CABINET

Venue: Town Hall,
Moorgate Street,
Rotherham. S60 2TH

Date: **Wednesday, 27th April 2011**

Time: **10.30 a.m.**

A G E N D A

1. To consider questions from Members of the Public.

2. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.

3. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.

4. Minutes of the previous meeting held on 6th April, 2011 (copy supplied separately)

5. Annual Review of the Website (report herewith) (Pages 1 - 11)
    -   Chief Executive to report.

6. Corporate Risk Register (report herewith) (Pages 12 - 35)
    -   Strategic Director of Finance to report.

7. Town Centre Accommodation Strategy (report herewith) (Pages 36 - 40)
    -   Strategic Director of Environment and Development Services to report.

8. Priority Regulatory Outcomes - A New Approach to Refreshing the National Enforcement Priorities for Local Authority Regulatory Services (report herewith) (Pages 41 - 48)
    -   Strategic Director of Neighbourhoods and Adult Services to report.

9. Exclusion of the Press and Public.
    The following items are likely to be considered in the absence of the press and public as being exempt under those paragraphs listed below of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended March 2006):-

10. Sustaining School Improvement in Rotherham from April 2011 (report herewith) (Pages 49 - 72)
    -   Strategic Director of Children and Young People's Services to report.

    (Exempt under Paragraph 2 of the Act – information relates to the identity of an individual)

11.   Shared Services (report herewith) (Pages 73 - 77)
-    Strategic Director of Finance to report.

        (Exempt under Paragraph 3 of the Act - information relates to finance and business affairs)

12.   Relocation of a Young Persons' Provision from the International Centre (report herewith) (Pages 78 - 80)
-    Strategic Director of Environment and Development Services to report.

        (Exempt under Paragraph 2 of the Act – information likely to reveal the identity of an individual)

13.   Land to the Rear of 22A West Park Drive, Swallownest (report herewith) (Pages 81 - 86)
-    Strategic Director of Environment and Development Services to report.

        (Exempt under Paragraph 3 of the Act - information relates to finance and business affairs)

14.   Discretionary Rate Relief Review (report herewith) (Pages 87 - 91)
-    Strategic Director of Finance to report.

        (Exempt under Paragraph 3 of the Act – information relates to finance and business affairs)

15.   Discretionary Rate Relief Review (report herewith) (Pages 92 - 94)
-    Strategic Director of Finance to report.

        (Exempt under Paragraph 3 of the Act – information relates to finance and business affairs)

16.   Discretionary Rate Relief Review - Top Up (report herewith) (Pages 95 - 104)
-    Strategic Director of Finance to report.

        (Exempt under Paragraph 3 of the Act – information relates to finance and business affairs)

17.   Discretionary Rate Relief Review - Top Up Applications (report herewith) (Pages 105 - 108)
-    Strategic Director of Finance to report.

        (Exempt under Paragraph 3 of the Act – information relates to finance and business affairs)

18.   Community Amateur Sports Clubs (report herewith) (Pages 109 - 111)
-    Strategic Director of Finance to report.

        (Exempt under Paragraph 3 of the Act – information relates to finance and business affairs)

19.   Discretionary Village Shop Rate Relief (report herewith) (Pages 112 - 114)
         -         Strategic Director of Finance to report.

                 (Exempt under Paragraph 3 of the Act – information relates to finance and
                 business affairs)

Agenda Item 5

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS		

1.	**Meeting:**	**Cabinet**
2.	**Date:**	**27 April 2011**
3.	**Title:**	**Annual Review of the Council's Website**
4.	**Programme Area:**	**Commissioning, Policy and Performance**

5. Summary

The Council's refreshed website was launched on 6 January 2010 following a successful implementation project, led by the Transformation and Strategic Partnerships Team, who are now part of the new Strategic Commissioning Unit.

This report summarises the annual performance of the website and provides details of some of the key activities which will be undertaken during the 2011 – 2012 financial year.

6. Recommendations

Cabinet are asked to:

1: Note the performance of the website.

2: Support the key activities for the 2011 – 2012 financial year, which will strengthen the website Customer Access channel and will support reduced costs for service delivery.

3. Support the requirement for Service Managers to review and develop their web content, supported by the Commissioning, Policy and Performance teams.

7. Background

The Rotherham Council website was refreshed in January 2009.

Over 3,500 pieces of content have been reviewed and migrated to an improved Content Management System, which is the software that powers the website and allows authorised users to update and amend content.

Additionally, the Council has launched a number of interactive features which allow citizens to engage with the Council in new and innovative ways.

7.1 Benefits of the new Content Management System

The new Content Management System which underpins the refreshed website is a cost effective solution, which has provided a number of benefits for both customers and the Council. These include:

- The provision of an improved 'Google' powered search function allowing citizens to find information more quickly and more accurately.
- The ability to develop online forms and online customer questionnaires quickly and cost effectively, enabling customers to transact with the Council at a time which suits them. Citizens are able to track the progress of their service request online.
- The Content Management System is quick and easy to maintain and can be updated by PC or mobile phone. The system supports improved employee efficiency, provides the ability for employees to work agilely and also provides the Council with increased business continuity. Employees responsible for website maintenance are extremely positive about the new Content Management System
- Improved stability and resilience has been achieved through external hosting of the website servers. This means that the servers are physically located away from Rotherham. The company hosting the website stores copies of the website in several different locations, providing additional business continuity. There has been no unplanned system downtime since the Council website was refreshed whereas previously this was a regular occurrence.
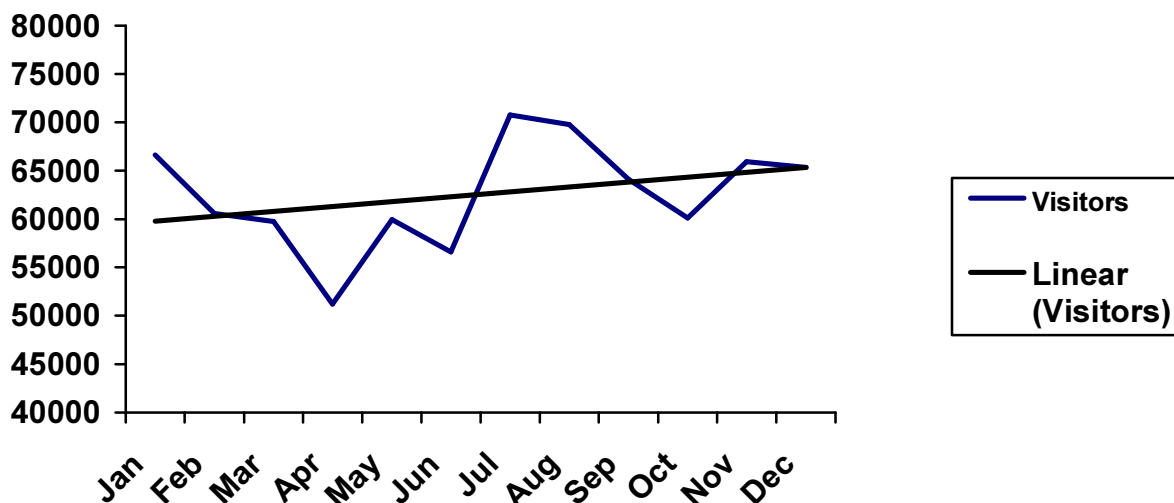
7.2 Customer Usage of the Website

The Council uses the website to provide a wealth of information for customers in a cost effective manner. Information can be accessed 24 hours a day and customers can complete online forms which enable them to transact business with the Council. This access channel allows customers to contact the Council at a time and place which suits them.

An average of 62557 unique visitors per month visited the Council's website during 2010.

A unique visitor is a statistic which describes someone who has visited the Council's website at least once during the month. Any visitor who returns to the site during the same month will not be counted again. In addition, this figure excludes Rotherham Council staff members that use the website for information.

Graph 1 shows the number of unique visitors to the website on a monthly basis throughout 2010.

Graph 1: Council Website Unique Visitors 2010

The linear trend line shows that customer usage for the website channel has steadily increased during 2010.

As the refreshed website has been in place for 12 months, comparative monthly information is now readily available and will be used to show the percentage increase of customers who are using the website as an access channel for

information and to transact business with the council. This data is publicly available on our website and will be reported regularly to the Website Strategy Group, chaired by Councillor Wyatt, Cabinet Member for Resources and Commissioning, on an ongoing basis.

