

**Capital Programme New Capital Scheme Proposals – General Fund Investment**

**Regeneration & Environment**

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
CCTV Upgrade and Enhanced Capability	Capital Expenditure	0.000	0.350	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration and Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.350</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The Council has a broad range of CCTV arrangements from various fixed systems across a range of Council buildings through to permanent CCTV out in communities, including some on the highway. There are a total of 98 fixed CCTV installations in communities with the annual costs across maintenance and data totalling around £80,000. There are estimated to be a further 40 or more fixed cameras on council buildings with a further 136 cameras used across various departments from enforcement through to housing, the total costs across all systems are not currently known. The majority of CCTV is in the town centre and could be enhanced through further investment and more local control. There is also a significant level of CCTV across communities outside of the town centre, which this project would benefit.

Additional to CCTV but of relevance are additional assets such as the town centre radio system (used to support businesses in the town centre), various lone worker devices and monitoring systems. Work is required to fully understand the detailed costs associated with these systems.

The proposal has been costed at a mid-point price. A range of options will be scoped and costed up to the level of investment agreed. The level of investment above would enable enhanced monitoring capability and more local control over the system. And enhanced system capability could be marketed to the private sector, with retail areas commonly engaged in arrangements with Councils who monitor their CCTV systems for a fee. This would also deliver enhanced capability to both Council and Police teams engaged in enforcement activity. At a smaller level of investment (circa £200,000) the capability of the system could be upgraded to enhance enforcement and allow for greater reassurance to the public, which would be welcome in light of the planned future for the town centre area. This would deliver an upgraded system, potentially reducing some data costs and also providing a desktop review facility for authorised officers, increasing efficiency. The system at either level of investment would also seek to connect the Councils total assets in this area, which are currently disparate.

Specific proposals for use of the capital allocation to come back to Cabinet for approval.

## Outputs and Outcomes

Aside from the potential cost reduction and income, which would require further scoping, the project could also deliver the following benefits:

- Reduction in crime
- Reduction in anti-social behaviour and environmental offences
- Increased feelings of safety/positive perceptions

## Financial Implications

As noted above, there would be ongoing revenue cost incurred in addition however, there may be a case for savings and income which could support costs. Partners such as the Police and Crime Commissioner could also be approached for support.

## Risks

Potential risk through the creation of an additional revenue pressure. To mitigate, detailed scoping would be required, which would require additional short term resource to coordinate, alongside cross-directorate support.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Highway Repairs post 2020 Roads Programme	Capital Expenditure	0.000	6.000	6.000	6.000	6.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration and Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>

The highway network managed by RMBC represents the biggest financial asset that the Council is responsible for, it is therefore essential that it is well managed and maintained. The Highway Network is strategically managed and maintained in accordance with the Highway Asset Management Policy, Strategy and Highway Asset Management Plan (HAMP). Good asset management is essential in enabling RMBC to effectively deliver highway services to achieve our long term corporate priorities.

Asset management principles enable informed decisions to be made about investment and maintenance funding. Resources can then be targeted at where they are most effective and enable the identification and management of risk associated with our statutory duty to manage and maintain our highways. Therefore the Council does not follow 'worst first' prioritisation planning, it aims to improve the network to a better condition whilst maintaining those in the poorest condition by timely intervention.

The current Council investment, focused on the unclassified network, ends on the 31<sup>st</sup> March 2020. This has delivered real benefits to the highway network. Further continued investment is required to ensure that the maximum benefit is gained from this investment and that the current stabilisation in the deterioration of the unclassified network (estate roads) continues, and potentially moves to a reduction in the percentage of the roads that require repair.

In order to stem the decline in condition of the Unclassified network it is essential that this part of the highway network is adequately maintained and accorded sufficient priority for funding over the coming years.

#### Outputs and Outcomes

The condition of the principal, non-principal and unclassified networks are a Council Corporate Priority with reference to the agreed lifecycle planning methodology to deliver an efficient value for money improvement in the condition of the Councils road network.

The proposed future Capital investment in the unclassified network condition will deliver an improvement in the percentage of Green and a reduction in the Amber and Red classification of the estate road network. The full delivery of the Capital expenditure 2020 / 2021 – 2023 / 2024 will achieve or be better than the current national average of 17% of the unclassified network in a red condition.

The identification of roads and footways for inclusion in the Indicative Highway Works Programme is determined by a scoring matrix, detailed in the Highway Asset Management Plan. The aim of this process is to prioritise sections of highway for inclusion in the works programme that will provide value for money and improve levels of service whilst limiting the impact of these works. As part of the investment proposal Members will be invited to submit suggestions regarding which unclassified roads in their Wards they would like to see repaired. These suggestions are assessed for suitability and, if they meet the criteria, the suggested street is included in the Indicative Highway Repair Programme.

## **Potholes**

The recent investment in Rotherham's roads has seen a significant reduction of potholes repaired across the network from 34,000 in 2014/15 to 22,252 in 2018/19. For the 1<sup>st</sup> Quarter this year (April to June) only 4,623 potholes have required repair (which if projected forward would see a further reduction of pothole repairs.) A future investment will ensure potholes numbers do not increase to former levels. Roads with a high number of potholes will be considered in the works prioritisation process, for inclusion in the Highway Works Programme for resurfacing, and as a consequence the number of potholes requiring repair has reduced significantly.

## **Highway Claims**

The adopted CoP for Highway Inspection provides a robust method to evidence that the Council is carrying out its statutory duties and provides information to enable the Council to consider any claims for damage received from road users.

Between January 2011 and December 2014, the Council received 1,410 highway claims. This compares to 1,196 highway claims received between January 2015 and December 2018; a reduction of around 15%. This year has seen further reductions in highways claims, with the period January 2019 and August 2019 having the lowest record number of claims for any year.

The Council's Insurance and Risk Manager has confirmed that the Highways Service is maintaining an extremely high claim repudiation rate, whilst continuing to drive down the overall cost of claims. Highways repudiation rates have consistently been acknowledged as being amongst the best in the country, by both the Council's insurers and their appointed claims handlers (Gallagher Bassett).

## **Customer Feedback – Complaints/Compliments/Questionnaires**

Highway Services receives reports and complaints throughout the year from residents, businesses and visitors relating to the highway network. The Service receives around 74 complaints per year, with on average only 5 complaints being upheld each year. This is in contrast with the high number of compliments received by the service per year of around 144. A future investment will ensure customer feedback remains high.

The service undertakes post-construction satisfaction surveys to properties affected by highway repair works. The questionnaire asks residents who have been directly affected by the delivery of a highway scheme their opinion on all aspects of the work.

The questionnaire includes a range of questions;

How well residents and businesses were informed about the works before they started

Did the works start on time

Quality of the Works

Was the site left clean and tidy

Professionalism of staff carrying out the works

The survey results for 2018/19 show very high satisfaction with the Services performance, with all eleven questions achieving a score in excess of 90% satisfaction and most are greater than 97%. A future investment will ensure customer satisfaction remains high.

#### Financial Implications

An improvement in the condition of estate roads to the national average for unclassified networks would require an additional long-term investment of £6m per annum over four years, from 2020.

#### Risks

The Council recognises the importance of the road network being well maintained. The consequence of a poorly maintained highway network impacts directly on all road users, has a detrimental impact on the local economy and on user's perceptions of the Borough. Poor roads mean increased vehicle operating costs, delays and less safe roads, and as a result may influence investment decisions. The importance of maintaining strategic routes aligns with Sheffield City Region LTP goals, which is to 'Support Economic Growth by ensuring our highway networks are well maintained to keep people and goods moving effectively'.

Highway-related operational risks vary in nature. Highways, Roads & Carriageways include the potential for tripping claim liability through defects on the highway. The Council's success in complying with the requirements set out in Section 58 of the Highways Act means that we currently repudiate 94% of all Highways insurance claims. The service has achieved similar results over the past several years and is recognised within the insurance industry as one of the best performing authorities in the country in this regard.

Without a long-term strategic investment in Rotherham's roads; its condition, customer satisfaction, pothole numbers, highway claims could return to a high level.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Street Scene Improvements	Capital Expenditure	0.053	1.397	0.131	0.100	0.042
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration and Environment	<b>Net (Corporate Resources)</b>	<b>0.053</b>	<b>1.397</b>	<b>0.131</b>	<b>0.100</b>	<b>0.042</b>

The Street Scene improvements programme will cover 3 main themes:

Litter Bin Renewal and Improvement:

The litter bin stock across the borough consists of circa 2200 bins which have suffered from limited investment for a number of years, during 2019 capital investment has been made available which has started to address some of the problems within the stock, which primarily was removal of low capacity concrete bins circa 70, replacement of previously removed and some damaged bins 160 this made some improvement on stock condition. The service also installed circa 60 litter bins to facilitate requests from wards at 3 per ward and installed innovative technology within the Town Centre with 12 solar bins and one outside the Town Centre at Parkgate shopping. Indications suggest that the first trial of solar bins has greatly reduced the frequency of emptying when compared to traditional bins, freeing up staff time to undertake other street cleansing. The current stock still requires 265 replacing due to damage / missing and sustainable investment to maintain it on a year to year basis. Proposals for these assets includes introduction of a further 37 solar bins in the Town Centre, 61 solar bins in townships and significant areas of footfall, dual compartment litter / dog bins for locations of high usage by dog walkers, standard bins for all other areas across the borough over the next 3 years and a replacement programme to maintain stock and street scene to an acceptable standard.

For the Town Centre these have been surveyed and numbers relate to completing the main town centre areas. For the townships and high footfall areas, these remain an estimate and need to be surveyed to confirm numbers. Additionally there has been a look at shop fronts that potentially would benefit from such an initiative.

Street Scene equipment/vehicles:

Weed killing - currently the service operates 6 quadbikes which 5 are coming to end of natural life and require replacing to fulfil the weed killing operation.

Moving to the zonal working approach each zone will require 2 units and one overall spare.

This is a requirement of 6 new units and spraying equipment.

Sports Pitch Marking – currently the service operates 2 pitch marking buggies zonal working will require the introduction of a further unit to allow fulfilment of the services.

Toro 48” Banks machine – required for implementation of zonal working due to team structures.

Town Centre - currently the town centre operated dedicated electric vehicles these are currently coming to the end of natural life and are creating a number of operational issues.

Movement of ride on mowers – the service currently transports “ride on” mowers on the road. Restrictions exist relating both to fuel and health and safety for this operation and as such six additional vehicles and trailers are required for the service.

Asbestos Transportation – changes in legislation require asbestos to be transported in a covered vehicle which service currently does not operate.

#### Zonal Working - Street Scene and Zonal Working:

An essential part of the customer and digital programme within Community Safety & StreetScene services has dependencies on end to end integration of processes and workflows to embed efficiencies. At present across street cleaning and grounds maintenance, the services do not use any back office IT systems which would enable integration of processes and workflows.

The requirement for back office IT and Digital systems within the new Zonal way of working across street cleaning and grounds maintenance is very specific:

- A back office system that seamlessly integrates with the Council's new customer CXM Jadu.
- A back office system that removes the need for manual scheduling of tasks through an intelligent resource management / dynamic scheduling system.
- Two way integration between the back office and CXM to enable end to end integration, customer notifications and dynamic scheduling.
- Mobile solution that enables access to live information and ease of work scheduling.

#### Outputs and Outcomes

##### Litter Bin Renewal and Improvement:

Litter Bin Renewal and Improvement:

Strategic approach to management of the bin asset.

Provision of programme to maintain bin stock on annual basis.

Consistent well-presented street scene environment.

Modern service delivery, less overall bins to be managed and maintained

Minimising staff time required to empty the most frequently used bins, freeing operatives to work on other street cleansing activity.

##### Street Scene equipment/vehicles:

Weed killing - Improved efficiency for weed killing operation, improved continuity with service for breakdown cover, higher application frequency.

Pitch Marking -Reduced travel time on road, Increased efficiency, Support zonal working.

Banks -Reduced travel time on road, Increased efficiency, Support zonal working.

Town Centre Vehicles- Operation requirement to provide service.

Movement of ride-ons – Compliance with fuel and road funding requirements, legislation compliance.

Asbestos transportation – Legislation compliance.

##### Zonal Working - Street Scene and Zonal Working:

The outcomes and outputs for the street cleaning and grounds maintenance services through the introduction of this specialist technology are:

- Enables Community Safety and Street Scene services to meet some of its commitments for the customer and digital programme.
- Create a responsive service that is delivered through modern and digital means.

- Enables delivery of services aligned to actual local needs.
- Increased access to business intelligence to drive workforce planning – using information from day to day maintenance and flow of requests to inform service and workforce planning – e.g. street bin collections, grass cutting rotas.
- Improved customer experience; a more customer responsive, proactive updating supported by tracking, and a localised service.
- Reduction in avoidable contact – customer contacts that add no value – e.g. chasing updates/ chasing execution of tasks/ scheduled work aligning to demand which will avoid the need to unnecessarily contact customers and deliver a more seamless service.

## Financial Implications

### Litter Bin Renewal and Improvement:

Capital requirement

£ 53k Repair / replace existing stock.

£735K Install new solar bins.

£ 80K Introduction of dual purpose bins.

