
Background Information	<p>Ash Railway Station is sited within the borough of Guildford, in the County of Surrey. Ash railway station lies on the North Downs Line, between Wanborough to the east and North Camp to the north. A level crossing at this location results in frequent traffic delays to traffic and pedestrians when trains pass through Ash station.</p> <p>The project will explore options to replace the existing level crossing at Ash rail station with:</p> <ul style="list-style-type: none"> • A road bridge located to the south of the present level crossing • A footbridge provided on or adjacent to the alignment of the present level crossing. <p>The road bridge would be located to the south of the present level crossing (see drawing below) with the footbridge provided on or adjacent to the alignment of the present level crossing.</p> <p>Current Situation</p> <p>A number of development sites have been proposed. Discussions on the use of these sites for the new road bridge are currently ensuing. Through the course of 2015, consultants Mayer Brown have supported the council in the production of plans for a new road bridge, during the evolution of discussions with development consultants advising the landowners.</p>
Project / Programme Objectives	<p>The benefits of the project are as follows:</p> <ul style="list-style-type: none"> • The project provides a better access to the large potential site allocation in Ash and Tongham set out in the <i>Guildford borough Proposed Submission Local Plan: strategy and sites (Guildford BC, June 2016, an allocation for some 1,500 homes.</i> • Land for the proposed road and bridge has been allocated in the Proposed Submission Local Plan. • Removes a congestion hotspot delaying vehicles, pedestrians and cyclists caused by the present level crossing on the A323 Ash Church Road/Guildford Road – a major route between Guildford and Aldershot – which ‘causes significant congestion by the Ash railway station’ (<i>Surrey Transport Plan Guildford Borough Draft Local Transport Strategy & Forward Programme – Part A (Surrey CC, November 2014).</i> The level crossing is closed around 8 times each hour, or 150 times each day, and these periods of closure can amount to up to 25 minutes per hour (<i>Traffic on the A323 in Ash Petition from Local Residents, Guildford Local Committee 29 January 2004).</i> • Removes the safety hazard posed by the present level crossing. Network Rail classifies the level crossing as a ‘high/medium risk’ crossing on the Wessex route. The level crossing has long history of incidents and misuse. The lack of footbridge means there is a significant level of pedestrian misuse, often caused by people wishing to catch their train on the opposite line. The level of misuse is considerably higher compared to crossings with similar levels of usage. Most of the pedestrian misuse events involve users deliberately climbing over the barriers after they have been lowered. Cars are often observed by the signalers to ignore the red road traffic lights in order to beat the lowering barriers. Ash has the highest number of barrier strikes of any other road

	<p>crossing on the Wessex route. There have been four incidents of the barriers being struck by vehicles between May 2014 and December 2014.</p> <ul style="list-style-type: none"> • In line with Network rail's policy to explore the removal of level crossings where possible, any proposals are likely to qualify for part funding. Developer contributions will also be sought. • Facilitates the Wessex Route Study proposals to increase rail service from 2 to 3 trains per hour in the off-peak, increase line speed to a maximum 90mph, realise signaling headway reductions and the full electrification of the North Downs Line, linking Reading, Guildford, Redhill and Gatwick Airport. Without the project, the level crossing will be directly impacted by an increase in service frequency to 3 trains per hour and an increase in speeds on the line to 90mph (source: <i>The South Western Railway: Ash CCTV Level Crossing, Network Rail and South West Trains, May 2015</i>). <p>The potential for this scheme, and the requisite safeguarding is described in the <i>Surrey Transport Plan Guildford Borough Draft Local Transport Strategy & Forward Programme – Part A (Surrey CC, November 2014)</i> – see table under para 7.27. This is available at http://mycouncil.surreycc.gov.uk/documents/s18213/GLD%20Transport%20Strategy%20Main%20doc%2024.11.2014.pdf</p>
Implications	<ul style="list-style-type: none"> - Continued traffic congestion in the Ash Vale area - Prevention of increases in rail line speed, and increases in train frequency missed opportunity to radically improve road safety, through the removal of a level crossing -Deterioration in the safety of the level crossing for all road users
Legal / Statutory requirement?	No
Legislative / Statutory implications	
Constraints	<ul style="list-style-type: none"> - Negotiation with developers for land release - Land purchase and acquisition - Environmental impacts of new road bridge, including potential for inducing new traffic impacts during construction - Financing of build of new bridge
Assumptions	<ul style="list-style-type: none"> - Land availability - Political support - Successful developer negotiations - Financial contributions from third parties e.g. network rail

