

ISLE OF ANGLESEY COUNTY COUNCIL

REPORT TO:	COUNTY COUNCIL
DATE:	28 FEBRUARY 2018
SUBJECT:	CAPITAL BUDGET 2018/19
PORTFOLIO HOLDER(S):	COUNCILLOR J. GRIFFITH
HEAD OF SERVICE:	MARC JONES (EXT. 2601)
REPORT AUTHOR: TEL: E-MAIL:	MARC JONES EXT. 2601 rmjfi@ynysmon.gov.uk
LOCAL MEMBERS:	n/a

A - Recommendation/s and reason/s

1. PURPOSE OF THE REPORT

1.1 The full Council is required to approve a capital budget for 2018/19 which has been recommended for approval by the Executive at its meeting on 19 February 2018.

2. RECOMMENDATIONS

- To approve the following Capital Programme for 2018/19:-

	£'m
Committed Schemes Brought Forward from 2017/18	23.399
Investing in Existing Assets	2.518
Invest to Save Projects	0.258
Highway Resurfacing	1.592
21 st Century Schools	8.850
Leisure Schemes	<u>0.400</u>
Total General Fund Capital Schemes	37.017
 HRA Capital Schemes	 <u>12.417</u>
 Total Proposed Capital Programme 2018/19	 <u>49.434</u>
 Funded by:-	
Funding B/F from 2017/18	1.040
General Capital Grant	1.334
Capital Receipts	0.500
Supported Borrowing	2.192
Unsupported Borrowing	0.350
Unsupported Borrowing – 21 st Century Schools	3.734
Supported Borrowing – 21 st Century Schools	1.279
External Grants	28.080
Capital Reserves	0.258
Highways Refurbishment Grant	0.910
HRA Funding	<u>9.757</u>
 Total Funding	 <u>49.434</u>

B - What other options did you consider and why did you reject them and/or opt for this option?		
A number of additional schemes were considered in drafting the capital programme but the main driving factor is funding and affordability and the maximisation of external grant funding. The proposed capital programme does not commit the Council to a level of borrowing which increases minimum revenue provision or interest payments to an unaffordable level.		
C - Why is this decision for the Executive?		
n/a		
CH - Is this decision consistent with policy approved by the full Council?		
Yes		
D - Is this decision within the budget approved by the Council?		
n/a		
DD - Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	The capital strategy and draft capital programme were considered by the SLT in September 2017 and were supported.
2	Finance / Section 151 (mandatory)	n/a – this is the Section 151 Officer's report
3	Legal / Monitoring Officer (mandatory)	No specific comments
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	To support and to recommend to the Executive the proposed capital budget for 2018/19
8	Local Members	
9	Any external bodies / other/s	
E - Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	
F - Appendices:		
Appendix 1 – Report on the Capital Budget 2018/19 Appendix 2 – Proposed Capital Budget 2018/19 Appendix 3 – Energy Efficiency Invest to Save Bid Appendix 4 – Wifi at Canolfan Byron Invest to Save Bid Appendix 5 – 3G Football Pitch Bid Appendix 6 – Fitness Equipment for Holyhead Leisure Centre Bid		
FF - Background papers (please contact the author of the Report for any further information):		
Capital Strategy Report – Executive Committee 30 October 2017		

1. INTRODUCTION

- 1.1. The proposed capital budget for 2018/19 is based on the capital strategy that was approved by the Executive on 30 October 2017. The strategy outlined that the proposed capital programme would be based on the 7 main sources of funding:-
- General Capital Grant
 - Supported Borrowing
 - Capital Receipts
 - Unsupported Borrowing for 21st Century Schools Programme
 - Specific Capital Grants (incl 21st Century Schools Grant)
 - Capital Reserves
 - Housing Revenue Account Reserves and Balances
- 1.2. In addition, at it's meeting on 19 February 2018 the Executive resolved to release £0.258m of capital reserves to fund Invest to Save projects.

2. PROJECTED FUNDING FOR 2018/19

- 2.1. The final Local Government funding settlement for 2018/19 was published by the Welsh Government on 20 December 2017. The funding settlement sets out two elements of capital funding namely the General Capital Grant and the level of Unhypothesized Supported Borrowing which the Welsh Government funds through the capital financing element of the Standard Spending Assessment. The settlement set the General Capital Grant as £1.334m and the Unhypothesized Supported Borrowing as £2.192m. In addition, the Council will also receive £2.660m in the form of the Major Repairs Allowance from the Welsh Government which will part fund the major capital works to the Council's housing stock.
- 2.2. Over the past few years a large amount of the Council's surplus land and buildings have been sold off with the proceeds used to fund the refurbishment of the Council's smallholdings or to fund capital expenditure. The Council have a number of surplus school sites following the opening of Ysgol Cybi and Ysgol Rhyd y Llan and further sites will become available when Ysgol Santes Dwynwen opens in 2019. However, any proceeds from the sale of these sites has already been allocated as a contribution towards the cost of building the new schools and are, therefore, not available to fund the general capital programme. Therefore, the sum available from capital receipts to fund new capital expenditure is much reduced from previous years and estimated at £0.500m.
- 2.3. The funding of the Band A 21st Century Schools is allocated 50% funded by Welsh Government and 50% by the Council through unsupported borrowing. Welsh Government then provide one third of their funding in the form of a specific grant with the remainder being supported borrowing. The funding available through the 3 elements is dependent on the expenditure incurred and is subject to change depending on the progress of each scheme. The Council ensures that sufficient expenditure is incurred to ensure that all the grant can be drawn down. Based on the expenditure profile, it is anticipated that the funding available for 2018/19 will be as follows:- Welsh Government Grant funding - £3.837m, Supported Borrowing - £1.279m and Unsupported Borrowing - £3.734m.
- 2.4. Some projects are either partly funded or fully funded from external grants. These can be grants from the Welsh Government, European grant funding or from contributions from external bodies. The expenditure incurred on each project will determine the level of grant funding received. Based on the plans for the current projects, it is estimated that the Council draw down £24.193m in external funding.

- 2.5.** Included as part of the Council's Earmarked Reserves is a Capital Reserve which was built up from contributions from the revenue budget from previous years. The Executive previously approved the release of £0.258m from this reserve to fund small Invest to Save projects.
- 2.6.** In addition to the Major Repair Allowance, the remainder of the HRA capital programme is funded from the annual revenue surplus generated by the HRA and the use of the HRA balance. The HRA also has its own borrowing facility which is capped by Welsh Government. For 2018/19, it is proposed to use £9.757m from the in year surplus and the HRA balance to fund the capital expenditure. No additional borrowing for HRA purposes is planned for 2018/19.
- 2.7.** In January 2018, the Welsh Government announced additional grant funding of £30m for 2017/18. Anglesey's allocation of this additional funding will be £910k. The grant can be used to fund locally sourced funding for any project in 2017/18 provided that the funds are then used for roads refurbishment in 2018/19. This will provide additional funding of £910k in 2018/19 above the general capital grant.

3. PLANNED CAPITAL PROGRAMME FOR 2018/19

- 3.1.** The agreed capital strategy approved by the Executive in October 2016 and reaffirmed in October 2017, laid down the principles on which the 2018/19 capital programme is based. The principles are as follows:-
- That a sum is allocated in the capital programme each year to fund the major repairs to, or the replacement of, existing I.T. equipment, vehicles and Council buildings;
 - That a sum is allocated in the capital programme to meet the Council's statutory requirement to offer disabled facilities grants;
 - That a level of road surfacing work is funded from the capital programme year. The sum allocated will be dependent on the funding required to achieve any minimum contract value guarantees, the level of funding available and an assessment of the state of repair of the Authority's roads;
 - Projects that require a level of match funding to enable grant funding to be drawn down are assessed on a case by case basis by the Executive. The decision whether to commit funding will be dependent on the project, how it fits into the Council's corporate priorities and the ratio of Council funding to grant funding;
 - That the 21st Century schools programme is considered separately from the remainder of the general Council capital programme.
- 3.2.** Based on the above principles and the funding available, the core capital programme for 2018/19 is shown in Table 1 below. Full details are attached as Appendix 2.