£300k Replacement of remaining bin stock over 3 years Standard bins (Alternative metal bins £680K)

£ 42K Annual replacements after year 3 (Excluding solar bins)

### Street Scene equipment/vehicles:

Weed killing £ 60 K

Pitch marking £10 K

Banks £10 k

Town Centre Vehicles £60 K

Trailers for movement of Ride ons £210 K

Asbestos vehicle £35 k

### Zonal Working - Street Scene and Zonal Working:

1) Subscription to cloud hosted back office system, mobile solution, mobile hardware for up to 40 users. The subscription will support integration with JADU and other relevant council systems. Jadu is the Council's online forms platform.

2) Initial implementation costs including training and configuration

Total costs over 3 years @ £117,975

## Risks



Litter Bin Renewal and Improvement:

On-going revenue servicing costs associated with solar bins and repairs.

Non-investment will increase number of complaints and provide poor public perception.

Street Scene equipment/vehicles:

Weed killing delivery of programme and ability to increase frequency of delivery.

Pitch marking reduced efficiency of operating in zonal areas.

Banks reduced efficiency of operating in zonal areas.

Town centre vehicles continued service delivery.

Movement of ride ons compliance with legislation.

Asbestos vehicle compliance with legislation.

Zonal Working - Street Scene and Zonal Working:

Non-investment will prevent the service to meet its obligations under the customer and digital programme and potentially lead to increased people overheads.

The service will not be able to provide a responsive, localised service to meet its neighbourhood priorities leading to increased complaints etc.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Safety Barriers VRS (vehicle restraint system) replacement	Capital Expenditure	0.000	0.300	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration and Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.300</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

In 2019 an independent inspection was carried out on Vehicle Restraint Systems (VRS), known as highway safety barriers around the Borough. The survey identified a number of issues of minor damage and barriers that do not conform to current standards.

Total number or length of safety barriers in Rotherham is 35km with a gross replacement cost of £10.5 million. The length of barriers requiring attention 1 km.

Any new areas of major damage are addressed individually utilising the limited revenue budget following an initial incident and report.

#### Outputs and Outcomes

The replacement of non-conforming safety barriers on the Borough's roads will improve road safety, which supports the corporate priority. The project supports corporate Priority 3 - A Strong Community in a Clean, Safe Environment.

The replacement programme would consist of the following:-

Locations identified (completed)

Works designed and detailed costing produced

Tender Process

Schemes issued for works delivery programming

Works constructed

Information placed on website

The significant benefit of replacement would be to keep our roads safe by reducing the risk of accidents and increasing the value of the asset.

#### Financial Implications

There is a current revenue budget for repairs of £38,000, supported by a small contribution from the Local Transport Plan allocation is used for some replacement and renewals.

To renew and upgrade all the barriers that have been identified as not meeting current specification would require a one off capital investment of £300,000.

It would be proposed to complete the works within a year, but this would be dependent on contractor availability. A specialist contractor would be sought through a tender exercise supported by procurement.

By replacing barriers that have been identified as non-conforming will increase the overall condition of the highway asset. If nothing is done, the asset will continue to deteriorate.

#### Risks

Where a safety barrier has failed as part of a road traffic accident the Council could be held liable for any subsequent claim.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Shut off valves installed at all four Household Waste Recycling Centres	Capital Expenditure	0.050	0.000	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.050</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

All four of Rotherham's Household Waste Recycling Centres require the installation of shut off valves into their drainage works to stop any contaminated water leaving sites in the case of any incident on site.  
Each site would have to be excavated and the valve installed by RMBC drainage team, taking anywhere between 3 days to 2 weeks dependant on location

#### Outputs and Outcomes

All HWRCs currently have interceptor valves on site, we require shut off valves installing after the interceptors to prevent any contaminated waters leaving the site. Partnership authorities have had incidents of fire on site and the water used to fight the fires has become contaminated and entered the sewer system which has created issues with the Environment Agency. For Rotherham Council to ensure permitting of the sites being open, we need to install these shut off valves.

#### Financial Implications

Installing the valves would be a one off payment with regular maintenance carried out by FCC staff at no extra costs.

Rotherham Council could be issued with fines if any contaminated water leaves site through the sewer systems.

Site closures could lead to an increase in fly tipping which would come at a cost to the authority.

#### Risks

If Household Waste sites are not fitted with shut off valves they may run the risk of being closed by the Environment Agency.

If there was a fire on site, all water used would be contaminated and run into the sewers and Rotherham Council could potentially face fines.

Any closure of sites could lead to an increase in fly tipping and residential complaints.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Town Centre Car Parks Improvements	Capital Expenditure	0.000	0.384	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.384</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

As identified in the recently adopted Town Centre Car Parking Strategy, the town centre car parks make up a critical part of the experience of visitors. As the Council continues to pursue an ambitious programme of town centre improvements, it is recognized that the car parks are in need of investment.

The Town Centre car parks improvement programme will cover two schemes:

- Improvement works to four town centre car parks
- Replacement programme for 'pay and display' machines

#### **Improvement works to four town centre car parks**

This proposal supports the funding of improvement schemes for four of the town centre's car parks:

Wellgate multi storey  
Wellgate North  
Drummond Street  
Clifton Hall, Percy Street

#### **Wellgate multi storey car park**

The 220 capacity car park is located on Wellgate which is one of the arterial routes into / out of the town centre. It is located close to the Town Hall and is mainly used by commuters, employees of the Council, elected Council Members and ad-hoc shoppers.

The car park was constructed in the 1980s and has not been decorated since opening. Internal walls and metallic hand rails / barriers are exhaust stained and require redecoration.

Despite a recent lighting renewal project, complaints are often received about badly lit areas of the structure, particularly the stair wells, attracting anti-social behaviour.

A 'pay on foot' barrier system was installed in 2015 but this has proved to be unreliable. Intermittent failure of the equipment or customer error (for example driving to the exit barrier without having made payment) can cause long delays for customers wishing to leave the car park causing significant dissatisfaction and damage to the Council's reputation. Faults which cannot be immediately rectified by the Council's employees have to be reported to the maintenance company and the barriers often have to be locked open causing significant loss of income.

The site is covered by CCTV but the system is dated and unreliable.

The site signage and some fixtures and fittings, for example litter bins, are in need of refresh.

### **Wellgate North car park**

The 24 capacity car park is located on Wellgate which is one of the arterial routes into / out of the town centre. It is a short stay car park (maximum one hour) and turnover of usage is high with an average of 130 parking activities per day.

The car park is in need of resurfacing and subsequent repainting of the parking bay markings. Fencing is also required to the rear and side boundaries between the car park and a steep embankment and the site signage requires replacement.

### **Drummond Street car park**

The 240 capacity car park is located on Drummond Street which is one of the arterial routes into / out of the town centre, adjacent to the recently constructed Tesco.

It is located close to town centre amenities such as Rotherham Market and the College and is used by a mixture of commuters and shoppers.

The car park incorporates a 35 space "Red Zone" in which customers obtain 2 hours free parking. This was introduced in April 2018 and the free 2 hours offer is extremely popular.

During 2018/19 there were an average of 425 users of the car park per day.

The car park has never been resurfaced. The existing surface is failing in places in addition to previous excavation reinstatements having settled slightly below the finished car park surface level.

The car park has 12 parking bays which used to be reserved for permit holders and the remnants of the collapsible bollards remain.

The western and northern boundary comprises a mixture of metal and wooden posts, many of which have been subject to damage by minor vehicle collision.

### **Clifton Hall car park**

The 50 capacity car park is located at the junction of Percy Street and Wharnccliffe Street which is one of the arterial routes into / out of the town centre.

It is located close to town centre amenities such as Rotherham Market and the College and is used by a mixture of commuters and shoppers.

The car park is in need of resurfacing and subsequent repainting of the parking bay markings. Fencing is also required to all boundaries and the site signage requires

replacement.

### **Replacement programme for 'pay and display' machines**

This proposal supports the replacement of parking 'pay and display' machines the town centre's off-street car parks and on-street parking places.

Eleven off-street and nineteen on-street machines are to be replaced.

Fourteen of the machines are Metric Accents which were installed in 1999. Whilst functionality mostly prevails; there are, understandably, an increasing number of faults to which the maintenance company has to attend.

Many of the machines, whilst functioning correctly, look dated and cosmetically unsatisfactory.

These machines are fed by mains electricity supply i.e. not solar powered.

Ten of the machines are Metric Auras which were installed in 2008. The remainder are Metric Elites which have been installed between 2014 and 2017.

The existing machines only offer customers the option of paying by coins.

Tariff changes have to be undertaken by Metric engineers visiting site and installing new software and this process is the subject of a charge to the Council of between £150 and £250 per tariff change.

### **Outputs and Outcomes**

#### **Improvement works to four town centre car parks**

All four projects support corporate Priority 3 - A Strong Community in a Clean, Safe Environment.

The Council's Town Centre Parking Strategy, to be presented to Cabinet in November 2019, states under "Delivery and Implementation":

The Council will, whenever possible, ensure that its off-street parking facilities are clean, tidy and user friendly. A programme of works will be delivered to achieve a high standard of cosmetic finishes to the off-street parking stock. This will be the subject of a regular maintenance schedule thereafter to sustain the high standards.

### **Wellgate multi storey car park**

The refurbishment of the car park by the following means will enhance customer experience and encourage return visits and new customers:

#### Redecoration

This will brighten the interior of the structure thereby discouraging the presence of undesirable, unauthorised people using the car park for anti-social purposes.

#### Automatic Number Plate Recognition (ANPR)

An upgrade of the existing 'pay on foot' barrier system would negate the requirement for paper tickets to be dispensed to customers as they enter the car park. The ANPR system would register vehicles on entry then customers would make payment at a pay station prior to exit. The system would then recognise that payment had been made for the vehicle approaching the exit barrier and the barrier would be raised.

An additional card payment console would be located at the exit barrier as a "catch all" for customers who may drive to the barrier without having made payment.

#### CCTV system upgrade

An upgrade of the system by the installation of up to date technology would enhance customers' confidence in using the facility and feeling safe in doing so.

#### Signage / Fixtures and Fittings

A refresh of signage and other fixtures / fittings would further enhance the professional appearance of the parking facility.

The significant benefit of the refurbishment would be to retain existing customers and attract further customers whilst enhancing the reputation of the Council.

It would be proposed to complete the works within a year, but this would be dependent on contractor availability. A specialist contractor would be sought through a tender exercise supported by procurement.

### **Wellgate North car park**

The following programme of works will enhance customer experience and encourage return visits and new customers:

#### Resurfacing and remarking the parking bays

This will enhance the look of the car park and extend the life of the car park surface for a minimum of 25 years.



### Fencing

The installation of fencing will enhance the look of the car park and should also discourage littering offences.

### Signage

A refresh of signage would further enhance the professional appearance of the parking facility.

The proposed work, along with the proposed embankment stabilisation works (capital funding already approved) and up to date payment facilities (machine with the option for card payments already installed), will raise the standard of the car park, thereby making it a more attractive parking place.

It would be proposed to complete the works within a year, but this would be dependent on contractor availability. A specialist contractor would be sought through a tender exercise supported by procurement.

### **Drummond Street car park**

The following programme of works will enhance customer experience and encourage return visits and new customers:

#### Removal of the remnants of the collapsible bollards, resurfacing and remarking the parking bays

This will enhance the look and extend the life of the car park surface for a minimum of 25 years.

### Fencing

New fencing along the western and northern boundaries will enhance the look of the car park in addition to increasing security.

It would be proposed to complete the works within a year, but this would be dependent on contractor availability. A specialist contractor would be sought through a tender exercise supported by procurement.

### **Clifton Hall car park**

The following programme of works will enhance customer experience and encourage return visits and new customers:

#### Resurfacing and remarking the parking bays

This will enhance the look of the car park and extend the life of the car park surface for a minimum of 25 years.

## Fencing

The installation of fencing will enhance the look of the car park and will improve site security.

## Signage

A refresh of signage would further enhance the professional appearance of the parking facility.

It would be proposed to complete the works within a year, but this would be dependent on contractor availability. A specialist contractor would be sought through a tender exercise supported by procurement.

## **Replacement programme for 'pay and display' machines**

The project supports Corporate Priority 3 - A Strong Community in a Clean, Safe Environment.

It is intended to install solar powered parking 'pay and display' machines which offer card payment facilities (chip and pin / contactless) to customers in addition to the traditional coins method of payment.

The Council's Town Centre Parking Strategy, presented to Cabinet in December 2019, states under "Delivery and Implementation":

A program of "pay and display" machine replacement will be developed and funding sought to achieve a full stock of machines with debit / credit card payment facilities.

The Council has gradually introduced such machines in 13 locations as and when replacements have been required since December 2018. Card payments have become increasingly popular with customers with in excess of 20% of payments being made by cards at these machines.

## Financial Implications

### **Improvement works to four town centre car parks**

There is a current revenue budget for car park maintenance of £46,000 which is used, for example, for the 'pay and display' machine replacement programme and ad-hoc projects such as The Statutes car park extension.

Financial projections for each of the schemes are set out as follows:

#### **Wellgate multi storey car park**

To refurbish the car park to a high specification would require a one off capital investment of £98,000.

It is anticipated that the identified improvements to the car park could generate uplift in income of approximately 10%.

**Wellgate North car park**

To refurbish the car park to a high specification would require a one off capital investment of £15,000.