Outcomes and Outputs

Expected Changes / Effects	<ul style="list-style-type: none"> - New Road Bridge, to reduce local congestion resulting from the 'down time' of the level crossing - Potential environmental impacts from an elevated road bridge within the vicinity - Potential to reduce traffic build up at other local 'hot spots', by providing an alternative viable route
Tangible Outputs	
Quality Criteria	
Measures for Success:	<ul style="list-style-type: none"> - New Road Bridge, to reduce local congestion resulting from the 'down time' of the level crossing - Potential environmental impacts from an elevated road bridge within the vicinity - Potential to reduce traffic build up at other local 'hot spots', by providing an alternative viable route

Options Appraisal

Options Appraisal / Feasibility Study?	Yes
Viable options and reasons why they have been rejected	<p>Plan A</p> <p>This is a modification of a scheme produced in mid-2015 when the opportunity to bridge the railway arose from a combination of the pressure of conflicting use on the level crossing and the development of land, which could accommodate the alternative bridge solution. Initially a scheme was produced and discussed with developers and as a result, the Council were requested to see if a tighter less land hungry and intrusive scheme could be produced which met the technical performance criteria. The sketch scheme above was the result, which provides a tight alignment linking the two primary roads over the rail line. The bridge is steep as a result and largely to standard with the exception of the bridge crest which is below the desirable minimum for the road speed. A departure to the standards would be involved but quite possibly be given and therefore it is suggested that as the adopting authority, SCC, who is aware of the scheme, should be asked for their views before committing to further work. Assuming they continue supportive then MPT could continue with confidence to carry out the initial feasibility.</p> <p>Plan B</p>

Plan B would be similar to Plan A in terms of the Local Plan quantum of development but would see the alignment of the road and bridge located further south. This layout is being prepared because the consultants AECOM have concerns about the impact of Plan A on the proposed housing allocations. Plan B would also be located on land that is currently not subject to planning applications or refusals.

Plan C

A residential developer for land east of the level crossing (it is not known whether they have any land control) has had preliminary discussions with Council officers about their sites, which are not allocated in the draft Local Plan. These representations could be the subject of a future planning application or response to consultations, which have just closed, or both and a future edition of the draft Local Plan could include these sites although the matter has been previously considered under the land search and rejected.

Land West of the Ash Level Crossing the subject of Plan C Alignment

The developers in informal discussions have offered to allocate the land required for the Plan C road alignment and contribute to it as shown in the attached sketch. However, this proposal is at a very early stage and cannot be relied on to come forward and then either be approved as part of a planning permission nor allocated within an adopted Local Plan. Therefore, there is considerable risk on the Council depending on Plan C and waiting for a suitable scheme to come forward on suitable terms. In this situation, the development of Plan A should be the preferred course until and if a better alternative arises on an acceptable basis.

The development of Plan A would not necessarily preclude the switching to Plan C at a future date.

Consents Required

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

Funding Sources

Funding Type	Revenue	Capital
Revenue Bid	£80,000	

Costs

Year	2017/18		2018/19		2019/20		2020/21		2021/22	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Consultants Fees		£80,000								
Total		£80,000								

Financial Benefits

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

Non-Financial Benefits

Title	Category	Measure	Expected Delivery Date

Risks

Title	Description

Prioritisation Scheme

Fundamental Themes

Our Economy	0 - None
Our Borough	4 - Low to medium
Our Infrastructure	10 - Very high
Our Environment	0 - None
Our Society	0 - None
Your Council	0 - None
Fundamental Themes Total	14

Other Categories Themes

Asset management	0 - No maintenance required
Business Case	0 - No revenue implications
Health and Safety / Statutory requirement	0 - None
Service Delivery	0 - None
Third Party Funding	0 - No external contribution identified
Other Category Themes Total	0
Total	14

Justification for the scores given

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Bid for Funding : Increased rental from Investment Fund

General Information			
Project Name	Increased rental from Investment Fund		
Project Code	PR000459		
Project Description	The Council has increased its rental income following additional investment in assets over and above the planned £25.7 million investment fund.		
Project / Programme Manager	Melissa Bromham		
Senior Responsible Officer	Marieke van der Reijden		
Corporate Plan Theme	Our Economy	Ward	Not Applicable
Directorate	Development	Service Unit	Development
Expected Start Date	01/07/16	Target Completion Date	01/08/16