**Table 1
Proposed Capital Programme**

Scheme	2018/19 Budget £'m	External Grants £'m	Council Funding £'m
Holy Island Visitor Gateway	0.353	0.323	0.030
Lôn Newydd Wylfa	12.000	12.000	0.000
Llangefni Link Road	2.975	2.677	0.298
Holyhead and Llangefni Strategic Infrastructure	4.727	4.657	0.070
Flood Alleviation Schemes	0.400	0.340	0.060
Gypsy and Traveller Sites	1.858	0.450	1.408
Holyhead Market Hall	1.086	1.086	0.000
Ysgol Santes Dwywnwen	3.357	0.958	2.399
Ysgol Parc y Bont	0.007	0.000	0.007
Ysgol Brynsiencyn	0.203	0.081	0.122
Ysgol Bro Llangefni	5.233	2.798	2.435
Ysgol Esceifiog	0.050	0.000	0.050
Disabled Facilities Grant	0.750	0.000	0.750
Disabled Access – Education Buildings	0.300	0.000	0.300
Replacement Vehicles	0.150	0.000	0.150
IT Infrastructure	0.418	0.000	0.418
School Refurbishment	0.500	0.000	0.500
Non School Refurbishment	0.400	0.000	0.400
Highway Resurfacing	1.592	0.000	1.592
Invest to Save Projects	0.258	0.000	0.258
Leisure Schemes	0.400	0.050	0.350
HRA Capital Expenditure / New Developments	12.417	2.660	9.757
TOTAL CAPITAL PROGRAMME	49.434	28.080	21.354
Funded By:			
External Grants	28.080		
Funding Brought Forward from 2017/18	1.040		
General Capital Grant	1.334		
Supported Borrowing	2.192		
Unsupported Borrowing	0.350		
Highways Refurbishment Grant	0.910		
Capital Receipts	0.500		
Unsupported Borrowing 21 st Century Schools	3.734		
Supported Borrowing 21 st Century Schools	1.279		
Capital Reserves	0.258		
HRA Revenue / Reserves	9.757		
TOTAL FUNDING	49.434		

4. INVEST TO SAVE PROJECTS

4.1. Following on from the Executive's decision to release £250k from the Capital Earmarked Reserve to fund small Invest to Save projects, Services were invited to bid for the funding. The following bids were received:-

4.2. Energy Efficiency in Corporate Buildings

The Council's Energy Efficiency Strategy, adopted by the Executive in June 2017, aims to reduce the Council's energy consumption by 15% by 2022. In order to achieve this, over £1m will need to be invested on energy efficiency measures, such as installing LED lighting, replacing inefficient boilers and improving the insulation of Council buildings.

Loan funding is available and the Council has made use of this funding but, as with any loan, the funding has to be repaid and, as a result, the savings are not realised for a number of years. Using our own funding would release revenue savings immediately. The service has, therefore, bid for the full £250k available which would release an estimated £30k in savings. If a lesser amount was awarded, the number of projects that could be undertaken would be less or would be funded through loan funding.

A copy of the bid is attached as Appendix 3.

4.3. Upgrading of WiFi Capability at Canolfan Byron

The bid is to provide wireless access points across the building along with the purchase of new telephone handsets. The total cost of the bid is £8,750. The investment would reduce maintenance costs of the system (over £1,100 has been paid over the past 3 years). In addition it would generate additional income as rooms within the Centre could be let for training etc. An estimate of £5,000 has been suggested but it is not possible to guarantee that this level of income would be generated.

A copy of the bid is attached as Appendix 4.

4.4 Executive Recommendation

At its meeting on 19 February 2018 the Executive resolved to approve both the Energy Efficiency in Corporate Buildings and Upgrading of Wifi Capability at Canolfan Byron, Invest to Save Bids. These bids amounted to £0.258m and will be funded by the Capital Reserve.

5. UNSUPPORTED BORROWING PROJECTS

5.1. Under the CIPFA Prudential Code 2017, the capital expenditure plans of local authorities have to be affordable, prudent and sustainable. This means that the Council can, if it chooses to do so, take out additional borrowing to fund capital expenditure where the cost of borrowing does not place an additional financial burden on the Council. In practice, this allows the Council to fund a scheme through unsupported borrowing if the scheme generates sufficient additional income or reduces ongoing revenue expenditure to meet the costs of the Minimum Revenue Provision charge and the additional interest costs.

5.2. Leisure Services have put forward 2 schemes which fall into this category and the Executive considered both these bids and recommended to include both schemes in the 2018/19 capital programme that would be funded by external grants (£0.050m) and unsupported borrowing (£0.350m). The Capital Financing Costs from the unsupported borrowing will be funded by the extra income that will be generated from these schemes. The two schemes are mentioned in paragraphs 5.3 and 5.4.

5.3. 3G Football Pitch at Plas Arthur Leisure Centre

The proposal is to replace the existing artificial football pitch with a 3G football pitch. The current pitch is reaching the end of its useful life and any significant rainfall leads to the pitch flooding and the cancelling of sessions. A new 3G pitch would also allow local teams to use the pitch for league games, in particular during the winter months when a number of games are cancelled.

The proposal is estimated to cost around £200k with the potential of grant funding of £50k. Based on an estimated life of 10 years, the capital financing costs would be approximately £18k per annum.

The Service estimate that the new pitch would substantially increase the usage and, therefore, increase income. An increase of around £25k per annum is estimated, which would be sufficient to cover the capital financing costs. However, it may be a condition of the grant that the Council set up a sinking fund in order that the Council can fund a replacement pitch in 10 years when the proposed pitch would reach the end of its useful life.

Further details on the bid are attached as Appendix 5.

5.4. Fitness Equipment at Holyhead Leisure Centre

The bid is to upgrade the fitness equipment at Holyhead Leisure Centre. The equipment at both Plas Arthur and Amlwch Leisure Centres have been upgraded in recent years and this has increased income and usage figures. The current equipment at Holyhead Leisure Centre are, on average, 10 years old and, as a result the service estimate that they are losing around 20 members each year.

To fully replace the equipment would cost £200k but this would include a 5 year parts and servicing agreement. The current cost to the Council is around £14k per annum.

The service estimate that the upgrade of the equipment would bring in around 175 new members generating an additional £46,200 in income.

Borrowing would be undertaken over the life of the asset (5 years) and this would generate an additional capital financing charge of £45k.

Therefore, the estimated additional income and reduced servicing costs would be sufficient to fund the capital financing charges, however, there is a risk that that income projections will not meet the expected target and this would leave a shortfall. However, without additional investment income will continue to fall and the servicing costs will continue to increase.

Further details on the bid are attached as Appendix 6.

Scheme	Category	2018/19 Budget £'000	Funded By									
			External Grants £'000	Funding B/F from 2017/18 £	General Capital Grant £	Supported Borrowing £	Highways Refurbishment Grant £	Capital Receipts £	Unsupported Borrowing £	Supported Borrowing 21 st C Schools £	Capital Reserves £	HRA Revenue / Reserves £
Replacement Vehicles	Investing in Existing Assets	150	-	-	150	-	-	-	-	-	-	-
IT Infrastructure	Investing in Existing Assets	418	-	-	418	-	-	-	-	-	-	-
School Refurbishment	Investing in Existing Assets	500	-	-	500	-	-	-	-	-	-	-
Non School Refurbishment	Investing in Existing Assets	400	-	-	266	-	-	134	-	-	-	-
Disabled Access – Education Buildings	Investing in Existing Assets	300	-	-	-	-	-	300	-	-	-	-
Disabled Facilities Grants	Investing in Existing Assets	750	-	-	-	684	-	66	-	-	-	-
TOTAL INVESTING IN EXISTING ASSETS		2,518	-	-	1,334	684	-	500	-	-	-	-
Invest o Save Projects	Invest to Save	258	-	-	-	-	-	-	-	-	258	-
TOTAL INVEST TO SAVE PROJECTS		258	-	-	-	-	-	-	-	-	258	-
Highway Maintenance	Highway Maintenance	1,592	-	-	-	682	910	-	-	-	-	-
TOTAL HIGHWAY MAINTENANCE		1,592	-	-	-	682	910	-	-	-	-	-

Scheme	Category	2018/19 Budget £'000	Funded By										
			External Grants £'000	Funding B/F from 2017/18 £	General Capital Grant £	Supported Borrowing £	Highways Refurbishment Grant £	Capital Receipts £	Unsupported Borrowing £	Supported Borrowing 21 st C Schools £	Capital Reserves £	HRA Revenue / Reserves £	
3G Football Pitch at Plas Arthur Leisure Centre	Leisure Schemes	200	50	-	-	-	-	-	-	150	-	-	-
Fitness Equipment at Holyhead Leisure Centre	Leisure Schemes	200	-	-	-	-	-	-	-	200	-	-	-
TOTAL LEISURE		400	50	-	-	-	-	-	-	350	-	-	-
TOTAL CAPITAL PROGRAMME 2018/19		49,434	28,080	1,040	1,334	2,192	910	500	4,084	1,279	258	9,757	

Invest To Save Fund Outline Bid

Programme or Project:	Energy Efficiency Strategy	Expected Start Date	Feb 2018
Title:	Energy Efficiency in corporate buildings	Expected End Date	March 2022
Lead (HoS/Manager):	Dewi Williams	Links to Corporate Plan	
Main Contact:	Rhys Griffith		

1. Brief background and description

The Energy efficiency strategy 2017-2022 was adopted by the Executive in June 2017. The aim of the strategy is to reduce energy consumption by 15% by 2022. Ynys Mon Council's annual expenditure on energy and water was over £2.1million in 2015/16 and the cost of fuel continues to rise above the rate of inflation.

