

## **PROJECT DOCUMENTATION**

### **Stage 1 Business Case**

*Upgrade and Renewal of CCTV Equipment*

# **Business Case**

## **1. Purpose of Document**

The purpose of this document is to set out the justification for the undertaking of a project based on the estimated cost of development and the anticipated benefits to be gained.

The business case is used to say why the forecast effort and time will be worth the expenditure. The on-going viability of the project will be monitored by the Project Board against the benefits identified in this business case.

## **2. Background and Reasons for the Project**

### **2.1 Background**

CCTV cameras were installed across Hereford City, Ledbury, Leominster and Ross-on-Wye in the mid-nineties. The images from these cameras were received in the Bath Street police station control room. With the impending change in the use of the police control room and the new Data Protection Act 1998 both the West Mercia Police and Herefordshire Council funding a new state of the art digital recording CCTV Control Room in the Shirehall.

Since opening in June 2003 the CCTV control room has dealt with in excess of 50,000 incidents ranging from a number of murder enquiries to missing children.

The CCTV digital records are no longer supported by the manufacturer, therefore should any of the recorders fail the images from the CCTV cameras will not be recorded.

The CCTV cameras out in the field have been repaired as and when they have failed and a number were renewed to dome type cameras in 2009.

### **2.2. Summary of Reasons for the project**

Document any compelling reasons for this project.

- The CCTV digital recorders are no longer supported by the manufacturer. Previous failures of the equipment have been repaired, this will no longer be possible. The new equipment would provide a number of operational benefits over the existing system in that it would be possible to monitor remotely from any location, which should the control room become unusable on an occasion, will not prevent the CCTV across the county being monitored.
- The current analogue video matrix is no longer fully supported by the manufacturers. They can be repaired by specialist companies but because they are now obsolete being able to obtain the parts is now proving difficult. A video matrix is a switch that routes video inputs from cameras to video outputs that are fed to monitors and DVRs for recording as required. Should the matrix fail images from camera would no longer be able to be recorded or reviewed.

- The cost of annual BT fibre optics to bring images from 6 cameras in Hereford and the all of the market towns cost 33K. This is a considerable revenue sum. To replace the networks in the market towns to IP and replace existing analogue cameras to IP ones in the market towns would realise a saving of approximately 21K per annum for the Town Councils once the capital sum has been paid off.
- The proposed system has a number of inbuilt and add on apps that will aid with the efficiency of the system including:
  - ANPR (Automatic Number Plate Recognition) which will assist in incidents where vehicles are involved.
  - Mapping of incidents to provide analysis of where the current hot spots for offences are
  - The ability to monitor CCTV cameras from a remote location should the CCTV Control Room be quarantined for any reason.

### 3. Objectives

- To maintain and improve the service so that it can continue to support officers of West Mercia Police, colleagues in Herefordshire Council, colleagues of the city council and town councils, colleagues of Hereford BID and maintaining the feeling of safety in the area where CCTV is located and help reduce the fear of crime in those areas.

### 4. Contribution to Strategic Objectives

How CCTV contributes to all of Herefordshire Council's priorities:

- **Enable residents to live safe, healthy and independent lives**
- **Keep children and young people safe and give them a great start in life**
- **Support the growth of our economy**
- **Secure better services, quality of life and value for money**
  - by being able to monitor incidents and breaches of CBOs and alerting police and partner agencies across the city and market towns to them. For example a group of young people who have been on the radar for a number of months for ASB are now being given CBOs to deal with their behaviour. CCTV assists with identifying street drinking anti-social behaviour which has resulted in a number of known street drinkers who cause a nuisance being given CBOs to address their behaviour. CCTV also provides evidence for breaches of CBOs. The CCTV Commissioning Officer is heavily involved in various groups that are tackling ASB caused by young people and street drinking.
  - Herefordshire CCTV supports this aim through use of CCTV cameras to identify incidents, offenders and victims of harm. With the evidence gathered this in turn will assist and support WMP to focus on key areas and locations.

- During opening hours, especially during the night time economy CCTV operators will alert police officers to all incidents whereby aggressive behaviour takes place between members of the public that appear to be couples, family members or intimate partners, whether this is caused by males or females. The Street Pastors are also notified of the incidents so that they can assist the vulnerable person to get home or be reunited with friends.
- CCTV will alert police officers to incidents of suspected drug misuse and dealing. The CCTV service works closely with HAND (Herefordshire Against Nighttime Disorder) to identify persons involved in incidents or crime and anti-social behaviour related to crime.
- To provide evidence relating to hate crime and identify and alert police to incidents where a hate crime is suspected.
- Herefordshire CCTV works closely with the Safer Neighbourhood Teams and Integrated Offender Management teams to identify repeat offenders of crime, public order and anti-social behaviour. When police officers need to find a person of interest, one of their first calls is to the CCTV control room to assist in the location of these people.
- CCTV has previously provided evidence to support cases of sexual violence which have resulted in long custodial sentences for the offender. CCTV also proactively monitors vulnerable people and alerts police and other agencies (particularly Street Pastors) to the incident.
- To monitor and assist with keeping vulnerable people safe. CCTV assists the night time economy in monitoring incidents of disorder, identifying offenders and alerting police officers and doormen to persons of interest involved in violence against a person or disorder. The monitoring and searching of vulnerable people takes place at all hours of the day with calls being made from the local hospital to assist in searches of missing patients.
- Herefordshire CCTV is actively involved in various strategic groups around CSE and vulnerable children. The CCTV operators are constantly asked to support WMP to locate vulnerable children throughout the county and identify any trends or links around these vulnerable children, locations, peer groups, associates, etc.

## 5. Stakeholders

The key stakeholders of the project with an analysis of their potential role on the project;

- Project sponsor –
- Project Manager –
- Project Manager –  
Senior user-
- Senior supplier U/K
- Key users – West Mercia Police, Herefordshire Council, Hereford Cathedral, Hereford City Council, Ledbury Town Council, Leominster Town Council, Ross-on-Wye Town Council, HMRC (Her Majesty's Revenues & Customs)

## **6. Scope**

- The proposal is to maintain and improve the CCTV provision to Hereford, Leominster, Ross and Ledbury and support the police, council officers etc. and reduce costs by: renewing digital video recorders and associated Matrix, upgrading the analogue links to IP links in markets towns and upgrading analogue cameras to IP cameras in the market towns

## **7. Work Performed**

Details of the work undertaken in putting together the Business Case, e.g.

- A consultant was employed to assess the current state of the equipment and make recommendations on the system to both reduce revenue costs and to recommend a financially sustainable system for the future.
- An assessment of the pay back of capital grant which should be delivered within 8 1/2 years
- Buy in from city and town council's to continue to make their annual contributions as agreed until capital grant is repaid.
- All public space CCTV systems have to comply with the Data Protection Act 2018 and the Human Rights Act 1998. The Herefordshire CCTV system has a number of protocols for operation as well as a full audit trail of the use of the system to ensure that the principles of both acts are adhered to and are compliant.

## **8. Benefits**

### **1.1. Benefits**

- Reduction in costs to the relevant town councils totalling £22,590
- Improvement in images going from analogue to digital which will support better identification and number plate recognition
- Reduction in costs of installing new cameras in future as IP network will already be in place.

### **1.2. Adverse Effects**

**NONE Identified**

## 9. Options

- Do nothing – the system can be run as it is without any further investment. This will render the service redundant when either the digital recorders or matrix fails.
- Option 1 – Renew the digital video recorders and matrix which will see the service continue for the future. Any analogue cameras in Hereford would be able to be renewed on an adhoc basis, but any renewals in the market towns will still need to have analogue cameras. There is no future cost benefit to this option.
- Option 2 – Renew the digital video recorders and matrix which will see the service continue for the future. Upgrade the links in the market towns to wireless links which will allow for an upgrade of the analogue cameras to IP cameras which will in turn reduce the annual costs by circa 21K. Any analogue cameras in Hereford would be able to be renewed on an adhoc basis.

### 1.3. Summary of costs for each option

A summary of each option and the relative additional costs to the Council are shown in the table below:

Option	Project costs	Annual on-going costs	Return on investment
Option 1	£47,882	0	0
Option 2	£136,443	0	£22,590 per annum <i>(for the market towns from between 4½ and 8½ years)</i>

### 1.4. Summary of benefits achievable from each option

A summary of the benefits from Section 8 achievable for each option is shown below:

Option	Increased fee income	Saving on administration time	Mainstreaming benefits
Option 1	N	N	N
Option 2	N	N	Y

### 1.5. Summary of impact and scale of people change for each option (if potentially a decision-making factor)

A summary of the impact and scale of people change for each option may be shown below:

Option	Impact for people (positive, negative, neutral)*	Scale of change (low, medium, high)*
Option 1	NONE	
Option 2	NONE	

\*: It may be clearer to describe the impact and scale of each change option for some projects.

### 1.6. Summary of adverse effects for each option (if and only if this is potentially a decision-making factor)

A summary of the adverse effects of the change for each option may be shown below:

Option	People impacted	Nature and scale of impact
Option 1	NONE	
Option 2	NONE	

## 10. Costs and timescales of recommended option

### 1.7. Recommended Option

Option 2 – The current digital video recorders are no longer supported by the manufacturer which means that should a recorder fail the system is redundant. The video matrix which controls how the images are routed through to the recorders and monitors is also at a stage where it is highly unlikely that it could be repaired and if so it would take a long time and cost a lot of money.

This option will allow for the current digital video recorders for analogue cameras to be replaced with a new digital video recorder platform that will accommodate both analogue and IP cameras. IP cameras are seen to be the way forward and produce superior images and have the ability to be added seamlessly to the network. The new system would also have the ability to deal with routing of images around the system either on spots monitors or a digital back wall screen.

### 1.8. Project Implementation Costs – Recommended Option

The table below shows a summary of the (new and additional) costs of implementing the recommended option. Full details of these costs can be found in Appendix 12 – Financial Template.

Capital cost of project	2019/20	2020/21	2021/22	Future Years	Total
	£000	£000	£000	£000	£000
<i>Option 1: minimum required to maintain a useable CCTV system</i>	43,800				43,800

<i>Option 2: renewal of Ledbury, Leominster &amp; Ross-on-Wye transmission and cameras</i>	<b>134,100</b>				<b>134,100</b>
<i>Consultant to write specification</i>	<b>2,082</b>				<b>2,082</b>
<i>Consultant to manage installation project</i>	<b>4,343</b>				<b>4,343</b>
<b>TOTAL</b>	<b>184,325</b>				<b>184,325</b>

### 1.9. Summary of ongoing costs against benefits – Recommended Option

NONE

#### 1.10. Staff Resources and Costs

NONE

##### 1.10.1. Core Funded Roles

NONE

##### 1.10.2. Ongoing Service Support Roles

NONE

#### 1.11. Change Management

NONE

#### 1.12. Sustainability Assessment

	<i>+ve</i>	<i>-ve</i>
<i>Environmental</i>		
<i>Social</i>	<p><i>Benefits to:</i></p> <ul style="list-style-type: none"> <li>- <i>Stakeholders – better quality images to secure more detections giving greater kudos</i></li> <li>- <i>Council – public opinion on how Herefordshire Council value CCTV</i></li> </ul>	<p><i>Potential issues and adverse effects for:</i></p> <ul style="list-style-type: none"> <li>- <i>Unrealistic expectations raised to the ability of CCTV</i></li> <li>- <i>Negative press regarding “Big Brother” expenditure</i></li> <li>-</li> </ul>

	<p><i>in the community will increase</i></p> <ul style="list-style-type: none"> <li>- <i>Local Community will feel safer in the knowledge that investment has been made in security</i></li> </ul>	
<i>Economic</i>	<ul style="list-style-type: none"> <li>- <i>Future cost savings to the town councils</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>Costs of IP networks</i></li> <li>- <i>Cost of new DVRs</i></li> </ul>

### 1.13. Timescales

The project can be broken into *n* stages.

- Stage 1 – Procurement writing of specification, out to tender, selection of supplier
- Stage 2 – Agree programme of work and inform partners and stakeholders
- Stage 3 – Install and commission new equipment
- Stage 4 – Go Live

This early planning would indicate the following timescales could be achievable:

Activity	Dates
➤ Pre-project – consider recruitment of resource needed for project start date (subject to funding sign off)	
➤ Project start	21/01/2019
➤ Project governance established	21/01/2019
➤ Prepare detailed requirements for procurement	01/02/2019
➤ Project documentation prepared	01/02/2019
➤ Detailed project plan created	14/02/2019
➤ Privacy Impact and Equality Impact Assessments completed	01/03/2019
➤ Prepare procurement documentation	01/03/2019

Activity	Dates
➤ Procurement initiated	01/04/2019
➤ Procurement process	01/04/2019
➤ Supplier selected	01/06/2019
➤ Contract signed	15/06/2019
➤ Implementation plan agreed with chosen supplier	01/07/2019
➤ Post-procurement finances review	01/07/2019
➤ System build	01/09/2019
➤ System training	30/09/2019
➤ Final testing and system checks	01/03/2020
➤ Go live	15/03/2020
➤ Project closure process started	15/03/2020
➤ Project close	31/03/2020

## 11. Risks

Risks are potential threats to the Council that may occur but have not yet happened. Risk management will monitor the identified risks and take any remedial action should the risk happen. The risks associated with the project are set out in detail in the risk log in Appendix 6, identified as the risks to the Council if the project does not go ahead, and the risks if it goes ahead with the recommended option. In summary the main risks are as follows.

### 1.14. Risks of not going ahead with the project

- The system will fail and there will be no recording or visual monitoring of CCTV across the county

### 1.15. Risks that will need to be addressed if the recommended option goes ahead

- Strategy to cover the monitoring of CCTV whilst the system is being renewed and how this can be managed

## 12. Issues

There is a significant number of important issues which need to be resolved and decisions which need to be made to achieve the successful delivery of the benefits of the project.

- Identify any key issues which need to be resolved to achieve the benefits of the project
- Getting clear dates on when the system will be out of operation and tying these into days which are “less riskier” i.e. Friday, Saturday nights
- Allowing time for set up and training of kit

- Managing the expectations of stakeholders and partners during the process
- Obstacles to completing the project e.g. skills gaps.

