

ID	NAME	DESCRIPTION	PROJECT MANAGER	DIRECTORATE	TYPE	Revenue Costs 2018/19	Revenue Savings 2018/19	Revenue Costs 2019/20	Revenue Savings 2019/20	Revenue Costs 2020/21	Revenue Savings 2020/21	Revenue Costs 2021/22	Revenue Savings 2021/22	Financed By
154	Tree Management - Services to inspect and survey trees	Revenue budget required to pay for inspecting and surveying trees for land managed by various different services within the council that are currently not covered by a pro-active tree inspection regime. Also including immediately identified safety works.	Marieke van der Reijden	Community	Revenue	45,000	0	25,000	0	0	0	0	0	Council Tax
166	Procurement Support Assistant Growth Bid	This is a growth bid for the 2018-19 financial year for the continuation of the Procurement Support Assistant role. This role is being advertised on a 12 month fixed term basis, with the possibility of extension. The initial period is likely to finish in October/November 2018, depending on the start date. The post is currently vacant following the departure of the previous assistant in July. The core objective for this role is to continue to develop GBC's contracts register and ensure the council meets its transparency obligations.	Nathaniel Burrows	Resources	Revenue	36,050	0	36,770	0	37,500	0	38,250	0	Council Tax
174	Annual Contribution to Elections Reserve	Increase annual contribution to the Reserve to pay the full cost of the Borough Elections in May 2019 and subsequent Borough Elections	Elaine Bradbrook	Resources	Revenue	30,000	0	30,000	0	20,000	0	20,000	0	Council Tax
179	Air Quality Monitoring	Implementation of the Guildford Air Quality Strategy and actions required by the Executive Air Quality Working Group.	John Martin	Community	Revenue	25,000	0	25,000	0	0	0	0	0	Council Tax
217	Memorial Safety	To contract a specialist company to undertake memorial safety testing in 4 of the Councils 10 sites. The remainder will be planned for the following year. This is a legal requirement for GBC to undertake.	Natasha Precious	Environment	Revenue	30,000	0	25,000	0	20,000	0	20,000	0	Council Tax
220	Bereavement Services Restructure	Restructure of Bereavement Services to provide appropriate level of staffing and required level of service expertise.	Natasha Precious	Environment	Revenue	30,000	0	70,000	0	70,000	0	70,000	0	Council Tax
226	Leasing of Burchatts Barn	To lease out Burchatts Barn	Paul Stacey	Environment	Revenue	0	(60,000)	0	(76,000)	0	(76,000)	0	(76,000)	Council Tax
130	Castle Grounds Cottage Refurbishment								(24,000)		(24,000)		(24,000)	Council Tax
133	Millmead House Complex - External Works to Old Millmead	Repair and replace rainwater goods, repair and redecorate timber fascia's and soffits, repoint and replace brickwork, and overhaul and decorate sash windows to Old Millmead House.	Marieke Van Der Reijden	Community	Capital? Is this revenue (discussion ongoing with MVR)	30,000	0	95,000	0	0	0	0	0	Council Tax
200, 207, 212	Air Source heat pump installation at Park Barn Day Centre, Sutherland Memorial park, stoke park nursery	Replacement of electric heating with an air sourced heat pump system across various sites	Helen Buck	Community	Revenue savings from capital bid		(12,000)		(12,000)		(12,000)		(12,000)	Council Tax

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205	Hydro Private Wire	Link the Toll House Hydro Electricity Plant to Millmead and possibly the Yvonne Arnaud Theatre	Kevin Handley	Resources	Revenue savings from capital bid		(9,000)		(11,700)		(11,700)		(11,700)	Council Tax
208	CAB Heating System								(2,500)		(2,500)		(2,500)	Council Tax
259	Transformation Programme	Savings to be found from the programme of fundamental service reviews and other transformation projects being delivered by the Business Improvement Team	Amy Gardner	Managing Director	Savings		(500,000)		(500,000)		(500,000)		(500,000)	Council Tax
**	Commercial Services	Savings and additional income to be delivered from review of Waste Services (detailed bid to follow)	Chris Wheeler	Environment	Savings	0	0	0	0	0	(100,000)	0	(140,000)	Council Tax
**	Commercial Services	Income generation from the Council's sponsorship strategy as approved by Executive May 2017	Chris Burchell	Environment	Savings	0	(187,500)	0	(187,500)	0	0	0	0	Council Tax
254	Maintenance of Public Art	77 pieces of public art have been identified as having a maintenance requirement that is not currently provided for in revenue.	Tim Pilsbury	Environment	Revenue	20,000	0	20,000	0	20,000	0	20,000	0	Council Tax
Total value of growth/(savings) bids						246,050	(768,500)	326,770	(813,700)	167,500	(726,200)	168,250	(766,200)	
20% non-achievement allowance						(49,210)		(65,350)		(33,500)		(33,650)		
Total growth/(savings) to be financed from council tax (A)						196,840	(768,500)	261,420	(813,700)	134,000	(726,200)	134,600	(766,200)	

Revenue implication arising from capital bid

ID	NAME	DESCRIPTION	PROJECT MANAGER	DIRECTORATE	TYPE	Revenue Costs 2018/19	Revenue Savings 2018/19	Revenue Costs 2019/20	Revenue Savings 2019/20	Revenue Costs 2020/21	Revenue Savings 2020/21	Revenue Costs 2021/22	Revenue Savings 2021/22	Financed By
80	Rural Economy Officer	This bid for funding is to secure the role of the Rural Economy Officer as a permanent post until 2022. Currently the role is fixed at two years with the contract terminating at the end of August 2018	Chris Burchell	Environment	Revenue	23,340	0	15,333	0	15,333	0	15,667	0	Business rates reserve / pilot money if successful
101	Innovate Guildford Arts and Science Festival	A free one-day public engagement event showcasing innovation from the Guildford area in STEM (Science, Technology, Engineering & Maths) and Arts. ;Innovate Guildford allows the worlds of industry, education and research to demonstrate, discuss and display exciting new technology. ;It also highlights the ever-closer link between science and the arts.	Simon Ash	Environment	Revenue	30,000	(30,000)	30,000	(30,000)	30,000	(30,000)	30,000	(30,000)	Business rates reserve / pilot money if successful
110	Transport Strategy Project Manager - Shared SCC Post - Growth Bid	Growth bid for the shared Transport Strategy Project Manager post with Surrey County Council to extended to continue the provision of ongoing project management and liaison with Surrey County Council's Works Delivery Team to ensure that projects in Guildford are delivered on time and on budget.	Zac Ellwood	Development	Revenue	31,000	0	33,000	0	35,000	0	37,000	0	Business rates reserve / pilot money if successful
108	Planning Policy - Infrastructure Delivery Plan	Commission consultants to review the detail within the Infrastructure delivery plan.	Stuart Harrison	Development	Revenue	60,000	0	0	0	0	0	0	0	Business rates reserve / pilot money if successful
193	Development of Spectrum 2.0 project	Subject to the outcome of the feasibility study, developing a plan and programme of implementation for a suitable replacement of Guildford Spectrum	Jonathan Sewell	Environment	Revenue	120,000	0	30,000	0	30,000	0	0	0	New Homes Bonus reserve in line with NHB policy
114	Guildford Railway Station	The project is in two parts. ;The Network Rail Study is to determine the form of the Guildford platform/station capacity scheme. ;A study to produce a development brief for the station area will also be procured and managed separately by the Council.	Zac Ellwood	Development	Revenue	150,000	0	0	0	0	0	0	0	Business rates reserve / pilot money if successful
124	Planning Policy - Strategic site design overview SPD	Commission Consultants to produce an Supplementary Planning Document relating to a Strategic Design Overview Framework for the Local Plan.	Tracey Coleman		Revenue	200,000	0	0	0	0	0	0	0	New Homes Bonus reserve in line with NHB policy
139	Guildford Bike Share Scheme	A new public bike share/hire scheme for the town, exact details to be established following feasibility though approx 150 bike with 10-15 stations are expected for the initial set up of the scheme	Rob Curtis	Development	revenue implications of capital bid	70,000	0	0	0	0	0	0	0	New Homes Bonus reserve in line with NHB policy
142	Ash Road Bridge	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 delays to traffic and pedestrians when trains pass through Ash station.	Zac Ellwood	Development	Revenue	80,000	0	0	0	0	0	0	0	New Homes Bonus reserve in line with NHB policy

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151	Guildford West (Park Barn) Station	This is a proposal for a new passenger railway station on the North Downs Line to the west of Guildford main line station. This will provide a vital rail link for one of the most economically active areas of Guildford, embracing both the Royal Surrey County Hospital and Surrey University. It will also help to regenerate the Park Barn area of the town. It is envisaged that NR sign off on the GRIP2 stage will be obtained shortly - the project would then need to progress to GRIP stages 3 & 4	Zac Ellwood	Development	revenue implications of capital bid	100,000	0	0	0	0	0	0	0	Business rates reserve / pilot money if successful
177	Feasibility study into decking of Millbrook Car Park	Provision of a first floor deck above the existing public car park to deliver an additional circa 80 parking spaces (net)	Rob Curtis	Development	revenue implications of capital bid	80,000			(125,000)		(250,000)		(250,000)	car parks maintenance reserve
Bids to be financed from reserve (B)						944,340	(30,000)	108,333	(155,000)	110,333	(280,000)	82,667	(280,000)	
Total value of growth/(savings) (A+B)						1,190,390	(798,500)	435,103	(968,700)	277,833	(1,006,200)	250,917	(1,046,200)	

Revenue implication arising from capital bid

Bid for Funding: Tree Risk Management - Services to survey trees as



Project Name:	Tree Risk Management - Services to survey trees as part of risk management programme		
Project Code:	2017		154
Project Description:	Revenue budget required to pay for inspecting and surveying trees for land managed by various different services within the council that are currently not covered by a pro-active tree inspection regime. Also including immediately identified safety works.		
Project / Programme Manager:	Geoff Monck	Ward:	
Senior Responsible Officer:	Paul Stacey	Directorate:	Environment
Corporate Plan Theme:	Our Environment	Confidential:	No
Expected Start Date:	01/04/2018	Exempt VAT Implications:	No
Target Completion Date:	01/04/2019	Grant access to someone:	

Drivers and Objectives: Fulfilling statutory health and safety obligations.

To add a new revenue cost to Parks and Leisure Services budget to pay for tree inspections and surveys of trees that require managing by the Council as responsible land owner in compliance with the Council's legal duty of care.

This will later be recharged to the relevant Service for the survey of trees on their land and any works identified during the survey carried out to their trees.

Background Information: Managing the risk of harm from trees is the responsibility of the owners and managers of the land on which they grow and as such tree owners have a legal duty of care. If any injury or damage is caused by trees growing on Council owned land then the Courts would expect to see that the Council has adhered to the standard of conduct to be expected from a reasonable and prudent landowner.

The Council has no strategy or plan in place for managing trees other than those currently proactively managed by Parks and Leisure Services, on land appropriated to them and land appropriated to Parking Services, and the reactive management of trees on Housing land. A revenue budget to manage reactive works on housing land is in place. However, reactive management is not sufficient to fulfill the council's statutory duty of care. Nor does the council have procedures in place to ensure premises managers are responsible for and have knowledge of how to ensure tree safety.

Three risk areas include land that is:

- 1) Managed by a Service other than Parks and Countryside or Parking Services
- 2) Leased out to a third party but the responsibility for trees remains with the Council
- 3) Unassigned to any particular Service

This bid will cover the cost of the initial tree survey and the cost of works needing to be undertaken within two years that are likely to be identified during the course of the survey. The survey is required to facilitate the ongoing process of managing 1, 2 and 3. Once the exercise is complete we will be in a position to estimate the ongoing cost, at this point funding of the ongoing cost will be the subject of a further growth bid. We will likely look to meet this extra work burden for both, ongoing tree inspections and organising essential tree risk management work, through increasing internal capacity within the Countryside Team.

Project / Programme Objectives: To outsource an initial tree risk management survey to cover all the above described land in order to bring the council in line with its statutory obligations. To establish an ongoing tree inspection regime for the above. To carry out works identified by this initial survey.

Implications: New revenue budget required for initial tree inspection survey, tree inspection regime and essential tree risk management works.

There will be a further ongoing cost, to be identified as an outcome of the survey, in order for the council to continue to meet its legal obligations.

Legal / Statutory Requirement: Yes

Legislative / Statutory Implications:	Survey required to bring the council in line with the statutory duty of care conferred upon it by: - The Occupiers Liability Act (1957, and amended 1984) - Health and Safety at Work Act (1974)
Planning Permission Required:	<input type="text" value="No"/>
Building Regulation Required:	<input type="text" value="No"/>
Details of Other Required Consents:	Trees covered by a Tree Preservation Order: management of these trees may require written permission from GBC Planning Services. Access to properties/land being surveyed.
Constraints:	Resources: this is unprogrammed work that would need to be absorbed within the Services responsible for the tree stock on their land. Costs: additional budget provision being made available Time: additional time to ensure leased and licenced land is properly covered
Assumptions:	Budget required: The initial survey will allow an audit of the tree stock on land currently not covered by inspection. Current figures are therefore estimates. Costs: That the new revenue budget will be forthcoming. Recharge: That costs associated with managing trees on leased and licenced land on behalf of other Services, will be rechargeable to that Service
Changes / Effects:	The Council will be meeting its legal obligations by fully servicing its duty of care in respect of trees on its land. This should negate the possibility of the Council being found negligent in the event of a tree growing on its land causing injury or damage. The Council will be better prepared to deal with the significant challenge of monitoring and then managing the removal of ash trees present in high target locations as the impact of ash die-back disease takes hold throughout the borough. The Council will be better placed to effectively implement controls against Oak Processionary Moth (OPM) in high target locations as this pest, which poses a significant risk to human and animal health, becomes established across the borough.
Measures for Success:	No tree related incidents or insurance claims (other than for tree related subsidence) where the Council could be held liable. Effective future management of the risk of harm to people or property posed by ash die-back disease and OPM. Reduced burden of reactive inspections raised by Housing tenants with Area Housing Managers due to prior knowledge of location, condition and extent of trees affecting Council properties.
Viable Options and Rejection Reasons:	Options: Do nothing - risk being taken to Court if an incident arises where Council may be at fault as land and tree owner. Substantial risk of being found negligent in our duty of care. Substantial punitive fines handed down to the Council and/or damages awarded to affected parties and damage to reputation. Manage trees - needs to be done to satisfy statutory duty of care in respect of tree risk management. Cost of management likely to be lower than risk of fine. In the event of any tree related incident Council's position vindicated as shown to be acting as a responsible landowner satisfying all legal obligations.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Cost towards essential tree management works	0	A1300	Trees and Countryside	
			B1244	Risk Management Tree	25,000
2018/19	Cost towards initial tree survey on land not covered excl Housing land	0	A1300	Trees and Countryside	
			D4511	Consultants (Projects)	20,000
2018/19	Cost towards initial tree survey - Housing land only	0	M4615	Env Wks To Estate (Bh)	
			D4511	Consultants (Projects)	36,000
2019/20	Cost towards essential tree management works	0	A1300	Trees and Countryside	
			B1244	Risk Management Tree	25,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£81,000
2019/20	£0	£25,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Fulfill Legal Duty of Care	Improved Service Provision	System in place to log and monitor tree condition, and schedule works to manage risks as low as reasonably practicable and hence reduce liability for any damage or injury caused by trees growing on council land.	01/04/19
Tree Records	Improved Management Information	System in place to log and schedule tree inspection and works to make future management easier and more informative.	01/04/19
Landlord and tenant management	Improved Service Provision	All leased and licenced land where tree management is the responsibility of the Council, is properly managed.	01/04/19

Risks

Title	Description
Interim risk	Whilst a new system is being put in place, the risk that some trees pose a danger or threat.

Fundamental Themes

Our Economy:	4 - Low to Medium
	Provide re-assurance to residents and businesses that systems are in place to reduce disruptions from tree failures. Improving quality of commercial land and building by ensuring proper, safe access to land both used as investment property but also where land is let to residents and smaller rural occupiers.
Our Borough:	8 - Medium to High
	The protection of green spaces is vital to ensure that the rural environment can continue to thrive and to work symbiotically with the town and urban centres. Active tree safety management allows for sustainable management of the tree stock that retains trees as valuable amenity and ecological asset whilst managing risk of harm from tree failure as low as is reasonably practicable.
Our Infrastructure:	6 - Medium
	Improved green infrastructure for solving urban and climatic challenges such as air quality, clean water, flood water retention and healthy soils. Reduction of risk to infrastructure from tree failure.
Our Environment:	8 - Medium to High
	Active tree management will contribute to a safe and attractive environment. 'Future proofing' the Borough in identifying threats to our environment and health and wellbeing and reacting in ways to manage these threats, including tree diseases. Sustainable management of the tree stock that retains trees as valuable amenity and ecological asset whilst managing risk of harm from tree failure to be as low as reasonable practicable.
Our Society:	8 - Medium to High
	Manage the risk of harm from trees to members of public to be as low as reasonably practicable. Providing an ecological framework for social, economic and environmental health of the surroundings. Maintaining high value trees that are viewed by the public as significant amenity assets by providing a reasonable and proportional approach to tree safety management.
Your Council:	8 - Medium to High
	Shows commitment to health and safety and caring for trees. Improving value for money and efficiency in service delivery. Maximising the value of the public realm and the value derived from our property portfolio. Developing our staff to prepare for the future.
Fundamental Themes Total	42

Other Category Themes

Asset Management:	10 - Very High
	Health and safety and duty of care implications if not followed. Protecting the assets of both urban and rural areas within the Borough in the interests of good estate management.
Business Case:	8 - Medium to High
	Prevention of potentially substantial insurance and liability claims
Health and Safety / Statutory Requirement:	10 - Very High
	Duty of care obligation. The Occupiers Liability Act (1957, and amended 1984) and the Health and Safety at Work Act (1974)
Service Delivery:	10 - Very High
	Is required to avoid risk of claim or prosecution resulting from accident.
Third Party Funding:	0 - None
	None

Other Themes Total: **38**

Themes Total:

80

Bid for Funding: Procurement Support Assistant Growth Bid



Project Name:	<input type="text" value="Procurement Support Assistant Growth Bid"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="166"/>	
Project Description:	<input type="text" value="This is a growth bid for the 2018-19 financial year for the continuation of the Procurement Support Assistant role. This role is a permanent role. The post is currently vacant following the departure of the previous assistant in July. The core objective for this role is to continue to develop GBC's contracts register and ensure the council meets its transparency obligations."/>		
Project / Programme Manager:	<input type="text" value="Nathaniel Burrows"/>	Ward:	<input type="text"/>
Senior Responsible Officer:	<input type="text" value="Steve White"/>	Directorate:	<input type="text" value="Resources"/>
Corporate Plan Theme:	<input type="text" value="Your Council"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="01/11/2017"/>	Exempt VAT Implications:	<input type="text"/>
Target Completion Date:	<input type="text"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives: The core objective of this role is to assist in the continued development, implementation and maintenance of a public contracts register and ensure the Council meets its transparency obligations.

Following the roll out of GBC's Procurement Toolkit the assistant will also be required to assist procuring officers in using the new toolkit and templates. Previously the Procurement Assistant provided assistance for the lower sub-OJEU procurements, freeing up the Procurement Officer to concentrate on the larger, high risk, complex procurements.

Another objective is to provide support for procuring officers when they are using the council's e-tendering portal.

Background Information: 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.

A partial contracts register has been developed based on information provided by service areas and through the analysis of the information held on GBC's financial system. This is a large piece of work, in part due to contracts not being linked to spend on the financial system, and needs further development and continual work to maintain it.

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.

The Procurement Officer has rolled out a Procurement Toolkit to guide the Council's procuring officers down compliant procurement routes and highlight the transparency requirements. The assistant role will also provide support and advice on using the toolkit.

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.

Project / Programme Objectives:

Compliance with transparency requirements

Delivering a compliant contracts register and ensuring all the required contracts are on Contracts Finder.

Providing support for procuring officers, to include:

- using the procurement toolkit;
- using the newly developed templates;
- advice on carrying out compliant procurements.

Implications: Costs: The role is being advertised as a Band 4 salary between £24,871 – £29,026 per annum plus on-costs.

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.

Planning Permission Required: No

Building Regulation Required: No

Details of Other Required Consents: n/a

Constraints: As a 12 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: The role will be extended following the initial 12 months - so a complete 12 months salary will be required for the budget.

Changes / Effects:

Measures for Success: Compliance with transparency obligations:
Performance Indicators:

- percentage of contracts published on Contracts Finder;
- value of contracts on contracts register vs spend.

Viable Options and Rejection Reasons: Fill via an agency with a temp/interim appointment. This was rejected because of the additional costs associated with this approach.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	salary (excluding on costs)	0	G3593	Procurement Services	
			A1601	Corporate Dir Salaries	36,050
2019/20	Salary Costs	0	G3593	Procurement Services	
			A1601	Corporate Dir Salaries	36,770
2020/21	Salary Costs	0	G3593	Procurement Services	
			A1601	Corporate Dir Salaries	37,500
2021/22	Salary Costs	0	G3593	Procurement Services	
			A1601	Corporate Dir Salaries	38,250

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£36,050
2019/20	£0	£36,770
2020/21	£0	£37,500
2021/22	£0	£38,250

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Management / Contract data	Improved Management Information	Contracts register and Contracts Finder - this benefit is the first step - but for additional benefits there need to be better use of financial systems/purchase orders to ensure all spend is recorded against a contract. This will allow off-contract spend reporting, overspend reporting and savings to be tracked and reported.	30/09/18
additional professional support	Reduced Employee Costs	Currently procuring officers (untrained and with little procurement knowledge) are spending a lot of time developing procurement documents and running processes. This reduces the time available to carry out their main duties - with additional support Procurement can provide assistance and speed up the process.	01/10/17
Additional professional support	Improved Service Provision	see above.	01/11/17

Risks

Title	Description
Contracts Register	Loss of funding as a result of not meeting our transparency requirements. Risk of being audited by the Cabinet Office / Crown Commercial Services / Mystery Shopper Service.

Fundamental Themes

Our Economy:

Our Borough:

Our Infrastructure:

Our Environment:

Our Society:

Your Council:

Fundamental Themes Total

Other Category Themes

Asset Management:

Business Case:

Health and Safety / Statutory Requirement:

Service Delivery:

Third Party Funding:

Other Themes Total:

Themes Total:

Bid for Funding: Annual Contribution to Elections Reserve



Project Name:	<input type="text" value="Annual Contribution to Elections Reserve"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="174"/>	
Project Description:	<input type="text" value="Increase annual contribution to the Reserve to pay the full cost of the Borough Elections in May 2019 and subsequent Borough Elections"/>		
Project / Programme Manager:	<input type="text" value="Elaine Bradbrook"/>	Ward:	<input type="text"/>
Senior Responsible Officer:	<input type="text" value="John Armstrong"/>	Directorate:	<input type="text" value="Resources"/>
Corporate Plan Theme:	<input type="text" value="Your Council"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="01/04/2018"/>	Exempt VAT Implications:	<input type="text" value="No"/>
Target Completion Date:	<input type="text" value="02/05/2019"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:

Background Information:

Project / Programme Objectives:

Implications:

Legal / Statutory Requirement:

Legislative / Statutory Implications:

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents: None

Constraints: None

Assumptions: The amount in the Elections Reserve at 31/3/2017 totalled £44,000. It is anticipated that the cost of administering the Borough Elections in May 2019 will be around £200,000.

The existing budget assumes an annual contribution from revenue of £32,500. This additional amount ensures that £200,000 will be available to fund the Borough Elections in May 2019, and includes an allowance to fund the costs associated with any By-elections that may be held in the interim.

The adjustment to the bid from 2020-2021 reflects the anticipated costs of the next electoral cycle.

Changes / Effects: None

Measures for Success: Conducting the Borough Elections in accordance with statutory requirements.