In order to achieve the target, the council need to invest in energy efficiency measures such as installation of LED lighting, replacing old inefficient boilers, insulation measures etc. Initial benchmarking studies indicate that an investment of £1.1million would payback within 8 years.

This could be achieved through carrying out the work with use of Salix funding or other similar funding streams, however this would mean paying back the loan and therefore savings would not begin until the loan is re-paid.

By funding this work through this capital invest to save budget, the annual savings could be realised as soon as the work is completed.

This proposal is to engage Re-fit Cymru to provide the necessary support and the guaranteed savings required to deliver the project. By a combination of in house capital investment and further investment through the Refit project, and the repair and maintenance programme, there is the potential for a significant investment in our buildings to not only ensure we reduce energy consumption, but also reduce our backlog maintenance risks.

(please refer to attached Refit briefing note)

2. Corporate Support Need

Some support will be required from Legal Department to check the Refit terms and conditions, and the procurement team to assist in the procurement process.

Please return completed bid to Gareth Roberts, Senior Accountant Capital & Treasury Management

3. Funding

3.1 Budget breakdown

Total amount requested:	£250,000
One off costs total:	£ 1,100,000
Description:	Amount:
Refit Fee	£10,000
Energy saving Projects	£ 1,090,000
Ongoing funding total per year and number of years	£
Description:	Amount:

3.2 Other sources of funding

Repairs and maintenance budgets (approx. 100,000)

Refit Salix finance (approx. 650,000)

4. Savings

Estimated payback is 8 years therefore an investment of £250,000 will realize savings of £30,000 per annum.

5. Project Delivery

Project Manager will be Rhys Griffith in the Property Department. Refit Cymru will provide technical expertise and support as outlined in the attached briefing document. A fee of £10,000 is required to engage Refit support. This sum can be capitalised within the project's funding, so it does not need to come out of a revenue budget.

6. Benefits

Benefit	Measure
Reduced energy bills	£ per annum
Reduced energy use	Total KilowattHours
Reduced Carbon footprint	Total CO2

Please return completed bid to Gareth Roberts, Senior Accountant Capital & Treasury Management

7. Additional information

Re:fit Cymru (guaranteed energy efficiency) **Senior Management Briefing Note**

Re:fit – delivering guaranteed energy efficiency for Anglesey County Council

Market analysis suggests that the cost of choosing to do nothing about managing energy means that costs will rise and is therefore no longer a viable option.

In addition there are a number of positive drivers for delivering energy efficiency:-

- increasing electricity bills
- carbon taxes and potentially forthcoming carbon budgeting
- the opportunity to generate revenue off your own estate
- the need to reduce operating and maintenance costs
- the chance to improve workplace environment and productivity
- Wellbeing of Future Generations Act with statutory obligations to plan for the long term
- Environment Act (part II) carbon budget obligations which require an 80% reduction in all (net) Wales emissions by 2050 (likely to be directly imposed on LAs and other Public Sector Clients)
- Corporate Social Responsibility reporting

Energy Performance Contracting – how does it work ?

Re:fit is a smart, cost effective and fast way for public sector bodies to improve the energy efficiency and generate revenue from their estate by retrofitting energy and water efficiency measures, energy generation systems or using optimisation services.

The Re:fit Cymru Programme Implementation Unit (PIU) has now been recruited by the Welsh Government and is assisting Public Sector Contracting Authorities with a review of their estate. This has commenced with an initial benchmarking exercise which compares building type, energy use and other factors against national buildings' benchmarks.

Your existing energy bill for gas, electric and water is £2.1m and Re:fit typically delivers annual savings and revenue of around 18 – 25% across estates or portfolios.

Anglesey County Council supported by the PIU, will be able to outline the broad performance parameters and project briefs that it wants to achieve. This might include parameters such as the required level of savings, revenue, payback period, capital spend, funding routes, carbon dioxide savings, levels of back log maintenance etc. Tender documentation (from standard Re:fit templates) is prepared and proposals are requested from the specialist service providers through a mini competition; the service providers have been pre-procured on the OJEU compliant Re:fit framework.

The service providers bid in the mini competition tender, offering a **guaranteed level of savings over a tranche of work**. They will be contractually obliged to reimburse any annual shortfall in savings and to investigate and rectify, at their own cost, any under performance. This occurrence rarely occurs on Re:fit projects as the service providers develop robust engineering solutions using engineering calculations to mitigate their risk. The cost of the Please return completed bid to Gareth Roberts, Senior Accountant Capital & Treasury Management

works are paid back by savings guaranteed over the payback period; this is typically about 3 to 10 years on most projects, however, this can vary depending on the type of measures or equipment installed, or services provided (for instance, lighting or controls would have a shorter payback than photo-voltaic systems, District Heating, new boilers or Combined Heat & Power plant).

Re:fit projects are therefore budget neutral or positive over the payback period and many schemes are structured so that savings are larger than payments on an annual basis. The Re:fit approach does not need to impact on existing Facilities Management contracts or utilities procurement,

however, Re:fit can be combined with addressing back log maintenance issues and can include maintenance, operational and management contracts.

Re:fit Cymru is a Welsh Government initiative for the Welsh public sector, supported and funded by the European ELENA Fund (European Local Energy Assistance) and the Welsh Government. Since 2010, Re:fit within London and England has benefitted over 250 organisations, with £165m invested and £10m audited savings per annum; these programmes are managed by the GLA and Local Partnerships, respectively.

In April 2016, the Welsh Government created the Re:fit Cymru Programme Implementation Unit (PIU) to support Welsh public sector bodies through every stage of their Re:fit projects. This support is heavily subsidised – further improving the value-for-money for participating organisations.

The PIU is also able to support you with the review and decision on funding routes for the project., if applicable. This may include zero interest Salix Finance, the Welsh Government Invest-to-Save Grant opportunities, the Green Investment Bank or other commercial or private / service provider funded routes.

By taking early advantage of this opportunity, Anglesey County Council would start to make savings faster, and would receive publicity and profile from Welsh Government as a pathfinder.

This efficiency programme can elevate the work of the energy officers by offering pace and scale, and transfer of risk.

The support package you would receive includes:

Planning and preparation support:

- Engagement with your key senior executives and stakeholders (including legal, procurement, facilities/FM and IT)
- Explanation of all areas of the Re:fit programme and help developing key project requirements including targets, strategic aims, financial targets and business case
- Provision of a benchmarking assessment of buildings information and energy spend data to assess project potential and propose a scope for the project/tender
- Review potential funding options and arrange meetings with funding bodies
- Review and get agreement for the bidding options
- Programming support
- Undertaking of a market attractiveness test with service providers pre-tender

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Contracting and tender support:

- Provide template legal contracts and guidance documents
- Coordinate with client legal team to outline Re:fit contracting approach
- Provide advice on tender evaluation
- Review final draft contract documents (for inclusion in ITT pre-launch)
- Undertake a formal review of the final draft ITT documents
- Provide advice and guidance on bidders day and site visits
- Support in the entire process leading to final tender

Solution development and project delivery support:

- Provide high level review of preferred bidders approach
- Support initial engagement with the selected Service Provider (attendance at meeting)
- Provide access to support during the savings delivery phase to resolve issues should they arise
- Quality Assurance
- Provide advice and measurement and verification (M&V) support
- Review the first annual savings report

Financial commitment

The capital cost of a Re:fit project can vary depending on organisation needs and ambition, however, it is usually greater than approximately £0.75m and typically delivers annual savings and revenue of around 15 – 25% across estates or portfolios.

An estimated cost of delivering the standard package of PIU Re:fit project support for an organisation, is approximately £70-100k. However, as the Welsh Government has secured European grant funding from ELENA, this support can be delivered to you with a significant subsidy. The support can therefore be provided to you for the reduced cost of £10k. This sum can also be capitalised within the project's funding, so it does not need to come out of a revenue budget.

If after signing the Re:fit Access Agreement and Client Support Agreement (formally commencing the Re:fit support) your organisation decides to withdraw, the Welsh Government reserves the right to recover partial costs, capped at £20k for the standard Re:fit support package. In other words, if you withdraw from the Re:fit process, your total exposure is £20k - subject to any additional project management support you have utilised to help deliver the project.

Please return completed bid to Gareth Roberts, Senior Accountant Capital & Treasury Management

Invest To Save Fund Outline Bid

Programme or Project:	wifi	Expected Start Date	1 st April 2018
Title:	Wifi for Canolfan Byron	Expected End Date	
Lead (HoS/Manager):	Alwyn Jones	Links to Corporate Plan	Smarter Working
Main Contact:	Martin Williams		

1. Brief background and description

Current issues with internet / phone service not up to standard having many issues with lag and daily callouts for IT with various different issues due to the age of our it systems.

We as Canolfan Byron are at the latter stages of utilising the internet to sell our products and enabling wifi would ease access to the internet. Mobile phones can connect via wifi.

We believe that if we had the proper investment we would have a system that could cope with up to 50 users creating spare capacity for the authority (SMARTER WORKING) to utilise as necessary as recent issues with the authority flooding.

