



**MANDATE**

**The Tumbling Bay (Millbrook) Weir  
8<sup>th</sup> August 2022**

Version 1

Last Update

**Mandate - Project Code****Mandate Overview & Ownership****Mandate Overview**

Mandate Title	The Tumbling Bay (Millbrook) Weir
Brief Description of Mandate	Consideration of options relating to the Tumbling Bay Weir which collapsed in 2019 and was replaced with a temporary weir (which has a limited lifespan of 5 – 10 years) by National Trust and GBC.
Overall Status	Not yet commenced
Estimated Start Date	August 2022
Estimated End Date	August 2023
Priority Matrix Score	
Mandate Reference Number	PR000849

**Ownership**

Mandate Owner	Abi Lewis
Directorate	Strategic Services
Service Area	Regeneration & Corporate Programmes
Service Team	Capital, Transport & Infrastructure
Project Manager	Yet to be appointed
Programme, Sub-Portfolio, or Project	Project



### Compelling Case for Change

Why do we need to undertake this project?

The Tumbling Bay Weir collapsed in November 2019 and the Council agreed with National Trust at the time to share the costs of installing a temporary structure to restore water flow in the Navigation. Ownership and liability for replacing the Weir is currently not established. The footpath remains closed, and the Council (and National Trust) continue to face significant public pressure to restore public access, as well as installing a permanent Weir.

### Key Deliverables

Key Deliverable	Description	Period	Status
To be defined by CMB & Executive Liaison	Permanent Weir? New footbridge? Fish pass installation?		

### Success Criteria

Success Criterion	Description	Status
To be defined by CMB & Executive Liaison	Reputationally it would be a success for this issue to be resolved at zero or minimum cost to the Council.	
	That another organisation takes full ownership and responsibility for the Weir and footbridge.	

### Strategic Objectives

Strategic Objectives (Corporate Plan)	<p>This work does not target any of the Council’s core strategic objectives but could loosely link to:</p> <p><i>Protecting our environment</i> - Make every effort to protect and enhance our biodiversity and natural environment</p>
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**Project Categorisation and Ranking**

<b>Question</b>	<b>Provide a Ranking for this Project</b>	<b>Score</b>
Health & Safety	0 - N/A - No health or safety concerns	0
Physical Security	0 - N/A	0
Cyber Security	0 - N/A	0
Keep the Lights On (KTLO)	0 - N/A - Or works to services we plan to stop	0
Regulatory Compliance	0 - N/A	0
Net Present Value (NPV)	0 - None - Negative NPV	0
Quality Assurance	0 - N/A	0
IT Application Project	0 - N/A	0
Homes and Jobs: Residents having access to the homes and jobs they need	0 - N/A	0
Environment: Protecting our environment	2 – Low	10
Community: Empowering communities and supporting people who need help	0 – N/A	0
Improved GBC	0 - N/A	0

**Project Categorisation and Ranking Aggregation**

Project Categorisation and Ranking Total (Priority Matrix Score)	10
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### Impact Assessment

Are the anticipated outputs from this project going to impact on other projects	Millmead Weir replacement (EA led scheme) which Parks & Countryside team is involved
List Services or Projects Impacted	Parks & Countryside

### Impact Assessments Required

Equality IA	Privacy IA	Business IA	Environmental IA	Climate Change IA
Yes	N/A	N/A	Yes	N/A

### Impact Assessment Further Information & Links

Impact Assessment Information & Links	Not completed at this stage but will need to be developed.
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### Waverley Collaboration Considerations

What does Waverley currently do to provide this service	N/A
What discussion has been had with Waverley about this mandate	None to date but could be an opportunity to discuss whether Waverley has “spare” project management resource to support the progression of any actions relating to this mandate.
What opportunities are there for savings through the collaboration	None – not relevant as one-off, location specific project



**Strategic Benefits**

Estimated Financial Benefits

**Financial Benefits**

Item	N/A
Description	N/A
Benefit Type	N/A
Estimated Value of Benefit	N/A
Key Financial Benefit	N/A
Owners	N/A

**Non-Financial Benefits**

Item	Restores an important public amenity and resolves ongoing public criticism about delays to repair and reopen towpath.
Description	The Council has faced significant public criticism about the delays to deliver a long-term solution to the Weir and footpath, despite not being the owner of either. There is a need to reset public understanding around responsibility for the assets.
Benefit Type	Organisational
Key Financial Benefit	Yes
Measure of the Benefit	
Delivery Date	
Owners	Abi Lewis

**Strategic Assumptions**

**Assumptions**

Assumption	Description
Ownership	Assumes that GBC does not own the Weir structure as per the legal research completed, and currently no other party has assumed ownership and responsibility for it and the footpath.
Lifespan of the temporary Weir	Assumes that the temporary Weir has a lifespan that extends beyond the original 5 years quoted.