Viable Options and Rejection Reasons: None

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Contribution to Elections Reserve	0	F2153	Guildford Borough Elect	
			N/A	N/A	30,000
2019/20	Contribution to Elections Reserve	0	F2153	Guildford Borough Elect	
			N/A	N/A	30,000
2020/21	Contribtion to Elections Reserve	0	F2153	Guildford Borough Elect	
			N/A	N/A	20,000
2021/22	Contribution to Elections Reserve	0	F2153	Guildford Borough Elect	
			N/A	N/A	20,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£30,000
2019/20	£0	£30,000
2020/21	£0	£20,000
2021/22	£0	£20,000

Risks

Title	Description
Not providing sufficient funding to cover the anticipated full cost of the Borough Elections in 2019	As stated above, if we do not set aside sufficient funds now, we will have to meet any shortfall following the May 2019 Borough Elections by supplementary estimate or revenue virement.

Fundamental Themes

Our Economy:	10 - Very High	Electing Borough Councillors to take decisions on all the projects and priorities in the Corporate Plan is absolutely fundamental
Our Borough:	10 - Very High	Electing borough councillors to take decisions on all the projects and priorities in the Corporate Plan is absolutely fundamental
Our Infrastructure:	10 - Very High	Electing borough councillors to take decisions on all the projects and priorities in the Corporate Plan is absolutely fundamental
Our Environment:	10 - Very High	Electing borough councillors to take decisions on all the projects and priorities in the Corporate Plan is absolutely fundamental
Our Society:	10 - Very High	Electing borough councillors to take decisions on all the projects and priorities in the Corporate Plan is absolutely fundamental
Your Council:	10 - Very High	Electing borough councillors to take decisions on all the projects and priorities in the Corporate Plan is absolutely fundamental

Fundamental Themes Total

Other Category Themes

Asset Management:	0 - None	
Business Case:	10 - Very High	Based on current contributions to the Elections Reserve each year, it is clear that we will have insufficient funds to cover the full cost of staging the forthcoming Borough Elections in May 2019. The action set out in this bid, will ensure that adequate funding is available to meet those costs.
Health and Safety / Statutory Requirement:	0 - None	
Service Delivery:	10 - Very High	See comment in Business case above.
Third Party Funding:	0 - None	

Other Themes Total:

Themes Total:

Bid for Funding: Air Quality Monitoring



Project Name:	<input type="text" value="Air Quality Monitoring"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="179"/>	
Project Description:	<input type="text" value="Implementation of the Guildford Air Quality Strategy and actions required by the Executive Air Quality Working Group."/>		
Project / Programme Manager:	<input type="text" value="John Martin"/>	Ward:	<input type="text"/>
Senior Responsible Officer:	<input type="text" value="Justine Fuller"/>	Directorate:	<input type="text" value="Community"/>
Corporate Plan Theme:	<input type="text" value="Our Environment"/>	Confidential:	<input type="text"/>
Expected Start Date:	<input type="text" value="01/04/2018"/>	Exempt VAT Implications:	<input type="text"/>
Target Completion Date:	<input type="text" value="31/03/2019"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:

The overall objectives are:

1. More accurately monitor air quality across the Borough
2. Improve public awareness and encourage involvement in improving air quality
3. Implement a wide range of measures aimed at improving air quality

The key drivers are:

1. Statutory duties
2. Air Quality Strategy
3. Responding to specific areas of local concern

Background Information:

This project arises from the work of the Executive Air Quality Group, legal responsibilities and the action plan that will be set out in the Council's Air Quality Strategy.

We have previously carried out air quality monitoring using passive diffusion tubes which are relatively inexpensive. Air Quality has become extremely topical both nationally and locally and the Council is finalising an Air Quality Strategy, which includes a series of short, medium and long term actions designed to improve air quality within the Borough.

There are 24 actions in the strategy, but the funding is primarily required for the following:

Monitoring: Purchasing and maintenance of real time monitoring equipment in association with the UniS to support partnership projects. Approximate cost £19,000 over 2 years.

Air quality modelling: GBC contribution to project modelling PM10, PM2.5 and NO2 across all Boroughs in Surrey. Approximate cost £9,000 over 2 years.

Community Education/involvement: Schools project in partnership with UniS aimed at improving awareness, encouraging less school traffic, reducing congestion and vehicle idling outside schools.

Participation costs for the iSCAPE Living Lab project in partnership with UniS, which aims to increase citizen awareness of air quality and how individuals can change their behaviours to reduce air pollution and improve health and wellbeing.

Purchase of equipment to support Living Lab.

Promote and encourage travel plans, flexible working and low emission vehicles amongst major employers.

Approximate cost £17,000 over 2 years.

Signage: Purchase of signage and promotional literature for anti-idling campaigns and to promote citizen awareness. Approximate cost: £5,000 over 2 years.

Project / Programme Objectives:

The overall objectives are:

1. More accurately monitor air quality across the Borough.

2. Improve public awareness and encourage community involvement in improving air quality.
3. Implement a wide range of measures aimed at improving air quality as set out in the Air Quality Strategy Action Plan.
4. Provide local solutions to local air quality issues.

Implications:

The implications of not undertaking this project are:

1. Statutory duties may not be fully met.
2. Failure to implement the Air Quality Strategy.
3. Adverse publicity and reputational damage.

Legal / Statutory Requirement:

Yes

Legislative / Statutory Implications:

Elements of the project relate to statutory duties, which may not be met if the project does not take place.

Planning Permission Required:

No

Building Regulation Required:

No

Details of Other Required Consents:

Consent from electricity Company for power supply at monitoring locations.

Consent from land owner to site equipment on land.

Constraints:

Financial constraints will limit the ability to deliver some of the actions set out in the Air Quality Action Plan.

Co-operation of other organisations in certain actions. We will be working in partnership with UniS, local schools, major local companies, Arriva and other organisations and therefore as well as our own actions, delivery of outcomes will also depend on deliverables under the control of these organisations.

Assumptions:

Approval of the Council's Air Quality Strategy and Action Plan. We have assumed that the Executive will approve the draft Air Quality Strategy and Action Plan when they are considered on 28 November 2017.

Limited change to the National Air Quality Framework and legislative arrangements. We have assumed that there will be limited change to these arrangements over the next two years or as a result of Brexit negotiations.

Changes / Effects:**Measures for Success:**

Implementation of Action Plan tasks.
Reduced levels of pollution (in particular NO₂).
Raised public awareness and involvement.

Viable Options and Rejection Reasons:

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Air Quality Action Plan Implementation	0	N/A	N/A	
			N/A	N/A	25,000
2019/20	Air Quality Action Plan Implementation	0	N/A	N/A	
			N/A	N/A	25,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£25,000
2019/20	£0	£25,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Improved Air Quality	Improved Social Benefits	Air Quality Strategy Action plan measures	31/03/20
Improved Air Quality	Reduced Carbon	Air Quality Action Plan Measures	31/03/20

Risks

Title	Description
Failure to meet Air Quality Standards	Air quality may not meet national air quality standards
Failure to meet Statutory Duties	We may not fulfil all our statutory duties relating to air quality.

Fundamental Themes

Our Economy:

6 - Medium

The measures in the Action Plan will assist businesses in the Borough to operate in a less polluting way and help reduce traffic congestion.

For example by raising awareness and encouraging the adoption of travel plans, uptake of low emission fleet vehicles.

Our Borough:

10 - Very High

Air Quality affects the health and quality of life of every resident in the Borough.

All the actions in the Air Quality Strategy and Action Plan aim to reduce air pollution and improve air quality. Improved air quality will benefit the health and wellbeing of everyone living and working in the Borough.

Our Infrastructure:	6 - Medium	Actions within the Strategy will help improve the travel infrastructure within the Borough. The Air Quality Strategy and Action address a number of issues around transport infrastructure. For example reducing travel at peak times, encouraging use of low emission vehicles, reducing vehicle idling outside schools and other vulnerable locations.
Our Environment:	10 - Very High	The work of the project is specifically designed to improve the environment of the Borough and make it a better place to live and work. All the actions in the Air Quality Strategy and Action Plan are intended to improve the air quality within the Borough and make it healthier and more pleasant place to live, work or visit.
Our Society:	10 - Very High	The work of the project is specifically designed to improve the environment of the Borough and make it a better place to live and work. This will have a big impact on the health and wellbeing of all the population with consequential health and social welfare benefits and savings.
Your Council:	6 - Medium	The impact of the project is positive in terms of the Councils reputation and it's response to national air quality standards and a desire to improve local air quality for the health and wellbeing of all those living, working or visiting the Borough.

Fundamental Themes Total 48

Other Category Themes

Asset Management:	2 - Low	This does not directly involve Council assets.
Business Case:	8 - Medium to High	There is a strong business case for the project which will have a positive impact on health and wellbeing, and ensuring that we comply with our statutory duties.
Health and Safety / Statutory Requirement:	10 - Very High	
Service Delivery:	10 - Very High	This project is required in order to ensure delivery of the actions/services required in the Air Quality Strategy.
Third Party Funding:	8 - Medium to High	This work is likely to attract third party funding to further assist in improving air quality.

Other Themes Total: 38

Themes Total: 86

Bid for Funding: Memorial Safety

Project Name:	<input type="text" value="Memorial Safety"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="217"/>	
Project Description:	<input type="text" value="To contract a specialist company to undertake memorial safety testing in the ten sites the Council is responsible for."/>		
Project / Programme Manager:	<input type="text" value="Natasha Precious"/>	Ward:	<input type="text" value="Shalford Ward"/>
Senior Responsible Officer:	<input type="text" value="Natasha Precious"/>	Directorate:	<input type="text" value="Environment"/>
Corporate Plan Theme:	<input type="text" value="Our Society"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="01/04/2018"/>	Exempt VAT Implications:	<input type="text" value="No"/>
Target Completion Date:	<input type="text" value="31/03/2023"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:	<p>Objective is to use a specialist contractor to complete all memorial safety testing in the ten sites across the borough that the council is legally responsible for. Frequency of the memorial testing depends on the size and type of the memorial and its previous testing history. As a guide most need to be retested either annually or 5 yearly. Key driver is the issue of compliance as a burial authority GBC is responsible for ensuring cemeteries and churchyards are a safe environment and this includes memorials to the deceased.</p>
Background Information:	<p>The bereavement service is responsible for eight churchyards and two cemeteries within the borough. Within these sites GBC is responsible for the safety i.e.. structural integrity of memorials. In law the owners of a memorial are responsible for its maintenance and safety but under HASAWA, Local Authority Cemetery Order (LACO) and the Closed Churchyards Act we are required as a burial authority to manage and maintain closed churchyards and make cemeteries and churchyards for which we are responsible safe for visiting members of the public.</p> <p>Frequency of the testing on memorials depends on the size and type of the memorial and its previous testing history. As a guide most need to be retested either annually or 5 yearly. Currently no memorial testing has been undertaken in some time and as such if someone were to have an accident involving a memorial, GBC would be held liable, not the owner of the memorial. It is also difficult to reach owners of some memorials due to the age of the memorials as some go back many hundreds of years and the testing programme therefore involves the requirement to make the memorial structurally safe or rather remove it as a risk - this can involve performing holding repairs or laying the memorial down flat both of which require specialist contractors and this is therefore included in the bid (as an approximation).</p>
Project / Programme Objectives:	<p>To complete memorial safety tests in all ten sites and begin a programme alongside this of making relevant memorials safe. This programme will be conducted over 5 years. Bid is split £30,00 for 18/19 £25,000 19/20 £20,000 20/21 and £15,000 21/20.</p>
Implications:	<p>Staff time in corresponding with families and preparing facilities.</p> <p>As above the implication of not starting this programme of testing means that the council is non compliant and leaves itself open to insurance claims and possible Health and Safety related legal action should an accident occur.</p> <p>This is more of an issue of staff capacity and how we can practically execute this project on the ground (staff will need to source and contact all grave owners erect notices and communicate results of testing as well as organising fixing).</p> <p>The bid for all ten sites could be put over 5 years and would total £90,000 – it is important to note that approx. £50,000 of this is for the testing but we have to account for money to fix or 'make safe' memorials and until we know how many require these works we have to put a large provisional sum in to cover this.</p> <p>We are required to immediately make safe memorials so it is not possible to put a bid in for testing and then a separate bid for making safe in a two or three years time.</p>

Legal / Statutory Requirement:

Legislative / Statutory Implications: In law the owners of a memorial are responsible for its maintenance and safety but under HASAWA, Local Authority Cemetery Order (LACO) and the Closed Churchyards Act we are required as a burial authority to manage and maintain churchyards and make cemeteries and churchyards for which we are responsible safe for visiting members of the public and therefore responsible for testing of the memorials.

The frequency of the testing on memorials depends on the size and type of the memorial and its previous testing history i.e. if deemed high risk it requires retesting more frequently. As a guide most need to be retested either annually or 5 yearly.

Currently no memorial testing has been undertaken in some time and as such if someone were to have an accident involving a memorial, GBC would be held liable not the owner of the memorial.

We have experienced issues with closed churchyards agreements and previous difficulties in obtaining faculties (churchyards are covered by ecclesiastical law and a faculty is required before any works are undertaken on consecrated ground) which have impacted the programme.

It is important that we complete the first cycle of this testing in a shorter space of time – if we schedule it over a longer period we remain at risk as we are non-compliant.

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents: For the 8 churchyards a 'faculty' from the Diocese of Guildford will be required before we are able to go ahead with these works. Bereavement Services is currently in consultation with the Diocese to obtain one faculty for all the relevant churchyards. No other consents are required. We will be writing out to families to inform them of the testing programme but the grave owners consent is not required to either test or make safe the memorials.

Constraints: Staff time and capacity (please cross reference restructure bid) Staff will be required to contact all grave owners to inform them of the testing programme as records may be hundreds of years old and we have thousands of memorials this is a very large task.

Procurement Resource - a suitable tender will need to be prepared and evaluated

Assumptions:

Changes / Effects:

Measures for Success: Completion of memorial safety testing and all relevant memorials made safe by 2022

Viable Options and Rejection Reasons: Option for staff to conduct memorial safety testing.
Not viable as there are approximately 10,000 memorials to physically assess and there is not the resources in house to undertake this task. Once complete staff will be able to deliver a programme of inspection and assessment

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Memorial Safety programme	0	A1500	Guildford Crematorium	
			D4505	Memorial Safety Inspec	30,000
2019/20	Memorial Safety programme	0	A1500	Guildford Crematorium	
			D4505	Memorial Safety Inspec	25,000
2020/21	Memorial Safety programme	0	A1500	Guildford Crematorium	
			D4505	Memorial Safety Inspec	20,000
2021/22	Memorial Safety programme	0	A1500	Guildford Crematorium	
			D4505	Memorial Safety Inspec	15,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£30,000
2019/20	£0	£25,000
2020/21	£0	£20,000
2021/22	£0	£15,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Public Spaces	Improved Service Provision	Improved maintenance of designated public spaces.	31/03/20

Risks

Title	Description
Health & Safety	If these are not maintained high risk of an accident occurring.
Legal Compliance	Not complying to legal requirements.

Fundamental Themes

Our Economy:

Our Borough:

Maintaining an environment that forms valuable public spaces keeping them safe and maintaining a standard of appearance.

Our Infrastructure:

Our Environment:

Our Society:

Cemeteries and churchyards are an important historical and civic space and maintaining them as safe public spaces is of importance to the whole community.

Your Council:

Fundamental Themes Total

Other Category Themes

Asset Management:

As the responsibility of the Council these memorials are to be regarded as valuable historical assets.

Business Case:

Health and Safety / Statutory Requirement:

The Council is legally responsible for the safety of headstones within its cemeteries and churchyards and would be liable should an accident occur and the headstone was deemed unsafe or has not been tested.

Service Delivery:

It is an important part of service to the bereaved to maintain the safety of memorials that are visited and to ensure the spaces are aesthetically pleasing and well maintained in order to provide an appropriate environment for the bereaved and assist with the grief process.

Third Party Funding:

Other Themes Total:

Themes Total:

Bid for Funding: Bereavement Services Restructure



Project Name:	<input type="text" value="Bereavement Services Restructure"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="220"/>	
Project Description:	<input type="text" value="Restructure of Bereavement Services to provide appropriate level of staffing and required level of service provision."/>		
Project / Programme Manager:	<input type="text" value="Natasha Precious"/>	Ward:	<input type="text" value="Shalford Ward"/>
Senior Responsible Officer:	<input type="text" value="Natasha Precious"/>	Directorate:	<input type="text" value="Environment"/>
Corporate Plan Theme:	<input type="text" value="Your Council"/>	Confidential:	<input type="text" value="Yes"/>
Expected Start Date:	<input type="text" value="01/04/2018"/>	Exempt VAT Implications:	<input type="text" value="No"/>
Target Completion Date:	<input type="text" value="01/06/2018"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:	<p>Objective is to complete restructure of Bereavement Services Team by June 2018. Principle driver behind this is a FSR conducted in 2014 which identified substantial gaps in customer service provision and staff capacity. Drivers are to ensure correct number of appropriately trained and qualified staff are in place to provide industry recognised levels of service for the bereaved and to ensure that the council is discharging all its statutory duties in its role as a cremation and burial authority.</p>
Background Information:	<p>A FSR was conducted in 2014 which identified gaps in provision both with regard to staff numbers and service provision. The current job descriptions did not meet service needs and a job evaluation process was duly carried out. £110,000 was initially approved by CMT and set aside for this process. Due to low staffing numbers and the managers time being taken up on other large scale projects, this restructure has been delayed. The results of the latest job evaluations carried out on the new job descriptions in addition to the revised spinal pay structure the council introduced during the time that has lapsed now brings the sum required to £180,000. We would therefore have required an additional £70,000 recruitment of one additional administrative post is being delayed until 2019/20 the bid for this year is therefore £30,000 with the additional £40,000 coming in 2019.</p> <p>Presumed additional income for the service related to the redevelopment project has already been accounted for in MTFs. The increased income is based on mortality rate, potential of charging a higher cremation fee and the option to derive increased memorial income from the newly landscaped grounds. Increased income cannot therefore be used to offset these costs with regards to this bid.</p>
Project / Programme Objectives:	<p>To begin consultation with staff in the new year and effect the restructure in April 2018. The restructure is required as soon as possible due to the fact that the existing bereavement team is severely stretched in terms of staff capacity and is struggling to discharge its statutory duties to an industry recognised standard. It is important that the new team is in place and trained prior to the redevelopment of the crematorium in order to support the service in the transition and to ensure the new facility is opened with the appropriate number of staff to man it.</p>
Implications:	<p>If not completed the bereavement services team will remain critically understaffed and will become increasingly unable to discharge its legal responsibilities.</p>
Legal / Statutory Requirement:	<input type="text" value="No"/>
Legislative / Statutory Implications:	<p>The restructure is not a statutory requirement but as previously explained the current staffing levels mean that existing staff simply do not have the time to fulfil all the duties demanded in law of the council as a cremation and burial authority. The service is behind on crucial responsibilities such as memorial testing, mapping and burial records. The service has also lost industry accreditations as staff simply do not have the time to spend with families or assist with developing the service to the standard expected within the industry. The manager is currently spending much of her time in the office completing day to day administration and project duties and this restructure would free her up to actively manage the service.</p>
Planning Permission Required:	<input type="text" value="No"/>

Building Regulation Required:

Details of Other Required Consents:

Constraints: Staff time (Manager) to commence the restructure and hold consultation. Availability of internal support services i.e. HR - most of the work already completed i.e. JE and EIA. Updated CMT report is currently being drafted and HR is happy with proposal.

Assumptions: Restructure will go ahead in 2018 following approval from CMT (already agreed in principle in 2014)

Changes / Effects: Will allow for more staff in the service and for staff to cover all departments effectively. This will ensure the service can provide an industry recognised level of service to the bereaved and will free up time for the manager to actively 'manage' the service.

Measures for Success: Completion of the restructure in 2018-19 with final remaining administrative post budgeted for 2019/20
Achieving full quota of trained staff as proposed in the restructure.
Gaining improved industry accreditation as a service ICCM Charter for the Bereaved Gold/Silver/bronze Level.

Viable Options and Rejection Reasons: Full service review has underlined issues and established that restructure is required - previously agreed in principle by CMT and HR.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Bereavement Services Review	0	A1410	Cemeteries Admin	
			A1501	Environment Dir Salarie	30,000
2019/20	Bereavement Services Review	0	A1500	Guildford Crematorium	
			A1501	Environment Dir Salarie	70,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£30,000
2019/20	£0	£70,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Improved Customer Service Provision	Improved Customer Satisfaction	Industry approved rating and customer feedback	01/06/18

Risks

Title	Description
	Nil

Fundamental Themes

Our Economy:

Our Borough:

Our Infrastructure:

Our Environment:

Our Society:

Your Council:

Fundamental Themes Total

Other Category Themes

Asset Management:

Business Case:

Health and Safety / Statutory Requirement:

Service Delivery:

Third Party Funding:

Other Themes Total:

Themes Total:

Bid for Funding: Leasing of Burchatts Barn



Project Name:	<input type="text" value="Leasing of Burchatts Barn"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="226"/>	
Project Description:	<input type="text" value="To lease out Burchatts Barn"/>		
Project / Programme Manager:	<input type="text" value="Paul Stacey"/>	Ward:	<input type="text" value="Christchurch Ward"/>
Senior Responsible Officer:	<input type="text" value="Peter O'Connell"/>	Directorate:	<input type="text" value="Environment"/>
Corporate Plan Theme:	<input type="text" value="Your Council"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="01/04/2018"/>	Exempt VAT Implications:	<input type="text" value="Yes"/>
Target Completion Date:	<input type="text" value="01/08/2016"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives: To reduce the cost of operating Burchatts Barn.
To find a suitable alternative use for Burchatts Barn.

Background Information: Following approval from GBC's Property Review Group to seek to lease Burchatts Farm Barn, expressions of interest were received following a 6 week marketing period by Owen Shipp. The property continues to be surplus to requirement and costs in the region of £40,000-£70,000 per annum to run.

Expressions of Interest
Twelve expressions of interest were received seeking uses as café/restaurants, performing arts school, personal training gym, event and wedding hire, educational use and as a doctors surgery.

Following this exercise it was agreed by CMT to pursue occupation by one of the interested parties.

Project / Programme Objectives:

- Lease out the barn
- Find a complementary use to the park
- Reduce the cost to the Council

Implications:

- Reduced cost for the Council
- No further public hire of the venue

Legal / Statutory Requirement:

Legislative / Statutory Implications:

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents:

Constraints: The premises are grade 2 listed and currently have D1/D2 uses and the primary restriction is the 1 bedroom flat currently used for residential purposes above the barn.

As a listed building agreeing a tenancy may be difficult in regard of repairs and maintenance.

Assumptions:

That a tenant can be found to occupy the premises on a full repairing lease.

Changes / Effects:

Reduced cost for GBC.

Measures for Success:

Building let for an appropriate alternative use.

Viable Options and Rejection Reasons:

Keep the venue for public hire - this has been rejected as it costs between £40,000 - £70,000 per annum to run, the parks service has a limited capacity to run it as a public hire venue. If run by a third party operator the expressions of interest confirmed that additional temporary structures would be required to make it viable.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Income	0	A1810	Burchatts Farm Barn	
			K6972	General Rents	-20,000
2018/19	Property running costs	0	A1810	Burchatts Farm Barn	
			N/A	N/A	-40,000
2019/20	Income	0	A1810	Burchatts Farm Barn	
			K6972	General Rents	-36,000
2019/20	Property running costs	0	A1810	Burchatts Farm Barn	
			N/A	N/A	-40,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	-£60,000
2019/20	£0	-£76,000

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2018/19	Savings	0	-60,000
2019/20		0	-76,000

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	0	-60,000
2019/20	0	-76,000

Risks

Title	Description
Suitable tenant and lease to	This bid comes with a fair amount of risk as to whether a tenant is found and the

derive savings

terms of the lease in the early years. As a listed building obtaining a full repairing and insuring lease could be challenging, therefore the drafted savings need treating with some caution.

Fundamental Themes

Our Economy:

2 - Low

May provide a suitable premises for a local business or service.

Our Borough:

4 - Low to Medium

Will help to maintain a key building and asset on Stoke Park.

Our Infrastructure:

2 - Low

Will ensure building is put to an appropriate use complimentary to the uses on Stoke Park.

Our Environment:

4 - Low to Medium

Will contribute to the overall management of Stoke Park.