### **13. Dependencies**

#### **1.16. Initiatives which this project depends on are:**

- Town Councils' buy in to continue contributing towards CCTV
- Continued financial support from the PCC or West Mercia Police

#### **1.17. Other initiatives which depend on this project are:**

## 14. Appendices

### a. Appendix 1 – Roles and Responsibilities

#### Core Funded Roles

Role	Description of Main Duties
<b>Project Sponsor</b>	<ul style="list-style-type: none"><li>▪ Help to describe, prioritise and agree the requirements</li><li>▪ Evaluating suppliers during procurement</li></ul>
<b>Project Manager</b>	<ul style="list-style-type: none"><li>▪ Managing the project budget</li><li>▪ Help to describe, prioritise and agree the requirements</li><li>▪ Approving functional and non-functional requirements</li><li>▪ Evaluating suppliers during procurement</li><li>▪ Approving the Implementation Plan for the <i>business area</i></li><li>▪ Approving the Training Needs Analysis</li><li>▪ Leading the implementation of the system in the <i>business area</i></li><li>▪ Identify users who can inform the project</li><li>▪ Act as project link with users who will be affected by the changes</li><li>▪ Represent other users views and opinions at the Project Board</li><li>▪ Be an advocate for the project</li><li>▪ Review and test outputs from the project to ensure they meet the end users' needs</li><li>▪ Leading the User Testing and Training</li><li>▪ Working to produce training and guidance materials</li><li>▪ Deliver training and guidance</li></ul>
<b>Procurement Manager</b>	<ul style="list-style-type: none"><li>▪ Supporting the procurement process</li><li>▪ Ensuring that the procurement is compliant with the appropriate procurement rules</li></ul>

#### Non-Core Funded Roles

These roles will be directly chargeable to the project.

Role	Description of Main Duties
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Role	Description of Main Duties
<b>Project Manager</b>	<ul style="list-style-type: none"><li>▪ Building and leading the project team</li><li>▪ Day-to-day control of the project</li><li>▪ Escalating issues and risks which the team cannot resolve</li><li>▪ Delivery of project outputs to cost, quality and time</li><li>▪ Working with the Business Lead to implement the system</li><li>▪ Understanding the user requirements and advising as to how the system can be used to meet these requirements</li></ul>

**b. Appendix 2 – Financial Template**

Separate Document

# **Business Case**

*Supporting Growth and Efficiency by Investing in the  
Highway Asset*

## **BUSINESS CASE**

The Business Case is used to document the justification for the undertaking of a project, based on the estimated costs (of development, implementation and incremental ongoing operations and maintenance costs) against the anticipated benefits to be gained and offset by any associated risks.

**Prepared by – xxxx**

**For the attention of – CSWG**

### **Supporting Growth and Efficiency by Investing in the Highway Asset**

This scheme has 2 capital components:

- 1) Investment in the condition and safety of the main road network (A and B Roads) to support the local economy, support safety improvements, protect existing investment in the network and secure resilience.
- 2) Condition of structures (bridges) across the County to ensure access for communities.

Delivery 2017/18, 2018/19, 2019/20.

As described in the Local Transport Plan, Asset Management Policy, the aim is to support the growth of the county by making the best use of its transport assets and where possible facilitate more efficient usage together with improvements in the quality of our public places.

Public places should be safe and enjoyable for all to use responsibly. Public places should also remain safe through all seasons of the year. The infrastructure that is vital to a functioning county should be resilient to the impact of weather and climate.

The transport assets should provide a network that facilitates the efficient and safe movement of people and goods whilst protecting the quality of life within communities.

The council will encourage and support the growth of competitive local business and enterprise through works to enhance and maintain public places and by the way that work is delivered.

This investment will assist in avoiding mounting revenue costs associated with the maintenance and management of the most extensive and valuable physical asset for which the council is responsible.

The attached slide pack provides an overview of this scheme.

## 1 OUTLINE BUSINESS CASE

### Business Options

The table below summarises each business option.

Option	Analysis
Do nothing	Continued deterioration in the condition of the main roads and bridges will result. 20 bridges are at risk of early failure. The direct cost to the council of repairing or replacing a failed bridge is significant and the cost to the local economy of a main road network that is in poor condition is also significant.
Do the minimum	<p>The council has the opportunity to gain funding to deliver both components of this scheme through a successful bid to the Department For Transport's (DfT) Challenge Fund, the next round of which will be held in 2017/18 seeking scheme bids for funding from 2018/19 to 2020/21. The Challenge Fund seeks bids in two categories, up to £20m and over £20m. Both components would be (separate) bids in the up to £20m category. To progress a challenge fund bid, the council will have to provide a local contribution, from funds outside those provided to it by the DfT, of 10% minimum. 10% of £40m is £4m. This sum could be provided in advance of the DfT funds in 2017/18 and over the 3 years from 2018/19 to 2020/21. As such a minimum of £1m per year would be required.</p> <p>In addition to the local contribution, to succeed the Council's bids will have to ably demonstrate the:</p> <p>Strategic Case for Investment - the strategic fit will identify a clear need to undertake the scheme now to ensure that the problem does not get any worse. The case is supported by good quality evidence.</p> <p>Project Delivery - will be realistic, with clear timescales for completion. Financial risks will be identified and No significant risks will remain, or adequate mitigation measures have been identified. A fully evidenced and comprehensive risk register will be provided.</p> <p>Economic Case - the information and data and analysis will be provided to assist the assessment of the bids. This will use the latest methods that we have developed alongside DfT to assess the economic benefit of investment in highway maintenance.</p>

Option	Analysis
	<p>Management Case - All governance arrangements will be in place with clear line of accountability, all as required for all major projects and in accord with our Public Realm Services Contract.</p> <p>Project Planning - An outline project plan will be developed, with realistic timeframes and task durations. Contingency (float) or critical path may also have been included with a summary of lessons learned (if applicable).</p> <p>Risk Management - A risk register will be provided. Any significant risks will be identified and adequate mitigation measures will also have been identified.</p> <p>The £4m invested would, subject to successful bids, would bring in up to £36m of additional funding, an average of an additional £12m per year over the 3 years from 2018/19 to 2020/21.</p>
Do something	<p>As above the Council will bid to the Challenge fund and both components would be (separate) bids in the up to £20m category. The assessment criteria for the previous bidding round awarded bids that made a local contribution of &gt;21%. As such to maximise our potential for success the council will have to provide a local contribution, from funds outside those provided to it by the DfT, of 21%. 21% of £40m is £8.4m. This sum could be provided in advance of the DfT funds in 2017/18 and over the 3 years from 2018/19 to 2020/21. As such £2.1m per year would be desired.</p> <p>The £8.4m invested would, subject to successful bids, would bring in up to £31.6m of additional funding, an average of an additional £10.53m per year over the 3 years from 2018/19 to 2020/21.</p> <p>Further to the above it should be noted that in the 2016 Budget, the Chancellor of the Exchequer accelerated this Government's commitment to invest £100 billion in infrastructure by 2020-21. The Budget states that this 'will include bringing forward funding for the Highways Maintenance Challenge Fund and the Pothole Action Fund, and enabling the delivery of thirteen thousand shared ownership homes two years early.'</p> <p>As such the delivery programme for this second tranche of Challenge funding may be brought forward (this may be announced in the Autumn Statement). As such some funds may be available from DfT during 2017/18.</p>

## Return on Investment

The table below summarises the return on this investment:

Benefit	Initial Analysis	Comparison / References						
<p>The £8.4m invested would, subject to successful bids, would bring in up to £31.6m of additional funding, an average of an additional £10.53m per year over the 3 years from 2018/19 to 2020/21.</p> <p>The benefit to both the council, in terms of future cost avoidance, and the economic and social benefits to the people of Herefordshire will be fully evaluated as part of our Challenge Fund Bids.</p>	<p>An immediate benefit cost ratio of <math>31.6/8.4=3.76</math></p>	<p>If the initial value for money of this project is evaluated using the methodology described in the Department for Transport's advice note 'Value for Money Assessment: Advice Note for Local Transport Decision Makers' It would be rated as high VfM.</p> <table border="1" data-bbox="1082 770 1465 1585"> <tr> <td data-bbox="1082 770 1238 1585" rowspan="5">VfM Threshold</td> <td data-bbox="1238 770 1465 871"> <ul style="list-style-type: none"> <li>Poor VfM if BCR is below 1.0</li> </ul> </td> </tr> <tr> <td data-bbox="1238 871 1465 1048"> <ul style="list-style-type: none"> <li>Low VfM if the BCR is between 1.0 and 1.5</li> </ul> </td> </tr> <tr> <td data-bbox="1238 1048 1465 1225"> <ul style="list-style-type: none"> <li>Medium VfM if the BCR is between 1.5 and 2.0</li> </ul> </td> </tr> <tr> <td data-bbox="1238 1225 1465 1402"> <ul style="list-style-type: none"> <li>High VfM if the BCR is between 2.0 and 4.0</li> </ul> </td> </tr> <tr> <td data-bbox="1238 1402 1465 1585"> <ul style="list-style-type: none"> <li>Very High VfM if the BCR is greater than 4.0</li> </ul> </td> </tr> </table>	VfM Threshold	<ul style="list-style-type: none"> <li>Poor VfM if BCR is below 1.0</li> </ul>	<ul style="list-style-type: none"> <li>Low VfM if the BCR is between 1.0 and 1.5</li> </ul>	<ul style="list-style-type: none"> <li>Medium VfM if the BCR is between 1.5 and 2.0</li> </ul>	<ul style="list-style-type: none"> <li>High VfM if the BCR is between 2.0 and 4.0</li> </ul>	<ul style="list-style-type: none"> <li>Very High VfM if the BCR is greater than 4.0</li> </ul>
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	<ul style="list-style-type: none"> <li>High VfM if the BCR is between 2.0 and 4.0</li> </ul>							
	<ul style="list-style-type: none"> <li>Very High VfM if the BCR is greater than 4.0</li> </ul>							
<p>Total</p>	<p>£31.6m immediate benefit a BCR of 3.76 (High VfM).</p>							

## 1.1 DETAILED BUSINESS CASE

### Expected Benefits

The detailed business case will be developed for each Bid in accordance with the assessment criteria for the DfT Challenge Fund. The bid criteria for the second tranche

of the Challenge Fund have yet to be announced. Bid development is advancing in accord with the criteria established in the first tranche and recognisable best practice.

Expected Benefit	Initial analysis	References/Comparisons
It is anticipated that the detailed business case will demonstrate Very high VfM.	BCR>4.0 with all economic benefits included	Our 2014 business case for Major Investment in highway infrastructure assets demonstrated a BCR of 2.5. this did not include for any social and economic benefits.

### Expected Dis-benefits

The Council may not succeed in its bids to the Challenge Fund.

### Expected Costs

The cost of preparing high quality challenge fund bids. this is estimated at £60K.

### Major Risks

Risks management will be developed in the detailed business case that will support our Challenge Fund Bids.

The major risk to this business case centres around our ability to succeed in the second tranche of bidding to the Challenge Fund. This risk will be mitigated by the investment of time and resources into the development of high quality bids.

Beyond the bidding process the key project risks are likely to be as set out in the table below:

Major Risks
Impairment in the highway asset, as a consequence of the severe weather and the resulting damage to the asset, is not fully addressed through damage repair works (as funded through Bellwin and any other Severe Weather Damage funding) The risk is that the overall condition of the highway asset will have deteriorated significantly and this will reduce the scale of the anticipated benefits.
Underlying drainage issues, that have and will lead to accelerated deterioration in the highway asset, are not addressed through the investment period, leading to the benefits realised as a result of the investment not being sustained.

Customers and Stakeholders expect this significant investment to address all highway defects throughout the county, which it will not. The risk is that expectations will be raised to unrealistic levels which will never be met, leading to a reduction in overall customer satisfaction with the condition of roads.

The overall condition of the highway asset is not elevated to a level that enables a reduction in the need for the reactive response to highway defects. The risk is that this will lead to an increase in the proportion of reactive works and a consequential reduction in the level of highway works that can be capitalised and a pressure on revenue budgets.

The overall condition of the highway asset is not elevated to a level that sees a reduction in the number of potholes that are of a size, or in a location, that cause damage or injury to highway users and their property. As a consequence, the scale of benefits anticipated to be realised by residents and businesses will not be realised resulting in sustained or increased cost to residents and businesses in Herefordshire. There would also be consequential reduction in the overall satisfaction in the condition of roads.

Delivery through the associated programme of works is not aligned with the asset management strategy through the investment period and throughout the asset lifecycle. As a consequence the overall condition of the asset may be significantly less than that which should be achieved over time. This may result in the need for a further major investment to make a step change in condition. The risk is that this further investment need occurs before the 'original' investment has been paid for. As such the further investment will be unaffordable.

The impairment in the highway asset, as a consequence of the severe weather throughout the lifecycle of the asset and the resulting damage to the asset, is not fully addressed through damage repair works (as funded through Bellwin etc.). The risk is that the actual overall condition of the highway asset will be impaired and this will reduce the scale of the anticipated benefits.

## Investment Appraisal

	Year 1	Year 2	Year 3	Total
Benefit		c£10.53M	c£10.53M	c£10.53M
Cost	£2.1M	£2.1M	£2.1M	£2.1M

	Year 1	Year 2	Year 3	Total
Risks	£0.06M			
Net benefit	£31.6m immediate benefit a BCR of 3.76 (High VfM).			

### Investment Assumptions

That the Challenge Fund assessment criteria for Tranche 2 are broadly equivalent to the criteria set for Tranche 1.

That 2 bids will be allowed.

## 1.2 BENEFITS REVIEW PLAN

### Measures

Measure description	Baseline Measure	Target Measure	Measurement Method and responsibility
Challenge Fund Bid  1) Investment in the condition and safety of the main road network (A and B Roads) to support the local economy, support safety improvements, protect existing investment in the network and secure resilience.	No Bid	Bids Successful	MoM – DfT confirm funding.  Responsibility - Head of Highways and Community Services
Challenge Fund Bid  2) Condition of structures (bridges) across the County to ensure access for communities.	No Bid		

## Reviews

Review	Purpose	Attendees	Review Date / Timing
Bid resources in place	To ensure high quality bids can be prepared		October 2016
Bids prepared	To ensure that bids are ready to be submitted		January 2017 (to be adapted in accord with challenge fund bid process, once published)
Bid success	To evaluate success		April 2017 (to be adapted in accord with challenge fund bid process, once published)

## **PROJECT DOCUMENTATION**

## **FEASIBILITY BUSINESS CASE**

Estate Capital Programme 2019/20 -2021/22

## **Stage 0 Business Case**

### **Purpose of Document**

This Feasibility Business Case contains information that describes the justification for setting up and continuing the development of a detailed Business Case for the Estate Capital Programme 2019/20-2021/22. The Business Case is to be submitted to the Capital Review Board and if accepted, a more detailed Business Case will be developed.

### **Objectives**

If the Business Case is approved then the programme can move into the implementation phase and deliver the following:

- Ensure that the Council's estate is maintained, safe and fit for purpose
- Address identified risks
- Reduce revenue expenditure through invest to save projects
- Extend the lifecycle of Council assets and protect/enhance value

The Business Case sets out a three year programme in order to provide clearer strategic direction regarding investment in the estate which differs from the more short term approach adopted in previous years.