All our internet systems are at least 9 yrs old and are due an upgrade. Our phone system is currently supported with a £500 a day callout fee. All systems are running to capacity we are currently unable to develop our paperless systems as our current IT systems have issues.

As a centre we would be able to offer so much more if we received Wifi, we need to move forward with the times and develop and promote our products and services during such competitive times.

2. Corporate Support Need

IT with infrastructure

3. Funding

3.1 Budget breakdown

Including descriptions, for example staffing, hardware, software, consultancy

Total amount requested:	£
One off costs total:	£
Description: wifi	Amount: £ 5000
Phones x 25 @ £150 each	£ £ 3750
	£
Ongoing funding total per year and number of years	
Description:	Amount:
By utilising the corporate system there would be cost savings	

Please return completed bid to Gareth Roberts, Senior Accountant Capital & Treasury Management

3.2 Other sources of funding

4. Savings

Income			
1-Income form Room Hire	£50 per day	Usage 2 days a week	2 x £50 x 50 weeks = £5000
2- Changing telephone system- utilising internal calls through Authority			Saving minimum £1000
3- Internet Sales- increase due to the ability to utilise internet.			

Cost avoidance

	One-off costs	Annual costs	
1-Replace telephone system (see attached quote)	£7436.12 +Vat	£1000	
2- Callout fee with phone system per day		£500	
3- Savings to IT, currently average 5 logs weekly			
4-Savings to training, enabling basic inhouse training by staff. One course example of cost £1,320 by Chapter IT Ltd (other quote received have been £3,600) based on max of 6 people attending a 6 weeks basic IT course. Minimum price per head £18.35 per hour. Potential savings of over (18.35 x 2 x 15 x 12=) £6606 per annum. (Example based on 15 people attending a 12 day, 2 hour course).	£6606		
5 - Saving by enable staff to carry out their daily tasks without network delay. (Calculation based on average £13 per hour wages, can take a total of 2 hour per week affecting 20 users).		£27040 annual	
6 - External contractors and visitors would be able to use their own laptops/mobiles without our staff having to set things up on their behalf. Cost of interfering normal work duties up to £17 per hour, averaging 1 hour per week.		£884 annual	
7. – Having the ability to search and find cheaper goods utilising the internet.		£5000 annual	

Please return completed bid to Gareth Roberts, Senior Accountant Capital & Treasury Management

It would be difficult to put a figure on the time saved by having the ability to work from anywhere in the building and the freedom it would give the authority with smarter working as we could offer spare capacity to the authority (250 per person annual).changing to wireless would also assist us with our intentions in going paperless.

5. Project Delivery

n/a

6. Benefits

Ensure all benefits have been identified and are measurable

Benefit	Measure	
Increase productivity	Productivity of staff	
Able to deal efficiently with external customers gaining positive feedbacks and returning customers and recommendations	Positive feedback and increase in returning customers	
Renting rooms and offices at Canolfan Byron more attractive	Having increased usage of room for hire purposes with external and Internal customers. Increase of income for room hire	£50 per day Utilised 2 days a week £5000 p a
Offer opportunity to external staff to use their laptops/phones on site e.g. when Occupational Therapists use the Disability Equipment's Display room they can use their devices onsite with their clients making the visits so much easier.	Saving a potential further visit as OT can research to see what other items would be suitable for their client. Can also write their report onsite saving mileage to their normal workplace.	Increased usage of building promoting the services provided from Canolfan Byron Promotes better co working within sections of the authority
Online selling	Increase of turnover	

7. Additional information

Currently we do not have a telephone system that works correctly as we have no call messaging services missed calls etc. By utilizing the authority's Wifi system we are getting a new phone system for free.

CAPITAL FUNDING: BID FORM

PROJECT TITLE: 3G pitch at Ysgol Gyfun Llangefni /Plas Arthur Leisure Centre

SPONSORING DEPARTMENT/AGENCY: Regulation and Economic Development Service

SENIOR RESPONSIBLE OFFICER: Gerallt Roberts

SIGNED: DATE:

APPROVING HEAD OF SERVICE: Dylan Williams

SIGNED: DATE:

Section 1: Project Background, Strategic Context and Need

- Explain the background to the proposal including its relevance to strategic aims and policy objectives.*
- Identify the key stakeholders and explain their commitment and any outstanding issues.*
- As specifically as possible, explain the nature of the needs or demands that are to be addressed, and detail any deficiencies in existing service provision, or any statutory obligation that would be not otherwise satisfied.*
- Include suitable quantification of needs/demands/deficiencies where possible.*

Leisure Function Plan

- The Leisure Function Plan aims to safeguard the County Council's leisure centres in Amlwch, Llangefni, Holyhead and David Hughes, as its core assets, by providing a modern, quality, customer-focused service that maximises income. Making the leisure centres more commercially viable and customer focused - aligned to achieving efficiencies in other areas of the Service - is the key priority in order to help safeguard their long-term future.
- The current position is that positive progress has been made and some of the successes are highlighted below:
- 51% of the 60% reduction target in running costs of the leisure function to the council will be met by March 2018.
- £69,000+ income coming in on a monthly basis through our direct debit packages compared to £44,000 coming in January 2016.
- 400+ extra children in our swimming lessons compared to January 2016.
- Capital funding at Holyhead, Amlwch and Plas Arthur has proved a success with an increase in usage and income. Investing in developing the fitness offer further has a proven success.
- Mon Actif is proving popular as a new brand with 2,800 following on social media.

- The next step is to look at investing in key areas to ensure we maximise income revenue and that we maintain the current momentum of more users and more income.

Project Background

- This project will entail replacing the old all-weather football pitch currently on the Ysgol Gyfun Llangefni / Plas Arthur Leisure Centre site, which has come to the end of its life. This will address current negative perceptions and meet the customer expectations and demands as many clubs have now left the facility to train at Bangor City's new 3G pitch.
- Investment now will mean that our local clubs can have a facility that meet's the expectations and will be the first of its kind on the island.
- Anglesey is one of only a few authorities that do not currently have a 3G pitch provision within their authority, the vision by the FAW is that Anglesey needs a 3G pitch to cater for the demand as highlighted in the All Wales Artificial Turf Pitch Vision and Guidance document.
- This investment is certain to help us reach our target of a 60% reduction in expenditure cost of leisure to the council. Already over the last few months we have had to cancel bookings as any heavy rain means that the pitch is flooded and not safe to use which impact on us financially and on the education of the Ysgol Gyfun pupil's.
- The picture below highlights a regular occurrence currently with bookings being cancelled and income being lost as any heavy rain creates this affect:



Projected cost's

- The costs have been highlighted to be in the region of £175,000 - £200,000, this cost's is substantially lower than many 3G developments as the floodlight's, fencing and base of the pitch is already in place.
- The usual cost for this sort of development at e.g. Bangor City FC was £500,000.
- We hope that the funding needed will be less than what has been highlighted above, as the Collaborative Fund (FAW, WRU and Hockey Wales) will be able to help with some funding. We estimate that funding by the Collaborative Fund would be in the region of £30,000 - £50,000; our application for this funding will go in at the end of October.
- We must highlight that this fund will not be there forever therefore we must act to ensure that Anglesey gets its share of the grants available.
- It must be taken into consideration that there will be other cost's linked with this development as we will need a robust maintenance programme. We feel that current staff members on site can help with this which will mean that costs will be limited.
- The FAW now recommend that a sinking fund is established to ensure that in 8 – 10 years when the pitch will need an upgrade that funding is available. This is something the council need to consider as setting £10,000 a year a side could provide sustainability for the future years?

Projected outcomes of project

- If we look at what could be achieved if we were to fully replace the current provision with a new 3G pitch they can be outlined as below:
- **Income** – as we will charge more for the facility hire per hour and have much more usage hours then we would be looking at **extra income of £39,600 a year**.
- We currently take around £12,000 - £13,000 income per year on the current Astro pitch which has around 12 hours booking a week for around 25 weeks of the year. A new 3G pitch would see us extend our number of weeks to at least 30 weeks as people will want to start earlier due to a better surface and reality is some bookings will stay all year round.
- We anticipate that the usage will go up from 12 hours to 24 hours with all evening full and bookings on the weekend.
- The income would be worked out as follows: 12 hours junior hire x £55 x 30 weeks = £19,800 + 12 hours adult hire x £80 x 30 weeks = £28,800 total income £48,600. In addition to this we anticipate if a third of users, (we must remember that spectators are not included) use the vending / café and spend a £1 each this would bring in additional income of £4,000 a year.
- Total income would be £52,600 – present income (£13,000) = £39,600 additional income per year following completion of this project.
- Current prices are set as half pitch adults £36.00 children £25.75; full pitch children £37.10 adults £49.00. Estimated new prices would be full pitch children £55 adults £80; half pitch children £32 adults £45 we will also create the option of selling the pitch in thirds similar to Bangor City FC.
- Bookings that are currently taking place at other venues would return to our facility and that is why we are confident that the estimation above is realistic and achievable. **Coleg Llandrillo Menai** have already shown an interest in locating some of their college matches at our venue and **Llangefni Town Reserves** also want this facility to be their base for home games. **Anglesey Island Games** team

are also supportive as they are looking to start an academy very soon and want Plas Arthur to be the hub if a 3G pitch is developed.