Drivers and Objectives	
Background Information	<p>On 2 September 2014, the Executive agreed to the Asset Investment Strategy and Business Case. The report outlined the strategy for the second strand of the Council's transformation programme, to invest in property assets to support our strategic priorities. The business case set out the Council's strategy for buying assets within Guildford borough for two major reasons, to increase the income generated and to stimulate and encourage business growth and sustainable development by investing in key sites for regeneration purposes.</p> <p>The report also detailed the criteria required for selecting additional investment properties to purchase. A fund of £25.7 million was added to an initial fund to be spent on new assets in line with the criteria.</p> <p>The Asset Investment Strategy report assumed a target net revenue income of £1.2million from the £25.7million fund.</p> <p>In June 2016, the Council had spent £17.2 million (67%) of the fund (including fees). This had generated net additional annual income of approximately £914,000 by 2020 (based on current financing terms).</p> <p>In July 2016, the Council was approached off-market regarding Wey House, Guildford. The cost of the acquisition was £22.65 million (£23.83m including purchaser's fees and SDLT). The purchase exceeded the amount left in the fund. Council therefore determined the matter and agreed that the Council proceed with the acquisition and a supplementary estimate of £15.7 million.</p> <p>Following the purchase the Council will receive net additional annual income (post financing costs) of £846,000 in year 1, which is expected to rise following the rent review in 2025.</p>
Project / Programme Objectives	To invest in property assets to support our strategic priorities; to increase the income generated; and to stimulate and encourage business growth and sustainable development by investing in key sites for regeneration purposes.
Implications	
Legal / Statutory requirement?	No
Legislative / Statutory implications	
Constraints	There are numerous risks associated with property investment. These include potential voids, unforeseen building works, and downturns in the property market. However, all acquisitions have been fully considered.
Assumptions	N/A

Outcomes and Outputs

Expected Changes / Effects	Increased rental income to the Council.
Tangible Outputs	
Quality Criteria	
Measures for Success:	N/A

Options Appraisal

Options Appraisal / Feasibility Study?	Not Applicable
Viable options and reasons why they have been rejected	

Consents Required

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

Funding Sources

Funding Type	Revenue	Capital
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Costs

Year										
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Total										

Financial Benefits

Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Additional rental income Type: Income	0	790,000	0	790,000	0	790,000	0	790,000	0	790,000
Total	0	790,000	0	790,000	0	790,000	0	790,000	0	790,000

Non-Financial Benefits

Title	Category	Measure	Expected Delivery Date
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Risks

Title	Description
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Prioritisation Scheme	
Fundamental Themes	
Our Economy	8 - Medium to high
The project will enable the Council to meet the following priorities:	
<ul style="list-style-type: none"> • Maintaining and growing our business base • Providing for high quality commercial land and buildings • Unlocking the economic advantages of urban regeneration 	
Our Borough	4 - Low to medium
The project will contribute to the following priorities:	
<ul style="list-style-type: none"> • Ensuring an attractive, competitive, multi-faceted and vibrant town 	
Our Infrastructure	0 - None
Our Environment	4 - Low to medium
The project will enable the Council to meet the following priorities:	
<ul style="list-style-type: none"> • Clean and attractive borough • Protecting and improving our environment 	
Our Society	0 - None
Your Council	8 - Medium to high
The project will enable the Council to meet the following priorities:	
<ul style="list-style-type: none"> • Ensuring long-term financial stability and sound financial governance • Improving value for money and efficiency in service delivery • Increasing income from commercial services • Maximising the value derived from our property portfolio • Improving access to our services and enhance the experience of customers 	
Fundamental Themes Total	24
Other Categories Themes	
Asset management	8 - Medium to high need
Business Case	1 - 10% income generated (pro-rata to the capital cost)
Health and Safety / Statutory requirement	0 - None
Service Delivery	10 - Very high
Third Party Funding	0 - No external contribution identified
Other Category Themes Total	19
Total	43

Justification for the scores given

As detailed under each heading.