### **Background**

Herefordshire Councils' estate is basically split into two categories: Operational and Investment. Schools effectively form part of the operational estate but are subject to a separate capital programme and are therefore not included within this feasibility business case.

The Council's estate includes circa. 1080 assets of varying degrees of legal interest and use. Whilst optimisation of the estate is an ongoing processes based upon review and pro-active engagement with services, investment in key property assets is required for the four key reasons set out in the Objectives described above.

A three year programme is proposed in respect of prioritised projects rather than a short term annualised plan which, to date, has been the conventional approach. Projects have been assessed prior to inclusion in the programme and those that neither meet key criteria nor are not supported by sufficient information have been omitted. This is not to say that such projects are permanently disregarded should future assessment mean that they qualify for inclusion in the programme. In such circumstances bids for capital funding will be made on a project by project basis.

The capital programme, including the rationale and/or benefits for each proposed project, is provided at 9. Potential Costs and Options for Project

## **Project Drivers and High Level Issues**

The three year programme provides a clear investment strategy which is prioritised through the assessment of criteria primarily focussed on (1) identified risk and (2) invest to save (MTFS savings), through the delivery of property specific projects. Cost appraisal is estimated i.e. high level and detailed evaluation has not been undertaken in respect of each project.

The capital programme will, with regard to the Council's objectives, aim to:

- *To secure better services, quality of life and value for money:*  
Through minimising property costs and reducing the risk of service failure
- *Support the growth of our economy*  
Through the release property assets for alternative use and/or development
- *Keep children and young people safe and give them a great start in life*  
Through the proposed investment in the St. Owen's Centre and Hunderton Nursery

## **High Level Metrics**

- Revenue cost savings per annum
- Rent income/Capital receipt
- Occupancy cost per capita
- Reduced maintenance cost per annum

## **Scope**

### **Included in Scope**

All properties identified within the proposed capital programme and those released in due course as a consequence of the identified projects.

### **Not included in Scope**

All other properties within the estate.

## **Stakeholders**

- Service users and occupiers (including tenants)
- Property Services
- Legal Services
- Finance
- Facilities Management
- Health & Safety

## **Dependencies**

### **Initiatives which depend on this project are:**

- Future Corporate Asset Strategy
- Better Ways Of Working (BWOW) – Strategy and Implementation
- Future Investment Asset Strategy
- Reduced energy consumption and carbon output
- Annual Financial Savings Targets

### **This project depends on:**

- Appropriate levels of resource and expertise
- Consultant and/or contractor performance
- Information as to service plans and strategy
- The required level of engagement from stakeholders

## **Benefits**

The anticipated benefits of the proposed project are listed below:

- Reduced revenue costs included as MTFS savings
- Capital receipts
- Risk management
- Protecting service delivery

## **Quantifiable**

- Reduced costs
- Capital receipts
- Increased revenue (from investment portfolio)
- Improved EPC grade
- Compliance

## **Non-quantifiable**

- Risk mitigation

## **Contribution to Strategic Objectives**

- To secure better services, quality of life and value for money

- Support the growth of our economy
- Keep children and young people safe and give them a great start in life

### Potential Costs and Options for Project

The three year programme is shown in the table below:

Planned Capital Programme						
Property	Description	2019/20	2020/21	2021/22	Comment	Rationale/Benefits
Shirehall	Rewiring of building, new switch room, boiler and plant room		£600k		Infrastructure renewal required as there is an increasing risk of failure	Risk of failure
	Roofing works			£400k	Identified through survey. To ensure building integrity is protected and the property is watertight	Risk of failure
Plough Lane	Roofing works	£200k			To remedy existing roof leaks which are impacting on the working environment and service delivery	Roof failure already impacting on building use
	Replace A/C units to data centre			£100k	Required to ensure essential ICT systems are	Risk of failure

					protected against failure	
	Replace Air Handling Units		£150k		Existing units are worn out and require replacement to make sure the property is fit for use. The recent reduction in catering provision illustrates the impact of unit failure	Risk of failure
	Toilet & stairwell improvements	£150k			Required for building compliance and future proofing	Invest to Save (MTFS saving). To enable the release of other buildings and reduce associated costs
	Drainage & resurfacing car park			£400k	To make sure drainage and the surface is fit for future use	To protect future use and address deterioration
Hereford Crematory	Reline burners		£50k		Required to ensure continued operation of equipment and service delivery	Risk of failure
Various sites	Upgrade resilience	£20k	£20K	£20k	Improvements to make sure buildings are protected in respect of recognised risk e.g. fire doors	Risk of failure

Investment portfolio	EPC's to enable lease renewal & letting	£150k	£150k	£150k	To meet statutory regulation and increase investment income	To address compliance and legacy issues, increase revenue and enhance investment value
Elgar House	Boilers		£125k		Council's responsibility under the lease	Risk of failure
Hereford Library	Lift installation		£100k		To meet statutory obligation and enhance use of upper floors	To address DDA compliance
Hunderton Nursery	Re-Roof	£200k			Identified through survey to ensure building remains fit for use and watertight	Risk of failure
Maylord & Widemars h Car Parks	Fire Suppression system		£750k		Identified risk further to report on fire in Liverpool multi-storey car park	H & S identified risk
5 Blackfriars	Refurbish (Disposal evaluation)	£50k			Improvements to enable disposal	Invest to Save (building disposal/capital receipt)
Unadopted Roads	Remedial work	£100k	£100k	£100k	Identified risk of increased claims for vehicle damage	Mitigate risk
Churchill House	External Works		£50k		Required to address deterioration of doors,	Risk of not meeting legal obligation

					fenestration and external fabric	
Old Priory Leominster	Roof repairs	£30k			Necessary to address current roof leaks and protect building integrity/use	Risk/Invest to Save (MTFS saving). To enable potential disposal
St. Owen's Centre	Re-Roofing and replace roof lights	£150k			Identified through survey to ensure building remains fit for use and watertight	Risk of failure
Kington Library	External windows and decoration			£20k	Identified through survey to address deterioration.	To protect future use and address deterioration
Glass House, Widemars h Street	Demolition	£100k			Acquired under Link Road CPO. Not marketable.	Invest to Save. Demolition to reduce liability and market/sell as part of larger site (capital receipt)
Emergency Capital Works			£200k	£200k	Utilised in previous years to address urgent needs	Required contingency for emergency works to prevent service failure
<b>Total</b>		<b>£1,150k</b>	<b>£2,295k</b>	<b>£1,390k</b>		

In each case the 'Do Nothing' option is not viable and each proposed project represents the considered way forward.

### Costs and Timescales to Develop the Full Business Case

- The full business case in respect of the 2019/20 programme will be developed from existing staff resource in the Property Services Department with support from client

Departments identified at 5. above and consultants/ contractors as appropriate. This business case will be developed prior to the commencement of the 2019/20 financial year.

- Full business cases with then be produced for the subsequent financial years under the programme timeline.

### **Risks of not doing the Project**

The programme seeks to reduce the risks identified on a project by project basis within the table under 9. Potential Costs and Options for Project.

Aside from cost, the council risks reputational damage if it fails to adequately manage its estate and enhance or release value through capital investment.

### **The key risks of not doing the project are:**

- Impact on service delivery
- Rising cost
- Loss of income
- Loss in value/deterioration of property assets
- Reputational risk
- Non-Compliance with statute/regulation

### **The key project risks are:**

- Statutory
- Financial
- Service

## **Appendices**

**Appendix 1 – Finance Template**

**Appendix 2 – Equality and Diversity considerations**

**Appendix 3 – Privacy and information security considerations**

**Appendix 4 – Sustainability considerations**



## **PROJECT DOCUMENTATION**

## **FEASIBILITY BUSINESS CASE**

School Transport Route Planning Software

## **Stage 0 Business Case**

### **Purpose of Document**

This Feasibility Business Case outlines the benefits of procuring transport route planning software for school transport. It identifies the current challenges of manual planning and the financial and administrative benefits of introducing a suitable software package.

### **Objectives**

If the Business Case is approved then the project can move into the implementation phase and deliver the following:

- An Improved and more efficient system of school transport route planning:
  - Reduced administration time planning school transport routes
  - Greater route efficiency – improved vehicle utilisation and reduced distance and time travelled for students
  - Delivery of lower revenue costs achieved through a reduction in the number of contracts required
  - Benefits to the Herefordshire environment including, lower carbon emissions, less traffic congestion, lower use of fuel.

### **Background**

The home to school transport network has historically been planned manually using tools such as AutoRoute. This work is carried out by staff members within the Passenger Transport team. The network consists of 2 areas, mainstream educational transport including college transport, and special needs educational transport which also includes PRU schools, looked after children and adult social care.

Planning is carried out throughout the year to take account of new or diminishing demand. Special educational needs transport in particular can vary greatly from month to month as demand changes. A large planning exercise is undertaken between May and September each year which adjusts services to meet the demands of the new academic year commencing in September.

### **Project Drivers and High Level Issues**

The scale and complexity of the school transport network limits manual planning from achieving the most efficient and optimised services. The current network of routes and services has organically developed over many years.

A full scale review of the mainstream educational network is due to be carried out with the aim of reducing contracting costs and meeting cost saving targets of the MTFs. Specialist route planning software will provide considerable benefits over the traditional manual approach in that it will save considerable time, allow for multiple routing options to be tested and also support double runs (when a contracted vehicle can serve more than one route/educational establishment thus reducing overheads).

## High Level Metrics

The school transport network provides daily transport to 4,300, primary, secondary, college, and SEN students traveling to 98 educational establishments. The service is provided by external transport operators, supported by a small in house Council fleet. Currently 230 contracts are held with operators to supply these services. The total contracted cost of the service is £4.7m per annum.

## Scope

### Included in Scope

School transport including mainstream, college, SEN, LAC and PRU. Adult social care transport.

### Not included in Scope

Public transport, subsidised and commercial bus services. However, it might be possible to use this software to review and design subsidised timetabled public bus routes.

## Stakeholders

- Transportation and Access
- IT Support

## Dependencies

### Initiatives which depend on this project are:

A full review of the mainstream educational transport network is due to be carried out over the next 3 years to optimise the network, reduce costs, and meet cost saving targets of the MTFs. This will encompass all contracts held with commercial operators, 4,000 primary, secondary, and college students and 78 educational establishments. Transport route planning software is required to fully realise the potential of this initiative and achieve the cost saving targets.

The areas that depend on the outcome of this initiative are:

- 78 Herefordshire schools and colleges
- 4,000 Herefordshire school students and college students from Herefordshire and neighbouring counties
- 40 Herefordshire based commercial transport operators

### This project depends on:

Available capital to purchase software.

Limited IT support to ensure that software will be compatible with council systems. As the software will be web based rather than hosted locally it is anticipated that there will be minimal implications for integration with council systems. An application support specialist from Hoople has attended initial software demonstrations to provide advice and review compatibility.

## Benefits

The anticipated benefits of the proposed project are listed below:

### Quantifiable

- Reduced contracting costs (estimated £225k over 3 years). This is based on average contract costs of around £25k. It is anticipated that the number of contract reductions will increase after the first year as more of the network is subject to review.
- A lower number of vehicles required to deliver the service
- An increase in the number of passengers carried per vehicle
- Reduction in CO2 emissions

### Non-quantifiable

- Improved user experience for students and schools

## Contribution to Strategic Objectives

Enable residents to live safe, healthy and independent lives	Improved service delivery and better resilience for school transport enabling parents to work and contribute to the Herefordshire economy.
Keep children and young people safe and give them a great start in life	Improved service delivery and better resilience for school and college transport enabling children to access education and develop skills for the future.
Support the growth of our economy	Reduced revenue costs for Herefordshire Council will allow for expenditure in other areas that can support the growth of the economy. Reduction in number of vehicles on the school run will assist in overall objectives to reduce congestion which will assist local economies.
Secure better services, quality of life and value for money	<ul style="list-style-type: none"><li>• Reduced contracting costs</li><li>• Improved Service Delivery</li><li>• Reduced carbon emissions</li></ul>

## Potential Costs and Options for Project

Should funding be granted it is intended to procure suitable software using the Government G-Cloud digital marketplace procurement framework. G-cloud allows buyers to find and purchase technology faster and cheaper than entering into individual procurement contracts.

Potential suppliers of suitable software are currently being evaluated through product demonstrations.

Initial estimates place the cost of the project at £30k per annum for 3 years.

### **Costs and Timescales to Develop the Full Business Case**

Timescales:

Oct 18	Capital funding request
Nov/Dec 18	Develop procurement specification and detailed business case – support from Hoople through the SLA.
Mar 19	Successful capital funding request
Mar 19	Decision report
April – 19	Procurement Exercise via G-Cloud framework
May 19	Contract Award
June 19	implementation of software

Development of the full business case could be completed as part of normal Passenger Transport Management duties with some limited support from Hoople to ensure compatibility with council systems.

### **Risks of not doing the Project**

The key risks of not doing the project are:

#### **The key risks of not doing the project are:**

School transport will continue to be planned manually. Routes will not be as optimised and efficient as they could be and contracting costs will not be reduced. Potential revenue cost savings will not be realised and the cost saving targets of the MTFS will be missed.

#### **The key project risks are:**

Achieved savings will not be greater than the cost of software purchase. This is unlikely as conservative estimated potential savings are substantially greater than the estimated costs.

### **Appendices**

**Appendix 1 – Finance Template (separate)**

**Appendix 2 – Sustainability considerations**

	+ve	-ve
Environmental	<ul style="list-style-type: none"> <li>• Fuel savings</li> <li>• Reduced carbon emissions</li> <li>• Reduced congestion</li> </ul>	None
Social	<ul style="list-style-type: none"> <li>• Improved service and shorter journey times for students</li> <li>• Improved service for schools &amp; colleges</li> <li>• traffic reductions during peak travel times</li> <li>• Reduced workload for Herefordshire Council Passenger Transport – allow for more focus on other key tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Route changes may attract complaints from parents (this would be mitigated by implementing a communications programme and close liaison with schools)</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Reduced contracting costs</li> <li>• Support for parents/carers to be economically active as they will not be occupied transport children to and from school</li> </ul>	<ul style="list-style-type: none"> <li>• Software costs</li> </ul>

**PROJECT DOCUMENTATION**

**Stage 1 Business Case**

*Traveller Site Development*

## **Business Case**

### **1. Purpose of Document**

The purpose of this document is to set out the justification for the undertaking of a project based on the estimated cost of development and the anticipated benefits to be gained.

The business case is used to say why the forecast effort and time will be worth the expenditure. The on-going viability of the project will be monitored by the Project Board against the benefits identified in this business case.

### **2. Background and Reasons for the Project**

The council is preparing a Travellers' Sites Development Plan Document (DPD) as part of its Local Plan. This will focus on the accommodation needs of the Traveller community (Gypsies, Travellers and Travelling Show People) up to 2031.