Graph 2 shows the number of page views per month during 2010

Graph 2: Council Website Page Views 2010
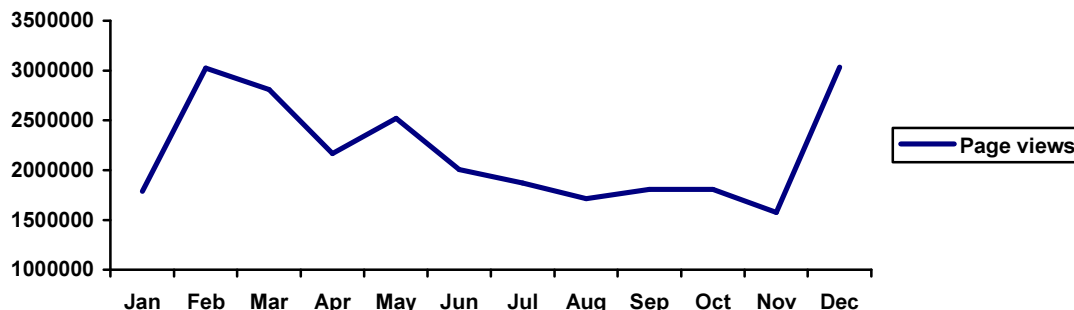
The refreshed website now employs Google hardware to search content and the main home page encourages customers to use it. Customers are regularly using the search function to find information, with an average of 320,000 searches completed every month. The downward trend in page views shows that customers are finding the information they need first time and are having to spend less time browsing for information. The spike in page views which can be seen in the data relating to December shows that customers regularly used the website to find out information relating to the adverse weather we were experiencing.

Graph 3 shows the number of searches per month during 2010

Graph 3: Council website searches 2010
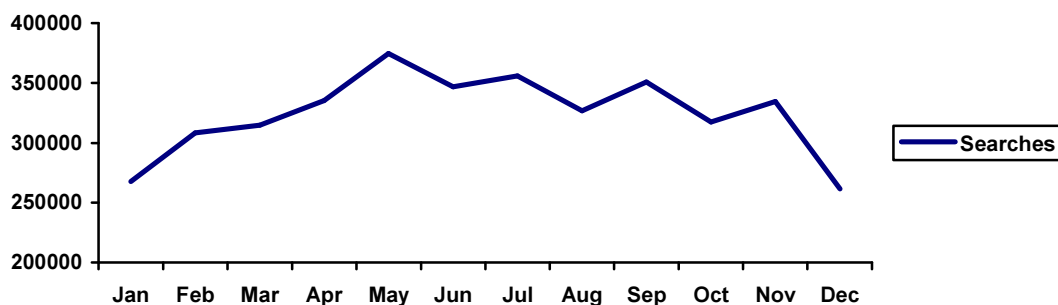
In emergency situations, the Council has the ability to place a banner on each page throughout the website. This allows customers to see important information quickly and efficiently. This banner was successfully used to provide adverse weather information to customers and to provide information relating to elections in the borough. Positive feedback has been received from customers when this function has been activated.

Customers using the refreshed website have been able to provide information, apply for services, report problems and provide feedback using a range of online forms. There has been an increase in the number of transactions completed online since the launch of the refreshed website.

Table 1 shows figures for the most 4 popular online forms submitted 2010 and figures for the same period in 2009.

Table 1: Online Forms Submitted During 2009 and 2010

Form	2009	2010	Increase
Keychoices form	22,666	23,860	+5.5%
Streetpride form	623	1,724	+177%
CTAX Direct Debit form	864	1134	+31%
Customer Comment form	620	1068	+72%
Total online forms	**31,343**	**37,667**	**+20%**

During 2010, there were 37,667 online forms submitted through the Council website. This was an increase of 20% on customer usage in 2009

The website channel is a cost effective channel for service provision and encouraging customers to use this channel will result in cost savings for the council. Average costs for website transactions are £0.32, in comparison to £3.01 for the average cost of RMBC telephone contact. Use of the online channel during 2010 has resulted in potential cost avoidance of £98,310.87, assuming that customers would have telephoned the council to obtain information.

Customers can also pay for goods and services using the Council website.
There has been an overall increase of 22% in the number of payments being made online in 2010 against the same period in 2009 as shown in Table 2.

Table 2: Number of Online Payments January – June 2009 and 2010

Online cash transactions	2009	2010	Difference
January	1784	2110	+18.3%
February	1248	1579	+26.5%
March	1379	1598	+15.9%
April	1926	2321	+20.5%
May	1972	2360	+19.6%
June	1928	2359	+22.4%
July	2072	2437	+17.6%
August	1928	2383	+23.6%
September	2000	2459	+22.9%
October	2053	2504	+21.97%
November	2089	2631	+25.95%
December	1742	2301	+32.09%
Totals	**22121**	**27042**	**+22.25%**

These website usage figures demonstrate that good progress is being made against the Council's Customer Access Strategy objective of increasing web transactions by 20% during 2010 -11.

It is important to note that these significant improvements have been achieved without any major promotion of the new website, which was given a soft launch initially. There will be an increase in the proactive marketing of the new website during 2011 which should drive up website usage even further. This will play an important role in reducing demands on more expensive customer access channels.

7.3 Independent External Reviews

The Council website has been externally assessed by three independent bodies during 2010.

7.3.1 SOCITM Better Connected

The Council website is assessed on an annual basis by the Society of Information Technology Managers (SOCITM), an independent body who review and report on all local authority websites across the UK. The survey has reduced the Council website rating to 2 stars in this year's assessment. A 2 stars rating ranks the Council website as performing 'satisfactorily'. A number of areas of development have been highlighted in the survey, for example:

- Some of the website content has been identified as being out of date. Our website offers a facility to date stamp content and reminds content authors when pages need to be reviewed, but this is not being widely used throughout service teams.

- It is recommended that the news value of our website can be strengthened. This includes ensuring that features are lively, engaging and in touch with local stories.
- Customers are not actively encouraged to participate in council business via the website. The council is recommended to develop a consultation area on the website and to consider providing news content about recent council decisions on our councillor pages.
- Our use of location maps can be developed to help customers find information from a map or postcode. Simple instructions should be provided so that customers know how to access the information easily.

In addition, the 'business content' and 'highways content' on the website have been identified as requiring improvement.

These recommendations will be specifically targeted and addressed by August 2011. The Online Services Manager, will work with content authors, and staff within the Commissioning, Policy and Performance teams to deliver these improvements.

The transactional area of our website has been rated as good. In addition, the website has achieved good ratings in the survey for our use of social media, including blogs and good ratings for our speed of response for email requests. Transactional developments which are planned during 2011 – 2012 will continue to ensure this section of the website achieves strong results.

7.3.2 RNIB accessibility test

The website has been assessed for accessibility by the Royal National Institute for the Blind (RNIB), who has reported "there is a good deal of accessibility best practice used in the site, making it very nearly fully accessible, except on isolated pages." The assessment has indicated that accessibility levels have improved since 2010. Work will be completed with the website usability group to identify the isolated pages which are not accessible, and take action to ensure the site is fully accessible. This action will be completed by October 2011.

7.3.2 Sitemorse

Another independent company, Sitemorse, who benchmark local authority and private sector websites, also reviewed the Council website. Sitemorse specifically focus on the accessibility of local authority websites and produces a 'league table' based on their scoring.

In February 2010, Sitemorse assessed the Council website as the most improved local authority website and the site increased 301 places (to the top quartile) in

the Sitemorse local authority league table immediately following the refresh. The Council website was ranked 27th (from 430 local authorities) at the end of 2010 in the league table. Work continues to ensure that this improvement continues.

7.4 Customer Registration

By registering their customer details, the Content Management System allows customers to be kept informed about their specific areas of interest.
At the end of 2010, 2100 customers have registered with the website, and regular marketing emails are being issued to these customers. Promotion of this facility will continue throughout 2011. As registration numbers increase, this facility will allow the Council to target information to customers more quickly and cost effectively.

7.5 Customer Satisfaction Results

Customers are able to provide comments on each website page and this facility is regularly used. Where customers have provided contact details, the Council's website editors thank customers for their feedback and provide an update on the action they have taken.

Some of the customer comments which have been received are detailed below:

- *"I just wanted to say….your website is probably one of the clearest council websites I've ever used – really easy to find what I needed and a cracking design – well done".*
- *"I'm not sure you could improve, I haven't had any problems with it. Your old website would be a different story though!! The search engine is very good, it just works. Think you could use more pictures and photos".*
- *"It's clean and clutter free, I like that".*
- *"Really like the search, I found what I wanted straight away".*
- *"I find map search to be very useful to find information".*

- *"What is the point of having an information website when most of the searches point to pages asking the user to contact you"*
- *"Make it easier to find the correct forms"*
- *"I don't like having to download individual properties. I would like to be able to see all in first place"*
- *I would like more information on the news page and easier to find info on important things such as road works"*

75% of customers are happy with their overall website experience. The customer satisfaction survey will continue during 2011 to ensure we continue to capture customer feedback and address areas of customer concern.