- It will also help our usage figures, as we would estimate to have at least **12,000 extra users** using the facility per year.
- If we take all of the above figures into account, the **pay back for this scheme would be within 4 years.**
- We must not forget the outcomes that can be achieved by the Education service as this project will bring huge benefits to Ysgol Gyfun Llangefni, Ysgol Addysg y Bont and other local schools. We will be able to provide our local school children with the chance to develop to their full potential through a new modern sporting facility.

Strategic aims and Policy Objectives

- Through this project we will help IOACC meet its key ambition: **“will be working towards an Anglesey that is healthy, thriving and prosperous.” (Anglesey Corporate Plan 2017-22).**
- This project would also help the Council meet our objective of **“Creating the conditions for everyone to achieve their long-term potential”.**
- The vision of the Regulation and Economic Development service is to create a better Island to live, work and visit by delivering activities to develop Anglesey’s economy, regenerate its communities and transform current leisure provision.

Through this project we will be able to help the service reach it’s aims of:

- Provide formal opportunities for people on Anglesey to live their lives in a healthy way;
- Create vibrant and healthy rural communities

The project will also be able to ensure that Leisure meet their ambition of:

- Providing high quality, customer focused facilities and activities that maximise income generation and support healthy communities by:
- Maintaining a commercial approach to the management of Amlwch, Holyhead, Plas Arthur and Menai Bridge Leisure Centres
- Achieving improvements in the health and wellbeing of Anglesey residents by increasing participation in leisure activities.

This project will help us reach our current 2017/18 Service Delivery targets:

- Increase income generated by leisure centres = £35,000 per year
- Increase participation numbers at leisure centres = 476,000 per year
- Increase junior membership at leisure centres.

Sport Wales have identified 3 main targets by 2026, this project would help them achieve the following:

- 75% of young people and young adults hooked on sport
- Positively target the gap within inequality
- Develop a sporting pathway to become a nation of champions

The % of Anglesey children and young people that are currently hooked on sport is 50%, whilst the % for adults is 48% (participate in sport 3 or more times a week). Providing an

up to date modern facility at Plas Arthur will contribute towards achieving these key local and national targets.

Need for change:

- We are constantly having to cancel bookings on our all weather pitch due to flooding after heavy rain which is a regular income loss for the centre.
- Currently we have on average 12 hours of booking per week at the facility, this could be doubled with an up to date facility on offer.
- The Secondary School use the facility in the day and we aim to continue this partnership working and hope to add new partners e.g. Ysgol Addysg y Bont, Primary Schools, Coleg Menai and the FAW. Please see supporting letter for the project by the FAW.
- This is a vital facility for both Education and Leisure and it is key that we take this opportunity to improve the provision to provide the best facilities for our pupils / customers.

Why is this needed now:

- Other facilities provide a more modern facility and therefore local clubs opt to travel and pay more for better quality facilities.
- Constant complaints from local clubs that facility is out of date and it is a facility that is nearing the end of its life. Astro turf was put down in 2002, it usually has a lifespan of 10 – 15 years.
- To provide the young people of the island with a facility that can help them develop, the link with the school's is key for this project.
- Anglesey is one of only a few local authorities without this type of facility and could lose out on the Collaborative Fund unless we access funding this year.
- Opportunity to establish a community hub before other 3G's are developed in the area although it is practical to say that two full size 3G pitches is sustainable on the island.
- The development of the Urban Sports Park on site will be a boost for the centre but having the 3G pitch will turn the centre into a local hub.
- If we don't act now we could be faced with a defunct all weather pitch in a year's time which would mean loss of income and loss of opportunities for our young people and local clubs.
- We have an opportunity to make a real difference at Plas Arthur Leisure Centre and bring in much needed extra income.
- Recent investment on new 3G pitches has seen clubs bring in extra income in the region of £70,000 - £90,000 per year.
- We must remember that the school's will have use in the day and this is why we have estimated a lower figure than what can be achieved.
- One item to remember with games on the weekend it could see a spike in café and vending takings as supporters will be on site which would be additional income. The Welsh Premier Clubs that have developed a 3G pitch have stated that the secondary spend is now a big source of income for them. Therefore if the café and vending machines would also get a boost through this development.

Now is the time to provide a facility that the local community are crying out for, recent facebook campaign has identified this. We want to work with the local community to ensure we provide a community hub that maximises income for the centre.

Section 2: State Objectives and Constraints

- Explain and list the project objectives in specific measurable terms.
- Include quantifiable targets where possible.
- Identify any likely constraints to the project e.g. timing issues, legal requirements, professional standards, planning constraints and so on.

Project Objectives Measurable Targets

Project objectives	Measurable targets
1 Increase Income	£39,600 per year
2 Increase participation	12,000 per year
3 Decrease customer complaints	
4	
Constraints	Measures to address constraints
1 Timing	The ideal timing for this change would be to happen over the summer holiday's. As this reduces the impact on school use and also bookings are limited in the summer therefore no real loss of income.
2 Disruption	Need to plan ahead and forecast any loss of income.
3 Hockey Club	Discussion would be needed with Bangor Hockey Club, which currently train and play on the pitch. Alternative provision could be looked at e.g. Canolfan Brailsford or RAF Valley. Discussion has been had with Ysgol Gyfun Llangefni and they are supportive.

3: Identify and Shortlist the Options

- Consider alternative ways to meet the objectives e.g. variations in scale, quality, technique, location, timing etc.
- Start with an initial 'long list' of options and sift them to provide a shortlist. Record all the options considered and the reasons for rejecting those not shortlisted.
- The shortlist of options should include a baseline Status Quo or 'Do Minimum' option and a suitable number of alternative 'Do Something' options (usually at least two).

Option number / description	Shortlisted (S) Rejected (R)	Reason for rejection
1. Don't Invest	R	We have maximised the lifespan of the current all-weather pitch. Another year is the maximum that we can get out of the pitch so do nothing is not an option. For example on a rainy day bookings are cancelled as the pitch is flooded. Pitch will have to be closed

		if no investment is made by August 2018.
2. Replace like for like	R	Replacing like for like is not a viable option as we need to provide the people of Anglesey with modern fit for purpose facilities. We would not be maximising income if we did a like for like replacement and clubs would not return to play on this type of surface.
3. New 3G pitch	S	A full investment would mean that we meet all our objectives. We could provide a modern, fit for purpose facility that would attract our local clubs back. This would be a huge step forward in reaching our objectives and maximising our income opportunities.

4: Monetary Costs and Benefits of Options

- 1) Appraisals should include all the costs and benefits to the council arising from the project, not just those to a particular organisation or sector e.g. all costs and benefits to the public, private and third sectors should be included.
- 2) Costs and benefits should be valued in economic cost terms, which are generally reflected by using current market prices.
- 3) All the assets and other resources employed by each option should be costed, even if they have already been purchased. This is because they have an opportunity cost value i.e. if not used in this project they could be put to an alternative use.
- 4) Calculate the Net Present Cost (NPC) for each option:-
 - Use the NPC spreadsheet and append the NPC calculation for each option to the pro forma.
 - In the simplest cases, the table below may be used instead. Create a table for each option, adjusting the no. of columns to reflect the years of the project's life.
- 5) Treat the current financial year as Year 0.
- 6) Set out the expected capital costs and annual revenue costs for each option.
- 7) Express the figures in real terms i.e. held constant at today's prices.
- 8) The checklist of typical costs.
- 9) Financial savings arising from an option will be reflected in its lower costs compared to the Status Quo. Do not double count by also including them separately as benefits.
- 10) Other monetised benefits may be taken into account but are likely to be rare in small expenditure cases. Most benefits will be covered in the non-monetary Section 5 below.
- 11) For particularly uncertain cost assumptions, consider using sensitivity analysis to illustrate how NPCs and option rankings are affected by varying these assumptions.
- 12) For more in-depth guidance, see [Step 5](#) and [Step 8](#).

Option 1 Status Quo	Yr. 0	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Totals
Capital Costs	£150,000						

'(a) Total Capital Cost							
Revenue Costs							
'(b) Total Revenue Costs							
'(c) Total Costs (a)+(b)							
'(CH) Disv Factor @3.5% p.a.	1.0000	0.9662	0.9335	0.9019	0.8714	0.8420	
'(e) NPC = (c)X(ch)							
Cost assumptions:							

Section 5: Non-Monetary Costs and Benefits

- List and describe the relevant non-monetary costs and benefits e.g. impacts on health, education, environment, transport, equality, sustainability etc.
- Use a table such as the one below to show how each factor impacts on each option.
- Quantify the impacts if possible and highlight important differences between the options.