The Travellers' Sites Development Plan Document was submitted to the Secretary of State for Housing Communities and Local Government on 27 February 2018 for examination.

The examination hearing for the Herefordshire Travellers' Sites Development Plan Document took place in May 2018.

In the post hearing advice the Inspector asked the Council to review the sections of the Gypsy and Traveller Accommodation Assessment in relation to turnover of pitches on the local authority sites. This review has resulted in a further five pitches being required in the County before 2022/23 and further 11 pitches between 2023 and 2031. This is in addition to the nine pitches already identified in the Travellers Sites DPD.

This Capital Bid seeks to facilitate this challenging requirement of increasing provision of Traveller Pitches.

In addition to the duty described above, concerns have been raised by Elected Members and the Director for Children's Services regarding the condition of the Council Managed Traveller Sites. The brick units have been upgraded over the past few years but are requiring further modernisation and upgrade. When the sites were first built there was not such demand on the facilities, these are now lacking and require upgrade. In addition the doors, fencing and general landscaping are requiring replacement and/or improvement.

Many of the repair and call out works are associated with electricity problems including trip outs, where residents are left without electricity until the supply can be re-instated. The supply to the sites needs upgrade to cope with modern appliances.

## Summary of Reasons for the project

Document any compelling reasons for this project.

- Comply with the DPD
- To modernise the units and to secure income.
- Comply with landlord responsibilities.
- To be responsive to the needs and opinion of our tenants.

## Objectives

- To develop new pitches
- Modernise existing units
- Improve facilities to the units
- Reduce the maintenance costs for traveller sites owned or leased by the Council.

## Contribution to Strategic Objectives

Enable residents to live safe, healthy and independent lives	This project also supports residents of Council owned sites to live safe, healthy and independent lives, and supports the choices available for persons not wishing to live in 'bricks and mortar'.
Keep children and young people safe and give them a great start in life	Better provision of accommodation and an increase in plots available will enhance traveller children's lives. Stability in accommodation enables facilities to be accessed more easily.

Support the growth of our economy	The rising maintenance costs of the housing stock will be reduced as the accommodation is improved, this reduction will be realised for future years.
Secure better services, quality of life and value for money	<p>Development of good quality accommodation supports the secure better services, quality of life and value for money element within the Corporate Plan.</p> <p>If the Council were to seek alternative management/ownership of the Sites, if the properties are in improved condition, seeking this type of change would be feasible.</p>

### **Not included in scope**

- General repair and maintenance of sites
- Routine planned maintenance

### **Stakeholders**

The key stakeholders of the project with an analysis of their potential role on the project;

- Property Services
- Gypsy and Traveller Service
- Planning
- Building contractor

- Gypsy and Traveller Community
- Residents of the sites
- HCA
- Housing Solutions Team

### **Scope**

- Developing new pitches at Bromyard x 2, Pembridge x 4.
- Improvements to the fencing and communal areas of the x 6 sites

### **Work Performed**

Details of the work undertaken in putting together the Business Case

- Stock condition survey
- Basic survey quotes from Property Services
- Consultation with residents on existing sites
- Fire Risk Assessments
- Basic environmental advice
- Basic Planning advice
- Best practice landscaping

Should also include a subsection on Equality and Diversity:

### **Benefits**

#### **a. Benefits**

- Demonstrate that the Council is working towards delivery of the requirements of the DPD and GTAA
- Secures and increases rental income from the properties now and into the future

- Reduces the repair and maintenance costs due to improved facilities
- Ensures that the housing and cultural needs of the travelling community are appropriately acknowledged and supported.
- Residents will feel encouraged to look after better quality accommodation and surroundings
- Improve the chances of seeking alternative management/ownership of the sites to achieve Housing Association benefits for the residents.

**b. Key Project risks**

Development of Traveller sites is not always popular with the Community in general and can attract adverse Political attention. The project will need careful management both in terms of finance and managing the public interest element.

Work on sites can cause some disruption to residents. The work carried out over the past three years has been managed well by careful selection of appropriate contractors, who are aware of the difficulties of working in areas where residents remain in their homes while the work is being carried out.

As there is not currently a depreciation budget for the planned maintenance of the sites, there is not currently a budget to undertake planned work when they need replacement or repair.

As such it is proposed that the revenue contributions for the capital repayments are met corporately.

**Options**

- Accept as proposed
- Reject proposals
- Select part of the bid

**c. Summary of costs for each option**

A summary of each option and the relative additional costs to the Council are shown in the table below:

Option	Project costs	Annual on-going costs	Return on investment
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Option 1	£1,539,500	Increase in number of pitches requiring routine maintenance and repair	Increase in income from additional rental income
Option 2	Nil	Increase in maintenance costs due to brick units deteriorating and land/fencing requiring repair/replacement. Potential difficulty renting pitches due to deteriorating units resulting in a decrease in income	No Capital repayments
Option 3	If funds are to be allocated for part of the project, it is difficult to pursue the project. The residents are not supportive of development of the new pitches, without the other work being progressed.  The requirements of the DPD can only be met by increasing the number of pitches and these are the easiest pitches to supply.		

**d. Summary of benefits achievable from each option**

A summary of the benefits from Section 8 achievable for each option is shown below:

Option	Increased fee income	Saving on repair and maintenance	DPD benefits
Option 1	y	y	y
Option 2	n	n	n

Option 3	y	n	y
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**e. Summary of impact and scale of people change for each option (if potentially a decision-making factor)**

A summary of the impact and scale of people change for each option may be shown below:

Option	Impact for people (positive, negative, neutral)*	Scale of change (low, medium, high)*
Option 1	Positive for current and new residents Positive for Council for delivery of DPD	High High
Option 2		High
Option 3	Positive for new residents waiting for plots. Positive for delivery for DPD	High

*\*: It may be clearer to describe the impact and scale of each change option for some projects.*

**f. Summary of adverse effects for each option (if and only if this is potentially a decision-making factor)**

A summary of the adverse effects of the change for each option may be shown below:

Option	People impacted	Nature and scale of impact
Option 1	Capital repayments – the repayment period in monetary terms is approximately 70 years	
Option 2	Negative for residents as they were consulted over their priorities and this would show a lack of consideration for their responses.	

Option	People impacted	Nature and scale of impact
	Reputation negative for the Council due to non-compliance with the DPD.	
Option 3	Negative for existing tenants who were consulted regarding improvements they prioritised	

### Costs and timescales of recommended option

#### g. Recommended Option

Option 1. The money not received during the last bid is key to pursuing the project. The past application included modernisation works identified during the consultation phase by the current residents. The residents did not fully support either the transit site or development of new pitches, as these were seen as less important to them, than the other works. In addition the application included additional resource to manage the project; currently there is no resource to be able to pursue this work. The bid received from the previous year of £360,000 covers the development of three pitches only.

There is no resource to manage a project of this size within the current structure, therefore, the money provided for the pitches to date, cannot be used without resource to lead on the project.

The other improvement works requested by residents was not included and this has proved to be contentious amongst the residents and is included in this bid.

#### h. Project Implementation Costs – Recommended Option

The project covers an extended period and the HC7 resource would be crucial to see it through to implementation. The money secured to date £360,000 for the development of 3 x pitches cannot be pursued with the current resource in the team. The one dedicated member of this team is a HC5 and is fully occupied. The Service Manager has four other busy areas including Licensing which does not allow them to support this project in a day to day capacity. It is expected that this HC11 would provide management support to the HC7 project manager. This post should be implemented prior to the project being undertaken.

The exact costs of Planning Permissions and an agent to produce suitable plans etc are unknown, but it is has been estimated in the bid. Similarly for any Environmental searches which may be required.

It is likely none of the planned work will commence until after April 2019, including the 3 x pitches for which funding is already allocated.

### i. Staff Resources and Costs

The following project staff costs have been identified. These are a mix of core-funded roles and non-core funded roles.

The Business Lead role will be performed by Claire Corfield who is the Service Manager for the Gypsy and Traveller Service. The project will be managed by the Project lead which is included in the bid.

### j. Timescales

The project can be broken into stages.

- Stage 1 – Procurement
- Stage 2 – Survey and detailed costing
- Stage 3 – Contractor
- Stage 4 – Implementation (will be broken down into sections)
- Stage 5 – Ground works
- Stage 6 – Build
- Stage 7 – snagging

This early planning would indicate the following timescales could be achievable:

Activity	Dates
➤ Pre-project – consider recruitment of resource needed for project start date (subject to funding sign off)	January/February 2019
➤ Project start	April 2019
➤ Project documentation prepared	June 2019
➤ Project governance established	September 2019
➤ Detailed project plan created	September 2019
➤ Privacy Impact and Equality Impact Assessments completed	June 2019
➤ Prepare detailed surveys for procurement	June 2019
➤ Prepare procurement documentation	June 2019
➤ Commence recruitment of additional resource	Jan/Feb 2019
➤ Procurement initiated	July 2019
➤ Procurement process	August 2019
➤ Contractor selected	August 2019
➤ Contract signed	September 2019
➤ Implementation plan agreed with chosen supplier	September 2019
➤ Post-procurement finances review	Monthly after September 2019
➤ Communication strategy prepared	January 2019
➤ Start build date on units requiring upgrades	April 2019
➤ Start build date on new units not require planning consent	August 2019

<b>Activity</b>	<b>Dates</b>
➤ Agent selected to draw plans and make planning permission applications	August 2019
➤ Planning approval period	December 2019
➤ Start build for remaining plots requiring planning consent	January 2020
➤ Project closure process started	March 2020
➤ Project closure reports completed	August 2020
➤ Benefits review	October 2020
➤ Project close	December 2020

## **Risks**

Risks are potential threats to the Council that may occur but have not yet happened. Risk management will monitor the identified risks and take any remedial action should the risk happen. In summary the main risks are as follows.

**k. Non compliance with DPD**

**l. Reduction in income from rental**

**C. Increase pressure on maintenance budget**

**d. Continued challenge regarding the condition of the sites**

## **Issues**

There is a significant number of important issues which need to be resolved and decisions which need to be made to achieve the successful delivery of the benefits of the project.

- Some of the project is subject to Planning Consent
- The project depends on sourcing suitable contractors
- There is no contingency or budget to pay the additional Capital borrowing from the income
- No depreciation plan is in place for costs of upkeep on the sites. Budget only exists for basic repair and maintenance.

### **This project depends on:-**

**m. Residents on sites**

**n. Preparing the property for consideration of a change in management/ownership of the sites**

**c. Planning consent**

**d. Finance available to pursue the project**

## **Core Funded Roles**

<b>Role</b>	<b>Description of Main Duties</b>
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Role	Description of Main Duties
<p><b>Service Manager HC11</b></p> <p><b>Gypsy Liaison Officer HC5</b></p>	<ul style="list-style-type: none"> <li>▪ Help to describe, prioritise and agree the requirements</li> <li>▪ Approving functional and non-functional requirements</li> <li>▪ Act as project link with users who will be affected by the changes</li> <li>▪ Represent other users views and opinions</li> <li>▪ Be an advocate for the project</li> <li>▪ Review refurbishment work to ensure they meet the end users' needs</li> <li>▪ Building and leading the project team</li>   <li>▪ Assist with communication between the residents and visitors to the sites.</li> <li>▪ Accompany visitors/contractors to the sites as required.</li> <li>▪ Send written communication to residents as required.</li> <li>▪ Arrange meetings for residents as required.</li> </ul>

**Non-Core Funded Roles**

<p><b>Project Manager HC7</b></p>	<ul style="list-style-type: none"> <li>▪ Managing the project budget</li> <li>▪ Day-to-day control of the project</li> <li>▪ Escalating issues and risks which they cannot resolve</li> <li>▪ Delivery of project outputs to cost, quality and time</li> </ul>
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**Appendix 1 – Financial Assessment**

## Key Elements of the Scheme

- The Hereford Transport Strategy (HTS) will provide significant benefits to Hereford, the Marches region and the wider economy. The scheme is a package that combines the provision of a much needed relief road with interventions to make Hereford easier to move around.
- There will be traffic calming on major roads in the Hereford area in combination with providing an alternative route from the south and north of the city known as the 'Western Relief Road'.
- Congestion will be eased on the A49 & A465 and at key junctions on these roads. This will improve urban areas of Hereford by:
  - Reducing severance on main roads in urban areas;
  - Reducing air and noise pollution which is a direct consequence of traffic volume reductions and the removal of most HGV traffic from residential and commercial areas;
  - Enabling better public transport services which run on less congested roads.
- The relief road will enable further development at the Hereford Enterprise Zone (HEZ), by reducing congestion, thereby attracting investment. The linking of the A465 to the A49 without the need for vehicles to travel through the congested Wye Bridge link provides significant journey time savings.
- Large proportions of traffic, especially HGVs, will be redirected away from the City Centre which will:
  - Provide a safer and more pleasant environment for visitors and promote shopping.
  - Enable commercial development.
  - Protect the city's heritage assets.
- The scheme will increase the capacity for commercial and residential development in the city core and the emerging modern retail expansion in the city.

## Summary Plan

- The Western Relief Road is to join north and south of Hereford, comprising of the following sections which predominately go through open countryside:
  1. Wye Link
    - From A465 south west of the city (end of SWTP) to A438 west of the city.
    - Route requires a second crossing of the River Wye.
  2. Three Elms Link
    - From A438 west of the city to A4103 Roman Road north west of the city.
  3. Holmer West Link
    - Rejoins the relief road to the A49 in the north of the city, north of Starting Gate junction.
  4. Holmer East Link

## SC1 - Scheme Description and Plan(s)

- Continues from the A49 to the A4103 Roman Road to the north east of the city.
- Connects to the South Wye Link, assumed to be already in place following implementation of the South Wye Transport Package.
- Provides an additional crossing of the River Wye.
- Additional online improvements along key trunk roads, such as the A49 & A465.

### Scheme Drawings



## SC2 - Problems and Evidence of Scheme Contribution to their Resolution

## Transport Problems

- Congestion on main trunk roads leads to an average speed of 5 mph through Hereford on the A49 during peak periods. The provision of the relief road between would increase A49 end to end speeds to 20 mph southbound and 19 mph northbound.
- There have been significant impacts on the economy as a result of incidents on the River Wye crossing, which is a critical capacity limitation on the road network. This has resulted in Hereford coming to a standstill through accidents, breakdowns, bridge strike or maintenance works. The level of resilience in the roading network is low.
- High proportion of car usage for short distance trips, the 2001 census revealed that 50% of travel to work is a car trip less than 5 km in length.
- Large volume of traffic on main trunk roads hinders access to public transport and use of other modes of transport.
- Poor public transport access to rural areas.
- Congested access to and egress from REZ, especially via City Centre.
- High level of congestion at key junctions, such as Starting Gate junction (A49).
- Congested City Centre used as through route for high volumes of traffic, including HGVs.
- No quick, direct access between outer regions of the City.