Our Society:

2 - Low

A new tenant may support a community use or benefit.

Your Council:

10 - Very High

Contributes to improving the value of the Council's assets.

Fundamental Themes Total 24

Other Category Themes

Asset Management:

8 - Medium to High

Will see building leased and reduced cost to GBC.

Business Case:

8 - Medium to High

Should derive a saving of £70,000 - £100,000

Health and Safety / Statutory Requirement:

0 - None

Service Delivery:

8 - Medium to High

Will improve service delivery and reduce costs.

Third Party Funding:

0 - None

Other Themes Total: 24

Themes Total: 48

Bid for Funding: Castle Grounds Cottage - Refurbishment



Project Name:	<input type="text" value="Castle Grounds Cottage - Refurbishment"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="130"/>	
Project Description:	<input type="text" value="Refurbish to lettable standard ready for temporary occupation as a private residential let"/>		
Project / Programme Manager:	<input type="text" value="Asset Maintenance Manager"/>	Ward:	<input type="text" value="Holy Trinity Ward"/>
Senior Responsible Officer:	<input type="text" value="Marieke van der Reijden"/>	Directorate:	<input type="text" value="Community"/>
Corporate Plan Theme:	<input type="text" value="Your Council"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="01/08/2018"/>	Exempt VAT Implications:	<input type="text" value="No"/>
Target Completion Date:	<input type="text" value="01/12/2018"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:	<p>The main driver is to utilise Castle Grounds Cottage, a currently vacant residential property, on a temporary basis for private residential let with the objective of deriving a short to medium term income, prior to a decision on the long term future use of the asset being made.</p>
Background Information:	<p>The property was used as staff accommodation by Parks and Leisure Services. Following the departure of its last tenant, circa two years ago, the property has remained vacant.</p> <p>The property is in a poor state of condition and will require full refurbishment, whatever use, going forward.</p> <p>The Museum and Castle Grounds project is currently at feasibility stage. At the time of writing, the Cottage is identified within the project plans for possible use as part of the future Museum attraction. However, these proposals require major considerations, which will take time to resolve. Whilst ideally the Council would wait for formal confirmation through Executive that this should be the future use of the Cottage, the present situation of holding a vacant property means a recommendation whether to proceed with the works is required sooner.</p>
Project / Programme Objectives:	<p>Project: Refurbishment of Castle Grounds Cottage for private residential let. Programme: 01/08/2018 - 01/12/2018. Objectives: To derive an income from the property prior to a decision on the long term future use being made.</p>
Implications:	<p>Financial: Cost estimate for the project is £60,000 to refurbish in order to realise a return Timing: A decision on the short term use of the building made ahead of a formal Executive decision on the Museum and Castle Grounds project.</p> <p>Future: The long term plan for the property is unknown; thus, full refurbishment works for private residential let may not lend themselves as relevant to the future use of the asset.</p> <p>Resource: The Building Surveying team is currently under resourced and thus delivering this project in-house may prove unfeasible.</p> <p>Return on investment: For the Council to realise a return on its investment of £60,000 the property would need to be let for an estimated period of 2.5 years. A change of use before this could see a loss on initial capital expenditure.</p> <p>Private residential let: The location of the property, within the Castle Grounds, does afford issues with private residential let. The gates to the grounds are locked at certain times; however, the tenant of the property would require unfettered access.</p>
Legal / Statutory Requirement:	<input type="text" value="No"/>

**Legislative /
Statutory
Implications:**

Building Regulations: Under the Building Act 1984 Building control consent is likely to be required.
Conservation Area: Property falls within the Guildford Town Conservation Area. Consequently, considerations required for changing windows/rear patio doors and the external appearance of the property.
Health and Safety: Project will fall within the scope of the CDM Regulations 2015, although will not be notifiable to the HSE.
Ecological: Due to the location of the building it is likely to house bat roosts. Consequently, certain works may be restricted and/or require a licence from Natural England.
Asbestos: The Control of Asbestos Regulations 2012 will need to be followed. This will require a Refurbishment and Demolition (R&D) survey pre the works. Due to the age of the property Asbestos Containing Materials (ACMs) may be found once the building is opened-up. Where ACMs are found, advice from the Council's appointed asbestos consultant will be sought.

**Planning
Permission
Required:**

No

**Building
Regulation
Required:**

Yes

**Details of Other
Required
Consents:**

Conservation Area Consent: This may be required in relation to changing the windows/external appearance of the building. Advice will be sought from the Council's planning department pre the works.
Ecological: A licence from Natural England may be required for certain works where bat roosts are present.

Constraints:

Resource: The Building Surveying team is currently under-resourced and thus it is uncertain whether there will be capacity in-house to undertake this capital project.
Ecological: Depending on the results of the ecological survey certain works may be constrained or subject to licence from Natural England.
Conservation area: The property falls within the Guildford Town Centre conservation area; thus, there will be restrictions on changing the external appearance of the building - the main item of which is windows and rear patio doors.

Assumptions:

Refurbishment costs are based on rates obtained from pricing books and previous tender documentation.
Budget estimate assumes property is structurally sound and required works are general refurbishment and aesthetics.
Budget estimate assumes no substantial removal of asbestos is required pre the refurbishment works.
Budget estimate assumes that the existing services are largely sound, and only allows for minor works.

**Changes /
Effects:**

To change the building from a very poor state of repair to a private residential lettable standard, with the effect of increasing the potential revenue generation from the Council's property portfolio.

**Measures for
Success:**

Project delivered on time, on budget, and to the correct standard/quality.
Property privately let within a short timeframe post refurbishment for a competitive rental income

**Viable Options
and Rejection
Reasons:**

Short term options:
1) Do nothing: This option was rejected on the grounds that the Council can be criticised for owning vacant properties that have revenue generating potential.
2) Keep the property vacant until Cottage is redeveloped as part of the Museum Project; option rejected because the timeframe is unknown and the property would be likely to deteriorate in the meantime
3) Refurbish for short term residential let: since the long term use of the property is unestablished, this is likely to be an interim measure

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Contractor costs	48,000	A1131	Castle Grounds Cottag	
			B1610	Ps - R&M Planned Wor	48,000
2018/19	Contingency	5,000	A1131	Castle Grounds Cottag	
			B1610	Ps - R&M Planned Wor	5,000
2018/19	Preliminaries	2,000	A1131	Castle Grounds Cottag	
			B1610	Ps - R&M Planned Wor	2,000
2018/19	Professional fees	5,000	G4575	Asset Development	
			D4520	Consultants (Advice)	5,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£60,000	£60,000

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2019/20	Value added to asset through refurbishment works / Rental income from private let	50,000	24,000
2020/21	Rental income from private let	0	24,000
2021/22	Rental income from private let	0	24,000

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
2019/20	50,000	24,000
2020/21	0	24,000
2021/22	0	24,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Providing residential accomodation	Improved Social Benefits	Refurbishing this property will provide additional residential accomodation within the borough. The measure of success will be letting the property.	01/12/18
Void properties	Improved Customer Satisfaction	The Council is open to criticism where it fails to generate an income from its property portfolio; particularly where assets remain void for extended periods of time. The measure of success will be generating an income from letting the property.	01/03/19

Planned Preventative Maintenance	Reduced Asset Costs	Whilst there will be an initial capital expenditure in year 1 to refurbish this property for residential let; future planned maintenance costs for the asset will be reduced. This not only affects future maintenance costs, but also staff time. The measure of success will be comparing previous years planned maintenance expenditure vs future planned maintenance expenditure.	01/12/18
Vandalism	Improved Service Provision	While the building remains vacant there is an increased risk of vandalism to the property as well as the immediate surrounding areas.	01/12/18

Risks

Title	Description
Lettability and revenue generation	There is the risk that post refurbishment the property fails to let for the desired annual amount and/or within a reasonable timeframe.
Budget	As with all construction projects there is the risk of costs escalating due to unforeseen events.
Long term use of the asset	If the longer term use of the asset is realised early and this does not accord with the residential refurbishment works there is a risk that the Council will not realise a return on its initial capital investment.
Health and Safety	As with all construction project, by there very nature there are Health and Safety risks involved when working onsite.

Fundamental Themes

Our Economy:	6 - Medium	Improved building and facility contributes to the Council's aim for high quality land and buildings; as well as providing additional residential accommodation within the Borough.
Our Borough:	6 - Medium	Improvements to the building will contribute an element towards an attractive town, especially as the building sits within the award winning Castle Grounds.
Our Infrastructure:	0 - None	None.
Our Environment:	8 - Medium to High	Contributes towards aim for protecting and improving our environment by not remaining vacant and exposed to possible vandalism.
Our Society:	4 - Low to Medium	Project makes some improvement to the lives of residents and visitors who pass through the Castle Grounds by showing that the Council property is well kept and maintained.
Your Council:	6 - Medium	Shows commitment to keeping good quality assets and seeking to ensure the best value is obtained out of them, even as a short term solution. Demonstrates a proactive Council.

Fundamental Themes Total **30**

Other Category Themes

Asset Management:	8 - Medium to High	Keep the building in good repair and making good use of the asset by letting in the short term.
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Business Case: 4 - Low to Medium

This offers a short term solution pending the outcome for the property, which is currently under consideration as part of the Museum and Castle Grounds project.

Health and Safety / Statutory Requirement: 8 - Medium to High

There is a security risk whilst the property remains vacant; the property also risks falling in to disrepair and requiring greater expenditure further down the line.

Service Delivery: 4 - Low to Medium

Parks and Leisure Services would benefit from the income generated, albeit the full benefit is not realisable for circa 2.5 years post initial capital investment.

Requirement on Asset Development to keep the building in good repair and seek to ensure an income is achieved from property. Once refurbishment works are complete the demand on the Building Surveying team for future maintenance will be reduced.

Third Party Funding: 0 - None

None

Other Themes Total: 24

Themes Total: 54

Bid for Funding: Millmead House Complex - External Works to Old



Project Name:	Millmead House Complex - External Works to Old Millmead		
Project Code:	2017		133
Project Description:	Works to replace defective rainwater goods attached to the roof fascia and soffits of Old Millmead using materials commensurate with the building's listed status. Opportunity to extend the work to replace spalling brickwork on building facades and overhaul and decorate sash windows whilst the scaffold is in place.		
Project / Programme Manager:	Asset Maintenance Manager	Ward:	Friary St. Nicolas Ward
Senior Responsible Officer:	Marieke van der Reijden	Directorate:	Community
Corporate Plan Theme:	Your Council	Confidential:	No
Expected Start Date:	01/04/2018	Exempt VAT Implications:	No
Target Completion Date:	31/12/2019	Grant access to someone:	

Drivers and Objectives: To keep the building known as Old Millmead House in good condition.

Background Information: There have been problems with the guttering for a number of years, and recently a section of cast-iron guttering fell from the building. The guttering (excluding porridge pot alley elevation) was inspected and temporary fixings put in place to secure this until a more permanent solution could be out in place.

As a Grade II listed building, there are restrictions on materials that can be used for the works and it is likely that replacement rainwater goods will have to be in cast iron of matching profile. Whilst the rainwater goods are being replaced any damaged fascia and soffits will also be replaced and decorated. In addition, the pointing to the brickwork façade, particularly at low level, is failing with a number of spalled and damaged bricks present. Finally, the timber sash windows require regular overhaul and redecoration every 4-5 years, which is now due. This element forms part of the cyclical maintenance programme and will be funded from that budget provision.

Project / Programme Objectives: As the building will need to be scaffolded at a cost of around £35,000 it is cost effective to advance the decorating and associated repair cycle by a year. Therefore, the scheme will include the following works:

- Replace sections of the gutters and downpipes as required.
- Repoint and replace areas of brickwork as required.
- Replace and repair the soffits and fascia as required, including redecorating these entirely.
- Redecorate, and ease and repair the sash windows as required.

Implications: If the proposed works are not undertaken the:

- External walls would continue to deteriorate and lead to greater remedial costs in the future.
- Gutters would continue to fail with associated health and safety risks where the fixings are inadequate and need replacing.
- Sash windows need easing and adjusting every 4 to 5 years to keep them in reasonable working order. The windows also require external redecoration every 4 to 5 years in order to prevent rotting and replacement. The windows were last overhauled in June 2013.

Legal / Statutory Requirement: No

Legislative / Statutory Implications: Health and safety: Providing secure fixings to high level guttering to ensure a safe working environment around the exterior of the building.
Health and Safety: Project will fall within the scope of the CDM Regulations 2015, although will not be notifiable to the HSE.
Ecological: A recent bat survey of Old Millmead House has found bat roosts. Consequently, certain works may be restricted and/or require a licence from Natural England.
Asbestos: The Control of Asbestos Regulations 2012 will need to be followed. This will require a

Refurbishment and Demolition (R&D) survey pre the works.
Listed Building Consent: It is likely that where rainwater goods are replaced listed building consent will be required under the Planning (Listed Building and Conservation Areas) Act 1990.

Planning Permission Required:

No

Building Regulation Required:

No

Details of Other Required Consents:

Listed building consent.
A licence from Natural England is likely to be required where works may affect identified bat roosts.

Constraints:

Physical: Accessing guttering and windows at height; particularly at the Porridge Pot Alley end of the building.
Legislative: Identifying and agreeing a rainwater good replacement that is acceptable to the Council's Conservation Officer (requests for cast iron effect UPVC or aluminium have been rejected in the past with a preference for like-for-like replacement in cast iron, which is more costly to supply, fit, and maintain due to its tendency to rust unless treated and painted frequently). Further, samples of bricks and pointing will need to be agreed with the Council's Conservation Officer. Finally, paint colours and specification will need approving.
Legislative: Dealing with bats which are present as identified by recent bat survey; therefore likely a licence will be required from Natural England for certain elements of the works.
Occupation: Old Millmead House and the surrounding areas will remain occupied during the works and thus careful planning will be required to ensure the safety of building users and members of the public.

Assumptions:

A solution can be found for replacement rainwater goods that are acceptable to the Council's Conservation Officer and listed building consent is granted.
That Natural England will grant a licence to allow works that may affect a bat roost to take place. It is likely a licence, where granted, will be conditional.
Costs are based on rates obtained from pricing books and previous tender documentation.
Budget estimate assumes no substantial removal of asbestos is required pre the refurbishment works.

Changes / Effects:

Halt any further deterioration of the external fabric of the building and ensure the future preservation of a listed building with heritage value.

Measures for Success:

That the project is brought in on time, on budget, and to the correct quality.
That during the works there are no health and safety issues reported.
That there is no further requirement to undertake brickwork repairs / repointing for the next 10 years; gutters secure and fixed for next 20 years (providing external redecorations every 5 years); and windows remain in reasonable working order and do not require redecoration for next 5 years.

Viable Options and Rejection Reasons:

Options include:
1) Replacing the gutters with non-scaffold access solution - option rejected on basis that despite attempting to access the whole building by cherry picker, one end of the building that runs parallel to Porridge Pot Alley could not be reached by cherry picker due to restrictive access and soft ground. Further, the logistics of handling lengths of cast-iron guttering safety would be difficult for a cherry picker. Due to the additional time it would take to undertake the works without the use of scaffoldings in this way it is unlikely this would provide a saving on scaffolding the building. Finally, there are additional health and safety concerns to consider with this access solution i.e. if a section of guttering was to fall there would be nothing preventing this.
2) Replacing and decorating sections of gutters, timber fascia and soffits, and repoint/replace damaged bricks, with scaffolding - option considered as a cheaper alternative by doing the window repair work at a later date, but rejected to avoid doubling-up the inconveniences associated with the works and paying twice for scaffolding.
3) Replacing and decorating sections of gutters, timber fascia and soffits, and repoint/replace damaged bricks and ease, adjust and decorate windows with scaffolding - preferred option.
Options considered:
1) Not using scaffolding: The safety implications and replacing heavy cast-iron sections at height are considerable. Attempting to do so using mobile access equipment on this publicly accessible site adds additional risk. The option has been rejected.
2) Not redecorating the building: This will need to be done in 2 years time and will require the building to be

scaffolded. Combining the two projects is more cost effective. The option of not advancing this element and the work has been discounted.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Pre-contract and consultants	15,000	N/A	N/A	
			N/A	N/A	0
2019/20	Contract Works	95,000	N/A	N/A	
			N/A	N/A	0

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£15,000	£0
2019/20	£95,000	£0

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
1. Legal compliance	Improved Service Provision	Compliance with associated health and safety legislation and works undertaken in line with Planning (Listed Buildings and Conservation Areas) Act 1990.	31/10/19
2. Customer Benefit	Improved Customer Satisfaction	Difficult to measure, but any future tenant would benefit from a building maintained in good repair.	31/10/19
3. Staff Benefit	Improved Staff Satisfaction	Difficult to measure, but the number of complaints about the sash windows should reduce; with the caveat that eliminating draughts and stopping casements rattling is difficult with old sash windows without restricting their ability to open. Staff will see and benefit from working in a building that is maintained and in good repair.	31/10/19

Risks

Title	Description
Budget	That the project will come in over budget; to mitigate this building surveys will be undertaken, which will inform the production of a detailed specification for the works. Further, the appointed contractor will be closely monitored, including project budget throughout the works to ensure cost control of the project. This will allow early indication of the project potentially exceeding the allowed budget and thus solutions can be sorted early on to manage this.
Health and Safety	As with all construction projects there are always health and safety risks associated with working on a construction site. The main risk associated with this project is working at height: this poses a risk for the contractor; there are also risks to be mitigated in terms of staff and visitors accessing Old Millmead House, including risks to pedestrians and the general public accessing the Millmead complex and external areas to Old Millmead.

Fundamental Themes

Our Economy:	6 - Medium	Improved appearance to the building contributes towards the Council's aim for high quality commercial land and buildings; and contributes to improving local community facilities.
Our Borough:	0 - None	Contributes an element towards an attractive town, promoting high quality urban design and improved pedestrian environment.
Our Infrastructure:	0 - None	None.
Our Environment:	2 - Low	Contributes towards the aim for protecting and improving our built environment and heritage assets.
Our Society:	4 - Low to Medium	Project makes some improvement to the lives of residents, improving public health and wellbeing by visiting Council offices that are well kept and attractive for all.
Your Council:	4 - Low to Medium	Shows commitment to developing good quality assets for our customers.

Fundamental Themes Total 16

Other Category Themes

Asset Management:	10 - Very High	Essential maintenance works to a grade II listed building. Works are also considered a health and safety requirement.
Business Case:	4 - Low to Medium	If there is no action undertaken, the situation will worsen and replacement works will become exponentially more expensive.
Health and Safety / Statutory Requirement:	10 - Very High	The gutters and fixing brackets are failing and require imminent replacement. Temporary works have been undertaken to secure the cast iron gutters to mitigate immediate health and safety concerns.
Service Delivery:	4 - Low to Medium	Requirement on the Asset Development team to repair and maintain Council owned operational buildings. Ensuring the building is safe and can remain operational is an important factor.
Third Party Funding:	0 - None	

Other Themes Total: 28

Themes Total: 44

Bid for Funding: Park Barn Day Centre - install new Air Source



Project Name:	Park Barn Day Centre - install new Air Source heating system		
Project Code:	2017		200
Project Description:	Replacement of existing heating & hot water system with Air Source Heat Pump technology		
Project / Programme Manager:	Jonathan Richards	Ward:	Westborough Ward
Senior Responsible Officer:	Helen Buck	Directorate:	Community
Corporate Plan Theme:	Our Environment	Confidential:	No
Expected Start Date:	01/06/2018	Exempt VAT Implications:	Yes
Target Completion Date:	31/07/2018	Grant access to someone:	

Drivers and Objectives: To replace an inefficient heating & hot water system coming to the end of its asset life with green technology Air Source Heat Pump system. Proposed system will be energy efficient reducing utility costs & providing a government grant payback over 7 years

Background Information: Current system is at the end of asset life & has compromised reliability due to age. The new ASHP system will be reliable & provide energy efficient heating & hot water to the centre.
Air Source Heat Pump systems capture heat from the outside air throughout the year & concentrate it for use inside the building. - this heat is used to raise the temperature of the circulating water in the radiator system. Heat pumps work on a similar basis to refrigerators & air conditioning units.

Project / Programme Objectives: To provide a reliable heating & hot water supply to a community facility, with the advantage of utility costs being reduced by 50%

Implications: Current system needs to be renewed due to asset age & reliability issues. Failure to do so could result in closure of the facility due to breakdowns.
Installation of ASHP technology will reduce heating/hot water electric utility costs by 50%

Legal / Statutory Requirement:

Legislative / Statutory Implications:

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents: Siting of air fan unit will need to be agreed due to size/location

Constraints: Works need to be carried out during the Summer season & whilst the community facility is in operation

Assumptions: utility cost savings of approx 50% per year

Changes / Effects: energy savings
increased control of heating system

Measures for Success:

energy savings, reduction in maintenance/call out costs

Viable Options and Rejection Reasons:

Retaining existing system will mean

- increased maintenance & break down costs, failure of system affects the use of the community facility.
- loss of an opportunity to make energy savings on utility costs, install renewable green energy system & reduce Carbon footprint.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	new ASHP system	130,000	N/A	N/A	
			N/A	N/A	0
2018/19	internal fees	13,000	N/A	N/A	
			N/A	N/A	0

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£143,000	£0

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2019/20	annual saving on gas utility bill costs	0	4,000
2019/20	feed in tariff pay back for renewable energy system	18,500	0
2020/21	renewable heating incentive pay back	18,500	0
2021/22	renewable heating incentive pay back	18,500	0
2022/23	renewable heating incentive pay back	18,500	0
2023/24	renewable heating incentive pay back	18,500	0
2024/25	renewable heating incentive pay back	18,500	0
2025/26	renewable heating incentive pay back	18,500	0

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
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2019/20	18,500	4,000
2020/21	18,500	0
2021/22	18,500	0
2022/23	18,500	0
2023/24	18,500	0
2024/25	18,500	0
2025/26	18,500	0

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
renewable energy system	Reduced Carbon		31/03/19
reduction break downs & more controllable system for facility	Improved Service Provision	good customer/staff feedback	01/11/18

Risks

Title	Description
If project not carried out -failure of heating/hot water system	Loss of community facility use
If project not carried out -	Loss of energy saving & renewable energy incentive pay back

Fundamental Themes

Our Economy: 0 - None

Our Borough: 6 - Medium

Green renewable energy - environmentally friendly

Our Infrastructure: 0 - None

Our Environment: 10 - Very High

Green renewable energy - environmentally friendly

Our Society: 2 - Low

Community Centre benefit to users

Your Council: 0 - None

Fundamental Themes Total 18

Other Category Themes

Asset Management: 10 - Very High

Renewal of unreliable heating/hw system with new green energy installation

Business Case: 0 - None

Health and Safety 4 - Low to Medium

/ Statutory

Requirement: Heating & H/water - reliable system required to operate day centre

Service Delivery: 6 - Medium

Heating & H/water - reliable system required to operate day centre & provide community service

Third Party 0 - None

Funding:

Other Themes Total: 20

Themes Total: 38

Bid for Funding: Sutherland Memorial Park - Air Source Heat Pump



Project Name:	Sutherland Memorial Park - Air Source Heat Pump heating system		
Project Code:	2017		207
Project Description:	Replacement of electric heating with an Air Source Heat Pump system		
Project / Programme Manager:	Jonathan Richards	Ward:	Worplesdon Ward
Senior Responsible Officer:	Helen Buck	Directorate:	Environment
Corporate Plan Theme:	Our Environment	Confidential:	No
Expected Start Date:	01/09/2018	Exempt VAT Implications:	Yes
Target Completion Date:	01/10/2018	Grant access to someone:	

Drivers and Objectives: To replace an inefficient heating system coming to the end of its asset life with a green technology Air Source Heat Pump installation. Proposed system will be energy efficient reducing utility costs & providing a renewable heating government incentive payback over 7 years

Background Information: Current system is at the end of its asset life & has compromised reliability & poor controls. The new ASHP system will be reliable, controllable & provide energy efficient heating to the site.
Air Source Heat Pump systems capture heat from the outside air throughout the year & concentrate it for use inside the building. - this heat is used to raise the temperature of the circulating water in the radiator system. Heat pumps work on a similar basis to refrigerators & air conditioning units.