Negative comments which are raised by customers are reviewed by the Directorate Editor Team, and where funding allows, improvements are scheduled into the forward plan. 'You said…we did' information is about to be introduced, to inform customer of the actions we are taking following their feedback.

Additionally, a customer usability group has been established to provide ongoing feedback and help improve the customer experience.

7.6 Website developments

During the second half of 2010, the Council has updated the website to enable us to:
- Add the facility to market stories and information via our home page
- Introduce e-Petitioning
- Introduce an online budget consultation
- Market and promote other services throughout the site
- Publish all expenditure over £500
- Publish senior salaries

7.7 Future resource requirements for the website

The number of staff members within Directorates who have the skills to develop and approve website content has reduced significantly, following the completion of a number of service reviews.

If the website is to remain current and fit for purpose, it is important that service managers are able to take responsibility for the review and maintenance of web pages and have the opportunity to develop innovative uses for the site. This will require training and ongoing support from staff members within the Commissioning, Policy and Performance area.

7.8 Key activities for the 2011 – 2012 financial year

A Website Development Plan has been developed and progress against this plan will be monitored by the Web Strategy Group.

Some of the key activities for ongoing website development in the 2011 – 2012 financial year include:

- Enhancement of the facility to pay bills online
- Introduction of an e-Shop for miscellaneous items such as books and maps as well as paying for services such as pest control upfront
- Upgrading the website mapping system, to improve accessibility and usability of the planning area on the website
- Enhancement of the Key Choices housing section, by implementing the Abritas system
- Development of online licensing information
- Development of an online consultation area on the website
- Development of the website to provide greater accessibility for mobile phones
- Development of additional transactional processes, which will support the delivery of financial savings for the Council. This will be taken forward via the Customer Service Consolidation programme which is underway.
- Given reductions in funding likely to be available for marketing activity, eg community publications such as Rotherham News, development of online resources as a cost-effective communications channel. This will be supported by the transfer of the Online Services Manager post to be part of the restructured council wide Communications and Marketing team.

8. Finance

The Jadu Content Management System has been funded by the ICT Capital programme. Initial set up costs were as follows:

Item	One Off Cost
Jadu CMS	£59,800
Hosting set up	£1,200
Google Search Engine	£2,495
Total	**£63,495**

Revenue charges relating to the previous version of the Council Website in 2008/09 were £83,395. This sum was made up of a combination of RBT support and maintenance charges and subscriptions to third party services, all of which were rendered unnecessary by the adoption of the new Jadu Content Management System.

These charges have been significantly reduced following the Transformation and Strategic Partnership Team's refresh of the website. Ongoing revenue charges are now as follows:

Item	Annual cost
Jadu CMS licence	£7,200
Hosting service	£9,000
Total	**£16,200**

9. Risks and Uncertainties

Delivery of an effective website as part of the Council's Customer Access Strategy is a critical element in ensuring the Council transforms its services for the benefit of citizens, Members, businesses and staff in order to improve the customer experience, generate efficiencies and deliver customer service excellence. This will also form a key supporting access channel for consolidation of customer services as previously agreed by Cabinet.

10. Policy and Performance Agenda Implications

The Council's Customer Access Strategy aims to provide services to customers across a number of channels and seeks to increase the take up of the online channel. The performance of the Council website is therefore central to delivering this strategy.

The Customer Access Strategy will deliver key efficiency and value for money improvements and an effective website will be a significant contributor to this.

11. Background Papers

• Customer Access Strategy 2008-2011

12. Contact(s)

Rachel O'Neil, Customer Access Client, 54530
rachel.oneil@rotherham.gov.uk
Jon Ashton, Online Services Manager, 54524
Jon.ashton@rotherham.gov.uk

ROTHERHAM BOROUGH COUNCIL – REPORT TO CABINET

1.	Meeting:	Cabinet
2.	Date:	27th April, 2011
3.	Title:	Corporate Risk Register
4.	Directorate:	Financial Services

5. Summary

Attached to this report is the current corporate risk register summary. The summary shows the risks associated with the Council's most significant priorities and projects, and actions being taken to mitigate these risks.

Included in the significant changes this period is a new risk relating to the integration of 2010 Rotherham Ltd services back into Council management. New risks have also been added relating to highways road conditions, schools collaboration (relating to procurement of services) and the establishment of Free Schools.

There are 2 red residual risks, relating to Use of Resources for Children's Services and Social Care Commissioning. This has reduced from 4 residual red risks in the previous quarter's report, as the achievement of the Cultural Quarter risk is not immediately at risk and the delivery of the Children & Young People's Plan is no longer a statutory requirement. Both have therefore been moved from the Corporate Risk Register to the EDS and CYPS Directorate Risk Registers respectively.

6. Recommendations

Cabinet is asked to:

- **note the updated corporate risk register summary attached at Appendix A**

- **indicate any further risks that Cabinet feels should be added to the risk register.**

7   Proposals and Details

7.1   Format

This report contains the latest position on the Corporate Risk Register. The report has two key parts:

- An *'at a glance'* picture showing the pattern of risk assessments for corporate priorities or projects both before and after risk management actions – see 7.3 below.

- A more detailed summary of the risk register that reflects the current risk assessments for each corporate priority or project. This is attached at **Appendix A.**

There are 3 overall categories of risk (RED, AMBER, GREEN) representing varying degrees of exposure. Each category contains a range of risk scores, so there are varying degrees of risk within each category. Appendix A shows specific current risk scores and after mitigating actions, as well as the general risk category for each priority or project included in the register.

7.2   Changes since previous SLT report.

The risk relating to the ALMO Decent Homes Programme has been removed from the corporate risk register following the completion of the programme.

Other significant changes in this period include:

- A new risk has been created relating to the integration of 2010 Rotherham Ltd services back into Council management (Appendix A reference SLT0014). This replaces the previous risk relating to 2010 Rotherham Ltd service and financial performance.

- The risk formerly titled 'Response to DFE Notice to Improve' (SLT0021) has been renamed 'Sustaining improvement post intervention' to reflect the official confirmation of the removal of the notice to improve, which was received on 13 January 2011.

- A new risk has been added to reflect the position regarding Highway Maintenance in light of deteriorating road conditions and finite budgets for road maintenance. (SLT0029).

- Two new CYPS risks have been added entitled 'Schools Collaboration' (SLT0030) and 'Free Schools and Other School Arrangements' (SLT0031) in recognition of the potential negative impact on both schools commissioning and wider Local Authority services.

- The risk relating to the Cultural Quarter has been removed from the Corporate Risk Register as this does not constitute an immediate risk.

- The former risk relating to the delivery of the Children & Young People's Plan (SLT0007) is no longer a statutory requirement and has therefore been moved to the CYPS Directorate Risk Register.

- The mitigations relating to former risk Academy Schools (SLT0028) are now at 90% complete level and / or are being managed operationally; therefore the risk has been moved to the CYPS Directorate Risk Register.

7.3 Corporate Risks at a Glance

7.3.1 Risk assessments prior to mitigating actions.
The first diagram shows the pattern of risk assessments for corporate priorities or projects before risk management actions.

Probability: Will it Happen?

	Insignificant	Minor	Significant	Major	Catastrophic
Almost certain				04 Cost of Capital Programme(20) 14 2010 Integration (20) 27 Managing Budget Adjustments (20) 29 Highway Maintenance (20)	13 Commissioning (25) 21 Sustaining improvement (25) 22 Resources (25)
Very Likely			01 Civic Building Accommodation (12) 05 Single Status (12)	03 Schools Capital investment(16) 09 Implementation of Personalisation in Adult Social Services (16) 12 Local authority reform implementation Plan (16) 30 Schools Collaboration (16) 31 Free Schools (16)	
Likely			02 Waste Management Strategy (9) 17 Carbon Reduction Commitment (9) 18 EDRMS (9) 19 Relationship with RBT (9) 24 Community Stadium (9) 25 Civic Centre- Work Smart Project (9)		
Possible					
Unlikely					

Impact: Will it Hurt?

Note on the diagram entries:
E.G. " 04 Cost of Capital Programme (20)". The first number, in this case 04, is the reference number of the risk. Risks are listed in reference number order in the risk register summary at Appendix A. The second number in brackets, in this instance (20), shows the risk score. The higher the score, the greater the risk.

7.3.2 Risk Assessments after allowing for mitigating controls

The second diagram shows the pattern of risk assessments for corporate priorities or projects after risk management actions.