It is anticipated that the identified improvements to the car park could generate uplift in income of approximately 10% .

**Drummond Street car park**

To refurbish the car park to a high specification would require a one off capital investment of £108,000.

It is anticipated that the identified improvements to the car park could generate uplift in income of approximately 10% .

**Clifton Hall car park**

To refurbish the car park to a high specification would require a one off capital investment of £30,000.

It is anticipated that the identified improvements to the car park could generate uplift in income of approximately 10%.

The works programme for all the car parks would consist of the following:-

Works designed and detailed costing produced

Tender Process

Schemes issued for works delivery programming

Works implementation

Information placed on website

**Replacement programme for 'pay and display' machines**

There is a current revenue budget for car park maintenance of £46,000 which has been used for the purchase of 'pay and display' machines as and when necessary. This proposal would require £130,000 Capital allocation to update the pay and display machines.

For the first year following installation the Council would save approximately £11,000 as the machines would be under manufacturer's warranty therefore no annual maintenance charges would apply.

**Improvement works to four town centre car parks**

**Wellgate multi storey**

The car park is currently the subject of complaints about general cleanliness and the unreliability of the barrier system. If nothing is done it is expected that customer satisfaction will decrease further whilst the level of anti-social behaviour is likely to increase without significant resources being allocated to the site.

**Wellgate North car park**

The car park is currently the subject of complaints about general cleanliness, particularly with litter being thrown onto the embankment. The car park surface will deteriorate further if nothing is done. This would be highly likely to lead to customer satisfaction will decreasing further with a probable resulting loss of income.

**Drummond Street car park**

This car park has the largest capacity and is strategically located. It should be one of the Council's 'flagship' assets. Doing nothing may result in more customers ceasing to use the car park and take advantage of the nearby Tesco car park.

**Clifton Hall car park**

If nothing is done the surface will deteriorate further which may result in loss of customers / income.

**Replacement programme for 'pay and display' machines**

Failure to implement the replacement project may result in the continuing intermittent breakdown of the current stock. Additionally, customers nationwide are becoming increasingly expectant that card payment options will be available at public parking facilities and implementing the project would result in an enhancement of the Council's reputation.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Closed Church Yards	Capital Expenditure	0.000	0.030	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.030</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The purpose of this bid is to set aside capital monies for the Closed Church Yards which the Council have responsibility for under section 215 of the Local Government Act 1972.

Asset Management and Green Spaces work together to manage closed church yards. The purpose of this bid is to set aside a pot of capital funding to carry out remedial works to closed church yards for example relay footpaths and repairs to walls.

There is no revenue budget set aside for the periodic maintenance of closed church yards, however this is a statutory responsibility and has potential health and safety implications if these are not adequately maintained. Any identified works have in the past been managed within the service budget (budget pressure or the premises fund), however due to reduced resources and capacity this is not a sustainable way forward. It is considered due to the nature of the works that elements of the works could be capitalised to relieve pressure on the services revenue budgets.

The bid is for £30K as an initial one year bid to cover off any immediate remedial maintenance works required, for example wall repairs at South Anston.

#### Outputs and Outcomes

RMBC must have an effective, good condition estate that is suitable for the services provided by the council.

This programme has a wide scope that extends across the operational estate. In terms of prioritising and implementing the works, there will be a requirement for service input into the whole programme. Subject to the development of a clear asset management plan.

This programme will help reduce revenue running costs and will enable the authority to target its remaining maintenance backlog on the operational estate.

There will be a clear programme of works taking place that refers to up to date condition survey information. Confirmation of a clear asset management plan to enable resources to be properly targeted.

#### Financial Implications

Carrying out the planned maintenance works may reduce the revenue maintenance requirement and move the Council to a controlled planned programme of repairs. The bid is for £30K as an initial one off investment.

No revenue budgets are identified under both Culture & Leisure or Corporate Landlord budgets.

#### Risks

The Council has a responsibility under section 215 of The Local Government Act 1972 to maintain closed grave yards. Due to their historic nature there is a requirement to inspect and carry out repairs and maintenance. Lack of investment in the Closed Grave yards will create health and safety issues and potential reputational risk i.e. public complaints etc.

An inability to carry out the planned works could result in pressure on the underfunded revenue budget held by Culture & Leisure Service.

No funding is set aside under the corporate landlord budgets.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Green Spaces Car Parking Signage and other Minor Capital Works	Capital Expenditure	0.000	0.260	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.260</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

Car Parking and signage at four main Green Spaces sites Car parking at four key green spaces sites requires upgrading to be at the same standard as other key Council car parks. In addition this bid is to set aside capital monies for the Carparks that are not covered under the Corporate Landlord Operation Capital Programme.

#### Signage

The sites included are:

- Rother Valley Country Park
- Thrybergh Country Park
- Ulley Country Park
- Clifton Park

The project will include:

- Upgrading of signage to reflect changes to parking charges
- Upgrading of pay machines to offer card payments

#### Minor Works

The Council has identified a number of car parks where they are in disrepair i.e. uneven surfaces, pot holes and are generally considered to be potentially dangerous creating tripping hazards and risk to damage to motor vehicles parking at the sites.

The list of proposed car park works are as follows:

Rother Valley Country Park  
Wath Pavilion car park  
Thrybergh Country Park

All the above locations have been inspected and works identified to improve the car parking surfaces at the sites. It is considered due to the nature of the works that the works could be capitalised to relieve pressure on the services revenue budgets. The bid is for £210k as an initial one year bid to cover off any immediate capital maintenance works required

## Outputs and Outcomes

The signage investment in the above programme of works will:

- Enable the four sites to attract more customers due to range of payment options
- Enable the four sites to consider a broader range of fees and charges due to flexibility of payment options
- Present a more professional images across the sites raising awareness of the fact that they are council owned and managed facilities
- Reduction in vandalism and theft which is currently an issue particularly at Clifton Park where cash only machines are operated

The minor works investment in works will:

Enable RMBC to have an effective, good condition estate that is suitable for the services provided by the Council.

Completion of the works to the car parks will reduce any potential Health & Safety issues and reduce tripping hazards and potential insurance claims against the Council. This programme will help to reduce revenue running costs. There will be a clear programme of works taking place that refers to up to date condition survey information.

## Financial Implications

Signage: Upgrading the car parking machines to accept card payments will ensure that the parks are catering for a broader audience and customer expectations.

Minor works: Carrying out the planned maintenance works may reduce the revenue maintenance requirement and move the Council to a controlled planned programme of repairs. The bid is for an initial one off investment for works already identified

## Risks

The risks associated with not upgrading signage and car parking machines at these four high profile sites are:

- Reduced income from car parking as customers find alternatives with more flexible payment
- Increased cost of replacement cash only machines due to vandalism and theft

Failure to carry out the minor capital works will create an ongoing health and safety issue and potential reputational risk i.e. public complaints, insurance claims etc. An inability to carry out the planned works could result in pressure on the underfunded revenue budget held by Culture & Leisure Service.



No funding is set aside under the corporate landlord budgets.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Herringthorpe Athletics Stadium	Capital Expenditure	0.000	0.254	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.254</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The athletics stadium will need to be registered as complying with UK Athletics Standards (Track: Mark) for the start of the 2020 season (April). The success of this standard being met will bear impact on whether the facility can host competition events. Track:Mark will assess 6 areas: Track, Field, Ancillary, Operations, Floodlighting, and Competitions. It is envisaged there will need to be investment in to the building, track and its facilities in order to meet the criteria.

### 20/21

- Car park resurfacing-
- Track repairs- Unknown as track assessment will need to be undertaken beforehand by UKA (£2,000). This will need to be in place for the start of the 2020 season (April) as a result of the facility needing to meet UK Athletics Track:Mark accreditation. Issues are broken PA system, heating, poor surfacing for run ups to javelin and long jump and unevenness of lane 8 due to subsidence. NB; there is no revenue budget available through current stadium budgets to maintain to a standard in future years. There is no capacity within the budget or to increase income from the improvements to make payments on any capital borrowing scheme.
- Hammer Cage- required as part of the Track:Mark accreditation
- Floodlighting-
- Cladding for external building- **Unknown** as no formal quote as yet. The external frames and woodwork are badly rotten and although re- painted in recent years, the building is now vulnerable to break-ins and the sills are irreparable.

### Outputs and Outcomes

Failure to meet the Track: Mark will result in a loss of income and the potential to host future activity (event organisers will take their business elsewhere and may never return).

The athletics track currently hosts Rotherham Harriers Athletics Club with an athlete base of 350+ and a volunteer base of circa 60 people. Standards need to be adhered to for health and safety as well as functionality. If these standards fall below expected levels then the club may cease to exist as they will have no training base to work from. There are no other 400m running tracks with field activities in the Rotherham Borough. Currently the athletics track attracts around 14,000 visits p.a. not including spectators and volunteers.

## Financial Implications

The track will have a loss of income of approximately £16,000 p.a if it fails to maintain its standards. This would mean the athletics track would no longer be financially viable and would have to close.

At present maintenance is ad-hoc with no detailed plan for the track or its infrastructure (inc. floodlights). This results in loss of use of parts of the site, reputational damage and lengthy timescales to gain repairs. In addition light bulb replacements for the floodlights are costly and frequently fail due to other underlying issues with electrical supply. LED options are currently being explored.

It is worth noting that at this stage total capital costs are unknown as the Track: Mark inspection has not been carried out (£550 fee) in order to gain a full understanding.

## Risks

- Without investment UK Athletics' competitions will not be sanctioned
- The Athletics club may no longer be able to function at the site
- Health and Safety implications of customers/ athletes
- Reputation of the Council

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Keppel's Column Preservation	Capital Expenditure	0.000	0.355	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.177	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.178</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

Keppel's Column was built between 1773 and 1780 and is situated on a prominent hill overlooking Wentworth Woodhouse in Thorpe Hesley. Charles Wentworth 2<sup>nd</sup> Marquis of Rockingham commissioned the architect John Carr to build the monument to further enhance the landscape of the Wentworth Woodhouse Estate. The column is 115 foot high and is sited on the highest point of a ridge within the Scholes Conservation Area above Wentworth Park, and is recognised as a prominent local landmark. Currently this site offers potential for wider heritage interpretation and engagement with audiences as part of Rotherham's wider cultural offer, as well as contribution towards part of the growing interest and programming around the Wentworth Woodhouse Estate.

Keppel's Column is grade II\* listed building in an extremely poor state of repair and was placed on the Historic England's 'Heritage at Risk Register' in 1989 and is also on RMBCs Risk Register, due to significant structural issues including cracking and stonework erosion. The interior has been inaccessible to the public for over 20 years due to the severely broken and eroding staircase and access to the top of the column is now only by a cherry picker. The column is now in urgent need of some significant repair work to resolve these issues.

Rotherham Council has been working closely with Historic England, and in 2018 completed a stage 1 Project Development (research, analysis, investigation) to fully assess the current condition of the column and to provide an updated detailed programme of repair.

Rotherham Council has now produced a comprehensive development report, which shows the current condition of the column and the works required to repair the column to make accessible to the public on restricted open days.

The final projected costs for these repairs are approximately £355K, Historic England have identified that they are able to 50% match fund the cost of repairs.

Works required includes:

- Site Preparation
- Structural repairs
- Masonry repairs
- Railing repairs
- Works to Capital
- Windows and Doors
- Electrical

- Landscaping

Additionally, we would also apply for additional project funding around improving interpretation and transforming digital engagement with heritage sites targeted at the children and young people and family audience.

#### Outputs and Outcomes

The investment in the above will:

- Allow the re-opening of Keppel's Column to public visitors.
- Repair a significant Grade II\* Listed Building and remove it RMBC from the Heritage at Risk Register and RMBC Risk Register.
- Improve RMBC reputation with regard to external funders, restoration of the borough's historic sites and setting example to other owners of historic properties in the borough.
- Provide opportunity to improve relationships with local communities around site with the possibility of developing future projects around community development.
- Open up opportunity for additional funding for developing and delivering a comprehensive Rotherham Heritage Engagement Strategy which will incorporate all heritage sites including Keppel's Column.
- Significantly increase engagement and programming across all heritage sites to include Keppel's Column.
- Open up opportunity to develop further partnerships and future projects around site with Wentworth Woodhouse as a legacy for the WE Great Place project.

#### Financial Implications

In the long-term there is no guarantee Historic England can continue to support funding this project beyond next financial year; Additional funders have been researched, however due to the location of the site regular engagement numbers on site are too low for alternative income streams; In the long term the Column is in poor repair and is close to residential properties, and because of the structural issues there are significant financial implication if the work is not done imminently.

#### Risks

Risks associated with not investing are:

- Reputational risk with major funders who need to be convinced of council support for arts and culture before they will invest.
- Continued risk to reputation of RMBC with regard to maintenance the building and to local residents properties and partnerships with other Local Authority and Voluntary organisations.
- Significant long-term financial risk due to the state of the structure if it was to fall on to properties, vehicles or residents.