Non Monetary Factor	Impact on Option 1	Impact on Option 2	Impact on Option 3	Impact on Option 4
---------------------	--------------------	--------------------	--------------------	--------------------

1 Increase usage = improve health	None	Slight as people will see an investment	Full impact as it will be a facility that is modern and fit for purpose.	
2 Provide Education with a modern fit for purpose facility for school lessons.	None	Slight as it will be in a better condition	Full impact and will attract Primary schools and schools competitions. Urdd would also locate their competitions here.	
3 Stronger clubs – increase in participation	None	Slight	Full impact as local clubs can train and play locally and provide a surface that gives the best opportunity for their players to develop fully.	
3				

Section 6: Assess Risks and Uncertainties

- Identify and describe the risks that the project may face.
- Explain how these compare under the various options using the table below.
- Identify measures to ensure that each risk is appropriately managed and mitigated.
- Explain any contingency allowances included for risks in the option costings.
- More sophisticated optimism bias adjustments should not generally be required but may be relevant in some cases e.g. ICT projects or cases with significant capital costs.

Risk description	Likely impact of Risk (H/M/L)				State how the options compare and identify relevant risk management/ mitigation measures
	Opt 1	Opt 2	Opt 3	Opt 4	
1	H	M	L		Option 3: ensures that we turn an ageing facility into a modern facility that will provide new and modern opportunities for people to participate in sport that will

Failure to invest will lead to decrease in income and footfall					also maximise income generation. Education will also have a facility where their pupils can maximise their potential.
2					
3					
4					
Overall risk (H/M/L)	H	M	L		

KEY: H = high M = medium L = low N/A = Not Applicable

Section 7: Summarise the Option Comparisons and Identify a Preferred Option

- Summarise the main differences between the options e.g. in terms of key assumptions, NPCs, nonmonetary impacts, risks and other factors.
- Identify which option is preferred and explain why.

Option 3 is the preferred option as it gives a clear statement of intent that the Leisure Function Plan is being fully utilised and that we provide the best sporting educational opportunities for Ysgol Gyfun Llangefni and Ysgol Addysg y Bont pupils . It also highlights that the council is serious about achieving their corporate objectives. It will create new opportunities on the island for people to participate in sport. This will show the residence that we as a council listen to their calls to modernise our provision and IOACC can be proud of the facilities they have to offer to the public.

Option 1 is what we currently face and we can see the negative impact on the customers and staff due to lack of investment. Continuing as we are is not an option, we will have to close or invest in the facility within the year. Closure would lead to a loss of income and participation opportunities would decrease.

Option 2 is a middle of the road approach that will keep people happy for a short period. However 3G is not a new approach, the people of Anglesey expect this standard of facility as they have seen what can be achieved at Bangor City FC.

Option 3 is the way forward; clubs such as Bangor City, Llandudno and Bala have done it with a huge positive effect. It is not a risk investing as payback can be outlined to take place within 4 years.

If we want to be achieving as we set out to do in our Corporate objectives and service plans then this investment needs to take place.

Section 8: Assess Affordability and Funding Arrangements

- Set out the annual capital and resource requirements for the preferred option, as per the table below.*
- Figures should allow for inflation, contingencies and (where relevant) optimism bias.*
- Resource figures should include appropriate allowance for depreciation/impairment.*
- Identify expected sources of funding and the degree to which each funder is committed.*
- Consult a finance specialist if necessary.*

	Yr. 0 £000's	Yr. 1 £000's	Yr. 2 £000's	Yr. 3 £000's	Totals £000's
Total required:					
Capital	£150,000				
Resource					
Allowance for depreciation / impairment					
Existing Provision:					
Capital					

Resource					
Allowance for depreciation / impairment					
Additional requirement:					
Capital					
Resource					
Allowance for depreciation / impairment					

Funding Body	Sum funded & % of total	Funding Secured? Yes / No	If not secured, indicate status of negotiations
	£ (%)		
	£ (%)		
	£ (%)		

Section 9: Project Management

- Explain the proposed project management structure (e.g. use of PRINCE 2), key management personnel and project timetable.
- Where relevant, indicate the proposed approach to procurement.
- Consider provision for benefits management and realisation.
- Identify any significant management issues e.g. legal, contractual, accommodation, staff or TUPE issues.
- Is any external consultancy support required.

- The company that will get the contract will manage the project in regards to laying down the new 3G pitch in conjunction with our Property service.
- There is an option to use Alliance Leisure (they lead on similar projects in Flintshire and Denbighshire this summer) to lead on the project management of the project and costs are outlined below:
- Stage 1: Project essentials and feasibility / design work @ £3,822.50 (plus the CDM - this would be a % of the overall CDM fee **(This is already taking place as we need this completed)**.)
- Stage 2: Tender exercise @ £2,007.50 (plus % of CDM fee)
- Stage 3: Delivery of project @ 7089.50 PLUS cost of construction / delivery fee / framework fee etc

- The centre will run the bookings, maintenance and all other management tasks in conjunction with the Secondary school.
- Grant application bid will be going in to the Collaborative Fund at the end of October.

Section 10: Monitoring and Evaluation Arrangements

- Indicate arrangements for regular monitoring of the project's progress.*
- State proposed evaluation arrangements e.g. when it will happen, who will do it, what factors will be evaluated?.*

The central Môn Actif Performance team will be able to report monthly on progress and evaluate the outcomes of the project.

Our Performance Manager will be reporting monthly on usage figures to ensure that the footfall increase is regular and consistent.

In regards to evaluation initial evaluation will be done after the first three months, we will evaluate the following:

- Increase in usage hours a week.
- Increase in footfall.
- Customer survey and feedback.
- Increase in income per month.

We will also repeat this process after 12 months.

Feedback from Ysgol Gyfun Llangefni will also be key as this project will improve their provision and therefore we will also gain feedback from the school.

Main Sections of Capital Bid Project Brief Form

Section A – completed for Bid SUBMISSION

i. Project Name, Description and Objectives

A brief summary of the project and its objectives i.e. what is to be achieved by the project.

ii. Justification and Reasons for the Project

Setting out the reasons why the project is necessary and how it helps meet Corporate and Service Objectives and addresses items in the Deputy Leader's annual report. The various options that have been considered and the recommended option are also set out.

iii. Scoring against the Corporate Plan Priorities and Other Issues

To ensure that projects are appraised on a consistent and objective basis and are aligned to Corporate Plan priorities. Other important issues that are not specifically mentioned in the Corporate Plan are also taken into account e.g. Health and Safety and

Risk Management issues. Weightings are applied to the scores with Corporate Plan priorities and statutory requirements carrying the most weight.

iv. Cost and Funding Profile

Estimates of the costs of the project and timing of these costs and the funding sources investigated and identified.

v. Additional Revenue Budget Impact of the Project

Lifetime revenue costs for the project

vi. Consultation

That has taken place with community groups etc.

Section B – completed for successful Bids

vii. Project Outcomes and Scope

The expected and required deliverable/products/outcomes that the proposed project must create or acquire and the major areas, functions and processes to be addressed

during the project, is that, what is "in" and what is "out".

viii. Outline Project Plan

The main stages of the project are set out together with target dates for their completion.

ix. Project Constraints, Assumptions and risks

Restrictions and expectations on time, resources, funding and/or the eventual outcome

and the key risks facing the project.

x. Outline Business Benefits/Business Case

A brief summary of the business benefits that are expected to stem from the project.

xi. Spend Profile

Giving expected spend figures for the four quarters of each financial year.

xii. Planning Permission and Building Regulations Approval

Confirming whether or not planning permission is required and has been granted and whether Building Regulations approval has been granted. If either has not been granted

the timescale for making the submission must be stated.

Capital Funding Bid Form V1

CAPITAL FUNDING: BID FORM

PROJECT TITLE: Upgrade to a modern Fitness Facility (Holyhead Leisure Centre)

SPONSORING DEPARTMENT/AGENCY: Regulation and Economic Development Service

SENIOR RESPONSIBLE OFFICER: Gerallt Roberts

SIGNED: DATE:

APPROVING HEAD OF SERVICE: Dylan Williams

SIGNED: DATE:

Section 1: Project Background, Strategic Context and Need

- Explain the background to the proposal including its relevance to strategic aims and policy objectives.
- Identify the key stakeholders and explain their commitment and any outstanding issues.
- As specifically as possible, explain the nature of the needs or demands that are to be addressed, and detail any deficiencies in existing service provision, or any statutory obligation that would be not otherwise satisfied.
- Include suitable quantification of needs/demands/deficiencies where possible.

Leisure Function Plan

The Leisure Function Plan aims to safeguard the County Council's leisure centres in Amlwch, Llangefni, Holyhead and David Hughes, as its core assets, by providing a modern, quality, customer-focused service that maximises income. Making the leisure centres more commercially viable and customer focused - aligned to achieving efficiencies in other areas of the Service - is the key priority in order to help safeguard their long term future.