Bid for Funding : Guildford Railway Station



General Information			
Project Name	Guildford Railway Station Platform Capacity Study		
Project Code	PR000435		
Project Description	The project is in two parts. The Network Rail Study is to determine the form of the Guildford platform capacity scheme. A study to produce a development brief for the station area will also be procured and managed separately by the Council.		
Project / Programme Manager	Zac Ellwood		
Senior Responsible Officer	Sue Sturgeon		
Corporate Plan Theme	Our Infrastructure	Ward	Friary and St. Nicolas
Directorate	Development	Service Unit	Development
Expected Start Date	03/04/17	Target Completion Date	30/03/18

Drivers and Objectives	
Background Information	<p>GBC would like Network Rail to bring forward a Guildford platform capacity scheme, to provide additional platforms and layout changes as required for future rail capacity improvements, in conjunction with any future development scheme for their land holdings east and west of the operational railway. This study will allow Network Rail to understand their future operational needs and plan accordingly. Network Rail are currently funding and managing a study examining options to introduce a Platform 0, which is needed operationally for the short term at this railway station. This will also allow GBC to plan its future strategy for its property portfolio in the town centre more effectively, potentially realising new opportunities, including in conjunction with Network Rail.</p> <p>The Platform 0 Pre-GRIP study is currently ongoing. This study seeks to find an infrastructure solution to platform capacity for "Guildford New Line" services. Platform 0 is seen as an incremental step towards providing the platform capacity required to meet demand within the long-term planning period to 2043. Platform 0 will provide an additional bay/ terminating platform at Guildford on the east side of the station. This will allow all "Guildford New Line" services from Waterloo via Cobham/ Epsom to terminate at Guildford without the need to use Platform 2, which is a through platform, as they currently do. This will allow services to be shuffled to fully utilise Platform 2 and thus free up capacity on other platforms such as those used by North Downs Line services. The Pre-GRIP study is fully funded by Network Rail. NR expects to have the Pre- GRIP report delivered by the end of 2016.</p> <p>The Guildford Platform Capacity scheme is the next step towards identifying and delivering the infrastructure interventions required to meet demand within the long-term planning period to 2043. This will build upon the capacity delivered by the Platform 0 scheme in CP6 (subject to NR securing funding from DfT to deliver it) which should be seen as the first incremental step to delivering the capacity required to 2043. This will provide a comprehensive and clear strategy for the future development of Guildford Station taking into account all aspirations, both rail and local authority. It is considered that as NR have taken forward the first incremental step, the Platform 0 Pre-GRIP study, and work completed as part of the Wessex Route Study, this can be regarded as the Network Rail contribution to the study.</p> <p>To be clear, the two schemes above should be seen as incremental steps towards the end goal of delivering a station that can accommodate future growth both in terms of the station itself and platform capacity to facilitate an increase in service level. By funding the Platform 0 Pre-GRIP Network Rail is contributing the first stage in understanding how Guildford needs to be developed. It is important to note that Network Rail is funding constrained at present and will not be able to secure funding for anything other than the priorities for delivery in CP6 (2019 to 2024). These priorities are around the delivery of schemes that will facilitate incremental Main Line growth including the schemes at Woking and potentially Guildford Platform 0 if funding can be secured. As NR would not be seeking to implement the wider strategy, that this study would identify, until CP7 (2024-2029) or beyond; it would not be possible for Network Rail to secure</p>

	<p>development funding at this time.</p> <p>Alongside this, is the need to produce a development brief for the railway station area. This development brief is needed to help guide future developers in Guildford to understand what the Council envisages from development here in the future. The development brief will help to de-risk any planning work and make it easier for developers to assess viability of future scheme options. In light of the failed planning application for this site, it is also important for Guildford not to be perceived as 'anti-development'. The development brief will therefore act as an important tool to educate the market on Guildford borough council's expectations of future development at this location.</p>
Project / Programme Objectives	To identify the form of the Guildford platform capacity scheme and produce a development brief for the site.
Implications	Greater risk that Network Rail does not bring forward a development scheme for their land holding to the west of the operational railway. As NR would not be seeking to implement the wider strategy, that this study would identify, until CP7 (2024-2029) or beyond; it would not be possible for Network Rail to secure development funding at this time. No developer invests at the station site, as they perceive Guildford Borough Council as being 'anti-development'.
Legal / Statutory requirement?	No
Legislative / Statutory implications	
Constraints	As outlined above, Network Rail does not have the funding to undertake this platform capacity study at this time.
Assumptions	That, when both studies are complete, Network Rail will bring forward a development scheme for their land holding west of the operational railway at an earlier date than otherwise, potentially in conjunction with a development scheme for their land holdings east of the operational railway, and potentially also delivering the Guildford platform capacity scheme at the same time. The land for this site is allocated in the emerging local plan. In the ideal world, if the local plan was adopted, this development brief could then also be formally adopted as a supplementary planning document (SPD).