Project / Programme Objectives: To provide reliable & controllable heating to the facility, with the advantage of utility revenue costs being reduced by 50% and a 7yr payback on the cost of the scheme
The proposal is to have 3 separate systems to the following areas
Social Club
Bowls Club
GBC managed areas

Implications: Current system needs to be renewed due to asset age, reliability & controls issues. Failure could affect facility due to breakdowns

Legal / Statutory Requirement:

Legislative / Statutory Implications:

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents:

Constraints:

Assumptions:	utility bill revenue cost savings of approx. 50% per year Renewable heat incentive - pay back over 7 years
Changes / Effects:	Energy savings Increased control & improved heating system
Measures for Success:	Energy savings, reduction in maintenance/call out costs
Viable Options and Rejection Reasons:	Retaining existing system will mean <ul style="list-style-type: none"> • increased maintenance & break down costs • heating failure • Loss of opportunity to make energy savings on utility costs & install renewable green energy system Replacement with a standard electric system <ul style="list-style-type: none"> • Loss of opportunity to make energy savings on utility costs & install renewable green energy system • Loss of pay back on full installation

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	new ASHP heating system	25,000	N/A	N/A	
			N/A	N/A	0
2018/19	internal fees	2,500	N/A	N/A	
			N/A	N/A	0

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£27,500	£0

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2019/20	Estimated 50 % reduction in utility cost	0	4,000
2019/20	Feed in tariff renewable heating incentive pay back	3,570	0
2020/21	Feed in tariff renewable heating incentive pay back	3,570	0
2021/22	Feed in tariff renewable heating incentive pay back	3,570	0
2022/23	Feed in tariff renewable heating incentive pay back	3,570	0
2023/24	Feed in tariff renewable heating incentive pay back	3,570	0
2024/25	Feed in tariff renewable	3,570	0

	heating incentive pay back		
2025/26	Feed in tariff renewable heating incentive pay back	3,570	0

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
2019/20	3,570	4,000
2020/21	3,570	0
2021/22	3,570	0
2022/23	3,570	0
2023/24	3,570	0
2024/25	3,570	0
2025/26	3,570	0

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
renewable energy system	Reduced Carbon		
reduction in break downs & more controllable system for facility	Reduced Asset Costs		

Risks

Title	Description
If project not carried out - failure of heating	Affect on operational facility
If project not commissioned	Loss of potential energy saving & renewable energy incentive pay back

Fundamental Themes

Our Economy: 0 - None

Our Borough: 6 - Medium

Green renewable energy - environmentally friendly

Our Infrastructure: 0 - None

Our Environment: 10 - Very High

Green renewable energy - environmentally friendly

Our Society: 0 - None

Your Council: 0 - None

Fundamental Themes Total

Other Category Themes

Asset Management:

Business Case:

Health and Safety / Statutory Requirement:

Service Delivery:

Third Party Funding:

Other Themes Total:

Themes Total:

Bid for Funding: Stoke Park Nursery - new Air Source heating system



Project Name:	<input type="text" value="Stoke Park Nursery - new Air Source heating system"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="212"/>	
Project Description:	<input type="text" value="Replacement of existing heating & hot water system with Air Source Heat Pump technology"/>		
Project / Programme Manager:	<input type="text" value="Jonathan Richards"/>	Ward:	<input type="text" value="Christchurch Ward"/>
Senior Responsible Officer:	<input type="text" value="Helen Buck"/>	Directorate:	<input type="text" value="Environment"/>
Corporate Plan Theme:	<input type="text" value="Our Environment"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="01/08/2018"/>	Exempt VAT Implications:	<input type="text" value="Yes"/>
Target Completion Date:	<input type="text" value="01/09/2018"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives: To replace an inefficient heating & hot water system coming to the end of its asset life with green technology ASHP system. Proposed system will be energy efficient reducing utility costs & providing a renewable heat incentive payback over 7 years

Background Information: Current system is at the end of asset life. The new ASHP system will be paid back over 7 years (government incentive feed in tariff) & provide energy saving efficient heating & hot water to the nursery
Air Source Heat Pump systems capture heat from the outside air throughout the year & concentrate it for use inside the building. - this heat is used to raise the temperature of the circulating water in the radiator system. Heat pumps work on a similar basis to refrigerators & air conditioning units.

Project / Programme Objectives: To provide a reliable heating & hot water supply to a community facility, with the advantage of utility costs being reduced by 50%

Implications: Current system needs to be renewed due to asset age & reliability issues. Failure to do so could result in closure of the facility due to breakdowns
Failure to replace with ASHP would mean losing opportunity for 50% revenue utility cost saving

Legal / Statutory Requirement:

Legislative / Statutory Implications:

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents:

Constraints:

Assumptions:

Changes / Effects:

Measures for Success:

energy savings, reduction in maintenance/call out costs

Viable Options and Rejection Reasons:

Retaining existing system will mean increased maintenance & break down costs, failure of the system affects the use of the facility.
 Opportunity to make energy savings on utility costs, install renewable green energy system & reduce Carbon footprint will be lost if the project is not carried out.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	new ASHP system	15,000	N/A	N/A	
			N/A	N/A	0
2018/19	internal fees	1,500	N/A	N/A	
			N/A	N/A	0

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£16,500	£0

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2019/20	annual saving on utility bill 50%	0	3,800
2019/20	feed in tariff incentive pay back	2,145	0
2020/21	feed in tariff incentive pay back	2,145	0
2021/22	feed in tariff incentive pay back	2,145	0
2022/23	feed in tariff incentive pay back	2,145	0
2023/24	feed in tariff incentive pay back	2,145	0
2024/25	feed in tariff incentive pay back	2,145	0
2025/26	feed in tariff incentive pay back	2,145	0

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
2019/20	2,145	3,800

2020/21	2,145	0
2021/22	2,145	0
2022/23	2,145	0
2023/24	2,145	0
2024/25	2,145	0
2025/26	2,145	0

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
renewable energy system	Reduced Carbon		
reduction break downs & more controllable system for facility	Improved Service Provision	good customer/staff feedback	

Risks

Title	Description
if project is not carried out	loss of facility use if breakdown occurs, increased maintenance revenue costs
if project not carried out	Loss of energy saving & renewal energy incentive pay back

Fundamental Themes

Our Economy: 0 - None

Our Borough: 6 - Medium

Green renewable energy - environmentally friendly

Our Infrastructure: 0 - None

Our Environment: 10 - Very High

Green renewable energy - environmentally friendly

Our Society: 0 - None

Your Council: 0 - None

Fundamental Themes Total 16

Other Category Themes

Asset Management: 10 - Very High

Renewal of unreliable heating/hw system with new green energy installation

Business Case: 0 - None

Health and Safety 4 - Low to Medium

/ Statutory

Requirement:

Heating & H/water - reliable system required to operate facility

Service Delivery:

4 - Low to Medium

Heating & H/water - reliable system required to operate facility

Third Party

Funding:

0 - None

Other Themes Total:

18

Themes Total:

34

Bid for Funding: Hydro private wire

Project Name:	<input type="text" value="Hydro private wire"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="205"/>	
Project Description:	<input type="text" value="Link the Toll House Hydro to Millmead and possibly Yvonne Arnaud Theatre"/>		
Project / Programme Manager:	<input type="text" value="Cati Smith"/>	Ward:	<input type="text" value="Holy Trinity Ward"/>
Senior Responsible Officer:	<input type="text" value="Kevin Handley"/>	Directorate:	<input type="text" value="Resources"/>
Corporate Plan Theme:	<input type="text" value="Our Environment"/>	Confidential:	<input type="text" value="Yes"/>
Expected Start Date:	<input type="text" value="01/06/2018"/>	Exempt VAT Implications:	<input type="text" value="No"/>
Target Completion Date:	<input type="text" value="01/08/2018"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:	<input type="text" value="1 Increase income from hydro generation"/> <input type="text" value="2 Provide more renewable energy to Millmead and reduce our dependence on the grid supply"/>
--------------------------------	---

Background Information:	<input type="text" value="10-11 years ago when the hydro 1st started production , it was not cost effective to bring the generated power back to Millmead , this position has now changed with the price we sell the power to the grid reducing to 3p per unit and the price we buy at 12/13p per unit, we believe it will be a reasonable investment to connect the office complex to the hydro"/>
--------------------------------	---

Project / Programme Objectives:	<input type="text" value="1 Green our assets"/> <input type="text" value="2 take another step toward the Millmead complex being electrically self sufficient and off the grid."/>
--	--

Implications:	<input type="text" value="We need to get the National trust, Waterways and the Yvonne Arnaud on board and consent to run the private wire through there properties"/>
----------------------	---

Legal / Statutory Requirement:	<input type="text" value="No"/>
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Legislative / Statutory Implications:	<input type="text" value="N/A"/>
--	----------------------------------

Planning Permission Required:	<input type="text" value="No"/>
--------------------------------------	---------------------------------

Building Regulation Required:	<input type="text" value="Yes"/>
--------------------------------------	----------------------------------

Details of Other Required Consents:	<input type="text" value="As already mentioned land owners"/>
--	---

Constraints:	<input type="text" value="1 Payback to be confirmed"/> <input type="text" value="2 Partners grant access over- through or under their land"/>
---------------------	--

Assumptions:	<input type="text" value="Partners support this concept"/>
---------------------	--

Changes / Effects:	<input type="text" value="None The cable will be hidden and will not effect the public using the island for leisure activities"/>
---------------------------	---

Measures for Success:	<input type="text" value="Upon project completion a reduction in purchased Electricity and an improvement in carbon savings for the Council"/>
------------------------------	--

Viable Options and Rejection Reasons:

Not considered, as this project only has benefits.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Prive wire installed and connected	85,000	G4587	Toll House Turbine, Mill	
			N/A	N/A	0

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£85,000	£0

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2018/19	Part year 1	0	9,000
2019/20	Year 2 and every year onwards	0	11,700

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	0	9,000
2019/20	0	11,700

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Reduction in energy purchasing	Improved Income Generation	Budgets going forward	01/08/18
Less electricity purchased	Reduced Carbon		01/08/18

Risks

Title	Description
H&S	Initial installation stages whils cables are being installed

Fundamental Themes

Our Economy: 6 - Medium

Our Borough: 6 - Medium

Setting a good example of how to use sustainable energy

Our Infrastructure:	0 - None
Our Environment:	8 - Medium to High
	Continues towards the aim of producing re-newable energy and reducing bills
Our Society:	4 - Low to Medium
	Setting a good example for other to follow
Your Council:	8 - Medium to High
	Demonstrates good practice and good management of assets
Fundamental Themes Total	32

Other Category Themes

Asset Management:	8 - Medium to High
	Demonstrates good practice and good management of assets
Business Case:	10 - Very High
	Based on 180,000 kWh annual generation, Sale to market at 3.48p = £6264 pa
	Cost of purchase for Millmead. Current tariff – day 10.837p (17 hours per day)/night 8.045p (7 hours per day) Calculate on 10p/kWh = £18,000
	Net avoided cost £11,740 per annum at todays costs.
Health and Safety / Statutory Requirement:	2 - Low
	Work will be completed by qualified and certified contractors
Service Delivery:	8 - Medium to High
	Requirement for the team to maximise carbon reduction and deploy renewable energy projects
Third Party Funding:	0 - None
	N/A
Other Themes Total:	28

Themes Total: **60**

Bid for Funding: Citizens Advice Bureau - rewire, fire alarm, lighting &



Project Name:	Citizens Advice Bureau - rewire, fire alarm, lighting & heating renewal		
Project Code:	2017		208
Project Description:	Rewire of CAB offices including the installation of a new fire alarm system. Replacement lighting with energy efficient LED. Renewal of electric storage heating with Air Source Heat Pump technology.		
Project / Programme Manager:	Jonathan Richards	Ward:	Friary St. Nicolas Ward
Senior Responsible Officer:	Helen Buck	Directorate:	Community
Corporate Plan Theme:	Your Council	Confidential:	No
Expected Start Date:	01/08/2018	Exempt VAT Implications:	Yes
Target Completion Date:	01/11/2018	Grant access to someone:	

Drivers and Objectives: Upgrade current electrical installation to comply with periodic inspection report recommendations
Fire Regulations & protection - ensure fire alarm system is compliant & protects building & occupants
Energy efficiency - replacement of electric storage heating with Air Source Heat Pump technology & replacement lighting in LED

Background Information: Electrical installation requires upgrading to current standards
Fire alarm system needs to be replaced to comply with current standards to ensure a high standard of fire safety & asset protection.
Lighting needs to be updated to LED to increase effectiveness & reduce energy usage & utility cost
Electric heating replacement with Air Source green technology will reduce energy costs

The current tenant/usage of the building may move from the building - however layout/commercial usage should remain as existing.

Air Source Heat Pump systems capture heat from the outside air throughout the year & concentrate it for use inside the building. - this heat is used to raise the temperature of the circulating water in the radiator system. Heat pumps work on a similar basis to refrigerators & air conditioning units.

Project / Programme Objectives: To provide a safe, effective & maintainable electrical installation & fire alarm system to the building.
To provide energy efficient, effective heating & lighting

Implications: Renewal of electrical installation including the fire alarm system is required to maintain current standards & fire regulation compliance, avoiding potential breakdown & malfunction.
Upgraded LED lighting will be more effective & energy efficient
Replacement heating with Air source heat pump green technology will reduce utility costs & provide more effective & controllable heating
The works will ensure safety for staff & users of the facility & provide a complaint, maintainable operational asset for the Council

Legal / Statutory Requirement:

Legislative / Statutory Implications:

Planning Permission Required:

Building Regulation Required:

**Details of Other
Required
Consents:**

Constraints:	Operational building to be maintained during the works - adherence to health & safety & protection of users & staff. Potential affect on some service provision to allow for works to be carried out. Works to be programmed around management of service/users Possible change of commercial tenants
Assumptions:	Ability to carry out works whilst building operational
Changes / Effects:	Fully compliant electrical & fire alarm installation Effective & energy efficient lighting & heating Reduction in revenue utility costs
Measures for Success:	Reduction in maintenance costs & call outs Air Source heat pump heating system - reduction in utility cost Energy efficient LED lighting - reduction in utility cost
Viable Options and Rejection Reasons:	Works could be delayed which could lead to <ul style="list-style-type: none"> • increased risk of electrical failure of system • incresed risk of fallure of the fire alarm system leading to risk of life/asset. • Loss of opportunity to attain significant utility savings

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Rewire, fire alarm	32,000	N/A	N/A	
			N/A	N/A	0
2018/19	new ASHP heating	30,000	N/A	N/A	
			N/A	N/A	0
2018/19	new LED lighting	8,000	N/A	N/A	
			N/A	N/A	0
2018/19	internal fees	7,000	N/A	N/A	
			N/A	N/A	0

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£77,000	£0

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2019/20	Feed in tariff renewable heating	4,285	0
2019/20	Electric utility revenue saving	0	2,500
2020/21	Feed in tariff renewable heating	4,285	0

2021/22	Feed in tariff renewable heating	4,285	0
2022/23	Feed in tariff renewable heating	4,285	0
2023/24	Feed in tariff renewable heating	4,285	0
2024/25	Feed in tariff renewable heating	4,285	0
2025/26	Feed in tariff renewable heating	4,285	0

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
2019/20	4,285	2,500
2020/21	4,285	0
2021/22	4,285	0
2022/23	4,285	0
2023/24	4,285	0
2024/25	4,285	0
2025/26	4,285	0

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Renewable energy powered heating & LED lighting	Reduced Carbon	reduction in electricity usage	
Updated more commercially viable asset	Improved Income Generation		
reduction in maintenance costs	Reduced Asset Costs	maintenance records	

Risks

Title	Description
If project not commissioned	increased maintenance costs
If project not commissioned	Loss of energy saving revenue opportunity

Fundamental Themes

Our Economy:

Our Borough:

Our Infrastructure: 0 - None

Our Environment: 10 - Very High

Green renewable energy - environmentally friendly

Our Society: 0 - None

Your Council: 0 - None

Fundamental Themes Total 16

Other Category Themes

Asset Management: 10 - Very High

Upgrading of electrics, fire alarm, lighting & heating

Business Case: 0 - None

Health and Safety / Statutory Requirement: 10 - Very High

Electrical installation at the end of functional asset life
Replacement of outdated fire alarm system with new compliant system

Service Delivery: 4 - Low to Medium

Provision of easy to let commercial office space

Third Party Funding: 0 - None

Other Themes Total: 24

Themes Total: 40

Bid for Funding: Transformation Programme Savings



Project Name:	<input type="text" value="Transformation Programme Savings"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="259"/>	
Project Description:	<input type="text" value="To deliver savings and efficiencies from the Council's Transformation Programme which is being delivered by the Business Improvement Team. The team have an active programme of reviews which has already identified and delivered savings in 2017-18 and should identify and deliver more savings in 2018-19."/>		
Project / Programme Manager:	<input type="text" value="Amy Gardner"/>	Ward:	<input type="text"/>
Senior Responsible Officer:	<input type="text" value="James Whiteman"/>	Directorate:	<input type="text" value="Management Team"/>
Corporate Plan Theme:	<input type="text" value="Your Council"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="01/04/2018"/>	Exempt VAT Implications:	<input type="text"/>
Target Completion Date:	<input type="text" value="31/03/2019"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:

The Council's Transformation Programme comprises of a number of service reviews and projects as follows:-

Rapid Improvement Interventions
A Rapid Improvement Event is an intense effort over 2-5 days. The aim is to identify and remove waste in services and improve a specific part of a process or work area.

Lean system review
This is a systematic review of a process to eliminate waste and improve efficiency and effectiveness. The core of the approach is defining the purpose of the service and what matters to customers.

Fundamental Service Review
This is complete review of the service. The defining purpose is to look at who, what, where, why and how we provide the service and identify options, opportunities and innovative solutions for the future. This could include outsourcing, partnership, shared services and commercial trading.

Background Information:

The purpose of the Transformation Programme, which is overseen by the Transformation board is to inform and oversee change across the Council and ensure that service improvements and savings are delivered in line with the Corporate plan, the Medium term Financial Plan, Service demands and National and local changes.

The Business Improvement Team carries out the reviews either internally or with external support and then reports the findings to the Transformation board. The Board then monitors the delivery of the savings and benefits identified in each review. During 2017-18 to date the team have overseen the delivery of the following savings:-

1. Parks FSR - £70,000
2. Electric Theatre Review - £230,000
3. General staffing / FSR savings - £300,000
4. Customer Service Strategy savings - £147,000

Further savings of £130,000 are still to be delivered by the team from the following reviews during 2017-18:-

1. Customer service strategy - investigation of further migration of services, particularly Environmental Health, Housing repairs, Planning and Housing Advice
2. Fleet Utilisation review
3. Homelessness review
4. Review of Pest Control Services
5. Further Parks FSR

Project / Programme Objectives:

The transformation includes an active programme of reviews. The reviews that are currently in progress and which should deliver savings for 2018-19 are as follows:-

1. Print Room feasibility study
2. Millmead Office lettings
3. Further migration of services under the Customer Service Strategy
4. Review of Economic Development
5. Restructure of Audit and Business Improvement
6. Digitalisation / Automation of services through on-line service provision and point of sale
7. Review of Asset Development and consideration of Corporate Landlord Function
8. Review of Heritage Services

Implications:

Individual project plans and risk registers are in place for each project

If the transformation programme does not identify savings and service improvements the Council will struggle to set a balanced budget.

Legal / Statutory Requirement:

Legislative / Statutory Implications:

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents:

Constraints:

Service resistance to change
The council has a medium term budget gap which the transformation programme needs to help address

Assumptions:

Changes / Effects:

Measures for Success:

Delivery of savings for 2018-19 across the workstreams stated

Viable Options and Rejection Reasons:

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2018/19	Central Transformation Savings Target	0	-500,000
2019/20	Central Target redistributed to services on completion of reviews	0	-500,000
2020/21	central target redistributed to services on completion of reviews	0	-500,000
2021/22	central target redistributed to services on completion of	0	-500,000

reviews

2022/23

central target redistributed to services on completion of reviews

0

-500,000

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	0	-500,000
2019/20	0	-500,000
2020/21	0	-500,000
2021/22	0	-500,000
2022/23	0	-500,000

Fundamental Themes

Our Economy: 2 - Low

Our Borough: 2 - Low

Our Infrastructure: 2 - Low

Our Environment: 2 - Low

Our Society: 2 - Low

Your Council:

Fundamental Themes Total 10

Other Category Themes

Asset Management: 6 - Medium

Business Case: 10 - Very High

Health and Safety / Statutory Requirement: 0 - None

Service Delivery:

Third Party Funding: 0 - None

Other Themes Total: 16

Themes Total: 26

Bid for Funding: Public Art maintenance

Project Name:	<input type="text" value="Public Art maintenance"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="254"/>	
Project Description:	<input type="text" value="Annual revenue budget to fund annual inspections of installed public art and any necessary maintenance or repairs."/>		
Project / Programme Manager:	<input type="text" value="Thang Dao"/>	Ward:	<input type="text"/>
Senior Responsible Officer:	<input type="text" value="Tim Pilsbury"/>	Directorate:	<input type="text" value="Environment"/>
Corporate Plan Theme:	<input type="text" value="Our Environment"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="01/04/2018"/>	Exempt VAT Implications:	<input type="text" value="No"/>
Target Completion Date:	<input type="text" value="31/03/2024"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:

There are about 77 art installations throughout the borough at the present time. See background information for some examples.

The word 'about' is used as some have had to be removed and some have 'disappeared' over the years.

This funding will enable an accurate list to be drawn up and annual safety inspections made, together with any necessary maintenance and repair needs to be carried out. Some repairs and maintenance may have to be carried out by specialists or by the original artist in some cases.

Currently there is no funding for this.

NOTE: This bid is for maintenance of the Council's existing art installations. The maintenance of future installations, through S106 agreements would be funded through the agreements as a whole life cost.

Background Information:

Over a number of years, the Council promoted installations of public art across the borough. The installations have either been commissioned directly by the Council or by others through the Planning process, or in some cases, donated by individuals.

Installations include the statues in the High Street, the farmer and bull at Artington park and ride site, various wooden sculptures throughout the borough and special paving such as the Freiberg/Guildford coats of arms at Tunsgate and the Queen's Silver Jubilee block paving in Ash Vale.

Project / Programme Objectives:

Establish an up to date schedule of public art detailing location, artist, date installed, condition and recommendations together with photographs.

From this, establish maintenance responsibilities and compile list of Council responsibilities and include this as a layer on the GIS.

Establish inspection regime, probably annual inspections, and record date inspected, condition, and any work carried out.

Implications:

The established inspection regime will highlight any H&S issues with any public art installation.

Legal / Statutory Requirement:

Legislative / Statutory Implications:

The Council has to ensure that public art is safe as some installations could be classed as structures.

**Planning
Permission
Required:**

No

**Building
Regulation
Required:**

No

**Details of Other
Required
Consents:**

Some works are in Conservation Areas so liaison would take place with the Conservation Team.

Constraints:

Some installations are in land not owned by the Council so not all installations will be able to be inspected.

However, where the land owner can be contacted we will liaise with them to recommend that installations are inspected, if they are not already.

Assumptions:

That if funding is agreed, that the inspection work and compiling the recommendations can be carried out in-house without the need to employ a specialist.

**Changes /
Effects:**

If public art continues to be installed, obviously the portfolio will increase. While this may not affect the budget in the short term, it may do in the medium to long term as installations deteriorate.

In commissioning a work of public art, consideration should be given to its future maintenance.

**Measures for
Success:**

Evidence of inspection regime being in place.

Evidence of maintenance and repairs having been carried out.

Art work layer on GIS.