Probability: Will it Happen?	Insignificant	Minor	Significant	Major	Catastrophic
Almost certain					
Very Likely			04 Cost of Capital Programme(12) 14 2010 Integration (12) 21 Sustaining improvement (12) 27 Managing Budget Adjustments (12) 30 Schools Collaboration (12) 31 Free Schools (12)	13 Commissioning (16) 22 CYPS Resources (16)	
			03 Schools Capital Investment (9) 29 Highway Maintenance (9)		
		25 Civic Centre- Work Smart Project (4)	02 Waste Management Strategy (6) 05 Single Status (6) 17 Carbon Reduction Commitment (6) 24 Community Stadium (6)	09 Implementation of Personalisation in Adult Social Services (8) 12 Local authority reform implementation Plan (8)	
Likely		01 Civic Building Accommodation (2)	18 EDRMS (3) 19 Relationship with RBT (3)		

Impact: Will it Hurt?

It can be seen from the second chart, that risk is being reduced by management actions. The following tables provide a summary of the risk reduction achieved.

7.4   Review of risks and trends

The Risk Register report is sent to directorates for updating on a quarterly basis. The draft report is then produced based on the responses that are given by the directorates. Further quality assurance takes place to ensure that the risks are being monitored effectively and to identify any notable changes. This

may take the form of seeking clarity from directors on information contained within the mitigation actions or on the risk scores. There are 18 risks in the current report that were also reported on in the previous report. Of these:

- 8 have been updated with additional mitigation actions put in place.
- 10 have remained unchanged.

Table 1 shows the risk category that initial red and amber risks are converted to, following mitigating actions:

Risk category	Number of Projects / Priorities in the category BEFORE mitigating actions
Red	12
Amber	8

Risk category	Number of Projects / Priorities in the category AFTER mitigating actions
Red	2
Amber	10
Green	NIL

Amber	4
Green	4

Table 2 shows the average risk score for priorities rated as red and amber prior to mitigating actions, and the average reduction in risk scores resulting from the mitigating actions:

Risk category	Average risk score BEFORE mitigating actions	Average risk score AFTER mitigating actions	Reduction in average risk score as a result of mitigating actions
Red	19.6	11.5	8.1
Amber	9.8	5.0	4.8

8. Finance

The risks contained in the register require ongoing management action. In some cases additional resources may be necessary to implement the relevant actions or mitigate risks. Any additional costs associated with the risks should be reported to the Strategic Leadership Team and Members for consideration on a case by case basis.

9. Risks and Uncertainties

It is important to review the effectiveness of our approach to capturing, managing and reporting corporate risks on an ongoing basis, to ensure risks relating to the Council's key projects and priorities are effectively monitored and managed by the Strategic Leadership Team and Members.

10. Policy and Performance Agenda Implications

Risk Management is part of good corporate governance and is wholly related to the achievement of the objectives in the Council's Corporate Plan.

11. Background Papers and Consultation

The content of this report has been informed by consultation with Directorates.

Contact Names:
Colin Earl, Director of Audit and Governance, x22033
Rob Houghton, Governance and Risk Manager, x54424

Appendices
A   **Corporate Risk Register Summary**

APPENDIX A: CORPORATE RISK REGISTER SUMMARY

Explanatory Note:

For the purposes of illustration, Risk Reference 12: 'Local Government Reform Implementation Plan' from the corporate risk register is extracted below:

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
Cross Cutting						
0012	Local Government Reform Implementation Plan	Failure to implement statutory reforms provided for in national policy and new legislation	**RED** 16 Previous periods: -3 -2 -1	Matt Gladstone	All current statutory requirements are met. The implementation plan has been completely refreshed to provide workstreams covering coalition government commitments that are relevant to the Council. This is broader than the previous plan, which primarily covered governance issues. The previous version of the plan is being retained to cover commencement issues. These now primarily relate to e-petitions and byelaws.	**AMBER** 8 Previous periods: -3 -2 -1

L | Ac | Al | S | P | SD | F
√ | √ | √ | √ | √ | √ | √

There are 3 overall categories of risk (RED, AMBER, GREEN), representing varying degrees of exposure. Each category contains a range of risk scores, so there are varying degrees of risk within each category. Scores have now been added to the register entries to show the specific risk assessments pre (48 in this example) and post (36) mitigating actions, in order to demonstrate the effectiveness of mitigating actions, particularly where the overall risk category for any priority or project has not changed, as is the case in the example above.

The following table gives more information:

Risk Category	Range of risk scores	Level of Risk
Red	16 to 25	High level of risk, requiring close and regular review and further preventive or remedial action as necessary
Amber	5 to 15	Medium level of risk, requiring regular monitoring and, in the event of any identified increase in risk, escalation for consideration of further actions.
Green	1 to 4	Low level of risk, initially requiring regular monitoring and reporting.

The register shows the respective risk categories for the last 3 risk registers, as follows:

Previous periods:

-3   -2   -1

In this case, the risk category has been amber both before and after mitigating actions in each of the last 3 periods. Where any period has no colour (i.e. is white), this indicates that the priority or project was not included in the risk register in that period.

The register also shows the corporate priorities that each project or priority included in register contributes to. This is indicated in the 'Risk Area' column for each priority / project included in the register. The corporate plan priorities are as follows:

L   =   **Rotherham Learning**

Ac   =   **Rotherham Achieving**

Al   =   **Rotherham Alive**

S   =   **Rotherham Safe**

P   =   **Rotherham Proud**

SD   =   **Sustainable Development**

F   =   **Fairness**

CORPORATE RISK REGISTER

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
Major Projects						
0001	Civic Building accommodation	New accommodation not fit for purpose Failure to maximise use of resources Failure to modernise services and respond to changing needs Failure to apply appropriate governance arrangements: procurement; risk transfer; affordability; deliverability; structures and controls.	**AMBER** 12 Previous periods: -3 -2 -1	Karl Battersby	The business case was agreed by Cabinet in September 2008. Planning permission granted in June 2009. Judicial Review ended 22 Dec 09. Land works commenced on site Jan 2010. The contract went unconditional in December. All pre-commencement conditions have been discharged. Building progressing on time, no issues to report; fit out contract was entered into on 15th December 2010. Building completion due on 16th September 2011, with first decants into building in November.	**GREEN** 2 Previous periods: -3 -2 -1

Risk sub-categories (under Risk Area): L | Ac | Al | S | P | SD | F
√ √ √ √ √ √ √

9

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
Major Projects						
0002	Delivery of the Waste Management strategy. Failure could involve significant penalties. Needs: 1 Disposal facilities to be agreed with other authorities 2 Med term contracts 2008-2014/2015 3 Long term contract 2014 2015 onwards Two treatment solutions are currently being considered, "energy from waste" and "mechanical biological treatment". Both treatment solutions will assist the Council in delivering a 50% recycling rate. L Ac Al S P SD F	Potential significant financial penalties Adverse inspection assessment Failure to apply appropriate governance arrangements: - procurement - risk transfer - affordability - deliverability - structures and controls Failure to meet targets relating to the diversion of biodegradable municipal waste from landfill.	AMBER 9 Previous periods: -3 -2 -1	Karl Battersby	BDR Waste Partnership has secured £74.4m in PFI credits. DEFRA has confirmed continuing support. **PFI:** There is a detailed project plan in place with clear milestones; it allows for completion of the procurement by 31st March 2011, a date which is tight but achievable. Failure to hit that deadline puts the award of PFI credits at risk. Final Tender documents were issued to 2 bid consortia in December 2010 Although the timetable has slipped due to closing off dialogue with bidders, the project is continuing to be supported by DEFRA to deliver a long term waste solution for the BDR Councils. Preferred bidder to be chosen on the 23rd March Cabinet with formal announcement on the 6th April 2011. The BDR Waste Partnership is seeking to obtain financial close on the Project in Summer 2011.	AMBER 6 Previous periods: -3 -2 -1

The L Ac Al S P SD F table (under Risk Area) shows: √ under P, √ under SD, √ under F (and an additional √ under S).

