

## Annex 2: Guildford prioritisation framework - proposed process

### 1. Identify scheme

Schemes will be identified as at present, e.g. through public petitions and through existing plans and programmes.

### 2. Complete proforma

- Complete proforma, which includes scheme name, electoral division, division cluster, location details and purpose
- Use proforma to assess scheme in relation to various criteria under headings of policy alignment, route importance and deliverability. Assess each criteria as red/amber/green.
- Need to consider who would do this, and ensure it is evidence based, consistent and open to challenge / debate. The draft proforma suggests some definitions in relation to red/amber/green, which could be made more detailed/specific if required.

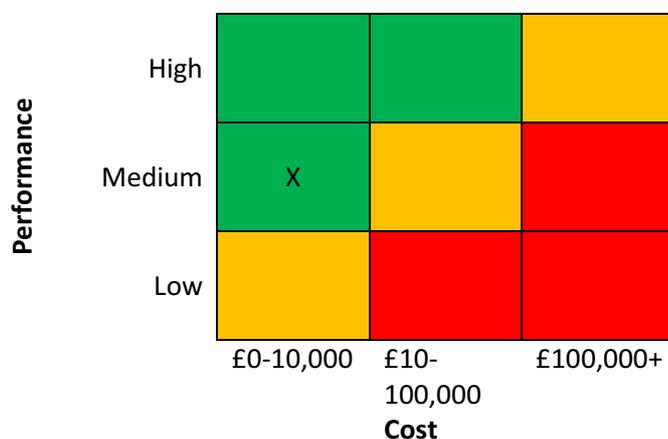
### 3. Assign overall scheme 'performance' level

- Assign an initial 'performance level' to each scheme (e.g. high, medium, low) based on policy alignment and route importance. (Not taking into account cost/deliverability at this stage). This could be assessed as follows:

High	Performs well on both policy alignment and route importance <ul style="list-style-type: none"> <li>• e.g. at least one 'green' rating for both</li> </ul>
Medium	Performs well on policy alignment and moderately on route importance, or vice versa <ul style="list-style-type: none"> <li>• At least one 'green' rating for policy alignment and at least one 'amber' rating for route importance; or</li> <li>• Several 'amber' ratings for policy alignment and at least one 'green' rating for route importance.</li> </ul>
Low	Does not meet any of the criteria above.

### 4. Compare performance against cost

This could be carried out using a cost/performance matrix, e.g. as follows (schemes nearer the top left providing better value for money):



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Could be done for schemes individually or could show all schemes on the same matrix for comparison. There are alternative methods of display, for example the cost bands could be more even to give a more accurate picture.

### **5. Allocate schemes into division clusters**

This will enable the committee to identify the priority schemes in each cluster and ensure that areas aren't overlooked for investment.

### **6. Final prioritisation of schemes**

The committee can decide the final prioritisation of schemes, based on the cost/performance matrix, and taking into account public support, technical feasibility, geographical spread and overall risk. The above factors may influence whether the committee wishes the scheme to go ahead, or the timescales for delivery. Therefore a scheme may be prioritised, de-prioritised or moved backwards or forwards as a result.

### **7. Alternative approaches**

- The process could be based on 'scores' instead of or as well as RAG ratings. Different criteria can be weighted according to importance in a scoring process. This can assist with prioritisation, however may be sensitive to value judgements such as the weight assigned to each criteria, and the number of categories (which are likely to overlap and lead to a risk of a 'double counting'). However scoring has benefits in giving order to a large number of schemes and helping to choose between schemes.
- Another alternative presented in best practice guidance involves political and professional judgement rather than scoring, without any weighting of criteria. In this case it is essential that decisions are based on robust evidence and open to challenge.
- Any process (whether score-based, category-based, or judgement-based) will involve an element of value judgement.

### **8. Other considerations**

- The process should be tested against existing proposals to see whether recommendations make sense.
- The process should be treated as a guide to aid decision making, and not as the final arbiter as to which schemes are prioritised. This is strongly recommended as best practice within guidance produced on behalf of the DfT.
- It is essential that every stage of the process is open to challenge, discussion and debate, and that assessment is based on evidence wherever possible.
- The process is likely to evolve over time based on experience of using it and opportunities to resolve any problems or make improvements.