- Loss of funding from Historic England and future funding for other historic sites such as Waterloo Kiln.
- Further loss of reputation of CST around Heritage Sites Maintenance which could impact on heritage audience engagement.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Libraries Public ICT Services	Capital Expenditure	0.000	0.405	0.000	0.000	0.135
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.405</b>	<b>0.000</b>	<b>0.000</b>	<b>0.135</b>

Capital funding required for :

Replacement of the public access computer network within Libraries (People's Network) – implementation and installation

Replacement of Library Self-Service units

New Library Management System and Self Service Kiosks

Total =£540,000

#### Outputs and Outcomes

Statutory duty to provide a comprehensive and efficient library service for all those wishing to make use of it. Library Universal offers which are nationally agreed include provision of free access to the internet for customers.

Contributing to achievement of Key Performance Indicators and minimum service standards.

Supporting Council agenda for channel shift.

#### Financial Implications

People's Network was originally installed in 2002 through external funding and has since been refreshed on an ad hoc basis by corporate IT. The Library Service has never had budget to replace or upgrade computer equipment or infrastructure, only revenue budget to replace peripherals and cover software update costs.

The ten existing Library Self Service units were installed as part of capital building projects. The Library Service does not have budget to replace the equipment which is now end of life, out of maintenance agreement and has only had revenue budget for repair and maintenance.

#### Risks

The loss of the People's Network free computer access for customers would risk legal challenge in terms of statutory duty and the ability to delivery against the nationally recognised library offer. Heavy use is made of the Library's free computers, including referrals from other areas of the Council for customers to access services online as part of the Council's customer services improvements.

Loss of the self service units will risk decline of customer satisfaction standards and any future library development plans to reduce costs.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
		£'000	£'000	£'000	£'000	£'000
Libraries and Neighbourhood Hubs Capital Proposal	Capital Expenditure	0.000	0.470	0.422	0.000	0.000
Directorate	Capital Funding (service funded)	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.470</b>	<b>0.422</b>	<b>0.000</b>	<b>0.000</b>

This paper sets out the capital requirement to fulfil the proposals recently set out in the Library Strategy.

The quality of the library service is limited by the constraints of the existing buildings and their current location and/or condition, as well as reductions in local government funding, which has made it challenging for the Council to develop and improve its library service. The capital bid to improve Libraries and Neighbourhood Hubs across the Borough will enable the creation of a new, attractive, high quality library provision located in the heart of our local communities. Our buildings will become focal points for the community, supporting cultural regeneration by driving footfall, and reinvigorating local spirit.

Much of the recent public consultation suggested that the location, look and feel of libraries is important to maintaining and growing usage. Monthly meetings have been taking place with the Cabinet Member for Cleaner, Greener Communities, Neighbourhoods, Asset Management and the Library Service with other services in attendance as and when required. The purpose of these meetings are to consider if library buildings are in the right location; if they can be co-located with other services/partners; if the buildings require refurbishing/ modernising; if the service can host wider Council, community or cultural activity.

Some of our libraries have not been modernised for over 10 years, this has inhibited the work of the Service to increase active membership and visitor numbers. While the service continues to score excellent satisfaction ratings with existing customers, it would like to develop the service offer in keeping with initiatives in libraries elsewhere. For example, building modernisation would allow us to develop makerspaces, which allow people to experiment with digital technology. The service would like to improve library buildings which haven't recently benefitted from modernisation, in order to make them more attractive welcoming, flexible spaces, with clear internal and external signage. This work will be supported by specialist library furniture and design companies.

If the conditions of funding can be met, this project will support Libraries & Neighbourhood Hubs in meeting targets set for it in the Library Strategy, Cultural Strategy and corporate Key Performance Indicators.

A separate proposal to the Capital Programme has been submitted to incorporate the ICT element of the service which includes the new Library Management System and Self Service Kiosks.



## Outputs and Outcomes

By making the proposed improvements to the existing library and Neighbourhood Hubs buildings, the modernisation/relocation of these sites would bring with it the following benefits:

Revised locations will enable the creation of a new, attractive, high quality library provision located in the heart of the communities.

The proposed relocation and modernisation of specific sites would create opportunities to retain current and attract new visitors to the library service.

Opportunity to co-design the library service with the other local services in order to ensure that the Council are meeting their needs and creating a welcoming well-designed and well-regarded community hub.

Opportunity to create purpose built areas in order to improve the digital offer. This would include helping customers to use online services such as benefits, business, health and wellbeing and training/supporting them in become independent users of digital. This will be enabled through public access terminals, laptop points and free Wi Fi.

Opportunity to create better, higher quality and purpose built areas for library services in order to offer a range of reading/literacy programmes and activities in order to increase the number of children, young people, adults and families participating.

This project also supports the following strategic outcomes:

**Social outcomes:** Access to a community hub for all which is freely available. A safe space for members of the community to meet, develop skills and share knowledge and learning. A place to break down barriers across communities, promoting community cohesion and reducing isolation.

**Enhancing health and wellbeing:** Libraries and Neighborhood Hubs are vital community hubs for both direct face-to-face and online access to health information and guidance, learning and literacy materials and information sharing through social media and other online resources. They will help people help themselves by providing accredited health information, health signposting, reading programs, promoting learning and literacy, delivery of social activities such as reading groups. Volunteering opportunities are available that keep people active and engaged. We promote and encourage participation in Health and Wellbeing activities, improving mental health and reducing social isolation.

**Economic growth:** Libraries have a positive impact on the local economy through the provision of a variety of classes, events and resources. The network of Library hubs at the heart of local communities provides potential for a range of informal and formal interaction. This in turn strengthens community cohesion and identity, builds empathy, reduces isolation, improves quality of life and enables personal growth. Clear links have been identified between digital literacy and employment prospects – the Library offers this and so much more. Enabling individuals to learn and use computer skills will lead to for higher economic growth in the Borough, benefitting local businesses and reducing unemployment figures.

**Financial resilience:** This project looks to reduce the Council revenue expenditure in other areas by developing more prominent community hubs, sharing spaces and co-locating services within 1 building.

The improvements to our Libraries and Neighbourhood Hubs will allow our service to contribute to local policies, notably, the Thriving Neighbourhoods Strategy 2018- 2025, by becoming more attractive destinations to deliver services to communities and work cohesively.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Customer Digitalisation Asset Management Service	Capital Expenditure	0.000	0.120	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.120</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The Council is moving forward with a customer digitalisation review aimed at cutting/reducing customer interaction and this may realise potential revenue savings.

Asset Management as part of this process is looking at a number of projects including:

- Interactive room booking service.
- Visitor management system
- Improving access control i.e. bio metrics readers to support the reduced customer service being introduced.
- Repairs and Maintenance system to improve interface with approved contractors.
- Development of real time updating on the asset manager system to improve Building officer performance and reduce input times.

There are financial savings required from the digitalisation of processes. Investment in these systems may identify some revenue savings.

The bid is for £120k as an initial one year bid to cover off any immediate capital investment required.

#### Outputs and Outcomes

RMBC must have an effective, good condition IT systems to support the delivery of the digitalisation agenda.

The schemes identified above will assist in producing asset/facilities management service efficiencies to reduce interaction and allow electronic process to manage the estate. This should produce operation revenue savings (to be identified).

#### Financial Implications

Carrying out the planned maintenance works may reduce the revenue maintenance requirement and move the Council to a controlled planned programme of repairs.

The bid is for £120k as an initial one off investment for the development of electronic interaction systems to support the delivery of facilities management across the Council.

#### Risks

Failure to invest in the electronic/digitalisation developments may result in a failure to realise revenue funded savings and to enable the service to move forward with the projects.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Goit - Additional Capital Funding	Capital Expenditure	0.000	1.113	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>1.113</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The Goit is a drain that runs parallel to Riverside House and Discharges into the River Don. A condition of the New York Stadium Construction is the construction of a sluice gate and pump station to ensure that increased river levels do not cause flooding to occur behind the flood barriers of New York Stadium and Riverside House.

The total budget for this project was £1,616,000.

The budget left for the 2019/20 financial year is £1,510,660 as the spend to date is £105,341.

The 2016 Estimate was £1,755,041 correcting for BCIS inflation at 26.74% plus other works and fees that were not covered in the estimate (principally bridge works and refurbishment/replacement of pumps). Managements quote gives a revised figure, inc prelims of £2,623,995.

Total required capital: £2,623,995  
Less: budget available (£1,510,660)  
Required additional capital: £1,113,335

#### Outputs and Outcomes

Prevention of flooding to the areas adjacent to the GOIT in the town centre, such as the railway, Centenary Way and sites adjacent to the canal, including electrical supplies to Central Rotherham.

#### Financial Implications

As above.

#### Risks

Without this scheme there is a greater risk of damage to local infrastructure and property as a consequence of inadequate flood alleviation.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Highway Bridge – Don Street	Capital Expenditure	0.000	0.934	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.934</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<p>In addition to the proposal for additional capital funding of £1,113,335 for the Goit drainage scheme, the need to replace the adjacent highway bridge has been identified to an estimated value of £934,076.</p>						
<b>Outputs and Outcomes</b>						
<p>Prevention of flooding to the areas adjacent to the Goit, including, former Knight Club, Rail and Tram, Centenary Way and sites adjacent to the canal. Including electrical supplies to Central Rotherham.</p>						
<b>Financial Implications</b>						
<p>As above</p>						
<b>Risks</b>						
<p>There are a number of risks with a project of this type, for example ground conditions and the bridge includes multiple existing services that run through and will affect design programme and costings.</p>						

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Operational Estate Maintenance Capital Programme	Capital Expenditure	0.000	1.460	1.460	1.460	1.460
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>1.460</b>	<b>1.460</b>	<b>1.460</b>	<b>1.460</b>

The purpose of this bid is to set aside a programme of capital monies for the operational maintenance capital programme. Over the past few years the Council has set aside a fund of money to cover capital work and this has been programmed each year.

This bid is for £7.3m based upon the outputs from the stock condition surveys that were carried out in 2018. It is anticipated that the programme will be delivered across a five year period. The Capital Programme update to 2023/24 covers the first four years of this programme of works (£5.8m).

This project will allow RMBC to catch up on backlog maintenance on its operational estate.

Since the last tranche of monies and with property rationalisation the back log maintenance over a five year period has reduced from £12m down to £7.3m.

#### Outputs and Outcomes

RMBC must have an effective, good condition estate that is suitable for the services provided by the council.

This programme has a wide scope that extends across the operational estate. In terms of prioritising and implementing the works, there will be a requirement for service input into the whole programme. Subject to the development of a clear asset management plan.

This programme will help reduce revenue running costs and will enable the authority to target its remaining maintenance backlog on the operational estate.

There will be a clear programme of works taking place that refers to up to date condition survey information. Confirmation of a clear asset management plan to enable resources to be properly targeted.

#### Financial Implications

Operational Maintenance Capital Programme bid £7.3m to be delivered over a 5 year period.

A current budget allocation of £550k per annum is already included within the capital programme.

This is shortfall within the required allocation - £7.3m identified through stock condition surveys for the corporate landlord operational estate.

Carrying out the planned maintenance works may reduce over the period the revenue maintenance requirement and move the Council to a controlled planned programme of elemental replacement rather than a reactive service.

#### Risks

Lack of investment in the estate will create health and safety issues and potential reputational risk and potential service delivery failure.

There is a potential for properties to close due to Health & Safety Issues.

An inability to carry out the planned works could result in further pressure on the "Corporate Landlord Revenue" budget going forward.



Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Pit House West -Rother Valley - Drainage	Capital Expenditure	0.000	0.050	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.050</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The Pit House West Site at Rother Valley is a piece of land that is surplus to service requirements and sits within the land & property bank.

The land will be the subject of a strategic asset management review.

However a couple of years ago a significant capital investment was made in relaying and installing a drain and culvert to direct surface water away from the adjoining land and rail line.

During the winter of 2018 it was discovered that the drain appeared to have collapsed and there was a potential flooding risk to the adjoining housing estate and a main line railway.

An initial investment of circa £20k was committed to the Streetpride drainage team to carry out immediate remedial works to clear the blockage and ensure that the surface water runs away and alleviates any potential flooding issue for the benefit of the nearby housing estate and the main line rail way line.

The proposal is for £50k as an initial one year bid to cover off any immediate capital investment required to remake the drainage culvert to avoid a potential flooding situation.

#### Outputs and Outcomes

This should produce operational revenue savings on the Land & Property bank.

Potential high risk of flooding which could affect a nearby housing estate and main railway line.

Reputational risk to the Council for failure to maintain the water culvert.

Reputational risk to the Council for failure to maintain the water culvert.

#### Financial Implications

Carrying out the planned maintenance works may reduce the revenue maintenance requirement.

The bid is for £50k as an initial one off investment for necessary repairs and maintenance to the water culvert.

#### Risks

Potential high flooding risk for the adjacent housing estate and main railway line. Issue raised by British Rail due to previous flooding. A permanent solution is required to resolve the problem.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
REACH Relocation	Capital Expenditure	0.000	0.250	0.250	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.250</b>	<b>0.250</b>	<b>0.000</b>	<b>0.000</b>

As part of the Learning Disability Review in Adult services the REACH service (Daycare for Adults) is to be retained.

The service is currently based at Badsley Moor Lane, a site that both Asset Management and Adult Care wish to relocate from for both revenue cost and service delivery reasons. The tenure is a held over lease that the Landlord could serve 3 months notice on. Unit costs are £107k unfunded.

The Adult Care service require REACH to be relocated in a community/ town centre environment in order to continue to provide a suitable environment for high quality service delivery to adults with autistic and other learning disabilities.