## Wider Policy Problems

- MOSAIC study shows 45% of South Wye areas (such as Belmont) are in the worst group with regards to social deprivation. Indices relevant to transport that score poorly in these areas are:
  - Car Ownership
  - Obesity (busy roads make walking and cycling difficult and unsafe)
  - Access to public transport
- Market failure:
  - Major congestion on the A49 is the key factor holding back development of 3000 houses in south Hereford. The Highways Agency have recently recognised the A49 as 77<sup>th</sup> worst for journey time reliability in the country.
  - Smaller schemes have been assessed aimed at enabling further development at the HEZ. These indicate that the ability to provide additional capacity or net benefits from these proposals are negligible. Only 8% of the proposed development at HEZ can be realised by 2018 through online options.
  - High proportion of housing growth to the north of the city, currently poor access to this area and near to key network pinch points including Starting Gate junction.
  - Proposed employment and residential development in Three Elms area.

## Contribution of the Scheme to Problem Resolution

CONTEXT	INPUT	OUTPUT	OUTCOMES	IMPACT
Trunk road Congestion	HTS	Alternative, more direct route between City regions.	Significant reduction in traffic volume on key roads, such as A49, A465, A438 & A4103.	Improved journey times around and into the City.
Low resilience in network		- Second river crossing - Lower traffic volumes using A49 river crossing	A49 crossing is less of a capacity pinch point and also less critical.	Reliability of network increases, reducing negative economic impact of closures and increasing reputation of area for business.
- High car use for short trips - Poor access to public transport and other modes of transport - Poor public transport access to rural areas		Lowering traffic volume on main roads through urban areas	- Improved severance enabling better and safer access to public transport  - Better public transport services enabled on less congested roads	Subsequent reduction in traffic volume, further improving situation.
Congestion at key junctions		Alternative routes to existing trunk roads	Reducing demand at junctions between key trunk roads (Starting Gate junction)	Housing growth to the north of the City no longer restricted by Starting Gate junction (A49)
		Alternative route around	Large volumes of traffic (especially	Removing necessity of

Congested City Centre		City Centre	HGVs) don't travel via City Centre	car travel via City Centre increases feasibility of sustainable – transport-modes-only schemes.
Social deprivation in South Wye areas		Improved public transport services and improved severance owing to lower traffic.	Sufficient alternative transport to cars will reduce impact of low access to cars. Improved severance will enable more walking, cycling and better use of public transport.	Lowering social deprivation, increasing opportunities, standard of living and land value.
Market failure		<ul style="list-style-type: none"> <li>- Congestion eased on existing trunk roads</li> <li>- New, direct, faster access to more remote development areas.</li> </ul>	<ul style="list-style-type: none"> <li>- Further development enabled in HEZ</li> <li>- Development of 3000 houses can begin in 2015</li> <li>- Employment and residential developments enabled in more remote Three Elms area.</li> </ul>	

### SC3 – Consequences of Failing to Implement the Scheme

#### Consequences in the Absence of the Scheme

Market failure - Congestion on the existing trunk roads and some key junctions will continue to hold back commercial developments at the HEZ, city centre and commercial/residential developments to the south, north and north west of the City.

Worsening car use problem (especially short trips) – increase in traffic will lower accessibility to public transport and use of roads for walking/cycling. This will result in more car use and a continually worsening situation.

Extended social deprivation – As more reliance is placed on cars for transport, areas of Hereford will become further isolated and deprived, which will be detrimental to the quality of life of residents.

Resilience of network decreases – Increased traffic and congestion will increase the risk of a network failure resulting from the critical single river crossing being closed and additionally the severity of such an occurrence. This will decrease reliability of the network and deter investment both commercially and from future residents.

City Centre image damaged – If traffic passing through the centre isn't lowered (let alone increased) the appeal to live and shop in Hereford City Centre will be damaged. In addition to the detrimental effect to user-experience, heritage assets will be damaged by HGVs travelling in close proximity of them.

## SC4 – Aims and Objectives

### Scheme Objectives

Summary of how the HTS will achieve the local objectives detailed in the Local Transport Plan (LTP) and Local Development Framework (LDF) and linked to regional and national objectives.

LOCAL OBJECTIVE	RELEVANT ASPECT OF HTS SCHEME
LTP 1a	Migrating traffic to relief road will improve severance on existing trunk roads, enabling walking to destinations and access to public transport stops – reducing the reliability on cars for easy/safe travel.
LTP 1b	Providing alternative route around the City Centre will reducing traffic volume through historic core, especially HGVs which cause most detrimental noise, sound and vibration effects.
LTP 1c	Inner city roads less congested, existing buildings more appealing to commercial investors and surrounding areas able to be used for expansion of shopping areas as access is improved by outer relief road.
LTP 1d	Relief road enables quicker access to Rotherwas and increases catchment, improving the standard of companies likely to invest.
LTP 2a	Large proportion of traffic would be using a brand new road. Wear and tear reduced on existing roads by shifting volume and especially the most demanding traffic (HGVs)
LTP 2b	Better access around City for those in rural areas. More pleasant access via either car or public transport from rural areas to city centre as existing roads become quieter.
LTP 2c	Relief road can be supported by circular bus route for quick, direct access between zones. Durations of longer distance journeys into city centre via public transport will be shortened as congestion is lowered.
LDF 1d	<ul style="list-style-type: none"> <li>- More direct routes lessen extent of travelling. Improved severance, public transport access and cycling/walking conditions will reduce need for personal travel.</li> <li>- Relief road will facilitate the provision of developments within suitable distance from facilities by increasing the number of roads which are fit for walking, cycling and quick public transport – therefore increasing possible locations for such developments.</li> </ul>
LDF 1e	<ul style="list-style-type: none"> <li>- See LTP 2b</li> <li>- Introduction of relief road will reduce volume of traffic and subsequently amount of standing traffic. Especially relevant to types of traffic with most detrimental impact on space and air quality (i.e. HGVs)</li> </ul>
LDF 2b	<ul style="list-style-type: none"> <li>- Relief road &amp; second river crossing provided.</li> <li>- This will also enable optimum Park and Ride facilities around outer zones and reduce congestion entering city centre to speed up the park and ride services into the centre.</li> <li>- Bus priority will be enabled by lowering volume of traffic on trunk roads, making it feasible to restrict a lane to busses (and bikes).</li> </ul>
LDF 3b	Offering a more direct and efficient route of transport for the majority of traffic going to existing and planned developments.
LDF 3c	<ul style="list-style-type: none"> <li>- See LTP1b for built, historical and cultural assets.</li> <li>- HTS will have some detrimental effect on natural areas owing to the construction of a relief road; however the impact of this can be managed through careful highway design, improving on the current situation of congestion on trunk roads through rural areas.</li> </ul>

## Contribution to Wider Objectives

Hereford LTP and LDF overarching objectives:

LTP Overall Objectives	LDF Overall Objectives
LTP 1: Reduce congestion and increase accessibility without relying on the car	LDF 1: Social Progress LDF 2: Economic Prosperity LDF 3: Environmental Quality
LTP 2: Maintain access for rural residents and those without car access.	

Hereford LTP and LDF sub-objectives and their relevance to wider objectives:

Local Objective	Objective Description	Relevant National Objective(s)	Relevant Regional Objective(s)
LTP 1a	Reduce short distance car based trips	DT 1 NR 3, 4, 5, 7 DCLG 2, 3	LTB 1b
LTP 1b	Reduce impact of car access in historic core	DT 2,3,4 NR 6, 9 DCLG 2, 3, 6	LTB 1a
LTP 1c	Support regeneration of central area by facilitating expansion and ensuring integration with existing shopping areas	DT 3, 5 NR 6, 8	LTB 1a
LTP 1d	Support successful investment in jobs at Rotherwas Enterprise Zone	DT 3, 5 NR 1, 6, 9	LTB 1a, 1c, 2, 4
LTP 2a	Ensure County's highway network remains fit for purpose and safe	DT 2, 3, 4 NR 8, 11 DCLG 1	LTB 1a, 1c
LTP 2b	Review transport services to ensure access provided for those in need	DT 4 NR 8 DCLG 3, 5	-
LTP 2c	Provide alternatives to cars for longer distance commutes	DT 1, 4 NR 2, 3, 8 DCLG 2	LTB 1a, 1b
LDF 1d	Lessen harmful impacts of traffic growth by: - Reducing need to travel - Locating developments within suitable distance of facilities to enable walking, cycling or public transport.	DT 1, 4 NR 3, 7, 8 DCLG 2	LTB 1b
LDF 1e	Ensure new developments support an accessible, integrated, safe and sustainable transport network, to: - Improve access to services in rural areas - Improve movement and air quality within urban areas	DT 1-5 NR 3, 7, 8, 9, 11 DCLG 2, 3, 5	LTB 1a, 1b
LDF 2b	City expansion with balanced transport measures including park and ride, bus priority schemes and a relief road including a second river crossing.	DT 2, 3 NR 6, 8, 9 DCLG 1	LTB 1a, 1c, 2
LDF 3b	To address the causes and impacts of climate change by ensuring new developments are sustainable.	DT 1 NR 2, 3, 4, 5, 7 DCLG 4	LTB 1b
LDF 3c	To conserve, promote, utilise and enjoy our natural, built, historic and cultural assets for the fullest benefits to the whole community	DT 3 NR 1, 6, 9 DCLG 6	LTB 2, 4

## Wider Objectives

### 1 NATIONAL OBJECTIVES

#### 1.1 (DfT WebTAG)

DfT Objective	Objective Description
DT1	<b>ENVIRONMENT</b> – To protect and build the natural environment
DT2	<b>SAFETY</b> – To improve safety
DT3	<b>ECONOMY</b> – To support sustainable economic activity and get good value for money
DT4	<b>ACCESSIBILITY</b> - to improve access to facilities for those without a car and to reduce severance
DT5	<b>INTEGRATION</b> - to ensure that all decisions are taken in the context of the Government's integrated transport policy

#### 1.2 Highways Agency

Currently fulfils the same objectives as WebTAG. Route Based Strategy (RBS) including A49 yet to outline objectives, expected in 2015.

#### 1.3 Network Rail

All Network Rail objectives can be grouped under DfT objectives:

Relevant DfT Objective	Network Rail Objective(s)	Objective(s) Description
DT1	NR2 NR3 NR4 NR5 NR7	- Efficient use of natural resources; - Energy efficient; - Low carbon energy; - Resilient to changes in climate; - Reduce air, water & land pollution
DT2	NR11	- Health and safety
DT3	NR1 NR6	- Value for money; - Manage land as to increase value
DT4	NR8	- Improve accessibility and inclusivity
DT5	NR9	- Positive contribution to neighbours and communities

#### 1.4 Department for Communities and Local Government (NPPF Objectives)

The Department for Communities and Local Government (DCLG) has many overarching objectives similar to DfT.

Transport specific objectives below:

Relevant DfT Objective	DCLG Objective(s)	Objective(s) Description
DT1	DCLG 4	- Incorporate facilities for charging plug-in and other ultra-low emission vehicles

DT2	DCLG 3	- Create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians, avoiding street clutter and where appropriate establishing home zones
DT3	DCLG 1 DCLG 6	- Accommodate the efficient delivery of goods and supplies - Conserve heritage assets
DT4	DCLG 2 DCLG 5	- Give priority to pedestrian and cycle movements, and have access to high quality public transport facilities - Consider the needs of people with disabilities by all modes of transport
DT5	Overall statement is to 'support local strategies to deliver sufficient facilities and services'.	

## 2 REGIONAL OBJECTIVES

### 2.1 Marches Local Transport Board (LTB) – Relevant Strategic Objectives

Relevant DfT Objective	LTB Objective(s)	Objective(s) Description
DT1	LTB 1b	- Reduce carbon emissions
DT2		
DT3	LTB 1a LTB 2 LTB 4	- Deliver the transport priorities needed to support the adopted economic growth of the Marches Sub-Region - Work with the LEP to secure access to other transport funding opportunities - Scrutinise business case work submitted by the scheme promoters, with particular regard to deliverability and value for money
DT4		
DT5	LTB 1c	- Deliver the transport priorities needed to support the transport strategies of the Marches sub-region.

## SC5 – Key Beneficiaries

### Groups of People

- *The key beneficiaries of the scheme include:*
  - Visitors to Hereford will be better able to get to and move around the city.
  - Improved access to the City will increase the number of visitors.
  - Residents that are being bypassed by traffic on the WRR who will see less traffic, fewer HGVs, improvements in air quality and greater opportunities to use active transport modes which will enhance health and fitness;
  - Users of public transport into and within the city that will benefit from lower volumes of traffic and congestion on their journeys
  - Unemployed residents as the ability to deliver employment land will improve their opportunities to find work.
  - Through traffic which will no longer be trapped in city bound traffic.

## SC6 – Communications, Consultation and Stakeholder Management

### Communications Strategy

- The HTS Communications Strategy was activated in May 2013 with the Project Initiation Document from HC. That document set out the key communications required to take the project forward. This has been supplemented by the direction of the Project Board.
- Methods of communications will be through a combination of letter, email, press releases, public events, workshops, formal public consultation and through the Herefordshire Council website.
- The key stakeholders have been grouped into the following, with a full list of stakeholders available on request:

<b>Key Stakeholders</b>	
<b>Group</b>	<b>Members</b>
Client - Management	<ul style="list-style-type: none"> <li>• Director for Places &amp; Communities</li> <li>• Assistant Director Place Based Commissioning</li> <li>• Project Steering Group</li> </ul>
Client - Technical	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Transportation Department</li> <li>• Economics Department</li> <li>• Property Department</li> <li>• Conservation Department</li> <li>• Forward Planning Department</li> <li>• Development Control Department</li> </ul>
Statutory Authorities	<ul style="list-style-type: none"> <li>• Highways Agency</li> <li>• Environment Agency</li> <li>• Natural England</li> </ul>
Elected Representatives	<ul style="list-style-type: none"> <li>• Cabinet Members</li> <li>• Local Councillors</li> </ul>
Non-Statutory Authorities	<ul style="list-style-type: none"> <li>• Utility Service Providers (BT / E-On / Welsh Water etc.)</li> <li>• Emergency Services</li> </ul>
Others	<ul style="list-style-type: none"> <li>• Landowners (directly affected)</li> <li>• Local Resident (indirectly affected)</li> <li>• Community Groups</li> <li>• General Public</li> </ul>

- The key messages for the project will change over time. There are however a number of high level issues that have been identified early and had mitigation measures developed to deal with these. They are summarised below:

Key Issues	
Issue	Detail
Community Expectations	<ul style="list-style-type: none"> <li>• Need for information / involvement</li> </ul>
Historical Issues	<ul style="list-style-type: none"> <li>• Previous issues / legacies (i.e. Rotherwas Access Road)</li> <li>• Dissatisfaction from landowners with respect to options / preferred route selected</li> </ul>
Other Projects	<ul style="list-style-type: none"> <li>• Need for a consistent approach between different projects (i.e. Destination Hereford)</li> </ul>
Environmental Impacts	<ul style="list-style-type: none"> <li>• Ecology</li> <li>• Noise</li> <li>• Air Quality</li> <li>• Water Quality</li> <li>• Visual Amenity</li> </ul>
Engineering Impacts	<ul style="list-style-type: none"> <li>• Construction (noise / vibration)</li> <li>• Access to property / land</li> <li>• Local traffic movement</li> </ul>
Social Impacts	<ul style="list-style-type: none"> <li>• Visual and noise impacts – changes to recreational amenity</li> </ul>

- The current stage in the development process for the scheme is Stage 2 of the 7 stage process summarised below:

Stage 1 – Preliminary Option identification

Stage 2 – Preferred Option identification

Stage 3 – Statutory Procedures

Stage 4 – Pre-Contract Design Stage

Stage 5 – Contract Award Stage

Stage 6 – Construction Stage

Stage 7 – Post-construction Stage

- The purpose and type of communications for each stage will vary. The current stage key objectives and purpose are shown below:

### Objectives

1. Update relevant stakeholders.
2. Inform relevant stakeholders of progress on the development of a preferred route and gain feedback as part of the scheme development process.