## Strategic Issues

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### Issues

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Issue	The Weir scores very low against GBC corporate priorities.
Description	There is an issue that when assessed against the Council's corporate priorities, the Weir scores very lowly (10) in relation to other capital projects such as Guildford Park Road (126) and Shaping Guildford's Future (110).
Issue Category	Financial
Key Issue ?	Yes
Status	Red
Target Resolution Date	
How was the issue resolved	
Resolution Date	
Owner	Victoria Worsfold

Issue	GBC viewed by public as landowner or having an element of responsibility for the structure
Description	There is an issue that the Council spent £440,000 on the temporary Weir repair (with NT covering the other 50% cost), which will not be recovered from a third party. GBC is now viewed by members of the public of having some ownership of the Weir.
Issue Category	Reputational & financial
Key Issue ?	Yes
Status	Red
Target Resolution Date	
How was the issue resolved	
Resolution Date	
Owner	Victoria Worsfold

## Strategic Risks

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### Risks

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Risk	There is a risk that taking a proactive approach will result in further expectation that GBC is responsible for implementing and funding a resolution, and costs could escalate.
Description	



Date Raised	25/02/2022
Risk Category	Financial
Current Likelihood & Impact	12 (3x4)
Rationale for Current Score	Some pressure to make progress already exists (from community & politically) and the potential ramifications of GBC continuing to position itself as responsible for repairs are significant.
Current Controls in Place	Present mandate to CMB and Executive Liaison to agree strategic direction
Mitigating Action	Conversations ongoing with key external stakeholders
Mitigated Likelihood & Impact	1 (1x1)
Target Mitigation Date	31/03/2022
Key Issue ?	Yes
Status	Red
Owner	Abi Lewis
Risk	The Council will incur reputational damage should the issue not be successfully resolved.
Description	
Date Raised	25/02/2022
Risk Category	Reputational/ political
Current Likelihood & Impact	12 (3x4)
Rationale for Current Score	Some pressure to make progress already exists (from community & politically) and the potential ramifications of GBC continuing to position itself as responsible for repairs are significant.
Current Controls in Place	Present mandate to CMB and Executive Liaison to agree strategic direction
Mitigating Action	Conversations ongoing with key external stakeholders
Mitigated Likelihood & Impact	1 (1x1)
Target Mitigation Date	31/03/2022
Key Issue ?	Yes
Status	Red
Owner	Abi Lewis
Risk	There is a risk that no third party accepts ownership and responsibility for the Weir and footpath and no permanent solution is implemented, risking future long-term collapse and costly emergency interventions.
Description	It is unlikely that any of the third parties will want to accept liability for the Weir or footpath given the financial implications.
Date Raised	01/09/2021



Risk Category	Financial/ Reputational
Current Likelihood & Impact	25 (5x5)
Rationale for Current Score	
Current Controls in Place	
Mitigating Action	Hold initial meeting with partners to agree common interests. Consider whether there are any statutory requirements on parties to repair or maintain weir.
Mitigated Likelihood & Impact	20 (4x5)
Target Mitigation Date	31/03/2022
Key Issue ?	Yes
Status	Red
Owner	Dawn Hudd; Abi Lewis

#### Strategic Dependencies, Constraints, Opportunities

#### Dependencies

Dependency Item	Description
The Savings Programmes	The Savings Programme is looking to identify revenue savings through the capital programme.

#### Constraints

Constraint Item	Description
Existing committed capital programme and revenue consequences	The Council has an extensive capital programme, with a number of projects likely to require increases in approved budgets.

#### Opportunities

Opportunity Item	Description



## Economic Case – Scope & Options

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### Scope

In Scope	To be defined by the Option chosen
Out of Scope	“

### Project Requirements

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Requirement	Description

**Options**

Do Nothing (Recommended)	The land and the Tumbling Bay Weir are not owned by GBC. GBC has no obligation to be involved but is under pressure from the public to do so. Communicate rationale very publicly. Zero cost.
Do Minimum	GBC makes a <b>limited</b> financial contribution of £tbc to someone else leading the work, likely to be National Trust.
Do More	<p>This option incurs an initial £50k revenue cost and £000's in contributions this and future years.</p> <p>GBC takes a more active role in the project. In order to do this, GBC would need to recruit a suitable project manager to take the lead in coordinating a collective agreement on next steps with key stakeholders over the next 6 months. Would need to recruit a project manager to take the lead in co-ordinating a collective agreement on next steps with key stakeholders over the next 6 months (£50k).</p> <p>There are a number of different activities required to progress the project. Responsibility for these would be set out in the collective agreements:</p> <ol style="list-style-type: none"> <li>1. Reach Heads of Terms with key stakeholders regarding Millbrook Weir reflecting ownership agreement and liabilities. (cost tbc)</li> <li>2. Undertake all necessary surveys to confirm lifespan of the Weir. (£15k approx.)</li> <li>3. Agree responsibility for a maintenance regime, inc. annual inspection, and cost liability of the Millbrook Weir (to manage risk of collapse and legal action) (cost tbc)</li> <li>4. Investigate options for a temporary bridge over the Millbrook Weir (not statutory) in response to public pressure</li> </ol> <p>The National Trust is keen to progress with Points 2 - 4 in the short term to help address existing public criticism over a perceived lack of action in resolving the access to the towpath.</p> <p>The Environment Agency is currently replacing its Weir (Millmead) and has approached the Council for a contribution to deliver an associated fish pass, so a further related action is as follows:</p> <ol style="list-style-type: none"> <li>5. Seek agreement with the Environment Agency on implementing a Fish Pass linked to the Millmead Weir (statutory obligation) costs will be associated with this (£200k approx.)</li> </ol> <p>(£1-2M ROM tbc)</p>
Do Most	<p>Assume full legal responsibility for the Tumbling Bay Weir and agree a transfer of the land and Weir to Guildford Borough Council ownership.</p> <p>Once resolved, deliver a permanent Weir and Footbridge and absorb all associated costs (inc. maintenance and support costs) (£2-5m ROM tbc)</p>
Do Something Different	There was an option to take a Masterplan Approach to the 3 Weirs which would co-ordinate their design and operation to reduce and minimise on-going maintenance requirements and cost. Unfortunately, this was discounted due to spending constraints on the EA secured funding.