Outcomes and Outputs

Expected Changes / Effects	Network Rail may bring forward a development scheme for their land holding west of the operational railway at an earlier date than otherwise, potentially in conjunction with a development scheme for their land holdings east of the operational railway, and potentially also delivering the Guildford platform capacity scheme at the same time.
Tangible Outputs	
Quality Criteria	
Measures for Success:	Network Rail bring forward a development scheme for their land holding west of the operational railway at an earlier date than otherwise, in conjunction with a development scheme for their land holdings east of the operational railway, and also delivering the Guildford platform capacity scheme at the same time. Target date: by 2025.

Options Appraisal

Options Appraisal / Feasibility Study?	In Progress
Viable options and reasons why they have been rejected	The Network Rail led Platform 0 Pre-GRIP study is currently ongoing, and is a pre-cursor to the study for which funding is sought. This study seeks to find an infrastructure solution to platform capacity for "Guildford New Line" services. Platform 0 is seen as an incremental step towards providing the platform capacity required to meet demand within the long-term planning period to 2043. Platform 0 will provide an additional bay/ terminating platform at Guildford on the east side of the station. This will allow all "Guildford New Line" services from Waterloo via Cobham/ Epsom to terminate at Guildford without the need to use Platform 2, which is a through platform, as they currently do. This will allow services to be shuffled to fully utilise Platform 2 and thus free up capacity on other platforms such as those used by North Downs Line services. The Pre-GRIP study is fully funded by Network Rail. NR expects to have the Pre- GRIP report delivered by the end of 2016.

Consents Required

Is Planning Permission required?	No
Is Building Regulations required?	No
Any other consents required?	No
Provide details of any other consents required.	No such permissions or consents required for this study.

Funding Sources		
Funding Type	Revenue	Capital
Revenue Bid	£200,000	

Costs										
Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Consultants Fees		£100,000								
Total		£100,000								

Financial Benefits										
Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Financial benefits from GBC planning its future strategy for its property portfolio in the town centre more effectively, potentially realising new opportunities, including in conjunction with Network Rail. Type: Financial	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0

Non-Financial Benefits			
Title	Category	Measure	Expected Delivery Date
Spatial planning benefits from GBC planning its future strategy for its property portfolio in the town centre more effectively, potentially realising new opportunities, including in conjunction with Network Rail.	Improved Service Provision	Difficult to measure. Potentially a public satisfaction survey could be undertaken and repeated in a future year.	31/12/26
Developer engagement in Guildford	Improved Customer Satisfaction	Increased developer interest to invest in Guildford.	01/04/24

Risks	
Title	Description
Risk that Network Rail does not accelerate bringing forward a development scheme for their land holding west of the operational railway at an earlier date than otherwise	Risk that Network Rail does not accelerate bringing forward a development scheme for their land holding west of the operational railway at an earlier date than otherwise
Risk that GBC does not derive financial benefits in planning its future strategy for its property portfolio in the town centre more effectively.	Risk that GBC does not derive financial benefits in planning its future strategy for its property portfolio in the town centre more effectively.
Risk that spatial planning benefits do not materialise.	Risk that spatial planning benefits do not materialise.

Prioritisation Scheme

Fundamental Themes

Our Economy	8 - Medium to high
Our Borough	8 - Medium to high
Our Infrastructure	10 - Very high
Our Environment	8 - Medium to high
Our Society	2 - Low
Your Council	0 - None
Fundamental Themes Total	36

Other Categories Themes

Asset management	0 - No maintenance required
Business Case	0 - No revenue implications
Health and Safety / Statutory requirement	0 - None
Service Delivery	0 - None
Third Party Funding	0 - No external contribution identified
Other Category Themes Total	0
Total	36

Justification for the scores given

Based on professional judgement.