<u>Stakeholders could include:</u>	<u>Purpose:</u>
<u>Affected Landowners</u> Landowners	<ul style="list-style-type: none"><li>• Advise on likely impact on property</li><li>• Advise on compensation, mitigation measures, accommodation works etc.</li><li>• Advise on land acquisition process</li><li>• Entry permission for surveys</li></ul>
<u>The Public</u> Local Residents Local Lobby Groups Local Traders Road Users	<ul style="list-style-type: none"><li>• Detail the basis for selecting the preferred option</li><li>• Detail the preferred option</li><li>• Seek feedback on preferred option</li><li>• Outline the next stage – "Statutory Procedures"</li><li>• Confirm the benefits of the scheme</li><li>• Reaffirm timescales for the scheme</li></ul>
<u>Elected Representatives</u> Local Council MP's	
<u>Other Interested Parties</u> Consultees to Environmental Statement	<ul style="list-style-type: none"><li>• Seek comment on the proposals</li></ul>

### **Consultation**

- The Communications Plan proposes to keep stakeholders informed on the progress of the project and to gain feedback. This will be actively achieved through engagement by public meetings, workshop and information drop.
- The WRR in particular has a high profile locally in the media and amongst the population. A key important communications approach is to manage the likely level of interest to take account of the wide interest groups. All communications will be recorded in a central register to enable ongoing engagement with interested parties.
- Key changes in the project will be communicated as required and through a regular series of information drops. Decisions on when and how to communicate are made in the Project Control Group meetings and, when required, through the Board.
- Information provided to the public will be in a non technical format and available in a variety of accessible means.

### **Stakeholder Management**

- The communications will be targeted at a variety of different audiences as outlined above. This will be particularly important for the directly affected parties who require more detailed information.
- The general public will be able to engage with the project through public meetings and open days at which they can register their feedback.

## **SC7 - High Level Constraints and Inter-dependencies**

### **Constraints and Inter-dependencies**

- Please provide a brief summary of any high level constraints and inter-dependencies upon which the scheme relies, possibly to include:

- The most significant scheme within the package – the Western Relief Road – requires Local Development Framework (LDF) policies to allocate land for its route and residential development policies to include the requirement for contributions to the scheme. Other smaller schemes, including car parks for park and ride or park and cycle will also require planning policies to allocate land. The LDF has yet to be adopted, so there is a risk that these policies may not be achieved.
- There are no substantial technical constraints as the scheme is standard highway and structures.
- The package is linked to a number of developments in Hereford, which cannot be delivered without the scheme. Contributions to the scheme costs will be secured through the planning process.
- Other than the developer contributions the scheme will require funding from the LEP. There are no non-public sector contributors.
- The package primarily relies upon the Southern Link Road being delivered as part of the South Wye Transport Package.

## SC8 – Option Assessment Report (OAR)

### Option Assessment Report (OAR)

- A full OAR was prepared in 2003 identifying the key problems and those options best placed to mitigate.
- This work indicated that a package of multi modal measures was required to meet Hereford's growing transport problems. The blended package as it was known, required the following elements to provide a balanced network:
  - Walking – Review of footway provision and pedestrian crossing facilities, dropped kerbs, pedestrianise city centre.
  - Cycling – Completed network of cycle routes covering all main radial direction.
  - Public Transport – Four park and ride schemes implemented. Monday to Saturday each week. Major bus priority on all radials and Inner Relief Road. Signal priority at junctions for buses. New rail stations at Rotherwas and Withington.
  - Highways – 20mph zones in residential areas. Junction improvements to accommodate bus priorities. Western distributor road
  - Parking – In accordance with Herefordshire Council Parking Strategy, ensure PNR/Publicly available balance is biased in favour of publicly available through development control. Increase existing provision to 2800 off street spaces and 800 Park and Ride spaces. Introduce on street charging related to Park and Ride provision.
  - Behavioural Change – Persuade 6% of car drivers by 2011 and 12% by 2031 to change mode over and above scheme generated modal shift.
- The OAR has been supplemented over time by a number of update reports. A selection of those are referenced below, representing a significant investment in understanding the implications of a relief road:

Table 1: Background Studies	
Report / Study	Date
Rotherwas Enterprise Zone – Base Transport Assessment	April 2013
Hereford Relief Road Study of Options, Interim Forecasting Report Addendum: Reduced Housing and Employment Option	January 2012
Hereford Relief Road Addendum to Study of Options Environmental Assessment Report	September 2011
Hereford Relief Road Study of Options	September 2010
Hereford Relief Road Interim Forecasting Report, Sustainable Option Packages	August 2010
Stage 1 Assessment Report, Herefordshire Council, Hereford Relief Road (Issue 2)	August 2010
Highways Agency (HA) – Hereford Enterprise Zone, Draft Local Development Order Consultation	May 2010
Rotherwas Industrial Estate Phase 1 & 2 – Transport Assessment	May 2010
Rotherwas Access Road Annex E Submission – Traffic Forecasting Report	July 2004
Rotherwas Access Road Annex E Submission – Local Model Validation Report.	July 2004
Rotherwas Industrial Estate Access Study	June 2000

- A key change for the relief road was the award of an Enterprise Zone to Hereford. This meant that there was additional market pressures to prioritise the Southern Link, a key lead infrastructure requirement. This is not included in the HTS as it is being progressed separately by HC.

## Economic Case (EC)

### EC1 – Scope of Modelling and Economic Appraisal

#### Appraisal Specification Report (ASR)

- See attached.

### EC2 – Value for Money (Transport User Benefits)

#### Transport User Benefits

- *The proposed package will deliver benefits as follows:*
  - Journey time savings for business users, individuals and transport providers through the provision of additional highway capacity reducing city congestion and providing a bypass for non-Hereford traffic.
  - The additional capacity will reduce the contribution that incidents and congestion make to reliability
  - A substantial increase in employment land will lead to additional jobs which in turn will regenerate both employment and residential areas of the city due to additional income being spent.

- The highway scheme elements of the HTS have been assessed and have the following BCR values taken from Herefordshire Transport Strategy – Prioritisation Study (JMP, 2014):
  - Wye Link: 13.39
  - Three Elms: 8.73
  - Holmer West: 12.04
  - Holmer East: 7.81
  - Half Moon (Wye Link to Holmer West): 12.6
  - Full route (Wye Link to Holmer East): 10.5
- The above BCR elements are under review by Herefordshire Councils consultant.

### Appraisal Summary Table

- Although the AST is not required at this stage we have used it as a template to guide the initial assessment of the various issues that need to be addressed. It should be noted that this is an initial assessment based primarily on qualitative work.
- The full AST will be completed as per DfT guidance, at the Outline Business Case stage (see DfT (2013) “Transport Analysis Guidance – Guidance for the Senior Responsible Officer” para 1.2.10).
- The preliminary AST is attached.

## EC3 – Value for Money (Wider Economic Benefits)

### Wider Economic Benefits

- *What will be the impact of the package on wider economic benefits, for example:*
  - There will be a positive reduction in the costs of travel to businesses, as freight to the B2 / B8 sites at HEZ will experience less congestion, freight serving the light industries and retailers in the city centre will experience less congestion and business travellers will have faster and more reliable journeys due to additional capacity being provided in the highway network.
  - It is unlikely there will be new markets opened up which were previously unviable because of transport barriers.
  - There will be the removal of substantial barriers to inward investment which are primarily associated with transport challenges on the A49 corridor – this applies to both residential and employment development.
  - Several sites will become viable – residential sites at ##### and employment sites at the HEZ, Three Elms Trading Estate, Three Elms urban expansion and Westfield trading estate with the potential for 5134 jobs to be created (JMP draft report table 5.1)
  - There will be little impact on access to employment markets.
  - The package does not contribute to keeping people in education, but stronger local businesses are more likely to keep them in employment.
  - It is unlikely that there will be a direct impact of the scheme on the

ability for local businesses to do business with one another.

### **Economic Indicators**

- Creation of jobs is taken from JMP study and is estimated to be 5,000 jobs – based on both the Southern Corridor Link and the Western Relief Road being in place when compared to neither being provided.
- Housing land will become available as constraints on development rate related to highway capacity issues will be removed, each development will include affordable housing.
- Increases in business to business transactions within the Marches as the main scheme in the package removes the barrier of the congested A49 within the Hereford city boundary.

### **Appraisal Summary Table**

- Although the AST is not required at this stage we have used it as a template to guide the initial assessment of the various issues that need to be addressed. It should be noted that this is an initial assessment based primarily on qualitative work.
- The full AST will be completed as per DfT guidance, at the Outline Business Case stage (see DfT (2013) “Transport Analysis Guidance – Guidance for the Senior Responsible Officer” para 1.2.10).
- The preliminary AST is attached.

## **EC4 – Value for Money (Environmental Impacts)**

### **Environmental Impacts**

The follow information below has been established by reviewing the existing environmental assessment and survey work undertaken to date to support the Strategic Outline Case.

#### Noise

The study area (600m either side of the off route and on route options) currently experiences low levels of background noise, being dominated by the local road network and villages around the outskirts of Hereford. The greatest volumes of traffic are on the A49, the main route through Hereford. There is also the A438 and A4103 that will contribute to background noise to varying degrees. There are a number of minor roads in the study area with lower volumes.

Sensitive receptors in the area are generally houses. Non residential sensitive receptors are along the online routes, A49 and A465 in particular.

There is likely to be a considerable rise in noise levels for sensitive receptors close to the off route options during the construction stage, however this will only be temporary. All sensitive receptors will experience an increase in noise levels from the operational phase of all the off route options.

#### Air Quality

The study area is located in a rural environment, dominated by the local road network and villages around the southern and western outskirts of Hereford City

Centre.

The nearest continuous monitoring station is located within the Air Quality Management Area (AQMA) on Edgar Street in Hereford City Centre. Hereford City AQMA has been designated within the City of Hereford, covering the A49 from Blackmarstone to Widemarsh and part of the A438 joining the A49. The AQMA is linked to road traffic emissions and is for exceedance of the annual mean nitrogen dioxide (NO<sub>2</sub>) objective. Herefordshire Council report that the AQMA is likely to be extended soon as a result of diffusion tube monitoring showing exceedance of the annual mean NO<sub>2</sub> objective along the A438.

The construction phase of any of the off route options is likely to generate a considerable amount of nuisance dust, however this will only be temporary. The operational phase would see an improvement in air quality in areas currently experiencing high levels of vehicle congestion. Implementation of sustainable transport options will help improve air quality by encouraging cleaner modes of transport.

#### Greenhouse Gases

The amount of greenhouse gases produced is related to the length of the route as emissions are dependent on vehicle kilometres travelled. Therefore the longer the route, the more emissions will be produced.

#### Landscape

There are visual receptors where residents, road users, cyclists, ramblers and commuters will be able to view the construction phase of the off route options. Road users will also be affected by the construction works where the tie in of the new route links to existing routes.

All visual receptors will be affected by the construction phase since they all experience views of the site however some properties have limited views due to the mature planting within their private garden areas and through the natural topography of the land. The distance to the proposed route will depend on the preferred option chosen and will of course affect the effect on each receptor.

Construction machinery, materials and stockpiling of topsoil will alter the conditions, views and visual amenity that the receptors enjoy at the moment.

As the scheme involves the building of a new road within a rural setting which is mainly agricultural land. For most of the properties, the distances between properties and the new road will change. Visibility from several over receptors will be increased through the removal of the trees and hedgerow and the re- contouring of the land.

The introduction of replacement tree planting and mixed species hedgerow should help screen the new road within the landscape and enhance biodiversity.

#### Townscape

The introduction of a bus lane and the widening of the carriageway will result in a minor change in layout at a very local scale. The effects are likely to be felt most by residents who stand to lose some of the garden space from the front of their properties as a result of widening.

The sustainable transport elements of the Transport Package will have slight adverse effects on the layout and appearance of the townscape, and slight beneficial effects on the human interaction characteristics of the townscape. The magnitude of the effects on the layout and human characteristics are assessed as minor, whilst the magnitude of effect on the appearance of the townscape is negligible. All of these effects are experienced only at a local level and will not significantly effect the wider townscape of the area. Therefore the overall effects of these elements are assessed to be neutral.

The offline options will have no indirect beneficial effects on the townscape of the area.

#### Heritage

There were no impacts on Scheduled Ancient Monuments by any offline or online options; they all are assessed as having a slight/slight to moderate impact on Listed Buildings.

All offline options would have an unknown impact upon the sites of findspots.

There is the risk that unknown archaeological remains may be encountered during ground-breaking operations. Discussions should be held with Herefordshire County Archaeologists to determine and agree a practicable approach to limiting and mitigating this scenario.

#### Biodiversity

A review of biodiversity is in progress. Previous work has indicated the most significant effect that the offline sections will have on biodiversity is the reduction and fragmentation of semi-natural woodland stands.

Most of the habitat types removed through creation of an offline section will be of lower importance and therefore are of minor significance to the local biodiversity. These habitats include arable land and improved grassland fields, both of which are very common in the local area. The areas of these habitat types lost are an extremely small fraction of that of the total areas in the local vicinity. Loss of these habitat types is of minor significance to local biodiversity.

#### Water Environment and Flooding

The study area falls within the Wye catchment located within the Severn River Basin District, the third largest river basin district in England and Wales which covers an area of 21,590 km

As well as the River Severn and its main tributaries, the Avon and the Teme, this district includes rivers in southeast Wales, including the Wye, the Usk and the Taff and others which discharge to the Severn Estuary.