### Commercial Case – Route to Market

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What goods, works, or services are required	In order for this work to progress to the next stage Project Management resource may need to be procured.
Procurement Officer(s)	Adrian Swift
How will the goods, works or services be procured	Via Commensura potentially
Contract Management Strategy	
Evaluation Approach	
Selection and Contracting Criteria	
Procurement Timescale (& History)	

### Contracts

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### Updates

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Description	Update Date	Updated By
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**Financial Case – Costs, Funding, Savings, Purchase Orders**

Initial Rough Order of Magnitude (ROM) Estimated Cost	
Estimated Total Whole Life Cost (WLC) of Project	
Whole Life Period of Asset (for Net Present Value)	
Total Project Cost Forecast this Financial Year	
Commentary on Costs, Budgets & Funding	

**Business World Reference Numbers**

Title	Budget	Forecast	Actual
Total			

**Funding**

Date	
Funded Item	
Cost Centre Code (Business World)	F5530 (being used as a holding account)
Project Cost (Business World)	

**Costs & Budgets**

Item	Resource costs to deliver the next stage
Period	
Category	
Revenue or Capital	Revenue
Budget (£s)	£50k initially
Cost Centre (Business World)	
Forecast (£s)	



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

**Costs & Budgets Totals**

Amount (£)	
Internal or External	
Funding Source	GBC Revenue/ Capital contribution plus potentially £20k UK Shared Prosperity Fund UKSPF was a flexible bid so should be reviewed in BJC for addition funding opportunities

**Funding Totals**

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Funding Source	Amount
Total	

**Savings – No savings or revenue raising**

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Year	N/A
Description of Saving	N/A
Saving	N/A
Type of Saving	N/A
Comment - Savings Delivered	N/A

**Saving Totals**

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Savings	Amount
Total Savings	N/A

**Purchase Orders****Invoices****Reference**



## Management Case – Delivery Plan

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Governance	Report to EPB, Capital Transport & Infrastructure Board and MPPB
Assurance	N/A
Stakeholder Engagement & Communications	Ongoing liaison with local papers
Contract Management & KPIs	Pick up in Business Justification Case (BJC)
Change Control	



Stakeholders

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**Internal Stakeholders**

List of Internal Stakeholders	Legal, Finance, Procurement, Parks & Countryside, Engineers, Communications Councillors
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**External Stakeholders**

List of External Stakeholders	National Trust, Environment Agency, Surrey CC, Thames Water Residents & businesses
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**Resources**

**Internal Resources**

Internal Resources	This will require leadership from Abi Lewis and Dawn Hudd, with legal advice from Claire Beesly. Will also need a finance, procurement, communications interface.
Staff Implication	Junior project manager within Capital Programmes available to progress day-to-day activity. A PM may need to be procured if the Council decides to progress with “do minimum” or “do more” options.

**External Resources**

External	
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**Tasks & Milestones**

Task				
Description				
Start Date	End Date	% Complete	Status	Key Milestone

**Progress Updates**

Date Added	Review by CMB on 17 August, ELG 31 August, Exec 22 September (if required)
Added By	Abi Lewis
Item	
Progress	
Planned Activities	
Target Date	

**Project Team & Reviewer List**

Name	Project Role
Hanna-Liisbeth Lumi	Project Manager

**Authors**

Abi Lewis	Head of Regeneration & Corporate Programmes
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## Governance Approvals and Reviews

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### Approvals to Date

Subject	
Note	
Added By	
<b>Next Review Gate</b>	<b>Next Review Gate Date</b>

### Approvals Required

Stage	Approval Type	Required By	Approval to Proceed	Open / Closed
	Enabler		Not Applicable	Open

### Approvers

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Approver	
Approved	
Approval Comments	

### Strategic Direction

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Strategic Direction Required	
Strategic Direction Given	