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
Major Projects						
0003	Schools Capital Investment	The Secretary of State has closed the BSF programme to those authorities "not at financial closure with their partners".	**RED** 16	Karl Battersby	The Council will prepare for the outcome of the autumn review by prioritising schools for any future funding. This will be based on the current condition and suitability of each school.	**AMBER** 9
	L Ac Al S P SD F √ √ √ √ √ √	This does not necessarily mean the end of capital spend on schools but further details will be given following the review in the autumn. .	Previous periods: -3 -2 -1		In addition. The DfE decision on funding for schools has ensured that we can now allocate resources appropriately.	Previous periods: -3 -2 -1
Major Projects						
0004	Costs of the capital programme. Significant revenue consequences (£11m per year).	Significant financial impact and/or failure to deliver the capital programme.	**RED** 20	Andrew Bedford	Detailed financial calculations are included in the MTFS. These are being reviewed as part of the Council's on-going budget monitoring and financial planning processes	**AMBER** 12
	L Ac Al S P SD F √ √ √ √ √ √ √		Previous periods: -3 -2 -1			Previous periods: -3 -2 -1

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
Cross Cutting						
0005	Impact of single status job evaluation.	Lengthy timescales, causing uncertainty and possible unrest unless resolved quickly. - potential dispute - costs - possible negative impact on staff retention, depending upon the evaluation outcomes	**AMBER** 12 **Previous periods:** -3 -2 -1	Phil Howe	Phase 2 implemented successfully on 1/04/08. Through the effective implementation process RMBC has successfully avoided major industrial unrest. Barrister commissioned to help defend Equal Pay challenges. Reasonable conclusion on No Win No Fee and Trade Union solicitors' cases. There are two low value unresolved claims from the no win no fee solicitor. The memo of understanding with the trade unions has now been signed and individual offers of settlement were passed to the trade unions' solicitors. Thirty eight new claims from Trade Union Members have been received. No offers have been made to these new claimants. There will always remain some as yet 'unknown' element of risk of challenge under Equal Pay & Single Status, which could in future require resources to defend.	**AMBER** 6 **Previous periods:** -3 -2 -1

Risk code boxes (under Risk Area column):

L	Ac	Al	S	P	SD	F
				√		√

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Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
Neighbourhoods and Adult Services						
0009	Adult Social Services: - Demand continues to increase and only the most vulnerable are being helped - in-house costs are higher than independent sector costs - recruitment, retention, resources L Ac Al S P SD F √ √ √ √ √ √	Significant adverse impact on council financial position Adverse inspection outcomes. Adverse press reaction and user / public satisfaction	R E D 16 **Previous periods:** -3 -2 -1	Chrissy Wright	The 2010/11 & 11/12 budget setting process has proposals to minimise the impact of cost and demographic pressures: (1) re negotiating contracts to achieve efficiency savings, (2) transforming traditional services to provide better outcomes, (3) reviewing high cost areas (4) increasing income – bringing charges in line with other LA's, and (5) continuing shifting the balance of care to the independent sector. An Ageing Well Group has been established with representation from all partners. The work is progressing well, with a target April 2011 for the delivery of the Ageing Well Strategy and the implementation plan. An initial self assessment against the 12 criteria in DoH "Use of Resources in Adult Social Care" has resulted in actions being added into the Directorate Service Plan. Members have agreed to merge Re-enabling and wardens services to create a prevention/early intervention service. Merger will deliver full year savings of £1.3m and create capacity.	A M B E R 8 **Previous periods:** -3 -2 -1

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Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
					Cross Cutting	
0012	Local Government Reform Implementation Plan	Failure to implement statutory reforms provided for in national policy and new legislation	**RED** 16 Previous periods: -3 -2 -1	Matt Gladstone	All current statutory requirements are met. The implementation plan is capturing all developments. Consultations are being responded to. A cross council working group has been established to take forward the cross-cutting nature of the Localism Bill and a report will be presented to SLT and Cabinet in May/June. Reports will also be made to Cabinet members' delegated powers meetings as appropriate. A programme of sessions has been held for members as part of the member development programme. Members have agreed that further sessions should be held as the agenda develops. Arrangements are also in place to connect with the voluntary sector and parish councils' network.	**AMBER** 8 Previous periods: -3 -2 -1

L √ Ac √ Al √ S √ P √ SD √ F √

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Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
Cross Cutting						
0013	Commissioning	We continue to commission services in a traditional, unaffordable manner resulting in a failure to achieve better VFM and improved outcomes. .	**R E D** 25 **Previous periods:** -3 -2 -1	Matt Gladstone	The risk relating to the commissioning of some Children's Services increased due to a halt on some contracts as a result of £2.1m reduction in Area Based Grant. All contracts will be reviewed to ensure exit strategies are up to date and applied where appropriate. Position adversely affects chances of achieving commissioning objectives. The Council has just completed a review of policy and performance resources across the Council and this includes commissioning resources. The Director will now concentrate on ensuring that commissioning priorities are agreed by SLT and resources redeployed accordingly. The Commissioning VFM review which is seeking to improve outcomes and better VFM can now be quickly progressed. Main priorities for the coming year are achieving efficiency savings, co-ordinate across the organisation, improve external Children's placements into care and assist the School catering service	**R E D** 16 **Previous periods:** -3 -2 -1

L	Ac	Al	S	P	SD	F
√	√	√	√	√	√	√

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
Neighbourhoods and Adult Services						
0014	2010 Transition arrangements	Adverse impact on: - services to tenants - Housing Revenue Account resources.	**RED** 20 **Previous periods:** -3 -2 -1	David Richmond	Significant work is being carried out by RMBC and 2010 Rotherham Ltd senior managers to plan the transfer of services back to the Council. A comprehensive project plan is being developed to manage risks associated with the integration of all services. A strategy for absorbing the Company's residual financial position is in place and will be applied as the final position is clarified.	**AMBER** 12 **Previous periods:** -3 -2 -1

Risk matrix (0014): L | Ac | Al | S (√) | P | SD | F

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
Cross Cutting						
0017	Carbon Reduction Commitment (CRC)	Risk of non compliance with Carbon Reduction Order due to inadequate funding. The coalition government announced in the Comprehensive Spending Review that significant changes would be made to the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme	**A M B E R** 9 **Previous periods:** -3 -2 -1	Andrew Bedford	Carbon Reduction Fund to be set up. Registration for the scheme is complete. A Carbon Reduction Officer has been appointed to assist with identifying energy reductions & engaging with staff, clients, customers and schools to encourage energy efficiency. Systems already in place to produce the data required for the scheme, but improvements on accuracy, property changes and reporting in process. Risk is lowering in terms of our ability to participate in the scheme and produce accurate data. The current estimated cost of purchasing the allowances in 2012/13 has been built into the MTFS. The risk is still amber as details of the scheme are still changing, including the cost of purchasing the allowances so the amount built into the MTFS may prove to be insufficient. Work continues on reducing emissions across RMBC street lighting and operational properties. Work with schools continues but RMBC can only influence.	**A M B E R** 6 **Previous periods:** -3 -2 -1

Current Risk sub-table (for 0017):

L	Ac	Al	S	P	SD	F
√	√	√	√	√	√	√

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Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
Cross Cutting						
0018	EDRMS - Failure to implement EDRMS effectively across the Council. L Ac Al S P SD F √ √ √ √ √ √ √	Risk to Accommodation Strategy and WorkSmart Programme and unable to realise savings.	**AMBER** 9 Previous periods: -3 -2 -1	Andrew Bedford	First phase of the project successfully completed including full information audit and production of a draft file plan. A Steering Group with representation from all Directorates and RBT has been established and is meeting monthly to drive the programme forwards. Project plan produced setting out the roll out plan for all Directorates in the run up to the opening of the civic office. Project management arrangements are being established.	**GREEN** 3 Previous periods: -3 -2 -1
Cross Cutting						
0019	Maximising the value from the renegotiated RBT contract L Ac Al S P SD F √ √ √ √ √ √ √	Failure to fully realise the benefits of the strategic partnership with BT.	**AMBER** 9 Previous periods: -3 -2 -1	Andrew Bedford	Strong partnership governance arrangements and strengthened client arrangements in place. Further development of benchmarking to ensure value for money. Developing Joint Forward Plan. Exploring synergies with other BT sites.	**GREEN** 3 Previous periods: -3 -2 -1

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
CYPS						
0021	Sustaining improvement post intervention.	Future intervention from OFSTED/DFE. Children exposed to inadequately managed risk. Council exposed to financial and reputational risks. Impact on future inspection outcomes.	**RED** 25 **Previous periods:** -3 -2 -1 ☐ ☐ ☐	Joyce Thacker	Service improvement and school attainment improvement plan is monitored fortnightly internally and monthly by DFE. Milestones meeting confirmed that Ministers felt progress was satisfactory. Fostering inspection June 2010 outcome satisfactory. Safeguarding and Looked After Children (LAC) inspection July 2010 outcome satisfactory. Action plans in place. Confirmation of removal of Notice To Improve received on 13 January 2011. Action plans subsequently reviewed and updated to reflect current position and future improvement targets.	**AMBER** 12 **Previous periods:** -3 -2 -1 ☐ ☐ ☐