The current position is that positive progress has been made and some of the successes are highlighted below:

- 51% of the 60% reduction target in running costs of the leisure function to the council will be met by March 2018.
- £69,000 income coming in on a monthly basis through our direct debit packages compared to £44,000 coming in January 2016.
- 400+ extra children in our swimming lessons compared to January 2016.
- Capital funding at Amlwch and Plas Arthur has proved a success with an increase in usage and income. Investing in developing the fitness offer further has a proven success.
- Mon Actif is proving popular as a new brand with 2,800 likes now on facebook.

Capital Funding Bid Form V1

The next step is to look at investing in key areas to ensure we maximise income revenue and that we maintain the current momentum of more users and more income.

Project Background

This project will entail replacing and updating all fitness equipment within the fitness room at Holyhead Leisure Centre to ensure a modern fitness experience can be gained by all customers (Inclusive fitness room). This will address current negative perceptions and meet the customer expectations and demands. In addition the project will support our rolling programme which will ensure that we achieve the requirements of the Welsh language, given that the present fitness equipment do not offer a language choice and as a result the Leisure function currently does not comply with the requirements of the Welsh Language standard. It is important to implement this as soon as possible in order that we offer a service that is up to standard for the residents of Anglesey in addition to complying with the Welsh Language standards and maintaining the good name of the Isle of Anglesey County Council.

A rolling programme of investment has been agreed with the Welsh Language Commissioner in order that we receive an exception from Standard 60 of the Act for now (i.e. that self service machines offer a language choice). The first step would be the investment in Holyhead as there is a need to invest in the other 3 centres over the next 4 years in order to meet the language requirements. The rolling programme attached has been approved by the Language Commissioner recently. Investment at Amlwch and Plas Arthur Leisure Centres in 2015 has proven positive with increased income and usage figures. Holyhead requires funding now as it has missed out on recent investment in the fitness room over the years and the current fitness room is fast losing its appeal. This investment is certain to help us reach our target of a 60% reduction in expenditure cost of leisure to the council.

Projected 5 year cost's

Currently we have equipment within the fitness room which is 10 years old, please see list of equipment attached, the usual guide in replacing equipment is 5 to 6 years. As you are aware a similar bid came in for funding support in 2015 and 2016 but sadly this was rejected at the time. Cost prediction over the next 5 years as predicted by current fitness equipment provided can be highlighted as:

- Cost of service and parts for current equipment if there is no change will mount to £69,816.67 over the next 5 years.
- Membership decline due to old equipment (industry standard prediction) is loss of 20 members per year; this is a loss of £6,480 for us which equates to £32,400 over the next 5 years.
- Our current assets (present equipment) have been valued at £15,670 within 5 years this will reduce to £9,252.97.
- **Total cost over next 5 years £117,886.67**

Projected outcomes of project

If we look at what could be achieved if we were to fully replace the current equipment we can see a financial gain. One quote for full replacement was £200,000 this investment would see us gain free service and parts for 5 years therefore no occurring cost for the near future.

Costs of project:

- Full refurb £210,000
- Part refurb £100,000

Capital Funding Bid Form V1

Benefits of full refurb:

- New members are attracted to an updated and modern fitness facility which will bring substantial income in.
- To look at a fitness facility that has gone through a similar process recently the Nova Centre at Prestatyn brought in 207 new Direct Debit members within the first 3 month.
- We would set our target at 175 new members within the first 3 month which would increase income per year by £46,200 per year.
- No service and parts cost for 5 years.
- **Total income over 3 years £138,600**

If we take all of the above figures into account the **pay back for this scheme would be within 3 years.**

Strategic aims and Policy Objectives

Through this project we will help IOACC meet one of its corporate objectives “ensure that our leisure offer is fit for purpose and delivering the best value for money possible, as we seek to improve the health and wellbeing of our communities” (Anglesey Corporate Plan 2013-17).

Objective 1 Ynys Môn Corporate Plan 2017 – 2022

“We will create conditions to allow individuals to improve their health and well being”

The vision of the Regulation and Economic Development service is to create a better Island to live, work and visit by delivering activities to develop Anglesey’s economy, regenerate its communities and transform current leisure provision.

Through this project we will be able to help the service reach it’s aims of:

- Provide formal opportunities for people on Anglesey to live their lives in a healthy way;
- Create vibrant and healthy rural communities

The project will also be able to ensure that Leisure meet their ambition of:

- Providing high quality, customer focused facilities and activities that maximise income generation and support healthy communities by:
- Maintaining a commercial approach to the management of Amlwch, Holyhead, Plas Arthur and Menai Bridge Leisure Centres
- Achieving improvements in the health and wellbeing of Anglesey residents by increasing participation in leisure activities.

This project will help us reach our current Service Delivery targets:

- Increase income generated by leisure centres = £46,200 per year
- Increase participation numbers at leisure centres = 18,200 per year
- Increase in numbers completing National Exercise Referral Scheme due to Inclusive improvements.
- Increase junior membership at leisure centres = with a new Youth direct debit package out we will attract more junior’s into the gym with a more modern offer.

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- Ensure a resource that is totally inclusive which creates an Inclusive Hub for the Holyhead area

Sport Wales have identified 3 main targets by 2026, this project would help them achieve the following:

- 75% of young people and young adults hooked on sport
- Positively target the gap within inequality
- Develop a sporting pathway to become a nation of champions

The % of Anglesey children and young people that are currently hooked on sport is 50%, whilst the % for adults is 48% (participate in sport 3 or more times a week). Providing an up to date modern facility with new equipment at Holyhead will contribute towards achieving these key local and national targets. This facility will provide access to close by Community First wards, many that are known to be deprived, and will be fully inclusive. The newly launched Direct Debit package for young people will certainly increase income for the leisure service, however this can be much greater if modern up to date equipment is available.

Need for change:

Currently we have 1,404 direct debit members using the facilities at Holyhead Leisure Centre, which is 33% of the total direct debit members that we currently have on our schemes. If we take the 482 Junior Swimming members out this leaves 922 which directly use the fitness room through our packages. During the last month we have seen a loss of £748 from direct debit packages being cancelled in Holyhead. Having spoken to customers the feedback that comes back is that;

- Other facilities provide a more modern facility.
- Machines out of order therefore have to wait during busy times for others to come available.
- Lack of inclusive equipment (One family has bought equipment for the facility so that their son and other disabled users can have a specialised equipment within the fitness room).
- Lack of technology on equipment – we can watch TV/ Browse the internet whilst training at other locations.

We have an opportunity to make a real difference at Holyhead. Recent investment on aspects such as upgrading roof, main hall floor, changing rooms has all breathed a new lease of life to an ageing building. Now we need to improve what the customer use the most and lack of investment in regards to fitness equipment is the current biggest weakness at Holyhead Leisure Centre.

Section 2: State Objectives and Constraints

- Explain and list the project objectives in specific measurable terms.
- Include quantifiable targets where possible.
- Identify any likely constraints to the project e.g. timing issues, legal requirements, professional standards, planning constraints and so on.

Project Objectives Measurable Targets

Project objectives	Measurable targets
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1. Increase Income	£46,200 per year
2. Increase participation	18,200 per year
3. Inclusive Offer	20% of inclusive specific equipment
4. Reaching Welsh Language Standards	Equipment which provide a Welsh language choice is essential in terms of our rolling programme
Constraints	Measures to address constraints
1 Timing	The ideal timing for a change of this nature would be either December for a January Launch or August for a September launch.
2 Disruption	If this project was to take place then there would be a need for a closure of up to a week. But we could adapt our offer during this time as we have other locations to provide a temporary gym offer.
3	

3: Identify and Shortlist the Options

- Consider alternative ways to meet the objectives e.g. variations in scale, quality, technique, location, timing etc.
- Start with an initial 'long list' of options and sift them to provide a shortlist. Record all the options considered and the reasons for rejecting those not shortlisted.
- The shortlist of options should include a baseline Status Quo or 'Do Minimum' option and a suitable number of alternative 'Do Something' options (usually at least two).

Option number / description	Shortlisted (S) Rejected (R)	Reason for rejection
1. Don't Invest	R	Equipment will go into further decline which will lead to reduction of members and more cost on service and parts. Some equipment will be beyond repair and therefore the offer will be limited. Lack of opportunities for users with a disability to participate due to current lack of inclusive equipment.
2. Partial Investment	R	Partial investment would see a need to invest £100,000 to get only the older equipment upgraded. This could see an ongoing service cost and would still member decrease. The fitness room would still not be inclusive as we would not be providing 20% inclusive equipment through this option.
3. Full Investment	S	A full investment would mean that we meet all our objectives. We could provide a modern, fit for purpose facility that was inclusive.