#### Outputs and Outcomes

Revenue cost reduction on Property.

Delivery of LD review.

#### Financial Implications

A decision will be required on the relocation.

#### Risks

Without the re-location of REACH the service would, over the longer term, be provided at a greater cost than planned. The nature of the lease arrangement could result in price increases or short term changes that the Council would wish to avoid.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
RiDO Business Centres Maintenance and Renewal	Capital Expenditure	0.025	0.425	0.155	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.025</b>	<b>0.425</b>	<b>0.155</b>	<b>0.000</b>	<b>0.000</b>

Rotherham Investment and Development Office manage a network of four purpose built incubation facilities to support the creation and growth of new businesses and jobs in Rotherham. The centres offer over 200 small offices and workshops for rent to start-up, early stage and small businesses and are highly successful and have long been a benchmark of best practice in the region and the UK. At any one time over 130 local businesses benefit from utilising the space and the associated support services provided by RiDO. The centres are designed to be financially sustainable in the long term generating excess revenue over cost per year, but recent removal of a substantial repairs and renewals fund means there is now a need to call on RMBC capital resources to ensure the facilities continue to be fit for purpose and meet the needs of private sector occupants. Rental fees are set at open market value for high quality property and this creates an expectation from paying occupants that the Council will maintain the buildings to a high standard and in a timely manner. There are a number of projects with varying degrees of urgency:

1. Moorgate Crofts, building management system renewal – the system is obsolete and failing, with replacement parts getting increasingly expensive. Quotes obtained to install a modern solution to serve the next 10 years. [urgent]
2. Moorgate Crofts, heating and cooling system renewal – The building has suffered from issues with its pioneering ground source heating and cooling system that has now reached end of life and requires renewal with year-on-year maintenance problems and costs increasing. The highly unusual system is now obsolete and responsive maintenance has become a significant problem. Numerous contractors have undertaken maintenance on the system but all have struggled to provide a sufficient quality of service due to a lack of specific technical knowledge and lack of availability of parts in the UK. Spares have to be shipped from the USA with lead times of 6-12 weeks which leaves paying occupants without any heating or cooling for extended periods of time. Then, when components are delivered they are not guaranteed to fit the old system as specifications have changed and subsequent models are different. The system is also increasing noisy in offices so is a regular source of complaints and has put off many potential occupants. In 2018 the heating and cooling system became so challenging to manage that help was sought from Asset Management to investigate and propose a long term solution. A detailed condition report was undertaken which concluded with the recommendation of a complete replacement with conventional, reliable, serviceable solution and a cost estimate obtained. [urgent]
3. Moorgate Crofts, renewal of external cladding – Cladding on two elevations of the building suffers from water ingress into offices and investigation has uncovered problems with the waterproof membranes meaning any water that gets behind the cladding is directed into the building. Also the wood has suffered shrinkage and warpage creating large gaps around and behind the timbers. Facilities Management recommended a long term solution, replacing the cladding with an alternative, low maintenance system. Cost estimate obtained. Temporary fixes have reduced urgency, but issues are likely to reoccur in winter so delaying investment is a risk.

4. All four centres, renewal of telephony systems – The centres are equipped with stand-alone telephony system to provide services resold to occupant businesses but these systems are all now obsolete. Century has the oldest system, being nearly 20 years old and it is now a problem finding contractors willing and able to undertake maintenance and the systems use ISDN which are being phased out. The systems need updating to make them fit for the future so the best solution is to move to a hosted VOIP solution. This requires capital investment in networking hardware and handsets, but has the potential to reduce operating and maintenance costs. Cost estimates have been obtained from potential suppliers. [urgent]
5. Lighting renewal at Moorgate Crofts and Century – renewal of fluorescent lighting fixtures that are at end of life with LEDs. The majority of fixtures are in offices and workshops rented to private sector occupants and are original from the time of construction. Fixtures require significant and problematic maintenance due to their age and obsolete components. [essential but not priority]
6. Moorgate Crofts, atrium water ingress – the glass atrium which is a major architectural feature of the business centre has a number of different water leaks, made more complicated to fix by the building design and construction and the adjacent roof garden. Issues have increased recently with large amounts of water entering the building in heavy rain, creating a waterfall effect at two locations. Asset Management are looking to do some investigations, but a cost estimate to remedy the issues is not currently available. [ongoing investigations]

#### Outputs and Outcomes

In order to ensure the continued sustainability and economic impact from these purpose built incubation centres, it is essential to maintain a high quality offer for private sector occupants.

1. Moorgate Crofts, building management system – This will have to be completed in the 19-20 financial year – – there is an immediate risk from a component showing signs of failure which would be high cost to replace (obsolete spares are now quoted as four times the original price).
2. Moorgate Crofts, heating and cooling system renewal – required as soon as feasible to ensure the building is fit for purpose. This is a major piece of work, ideally scheduled for spring or autumn when demands for heating and cooling are reduced. Failure to act will lead to a decrease in occupancy over the next few years and impact on the financial sustainability of the centre.
3. Moorgate Crofts, renewal of external cladding – required to ensure the building is fit for purpose for the future.
4. All four centres, renewal of telephony systems – urgent need to renew to keep up with technology requirements of businesses and remove risk presented by aging equipment. Capital investment will reduce maintenance requirements and operating costs, allowing continued sustainability of the income generating service. Due to aging equipment, delaying investment will increase the risk of costs and problems with equipment private sector occupants rely on.
5. Lighting renewal at Moorgate Crofts and Century – renewal with LED fixtures removes maintenance requirements and costs for the next 7+ years. Occupant businesses will see a saving in electricity costs. A more modern, improved working environment will increase the value created by the centres for occupants, in part justifying high rental costs.

6. Moorgate Crofts, atrium water ingress – This is in need of rectifying as it is becoming more difficult to maintain the internal quality of the building to the level private sector occupants expect. Investigations ongoing.

#### Financial Implications

1. Moorgate Crofts, building management system – £25k, 2019-20 (quoted)
2. Moorgate Crofts, heating and cooling system renewal – £365k, 2020-21 (quoted)
3. Moorgate Crofts, renewal of external cladding – £55k, 2021-22 (quoted)
4. All four centres, renewal of telephony systems – £60k, 2019-20 but the actual date depends on procurement processes and existing contracts (quoted)
5. Lighting renewal at Moorgate Crofts and Century – £100k 2021 (estimate)
6. Moorgate Crofts, atrium water ingress – TBC

#### Risks

If this work is not completed and the buildings are allowed to deteriorate, the following outlines a number of risks:

- Loss of current occupants
- Inability to attract future occupants
- Reduced licence fee revenues from occupants through reduced numbers and perceived value
- Increasingly expensive maintenance
- Risk to the long term sustainability of the service and delivery of RMBC corporate priorities to create businesses and jobs.
- Moorgate Crofts is the flagship office building for the Town Centre and degradation would lead to fewer businesses locating in the area.
- Loss of reputation for the Business Centres, RiDO and RMBC
- Occupants demanding compensation for services that fail for prolonged periods

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Future High Streets Fund and Town Centre Masterplan Implementation	Capital Expenditure	3.280	3.711	25.497	26.482	27.028
Directorate	Capital Funding (FHSF, Private Sector, approved RMBC)	3.280	3.211	23.497	24.482	26.474
Regeneration and Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.500</b>	<b>2.000</b>	<b>2.000</b>	<b>0.554</b>

The £1 billion Future High Street Fund was announced in the 2018 Budget and is to provide co-funding towards capital projects that bring transformative, structural changes to renew and reshape town Centre's and high streets in a way that improves experience, drives growth and ensures future sustainability; in essence, diversifying the high street from being retail focused.

The Council is one of 100 areas that have been shortlisted for Stage 2 of the bidding process having been successful with its Stage 1 expression of interest (EOI), submitted in March 2019. The high level vision for the expression of interest was drawn from, and supported by, the Councils strategic plans particularly the Town Centre Masterplan. This funding will further enable the implementation of the masterplan, especially for Forge Island, markets and public realm.

#### Outputs and Outcomes

The four main themes of the bid are:

- Redevelopment of Rotherham Markets that will include the relocation of the Central Library, a Community Hub and Food/Entertainment Court.
- The TCM identifies a number of residential development opportunities, creating an attractive Town Centre residential offer and in particular housing within the Forge Island development.
- Updating and re-imagining the Public Realm that links these sites, along with other key sites included in the TCM, and guides the Town's footfall is seen as another key priority.
- Facilitating the retention of Grimm & Co, an innovative literacy charity, by supporting their relocation to larger premises enhances a truly unique offer and visitor attraction in Rotherham's Town Centre, this would be 100% grant funded and would not have any revenue implications for the Council.

#### Financial Implications

The remaining Town Centre Investment Fund (TCIF) approved at Cabinet as part of the Councils Capital Programme budget setting report 2016/17 to 2020/21 will need to be ring fenced in order to provide co funding for the FHSF bid. At the time of reporting this value was £7.8m plus £4.1m already committed to fund the flood defence works on Forge Island.

In order to finance the proposals put forward in the business case an additional £5m would be required over the next 4 years. The total RMBC commitment for the scheme would therefore be £16,979,760 (£17m) or 22% of the overall predicted cost. The additional £5m capital provision will provide match funding for the FHSF and for the implementation of the Town Centre Masterplan.

The scheme would also include £33,861,349 (£34m) of private sector investment, mainly from the Forge Island development.

Total scheme cost for the preferred option within the draft business case is £85.9m. Please note all figures are indicative at this stage as the final business is not due to Government until mid April 2020 and will also be dependent on feedback from the draft business case submitted in January 2020.

The revenue implications of the projects will be identified and worked through with Finance as the projects are developed as part of the Business Case.

#### Risks

- Note that progression to the business case development phase of the FHSF does not guarantee capital funding for the scheme. The FHSF remains a competitive process with potential capital grant asks totalling more than the overall allocated budget of £1 billion. The FHSF cannot guarantee that any scheme will be awarded the full amount of capital funding they request. Notification of successful bids and the value awarded will not be expected until Summer/Autumn 2020.
- The FHSF is to provide co-funding towards capital projects, securing private sector or other public sector funding is essential. Any award will be subject to a condition that third party co-funding referred to in the business case is fully legally committed and, when taken together with any FHSF award, will be sufficient to complete the scheme.
- Some of the identified projects will create on going revenue implications for the Council that need to be worked through with Finance Colleagues.



Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Rowan Centre – Access Road and Car Parking	Capital Expenditure	0.000	0.150	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment, CYPs	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.150</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The children and young people who attend the Rowan Centre are transported by taxis. Due to the rise in pupil numbers attending the Rowan Centre, there has been a corresponding rise in taxis as well as staff. The entrance to the school has become very congested between 8:30 to 9:30am and 14:30 to 15:30. Taxis need to access the Rowan Centre to drop children within the school grounds for safeguarding reasons. Because there is only a narrow driveway the taxis have to queue on the road, which is already very congested by traffic from the neighbouring Monkwood Primary Academy. The situation is very stressful for the children which at transition times such as arrival and leaving the school are fraught with anxiety for these children.

#### Outputs and Outcomes

The proposal is to widen the access drive, with a loop to allow taxis to access and egress the site in safe way, with the minimum of congestion. The carpark for the Rowan Centre will need to be extended to accommodate the additional staffing.

#### Financial Implications

It is estimated that the cost will be £150,000. Insufficient funding available from basic need and schools condition funding or SEND programme.

#### Risks

There are issues for road safety and the mental wellbeing for the children that attend the Rowan Centre who often have high levels of anxiety.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
East Herringthorpe Cemetery & Crematorium outdoor lighting	Capital Expenditure	0.000	0.012	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.012</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The purpose of this bid is to set aside capital monies for the provision of lighting throughout the cemetery road leading to the crematorium. This road is predominately used by funeral cars.

The Cemetery & Crematorium service is delivered on behalf of the Council by Dignity Plc.

Cast iron street lamps are on site in the required location but have not been operational since the start of the contract with Dignity. Legal have confirmed that any items which was not operational at the start of the contract and not specified as an improvement within the contract are the responsibility of the Council.

It would be at significant cost to get cast iron street lamps currently in place back to full working order. It is, therefore, recommended that these street lamps remain as a feature but are not restored to a working order and that 12 solar units are installed. The solar units would run in a dimmed state until they sense movement and then increase to full brightness.

#### Outputs and Outcomes

RMBC must have an effective, good condition estate that is suitable for the services provided by the council.

Investment into the lighting will improve the appearance of the site and will meet health and safety requirements.

#### Financial Implications

The bid is for £12,300 one off investment.

No revenue budgets are identified under Culture Sport and Tourism or Corporate Landlord budgets in order to provide the required lighting.

#### Risks

Potential health and safety implications if the area is not adequately lit and reputational risk i.e. public complaints etc.

## Children and Young Peoples Services

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Open Objects	Capital Expenditure	0.036	0.000	0.000	0.000	0.000
Directorate(s)	Capital Funding	0.000	0.000	0.000	0.000	0.000
CYPS	<b>Net (Corporate Resources)</b>	0.036	0.000	0.000	0.000	0.000

There has been a significant increase in the number of children with Education, Health and Care Plans (EHCP) in Rotherham, with all available sufficiency data projecting that this rise will increase.