The Environment Agency Flood Zone Map illustrates the worst-case scenario as it does not include the effect of any flood defence structures. According to the EA Map the study area contains no areas at risk of flooding.

Even with mitigation measures in place, there is potential for significant effects from construction of the offline tour options on the surface water environment. It is assessed that there is potential for slight adverse effects to water quality during the earthworks stage and construction of the culverts

### **Appraisal Summary Table**

- Although the AST is not required at this stage we have used it as a template to guide the initial assessment of the various issues that need to be addressed. It should be noted that this is an initial assessment based primarily on qualitative work.
- The full AST will be completed as per DfT guidance, at the Outline Business Case stage (see DfT (2013) "Transport Analysis Guidance – Guidance for the Senior Responsible Officer" para 1.2.10).
- The preliminary AST is attached.

### **Liaison with Environmental Organisations**

- Consultation has been undertaken with the Parks and Countryside Services of Herefordshire Council who have raised concerns over the impact of noise on the public enjoyment.
- Previous consultation responses from Herefordshire Council County Archaeologist highlighted some potential sites of interest.
- English Heritage response reiterates its comments from previous consultations for the southern core options, namely concerns regarding setting and impact on listed buildings and the need for the assessment process to consider all heritage assets. Their response also highlights that work is on-going on assessing assets in Hereford area.
- The Environment Agency has been consulted on the impacts on local water resources and any potential increase in flood risk which could be generated by the Transport Package options.

## **EC5 – Value for Money (Social Impacts)**

### **Social Impacts**

All offline options will result in severance or disruption to Public Rights Of Ways (PROWs). Although all the offline options will have a combined footpath/cycleway, the proximity to traffic along the offline options compared to the traffic free routes along the PROWs, will not fully mitigate against the severance of rights of way. Therefore it is assessed to have a moderate adverse effect on pedestrians.

Stopping up of Grafton Lane is assessed to have a large adverse effect on pedestrians and cyclists due to severance of a section of National Cycle Network 46.

The provision of sustainable transport measures along the A465/A49 will have a slight beneficial effect on physical fitness by encouraging alternative methods of transport to the car.

It is assessed that all the offline route options will have a neutral effect on traveller care.

Travellers' views will generally be improved for travellers along the offline routes from the existing route along the A49 and A465 on the urban outskirts of Hereford. Although views in areas of cut will be restricted to side slopes and landscaping along the slopes, overall it is assessed that the effect on travellers' views will be slight beneficial.

The provision of a new route between the A49 and A465 will have a moderate beneficial effect on traveller stress by allowing drivers to avoid the centre of Hereford.

- *How will the package impact (positively or negatively) on the following:*
  - Commuting and other users – POSITIVELY by reducing congestion on accesses to employment areas and within the city centre retail area.
  - Reliability impacts on commuting and other users – POSITIVELY as additional infrastructure will provide alternative routes in the event of an incident.
  - Physical activity – POSITIVELY as the main bypass scheme will release highway land for walking and cycling infrastructure
  - Journey quality – POSITIVELY as travel which does not need to be made through the city centre will have a high quality newly constructed carriageway and that within the city will experience less congestion.
  - Accidents – NEUTRAL – there will be reductions in accidents due to there being less traffic in the urban area, but collisions on rural roads are characterised by greater severity of casualties. Accident rates will be minimised by road safety audits during the design process.
  - Security – NO IMPACT
  - Access to services – POSITIVE – as reductions in congestion along with improved walk and cycle infrastructure will reduce the barriers to services experienced by residents of Hereford.
  - Affordability – NO IMPACT
  - Severance – POSITIVE – as reduced traffic volumes and increased walking and cycling provision will make travel within the city better for those with business in the city.
  - Option values – NOT ASSESSED

### **Appraisal Summary Table**

- Although the AST is not required at this stage we have used it as a template to guide the initial assessment of the various issues that need to be addressed. It should be noted that this is an initial assessment based primarily on qualitative work.
- The full AST will be completed as per DfT guidance, at the Outline Business Case stage (see DfT (2013) "Transport Analysis Guidance – Guidance for the Senior Responsible Officer" para 1.2.10).
- The preliminary AST is attached.

## EC6 – Value for Money (Public Accounts)

### Public Accounts

- Herefordshire Council recognises the importance of the HTS in delivering significant changes in line with the Local Transport Plan. The combination of benefits associated with this scheme has given it a high priority in the council's budgets.

### Appraisal Summary Table

- Although the AST is not required at this stage we have used it as a template to guide the initial assessment of the various issues that need to be addressed. It should be noted that this is an initial assessment based primarily on qualitative work.
- The full AST will be completed as per DfT guidance, at the Outline Business Case stage (see DfT (2013) "Transport Analysis Guidance – Guidance for the Senior Responsible Officer" para 1.2.10).

The preliminary AST is attached.

## Financial Case (EC)

### FC1 – Capital Costs

#### Outturn Estimated Capital Costs

- The cost of providing the HTS, including risk adjusted cost for WRR, is £165,270,000. The breakdown of package elements is shown below:

Package Element	
Western Relief Road (excluding Southern Link & with Risk adjusted)	£136,270,000
Public realm, active mode and traffic management scheme for existing route of A49	£10,000,000
Public realm, active mode and traffic management scheme for radial A routes within urban area	£10,000,000
Urban traffic control system including local management centre	£5,000,000
20 mph schemes for residential areas	£2,000,000
City wide active travel mode projects	£2,000,000

- The risk adjusted cost for the WRR represents £47,357,000 of the total cost. The other package elements have not been subject to a risk adjusted process.

### Breakdown of Estimated Capital Costs

- The breakdown of costs is not available and has been commissioned by the Project Control Group.

### Risk

- A risk adjustment for the relief road has been undertaken using the @RISK programme. The full list of risks by section can be provided on request.

### Cost Reduction Potential

- The highway elements of the package have been subject to a risk adjustment exercise suggesting there are significant opportunities for a reduction in cost.

## FC2 – LTB, Local Transport Authority and Third Party Contributions

- A summary of the potential contributions is provided below. Herefordshire Council recognise that there is a need for significant additional funding to deliver the HTS. There are preliminary discussions with the Highways Agency regarding the level of contribution they would consider. This has not advanced to any formal agreement.

Project Number	Package/project	Where	When	Cost (capital)					Cost (revenue) LTP/LST F/Other
				Growth Fund	Other Contributions	Local Transport Plan	Private sector (estimated)	Total	
<b>Hereford Transport Package</b> (NB. In addition to those schemes and activities described above, where shown)									
36	Western Relief Road & Southern link (risk adjustment 54%)	Within existing route corridor	Post 2022	£68,000,000	£52,986,000		£15,284,000	£136,270,000	
87	Public realm, active mode and traffic management scheme for existing route of A49	A49 in Hereford	Post 2022	£8,000,000			£2,000,000	£10,000,000	
88	Public realm, active mode and traffic management scheme for radial A routes within urban	Radial A roads in Hereford	Post 2022	£8,000,000			£2,000,000	£10,000,000	
89	Urban traffic control system including local management centre	Hereford Urban Area	Post 2022	£4,000,000	£1,000,000			£5,000,000	
90	20 mph schemes for residential areas	Hereford Urban Area	Post 2022	£1,800,000		£ 200,000		£2,000,000	
91	city wide active travel mode projects	Hereford Urban Area	Post 2022	£1,800,000		£ 200,000		£2,000,000	
		<b>Transport package Totals</b>		<b>£91,600,000</b>	<b>£53,986,000</b>	<b>£400,000</b>	<b>£19,284,000</b>	<b>£165,270,000</b>	

## FC3 – Whole Life Costs and Maintenance Liabilities

### Whole Life Costs

- The Project Control Group has commissioned a study into the whole lifecost

for the scheme and expect to complete this in March 2014.

### Maintenance Liabilities

- No known maintenance liabilities are expected for this package.

## Commercial Case

### CC1 – Income Generation

#### Income Generation

- This scheme does not have an expected income generation element. This will be reconsidered at Outline Business Case stage.

### CC2 – Procurement Options and Strategy

#### Procurement Options

- Herefordshire Council are currently exploring the options for procurement and expect to outline their position through liaison with the Project Board in March 2014.
- The procurement options will be explored in further detail at Outline Business Case in line with Department for Transport guidance.

#### Procurement Strategy

- The procurement options will be explored at Outline Business Case in line with Department for Transport guidance.

## Management Case

### MC1 – Project Programme, Risks and Deliverability

#### Programme

- A summary of the programme for HTS is shown below on Page 32. The HTS programme is under continual review.

#### Risks

- The key risks and their classification for the HTS are listed below:
  - No fixed alignment (Cost)\*
  - Local Action Groups (Project and Programme)\*
  - Public inquiry/legal challenge to the Core Strategy (Project and Programme)
  - Compulsory Purchase Orders (Project and Programme)\*
  - Changing political administration locally (Project)
  - Programme management and governance (Project)\*
  - Political approval and project decisions (Project and Programme)\*
  - Ecological implications - SAC River Wye, white clawed cray fish (Environmental)\*

- Impact of setting of listed buildings/parks and gardens(Environmental)
- Impact on Special wildlife site (Environmental)
- Property Blight (Cost)
- Consent of statutory undertakers (Programme)
- Delivery of development - premature or delayed(Commercial)
- Redistribution of traffic as a result of phased approach(Safety)
- Connection of successive phases – design (Project)
- Impact on local business – golf course (Cost)
- Timing and availability of public funding(Programme)\*
- Council staff resources (Project and Programme)\*
- Connections to existing roads (Costs)
- These risks have been assessed against a RAG Red Amber Green) scoring mechanism using the @RISK programme. The risk is assigned a risk owner to be reviewed at the Project Control Group meetings.

### Deliverability

- The scheme is expected to be delivered using well understood methods of construction.
- The overall package has sub elements that can be delivered quickly, such as the online improvements. subject to approvals.

## MC2 – Legal Powers and Consents

### Legal Powers

- The Project Control Group is currently exploring the preferred method of implementing the scheme. A report has been commissioned for receipt in March 2014.

### Environmental Consents

- The project team will investigate the consents required pending detailed design and timeframe at Outline Business Case.

## MC3 – Governance

### Governance Structure

- The governance structure of the scheme is summarised in the diagram below:

### **Management Structure.**

Three elements are proposed with roles as shown:

- Project Board comprising:
  - Geoff Hughes (HC) - Chair
  - Andrew Ashcroft, Richard Ball, Steve Burgess, Mairead Lane (HC) – Customers/users
  - Paul Hillman (HA) – Customer/user
  - Andy Walford (Amey) – Supplier
  - Jeremy Callard (HC) - Project manager
  - Kevin Singleton (HC), Yvonne Coleman (HC), Russell Pryce (HC), Lee White (JMP) – project team
- Strategic Reference Group comprising the Board members, Cllrs Hamilton and Powell, Mark Pearce, Tim Harbut, Local Enterprise Partnership representative
- Stakeholder reference group comprising:
  - Environment Agency
  - Natural England
  - Welsh Water
  - English Heritage
  - Department for Transport and Homes and Communities Agency
  - Campaign for Rural England
  - Hereford Chamber of Trade and Commerce

### **Roles and Responsibilities**

- The proposed governance arrangements for the HTSD project have been conceived to ensure project ownership at Cabinet and director level and that responsibility for task delivery can be safely delegated. A particularly important aspect of strategy design and delivery is to ensure that a detailed understanding of existing strategy element performance as well as their future performance and delivery is brought into the project.
  - The Senior Responsible Owner (SRO) will provide a key link between the Cabinet Member, Project Board and Project Team. The SRO is responsible for overall delivery of the HTS.
  - The Project Board will receive regular updates on the project and advise the project team of changes in political
  - The day to day Project Manager (PM) will focus on delivery of the programme with particular focus on managing the technical team. The PM will work with the SRO to deliver each component of the delivery programme.
  - The technical team will be responsible for delivering specific work packages contributing to the overall project delivery.
  - Key stakeholder will feed back into the project team and project board through those channels identified in the Communications Plan.

## **MC4 – Benefits Realisation**

### **Benefits Realisation Strategy**

- *Please set out a brief Benefits Realisation Strategy which summarises:*
  - *What will happen.*  
Most of the scheme benefits will occur as the Western Relief Road component is delivered. This infrastructure will provide additional capacity in the highway network decongesting the city centre and unlocking the economic potential of different parcels of land.
  - *Who will be responsible for delivery of the benefits?*  
The programme board will be responsible for securing the benefits and keeping stakeholders informed of progress towards delivering its major components.  
As each section of the becomes available for traffic, the programme board will initiate projects that realise benefits such as the release of highway capacity on the existing network for public transport, cycling and walking infrastructure, projects that protect the benefits such as parking strategies to maintain low levels of congestion and projects that secure the economic benefits such as developing residential and employment land.
  - *Where it will happen.*  
The benefits will happen incrementally as different sections of the WRR are delivered. The pattern of delivery will be refined during technical work which has commenced with a Phasing Study that demonstrates which elements of the WRR release the most highway capacity and facilitate access to the most development land.
  - *When the benefits will occur*  
As WRR sections open, commencing in 2018 and continuing throughout the scheme programme to 2022. Within assessment work, the scheme benefits are anticipate to increase with additional economic activity for at least 15 years.

## **MC5 – Monitoring and Evaluation Strategy**

### **Monitoring and Evaluation**

- Please provide an outline of a Monitoring and Evaluation Plan (MEP), focussing on:
  - The key beneficial outcomes of the package are primarily reduced travel times for through traffic which can bypass the city; reduced journeytimes in the city due to through traffic being removed; ability to deliver public transport, walk and cycle infrastructure to increase uptake; and the release of development land for housing and employment. The MEP will measure each of these using travel time surveys and comparing these to 2012 data and model projections; measure the delivery of infrastructure and monitor the delivery of development land by reviewing planning applications and the delivery rate of houses and employment land.
  - The intervention logic for the package, and its primary scheme, is founded on the resistance to development from statutory stakeholders due to the lack of capacity in the transport system.
  - Pre-scheme data has been collected for the development of the Hereford Multi-Modal Model and includes information on traffic flows, journeytimes and congestion. Collecting similar data will continue in the period of the scheme development. The post scheme data will similarly consider

traffic performance metrics.

- Lessons learnt will be captured during the project through processes explained in the project governance section.