**Viable Options
and Rejection
Reasons:**

There is no real option other than not to carry out any inspections and subsequent maintenance. This should be rejected as some installations must be inspected to ensure that they remain in a safe condition.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Public art maintenance	0	B3711	Civic Amenities Adminis	
			B1231	R&M - General	20,000
2019/20	Public art maintenance	0	B3711	Civic Amenities Adminis	
			B1231	R&M - General	20,000
2020/21	Public art maintenance	0	B3711	Civic Amenities Adminis	
			B1231	R&M - General	15,000
2022/23	Public art maintenance	0	B3711	Civic Amenities Adminis	
			B1231	R&M - General	15,000
2023/24	Public art maintenance	0	B3711	Civic Amenities Adminis	
			B1231	R&M - General	10,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£20,000
2019/20	£0	£20,000
2020/21	£0	£15,000
2022/23	£0	£15,000
2023/24	£0	£10,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Public art maintenance	Improved Management Information	Layer on GIS	31/03/18

Fundamental Themes

Our Economy: 0 - None

Our Borough: 0 - None

Our Infrastructure: 0 - None

Our Environment: 2 - Low

Public art is now part of the environment so keeping installations maintained does improve the area's look.

Our Society:

Your Council:

Fundamental Themes Total

Other Category Themes

Asset Management:

The public art around the borough is diverse and this funding bid will ensure that these assets are managed.

Over the last few years, two pieces have had to be removed due to being unsound.

Business Case:

In some cases, considerable investment has been made in public art so ongoing maintenance should be funded to sustain the asset.

Health and Safety / Statutory Requirement:

Installations should be regularly inspected to ensure they remain in a safe condition.

As mentioned in Asset Management, over the last few years, two pieces have had to be removed due to being unsound.

Service Delivery:

The Council should be inspecting and preserving its assets.

Third Party Funding:

Some installations have been funded by third parties, but it is unlikely that third party funding would be available for the ongoing revenue.

Other Themes Total:

Themes Total:

Bid for Funding: Rural Economy Officer

Project Name:	<input type="text" value="Rural Economy Officer"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="80"/>	
Project Description:	<input type="text" value="This bid for funding is to secure the role of the Rural Economy Officer as a permanent post until 2022. Currently the role is fixed at two years with the contract terminating at the end of August 2018"/>		
Project / Programme Manager:	<input type="text" value="Chris Burchell"/>	Ward:	<input type="text"/>
Senior Responsible Officer:	<input type="text" value="Chris Burchell"/>	Directorate:	<input type="text" value="Environment"/>
Corporate Plan Theme:	<input type="text" value="Our Economy"/>	Confidential:	<input type="text" value="Yes"/>
Expected Start Date:	<input type="text" value="01/09/2018"/>	Exempt VAT Implications:	<input type="text" value="No"/>
Target Completion Date:	<input type="text" value="31/08/2022"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:	<p>The Council has a new adopted and very well received Rural Economic Strategy that runs to 2022. The Strategy has five key objectives:-</p> <ul style="list-style-type: none">Affordable HousingInfrastructure and EnterpriseLandscape Management and Countryside VisionGreen Space, Health and Well Being for Better Quality of LifeEnergy Policy: Generation and Supply <p>The Strategy has confirmed the importance of the rural economy (25% of all jobs are in rural wards) and it is an increasingly important location for the growth of new enterprises. We also recognise the importance of the 'rural voice' and the wide group of stakeholders who we are now engaging with.</p> <p>The key driver of this project is to ensure we have an officer in place to deliver the Strategy beyond 2018 and continue the excellent work started which also involves both Woking and Waverley Boroughs and representations to Enterprise M3 Local Enterprise Partnership</p>
Background Information:	<p>The Rural Strategy was adopted by the Executive in May 2017 and provides a strong platform and set of objectives for securing a thriving rural economy in the future. As part of the Strategy we identified that 25% of local jobs are located in Guildford's rural wards, that there were over 4,330 micro-businesses identified (which is a significant proportion of all rural businesses) and that a high proportion of the manufacturing sector is found there.</p> <p>The key challenges for delivering the Strategy include adequate access to rural broadband, affordable housing, sufficient commercial floor space and the local road network. By adequately dealing with these issues, we aim to increase the number of rural enterprises and their productivity, increase jobs, employment and work experience opportunities and improve the stock of affordable housing.</p> <p>The key objectives are highlighted in the above section, and it is essential that we continue to have the officer in place for the life of the Strategy to drive through the projects identified. The role is also vital for consolidating the relationships with key stakeholders such as the parish councils, the LEP, Countryside Landowners Association and the Rural Economic Forum</p>
Project / Programme Objectives:	<p>The bid as highlighted above is essential for the delivery of the Rural Strategy. The Delivery Plan has ten key actions arising from the 5 key objectives:-</p> <ul style="list-style-type: none">Building sustainable communitiesSupporting affordable/rural exception housing schemesRe above to identify adequate funding opportunitiesIn line with the Local Plan to support and identify new commercial sitesSupport digital projects in rural areas - including a 5G Step OutDeliver (in conjunction with the LEP) a land based skills based projectDevelop a Natural Capital projectWork with Surrey Hills AONB and other stakeholders on a Quality of Life surveyTo contribute to Project Aspire based projectWith partners identify a possible wood fuel supply project

Implications: Without officer support, the commitments required to deliver the Rural Strategy would not be achieved. Also the various relationships in the rural sector including a number of influential groups would be weakened. The officer has made an extremely good impression with councillors and officers and outside groups.

Another risk is that we would not deliver the sustainable economic growth that we need to secure the future prosperity of all our residents. It has been provided whilst developing the Strategy just how important the sector has been for the growth of new business enterprises and jobs.

The Strategy has enhanced the reputation of the Council and is seen as an exemplar for other boroughs.

At a recent Guildford:Surrey Board meeting, the Deputy Leader of Surrey County Council, suggested that the remit and role of the Rural Economy Officer could be set at a Surrey county level. It is proposed that this be explored further in the next few months prior to the full Budget being agreed to see if the role could be part funded from SCC, or those boroughs with a significant rural economy could contribute.

Legal / Statutory Requirement:

Legislative / Statutory Implications: Without the Rural Economy Officer in place, we risk not being able to benefit from Government funding and wider influence on policy initiatives as they emerge. The officer also sits on the Rural Action Group for the LEP as a representative for all local authorities in Surrey which has enhanced Guildford's reputation. The Rural Officer also adds value in planning applications in rural areas by considering the impact from an economic point of view.

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents:

Constraints: Although there are budgetary constraints in the wider Council, as we are merging the Projects Officer and Farmer's Market Co-ordinator into a single role, we will be releasing around £21,500 of budget which can contribute towards funding this post over the Budget period (**Following CMT discussion this budget will be used instead to fund the Arts and Science Festival**).

An alternative approach to funding and the remit of the role is to consider that from September 2018, the role be extended to cover all of Surrey. The Officer is already supporting Woking and Waverley Borough's and is the representative for chief executives for Surrey as part of the Local Enterprise Partnership's Rural Action Group. If funding is a constraint we could re-position the role and seek some contribution from Surrey County Council and the remaining Borough's in the county. A similar model for funding has been developed to support an inward investment co-ordinator employed by Surrey's Growth Team.

Assumptions:

Changes / Effects: As mentioned previously, the impact on not having the officer in place are significant for the delivery of the Rural Strategy, but also for the multi-various relationships in the wider rural arena.

Being able to provide confidence that the post will be fully funded for a longer period, will consolidate our work and ensure we have stability and adequate resource to take forward projects that have an important impact on the over-arching Economic Strategy - in areas like affordable housing, skills and business enterprise and growth.

The Council will also lose significant influence as part of the LEP's Rural Action Group as 'having a seat at the table' is important for Guildford to ensure the rural voice is adequately represented.

Measures for Success: Taking the key actions and deliverables from the Rural Economic Strategy, the following should be considered in terms of key deliverables and business development:-

- Development of rural affordable housing scheme through liaison with the parish council/neighbourhood plan framework and support from Surrey Community Action will support the objectives of the Local Plan. The officer is already actively involved in this work. This will also involve supporting funding bids from Government.
- The Officer will actively help realise the development of new commercial floor space in the Borough, which will be increasingly important where there is the opportunity to retain the growth of business rates in the future. This will be particularly important to offset any losses in floor space in urban areas through Permitted Development Rights which is an increasing issue and therefore meet our obligations in the Local Plan once adopted.
- The Officer will also look at 'pinch points' in rural infrastructure and it may be that we can attract LEP Growth

Deal funding to support this which will be a further boost to rural economic productivity.

- The Officer has put in an expression of interest as part of the Government's Local Full Fibre Network Programme for a possible West Surrey Hills Broadband Programme to reach areas where there is currently no coverage, or where the band- width needs to be greatly enhanced. This proposal should also attract private sector funding.
- The Officer will seek to maximise the amount of funding coming from the LEADER programme administered by DEFRA and existing EU programmes that support capital projects for rural enterprises.
- The Officer will play an increasing role in input to commercial/residential planning applications providing vital economic input. Strong support to planning in this area may help boost pre-planning application and other planning fees.

Viable Options and Rejection Reasons:

In putting this Bid together, thought has been given to whether the actions in the Rural Economic Strategy could be delivered by another body such as SCREF (Surrey Countryside Rural Enterprise Forum). This group is not a delivery organisation, but a Strategic policy one without any funding of any significance. Having a rural officer is actually a unique proposition.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Salary Costs for Rural Economy Officer	0	N/A	N/A	
			N/A	N/A	23,340
2019/20		0	N/A	N/A	
			N/A	N/A	46,000
2020/21		0	N/A	N/A	
			N/A	N/A	46,000
2021/22		0	N/A	N/A	
			N/A	N/A	47,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£23,340
2019/20	£0	£46,000
2020/21	£0	£46,000
2021/22	£0	£47,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Delivery of the Rural Economy Strategy - partnership relationships including parish councils	Improved Service Provision	Delivery of an affordable housing scheme in a rural site	31/03/20
Improved and enhanced rural economic performance	Improved Social Benefits	Reducing rural unemployment through apprenticeships and vocational opportunities	31/02/21
Reduced carbon footprint in rural areas	Reduced Carbon	Through growing renewables and rural energy initiatives	31/03/22
Strengthened rural communities through managed economic growth and investment	Improved Social Benefits	We are conducting a quality of life survey as part of our work with the Surrey Hills AONB	31/03/22

Risks

Title	Description
Failure to deliver key actions in the Strategy	A number of the actions - rural transport, improved superfast broadband, affordable housing will be dependent on planning permissions and other consents and funding which cannot be fully guaranteed. Overall economic performance could be affected by the Brexit settlement.

Fundamental Themes

Our Economy:

10 - Very High

The Rural Economy (including businesses that are in rural wards) contributes 25% of all jobs to the wider economy and has a surprising and diverse range of sectors including business services, ICT and consultancy more traditionally associated with urban sites. An important element of our GVA Growth has come from the rural businesses.

With the adoption of the Council's Rural Economic Strategy, there are a number of important projects around affordable housing, infrastructure, rural skills and enterprise that need to be delivered and there is a strong expectation amongst stakeholders for these to be instigated and delivered.

The development of rural commercial sites as outlined in the Local Plan will become increasingly important as we move forward as we manage growth in our economy and offset possible losses elsewhere.

This proposal is essential to delivering the economic prosperity we need for future challenges.

Our Borough:

8 - Medium to High

One of the Priorities in the Corporate Plan is 'invigorating and growing a sustainable rural economy' and as highlighted above the delivery of the Rural Strategy is vital for that.

The Bid also supports integrating development into existing communities through consolidating the trust we have built with the parish councils, countryside groups and landowners.

We are also developing natural capital initiatives which seek to increase funding from the corporate sector to support biodiversity and other environmental projects.

Our Infrastructure:

8 - Medium to High

This proposal will support our Corporate Plan objectives around:-

- Rural infrastructure - with a focus on the local road network, digital fibre networks and flood protection
- Providing an evidence base for business cases to the LEP for Growth Deal funding
- Supporting infrastructure projects that support local communities

Our Environment:

8 - Medium to High

The Rural Economic Strategy goes 'hand in hand' with the new Countryside Vision Strategy and recognises through Natural Capital concepts the value and importance of landscapes to sustainable economic growth

The Officer will focus on projects that deliver:-

- Innovative use of power and resources
- Protection of the environment
- Supporting the agricultural sector particularly in the Post-Brexit environment

Our Society: 6 - Medium

The work of the Rural Economy Officer will help support the Project Aspire as we hope to integrate it with rural skills, perhaps through the West Surrey Woodland Project.

The Strategy will support sustainable communities and in rural areas there are notable pockets of poverty and disadvantage. Through our work with the Rural Forum we work with farmers and the police to combat rural crime.

Your Council: 8 - Medium to High

The Rural Officer has already built effective relationships with rural stakeholders and partners and this has enhanced the reputation of the Council.

Fundamental Themes Total 48

Other Category Themes

Asset Management: 2 - Low

Business Case: 4 - Low to Medium

There is obviously a growth in salary costs over a longer funding period (we do have budget up until August 2018), but this is partly compensated by the release of budget covering the Farmer's Market Co-ordinator whose responsibilities have now been absorbed into the Project Officer role.

Health and Safety / Statutory Requirement: 2 - Low

Service Delivery: 8 - Medium to High

The new Rural Strategy will play a vital role in delivering economic, social and community values in the Borough. There are several Service areas where this role will impact in a positive way including - Housing, Parks and Countryside and Climate Change.

Third Party Funding: 4 - Low to Medium

The role is supporting both Waverley and Woking Boroughs so there could be an argument to ask for a financial contribution from the former, but as yet no formal approaches have been made.

Other Themes Total: 20

Themes Total: 68

Bid for Funding: Innovate Guildford Arts and Science Festival



Project Name:	<input type="text" value="Innovate Guildford Arts and Science Festival"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="101"/>	
Project Description:	<input type="text" value="A free one-day public engagement event showcasing innovation from the Guildford area in STEM (Science, Technology, Engineering & Maths) and Arts. Innovate Guildford allows the worlds of industry, education and research to demonstrate, discuss and display exciting new technology. It also highlights the ever-closer link between science and the arts."/>		
Project / Programme Manager:	<input type="text" value="Simon Ash"/>	Ward:	<input type="text" value="Holy Trinity Ward"/>
Senior Responsible Officer:	<input type="text" value="Chris Burchell"/>	Directorate:	<input type="text" value="Environment"/>
Corporate Plan Theme:	<input type="text" value="Our Economy"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="01/05/2018"/>	Exempt VAT Implications:	<input type="text" value="No"/>
Target Completion Date:	<input type="text" value="31/03/2019"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:

1. To inspire young people in the Guildford catchment area to think about the world around them, the possibilities the future offers and their potential to shape and enjoy it.
2. To begin the process of influencing young people's interests and educational choices, in pursuit of a better match between the needs of employers and the pool of talent and skills available to them. This involves engaging and enthusing them at an early age, and encouraging parental interest in helping to shape the next generation.
3. To develop stronger links with the business community, especially in STEM areas, in pursuit of co-operative working and the further development of world-class industry sectors in Guildford, for example health research and the gaming industry.
4. To demonstrate a public commitment to future generations.
5. To increase awareness of, and pride in, the economic power and significance of Guildford, changing perceptions among those who, whilst protective of our environment, may be unaware of the vital role of cutting edge industry and research.
6. To enhance the profile and reputation of the Council with a very visible, well run and well publicised event.

Background Information:

The aim of the Festival is to inspire Guildford's future innovators, with a focus therefore on engaging with young people at critical stages of their educational career. A strong arts tradition in Guildford was integral to the festival, demonstrating the inextricable link between arts and sciences, for example by showcasing the vibrant computer games industry. The common thread theme of creativity being expressed through science as well as the arts was developed as a result.

Building on the success of the first year (5000 visitors and very strong social media interest), year two saw c.7500 visitors to an expanded festival with even more public appeal.

Project / Programme Objectives:

Innovate Guildford serves the Economic Strategy with its focus on innovation and economic prosperity, which require public interest, passion and a willingness to adapt to the employment needs of the future. The skills agenda is a focal point of Innovate Guildford, as it offers young people the chance to engage with real innovators in a wide range of disciplines and to begin to understand the direction they need to travel in to become the innovators of tomorrow.

Implications:

- A regular annual time commitment for two officers (1.5 FTE), which gears up to almost full time involvement with the festival in the last few weeks before the event.
- Budget resources required (see elsewhere in this document)
- Theoretical reputational risk in the event of a sub-standard event

Legal / Statutory Requirement:

Legislative / Statutory Implications:

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents:

Constraints:

- Budget
- Space in venue
- Willingness of contributors to be involved: not guaranteed
- Public attendance: not guaranteed
- Staff resources are limited and management of the project requires considerable agility

Assumptions:

- Venue to continue to be G Live
- Format to continue with exhibitors, workshops and talks, dramatic and other performing arts
- Exhibitors to continue to attend free of charge
- Public to continue to attend free of charge: critical to the appeal of the event and to demonstrating GBC commitment to innovation and skills
- Sponsors to continue to be sought to mitigate costs if possible

Changes / Effects:

- Consideration to be given to paying for keynote speakers if necessary/desirable, to increase public appeal and event prestige

Measures for Success:

Outcomes:-

- The event had 5,000 Visitors in 2016, and 7,500 in 2017 with excellent feedback. The social media reach was 8000 page views on the web-site, GBC Twitter 100,000 and 54,000 on the designated Twitter plus Facebook - total reach 9500.
- The event has built really strong relationships with Corporates and other key organisations some of whom have been hard to reach in the past. This helps to meet their CSR responsibilities, but also anchors them into the community
- Engagement with the schools is also an important benefit from the event as they can be hard to reach, particularly when the subject is careers advice.
- It is hard to measure the outcomes from the event in a monetary way easily, but we will be doing an economic impact assessment for the March 2017 event. We do know that the retailers in the Upper High Street said they did exceptional trade during the day and there are other measures to consider - car parking, travel, G-Live catering etc.
- The event is a key element in our skills agenda and this is the NO 1 issue for businesses. By motivating and inspiring young people in their future choices for study and work, we are having a potentially big influence although to measure this accurately is difficult.
- For March 2018 we will be putting together a plan to link the activities we run in to a firmer footing with the schools and SATRO - (A Guildford based charity that runs science clubs, problem solving events and in school mentoring).

Viable Options and Rejection Reasons:

There are no equivalent or comparable events. Guildford remains the only authority offering anything of this kind within a large radius. Innovate Guildford (est. 2016) is third in Google rankings in a search for 'Science Festival', behind Cambridge (est. 2012) and Cheltenham (est. 2002) and has clearly achieved recognition far beyond what might be expected of a relatively new event.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Event cost for Innovate Guildford	0	F5542	Guildford Science + Art	
			D9511	Contributions	30,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£30,000

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2018/19		0	5,000

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	0	5,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Public Engagement	Improved Social Benefits	Engagement numbers (visitors, social media)	17/03/18
Corporate Engagement	Improved Customer Satisfaction	Engagement with corporates	17/03/18
Advancement of skills agenda	Improved Social Benefits	Long-term benefits not measurable immediately	01/04/28

Risks

Title	Description
Failure to deliver an appealing event	If, against the pattern so far, companies, academic institutions, speakers, artists and the public cease to appreciate the opportunity, the event will not be a success.
Budget overrun	Theoretical risk of services commissioned for the event being prohibitively costlier than in past years.

Fundamental Themes

Our Economy: 10 - Very High

Skills shortages are a critical issue for many employers, particularly in the industries in which intellectual property and advanced skills dominate recruitment parameters. We are limited in our influence on the education sector but can and should seek to inspire and influence young people to understand the benefits of working in exciting but demanding industries, so that they can be motivated to achieve high standards, and become the advanced workforce of the future. This supports the Corporate Plan commitment to promoting innovation and growth in high value clusters and improving skills and employment opportunities.

Our Borough: 8 - Medium to High

Sustainable growth in a space-limited business environment requires knowledge-based industry

which makes better use of the space available. Such industry needs talented recruits, motivated to work in the Guildford area and convinced of their role in shaping the future. The event supports the Corporate Plan commitment to ensuring a competitive, multi-faceted and vibrant town.

Our Infrastructure:

8 - Medium to High

The statements made about Economy and Borough apply to some extent to Infrastructure too: the limitations of our infrastructure mean that agile, knowledge-based - rather than traditional - industries will thrive more readily. One of the key strengths of the event is the building of excellent relationships with contributors, which, in conjunction with the Innovation Board, could be exploited to encourage collaborations benefitting technological developments - for example traffic management - for Guildford.

Our Environment:

6 - Medium

In environmental terms, creating and sustaining local opportunities for Guildford's brightest young people means reduced travel for work and the possibility of more investment in local facilities as a result of denser employment and the revenues that brings. Thematically, too, the Innovate Guildford festival provides a platform for environmentally advanced technologies.

Our Society:

8 - Medium to High

The Innovate Guildford event is free and accessible to all of society, offering exposure to ideas which can otherwise be the preserve of an intellectual elite of already-achieving students and workers. Democratic access to innovation is critical to strengthening the talent pool and thereby the prospects of our young people. The festival addresses the Corporate Plan in reducing social inequality by making access independent of educational or other privilege.

Your Council:

8 - Medium to High

Innovate Guildford contributes to the future economy and therefore viability of the Borough. It meets the Corporate Plan priority of improving communication and public engagement. Further, given the creation of the Innovation Board, a close working relationship with innovative companies can facilitate better service delivery in the future.

Fundamental Themes Total 48

Other Category Themes

Asset Management:

0 - None

No impact on Asset Management

Business Case:

0 - None

While £30,000 is not a negligible sum, the record of Innovate Guildford, its reach and reputation taken together mean that this is very good value. As a service to the business community and the general public this event demonstrates efficiency and value for money, with a per-visitor cost of around £4 and a rare opportunity to facilitate engagement between corporates and the public. A positive impact on the visitor economy is achieved by attracting thousands of people into the town centre.

In the financial benefits we have assumed that we will raise 5,000 for sponsorship and use the £21,500 salary saving from the Farmer's Market Co-ordinator salary to fund the festival. We will explore whether the financial bridge can be met by a small nominal charge for entry to cover costs or ticketed events, or look to make savings in other areas.

Health and Safety / Statutory Requirement:

0 - None

Well developed procedures ensure contributors comply with relevant legislation and best practice, for the safety of what is a large contingent of the general public.

Service Delivery:

0 - None

As a service to the business community and the general public this event demonstrates efficiency and value for money, with a per-visitor cost of around £4 and a rare opportunity to facilitate engagement between corporates and the public.

Third Party Funding:

0 - None

Anticipated sponsorship income of £5,000 sought from a variety of reputable partners to help cement relationships and promote the concept of sponsorship as per the recently adopted policy.