Risk area matrix (Ref 0021): L Ac Al S P SD F — √ under L

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
CYPS						
0022	CYPS Resources	Insufficient and Ineffective use of resources to meet statutory and moral obligations due to focus on high priority services.	**R E D** 25 Previous periods: -3 -2 -1	Joyce Thacker	Additional funding made into the service in 2010/11 and plans are being implemented to improve the use of existing resources. Regular monitoring and reporting of risks and progress to Cabinet, Scrutiny and Directorate Leadership Team. A review of partnerships and contributions is being undertaken. Savings work programme being implemented in key areas. All high spend areas are under review but these are mainly volatile and related to children in care. Due to high proportion of at risk grant funding we are looking at all non statutory services to assess the need to continue. Risks continue as pressure to place Children in care continues. Following the Council's injection of additional funding in 2010/11, CYPS is projecting a balanced budget outturn. 2011/12 settlement agreed at full Council on 3 March 2011. CYPS continue to work through service reductions.	**R E D** 16 Previous periods: -3 -2 -1

L	Ac	Al	S	P	SD	F
√						

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
EDS						
0024	Community Stadium	Failure by Rotherham UFC to secure funding to build a stadium, resulting in a lack of a crucial community facility. The site will not be purchased if the lease is not acceptable to the club. No provision has been made in the Council's MTFS for the payback of the bond, should the football club fail to move back into Rotherham. Reputation damage.	**AMBER** 9 **Previous periods:** -3 -2 -1	Karl Battersby	Outline planning permission has been granted for the development. The purchase of the site from Evans of Leeds has been successfully negotiated and completed by RMBC. Lease agreement between RMBC and RUFC to be finalised. Planning application for infill and land levels to be considered by planning board on the 28th April, to enable start on site in May 2011. RUFC has selected the contractor. If the build subsequently falls through, the land ownership would revert to RMBC. RMBC would then be liable for the listed building and would need to identify funding for maintenance, restoration and security etc.-	**AMBER** 6 **Previous periods:** -3 -2 -1

Risk icons row: | L | Ac | Al | S | P | SD | F |
with √ marked under L.

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
EDS						
0025	Civic Centre - WorkSmart Project	Parts of the new building are not taken up. The existing estate remains partly occupied. Incomplete adoption of WorkSmart practices.	**AMBER** 9 Previous periods: -3 -2 -1	Karl Battersby	Effective leadership and adoption by departments of WorkSmart. Effective project management- contractual and logistical tasks re: detail programmes. WorkSmart Steering Group is being disbanded; the construction project will now report to Strategic Director, EDS and WorkSmart to the Estates Manager, EDS through Directorate Champions.	**GREEN** 4 Previous periods: -3 -2 -1
Cross Cutting						
0027	Managing budget adjustments	Failure to deliver relevant services and achieve substantial budget reductions. Change management relating to the service adjustments necessary.	**RED** 20 Previous periods: -3 -2 -1	Andrew Bedford	Given highest priority through the Strategic Leadership Team and Cabinet having an ongoing focus on Government announcements made and by considering future options for services. Additional actions to mitigate the impact of budget reductions are being identified and implemented.	**AMBER** 12 Previous periods: -3 -2 -1

For 0025: L Ac Al S P SD F — √ under L

For 0027: L Ac Al S P SD F — √ under L

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
EDS						
0029	Highway Maintenance	Maintenance of the highway so that it meets at least national average standards for condition is a corporate priority. Due to a 50% reduction in external funding and insufficient revenue funding for maintenance the general condition of the highway will fall to below national average condition within 3 years.	**R E D** 20 **Previous periods:** -3 -2 -1	David Burton	Review packaging of work to include "super patching" as a replacement to major schemes Approval has been given for additional funding Review operational and working arrangements for highway teams leading to a reduction in overtime and reduced unit costs. Target is 5% increase in efficiency by May 2011	**A M B E R** 9 **Previous periods:** -3 -2 -1
CYPS						
0030	Schools' Collaboration	Impact of schools commissioning (or not) services on a collaborative basis could impact on the Local Authority. Services such as finance, building management, health and safety, SEN etc could be affected. This would impact on the Council more widely than just CYPS.	**R E D** 16 **Previous periods:** -3 -2 -1	Joyce Thacker	The situation is currently being monitored and a report being prepared for Cabinet. The Strategic Director has communicated with all Head Teachers and Chairs of Governors regarding the implications of collaboration and purchasing services from outside the Council. The appetite for schools to pursue this route is still being assessed	**A M B E R** 12 **Previous periods:** -3 -2 -1
CYPS						

For 0029 — Risk sub-categories: L √ | Ac | Al | S | P | SD | F

For 0030 — Risk sub-categories: L √ | Ac | Al | S | P | SD | F

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
0031	Free Schools and other School Arrangements L | Ac | Al | S | P | SD | F √	With the introduction of free schools and other arrangements - risk of LA school falling numbers, loss of revenue, reduction in attainment of C & YP in Rotherham.	**RED** 16 **Previous periods:** -3 -2 -1	Joyce Thacker	The situation is currently being monitored and a report will be prepared for Cabinet in due course. The implications for local schools in relation to pupil learning and financially is being assessed by CYPS working with schools in the areas of proposed free schools.	**AMBER** 12 **Previous periods:** -3 -2 -1

Agenda Item 7

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet
2.	Date:	27th April 2011
3.	Title:	Town Centre Accommodation Strategy
4.	Directorate:	Environment and Development Services

5. Summary

The purpose of this report is to seek approval for the implementation of an Ancillary Services Building (ASB).

6. Recommendations

That Cabinet agrees:-

1) that Bailey House is retained as the Ancillary Services Building
2) that funding for Bailey House is agreed - within the Town Centre Accommodation Strategy funding envelope.

7. Proposals and Details

Introduction and Background

The purpose of this report is to seek approval for the implementation of an Ancillary Services Building (ASB).

7.1 Ancillary Services Building

In summary the objective of this building project is the creation of a facility to house departments and functions that will not be re-located to Riverside House (the New Civic Building) in early 2012.

This includes many elements of Cultural Service provision that were originally envisaged as being housed in a £30 million Cultural Quarter on Forge Island.

Departments and functions requiring accommodation are identified as follows:

- Elections service and storage
- Corporate Records storage
- Evidence stores
- Museums storage
- RBT Print Unit
- ICT back-up facility
- Corporate Post Room
- Bibliographic storage and support services
- Archives and Local Studies – Front facing services and storage
- CX Legal Library
- Deeds storage
- Yorks & Lancaster Regimental Museum
- GMB office
- Urban Traffic Management Control Room

Progress to date

An outline Brief in the form of a Project Initiation document was prepared in August 2010 as the basis for identifying a suitable building for use as the ASB. Details of requirements were obtained from the relevant Managers/Teams either through meetings or via briefing information previously supplied.

The Land and Property Team identified two potential sites within the Authority's existing property portfolio: Eastwood Depot and Bailey House. Rawmarsh Library was also briefly considered but was not of an adequate size to house the required services.

Eastwood Depot was inspected in October/November 2010 by Asset Management staff. It was concluded that the site was unsuitable for use as the ASB for a variety of reasons including primarily:

- The layout of the existing buildings and spaces are not appropriate for the type of accommodation required.
- The condition of many of the existing buildings would necessitate extensive refurbishment to bring them up to an acceptable standard.
- The location of the site, including customer access, and the nature of the surrounding area giving rise to security concerns.

A review of existing plans by Asset Management staff suggested that Bailey House could be adapted to provide a suitable ASB facility, subject to the constraints imposed by the buildings' floor loading capacity.

In general the level of refurbishment is intended to be limited as far as possible, with the exception of the public-facing areas (Reception, archives and local studies and the Regimental Museum). Finishes in other areas are to be retained and existing furniture re-used. The racking currently installed at Cornerstones (Doncaster Gate) will be dismantled and re-installed in the Corporate Records Management area, thus reducing the extent of new racking required. However it is recognised that certain areas of the building will require the installation of additional mechanical services to meet the requirements of the project brief/ British Standards.

Asset Management staff have undertaken a consultation exercise with Managers of the relevant departments.

It is envisaged that, subject to negotiations with the building contractor, EDS will move into Riverside House in November/ December 2011, thereby allowing the works to Bailey House to progress.

7.2 ASB Bailey House

Costing for the works to Bailey House to create an ASB has been estimated at £1.5 million.

7.3 Bailey Suite Closure

In order to meet the timescales for the decant into Riverside House, works to the Bailey Suite, to accommodate the RBT Print Room, need to be carried out in advance, to enable this the Bailey Suite needs to be closed and stripped out starting in 27th June 2011.

This will have a financial implication on EDS revenue accounts which has a target of £16,000 pa income from bookings of the Bailey Suite.

7.4 Civic Theatre

As £23 to £30 million of funding for the new Cultural Centre on Forge Island is not guaranteed, Cabinet has agreed to keep the existing Civic Theatre. To ensure best use is made of the existing theatre, in both the short and long term, EDS is working up costs and a business case to cover:-

a) Essential maintenance / condition works.
b) Improvements to Foyer, Balcony, Office and Toilets
c) Improvements to Cafe Bar Area
d) Improvements to auditorium seating
e) Conversion of the annex to a Studio Theatre.