Bid for Funding : Changes to recycling budget

General Information			
Project Name	Changes to recycling budget		
Project Code	PR000454		
Project Description	The 2017/18 recycling budget requires adjustment to reflect market conditions for materials and the result of our tender for these materials in September 2016.		
Project / Programme Manager	Chris Wheeler		
Senior Responsible Officer	James Whiteman		
Corporate Plan Theme	Our Economy	Ward	Not Applicable
Directorate	Environment	Service Unit	Environment
Expected Start Date	03/04/17	Target Completion Date	30/03/18

Drivers and Objectives	
Background Information	Recycling gate fees increased significantly with a downturn in market value for recyclables in 2014. The budget shortfall was covered by reserves, however the poor market conditions have continued and following a tender in September 2016, we need to incorporate the costs of reprocessing within the budget, rather than continuing funding from reserves.
Project / Programme Objectives	to update the 2017/18 revenue budget
Implications	N/a - the negative changes are beyond our control
Legal / Statutory requirement?	No
Legislative / Statutory implications	
Constraints	none
Assumptions	n/a

Outcomes and Outputs	
Expected Changes / Effects	Changes to the revenue budget
Tangible Outputs	
Quality Criteria	
Measures for Success:	n/a

Options Appraisal	
Options Appraisal / Feasibility Study?	No
Viable options and reasons why they have been rejected	n/a

Consents Required	
Is Planning Permission required?	No
Is Building Regulations required?	No

Any other consents required?	No
Provide details of any other consents required.	

Funding Sources		Revenue	Capital
Funding Type			
Revenue Bid		£377,000	

Costs										
Year	2017/18		2018/19		2019/20		2020/21		2021/22	
Capital or Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
Contractor Payments		£377,000								
Total		£377,000								

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

Non-Financial Benefits			
Title	Category	Measure	Expected Delivery Date

Risks	
Title	Description
Market value	The gate fess are based on a starting rate of £45 per tonne. This is a variable figure (monthly change) and is dependent on market value of materials. Officers consider that the risk of a higher price than this for an extended period is low as prices for materials are at relatively low levels. We are currently observing some strengthening of values, reducing the costs per tonne. Consideration can be given to using a price per tonne within a range of £30 per tonne to £50 per tonne. Each £1 change (up or down) from the projected £45 will result in a change of budget of £14,000. Therefore, if we decided that a rate of £35 per tonne on average was a likely outcome we could reduce the budget requirement by £140,000. CMT are invited to comment on what level of risk within the pricing structure the council would like to budget for.

Prioritisation Scheme

Fundamental Themes

Our Economy	0 - None
Our Borough	0 - None
Our Infrastructure	0 - None
Our Environment	0 - None
Our Society	0 - None
Your Council	0 - None
Fundamental Themes Total	0

Other Categories Themes

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

Justification for the scores given

This is the outcome of a tender process for a statutory collection service, so justification is not applicable.

General Information			
Project Name	Your Stories, Your Museum		
Project Code	PR000456		
Project Description	This project will increase the engagement and involvement of the community with the museum and develop their role in shaping the "new" Guildford Museum and building audiences for it. It will also drive organisational change at Guildford Museum, developing the Heritage Team to enable them to take on a new role as community facilitators.		
Project / Programme Manager	Jill Draper		
Senior Responsible Officer	James Whiteman		
Corporate Plan Theme	Our Borough	Ward	Holy Trinity
Directorate	Environment	Service Unit	Environment
Expected Start Date	01/10/16	Target Completion Date	31/03/18

Drivers and Objectives	
Background Information	<p>In 2015, Guildford Borough Council commissioned Stuart Davies Associates (SDA) to undertake a review of the Museum in the light of dwindling visitor numbers and questions about its value for money. The review identified barriers to greater public use and access including poor physical access, outdated displays and scant passing footfall. These are now being dealt with through the Guildford Museum Development, a significant capital project.</p> <p>However, the SDA report also identified another major risk to the Museum's future success and sustainability in its lack of relevance to local people and active connection with its community. In summer 2016, the Heritage Service developed a project to address this and secured a grant from Arts Council England's (ACE) Museum Resilience Fund for £84,551, 79% of total costs. The "Your Stories, Your Museum," project addresses this risk by providing the expertise, space and resources for the team to explore ways to involve and integrate the Museum in its community. This project is complementary to the Museum Development project, enabling a broad range of local people to contribute to and help shape their "new" Museum and building audiences for the future offering.</p> <p>Project costs will be spread over financial years 2016-17 and 2017-8.</p> <p>Costs in 2016-17 total £43,063, based on £33,820 from ACE and £6,243 from Guildford Borough Council. The latter will be identified from within current revenue budgets.</p> <p>Costs in 2017-18 total £64,488, based on £50,731 from ACE and £13,757 from Guildford Borough Council</p>
Project / Programme Objectives	<ul style="list-style-type: none"> To increase community engagement with the Museum To build the Heritage Team's skills and confidence in working collaboratively and confidently with the community To enable the community to inform, shape and contribute to the new museum offer To raise awareness of the Museum amongst local people
Implications	<p>This project is an important part of the transformation of Guildford Museum. The capital scheme without this project will create a new, refreshed and more polished Museum with better facilities, greater appeal to visitors and improved physical accessibility. However, it will not reap maximum benefit from the investment, as it will do nothing to address important, but softer, issues around community involvement and local audiences. The Stuart Davies review of the Museum identified a key issue for its future sustainability as the low level of active engagement and involvement of the community with the service. To resolve this the Heritage team requires expert assistance and support, plus the time and resources to upskill and try out new ways of working. This project is complementary to the capital project and addresses the issues hampering the team from building audiences, embedding the service in its community and</p>