The Education, Health and Care Assessment Team (EHCAT) need a fit for purpose casework management system that supports efficient functioning within the Team. The Team are experiencing an increasing volume of work and manual systems are unable to support the increased volume and workload.

The current system that is used is Capita. The Capita system is cumbersome to use and difficult to store information. Whilst it is used consistently to support data and performance management it is not designed to record casework. A best value review undertaken earlier in 2019 demonstrated that the EHCAT already optimise many of the features of Capita but it isn't designed to support the work of the Team.

### Outputs and Outcomes

The Open Objects system simplifies a number of assessment processes and can be accessed via log-in by families, supporting good communication and co-production. The system allows other professionals to be contacted electronically thus reducing administrative time spent following up information and advice. Open Objects will also automatically trigger Annual reviews and support SENCOs through this process.

### Financial Implications

The purchase price of the Open Objects package is £36k with an annual maintenance cost of £36,000. The purchase cost and the first year of maintenance could be funded through capital.

As the number of referrals and assessments continue to increase this creates demand pressures on the team. Introducing this system will streamline some of the administrative processes currently undertaken. This would mean that staff time would be freed up to deal with the increasing demand on the service, avoiding the cost of recruiting additional staff.

### Risks

To do nothing will see a continued rise in demand on administration and costs with implications for the Local Authority being able to manage work within the statutory times scales.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
ContrOCC	Capital Expenditure	0.000	0.075	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
CYPS	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.075</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

Liquidlogic LCS Children's social care case management system and the Children's ContrOCC Finance system were released to Children and Young People's Services (CYPS) operationally on the 31st October 2016. The initial implementation included a range of contracted deliverables, including a CYPS ContrOCC Payments system to individuals. CYPS service directorate have identified numerous benefits in widening the scope by implementing the ContrOCC solution to make payments to external organisations and utilise the provision of a portal for two-way communication with external providers.

Payments to organisations that are not currently processed through Children's ContrOCC include:

- Independent Fostering Agencies (IFA)
- Residential Children's Homes
- Residential Schools
- Short Breaks (handled by organisations)
- Semi-independent accommodation (SA)

This unified approach would drive up the accuracy and efficiency of the payment processes and financial reporting that enables decision making, as it reduces unnecessary time and money spent duplicating work across different systems. This is particularly beneficial to the management of high spend/volume areas such as Independent Foster Agencies, since ContrOCC's precise calculations and record-keeping allow for more accurate payments, reports and budget-forecasting which could strengthen the councils' negotiating positions with providers.

#### Outputs and Outcomes

- Reports that make budget monitoring and projection more efficient saving office time
- Child level data reports can be run identifying the most costly placements – review costs to demonstrate value for money
- Drive up the efficiency of payments to external providers – reduction of credit notes
- Reduction in the maintenance of orders and payments through p2p as this is facilitated within the system
- Two way communication between providers gives on a daily basis to enable checks from both parties to be made to payment details
- Reduction of paper based invoicing as these are all held within the system

## Financial Implications

The implementation of the product would be a one off cost of £73,172 plus VAT to be funded through the Capital programme. Ongoing annual support costs to be paid amount to £9,215 plus VAT. The annual support cost equates to 0.4FTE of a band D post and could be generated through efficiencies of staff from the new payment process. The costs are itemised as:

	<b>Item</b>	<b>Capital Cost</b>	<b>Annual Support and Maintenance Cost</b>
ContrOCC Payments to Organisations	Upgrade to Full ContrOCC Children's Licence - <b>Software</b>	£23,000	£4,600
	Oxford Computer Consultants Implementation Services - <b>Services</b>	£8,195	0
	Liquidlogic services to support ContrOCC Payments implementation - <b>Services</b>	£3,600	0
ContrOCC Children's Provider Portal	ContrOCC Children's Provider Portal - <b>Software</b>	£23,077	£4,615
	Liquidlogic Services to support Provider Portal implementation - <b>Services</b>	£15,300	0

Efficiencies realised through implementation of the system would reduce officer time spent on the raising and maintenance of purchase orders and the payment of invoices as this is held within the ContrOCC system.

In 2019/20 external placements has a budget of £24.8m and the largest area of spend for CYPS and being needs led has most fluctuations and has been the source of the greatest overspend in previous years. Within ContrOCC commitments are raised on the system which forms the basis of the budget monitoring report, saving finance time on creating additional reporting spreadsheets. Real time reporting will aid planning and forecasting forging more timely management decisions.

Implementation of the system would give opportunity to review corporately the current payments process for CYPS external providers against that of Adults who already use the ContrOCC payments system, to identify staff savings potential.

## Risks

Continuing with the current payment process incurs more time than the proposed system

Manual spreadsheets that form the basis of the current budget monitoring are prone to manual errors

To calculate the full cost of a child is time consuming to identify a range of placements – this system would automatically store data per child



## Finance and Customer Services

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Financial Systems Reporting Solution	Capital Expenditure	0.000	0.300	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Finance & Customer Services	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.300</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The Council has utilised business intelligence reporting for a number of years, however, a fundamental review of the software was undertaken last year to ensure that we have a clear view of what reporting needs Financial Services has. Further analysis undertaken during Summer 2018 indicated that the end users were not receiving the reporting information required.

The current IBM Cognos software, although out of support, still provides invaluable reporting information to Finance, Procurement and Service staff and is necessary for the production of numerous statutory and business reports, plus TM1 budget setting and other modelling applications. Advanced provide hosting of the BI servers and support and maintenance for the BI applications but Advanced are very low on BI consultants at present which significantly affects reporting if issues occur.

Given the issues highlighted above, a fundamental review of reporting requirements is underway to establish whether the current software is fit-for-purpose and aligns with ICT's strategy for performance and data analysis reporting.

### Outputs and Outcomes

- Financial reporting that meets the requirements of end users including finance officers and budget managers
- Reporting tools that can easily extract financial information in an expedient and consistent format
- Potential to integrate financial and non-financial performance data

### Financial Implications

A limited number of options have been explored. These include:

- Advanced reporting services - a quote was provided earlier this year and the estimated implementation costs were approx. £60k with annual maintenance of approx. £10k.
- SQL Server Reporting Services (SSRS) – this is a Microsoft tool utilised by other services within the Council. CIDS have a number of colleagues who are already trained in the use of this software and this is considered to be the preferred reporting tool for all services going forward. £300k estimate.

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## Risks

- The lack of financial reporting software hinders the monitoring of Council budgets at a time when the Council's finances have to be scrutinised to ensure value for money is being achieved in all service areas
- The Council continues to receive a myriad of financial information requests, therefore reporting tools ensure that the Council is in a position to respond quickly to these requests
- Business intelligence reporting supports the preparation of statutory returns and production of the Council's Statement of Accounts. Without the necessary tools, there is a risk that the Council will not meet its legislative requirements thereby bringing reputational damage to the Council and the potential for a qualified set of accounts

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Audit Management System	Capital Expenditure	0.000	0.000	0.030	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Finance & Customer Services	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.030</b>	<b>0.000</b>	<b>0.000</b>

Audit software. Current contract commenced in Feb 2017 for three years with the option of extending for a further two years. That option is currently being pursued, with authorisation being requested and expected to be approved. If there is no further extension after the two years there would need to be a tender exercise. The costs quoted above are based on the costs of the current contract. The first year cost is for licences and implementation, with subsequent years costing an estimated £8k for ongoing support.

#### Outputs and Outcomes

Purchase of audit software licences.

#### Financial Implications

The installation of the system can be capitalised, providing that the contract is multiple years, however the annual support has to be managed within the existing revenue budgets. The audit revenue budgets already have provision for the ongoing support of the existing system and this can be used to therefore pick up the future ongoing support to any replacement system.

#### Risks

If software not used, much reduced efficiency of the audit department.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Device and hardware refresh	Capital Expenditure	0.920	1.020	1.022	1.025	1.278
Directorate	Capital Funding (existing budget)	0.910	0.910	0.910	0.910	0.910
Finance & Customer Services	<b>Net (Corporate Resources)</b>	<b>0.010</b>	<b>0.110</b>	<b>0.112</b>	<b>0.115</b>	<b>0.368</b>

This funding (up to 2023/24) seeks to provide the refresh of devices and hardware that are not currently provisioned from the computer refresh budget. In the main this relates to mobile phones and headsets. From 24/25 it is anticipated that this capital proposal supersedes the current computer refresh and represents an anticipated renewal cycle:

Laptops (£580) – every 3 years

Mobile devices (£175) – every 2 years

Headsets (£35) – provision for new employees and broken/damaged.

Monitors (£120) – every 3 years

Peripherals (mouse, keyboard, adapters) – as required/broken.

In 23/24 this funding covers the additional needs of libraries, design studio and specialist software users.

Design Studio \*3 iMac upgrades

#### Outputs and Outcomes

Replacement of devices and equipment:

- Avg. 1,200 laptop/tablet devices (£580 - £830) every year (from 24/25)
- Avg. 350 mobile devices (£175 each) every year
- Avg. 300 headsets (£35) every year

#### Financial Implications

Taking this budget and the existing computer refresh budget, the ongoing replacement costs are averaged. It should be recognised that there are peaks in replacement in certain years. For example, the next 'peak' will be in 22/23, however it is anticipated that there will be underspends in previous years carried forward to cover for these peaks. There is some work to be done to better profile the expenditure, this would be worked through in detail as part of an updated business case.

It is not anticipated that the replacement of devices will generate savings for the Council, this is necessary expenditure to ensure staff and Members have the tools/equipment to enable them to undertake their roles. Provision for replacement of ICT Devices of £910K pa. is already recognised in the capital programme for years 20/21 to 22/34, this request is in addition to the existing annual provision.

## Risks

Failure to replace devices will result in staff not being able to undertake their job roles efficiently. New ways of working bring with it a change in the device landscape, we have already gone from PC's to laptop and now more people require mobile working solutions and appropriate devices. Not providing the right type of equipment will result in a loss of productivity and inefficient working practices.

Device prices are subject to variation due to exchange rate fluctuations with the Dollar and can also be impacted by component availability increasing cost.

Short life assets e.g. 2/3 years may be more suited to revenue funding rather than capital borrowing.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Digital Strategy	Capital Expenditure	0.000	0.950	0.500	0.500	0.800
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Finance & Customer Services	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.950</b>	<b>0.500</b>	<b>0.500</b>	<b>0.800</b>

This proposal seeks to support delivery of the refreshed Digital Strategy - 2020-2023 (to be finalised). It will support investment in projects/initiatives required to support the continued development of a modern and efficient council.

Final decisions on spend will be dependent on Cabinet adopting the forthcoming strategy.

#### Outputs and Outcomes

Investment from the proposal would seek to:

- Improve customer service and enhance service delivery and speed of response, through investment in automation
- Support collaboration and the interoperability and integration of health and social care. Investment in network connectivity to the new health and social care network, provide access to RMBC systems from partner sites/buildings (e.g. hospital, health centres) and to health systems used by RMBC employees
- Direct integration of the Rotherham Health records within the liquid logic application used within Adults and Children's services
- Support independence and end-user self-help/management through assistive digital technologies, including telecare and telehealth monitoring systems and the introduction of "smart homes" sensors – temperature, movement, lighting etc
- Support Full Fibre and 5G rollout within the Borough
- Deliver a range of "digital inclusion" initiatives, in conjunction with partners, focussed on increasing digital access, skills and confidence for residents
- Provide new mobile, flexible and remote working systems and tools to increase staff productivity and support community and area based working
- Achieve PSN compliance
- Automate manual and resource intensive processes across Council by removing the need to re-key information, improve productivity and speed up the delivery of services to the customer.

#### Financial Implications

Investment areas will be subject to specific business cases and/or prioritised areas of focus (e.g. PSN compliance, Digital Inclusion). Such investment will include professional services, equipment/product/asset/software purchase and implementation costs. Investment may result in release of ongoing savings and/or capacity gains and improvement in customer services and workforce productivity.

Whilst investment may not necessarily lead to direct savings, it is likely that the majority of investment would be directed to 'invest to save' initiatives or to support broader council priorities/initiatives where 'digital' plays a part.

## Risks

Without investment the refreshed digital council strategy would not be realised, which would result in the council being 'behind the curve' in terms of exploiting new and emerging technologies to improve service, increase efficiency and productivity and harness new ways of working. Consequently, this may lead to further budget pressure in future years. Funding requirements are aligned to the current digital strategy timeline.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Fee Billing system replacement	Capital Expenditure	0.030	0.000	0.000	0.040	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Finance & Customer Services	<b>Net (Corporate Resources)</b>	<b>0.030</b>	<b>0.000</b>	<b>0.000</b>	<b>0.040</b>	<b>0.000</b>

To upgrade the current fee billing system with something that is current, supported, aligned to the service requirements and compatible with other financial systems used by the Council.

The system provides a time sheet recording system, allowing fee earning teams within R&E to book out their time to specific revenue and capital projects.

It provides a job costing system for 5 departments, 70-80 staff and facilitates the production of reports on job costing, profitability, and employee analysis.

The new upgraded system is likely to have an asset life of 3 years

#### Outputs and Outcomes

##### Short term Outcomes 2019/20 2020/21

- Ensures that the Councils system are GDPR compliant
- Provide a job costing and fee billing system required so that the Council can recharge / bill various capital schemes and clients for the Council's fee earning services.