Other Themes Total: 0

Themes Total:

48

Bid for Funding: Transport Strategy Project Manager - Shared SCC Post



Project Name:	Transport Strategy Project Manager - Shared SCC Post		
Project Code:	2017		110
Project Description:	Growth bid for the existing shared Transport Strategy Project Manager post with Surrey County Council to be extended beyond 03 April 2018, to continue the provision of ongoing project management and liaison with Surrey County Council's Works Delivery Team to ensure that projects in Guildford are delivered on time and to budget.		
Project / Programme Manager:	Zac Ellwood	Ward:	
Senior Responsible Officer:	Tracey Coleman	Directorate:	Development
Corporate Plan Theme:	Our Infrastructure	Confidential:	Yes
Expected Start Date:	01/04/2018	Exempt VAT Implications:	No
Target Completion Date:	31/03/2023	Grant access to someone:	

Drivers and Objectives:	<p>The Major Projects Portfolio consists of a significant number of transport infrastructure projects where strong linkages and cooperation with Surrey County Council (SCC) as the local highway authority is crucial to successful and timely delivery. The role offers both an additional source of expertise on transportation and highway matters and a direct link with the highway authority making communication, negotiation and delivering shared ambitions easier.</p> <p>The existing arrangement, whereby the salary plus on costs for this substantive SCC post is part funded (in the sum of 50%) by GBC in exchange for half of the officer's contracted time, is due to come to an end on 03 April 2018. SCC have, in writing, expressed an interest in maintaining the existing arrangement for at least another two years beyond the current contract end date. There is an identified business need within the Major Projects Team (MPT) for the arrangement to continue to ensure the continuity and delivery of a number of existing committed projects and to maintain the stronger relationship that has been established with our colleagues in the local highway authority in recent years since the inception of the MPT.</p>
Background Information:	<p>A shared Transport Strategy Project Manager post with Surrey County Council is currently in place until the 03 April 2018. The Major Projects Portfolio includes a number of transport infrastructure projects working closely in partnership with Surrey County Council. It is therefore essential for this post to be extended to continue the provision of ongoing project management and liaison with Surrey County Council's Works Delivery Team to ensure that projects in Guildford are delivered on time and to budget.</p> <p>Corporate Plan projects in the Action Plan in which the current postholder is closely involved with include:</p> <ul style="list-style-type: none">• Coordinate progressive improvements in access for buses and by cycling and walking to reduce the dominance of the car (e.g. SMC, Public Bike Share project, Bus Improvements Corridor)• Explore and, subject to feasibility, introduce an electric bike scheme (Public Bike Share project)• Work with UOS, RSCH and SCC to deliver improved car parking and sustainable transport at the University, Hospital and Research Park (e.g. SMC1, MOU, Onslow Park & Ride extension scheme)• Work with SCC to develop the commercial bus network• Promote and pursue the funding and delivery of a sustainable movement corridor linking the main economic areas and development sites to the town centre (e.g. SMC - working on LEP Growth Fund 3 bids and associated business cases and SCC coordination)• Work with SCC to identify priorities and seek funding for developing an attractive, high quality and safe cycle and footpath network (SMC) <p>The salary for this SCC post is broadly equivalent to a GBC Band 8 post, which is that which the Project Manager roles within the Major Projects Team have been identified as through formal job evaluation. The annual cost to GBC in the financial year is the postholder's annual salary plus on costs</p>

	divided equally between GBC and SCC. This is considered to represent good value for money considering both the important project work the officer undertakes on GBC's behalf and the added value in terms of strengthened links with the County Council in their capacity as local highway authority.
Project / Programme Objectives:	To deliver identified, mandated, major transport projects in line with the provisions of both the adopted Corporate Plan and the Town Centre Regeneration Strategy (January 2017).
Implications:	Failure to working effectively in partnership with Surrey County Council could lead to inadequate project management and projects in Guildford not being delivered on time or to budget. Loss of an important linkage at the officer level between GBC and SCC.
Legal / Statutory Requirement:	<input type="text" value="No"/>
Legislative / Statutory Implications:	This is a substantive post on Surrey County Council's establishment. The arrangement between SCC and GBC is simply one where we effectively 'buy in' the postholder's time to assist us in taking forward projects. The postholder remains an SCC employee and they carry the overall legislative burden/responsibility in terms of employment law, etc.
Planning Permission Required:	<input type="text" value="No"/>
Building Regulation Required:	<input type="text" value="No"/>
Details of Other Required Consents:	None identified at this time. The existing contract between SCC and GBC allows for an extension subject to written agreement between the two parties (Clause 2.2). We are advised this may take the form of a simple, joint letter identifying a new contract end date.
Constraints:	No revenue allocation for extending this post beyond the end of the financial year 2017/2018 is in place within the Major Projects Team budget at present. Need to agree a formal contract extension with SCC.
Assumptions:	Ongoing funding for this post to be agreed by the Executive and to be included in the Major Projects Team establishment for a further temporary period. At this stage, we are requesting an extension of the contract for a period of 5 years taking us up to the end of the financial year 2022/23 to enable forward project planning and for project stability/continuity. It has been assumed that SCC will be prepared to enter into a formal contract extension and an email dated 06/10/2017 from the Local Transport Programmes Manager, Transport Policy Team, Strategic Transport Group at SCC indicated that they would like to extend the current arrangement for at least a further 2 years. A cost increase to the Council to extend the arrangement with SCC going forward of £2,000 per annum (over the five year period) has been assumed in this growth bid to take account of the postholder's incremental salary progression at the County Council and any likely cost of living awards.
Changes / Effects:	No changes to existing working or reporting arrangements, but a formal revised agreement with SCC will need to be in place before the existing contract expires on 03/04/2018.
Measures for Success:	Having an additional 0.5FTE project management resource within MPT from April 2018. Delivery of successful sustainable transport projects.
Viable Options and Rejection Reasons:	It would, of course, be viable to let the existing officer-share arrangement with SCC lapse from its current scheduled end date of 03 April 2018. However, this has been rejected for operational reasons on the basis of loss of project continuity and resourcing implications to the MPT. It would also result in the loss of a valuable link at the officer level between the first and second tier authorities.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Employee related expenditure	0	F5530	Major Projects	
			A5193	Partnership Funded Sal	31,000
2019/20	Employee related expenditure	0	F5530	Major Projects	
			A5193	Partnership Funded Sal	33,000
2020/21	Employee related expenditure	0	F5530	Major Projects	
			A5193	Partnership Funded Sal	35,000
2021/22	Employee related expenditure	0	F5530	Major Projects	
			A5193	Partnership Funded Sal	37,000
2022/23	Employee related expenditure	0	F5530	Major Projects	
			A5193	Partnership Funded Sal	39,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£31,000
2019/20	£0	£33,000
2020/21	£0	£35,000
2021/22	£0	£37,000
2022/23	£0	£39,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Collaborative working with partners	Improved Management Information	Successful project delivery and closer working practices between GBC and SCC	31/03/23
Assisting delivery of projects identified in Corporate Plan and Town Centre Regeneration Strategy	Improved Service Provision	Successful project delivery	31/12/20
Supporting future bids to the LEP and other external sources	Improved Social Benefits	Business cases for LEP GF3 provisional allocations are accepted by EM3 and capital monies are released.	31/03/21

Risks

Title	Description
Project delays and stakeholder engagement / management	Due to the number of projects working in partnership with SCC, it could lead to project delays and inefficient stakeholder engagement.
Time not split equally between SCC & GBC	Demands of SCC post mean that officer not able to devote sufficient time towards management of GBC projects.
SCC decide not to renew shared	As per title.

Fundamental Themes

Our Economy:	4 - Low to Medium	The role assists in corporate ambitions to remove congestion and strengthening our relationship with the EM3 LEP, thereby supporting the local and wider economy.
Our Borough:	8 - Medium to High	There are a number of transport related projects within the borough and the impact this has on traffic could be quite severe.
Our Infrastructure:	8 - Medium to High	There are a number of transport related projects within the borough and the impact this has on traffic could be quite severe.
Our Environment:	8 - Medium to High	There are a number of transport related projects within the borough and the impact this has on traffic could be quite severe. The role is key to delivering modal shift to more sustainable methods of travel and improving the environment - e.g. reducing air pollution.
Our Society:	8 - Medium to High	Delivery of projects to encourage cycling and walking would have a positive impact on the health of residents.
Your Council:	6 - Medium	0.5FTE addition to the establishment - contributes to the Corporate Plan action: Develop options and, where appropriate, implement joint working arrangements and shared services with other councils and organisations.

Fundamental Themes Total 42

Other Category Themes

Asset Management:	0 - None	
Business Case:	8 - Medium to High	
Health and Safety / Statutory Requirement:	0 - None	
Service Delivery:	8 - Medium to High	There are a number of major transport projects within the borough and the impact this has on traffic could be quite severe.
Third Party Funding:	8 - Medium to High	Surrey County Council to fund 50% of the post.

Other Themes Total: 24

Themes Total: 66

Bid for Funding: Planning Policy - Infrastructure Delivery Plan



Project Name:	Planning Policy - Infrastructure Delivery Plan		
Project Code:	2017		108
Project Description:	Commission consultants to review the detail within the Infrastructure Delivery Plan.		
Project / Programme Manager:	Stuart Harrison	Ward:	
Senior Responsible Officer:	Tracey Coleman	Directorate:	Development
Corporate Plan Theme:	Our Infrastructure	Confidential:	
Expected Start Date:	01/04/2018	Exempt VAT Implications:	
Target Completion Date:		Grant access to someone:	

Drivers and Objectives:

Commission consultants to review the Infrastructure Delivery Plan.

The IDP accompanies the Local Plan and lists all the infrastructure that is necessary to deliver the Local Plan. It also states who it will be delivered by, when and at what cost.

The main infrastructure types or projects are transport (including rail, strategic road network, local road network, Park and Ride, the Sustainable Movement Corridor, bus transport), utilities (including electricity and gas, water supply, waste water connections and treatment, flood risk), green infrastructure (including SANG and open space), education (including early years, primary schools and secondary schools), emergency services (Police), Health and Social Care (GP's and dental surgeries), community facilities (burial space and community meeting halls) and waste transfer facilities.

Whilst the information contained in the IDP and Appendix C of the Local Plan is in sufficient detail for Local Plan purposes as we move forward into implementing the Plan and negotiating on specific sites further detail will be required. Providing further detailed evaluation of the likely costs of this necessary infrastructure will place the Council in a much stronger position to negotiate in relation to Section 106 contributions and when CIL is adopted to have a firm understanding of the infrastructure costs and priorities that need to be funded.

This work should be carried out in light of the proposals within the Local Plan and can be commissioned at the beginning of the financial year.
£60,000 would be sufficient for what is primarily a financial assessment of infrastructure.

Background Information:

The Planning and Regeneration service, provides a comprehensive and cross cutting approach for the provision and delivery of development within the Borough. In the coming financial year we will work together to ensure the adoption of the Local Plan and associated policy documents, introduction of Community Infrastructure Levy, determination of major applications relating to our strategic sites, associated infrastructure and major corporate schemes which will enable the growth and regeneration of Guildford. In order for us to be prepared, we will need to carry out significant pieces of technical work in order to provide the correct direction of travel and enable GBC to identify its clear priorities for the future, including financial implications.

Adoption of Local Plan

GBC has an expectation that the examination of the Local Plan will take place summer 2018. With adoption at the end of 2018 – early 2019.

Taking into account there has not been any new policy base at Guildford since 2003. The new 'Plan' will have implications, more specifically in the delivery of in the region 12,500 homes and associated infrastructure for around 27,000 people.

In the following year, it is vitally important as a service to ensure that we are prepared to meet the needs and challenges in front of us.

Taking into account the requirements of the NPPF and the need for GBC to have a five-year land supply, we will need to ensure that development comes early in order to meet both our requirements

and needs. Failure to do this will continue to result in developers gaining planning permission at appeal in locations that may not be considered to be appropriate. Each of the teams within the Directorate play a vital part in ensuring that we are prepared to provide a quality service and delivery mechanisms in bringing the 'Plan' forward.

There are still a number of development policies to be produced in order to ensure the detail in providing developers a clear understanding in what is required of them in terms of quality and delivery. Also, to provide our stakeholders and the public within certainty and commitment from GBC in ensure quality development and infrastructure.

We are also working towards the introduction of community infrastructure levy, which will mean that we will need to make growth bid to drill further into the detailed costings set out in the Infrastructure Delivery Contributions. This will be an extensive piece of work. It is absolutely necessary, as without a clear understanding of costings we will not be in a position to fully understand our funding requirements from both developers and other sources such as LEP, Central Government.

We will also need to undertake high-level master planning for the strategic sites comprehensively to ensure that the right things are delivered in the right location and not left to developers to decide whether they consider to be appropriate.

In order to achieve this we will need to engage with outside consultants, with assistance from GBC officers in order to deliver in a timely fashion. This has become even more necessary and urgent with developers coming forward ahead of the Local Plan with allocation sites at an early stage in locations, such as Ash, where we are now playing catch up, Wisley where we are currently at appeal and Gosden Hill Farm where we are already discussing at pre-application stage.

Taking into account that policy and guidance are the key to successful development, we are also embarking on a number of policy documents, such as:

- Development Management
- Development Plan Document
- Design Guides
- Enforcement
- Development Monitoring
- Ecology

which will provide a clearer remit to the development management process.

**Project /
Programme
Objectives:**

The IDP accompanies the Local Plan and lists all the infrastructure that is necessary to deliver the Local Plan. It also states who it will be delivered by, when and at what cost. The main infrastructure types or projects are transport (including rail, strategic road network, local road network, Park and Ride, the Sustainable Movement Corridor, bus transport), Utilities (including Electricity and gas, water supply, Waste water connections and treatment, flood risk), Green infrastructure (including SANG and open space), Education (including early years, primary schools and secondary schools), Emergency services (Police), Health and social care (GP's and dental surgeries), Community facilities (Burial space and Community Meeting Halls) and Waste transfer facilities. Whilst the information contained in the IDP and Appendix c of the Local Plan is in sufficient detail for Local Plan purposes as we move forward into implementing the plan and negotiating on specific sites further detail will be required. Providing further detailed evaluation of the likely costs of this necessary infrastructure will place the Council in a much stronger position to negotiate in relation to section 106 contributions and when CiL is adopted to have a firm understanding of the infrastructure costs and priorities that need to be funded. This work should be carried out in light of the proposals within the Local Plan and can be commissioned at the beginning of the financial year. It is considered that 60k would be sufficient for what is primarily a financial assessment of infrastructure.

Implications:

Failure to develop and deliver an adequate IDP will mean significant income from planning contributions (S106 and CiL) will not be achieved from developers in order to fund the necessary infrastructure required to deliver the housing proposed by the local plan. Appendix C of the local plan suggests infrastructure of over £1.1 billion will need to be funded from developer contributions over the local plan period. Without an adequate evidence based infrastructure delivery plan it will be harder to negotiate the relevant amounts from the developers.

**Legal / Statutory
Requirement:**

Yes

**Legislative /
Statutory
Implications:**

Compliance with the National Planning Policy Framework.

**Planning
Permission
Required:**

No

Building Regulation Required:

Details of Other Required Consents:

Constraints:

Assumptions:

Changes / Effects:

Measures for Success:

Viable Options and Rejection Reasons:

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Detailed Infrastructure Assessment	0	D5400	Local Plan 2013	
			D4511	Consultants (Projects)	60,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£60,000

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2019/20	Higher S106 receipts	0	0
2020/21	Higher S106 receipts	0	0

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
2019/20	0	0
2020/21	0	0

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Enable the Council to negotiate the delivery of essential infrastructure	Improved Service Provision	S106 contributions secured	01/04/20

Risks

Title	Description
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Insufficient funds to deliver infrastructure

Possibility of permissions being granted without necessary infrastructure being provided by developers.

Fundamental Themes

Our Economy: 10 - Very High

Our Borough: 8 - Medium to High

Our Infrastructure: 10 - Very High

Our Environment: 8 - Medium to High

Our Society: 10 - Very High

Your Council: 10 - Very High

Fundamental Themes Total 56

Other Category Themes

Asset Management: 6 - Medium

Business Case: 6 - Medium

Health and Safety / Statutory Requirement: 0 - None

Service Delivery: 10 - Very High

Third Party Funding: 10 - Very High

Other Themes Total: 32

Themes Total: 88

Bid for Funding: Development of Spectrum 2.0



Project Name:	<input type="text" value="Development of Spectrum 2.0"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="193"/>	
Project Description:	<input type="text" value="Undertaken a feasibility study to develop a plan and programme to deliver a replacement of Guildford Spectrum"/>		
Project / Programme Manager:	<input type="text" value="Jonathan Sewell"/>	Ward:	<input type="text" value="Christchurch Ward"/>
Senior Responsible Officer:	<input type="text" value="Peter O'Connell"/>	Directorate:	<input type="text" value="Environment"/>
Corporate Plan Theme:	<input type="text" value="Our Society"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="01/04/2018"/>	Exempt VAT Implications:	<input type="text" value="No"/>
Target Completion Date:	<input type="text" value="30/10/2021"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:

The venue has been open for 24 years and has received circa 40 million visitors. It is showing its age and a replacement needs to be considered.

The venue adds to the quality of life for the borough residents and delivers important opportunities for sport development and health improvement. It contributes to both the Council's Sport Development Strategy and the Health and Wellbeing Strategy.

The economic impact of the venue includes the visitors it brings to the borough from across the region. As well as providing employment for around 130 staff and around 400 casual staff and coaches, it also plays a role in attracting new residents and businesses to the borough.

The objectives of the complex is:

- To improve the health and wellbeing of our communities through increased participation
- To use sport and leisure to bring communities together
- To enable access to services by specific groups with identified needs
- To encourage and provide affordable and sustainable local facilities and services
- To explore partnerships with other organisations where these will benefit the community
- To work with clubs and voluntary organisations in the borough to develop their activities and skill levels
- To encourage investment in the facilities to maintain and enhance the quality of service
- To bear in mind the rights, needs and aspirations of facility users and staff
- To demonstrate value for money and continuous improvement
- To recognise and maximise commercial opportunities in the facilities
- To improve the financial 'bottom line' of the Council

Background Information:

In 1993, Guildford Spectrum replaced the Guildford Sports Centre at Bedford Road and Bannister's Athletics Track in Park Barn. The Bedford Road Sports Centre operated at a loss of around £300k per annum, had been built in the 1970's and was a traditional sports centre with a limited range of facilities.

The Guildford Spectrum Leisure Complex took two years to build at a cost of £28 million. It was opened on 23 February 1993 by the then Mayor of Guildford, Councillor Antony Page.

Guildford Spectrum was designed with a unique range of facilities. The mix of commercial and community facilities under one roof remains a unique site in the United Kingdom and makes the venue a regional tourist destination with around 1.7 million visits each year. It has a catchment of 90 minute drive time for attendees and spectators to the numerous sporting and other events that take place each year.

Guildford Spectrum now turns over in excess of £10 million per year from a combination of the venue and catering activities. Nationally, the venue is one of the few council leisure facilities that generate an operating surplus.

The complex is situated on the edge of Stoke Park and the 26 acre site was chosen because of its

proximity to the main A3 trunk road and the town.

Guildford Spectrum is the largest leisure complex of its type in the UK. It contains:

- An International standard ice rink seating 2000
- 4 swimming pools including a multi flume leisure pool, 25m competition pool, a dive pool with 1m, 3m and 5m boards and a teaching pool
- 32 lane ten pin bowling centre
- 10 badminton court sports hall
- A dedicated group exercise studio
- 72 station fully equipped health and fitness suite
- a 400m athletics stadium with a floodlit football pitch
- a crèche
- a children's soft play
- a number of other smaller facilities including a spinning studio, 2 squash courts and dry sport facilities
- a number of catering and sports retail outlets
- a 1000 space car park.

When individual site scores were awarded by the QUEST (the quality assurance scheme for leisure), the venue was consistently scored the top site in country.

**Project /
Programme
Objectives:**

The objective is to undertake research and produce a feasibility study to inform decisions regarding a future facility.

It is a Corporate Plan goal to prepare a feasibility study in relation to Spectrum's replacement which has been generally referred to as Spectrum 2.0.

The research will include:

1. Analysis of the existing complex e.g. financial performance, utilisation, customer satisfaction and perceived gaps in provision.
2. Undertake public consultation to determine local community needs and view.
3. Development of the Councils requirements and aspirations for the new complex.
4. Gathering data and intelligence on other facilities and competition within the borough, county and region.
5. Undertake research into the available methods of financing and delivery of a new complex.
6. Identifying potential grant funding opportunities.
7. Land and Planning considerations, restrictions and opportunities.

This is a potential £80m to £100m capital spend. The current venue turns over more than £10m a year, at this stage it is impossible to forecast the turnover of a new, more ambitious facility. This bid is to fund specialist consultants and services during the development phase of the project to undertake research and produce a proposal for the design and construction phase.

Implications:

The implications are that we need to maintain the existing site until a suitable replacement is ready to open. This will facilitate the direct transfer of business which will be much more straightforward than trying to win back from the competition. By maintaining the facilities we will continue to meet the community need from a health and wellbeing basis and from an impact on the local economy point of view.

**Legal / Statutory
Requirement:**

No

**Legislative /
Statutory
Implications:**

Ultimately the project will have to comply with all the legislation that building a new facility requires and this is part of the revenue basis process leading up to that point.

**Planning
Permission
Required:**

No

**Building
Regulation
Required:**

No

**Details of Other
Required
Consents:**

Constraints:	Size of prospective plot, covenants or restrictions on land in question, budget, levels of demand for facilities.
Assumptions:	Assume the project will be on or very near the existing site. Assume open minded about method of operation. Assume project geared to enjoyment of sport and leisure activities plus complementary business activity such as conferences.
Changes / Effects:	Additional pressure on the leisure team which may require further support
Measures for Success:	Creation of a vision for a new complex based on rigorous research and an understanding of the need of our community, the council and the region.
Viable Options and Rejection Reasons:	

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Research into: community needs	0	A7540	Spectrum Client	
			D4511	Consultants (Projects)	30,000
2018/19	Council aspirations	0	A7540	Spectrum Client	
			D4511	Consultants (Projects)	5,000
2018/19	Market competitor analysis	0	A7540	Spectrum Client	
			D4511	Consultants (Projects)	30,000
2018/19	Potential funding of delivery vehicles	0	A7540	Spectrum Client	
			D4511	Consultants (Projects)	20,000
2018/19	Grant funding opportunities	0	A7540	Spectrum Client	
			D4511	Consultants (Projects)	5,000
2018/19	Planning advice on potential and restriction - production of a development brief and pre application advice	0	A7540	Spectrum Client	
			D4511	Consultants (Projects)	30,000
2019/20	Data and options analysis, production of report and presentations	0	A7540	Spectrum Client	
			D4511	Consultants (Projects)	30,000
2020/21	Completion of Feasibility	0	A7540	Spectrum Client	
			D4511	Consultants (Projects)	30,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£120,000
2019/20	£0	£30,000
2020/21	£0	£30,000

Risks

Title	Description
Failure to do research	Failure to investigate potential demand for each facility could result in an inappropriate product mix and/or a poor reception when delivering the idea to the public
Inability to secure external funding	Must be able to demonstrate timely consultation and need to secure external funding
inappropriate consideration of management options	Prospective site is not managed appropriately putting the asset and its use at risk
Forecast budget increase	Capital scheme cost accelerate through inappropriate forecasts and plans
Long term Revenue implications	Failure to plan results in an unsustainable outcome
failure to get planning permission	New facility does not get built

Fundamental Themes

Our Economy: 8 - Medium to High

This project represents a significant business that attracts visitors, funding and businesses to the Borough. It can be a unique selling point for the Borough raising awareness of the town nationally and beyond subject to the decisions made in relation to the facility mix. It increases employment opportunities for the local community both directly and indirectly.

Our Borough:

Our Infrastructure:

Our Environment: 6 - Medium

Opportunity for the Council to lead on proven sustainable technologies that make the business more viable in the longer term and act as an example to other businesses.

Our Society: 8 - Medium to High

Health and well being opportunity through the provision of a facility to encourage more people to develop a healthy lifestyle.

Your Council:

Fundamental Themes Total 22

Other Category Themes

Asset Management:

Business Case:

Health and Safety / Statutory Requirement:

Service Delivery:

Third Party Funding:

Other Themes Total:

Themes Total:

Bid for Funding: Guildford Railway Station Development Brief



Project Name:	<input type="text" value="Guildford Railway Station Development Brief"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="114"/>	
Project Description:	<p>The overall project is effectively in two parts.</p> <p>1. A Station/Platform Capacity Study - NB revenue funding for this of £150k is <u>already in place in the MPT 2017/18 budget</u> and it is anticipated this will be spent this current financial year.</p> <p>2. A Development Brief for regeneration of the station - NB this cannot take place until the completion of stage 1 and <u>it is this specific element of the overall project that this revenue Growth Bid relates to</u> (see details in Part 3).</p>		
Project / Programme Manager:	<input type="text" value="Zac Ellwood"/>	Ward:	<input type="text" value="Friary St. Nicolas Ward"/>
Senior Responsible Officer:	<input type="text" value="Tracey Coleman"/>	Directorate:	<input type="text" value="Development"/>
Corporate Plan Theme:	<input type="text" value="Our Infrastructure"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="03/04/2017"/>	Exempt VAT Implications:	<input type="text"/>
Target Completion Date:	<input type="text" value="30/03/2019"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:

- Wessex Route Study 2015
 - Regeneration of high profile town centre site.
 - Provision of housing and affordable housing on brownfield land.
 - Improving passenger facilities and experience.
 - Encouraging modal shift to sustainable travel
 - Enabling additional train services to Gatwick, London, etc. and possibly Crossrail 2 and Southern Link from Heathrow.
 - A modern train station fit for a place like Guildford
 - Mitigating the impact of the growth of the town on road congestion
- Corporate Plan 2015-2020**
- Ensuring sustainable transport - both urban and rural
Improving rail connectivity
Work with Network Rail to ensure the upgrading of Guildford Railway Station
Range of housing to meet need
Improved accessibility
Unlocking economic advantages of urban regeneration
- Submission Local Plan 2017**
- POLICY A7: Land and buildings at Guildford railway station, Guildford
- POLICY A8: Land west of Guildford railway station, Guildford Park Road, Guildford

Background Information:

The overall project is effectively in two parts.