	ensuring the Museum meets local needs. Without this project, such this important step change will not be achieved.
Legal / Statutory requirement?	No
Legislative / Statutory implications	
Constraints	The project provides some additional staff resource; however, the ambitious project programme will require existing staff to divert time to explore new ways of working and to acquire new skills and experience. This may constrain other activities.
Assumptions	No

Outcomes and Outputs

Expected Changes / Effects	<p>Outputs</p> <ul style="list-style-type: none"> • Production of a community engagement strategy and plan for 4 – 6 pilot engagement activities • Delivery of 4 – 6 pilot community engagement mini projects that will assess the potential and value of different ways of collaborating with groups and organisations within the community, for example the University, local business, groups of people with disabilities • Production of an interpretation strategy and plan for testing and consulting on methods and techniques of interpretation for the new museum • Delivery and evaluation of small scale test interpretation schemes to stimulate public involvement • Production of a communications plan to develop communication channels with the community and internal and external stakeholders and raise awareness of the projects and work being undertaken in collaboration with the community • Staff development, including mentoring, visits and a training programme to build skills, experience and confidence • Additional staffing, 15 hours to extend the part time Access Officer post to full time during the project and a temporary Museum Assistant post to provide additional resources and backup during a period of testing and development • New volunteers recruited during the project to support activities and future plans • A staff review at the close of the project to ensure the team have the capacity to develop work further from 2018-19 on • Production of a new 3 – 5 year Forward Plan for the service, applying the results of the project and the needs of the capital development to take the team through construction, opening and the first year of operation.
Tangible Outputs	
Quality Criteria	
Measures for Success:	<p>Production of an engagement and interpretation strategy that address issues identified and offer workable options for improvement and development</p> <p>Delivery of a programme of pilot engagement activities and interpretation tests which stimulates the involvement of local people</p> <p>Clear, targeted evaluation of the pilots and tests that is of value in informing further development</p> <p>The creation of new links with groups or organisations within the community</p>

Options Appraisal

Options Appraisal / Feasibility Study?	Yes
Viable options and reasons why they have been rejected	<p>The team explored the potential to explore and develop links with key organisations in the community, such as the gaming industry and Surrey University. Although we made some initial contact with relevant organisations, we lacked the staff resources, experience to plan, or progress this into a useful scheme or programme.</p> <p>The capital museum development project involves the Council in consulting and working with a number of stakeholder groups. These were considered for potential to help build community involvement; However, these tend to represent specific interests and fail to reflect the broad range of audiences, especially new audiences, in the town. In addition, these focus on discussion and comment, where we seek to build active and practical involvement in shaping</p>

and providing the new museum.

Consents Required

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

Funding Sources

Funding Type	Revenue	Capital
Other External Finance	£50,731	
Revenue Bid	£13,757	

Costs

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

Financial Benefits

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

Non-Financial Benefits

Title	Category	Measure	Expected Delivery Date

Risks

Title	Description
Failure to attract public interest in pilot projects and tests	The success of the project necessitates the engagement of the community in pilot projects and consultations, including the general public, local organisations and groups. Without this, we will not learn through the project and will fail to involve others in shaping the new Museum.
Failure to attract suitable consultants	The project is dependent on the skills, expertise and assistance of external consultants. Should we fail to appoint suitably qualified and experienced people to help produce initial strategies, action plans and to support and mentor the team, we will not achieve maximise value from the project.
Project not synchronised to the museum development	The work on, and results of, this project will feed into the museum development capital scheme. The current schedule, especially in regard to interpretation, has been planned to wrap around work on the architectural scheme. It will be important to liaise closely with the Museum and Castle Feasibility Group, working with the architect, to ensure that information generated is available when required.