##### Long-term 21/22 onwards –

- Offers the opportunity to consolidate the different job costing system used within the Council, Legal (IKEN), Street Scene (MIDAS), and R&E (CACI )

#### Financial Implications

The current system has not been upgraded for 5-7 years and is not compliant with the requirements of GDPR, with security support ending for the system at the end of December 2019.

##### Capital

The estimated cost of the replacement is £0.030m currently and likely to be higher in three years, c£0.040m.

##### Revenue



The existing contract is £13,622.56 per annum (2019 prices) inflated annually by RPI under the current provider CACI.

The fee billing system is used to recharge and invoice for staff time for a host of fee earners each year to the Council's capital programme and external customers as appropriate. The income streams from the system recharges are built into the Council's base revenue budgets.

#### Risks

Failure to upgrade or replace the fee billing system will require the Council to develop other means of achieving the same results, either via a spreadsheet or other methods.

Should accurate records not be maintained the Council risks losing income from ether Capital projects or external clients adding pressure to the revenue budgets.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Electronic Document and Records Management System (EDRMS)	Capital Expenditure	0.000	0.085	0.000	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Finance & Customer Services	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.085</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

RMBC currently has over 27,000 Records Management boxes stored at Bailey House. Bailey House is due for imminent closure. It is essential that the Council has a strategy to manage the information currently held within the Records Management Centre (RMC).

Funding will provide for a proof of concept (PoC) exercise into scanning existing boxes, partly in anticipation of the closure of Bailey House but also to begin providing the basis for building capacity and knowledge around document management. Increasing the capability within the council will reduce the risk profile of any project involving the implementation of an EDRMS solution, especially for a larger deployment.

This proposal, for 19/20 and 20/21 is not seeking capital commitment for the implementation of a corporate-wide EDRMS solution but a request to commence a small scale approach to scanning boxes held by RMBC and to begin a preliminary engagement with the overall concept of EDRMS. Any kind of quick and efficient retrieval of scanned documents will require some form of EDRMS in order to successfully maintain acceptable levels of governance and control.

The proof of concept will aim to determine the resource implications of scanning each box and assess if there are any efficiency benefits or long term savings when compared to maintaining the physical boxes either in-house or outsourced. If carefully conducted the proof of concept will lead to an opportunity to work towards developing a business case for investment in a corporate-wide EDRMS that could contribute to reductions in printing, document duplication, easier retrievals and greater governance of electronically stored documents.

#### Outputs and Outcomes

Short-term 19/20 and 20/21 –

- reduce the number of physical boxes stored by the council's Records Management Centre and reduce long-term revenue costs for physical storage
- provide an informed position from the proof of concept
- develop a business case for a corporate-wide project to implement an EDRMS.

Long-term 21/22 onwards –

- If the POC and Business Case prove successful, the council may decide to commit to a corporate-wide project implementing an EDRMS
- Potential benefits could include, substantial efficiency increases in records storage and retrieval, elimination of manual record storages and digitization of manual records held elsewhere within the council

- Further projects may be generated from the implementation of an EDRMS that leads to the automation of business processes such as workflows and approvals and integration with other council business applications and systems.

#### Financial Implications

19/20 and 20/21 costs will be used to provide proof of concept and a business case. Initial estimates only at present for costs to cover a fit for purpose scanner, related software, hardware and staffing resources to deliver the POC. Only staffing costs for the installation of any new hardware/software assets can be capitalised, the costs of staff operating the system must be revenue.

21/22 onwards are estimations only and will depend on a further decision based on a cost benefit analysis with full business case. The estimate included above is a £1m capital investment project, carried out over a 3 year period, however this is indicative only, the proposed business case will identify the most efficient and affordable solution for the Council.

The business case will highlight the advantages and the likely participants interested in using a corporate-wide EDRMS and these will all significantly affect these estimates.

#### Risks

The risks are low as any major investment will only require commitment once a PoC and a Business Case has been completed.

Expenditure in 19/20 and 20/21 will result in a reduction of physical boxes and the physical storage savings will be calculated. Commitment beyond 20/21 is entirely optional and a decision can be made following the proof of concept's findings and cost benefit analysis.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Legal Service - eBundles	Capital Expenditure	0.000	0.030	0.030	0.030	0.030
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
Finance & Customer Services	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.030</b>	<b>0.030</b>	<b>0.030</b>	<b>0.030</b>

Legal Services are leading a South Yorkshire initiative that is exploring the introduction of a system whereby the Family Hearings Court is able to receive and process court bundles, submitted by the 4 SYLAs, in an electronic format.

Consideration is being given to the introduction of a fully digital, hosted, IT platform that allows legal teams to securely prepare, collate, redact, share and present evidence/legal bundles, documentary and video evidence in a single system.

As a fully digital platform the solution will offer instant access to a single version of a bundle in an easily transportable, paperless format.

#### Outputs and Outcomes

The solution will speed up hearings so that solicitors will spend less time in court and reduces the number of adjournments meaning a lower number of hearings per case.

The system will also support: -

- Reduced dependency and cost of the courier service delivering and collecting bundles to and from Court.
- Reduced confidential waste costs
- Reduced paper costs and other stationery i.e. folders

#### Financial Implications

Rotherham MBC Legal Services will be able to upload up to 150,00 images, 150 hours of multimedia and 200,00 conferencing minutes at an annual cost of 30,000.

The Service currently spends circa £20,000 on printing of Court Bundles.

There will be other efficiencies arising from this process i.e. cancelling the current court bundling software, and through staff time savings.

#### Risks

The initiative requires all 4 SYLAs to adopt the proposed solution.

All costs are to be funded by the LAs.

## Capital Programme – New Capital Scheme Proposals

### Capitalisation and Invest to Save

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Route Optimisation for Round and Efficiency Savings	Capital Expenditure	0.020	0.012	0.012	0.012	0.012
Directorate : Regeneration & Environment	Capital Funding (Service – invest to save)	0.020	0.012	0.012	0.012	0.012
Overview	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

A number of route optimisation and efficiency packages are available to support the planning of routes and the analysis of efficiencies in operational services.

Whilst a number of options are available many are adaptable to a number of services, for example the Waste and Recycling Sector, and Home to School Transport, and systems are available that are flexible enough for use across all the services that we would require.

Software is often supplied in 3 options, which are then licenced per council and per computer. An example would be as follows:

1. Base Route Creation module – to create/amend balanced and optimal rounds/transport routes.
2. Strategic options module – to quickly analyse alternative waste collection and Home to School Transport service designs
3. Daily operational module - to update and change rounds/routes as needed and create dynamic ad-hoc rounds ( bulky collections, bin repairs, special collections, ad-hoc transport requests, changes to HTS requirements, Respite care, emergency transport requests e.g. Looked After Children)

Part 1 would be an essential requirement, with the other modules being able to be added at any point in the future.

#### Outputs and Outcomes

#### RMBC requirements

#### Waste

RMBC currently run 33 waste collection rounds daily in peak times throughout the year with an average of 31 rounds each day, split by 12 rounds on Household Waste Collection 12 rounds on Recycling, 5 rounds on Garden Waste and 2 Euro collection rounds. Schedules are followed from the Bartec routing system which is both an office application and an in-cab solution for each round to follow. Bartec does not contain a route optimisation solution.

Managing the Bartec and updates required i.e adding new streets and amending rounds is performed by the onsite supervisors and Waste technicians.

RMBC has a requirement to make rounds more efficient with the likelihood of reducing the rounds that are currently out for collection each day.

RMBC has a requirement to make Home to School Transport routes more efficient with a view to optimising routes to manage both current and future demand with the resources available.

Waste collection rounds and HTS transport routes are currently developed through a manual process with no testing system before going Live and making adjustments in Bartec.

Since the launch of the new service it has become clear that efficiency savings might be made

To perform this rescheduling of rounds for 120,000 households and adding on new streets/areas would be a massive undertaking of resource and would need to be digitised on a system that allows testing before any steps are taken to go to Live. To put this into perspective we perform 700,000 + collections each and every month would have to be scheduled and planned into the system.

#### Home To School Transport

RMBC currently operate 272 routes for the transportation of circa. 900 pupils per day, both to schools within the Borough and outside of the Borough.

The current system of manually determining routes is administratively time consuming and does not optimise routes in the most cost effective and time efficient manner. Amending routes is currently done manually by Transport operational staff within Passenger Transport.

#### **Benefits**

##### **A number of benefits have been identified:**

- Any systems could work with our current Waste Management system (Bartec) so existing assisted collections and system warnings will remain in place.
- Once software and parameters are set up , software can perform re-routing within minutes
- The software could allow a 'virtual' test drive through of each route, so it can be signed off and trained to drivers before go live
- The software then allows editing of routes via map and drag/drop system
- Reports for all aspects of the rounds/routes and efficiencies can be produced to help work on efficiencies
- Efficiencies may be made on fuel consumption etc, but at this stage haven't been quantified.

- Staff will be fully trained to perform all adjustments and re-scheduling, so no outsourcing is required.
- Instant re-routing saving weeks of manual labour.
- Paper free and digitized.
- Instant planning/re-routing if there are any emergencies on the highways i.e, closed roads etc.
- It can be incorporated for the Home to School Transport function and into other services to optimise their work.
- There are predicted financial savings in waste collection and routes for Home to School Transport (estimated savings on HTS a minimum of 5% on current costs, circa £100k)

## Financial Implications

### Indicative Costs

Total Predicted costs	Year 1	After year 1
Base Module	£8,100.00	£8,100.00
All Modules	£10,800.00	£10,800.00
Arc licence	£3,000.00	£900.00
Training	£6,000.00	£0.00
Total Module 1 only	<b>£17,100.00</b>	<b>£9,000.00</b>
All Modules	<b>£19,800.00</b>	<b>£11,700.00</b>

## Risks

1. The cost after year reduces because of the training requirement. If people leave maybe extra training costs would be raised
2. Reduced risk as testing and run through of rounds can be completed before go live
3. Rounds not accepting changes, i.e making it difficult to implement or complete, but can be mitigated through engagement
4. A risk in not granting the request is we have to spend money and resource to manually develop new routes
5. Current way of routing and efficiency savings do not fit into our digital approach as a Council
6. All savings predicted may not be recognised, but saving just 10% each year saves over £40k plus taking of the cost of running all modules



Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Events Equipment	Capital Expenditure	0.000	0.015	0.000	0.000	0.000
Directorate	Capital Funding (Service - invest to save)	0.000	0.015	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

As the Events team looks to reshape its offer and scale up the programming in the Town Centre to support events such as Rotherham Show, Yorkshire Day, UEFA Women's World Cup and the development of new products such as a festive season and provision for children and young people during school holidays. This would be capitalisation on an invest to save basis as there are a number of small capital investments in equipment that can be used across these events, saving costs associated with hires for each event.

These include:

- 40m Festoon lighting – for indoor and outdoor use and low cost dressing at events such as Vintage Hop, Rotherham Show and programming across Town Centres events spaces
- 40m Banners and Dressing – for outdoor use providing a low cost option for dressing at events such as Rotherham Show, Vintage Hop and other Town Centre events including bunting, flags and information boards
- 20 x Bistro tables – to be used across the events portfolio and as a resource for other RMBC events
- Two wheeled trolleys – many of the events require moving heavy equipment, dressing and boxes between sites, these items can again be made available to other council departments when not in use by the Events Team
- 4m x 6m Gazebo/tent – all large scale events require an Event Control area which often means adding hire costs of gazebos to each event for this purpose

#### Outputs and Outcomes

The investment in the above equipment will:

- Increase the quality of experience across the events programme
- Reduce costs across the events portfolio by having a bank of equipment that eliminates the need for hire fees to be applied each time
- Improve working conditions for the Events Team at outdoor events

#### Financial Implications

To hire these elements costs on average costs between £800-£2000 per event depending on the length of the event and the set up costs.

The current Town Centre Events programme runs four major events with plans to reshape this programme and offer increased programming. Based on the current events programme the total annual cost associated with these items is between £3,200 and £10,000 per year.

#### Risks

The risks associated with not investing in new Events Equipment are:

- Perception of poor quality offer of events by residents and visitors alike
- Faulty and poorly maintained equipment could have a potential health and safety and insurance risk
- Lack of investment in support equipment such as trolleys could lead to injuries and staff sickness

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Fleet Replacement Programme	Capital Expenditure	0.000	1.241	5.866	0.730	0.100
Directorate	Capital Funding (Capitalisation)	0.000	1.241	5.866	0.730	0.100
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The Council operates an in-house fleet of vehicles to support operational delivery of front line services. The current fleet size is approximately 237 vehicles.

31 Cars  
129 Light Commercial Vehicles  
21 Minibuses  
56 Heavy Goods Vehicles

There have been various procurement routes for the current assets with funding from both revenue and capital accounts. Historically the Council procured all vehicles through contract hire arrangements, but in 2015 moved towards operational leasing. From 2017 onwards the most cost effective means of funding vehicle procurement has been determined as purchase rather than lease.

In 2018/19 and 2019/20 the Council approved funding of £2,051,000 to procure a fleet of new vehicles to replace those that were expiring leases, or hire arrangements.