1. A **station/platform capacity study** to identify necessary improvements to platform capacity at the station to accommodate future anticipated growth on the network and increased patronage and improvements to passenger facilities and the customer experience. The study is intended to identify any areas of operation land that may be surplus to Network Rail (NR) requirements and that could potentially be released for regeneration of this brownfield land within a key town centre site. It should be noted that the revenue funding for this part of the scheme has already been secured in the 2017/18 MPT budget (in the sum of £150k) and will be spent during the current financial year on NR's fees for developing the Capacity Study. A high level Steering Group has been set up to take this through to completion involving elected members and senior officers at GBC, NR, SCC, EM3, LEP, DfT and BEIS. Network Rail and officers have now scoped out the detail of the Capacity Study and it will be formally commissioned imminently (4-6 month timeframe).

2. A **Development Brief** - Following the completion of the Capacity Study, the MPT intend to

commission a development brief/masterplan to demonstrate how surplus operational land could be regenerated for the benefit of the town and to deliver both market and affordable housing and improved passenger facilities. This 'Development Brief' element of the overall project is the main subject of the current Growth Bid for revenue funding in the sum of an additional £150k for the financial year 2018/19, comprising £30k for consultants fees to assess the outcomes and implications of the final Capacity Study, plus a further £120k for the commissioning and production of a Development Brief.

GBC is working closely with Network Rail and with revenue funding already allocated in the MPT budget for 2017/18, we are the process of commissioning a Guildford platform/station 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 and to identify any operation land surplus to their requirements.

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, including options for Platform Zero (0), which 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 Guildford Station/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 provide a comprehensive and clear strategy for the future development of Guildford Station taking into account all aspirations, both rail and local authority.

These are 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. 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 - hence it was agreed that GBC would fund the Platform Capacity Study from its 2017/18 budget and progress is being made towards delivering this. It is anticipated to be delivered by the end of this current financial year and funding (£150,000) is already in place to secure the work from NR. We are still awaiting a detailed fee proposal from NR, but it is anticipated that, due to the complex nature of the study and the number of NR departments involved in providing a comprehensive picture, the existing £150k budget will be fully spent this financial year.

Alongside this is the need to produce a development brief/masterplan for the railway station area. The 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, its 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. The brief cannot follow until the Capacity Study has been completed and all landtake implications are understood. It is therefore suggested that a further revenue fund of £120,000 is allocated in 2018/19 for the production of a development brief, together with a £30,000 supplemental fund to cover any additional work on station capacity/passenger improvements that may be identified through the capacity study and to enable GBC to procure specialist advice on rail implications flowing from this from an independent rail consultant.

**Project /
Programme
Objectives:**

To assess the outcomes and implications of the NR Guildford platform capacity scheme and to produce a detailed development brief for the site.

Implications:

Greater risk that Network Rail do 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'. The bringing forward of both the Capacity Study and Development Brief mitigate against this risk.

Impacts from the Solum appeal on land to east of station (Public Inquiry starts 07.11.2017).

**Legal / Statutory
Requirement:**

No

Legislative / Statutory Implications:

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents:

Constraints:

- Outcome of Solum appeal (but the Capacity study will include this area of the site within the study area)
- Development Brief work cannot commence until Capacity Study is completed.

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 an ideal world, if the Local Plan was adopted this development brief could then also be formally adopted as a supplementary planning document (SPD).

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 findings from the Guildford platform capacity scheme at the same time.

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.

Viable Options and Rejection Reasons:

'Do nothing' - This has been rejected because it would not deliver necessary regeneration of this key town centre site.

'Do minimum' - Encourage NR to bring forward their own Development Brief. This has been rejected as NR will not be in a position to do so until the next Control Period (2024 onwards), even if they were to identify funding for this - which is unlikely.

Costs						
Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)	
2018/19	Consultancy Fees (supplement to 2017/18 PCS revenue)	0	F5614	Gldf Station Platform St		
			D4511	Consultants (Projects)	30,000	
2018/19	Masterplanning/Development Brief	0	F5614	Gldf Station Platform St		
			D4520	Consultants (Advice)	120,000	
Costs Totals						
Year	Capital Total (£)	Revenue Total (£)				
2018/19	£0	£150,000				

Non Financial Benefits			
Title	Category	Measure	Expected Delivery Date

Spatial planning benefits from GBC planning its future strategy for its property portfolio	Improved Customer Satisfaction	Potentially a public satisfaction survey could be undertaken and repeated after a suitable interval.	31/12/26
Developer engagement in Guildford	Improved Customer Satisfaction	Can be measured against the number of developers interested in investing in Guildford.	01/04/24

Risks

Title	Description
Strategic	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.
Financial	Risk that GBC does not derive financial benefits in planning its future strategy for its property portfolio in the town centre more effectively.
Strategic	Risk that spatial planning benefits do not materialise.

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 Category Themes

Asset Management: 0 - None

Business Case: 6 - Medium

Health and Safety / Statutory Requirement: 0 - None

Service Delivery: 0 - None

Third Party Funding: 0 - None

Other Themes Total:

Themes Total:

Bid for Funding: Planning Policy - Strategic site design overview SPD



Project Name:	<input type="text" value="Planning Policy - Strategic site design overview SPD"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="124"/>	
Project Description:	<input type="text" value="Commission Consultants to produce a Supplementary Planning Document relating to a Strategic Design Overview Framework for the Local Plan."/>		
Project / Programme Manager:	<input type="text" value="Stuart Harrison"/>	Ward:	<input type="text"/>
Senior Responsible Officer:	<input type="text" value="Tracey Coleman"/>	Directorate:	<input type="text"/>
Corporate Plan Theme:	<input type="text" value="Our Infrastructure"/>	Confidential:	<input type="text"/>
Expected Start Date:	<input type="text"/>	Exempt VAT Implications:	<input type="text"/>
Target Completion Date:	<input type="text"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:

Adoption of Local Plan

GBC has an expectation that the examination of the Local Plan will take place summer 2018. With adoption at the end of 2018 – early 2019.

Taking into account there has not been any new policy base at Guildford since 2003. The new 'Plan' will have implications, more specifically in the delivery of in the region 12,500 homes and associated infrastructure for around 27,000 people.

In the following year, it is vitally important as a service to ensure that we are prepared to meet the needs and challenges in front of us.

Taking into account the requirements of the NPPF and the need for GBC to have a five-year land supply, we will need to ensure that development comes early in order to meet both our requirements and needs. Failure to do this will continue to result in developers gaining planning permission at appeal in locations that may not be considered to be appropriate. Each of the teams within the Directorate play a vital part in ensuring that we are prepared to provide a quality service and delivery mechanisms in bringing the 'Plan' forward.

There are still a number of development policies to be produced in order to ensure the detail in providing developers a clear understanding in what is required of them in terms of quality and delivery. Also, to provide our stakeholders and the public within certainty and commitment from GBC in ensure quality development and infrastructure.

We are also working towards the introduction of community infrastructure levy, which will mean that we will need to make growth bid to drill further into the detailed costings set out in the Infrastructure Delivery Contributions. This will be an extensive piece of work. It is absolutely necessary, as without a clear understanding of costings we will not be in a position to fully understand our funding requirements from both developers and other sources such as LEP, Central Government.

We will also need to undertake high-level master planning for the strategic sites comprehensively to ensure that the right things are delivered in the right location and not left to developers to decide whether they consider to be appropriate.

In order to achieve this we will need to engage with outside consultants, with assistance from GBC officers in order to deliver in a timely fashion. This has become even more necessary and urgent with developers coming forward ahead of the Local Plan with allocation sites at an early stage in locations, such as Ash, where we are now playing catch up, Wisley where we are currently at appeal and Gosden Hill Farm where we are already discussing at pre-application stage.

Taking into account that policy and guidance are the key to successful development, we are also embarking on a number of policy documents, such as:

- Development Management
- Development Plan Document
- Design Guides

- Enforcement
- Development Monitoring
- Ecology

which will provide a clearer remit to the development management process.

Background Information:

The Planning and Regeneration service, provides a comprehensive and cross cutting approach for the provision and delivery of development within the Borough. In the coming financial year we will work together to ensure the adoption of the Local Plan and associated policy documents, introduction of Community Infrastructure Levy, determination of major applications relating to our strategic sites, associated infrastructure and major corporate schemes which will enable the growth and regeneration of Guildford. In order for us to be prepared, we will need to carryout significant pieces of technical work in order to provide the correct direction of travel and enable GBC to identify its clear priorities for the future, including financial implications.

The document will be a formal Supplementary Planning Document (SPD) that will help bridge the gap between the allocation in the Local Plan and the implementation of the strategic sites.

Project / Programme Objectives:

It is important that the strategic sites are planned to accommodate large pieces of infrastructure such as schools, local centres, road hierarchy, pedestrian and cycle routes etc. The benefit of strategic sites is the ability to masterplan in advance so that we are in a position to clearly provide for infrastructure in a sustainable way, and not leave it to developers to decide, very important decision regarding the location of major pieces of infrastructure, which will enable us to plan for and accommodate traffic movements, and that new facilities will not impact on existing facilities and threaten their viability. In order to carry out this work we will need to engage consultants, work with our stakeholders, parish councils and the public. This cost will be in the region of £200,000.

Implications:

The Council will see a rise of planning by appeal and will be unable to defend appeals appropriately without a thorough planning policy framework in place.

Legal / Statutory Requirement:

Legislative / Statutory Implications:

Requirement of the National Planning Policy Framework

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents:

Constraints:

Assumptions:

Changes / Effects:

Measures for Success:

Viable Options and Rejection Reasons:

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Produce SPD	0	D5400	Local Plan 2013	
			D4511	Consultants (Projects)	200,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£200,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Delivery of Infrastructure	Improved Service Provision	Success in securing good integrated design on the strategic sites including provision of necessary infrastructure.	01/04/20

Fundamental Themes

Our Economy: 10 - Very High

Our Borough: 10 - Very High

Our Infrastructure: 10 - Very High

Our Environment: 10 - Very High

Our Society: 10 - Very High

Your Council: 10 - Very High

Fundamental Themes Total 60

Other Category Themes

Asset Management: 10 - Very High

Business Case: 0 - None

Health and Safety / Statutory Requirement: 0 - None

Service Delivery: 10 - Very High

Third Party Funding: 10 - Very High

Other Themes Total: 30

Themes Total: 90

Bid for Funding: Guildford Bike Share



Project Name:	<input type="text" value="Guildford Bike Share"/>		
Project Code:	<input type="text" value="2017"/>	<input type="text" value="139"/>	
Project Description:	<input type="text" value="A new public bike share/hire scheme for the town, exact details to be established following a feasibility study, though approximately 150 bikes with between 10 and 15 stations situated in suitable and convenient locations around the town centre and beyond are expected for the initial set up of the scheme. It is likely to include a mix of standard and electric bicycles - dependent on cost and the outcome of the feasibility work."/>		
Project / Programme Manager:	<input type="text" value="Rob Curtis"/>	Ward:	<input type="text"/>
Senior Responsible Officer:	<input type="text" value="Zac Elwood"/>	Directorate:	<input type="text" value="Development"/>
Corporate Plan Theme:	<input type="text" value="Our Environment"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="01/08/2017"/>	Exempt VAT Implications:	<input type="text"/>
Target Completion Date:	<input type="text" value="31/03/2019"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives: Increase cycling and reduce private car use in/around the town centre. Relieving congestion, improved public health and air quality benefits.

Corporate Plan 2015-2020

Our Borough
Improved accessibility

Our Economy
Improving local community facilities

Our Infrastructure
Sustainable transport - urban and rural

Our Environment
Improved resilience through sustainability

Our Society
Improving public health and wellbeing (through supporting RSCH)

The Corporate Plan 2015-2020 also includes, under the 'Our Borough' theme, a specific action to *"Explore and, subject to feasibility, introduce an electric bike scheme."*

Background Information: A public cycle hire scheme is proposed which will enable users to cycle part/all of their journeys, linking key destinations and transport hubs. The intention is that GBC would fund the upfront capital to set up the scheme, but ongoing revenue costs for running the scheme would be met through a combination of sponsorship and hire receipts. A suitable partner organisation would need to be identified and contracts entered into. Interest in bringing such a scheme to Guildford has been expressed by three companies that officers have approached to-date (Nextbike, Hourbike and ITS), but there are a number of other established operators offering a similar product.

Report went to the Borough, Economy & Infrastructure EAB on 13 September 2017 and was generally well received by members. It was agreed that a feasibility study should be undertaken and the EAB provided a number of questions to be asked as part of this study - including whether it should be 'traditional' or 'free floating' bikes. The idea of including a percentage of electric bicycles within the scheme was also endorsed.

- Project / Programme Objectives:**
- Increase cycling patronage and encourage modal shift
 - Reduce congestion issues
 - Enable users more options and make cycling available to more people
 - Improvements to public health
 - Greening the town

Implications: Possible ongoing revenue costs, though these are expected to be met by the sponsorship of the scheme - scheme operator to manage all of these aspects so effectively any revenue cost/gain is expected to be minimal. (feasibility and tender process will address this)

Cost of commissioning detailed feasibility study - revenue funding requested.

Public safety implications prior to delivery of cycle network improvements.

Legal / Statutory Requirement:

Legislative / Statutory Implications:

Planning Permission Required:

Building Regulation Required:

Details of Other Required Consents:

- Need to ensure agreement with the local highway authority
- Approval from various landowners to site hubs (e.g. University, Hospital, Network Rail, SCC)

Constraints:

- Current road layout is not "cycle friendly" in some locations so care is required in directing cyclists between docking sites
- Docking site locations to be agreed
- If electric bikes are to be used, docks will require mains power connection - could add costs or limit locations available
- Capital costs may limit percentage of electric bicycles

Assumptions:

- Capital monies for start-up are made available
- Assume that suitable sponsor can be found for ongoing revenue/running costs
- There is demand for such a scheme in the town - this will be explored in feasibility study
- Approval to site hubs at various locations from landowners

Changes / Effects:

- Availability of bikes for all in the town
- Improved public health
- Modal shift from the private car
- Introduction of legitimate and real alternative for shorter journeys
- May start to engender culture change amongst some commuters
- Improves leisure and recreation offer within the town

Measures for Success:

To be determined at feasibility could include:

- usage levels of the bikes
- reduction in private car use/congestion
- public health statistics
- scheme is sustainable and self-funding post initial set-up costs
- whether scheme is extended beyond initial period (likely to be 5 years)

Viable Options and Rejection Reasons:

'Do nothing' - This has been rejected because it would not address perceived latent demand for a bike scheme and would not lead to the expected improvements identified. It would also mean that a corporate action in the adopted Corporate Plan would not be brought forward within the plan period.

'Fully electric bikes scheme' - this would meet the Corporate Plan ambition/action, but will lead to additional capital set-up costs for the Council. This option will be explored through the feasibility study.

'Fully manual bikes scheme' - This option will be explored through the feasibility study, but is anticipated to be rejected as it does not meet the Corporate Plan action identified, which seeks an electric bike scheme.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Feasibility and Tendering process	0	F5610	Sustainable Movement	
			D4520	Consultants (Advice)	75,000
2018/19	Implementation of project	530,000	N/A	N/A	
			N/A	N/A	0

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£530,000	£75,000

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2018/19	Anticipated Sponsorship	0	30,000
2019/20	Anticipated Sponsorship	0	31,000
2020/21	Anticipated Sponsorship	0	32,000
2021/22	Anticipated Sponsorship	0	33,000
2022/23	Anticipated Sponsorship	0	34,000

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	0	30,000
2019/20	0	31,000
2020/21	0	32,000
2021/22	0	33,000
2022/23	0	34,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
New transport option available to those wishing to travel to/around the town centre	Improved Service Provision	Usage statistics will show how people are travelling	31/03/19
New transport option available to those wishing to travel to/around the town centre	Improved Customer Satisfaction	Feedback regarding the project will be collected by the provider	31/03/19
New transport option available to those wishing to travel to/around the town centre	Improved Social Benefits	Usage statistics will show the demographic of users	31/03/19
Modal shift and cutting air pollution	Reduced Carbon	Air Quality measurements	31/03/23

Risks

Title	Description
Road Safety	Some roads around the Town are not well suited for cyclists, need to mitigate this by enabling cycling in some areas and providing information and guidance for cyclists. Providers would also ensure that each user signs a disclaimer regarding their cycling behaviour and responsibilities.
Sponsorship	It is currently assumed that sponsorship will cover the operational costs. Council will need to ensure that the sponsor is appropriate. If sufficient sponsorship is not found there may be a revenue requirement, or the scheme may not be viable
costs	Currently 3 suppliers have provided indicative costs, this will not be confirmed until feasibility and once the full requirements of the scheme are identified. There may be some additional costs such as electrical installation and minor road improvements which could be required as the project develops.
Opportunity - Santander scheme	The university are currently in a competition to win a bike share scheme of 50 bikes. If successful there is an opportunity for GBC to expand that project to cover the town - this might then be part funded by the Santander project and/or revenue costs could be shared with the university/sponsors.

Fundamental Themes

Our Economy:

Our Borough:

Our Infrastructure:

Our Environment:

Our Society:

Your Council:

Fundamental Themes Total

Other Category Themes

Asset Management:

Business Case:

Health and Safety / Statutory Requirement:

Service Delivery:

**Third Party
Funding:**

4 - Low to Medium

Other Themes Total:

16

Themes Total:

46

Bid for Funding: Ash Road Bridge - Further survey and design work to



Project Name: Ash Road Bridge - Further survey and design work to facilitate planning application submission

Project Code: 2017 142

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 delays to traffic and pedestrians when trains pass through Ash station having a negative impact on the local and wider economy. The level crossing has also been identified as a safety 'hotspot' by Network Rail and the surrounding highway network has reached capacity whereby the impacts are severe and require suitable mitigation. Network Rail object to any further housing growth in the area without mitigation (in the form of a bridge over, or tunnel under, the railway line) in place to enable the closure of the crossing and removing the significant safety risk. This has major implications for the Council's plans for housing delivery to meet our Objectively Assessed Need and without the proposed bridge the 1,750 homes anticipated under allocation Policy A29 of the Local Plan either cannot come forward, or will be delayed.

We have submitted a bid to the Homes & Community Agency Housing Infrastructure Fund (HIF) for a marginal viability grant of £10m towards the capital works of the scheme - no decision has yet been made on this. We also have an existing £2.5m provisional grant award from Network Rail and this would be combined with any monies arising from the HIF bid and S106 contributions towards the bridge from housing developers - as per the requirement in Policy A29 housing allocation of the emerging Local Plan.

A detailed feasibility study has already been prepared by AECOM and they are also undertaking traffic surveys/Transport Assessment on GBC's behalf using 2017/18 allocated revenue budget. This bid seeks further revenue funding for 2018/19, in the amount of £80,000, to take the project forward to planning permission granted stage. The monies would be used to obtain consultancy (legal/planning/environmental/highway) services towards achieving this goal, together with fees for submitting relevant application(s).

Project / Programme Manager:	Zac Ellwood	Ward:	Ash Vale Ward
Senior Responsible Officer:	Tracey Coleman	Directorate:	Development
Corporate Plan Theme:	Our Infrastructure	Confidential:	No
Expected Start Date:	01/06/2016	Exempt VAT Implications:	No
Target Completion Date:	01/06/2021	Grant access to someone:	

Drivers and Objectives:

Mitigating against the highways and safety implications arising from the proposed local housing allocation of 1,750 new homes for Ash & Tongham and delivering new housing more quickly to meet objectively assessed need and support the emerging Local Plan (Policy A29). Relieving congestion and keeping people moving. Improved highway safety and safety at the level crossing itself.

The scheme is identified in the latest Guildford Borough Transport Strategy.

The revenue stream is required to take the project to planning permission stage to provide greater certainty and to facilitate negotiations with landowners and developers around S106 contributions towards the bridge and associated access road.

Background Information:

The Action Plan in the adopted Corporate Plan 2015-2020 identifies (under the 'Our Infrastructure' theme) an action to "Work with partners, including Network Rail, Highways England, Surrey County Council, Enterprise M3 and developers, to realise programmed schemes in the Guildford Borough Transport Strategy through the planning system." This project would involve close collaboration between GBC and Network Rail, SCC and developers and the support of EM3 was sought in respect of the HIF bid referred to in the Project Description section of this bid.

Ash Railway Station is situated 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 delays to traffic and pedestrians when trains pass

through Ash station with the barrier being down for significant periods and will only get worse when the operator's planned additional train journeys on this route are realised.

The project is exploring options to replace the existing level crossing at Ash rail station with:

- 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

The road bridge would be located to the south of the present level crossing with a footbridge provided on, or adjacent to, the alignment of the present level crossing.

Current Situation

AECOM were commissioned in 2016/2017 to produce a detailed feasibility study with route options, possible road and bridge designs and costings. A number of development sites have been looked at and the feasibility study has concluded a bridge is deliverable and would mitigate against the highways and safety impacts of the new housing proposed within the vicinity of the station.

Discussions on the use of these sites for the new road bridge are currently ensuing with landowners and developers.

In 2017/18, the Major Projects Team has an allocated revenue budget of £80,000. The majority of this has been spent or committed to working with AECOM to take the project forward (refining and finalising the feasibility study, detailed transport assessment and surveys, providing technical advice, supporting officers at meetings) and includes a spend of £16,300 to prepare and submit a business case for a £10m funding bid to the HCA under the Housing Infrastructure Fund on GBC's behalf - this latter expenditure had not been planned for at the time of last year's bid. Further expenditure under the current financial year is anticipated, particularly if the HIF bid is successful as there will be a greater impetus to move the project forward to meet with the HCA's delivery timescales. The need for additional transport engineering study work has also been identified which will come out of the remaining 2017/18 budget.

Revenue bid

A further revenue allocation of £80,000 for the year 2018/19 is being sought to enable detailed design work to be undertaken in respect of a final, fixed route alignment and the bridge itself to facilitate the submission of a formal planning application. This would need to be supported by further, detailed environmental work (particularly around the issues of flooding, land stability/contamination and ecology), planning consultancy and application costs, and more extensive highways studies, including any necessary Road Safety Audits or further traffic modelling and traffic survey work. It is envisaged this expertise would be brought in from private consultancies. An estimated budget for legal advice/support/negotiation with landowners and developers is also included within this overall figure because successful delivery is reliant upon achieving land assembly which will be very involved and potentially complex.

Project / Programme Objectives:

The benefits of the revenue bid are:

To take the scheme to planning permission granted stage, providing greater certainty and assisting greatly in our S106 negotiations.

The benefits of the project are as follows:

- The project provides a better access to the large potential site allocation (Policy A29) in Ash and Tongham set out in the ***Guildford Borough Proposed Submission Local Plan: strategy and sites (Guildford BC, June 2017)*** an allocation for some 1,750 homes. It unlocks housing delivery on a number of constrained plots and also will accelerate delivery of market and affordable housing on these and other plots.
- Provision for the proposed road and bridge has been allocated in the Proposed Submission Local Plan under Policy A29 which requires developers to make financial and land contributions towards the bridge.
- Removes a congestion hot spot 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 (*Surrey Transport Plan Guildford Borough Draft Local Transport Strategy & Forward Programme - Part A (Surrey CC November 2014)*). The level crossing is closed around 8 times each hour, or 150 times each day, and these periods of closure can currently amount to up to 25 minutes per hour (*Traffic on the A323 in Ash Petition from Local Residents, Guildford Local Committee 29 January 2004*) and are due to worsen as the operator introduces a third main train per hour to the route (additional service of Gatwick – Reading trains in December 2017).
- Removes the safety hazard posed by the present level crossing. Network Rail classify the level crossing as a 'high/medium risk' crossing on the Wessex route. The level crossing has a long history of incidents and misuse. The lack of a 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 signallers 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 crossing on the Wessex route. There have been four incidents of the barriers being struck by vehicles between May 2014 and December 2014 and further incidents in the past year. The Office of Rail Regulation (ORR) has adopted an explicit target of zero fatalities at level crossings from 2020 and a number of changes are expected in the future that could potentially increase level crossing risk if longer term strategies and tactical initiatives are not put in place. These anticipated changes include:

- increased number of people living in Britain (i.e. more crossing users);
- increasing pressures for new residential and commercial development – particularly in the SE;
- the requirement to run additional train services and convey more passengers;
- increased impatience brought about by the pace of modern life (i.e. users take greater risks to avoid having to wait for trains to pass).