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		New members would be attracted to a new offer which would increase income and footfall.
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4: Monetary Costs and Benefits of Options

- 1) Appraisals should include all the costs and benefits to the council arising from the project, not just those to a particular organisation or sector e.g. all costs and benefits to the public, private and third sectors should be included.
- 2) Costs and benefits should be valued in economic cost terms, which are generally reflected by using current market prices.
- 3) All the assets and other resources employed by each option should be costed, even if they have already been purchased. This is because they have an opportunity cost value i.e. if not used in this project they could be put to an alternative use.
- 4) Calculate the Net Present Cost (NPC) for each option:-
 - Use the NPC spreadsheet and append the NPC calculation for each option to the pro forma.
 - In the simplest cases, the table below may be used instead. Create a table for each option, adjusting the no. of columns to reflect the years of the project's life.
- 5) Treat the current financial year as Year 0.
- 6) Set out the expected capital costs and annual revenue costs for each option.
- 7) Express the figures in real terms i.e. held constant at today's prices.
- 8) The checklist of typical costs.
- 9) Financial savings arising from an option will be reflected in its lower costs compared to the Status Quo. Do not double count by also including them separately as benefits.
- 10) Other monetised benefits may be taken into account but are likely to be rare in small expenditure cases. Most benefits will be covered in the non-monetary Section 5 below.
- 11) For particularly uncertain cost assumptions, consider using sensitivity analysis to illustrate how NPCs and option rankings are affected by varying these assumptions.
- 12) For more in-depth guidance, see [Step 5](#) and [Step 8](#).

Option 1 Status Quo	Yr. 0	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Totals
Capital Costs	£200,000						
'(a) Total Capital Cost							
Revenue Costs							

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'(b) Total Revenue Costs							
'(c) Total Costs (a)+(b)							
'(CH) Disv Factor @3.5% p.a.	1.0000	0.9662	0.9335	0.9019	0.8714	0.8420	
'(e) NPC = (c)X(ch)							
Cost assumptions:							

Section 5: Non-Monetary Costs and Benefits

- List and describe the relevant non-monetary costs and benefits e.g. impacts on health, education, environment, transport, equality, sustainability etc.
- Use a table such as the one below to show how each factor impacts on each option.
- Quantify the impacts if possible and highlight important differences between the options.

Non Monetary Factor	Impact on Option 1	Impact on Option 2	Impact on Option 3	Impact on Option 4
1. Increase usage = improve health	None	Slight as people will see an investment	Full impact as it will offer an inclusive facility that will be open to all.	
2. Target gap of inequality	None	None	Full impact as it will be an inclusive offer (first of its kind on Anglesey)	
3. Reaching Language Standards	None	Some change	Full impact	
3				

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Section 6: Assess Risks and Uncertainties

- Identify and describe the risks that the project may face.
- Explain how these compare under the various options using the table below.
- Identify measures to ensure that each risk is appropriately managed and mitigated.
- Explain any contingency allowances included for risks in the option costings.
- More sophisticated optimism bias adjustments should not generally be required but may be relevant in some cases e.g. ICT projects or cases with significant capital costs.

Risk description	Likely impact of Risk (H/M/L)				State how the options compare and identify relevant risk management/ mitigation measures
	Opt 1	Opt 2	Opt 3	Opt 4	
1 Failure to invest will lead to decrease in income and footfall	H	M	L		Option 3: ensures that we turn a negative trend to a positive one with more members and more income.
2 Failure to meet the inequality gap	H	H	L		Option 3: The new equipment would ensure that the fitness room could be used by all by being an inclusive offer.
3 Failure to be ready for increased demand through large projects e.g. Orthios, Land and Lakes	H	H	L		Option 3: This will provide an improved offer with more options which will meet increased demand.
4					

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Overall risk (H/M/L)	H	M	L		

KEY: H = high M = medium L = low N/A = Not Applicable

Section 7: Summarise the Option Comparisons and Identify a Preferred Option

- Summarise the main differences between the options e.g. in terms of key assumptions, NPCs, nonmonetary impacts, risks and other factors.
- Identify which option is preferred and explain why.

Option 3 is the preferred option as it gives a clear statement of intent that the Leisure Function Plan is being fully utilised. It also highlights that the council is serious about achieving their corporate objectives. It will create opportunities for everyone to be able to use our fitness room with no barriers to participation.

Option 1 is what we currently face and we can see the negative impact on the customers and staff due to lack of investment. Continuing as we are is not an option, we will have a limited offer at Holyhead very soon due to lack of funds on increased service and parts cost's/

Option 2 is a middle of the road approach that will help in the short term but more cost's will be occurred over the next few years. Doing it at a smaller scale will not have the same affect and therefore the increased income and footfall target will not be met.

Option 3 is the way forward, other local authorities have done it recently e.g. Gwynedd and Denbighshire with a huge increase in numbers. It is not a risk investing as payback can be outlined to take place within 3 years.

If we want to be achieving as we set out to do in our Corporate objectives and service plans then this investment needs to take place.

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Section 8: Assess Affordability and Funding Arrangements

- Set out the annual capital and resource requirements for the preferred option, as per the table below.
- Figures should allow for inflation, contingencies and (where relevant) optimism bias.
- Resource figures should include appropriate allowance for depreciation/impairment.
- Identify expected sources of funding and the degree to which each funder is committed.
- Consult a finance specialist if necessary.

	Yr. 0 £000's	Yr. 1 £000's	Yr. 2 £000's	Yr. 3 £000's	Totals £000's
Total required:					
Capital	£200,000				
Resource					
Allowance for depreciation / impairment					
Existing Provision:					
Capital					
Resource					
Allowance for depreciation / impairment					
Additional requirement:					
Capital					
Resource					

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Allowance for depreciation / impairment					
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Funding Body	Sum funded & % of total	Funding Secured? Yes / No	If not secured, indicate status of negotiations
	£ (%)		
	£ (%)		
	£ (%)		

Section 9: Project Management

- Explain the proposed project management structure (e.g. use of PRINCE 2), key management personnel and project timetable.
- Where relevant, indicate the proposed approach to procurement.
- Consider provision for benefits management and realisation.
- Identify any significant management issues e.g. legal, contractual, accommodation, staff or TUPE issues.
- Is any external consultancy support required.

The company that will get the contract will manage the project in regards to new layout plan and equipment assembly.

We as the Mon Actif Management team will decide on inclusive equipment with guidance from the company and consultation with the NERS team and customers.

Once funding is in place we can go out to tender using the ESPO framework agreement.

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Section 10: Monitoring and Evaluation Arrangements

- Indicate arrangements for regular monitoring of the project's progress.*
- State proposed evaluation arrangements e.g. when it will happen, who will do it, what factors will be evaluated?.*

The Performance co-ordinator will update on a month basis in regards to direct debit uptake to ensure we reach our target of 150 new members within 3 months. This monitoring will continue to ensure the figures are sustained.

Our Performance Manager will be reporting monthly on usage figures to ensure that the footfall increase is regular and consistent.

In regards to evaluation initial evaluation will be done after the first three months, we will evaluate the following:

- Increase number of Direct Debit members.
- Increase in footfall.
- Customer survey and feedback.

We will also repeat this process after 12 months.

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Main Sections of Capital Bid Project Brief Form

Section A – completed for Bid SUBMISSION

i. Project Name, Description and Objectives

A brief summary of the project and its objectives i.e. what is to be achieved by the project.

ii. Justification and Reasons for the Project

Setting out the reasons why the project is necessary and how it helps meet Corporate and Service Objectives and addresses items in the Deputy Leader's annual report. The various options that have been considered and the recommended option are also set out.

iii. Scoring against the Corporate Plan Priorities and Other Issues

To ensure that projects are appraised on a consistent and objective basis and are aligned to Corporate Plan priorities. Other important issues that are not specifically mentioned in the Corporate Plan are also taken into account e.g. Health and Safety and Risk Management issues. Weightings are applied to the scores with Corporate Plan priorities and statutory requirements carrying the most weight.

iv. Cost and Funding Profile

Estimates of the costs of the project and timing of these costs and the funding sources investigated and identified.

v. Additional Revenue Budget Impact of the Project

Lifetime revenue costs for the project

vi. Consultation

That has taken place with community groups etc.

Section B – completed for successful Bids

vii. Project Outcomes and Scope

The expected and required deliverable/products/outcomes that the proposed project

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must create or acquire and the major areas, functions and processes to be addressed

during the project, is that, what is “in” and what is “out”.

viii. Outline Project Plan

The main stages of the project are set out together with target dates for their completion.

ix. Project Constraints, Assumptions and risks

Restrictions and expectations on time, resources, funding and/or the eventual outcome

and the key risks facing the project.

x. Outline Business Benefits/Business Case

A brief summary of the business benefits that are expected to stem from the project.

xi. Spend Profile

Giving expected spend figures for the four quarters of each financial year.

xii. Planning Permission and Building Regulations Approval

Confirming whether or not planning permission is required and has been granted and whether Building Regulations approval has been granted. If either has not been granted

the timescale for making the submission must be stated.