The business case is then scheduled for consideration by the Capital Strategy and Asset Review Team (CSART) for onward transmission to Cabinet.

8. Finance

Bailey House / ASB

The Riverside House / Town Centre Accommodation Strategy have been revisited by Asset Management and Financial Services.

On the basis of the current Town Centre Capital Strategy cost estimates the Bailey House/ ASB project expenditure can be accommodated within the overall funding envelope for the Town Centre Accommodation Strategy Project (New Civic Quarter).

It should also be noted that the following additional projects have also been accommodated within this budget envelope.

a) addition of the library to Riverside House
b) the use of Bailey House as an Ancillary Services Building
c) refurbishment of the Eric Manns building.
d) refurbishment of the Town Hall
e) procurement and refurbishment of Doncaster Gate
f) decant and closure of Crinoline House

9. Risks and Uncertainties

Development Control Approval for a Change of Use at Bailey House is required.

A detailed Flood Risk Assessment for Bailey House has been carried out.
The Risk Assessment suggests that the building is already adequately protected from flooding. Measures are in place to mitigate the risk of flooding, in the form of temporary bunding using the AQUASAC system which will be deployed in the event that flood water appears likely to reach the building. These measures are however subject to approval by the Planning Authority and the building/contents Insurers.

There is a known presence of Asbestos Containing Materials (ACMs) in Bailey House; an intrusive Asbestos Survey will therefore be required to identify all ACMs and develop proposals either for their removal or encapsulation, with associated costs.

The move of artefacts and records from the Library building are complicated due to the value, size, weight and delicate nature of the items stored there. This could adversely effect the time needed to decant from the Library.

Risks to service cultural delivery in terms of access/signage/location due to relocation or during the moves.

Risk to timescales –Member approval will be necessary for any potential withdrawal of services during the move.

10. Policy and Performance Agenda Implications

All proposed moves must be carried out in accordance with the policy and procedures previously agreed by Corporate Management team.

11. Background Papers and Consultation

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Agenda Item 8

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:-	The Cabinet
2.	Date:-	27th April 2011
3.	Title:-	Priority Regulatory Outcomes; A New Approach to Refreshing the National Enforcement Priorities for Local Authority Regulatory Services
4.	Directorate:-	Neighbourhoods and Adult Services

5. Summary

The Government is holding a consultation on creating the conditions for a simpler regulatory system which will allow services to maximise local outcomes by reducing the regulatory burdens on business and ensuring the protection of the public. The key thrust of this is to introduce for the first time a set of regulatory priority outcomes.

The document was published by the Local Better Regulation Office on Monday, 7th February 2011 and the consultation period ends on 6th May 2011.

This consultation identifies proposals to replace the existing national enforcement priorities for England with broader priority regulatory outcomes. The Paper seeks to reflect issues of concern to local citizens and businesses, including the quality and safety of the local environment, quality of life issues such as housing, noise and anti social behaviour, and the hygiene and safety of local retail outlets. To this end the Paper proposes five Enforcement Priorities with identified outcomes.

In line with new corporate reporting protocols on Government consultations this consultation is assessed as being "strategic" and, therefore, requires scrutiny and Cabinet consideration. Due to the time restraints of the consultation period the report is required, instead of Performance & Scrutiny Overview Committee, was considered at the Sustainable Communities Scrutiny Panel meeting on the 21st April 2011. Cabinet Member for Safe and Attractive Neighbourhoods has been briefed on the consultation and will make direct contribution within the reporting process.

6.   Recommendations

It is recommended that Cabinet considers the detail of the report and confirms agreement to the corporate response to the Government consultation

7. Proposals and Details

The proposed changes to the National Enforcement Priorities are part of the current Government's drive to decentralise power to individuals and communities, focusing public services on the needs of the public and business. The consultation report, prepared by the Local Better Regulation Office, and in the longer term to be overseen by the Department for Business, Innovation and Skills, sets out a changed approach to national enforcement priorities for local authority regulatory services that reflects this commitment to devolve power to the local level and empower the public and businesses to hold public services to account as part of the Big Society.

Local authority regulatory services of Environmental Health, Trading Standards, Licensing and Fire Safety play a vital role in protecting local communities and supporting businesses to comply and prosper. They are responsible for delivering the outcomes that matter to local people. The economic, social and environmental impact of regulatory activity means that regulatory services are an important asset to communities, citizens and businesses.

The *Priority Regulatory Outcomes; A New Approach to Refreshing the National Enforcement Priorities for Local Authority Regulatory Services* seeks to replace the National Enforcement Priorities established in March 2007 in the Rogers Report, *National enforcement priorities for local authority regulatory services.* The suggested new priorities broaden the scope of the priorities to place emphasis on partnership working and the involvement of members of the public and business to achieve the desired outcomes and in doing so re-brands the priorities as "Priority Regulatory Outcomes".

This shift has been based on research that found that although national enforcement priorities had been useful in building reassurance about the importance of regulatory activities, the priorities did not take sufficient account of the importance of local priorities and the need for regulatory services to effectively demonstrate how they were contributing to locally important outcomes.

Importantly, the priorities listed in this consultation report set out outcomes that the Government states that 'all local authorities should *have regard to* in service planning and resource setting' (*Priority Regulatory Outcomes A New Approach to Refreshing the National Enforcement Priorities for Local Authority Regulatory Services* p 18).

Consequently the consultation paper suggests five new priorities with desired outcomes and delivery mechanisms. These are shown in Appendix 1 but can be summarised as follows;

- **Priority 1: Protect the environment for future generations by tackling the threats and impacts of climate change.**

    o **What is Important:** Climate Change, Impact on Health and Wellbeing managing the risks and impacts of Flooding and Water Quality, measures to influence energy efficiency, co-ordinating emergency responses.

- **Priority 2: Improve quality of life and wellbeing by ensuring clean and safe public spaces**

    o **What is Important:** Fly-Tipping, litter and illegal waste, Contaminated Land, Air Quality, Nuisance and anti-social behaviour, including disorder

associated with underage consumption of alcohol and other age restricted products, Private Rented Housing Conditions.

- **Priority 3: Help people to live healthier lives by preventing ill health and harm and promoting public health**

    o **What is Important:** Alcohol and Tobacco, Health and safety and wellbeing at work, Fire Safety, Pest Control, Allergy Awareness.

- **Priority 4: Ensure a safe, healthy and sustainable food chain for the benefits of consumers and the rural economy**

    o **What is Important:** Diet and nutrition, Food Borne Disease, Food Safety, Animal health and welfare and disease control.

- **Priority 5: Support enterprise and economic growth by ensuring a fair, responsible and competitive trading environment**

    o **What is Important:** Supporting enterprise, particularly small businesses, proportionate enforcement, Fair Trading, Intellectual Property crime, Debt and Credit issues, Counterfeiting and Piracy, Product Safety.

The emphasis of the priorities is clearly linked to the issues that affect the public, with delivery mechanisms firmly emphasising partnership working between enforcement agencies and other partners together with community groups. A common thread running through each of the priorities is a recognition that the views of local citizens and businesses are important.

It is not anticipated that the proposed enforcement/regulatory outcome priorities will fundamentally alter the direction of Rotherham's delivery of enforcement function given that the Authority is already well positioned to introduce the priorities and the delivery mechanisms necessary to provide the outcomes.

Current strategic alignments of the Business Regulation and Safer Neighbourhoods services are focused on ensuring compliance with standards via enforcement and regulation in a range of quality of life and health impact scenarios which direct affect local residents and commercial activity.

An alignment of the services' functions and outcome in comparison to the consultation's priority areas are shown in Appendix 2.

Consequently response to the consultation is brief and is shown in Appendix 3.

8. Finance

Delivery of the regulatory enforcement functions is provided from the Council's General Revenue Fund and the proposed prioritisation of regulatory outcomes will be managed within existing resources.

9. Risks and Uncertainties

With the proposed new enforcement priorities being already substantiating existing corporate policy and strategic direction it is viewed there is little to no risk in the introduction of the new priorities. The thrust of the proposal provides evidence to partners, the public and business that the Council is focused on delivering on what is not only seen as important locally but also fulfilling national policy drivers too.

Failure to effectively address enforcement priorities may lead to a negative perception from local stakeholders and central government.

10. Policy and Performance Agenda Implications

The proposed enforcement priorities clearly fit within existing strategic priorities in Rotherham. In particular the proposed national regulatory outcomes directly impact on:

- **Helping to Create Safe and Healthy Communities and;**
- **Improving the Environment.**

The enforcement priorities will also contribute to:

- **Ensuring care and protection are available for those people who need it most.**
- **Making sure no community is left behind.**

The enforcement priorities impact either directly or through contribution to all agendas around the Community Strategy's SAFE theme and the Joint Strategic Intelligence Assessment (JSIA) for Rotherham.