Network Rail's policy with regards to the management of risk will be concentrated towards those crossings that are determined as presenting the greatest collective risk (i.e. the risk to both users and those who could be impacted by potential crossing incidents such as staff and passengers on trains) or that exhibit a high risk to individual users. Where reasonably practicable we will seek to close and/or divert crossings or enhance their safety through the provision of improved safety features/equipment. The most effective way of reducing level crossing risk is to eliminate the crossing completely.

- 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 period, increase line speed to a maximum of 90 mph, realise signalling 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 90 mph (source: *The South Western Railway: Ash CCTV Level Crossing, Network Rail and South West Trains, May 2015*).
- The scheme is identified in the latest Guildford Borough Transport Strategy.

Implications:

If revenue bid not successful:

Unable to take project through to planning application stage.

If project not delivered:

- 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 rail safety through the removal of a level crossing
- Deterioration in the safety of the level crossing for all road users
- Delays lead to harmful impact on local economy

Financial Implications

The net impact will be funded through future S106 monies as well as a confirmed contribution from Network Rail for £2.5m. GBC is also currently awaiting the outcome of formal marginal viability bid for £10m through the HCA Housing Infrastructure Fund (announcement expected by end of 2017/early 2018).

Legal / Statutory Requirement:

No

Legislative / Statutory Implications:

Agreement and highways approval of SCC required as they are the local highway authority (NB 'In principle' support letter received)

Planning Permission Required:

Yes

Building Regulation Required:

No

Details of Other Required Consents:

Landowners' agreement
Highway licences and approvals
Traffic Regulation Orders
Possible EIA development (to be 'screened' in accordance with 2017 EIA Regulations)

Constraints:

- Negotiation with developers for land release
- Land purchase and acquisition (dependent on negotiations)
- Environmental impacts of new road bridge, including potential for inducing new traffic impacts during construction
- Financing of build of new bridge
- Need for planning permission and highways approvals
- Alignment of access road and bridge needs to take account of future housing schemes and their viability

Assumptions:

- Land made available
- Political support
- Successful developer negotiations
- Financial contributions from third parties, e.g. Network Rail, HCA, etc.
- SCC are prepared to formally adopt new bridge(s) and associated road access

Changes / Effects:

- 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
- Unlocking new housing and delivering affordable housing (40% in line with Local Plan)
- Accelerated housing delivery within Local Plan Policy A29 allocation
- Reduced potential for traffic 'rat running' on inadequate rural roads within the vicinity
- Slightly longer travel times than existing when level crossing barrier is up

Measures for Success:

- Planning permission granted for new bridge
- Landowners'/developers' buy-in
- External/third party funding secured for delivery
- New road bridge to reduce local congestion resulting from the 'down time' of the level crossing
- Accelerated housing delivery (Local Plan Allocation under Policy A29)
- Potential to reduce traffic build up at other local 'hot spots' by providing an alternative viable route

Viable Options and Rejection Reasons:

'Do nothing' - this would not involve any cost to GBC but the down-time of the level crossing will get worse, leading to further delays, frustration and detrimental impact on the local economy. It would also involve an increased safety risk at the crossing itself, as identified by Network Rail, and would either significantly slow down, or preclude, the delivery of the strategic housing site (1,750 homes) identified in Policy A29 of the emerging Local Plan - necessary to meet our objectively assessed need 'rat running' could also get worse leading to severe highway safety implications.

'Await outcome of the HCA HIF bid' - and then make a growth bid in 12 months time. This would add significant delay to the programme, but is a viable option nonetheless.

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Consultancy (legal/planning/environmental/highway) services	0	F5608	Ash Bridge	
			D4511	Consultants (Projects)	80,000

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£80,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Improved public safety	Improved Social Benefits	Reduction in number of incidents at level crossing	31/03/21

Reduction in NO2 pollution and inefficiencies at level crossing	Reduced Carbon	Air Quality measurements	31/03/21
Release of locked housing sites	Improved Social Benefits	Planning permissions forthcoming for new housing within Local Plan Policy A29 area	31/03/22

Risks

Title	Description
	Please see Project Risk Register in Verto

Fundamental Themes

Our Economy:	8 - Medium to High	Positive benefits to local economy through removing unnecessary delay and keeping people and businesses moving
Our Borough:	10 - Very High	Delivery of 1,750 market and affordable houses - range of housing to meet need Supporting realisation of Local Plan and sensitive integration of development in existing communities Improved accessibility
Our Infrastructure:	10 - Very High	Essential new highway infrastructure
Our Environment:	4 - Low to Medium	Reduction in air pollution by removing waiting vehicles at level crossing Improved walking and cycling routes
Our Society:	8 - Medium to High	Delivery of 40% affordable homes (700 in total through policy A29) Significant rail and highway safety benefits realised through closure of existing safety hotspot.
Your Council:	6 - Medium	Joint working with EM3 LEP, Network Rail & Surrey County Council

Fundamental Themes Total 46

Other Category Themes

Asset Management:	0 - None	It has been assumed the road and bridge would be adopted by SCC and thereby become an asset of the local highway authority.
Business Case:	8 - Medium to High	An indicative Benefits/Cost Ratio (BCR) of 5.07 and Value for Money indicator of 'Good' have been identified in the Business Case prepared by AECOM in respect of the HIF Marginal Viability bid.
Health and Safety / Statutory Requirement:	8 - Medium to High	Resolves safety issues on rail and highway network (A323 level crossing)
Service Delivery:	0 - None	

**Third Party
Funding:**

10 - Very High

Based on assumption of £10m of external funding from HCA, £2.5m from NR and S106 contributions from housing developers.

Other Themes Total:

26

Themes Total:

72

Bid for Funding: Guildford West (Park Barn) Station



Project Name:

Project Code:

Project Description: This is a proposal for a new passenger railway station on the North Downs Line to the west of Guildford main line station. This will provide a vital rail link for one of the most economically active areas of Guildford, embracing both the Royal Surrey County Hospital and Surrey University. It will also help to regenerate the Park Barn area of the town. Both the University and Hospital have indicated that poor accessibility has impacted on their ability to both recruit and retain staff.

GRIP2 (Feasibility) has been progressed over the past 12 months and delivers a very healthy Benefits to Costs Ratio (BCR) indicating it is certainly worth progressing this project, which contributes to a number of Corporate Plan Themes and is now included as an allocation in the Submission Local Plan that has recently been out to public consultation.

It is envisaged that NR sign off on the GRIP2 stage will be obtained shortly - the project would then need to progress to GRIP stages 3 (Option Selection) & 4 (Single Option Development).

Project / Programme Manager:	<input type="text" value="Zac Ellwood"/>	Ward:	<input type="text" value="Onslow Ward"/>
Senior Responsible Officer:	<input type="text" value="Tracey Coleman"/>	Directorate:	<input type="text" value="Development"/>
Corporate Plan Theme:	<input type="text" value="Our Infrastructure"/>	Confidential:	<input type="text" value="No"/>
Expected Start Date:	<input type="text" value="25/04/2016"/>	Exempt VAT Implications:	<input type="text"/>
Target Completion Date:	<input type="text" value="01/04/2024"/>	Grant access to someone:	<input type="text"/>

Drivers and Objectives:

- Local road congestion limiting future growth agendas of the local institutions and research park
- Reduce or mitigate against existing local parking issues
- Poor or unreliable bus links between the town centre and the University/Hospital/Research Park
- Improved transport linkages needed to a deprived area of the town
- Mitigation for future housing growth envisaged at strategic housing site at Blackwell Farm
- Supporting the University, RSCH and other local businesses in attracting and/or retaining staff - evidence has shown that a large number of hospital staff travel in from the west (e.g. Aldershot, Farnham) and there is latent demand for a new stop at Park Barn.
- MOU between GBC, RSCH, UoS & SCC

Corporate Plan 2015-2020

Our Borough

Improved accessibility

Our Economy

Economic leadership to deliver sustainable and proportionate growth

Building strong links and leveraging synergies between public, private and third sectors

Improving local community facilities

Our Infrastructure

Sustainable transport - urban and rural

Improved rail connectivity with new rail halts

Our Environment

Improved resilience through sustainability

Our Society

Improving public health and wellbeing (through supporting RSCH)

Proposed Submission Local Plan (Reg.19 consultation June 2017)

	Policy A59: New rail station at Guildford West (Park Barn)
Background Information:	<p>The work on GRIP Stage 2 involved the following phases and is nearing completion:</p> <p>GRIP Stage 2 - Structure of Study</p> <ul style="list-style-type: none"> • Phase 1 – Strategic Outline Business Case (SOBC) which is fully compliant with WebTAG • Phase 2 – Network Rail compliant GRIP2 study, and update to SOBC • Phase 3 – Outline Business Case (OBC) which is fully compliant with WebTAG <p>Phase 1 was completed in October 2016. Phase 2 has only just been completed, with Network Rail now satisfied on the engineering side of the project. Phase 3: The OBC is still in draft format and requires some final finessing to address comments made by Network Rail, including a thorough analysis on the forecast economics and assumed passenger numbers from Network Rail.</p> <p>Project Finance For GRIP stages 3 (Option Selection) & 4 (Single Option Development).</p> <p>It is requested that a revenue allowance of £100k for 2018/19 should be made for the GRIP 3 (Option Selection) study (including £25k for Network Rail's review of this study). GRIP 3 is revenue funded and it is assumed GRIP 4 (Single Option Development) stage onwards could be capitalised and a capital bid of £200k is required for this stage. However, it is recommended the two stages are undertaken consecutively during 2018/19. Network Rail are unlikely to be in position to review GRIP4 until 2019/20 and the figures in Part 3 of this bid reflect that</p>
Project / Programme Objectives:	<p>It is anticipated the GRIP 3 & 4 study will take around 10-12 months to complete. Time allowances to produce the GRIP3 & 4 brief (two months) and procurement (if via the HCA then also two months) need also to be made.</p>
Implications:	<ul style="list-style-type: none"> • Financial cost of delivering new station needs to be met • Risks associated with taking forward complex scheme without funding in place
Legal / Statutory Requirement:	<input type="text" value="No"/>
Legislative / Statutory Implications:	<ul style="list-style-type: none"> • Railways Act 2005 • Railway (Licensing of Railway Undertakings) Regulations 2005 • Railways (Access, Management and Licensing of Railway Undertakings) Regulations 2016 • Station to be constructed on operation land under control of Network Rail - licensing • Highways Act 1980
Planning Permission Required:	<input type="text" value="Yes"/>
Building Regulation Required:	<input type="text" value="Yes"/>
Details of Other Required Consents:	<p>Fanchisee/Operator consent Access rights to be granted by third party landowners (e.g. RSCH)</p>
Constraints:	<p><u>Financial constraints</u></p> <p>Funding need for match funding from private investment.</p> <p><u>Other constraints</u></p> <p>Rail operator timetabling and scheduling Parking for station Pedestrian access over housing land to north of railway line (Apple Tree Pub site)</p> <p><u>Remaining Engineering Constraints</u></p> <ul style="list-style-type: none"> - Adjacent third party structures - Heritage, listed buildings, noise receptors, ecological sensitivities, impact on neighbours - Walking and highway access requirements - EMC sensitive sites, and

	<p>- Existing non-compliances in the rail infrastructure</p>
<p>Assumptions:</p>	<ul style="list-style-type: none"> • Successful application to the LEP for Growth Fund Round 4 or another funding source - e.g. DfT New Stations Fund • Planning permission being forthcoming • Support from local community • Sign-off from Network Rail at each necessary GRIP stage • Support from the new rail franchisee (First MTR) • RSCH prepared to allow vehicular and pedestrian access through their hospital land
<p>Changes / Effects:</p>	<p>- A new railway station at Guildford West</p> <p>- Additional capacity on the A3, resulting from mode transfer of the users of the Royal Surrey County Hospital and University of Surrey</p> <p>- Sustainable travel future for the Guildford West area</p> <p>- Allows UoS and RSCH to access national rather than regional markets, for example students, patients, employers, employees etc.</p> <p>Economically, the project will also address a barrier to the attraction of the R & D activities from leading edge global companies and from dynamic ventures in the niche sectors, prioritised by Enterprise M3. Prominent among this is the 5G research activity. 5G will generate a global market worth £11bn. Specialist 5G research currently undertaken at the Research Park has scope to attract very large amounts of investment from international companies (£60m in private investment has already been attracted) thereby providing a major global lead for the UK in these technologies in Guildford.</p> <p>Floor space on the existing Research Park is virtually full, so accommodating these expanded activities will depend on the development of new employment space planned at the 11 hectare extension to Surrey Research Park. Because usage of road infrastructure on the A3 and into the Guildford West area is considered by Highways England to be at full capacity, it has to be demonstrated that any additional development will not cause severe damage to the transport system before any additional sites served by the junction can be approved for development. Should development not proceed, a substantial level of international investment, for which there are very strong prospects, is likely to be deterred.</p> <p>The project is needed to unlock this major constraint. The enhanced accessibility to staff and business visitors brought about by the project will provide the functionality necessary for the 5G activities to successfully compete with other global locations, generate the investment confidence needed to attract international research operations and continue to attract leading edge innovators to the park.</p>
<p>Measures for Success:</p>	<ul style="list-style-type: none"> • Number of passengers alighting and boarding at the new Guildford West station • Increase in capacity along the A3 and on local road network resulting from modal transfer • Congestion relief at Guildford main line station • Reduction in traffic congestion on local road network • Reduction in job vacancies for local employers (including RSCH & UoS) • Improved air quality from reduced traffic congestion
<p>Viable Options and Rejection Reasons:</p>	<p>'Do nothing' - this option was rejected because it would not address fundamental local issues with the strategic and local highway that will preclude growth at the University, Hospital and Research Park and would not deliver any local social or economic benefits to the Park Barn area.</p> <p>'Other site options' - Two station site options were investigated. The western site accessed from Pink's Hill and the eastern site is close to the Egerton Road overbridge. The western station site was adjacent to Blackwell Farm which has been allocated as a strategic development site. It is immediately west of the existing Surrey Research Park and the University of Surrey's Manor Park Campus. It is linked to both with a series of footpaths.</p> <p>The eastern site is located immediately to the north of the existing hospital car park and would be accessed from Egerton Road. It has good footpath and cycle links through the local area, including to the hospital, local schools, shops and the Research Park. Pedestrian and cycle access would also be provided from the site of the former Apple Tree public house across the railway to the hospital car park. Concerns were initially identified regarding engineering constraints in this location, including track gradient and curvature, but these have been addressed to the satisfaction of Network Rail under the GRIP2 stage engineering report.</p> <p>The Strategic Outline Business Case indicated that the site next to the RSCH is the optimal option in terms of likely passenger demand and locational benefits and this is the option that has been included as a proposed allocation in the Submission Local Plan.</p>

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Option selection (GRIP Stage 3)	0	F5609	Guildford West Railway	
			N/A	N/A	75,000
2018/19	Network Rail Fees (GRIP 3)	0	F5609	Guildford West Railway	
			N/A	N/A	25,000
2018/19	Detailed option development (GRIP 4)	150,000	N/A	N/A	
			N/A	N/A	0
2019/20	Network Rail Fees (GRIP 4)	50,000	N/A	N/A	
			N/A	N/A	0

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£150,000	£100,000
2019/20	£50,000	£0

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Transfer of trips from road to rail	Reduced Carbon	Travel surveys, traffic counters, gateline counts, air quality measurement	01/04/24
Reduction in congestion	Reduced Carbon	Reduction in travel times from entering periphery of Guildford town centre to arriving at destination.	01/04/24
Increase in social mobility	Improved Social Benefits	Increase in employment rates for low grade staff within vicinity at hospital, university and business park.	01/04/24

Risks

Title	Description
Financial	There is a risk that the required funding assembly for the station, consisting of contributions from both the public and private sectors, is not forthcoming.
Compliance	There is a risk that the new station does not meet Network Rail requirements. This could include not meeting engineering and operational needs, health and safety requirements during both construction and end state design, economic viability etc.
Operational	In order for the station to be effective operationally, it needs good highway links to the local roads. The land through which the roads will pass does not lie within Council ownership and consents from the land owner will be required.

Fundamental Themes

Our Economy:

10 - Very High

The Department of Business Innovation and Skills (BIS) is currently taking forward a programme of Science and Innovation Audits, whose aims will include identifying and validating areas of potential global competitive advantage across the UK, providing the basis for stronger future bids for local investment and fostering collaboration between universities and local businesses, local authorities and LEPs. Guildford can be expected to figure prominently in the base of findings generated by the audit.

This project will enable Guildford West to expand as a base of technological excellence and thereby become a hub of true worldwide significance and the major anchor point of the M3 sci-tech corridor. This will generate an increase in business rates and an increase in secondary business activity in order to support this world centre of technological excellence.

The first phase of the extension of the Research Park will be able to proceed more smoothly as businesses will benefit more and with greater benefits being felt and the project will enable delivery of 17,500 sqm of R & D floor space.

Due to the improvements, substantial inward investment from international companies involved in 5G research and downstream activity and expansions planned by local science-based companies in niche sectors will be captured. Development on two remaining plots on the existing Research Park will be able to proceed.

Given the proposed investment in the Sustainable Movement Corridor, the expansion of university faculties being planned on the Manor Park Campus is likely to be accelerated and create a wider spectrum of university facilities. Together, these would enable an increase in annual student numbers by 4,000 to be brought forward, together with organic growth of existing academic offerings. Provision of an improved access to the Research Park from the west will improve journey times getting on and off at the Park and provide relief to the Onslow junction with the A3.

A new rail station would support the exceptional growth opportunities of the Guildford West area, in particular those related to the UTC and Royal Surrey County Hospital.

The UTC at Park Barn is intended to serve a catchment 30 miles wide. With the new station, this will become conveniently accessible to students from each part of the Enterprise M3 area within this catchment, substantially increasing the prospects for take up of places.

The project will also be helpful in creating the conditions for the bringing forward of new housing investment within the proposed urban extension to the west of Guildford, this being subject to allocation in the final Local Plan and appropriate planning approvals.

Our Borough:

6 - Medium

A new railway station will through regenerating brownfield land, act to protect green belt land from further development. It will also increase accessibility to the site for users across the region.

Our Infrastructure:

10 - Very High

The proposed interventions will effectively manage traffic flows, upgrade junction capacity and provide for all modal forms of travel with the proposed Sustainable Movement Corridor from the University to the town centre. The construction of a new railway station would alleviate traffic congestion, give new transport links to residents and businesses both old and new, and support modal shift.

Our Environment:

10 - Very High

A new railway station will increase the viability of rail travel to the site for residents and businesses alike, reducing congestion and improving air quality.

Our Society:

8 - Medium to High

A new railway station will act as a gateway to the Guildford West site and act as a local point for increased investment. This will contribute towards the creation of a sustainable community at this location, no longer dependent on car travel. It will allow access to new opportunities such as training and jobs markets for members of the Park Barn community, an area of social deprivation.

Your Council:

6 - Medium

Fundamental Themes Total

50

Other Category Themes

Asset Management: 0 - None

Business Case: 2 - Low

Health and Safety / Statutory Requirement: 10 - Very High

Service Delivery: 0 - None

Third Party Funding: 10 - Very High

Other Themes Total: 22

Themes Total: 72

Bid for Funding: Feasibility Study into Decking of Millbrook Car



Project Name:	Feasibility Study into Decking of Millbrook Car Park & Implementation		
Project Code:	2017		177
Project Description:	Provision of a first floor deck above the existing public car park to deliver an additional circa 80 parking spaces (net)		
Project / Programme Manager:	Rob Curtis	Ward:	Friary St. Nicolas Ward
Senior Responsible Officer:	Zac Ellwood	Directorate:	Development
Corporate Plan Theme:	Our Infrastructure	Confidential:	No
Expected Start Date:	01/04/2018	Exempt VAT Implications:	No
Target Completion Date:	31/12/2018	Grant access to someone:	

Drivers and Objectives: Providing additional spaces to south of Guildford to serve visitors from A281 avoiding gyratory in accordance with 'drive to, not through' principle. Supporting local economy, businesses and retail. Reducing congestion. Providing compensatory parking spaces in the town centre in lieu of those that may be lost through regeneration programme.

Background Information: Follows current SCC scheme to provide a right turn out of the car park.
Report on Title already obtained.
Currently seeking adverse possession claim for two small parcels of land within car park.
Site within a Conservation Area.
Site within area of high flood risk.
Linked to corporate Parking Strategy aims.

Project / Programme Objectives: To investigate feasibility/costs/implications of providing additional parking spaces at the car park.

Implications: Cost
Planning permission for development within Conservation Area
Flood Risk
SCC highways considerations
Impact on road network/signalised junction.

Legal / Statutory Requirement: No

Legislative / Statutory Implications: Adverse possession claim not yet granted.
Rights of access across car park to existing Boat House in third party ownership.

Planning Permission Required: Yes

Building Regulation Required: Yes

Details of Other Required Consents: EA license possibly for developing within floodplain

Constraints: Conservation Area - limits height of structure and number of parking spaces achievable
Area of High Flood Risk - safe egress required
Right(s) of Way (see Report on Title)
Need to keep existing car park (or parts of it) operational during construction if possible

Assumptions:	Executive support and project mandate SCC support Existing right(s) of access will not impinge on construction of decking Capital funding will be made available
Changes / Effects:	Feasibility study will identify if project can go ahead
Measures for Success:	Feasibility Study delivered on time and within budget Definitive approach for taking project forward identified
Viable Options and Rejection Reasons:	Do nothing - rejected because of need to reduce pressure on gyratory and to compensate for any town centre parking as may be lost elsewhere Go straight to planning and then design & build phase - rejected because of site constraints and need to understand if scheme is feasible before spending significant amounts on detailed design

Costs

Year	Description	Capital Value (£)	Revenue Code	Revenue Code Name	Revenue Value (£)
2018/19	Commission Feasibility Study consultancy	0	N/A	N/A	
			N/A	N/A	80,000
2019/20	Design, planning, project management, contractors, construction	2,000,000	N/A	N/A	
			N/A	N/A	0

Costs Totals

Year	Capital Total (£)	Revenue Total (£)
2018/19	£0	£80,000
2019/20	£2,000,000	£0

Financial Benefits

Year	Description	Capital Value (£)	Revenue Value (£)
2019/20	Net additional car parking receipts	0	125,000
2020/21	Net additional car parking receipts	0	250,000
2021/22	Net additional car parking receipts	0	260,000
2022/23	Net additional car parking receipts	0	270,000
2023/24	Net additional car parking receipts	0	280,000

Financial Benefits Totals

Year	Capital Total (£)	Revenue Total (£)
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2019/20	0	125,000
2020/21	0	250,000
2021/22	0	260,000
2022/23	0	270,000
2023/24	0	280,000

Non Financial Benefits

Title	Category	Measure	Expected Delivery Date
Reduced pressure on gyratory	Reduced Carbon	Assessment of traffic flows	01/04/20
Support for local economy & shoppers	Improved Customer Satisfaction		

Fundamental Themes

Our Economy: 8 - Medium to High

Our Borough: 8 - Medium to High

Our Infrastructure: 8 - Medium to High

Our Environment: 4 - Low to Medium

Our Society: 8 - Medium to High

Your Council: 8 - Medium to High

Fundamental Themes Total 44

Other Category Themes

Asset Management: 6 - Medium

Business Case: 8 - Medium to High

Health and Safety / Statutory Requirement: 0 - None

Service Delivery: 0 - None

Third Party Funding: 0 - None

Other Themes Total: 14

Themes Total:

58