Prioritisation Scheme

Fundamental Themes

Our Economy

6 - Medium

The project will contribute to developing the Museum as part of the visitor economy. Greater involvement of the community in selling their hometown and telling its stories will help create a lively museum that local people will be proud of and encourage others to visit.

The project will also aim to build links between the community and the Museum, highlighting and promoting to the community the importance of modern Guildford as a centre for science and technology. Pilot projects are likely to involve the gaming and space industries, in addition to the University. These will look at both developing displays and exhibitions about their work and achievements, collaborating on public events and adding to the museum collections for current and future visitors.

Our Borough

8 - Medium to high

The project contributes directly to the Corporate Plan through the priority to enhance our shopping and leisure offer and, specifically, through the action to progress the future of Guildford Museum. This scheme is complementary to the museum development capital project and focuses on ensuring the new Guildford Museum is a successful and popular cultural visitor attraction for the town.

Our Infrastructure

0 - None

Our Environment

0 - None

Our Society

6 - Medium

This project focuses on working with a broad range of local residents and communities, involving them in shaping and providing services. Involvement with culture is well known for delivering results against wellbeing agendas, providing something to do, a sense of achievement and pride and social networks in a shared and non-judgmental space. The community engagement strategy, in particular, will consider volunteer opportunities in shaping the new museum and supporting and providing services in the short and medium term. This will expand the role of volunteers and introduce increased opportunities for local people to develop skills and work experience, helping them into, or back into, the workplace.

Your Council

6 - Medium

The project will maximise the value achieved from limited resources by ensuring the new museum and its service offer meet the needs and wishes of local people.

A key part of the project is upskilling staff to take on a new, and more relevant, role. The project includes a training programme and mentoring to manage changing needs of staff. This will be tailored to equip them and build capacity for future needs in developing, delivering and running the new Museum. At the close of the project, a new Heritage Service Forward Plan will be produced, together with a complementary review of the staff structure, to ensure team roles are appropriate to the new situation.

Fundamental Themes Total

26

Other Categories Themes

Asset management

0 - No maintenance required

Business Case

0 - No revenue implications

Health and Safety / Statutory requirement

0 - None

Service Delivery

8 - Medium to high

Third Party Funding

8 - 80% of the gross project is to be financed by external contributions

Other Category Themes Total

16

Total

42

Justification for the scores given

Justification for each score is included in each themed box above.

Bid for Funding : Parks Playground Repairs & Maintenance

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

Drivers and Objectives	
Background Information	The additional funding is required for essential repairs to maintain playground equipment to a sufficiently safe standard. Recent levels of repair costs have proven that funding is needed above and beyond existing budgets, which are already earmarked for other areas of work. The Parks Technical Officer was working on a maintenance schedule prior to his departure and this would be combined with condition surveys to provide evidence of the level of outstanding repairs. The surveys will not be completed in time to accompany this bid but, as above, recent levels of expenditure on essential repairs have exceeded the budget.
Project / Programme Objectives	To carry out major repairs to the borough playgrounds that cannot be carried out under the existing budgets. Many of the playgrounds are very well used by both residents and high levels of visitors to the borough. The funding will ensure that the playgrounds represent the borough in the best light and are a safe environment for children and adults to enjoy.
Implications	Negative feedback from playground users has been received when items of play equipment are out of use or in a poor state of repair. Risk that playgorunds/equipment will need to be taken out of use as has happened at several sites over the past year alone.
Legal / Statutory requirement?	No
Legislative / Statutory implications	Occupiers Liability Act
Constraints	
Assumptions	The estimated costs are based on previous similar quotations for repair works.

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

	Reduced accident claims Playground to be proud of Good publicity Increase in user levels
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Options Appraisal

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

Consents Required

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

Funding Sources

Funding Type	Revenue	Capital
Revenue Bid	£180,000	

Costs

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

Financial Benefits

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

Non Financial Benefits

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

Risks

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

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

Justification for the scores given

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