This approval was for 98 vehicles to be replaced; which is an ongoing exercise throughout the 2019/20 financial year

As part of the replacement program there is the following number of vehicles identified for replacement in future years

31 vehicles in 2020/21  
88 vehicles in 2021/22  
10 vehicles in 2022/23  
1 vehicle in 2023/24

The main reason for procuring these vehicles in these set financial years is due to expiring hire or lease agreements. However there is a small percentage of owned assets that are reaching the end of their economic life.

Consideration will be given in due course to expanding the Council's use of electric vehicles as part of the procurement process.

## Outputs and Outcomes

The main purpose of the project is to develop a successful new vehicle fleet to help raise the standards of an ageing and unaffordable fleet. This contributes to the following Corporate Plan priorities:-

- Priority 3: Ensuring all areas of Rotherham are safe, clean and well maintained
- Priority 4: Helping people to improve their health and wellbeing by reducing carbon emissions within the Borough
- Priority 5: Running of a modern, efficient Council

It contributes to the following action within the Community Safety and Streetscene Service Plan 2020/21:

- Modernisation
- Air Quality Action Plan

The introduction of the Euro 6 engine vehicles and other alternative fuels is contributing to the following commitment in the Rotherham Borough Joint Health and Wellbeing Strategy:-

- Healthy life expectancy is improved for all Rotherham people and the gap in life expectancy is reducing.

## Financial Implications

The figures are based on an average 7 year replacement cycle and an average of 20% residual value at the end of the vehicle economic life.

- Current Annual Revenue Costs are calculations of expenditure towards leases and hire
- Estimated capital costs are based on market value of vehicles and are subject to change (see risks)
- Average Annual Capital Cost is based on average 7 year lifespan of vehicles
- Estimated Funding change is the Current Annual Revenue Cost less Average Annual Capital Cost
- Annual Maintenance Saving is based on hired vehicles only being maintained back within the Council's Workshop provision as oppose to the hire company
- Off Lease/Hire Damage Savings are based on average of £1,000 per vehicle dropping off Lease/Hire
- Residual Values are based on 20% of procurement cost after 7 years usage and estimated sale price at auction
- Estimated Overall Saving is what is expected through calculations of replacing leased/hired vehicles with prudential borrowing/capital investment

Year	No. Vehicles	Current Annual Revenue Costs	Estimated Capital Costs	Prudential Borrowing Charges 3% over 7 Years	Annual Maintenance Saving	Off Lease/Hire Damage Savings	Total Annual Cost / Saving	7 Year Cost / Saving	Residual Value after 7 Years based on average 20%	Total Saving – 7 Years
2020/21	31 (30)	£173,510	£1,241,000	£199,000	£2,200	£30,000	–£6,710	–£46,970	–£248,200	–£295,170
2021/22	88 (74)	£716,952	£5,866,000	£942,000	£14,000	£74,000	£137,048	£959,336	–£1,173,200	–£213,864
2022/23	10 (2)	£31,971	£730,000	£117,000	£0	£2,000	£83,029	£581,203	–£146,000	£435,203
2023/24	1 (1)	£12,594	£100,000	£16,000	£0	£1,000	£2,406	£16,842	–£20,000	–£3,158

Numbers in brackets of column 2 are vehicles on lease/hire arrangements

It must be noted that the savings will not be realised in the years of the procurement, but only over the life of the vehicle which is estimated on an average of 7 years.

#### Risks

Whilst the expectation is to replace vehicles between 5-10 years it is felt that some assets could be replaced over 8-10 years depending on their condition. Specifications, build and delivery times can take up to 9 months, where a specification is more customized. This could delay a proportion of the savings until further into the financial year.

If no investment is made into an ageing vehicle fleet the Council runs the risk of operational services facing disruption through downtime. Vehicles are more likely to breakdown and waiting time for delivery of parts will increase. Vehicles also present more wear damage through usage, for example a tipper body is likely to lose paint and rust, looking unprofessional and affecting the Council's image

Older vehicles attract more attention from enforcement agencies such as the DVSA and Police. There is a much higher risk from operating an ageing fleet that the Council's vehicle operating licence (O Licence) is jeopardised through MOT failures and/or unpresentable vehicles on the road.

Further risks to operating an ageing fleet is the meeting of air quality control criteria. The Council is attempting to modernise its fleet through alternative fuels and operating vehicles that are compliant with the governments standards for air quality

As the Council changes the way in which services are delivered to improve efficiencies then the costings could differ year on year. However there is an estimation based on the current fleet profile that the approximations in funding are appropriate.

Estimated capital costs are based on current market values and these are subject to change.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Local Authority Energy Savings Measures	Capital Expenditure	0.300	0.200	0.100	0.000	0.000
Directorate	Capital Funding (Service - invest to save)	0.300	0.200	0.100	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The project describes a number of energy savings measures including efficient lighting and controls. The project is an invest to save proposal. Projects are ready to start.

Savings vary with each individual scheme and include:

- Lighting upgrades (including LED) across buildings and streetlighting.
- Improved heating controls and building energy management systems.
- Insulation upgrades and draught proofing.
- Voltage optimisation and heating optimisers.

#### Outputs and Outcomes

Reduced annual emissions by 1,740 tonnes. Energy reductions and cost savings through an invest to save capital fund. The typical (average) payback period is 6 years.

#### Financial Implications

2019/20 figure includes £70,000 of schemes funded from revenue savings recycled into PRT but can be capitalised. Future year projects can be funded from past investment. The service has seen 84 projects pass through a recycled legacy fund with £1,231,789 invested in energy efficiency measures.

#### Risks

- Risk that savings do not materialise at the level anticipated. This is mitigated by the fact that projects receive independent scrutiny by technical assessors.
- Risk that projects over-run on delivery costs. This is mitigated by building in a contingency from the outset.
- Risk that buildings are disposed of before full savings materialise. Life expectancy of buildings are closely scrutinized at project inception to mitigate against this.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Clifton Park Garden Room Bar	Capital Expenditure	0.000	0.025	0.000	0.000	0.000
Directorate	Capital Funding(Service – invest to save)	0.000	0.000	0.000	0.000	0.000
Regeneration & Environment	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.025</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The Clifton Park Garden Room has started to grow a modest weddings and private hire income stream. Although the market for this service continues to grow the venue has a limited capacity to service this potentially lucrative market as the bar facilities have to be bought in for each event at the cost of the hirer. The repurposing of existing spaces within the Garden Room complex would enable the creation of a permanent bar increasing revenue to the service in delivering weddings and private hires and therefore increasing the profit margin of these events.

The opportunity for hirers to access a bar on site would also act as a further incentive to book Clifton Park over competitors within the wedding market which would drive up use by this growth market sector.

It is expected that a bar would also increase the number of other social and celebratory bookings at Clifton Park.

The Garden House is already licenced to sell alcohol.

The project will include:

- The removal of storage space and extending of internal walls into the reception area
- The creation of a purpose built bar for private functions
- Creation of dishwasher and service area space
- Initial stocking of consumables such as glassware

#### Outputs and Outcomes

The investment in the above programme of works will:

- Create a purpose built bar area for private hires and functions
- Increase the profit margins of existing private hires and functions
- Increase the attractiveness of Clifton Park Garden Room as a venue for functions and hires by providing a high quality, competitive offer

#### Financial Implications



The current offer secures two weddings per year due to the lack of bar facilities and the costs of hiring this in which are passed on to the customer. Even with a conservative estimate of the growth in wedding and celebratory bookings, it is estimated that an onsite bar could make the facility more attractive and therefore increase sales by 500% within 10 years.

The figures forecasted take into account a small year on year growth as well as repayment of the original capital amount and the employment of associated staff to manage the wedding and hospitality business.

#### Risks

The risks associated with not introducing a bar area at Clifton Park Garden Room are potential loss of earnings as other venues prove more attractive, better equipped and more competitively priced for weddings and private hires.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Children's In House Residential Provision	Capital Expenditure	0.000	1.500	0.500	0.000	0.000
Directorate	Capital Funding	0.000	0.000	0.000	0.000	0.000
CYPS	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>1.500</b>	<b>0.500</b>	<b>0.000</b>	<b>0.000</b>

The CYPS Sufficiency Strategy articulates the need for more local residential provision for Rotherham's looked after children (LAC). Whilst strategies are in place to reduce the number of children coming in to care through a range of options delivered at the edge of care, the fact remains that demand is still high. In addition to the high numbers of LAC it is evident that many of our children and young people in care also have complex needs meaning that it is often difficult to secure stable placements in family based settings.

The Council does not have any in-house residential provision, so when a child requires a residential placement this is provided with an external provider. These placements are high cost and predominantly out of Borough.

The report to Cabinet 17<sup>th</sup> February 2020 "Operational Delivery of LAC Sufficiency Strategy – Proposals to Develop New Residential Provision" provides a proposal to develop a range of in-house residential provision including emergency accommodation for Rotherham looked after children.

#### Outputs and Outcomes

Outcomes will be:

- Ensure more children and young people are placed in Rotherham close to their communities, families, friends and schools
- Deliver improved outcomes for looked after children
- Develop a service model that encourages step-down to family based placements
- Provide a local response to the increasing demand for a range of residential placements
- Provide greater flexibility and control of provision
- Reduce placement costs and support the deliver of budget savings

#### Financial Implications

The capital funding would be utilised to achieve the set-up and delivery model of in-house residential and emergency accommodation.

#### Risks

Without development of local residential provision, including step-down options there is a risk that it will not be possible to reduce the significant overspend in CYPS, which is almost entirely due to pressure on the placement budget.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Housing General Fund Capital Projects	Capital Expenditure	0.000	0.250	0.250	0.000	0.000
Directorate	Capital Funding (Capitalisation)	0.000	0.250	0.250	0.000	0.000
ACHPH	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

There are a number of strategic opportunities to develop multi-purpose housing capacity in Rotherham in addition to the direct delivery of new properties via the Housing Revenue Account. There is also a need to work in partnership with Adult Social Care to develop new ways of meeting the growing needs of the community and this funding will support investment in schemes which influence future demand on services.

#### Outputs and Outcomes

The aim of this project is to develop community capacity and new ways of delivering housing and social care outcomes. Individual projects will be developed over the next twelve months and will be subject to Cabinet agreement.

#### Financial Implications

Capitalisation of revenue resources.

#### Risks

To be assessed on a case by case basis as projects are developed.

Project	Capital Budget (£m)	19/20	20/21	21/22	22/23	23/24
Replacement Print Equipment	Capital Expenditure	0.303	0.278	0.232	0.199	0.000
Directorate	Capital Funding (Capitalisation)	0.303	0.278	0.232	0.199	0.000
Finance and Customer Services	<b>Net (Corporate Resources)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

This funding (until 2023/24) seeks to provide a 4 year rolling programme for the refresh of print devices – including purchase, installation, service and maintenance. As from 23/24 it is anticipated that there will be a different operating model for printing across the council and a significant reduction in the number of devices. A revised refresh programme will therefore be developed for 23/24 and beyond.

Provision is made over the 4 year period for the replacement of: -

(Up to) 109 devices based on a 20% reduction (c. 27 devices less than the current number of 136 devices) over the 4 year period

2 x Central Print Unit large capacity devices

1 x Mailer/Inserter

Service and maintenance (click) charges

Data cleanse for all devices that are removed

The Council is in the early stages of implementing a Digital Strategy Review which will help inform the number of print devices that will be required in the long term. Some signs of reduction are being experienced and some devices have been redistributed as a result of this. Whilst the 'Digital Strategy' is progressing through the transformation programme within each Directorate a significant reduction in print volumes is not currently evident and will be more evident over the next 24 months.

Due to the high usage of some devices, the age of the kit and the non-availability of parts, there is a number of devices that require replacement each year. The Council is therefore in the process of developing a 4 year strategy for the replacement / refresh of MFDs, incorporating kit utilised within the Central Print Unit.

#### Outputs and Outcomes

Year		Devices	Cost of MFDs	CPU Kit	MFD and CPU Service Costs	Data Cleanse	Total Cost
Year 1	2019/20	40	200,000	60,000	28,571	14,658	303,229
Year 2	2020/21	36	180,000	30,000	54,286	13,262	277,548
Year 3	2019/20	22	110,000	35,000	77,000	10,470	232,470

Year 4	2019/20	11	55,000	40,000	94,857	9,074	<b>198,931</b>
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**(Includes 1 x mailer/insert device)**

- The maintenance element will need to be reviewed as it may have to remain revenue expenditure. There is already a revenue budget in place for these costs.
- The procurement of the MFD's per year is an indication, the programme allows for review of requirements at each year, with a view to reducing this need year on year as the digital strategy progresses.

**Financial Implications**

Provision is requested for the replacement of the entire fleet however it is anticipated that there will be a reduction over the 4 year period. In addition devices are typically leased for 3 to 5 years therefore it is expected that devices that are purchased will require refresh at 5 years old. A revised refresh programme will therefore be developed from 2023/24 onwards.

From 2020/21 a saving of £226k can be made against the revenue budget, providing that these assets are purchased rather than having to revert to a leasing programme.

Soft market testing will take place during 2020/21 and a full tender exercise will be completed prior to October 2021. The purchases required for 19/20 will be carried out under a similar exemption report to the one used to procure new MFD's in 2017/18.

**Risks**

Failure to adopt a 4 year refresh programme will continue to place financial pressure on the revenue budget.

Soft market testing and a full tender exercise is required to be completed prior to October 2021.