The enforcement priorities clearly link directly to the Government's public health strategy *Healthy Lives, Healthy People: Our strategy for public health in England* and the associated White Paper.

11. Background Papers and Consultation

Priority Regulatory Outcomes A New Approach to Refreshing the National Enforcement Priorities for Local Authority Regulatory Services – LBRO Consultation February 2011

National enforcement priorities for local authority regulatory services – Rogers Report March 2007

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Overview of the Priority Regulatory Outcomes

Priority regulatory outcomes	Regulatory activity that will support delivery of the outcomes (1)	Link to the Programme for Government	Delivery mechanisms (2)
Protect the environment for future generations by tackling the threats and impacts of climate change	▪ Managing the risks and impacts of flooding ▪ Improving energy efficiency in housing	Environment, Food and Rural Affairs Energy and Climate Change	▪ Increasing focus on the role of consumers in influencing the wider environmental behaviour of businesses and the markets. Consumer-driven campaigns are successful in raising the profile of environmental issues and driving changed behaviour. ▪ Co-ordinated preventative and emergency response action, working with Environment Agency, DEFRA and professional bodies
Improve quality of life and wellbeing by ensuring clean and safe public spaces	▪ Tackling waste and environmental crime ▪ Reducing anti-social behaviour through appropriate alcohol licensing ▪ Improving local housing conditions ▪ Improving local air quality	Environment, Food and Rural Affairs Crime and Policing Communities	▪ Community action through the Big Society, working with Keep Britain Tidy, local businesses and other interest and action groups. ▪ Encouraging individuals to take responsibility for their environment ▪ Collaborative working between agencies, including local authorities, Environment Agency, National Environmental Crime Team, police and other enforcement agencies.
Help people to live healthier lives by preventing ill health and harm and promoting public health	▪ Protecting employees from injury and ill health at work ▪ Protecting public health through pest control ▪ Reducing the risk and costs of fire in non-domestic premises through fire safety ▪ Minimising health inequalities and negative economic impacts through tobacco control	Public Health Communities	▪ Providing information and employing innovative techniques to change behaviour, using a variety of means to influence and assist duty holders, businesses and consumers. ▪ Co-ordinated information and enforcement campaigns by local authorities, that engage other local services and community groups and work with business to design solutions ▪ Collaborative working with policy departments, national regulators and professional bodies, including the Health and Safety Executive, Home Office, Communities and Local Government.

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	▪ Protecting young people from the health issues related to excessive alcohol consumption through age restricted sales		
Ensure a safe, healthy and sustainable food chain for the benefit of consumers and the rural economy	▪ Protecting against public health risks and damage to the farming industry through securing compliance with animal health and welfare legislation ▪ Improving food standards ▪ Preventing food borne disease through better food hygiene and safety	Environment, Food and Rural Affairs Public Health	▪ Providing information to change consumer behaviour regarding food and nutritional choices, using a variety of means to influence and assist consumers and businesses. This will include joint working with the Department of Health and Food Standards Agency. ▪ Collaborative enforcement and disease control, including DEFRA, Animal Health and local authorities, and supporting better regulation for farming, working with farming industry representatives.
Support enterprise and growth by ensuring a fair, responsible and competitive trading environment	▪ Promoting local prosperity by supporting businesses to achieve compliance ▪ Tackling the issues of intellectual property crime ▪ Protecting consumers and compliant businesses from fraudulent and illegal trading practices	Business Consumer Protection Culture, Olympics, Media and Sport	▪ Local enterprise partnerships provide an opportunity for businesses and local public services to focus on supporting enterprise in their localities. There is a clear role for regulatory services to contribute to improved support for business, including new and start up businesses. ▪ Primary Authority provides a robust mechanism for local authorities to deliver assured advice to business, reduce burdens and focus on supporting businesses to grow through a relationship of trust and openness. ▪ Co-ordinated enforcement and intelligence sharing involving a range of enforcement bodies, including trading standards, specialist Scambusters, Illegal Money Lending and e-enforcement teams, Office of Fair Trading, Police, and UK Border Agency as well as sectoral regulators. ▪ Promoting greater awareness and responsible consumer behaviour through provision of information, allowing consumers to make informed choices.

1 The activity prioritised at a local level is an issue for local authorities to decide, using their own intelligence, analysis of local need and the views of citizens and business. The activity prioritised should contribute to achieving the priority regulatory outcomes.

2 The overarching rationale of the Government is that intervention should only occur when necessary, respecting the contribution of individuals.

Strategic alignments of current "Environmental Health" Services to Proposed Priority Regulatory Outcomes

Safer Neighbourhood Services	Business Regulation
Delivering against Priority Outcomes 1 & 2 ▪ Protect the environment for future generations by tackling the threats and impacts of climate change ▪ Improve quality of life and wellbeing by ensuring clean and safe public spaces	Delivering against Priority Outcomes 3, 4 & 5 ▪ Help people to live healthier lives by preventing ill health and harm and promoting public health ▪ Ensure a safe, healthy and sustainable food chain for the benefit of consumers and the rural economy ▪ Support enterprise and growth by ensuring a fair, responsible and competitive trading environment
▪ Reducing antisocial behaviour ▪ Improving local private housing conditions ▪ Improving local air quality ▪ Environmental impact of land use ▪ Local Environmental Quality, and ▪ Tackling waste and environmental crime	▪ Protecting employees from injury and health at work ▪ Protecting young people from the health issues related to excessive alcohol consumption through age restricted sales ▪ Minimising health inequalities and negative economic impacts through tobacco control ▪ Protecting against public health risks and damage to the farming industry through securing compliance with animal health & welfare legislation ▪ Improving food standards with regard to labelling, reducing salt levels, etc ▪ Preventing food borne disease through better food hygiene and safety ▪ Ensuring food is safe and fit to consume. ▪ Promoting local prosperity by supporting businesses to achieve compliance ▪ Tackling the issues of intellectual property crime ▪ Protecting consumers and compliant businesses from fraudulent and illegal trading practices
Functions and activities covered by the team include: ▪ Environmental Noise Control ▪ Statutory Nuisance ▪ Pollution Control Enforcement ▪ Industrial Pollution Regulation ▪ Private Sector Housing Enforcement ▪ Land Use Planning Assessment ▪ Enforcement of LEQ standards including fly tipping & other enviro-crime ▪ Eradication of pests ▪ Control of Stray Dogs ▪ Traveller/Gypsy Land Trespass resolution ▪ Neighbourhood Wardens ▪ Air & Land Quality Management ▪ Closed Landfill management	Functions and activities covered by the team include: ▪ Food Hygiene and Standards ▪ Health & Safety at Work ▪ Water Quality ▪ Infectious Diseases ▪ Animal Health and Welfare ▪ Trading Standards ▪ Licensing (including enforcement) ▪ Bereavement Services (contract management)

A New Approach to Refreshing the National Enforcement Priorities for Local Authority Regulatory Services: Questions & Drafted RMBC Response

1. **Do the draft priority regulatory outcomes accurately address the regulatory issues and risks facing England?**

   Evidence from local surveys such as the Place survey and Your Voice Counts, together with national research from Government, CIEH and LACORS confirm that the draft priorities reflect the regulatory issues at both a local and national level.

   The priorities also reflect the holistic nature of enforcement bringing together a range of functions, partners and community to tackle issues in communities delivering recognisable focussed outcomes.

   The introduction of the new priorities is welcomed. However, there is a clear need for Local Authorities and Partners to performance manage the delivery of the outcomes together with establishing mechanisms for community impact and customer journey experiences.

2. **Are they suitably focused on emerging issues and future threats?**

   RMBC would agree that the priorities are suitably focussed on emerging issues and future threats both at a local and national level, fitting into national and local strategic approaches. At local level there is a need to monitor and review progress and ensure that the priorities are enshrined within service planning and strategic direction.

3. **Are outcome-focused priorities the most effective way to promote local discretion and meet the needs of local people, whilst providing a framework to meet national needs, such as support for economic growth and the protection of vulnerable citizens?**

   The outcomes and delivery mechanisms are flexible and ensure that direction is locally influenced whilst maintaining the delivery of national needs. There is a balance in delivery and influence between public, business and partners that will ensure that local discretion is exercised without losing sight of national and local drivers.

4. **Should the term 'priority regulatory outcomes' replace 'national enforcement priorities' to denote the list for English local authorities referred to in section 11(1) of the Regulatory Enforcement and Sanctions Act 2008?**

   RMBC would prefer the retention of the word 'national' within the term to ensure that suitable weight is given to the importance of these priorities.

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