## APPENDIX A – Appraisal Summary Table for Economic Case

This table below summarises the basic questions and issues that the Appraisal Summary Report (ASR) for the Economic Case should cover, with the potentially relevant WebTAG units highlighted. In order to assist with understanding the potential scheme impacts, more detail on each of the AST categories and sub-objectives can be found in units 3.1 to 3.19 of the WebTAG guidance:

<http://www.dft.gov.uk/webtag/documents/expert/index.php>

AST Category (and WebTAG Units)	Questions / Issues
<b>Economy</b> (3.1, 3.2, 3.5, 3.15, 3.18)	<ul style="list-style-type: none"> <li>• What are the likely sources of journey time impacts that the scheme will deliver for business users and transport providers?</li> <li>• What is the modelling package to be used?</li> <li>• How will future demand for business use be forecast?</li> <li>• What are the reliability impacts of the scheme on business users and public transport services?</li> <li>• What are the impacts on any regeneration areas?</li> <li>• What are the wider impacts on the economy?</li> </ul>
<b>Environment</b> (3.3)	<ul style="list-style-type: none"> <li>• Will the scheme affect noise to local receptors as a result of changes to the transport network and levels of demand?</li> <li>• Is the scheme located within, or will it affect, a designated Air Quality Management Area (AQMA)?</li> <li>• Will the scheme construction and / or operation result in a significant change in greenhouse gas emissions?</li> <li>• What are the impacts on the physical and cultural characteristics of the local area and does the scheme affect any designated areas of landscape value?</li> <li>• Are there any impacts on the setting of buildings, structures and open spaces in urban areas which are of high value (in terms of visual appearance and usage by people)?</li> <li>• What are the impacts on historic resources – such as Scheduled Ancient Monuments and areas of high archaeological value?</li> <li>• Will the scheme affect the habitats of protected flora and fauna and impact on wildlife corridors?</li> <li>• Will there be a risk of water contamination and / or an increased risk of flooding as a result of the scheme?</li> </ul>
<b>Social</b> (3.1, 3.2, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.15, 3.17, 3.18)	<ul style="list-style-type: none"> <li>• What are the likely sources of journey time impacts that the scheme will deliver for commuters?</li> <li>• What is the modelling package to be used?</li> <li>• How will future demand for commuting be forecast?</li> <li>• What are the reliability impacts of the scheme on commuters?</li> <li>• Will the scheme lead to an increase in active travel – in particular walking and cycling?</li> </ul>

<b>AST Category (and WebTAG Units)</b>	<b>Questions / Issues</b>
	<ul style="list-style-type: none"> <li>• Is there likely to be a significant change in journey quality as a result of the scheme?</li> </ul>
	<ul style="list-style-type: none"> <li>• Will the scheme have any impact on highway safety – in particular predicted numbers of accidents?</li> </ul>
	<ul style="list-style-type: none"> <li>• Will the scheme have a positive impact on crime or the fear of crime?</li> </ul>
	<ul style="list-style-type: none"> <li>• Will public transport access to services such employment, education, health care, shopping and social networks be enhanced as a result of the scheme?</li> </ul>
	<ul style="list-style-type: none"> <li>• Will the scheme change the ability of people on low incomes to afford to travel?</li> </ul>
	<ul style="list-style-type: none"> <li>• Does the scheme generate or reduce severance for pedestrians in particular?</li> </ul>
	<ul style="list-style-type: none"> <li>• Will the scheme create a facility which, for trips not yet possible or undertaken by other modes, would generate a willingness to pay over and above the expected value of any such use?</li> </ul>
<b>Public Accounts (3.1, 3.2, 3.5)</b>	<ul style="list-style-type: none"> <li>• What is the cost of the scheme within the broad transport budget available?</li> </ul>
	<ul style="list-style-type: none"> <li>• How will the scheme affect demand for vehicle travel and hence indirect tax revenues (for example from fuel duty)?</li> </ul>

The above list is not necessarily exhaustive and, depending on the nature of the scheme, should be discussed with the TOG and ITE in advance.

# Appendix B - HTS Draft Programme

START DATE:  
01/01/2014

Barnet Transport Strategy Development and Delivery	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	01-2015	02-2015	03-2015	04-2015	05-2015	06-2015	07-2015	08-2015	09-2015	10-2015	11-2015	12-2015	01-2016	02-2016	03-2016	04-2016	05-2016	06-2016	07-2016	08-2016	09-2016	10-2016	11-2016	12-2016	01-2017	02-2017	03-2017	04-2017	05-2017	06-2017	07-2017	08-2017	09-2017	10-2017	11-2017	12-2017	01-2018	02-2018	03-2018	04-2018	05-2018	06-2018	07-2018	08-2018	09-2018	10-2018	11-2018	12-2018	01-2019	02-2019	03-2019	04-2019	05-2019	06-2019	07-2019	08-2019	09-2019	10-2019	11-2019	12-2019	01-2020	02-2020
	2014												2015				2016				2017				2018				2019				2020																																									
<b>HTS D</b>																																																																										
Agreement to Project Initiation Document	■																																																																									
Workshops to explore strategy development options and	■																																																																									
Commissions to confirm strategy development programme				■																																																																						
Western Relief Road (excluding southern link)																																																																										
<i>Preliminary design</i>								■																																																																		
<i>Pre-scheme data collection (as necessary)</i>	■																																																																									
<i>Outline Business Case</i>								■																																																																		
<i>Public consultation</i>													■																																																													
<i>Statutory powers (if needed)</i>																																																																										
<i>Detailed design</i>													■																																																													
<i>Contractor procurement</i>																	■																																																									
<i>Construction</i>																									■																																																	
<i>Post-scheme evaluation</i>																																					■																																					
Public realm, active mode and traffic management scheme for existing route of A49													■																																																													
Public realm, active mode and traffic management scheme for radial A routes within urban area						■																																																																				
Urban traffic control system including local management													■																																																													
20 mph schemes for residential areas								■																																																																		
City wide active travel mode projects	■																																																																									

## **PROJECT DOCUMENTATION**

## **FEASIBILITY BUSINESS CASE**

Hereford City Centre Improvements

## **Stage 0 Business Case**

### **Purpose of Document**

This Feasibility Business Case contains information that describes the justification for setting up and continuing the development of a detailed Business Case for the Hereford City Centre Improvements project. The Business Case is to be submitted to the Capital Strategy Board and if accepted, a more detailed Business Case will be developed.

### **Objectives**

If the Business Case is approved then the project can move into the implementation phase and deliver the following:

Hereford City Centre improvements which comprise refurbishment of the High Town area in line with the Herefordshire Streetscape Strategy.

The refurbishment project involves investment in the High Town public realm in accordance with the adopted masterplan and involves improvements to the public realm with high quality materials and a consistent approach to soft and hard landscaping.

The refurbishment scheme is part of the plan for Hereford to create an attractive, vibrant city centre to help support existing businesses and create new opportunities to encourage more visitors and retailers. They are designed to support the local economy and provide safe and enjoyable places for visitors to and residents of the city centre.

This feasibility business case requests resource to develop a Business Case and deliver these improvements such to a more detailed business case.

### **Background & Issues**

The Old Market development has improved the leisure and shopping experience in Hereford and has brought more people to the city since it opened in May 2014. The refurbishment of Widemarsh Street in 2010 created a popular and attractive link between the old and new parts of the city and the High Town refurbishment will extend this area.

The High Street area of High town has been refurbished to a standard consistent with Widemarsh Street and this work was completed in 2016/2017.

The refurbishment of Commercial Street to a similar standard is ongoing and will be complete by spring 2019.

The next phase of the refurbishment scheme was due to commence in spring 2019. However the delivery of the next phase of the High Town area is now at risk due to Western Power Distribution (WPD) plans for a new substation in the city centre area.

The location of and design of this substation is currently in pre-planning application stage and will be further developed in consultation with HC planning team.

The delivery of a new substation in the city centre area will require works to the electricity network in the city centre area and into St Peters Street. The full extent of this work will not be finalised until the substation detailed design is complete. Until the extent of this work is confirmed there is a risk that any further refurbishment of the High Town area within the current refurbishment master plan would be impacted by future WPD works.

It is therefore proposed that works in the High Town area be suspended until WPD substation works are future developed.

Plans for refurbishment of Broad Street and King Street were developed in 2012/2013 but were not progressed at that time as a result of local business feedback at that time. In recent months the Green Dragon Hotel in Broad Street has been acquired and there are plans for investment in this key city centre hotel.

Herefordshire have been asked to consider investment in the Broad Street / King Street area to complement this city centre hotel refurbishment and to improve this key area of the city adjacent to the cathedral, library, restaurants and businesses.

A preliminary design for the refurbishment of Broad Street and King Street have been developed and this could be consulted on to determine current support for this project and to inform detailed design and delivery.

This request is for the estimated cost of the design, consultation and delivery of the Broad Street / King Street improvements.

Refurbishment of the city centre will support the growth of the economy and will provide a safe and pleasant space for residents and visitors.

### 1.10. High Level Metrics

Capital cost of project	2019/20	2020/21	2021/22	Future Years	Total
	£000	£000	£000	£000	£000
	1500	2000	2000		5500
<b>TOTAL</b>	<b>1500</b>	<b>2000</b>	<b>2000</b>		<b>5500</b>

### 1.20. Included in Scope

Preliminary design for the refurbishment of Broad Street have been developed and these could be consulted on to determine support for this project and to inform detailed design and delivery.

Estimated scheme development and construction costs are included in this request outlined in the table above.

### 1.3. Not included in Scope

Costs submitted are estimated design and construction costs. No land acquisition costs are included in these figures.

Stakeholders

Key groups listed below. This is not a complete list and a stakeholder engagement strategy would be developed should the scheme progress.

Cabinet & Local members

Hereford City Council

Hereford Business Improvement District

Retailers  
 Businesses  
 Residents  
 Hereford Civic Society  
 Hereford Vision Links  
 Royal National College for the Blind

**Dependencies**

**1.3 Initiatives which depend on this project are:**

This scheme could lead to further regeneration projects of city buildings and other public realm schemes associated with the delivery of the NMITE university projects or the Hereford Area Plan.

The improvements will be consistent with and complement the Hereford City Centre Transport Package public realm schemes and Hereford Transport Package active travel projects.

**1.4. This project depends on:**

The development of the project will involve key city centre stakeholder groups and their input will shape the proposals developed.

**Benefits**

Hereford City Centre improvements are designed to support the local economy and enhance the retail environment. The refurbishment scheme is part of the plan for Hereford to create an attractive, vibrant city centre to help support existing businesses and create new opportunities to encourage more visitors and retailers. A monitoring plan could be developed with the Hereford BID team to determine if the refurbishment scheme has resulted in increased in footfall and business growth.

**Contribution to Strategic Objectives**

Refurbishment of the city centre will support the corporate priority to support the growth of the local economy.

**Potential Costs and Options for Project**

<b>Capital cost of project</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>Future Years</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
	<b>1500</b>	<b>2000</b>	<b>2000</b>		<b>5500</b>
<b>TOTAL</b>	<b>1500</b>	<b>2000</b>	<b>2000</b>		<b>5500</b>

## **Costs and Timescales to Develop the Full Business Case**

The estimated cost for 2019/2020 above would enable the commissioning of technical resource to develop the business case, undertake the detailed design and to consult on the project to determine if the project will proceed to delivery. Estimated construction / delivery costs are set out above to subsequent years.

## **Risks of not doing the Project**

Not progressing this work will reduce the investment in the city centre and this is not consistent with the council's corporate policy to support local economy and growth.

## **Appendices**

**Appendix 1 – *Bid Request***

**Appendix 2 – Equality and Diversity considerations**

*To be developed as part of a more detailed business case.*

**Appendix 3 – Privacy and information security considerations**

*To be developed as part of a more detailed business case.*

**Appendix 4 – Sustainability considerations**

*To be developed as part of a more detailed business case.*

**PROJECT DOCUMENTATION**

**FEASIBILITY BUSINESS CASE**

*Corporate Fleet Procurement*

## Stage 0 Business Case

### Purpose of Document

This Feasibility Business Case contains information that outlines and highlights the physical and operational issues regarding the council's current corporate fleet of vehicles and proposes recommendations to replace the aging stock with new vehicles.

### Objectives

If the Business Case is approved then the project can move into the implementation phase and deliver the following:

- Replace the existing corporate fleet (excluding pool cars) with new, fuel efficient vehicles to:
  - Reduce the risk of service disruption and increased costs caused by vehicle break downs
  - Reduce service and maintenance costs
  - Improve the fuel efficiency and reduce CO2 emissions,
  - To deliver procurement savings through a corporate procurement,
  - Mitigate future in year revenue pressures as the existing fleet fails without allocated budget for replacement.
  - To reduce revenue costs by replacing lease vehicles.
  - Develop a financially sustainable vehicle replacement cycle.

### Background

The council currently operates 42 vehicles.

This includes 8 pool cars available to all staff and 34 vehicles across the following service areas:

- *Transportation and Access Services;*
- *Waste Management; Bereavement;*
- *Parking; Libraries,*
- *Environmental Health,*
- *Trading Standards,*
- *Pest Control;*
- *Gypsy and Traveller Service;*
- *Home Improvement Agency;*
- *Markets and Fairs*
- *Facilities Management to deliver statutory services.*

The pool cars are jointly managed by the Energy & Active Travel team and Facilities Management with the remaining vehicles managed by the relevant service area.

The majority of the vehicles are included within the public realm contract and are maintained by Balfour Beatty Living Places (BBLP) at the workshop at Unit 3, but there are a number of lease vehicles which are full repairing leases so are outside the Fleet Maintenance annex of the annual plan.

The majority of vehicles are owned by the Council, although 14 vehicles are currently leased.

Of these leased vehicles, 8 are lease only and 6 are full repairing leases.

All of the leases either expire around May 2018 or can be cancelled with minimal charge.

**This business case seeks to replace the 34 service vehicles with 30 new vehicles on an invest-to-save basis.**

## **Project Drivers and High Level Issues**

The fleet as a whole is reaching a significant age and vehicles are failing and beyond repair, leaving services needing to hire replacement vehicles on an individual basis with expensive lease contracts and no budget to do so.

Historically under the previous vehicle maintenance contract the council paid a set fee for all maintenance and as such assets were typically sweat as there was no additional maintenance cost.

As fleet maintenance is now cost reimbursable under the current Public Realm contract the Council only pays for any work undertaken.

Due to the aging nature of the fleet this is beginning to create a revenue pressure for the centralised maintenance budget.

Whilst the council centralised vehicle maintenance costs in 2014/15, there is currently no budget provision for vehicle depreciation/future replacement which will create additional revenue pressures across service areas in future years as vehicles require replacement.

The proposal is to replace the council's operational fleet which will address the risks and concern relating to the age of the fleet and ensure service delivery.

Replacement of the fleet addresses service pressures and need for individual teams replace vehicles. The fleet replacement identifies potential corporate savings through corporate procurement / standardisation of specification. The replacement also identifies saving in maintenance budgets through the annual plan.

**This invest to save proposal seeks to utilise the annual revenue savings generated by this proposal to fund the capital repayments.**

## **Scope**

### **Included in Scope**

*Purchase of 30 new standardised vehicles to replace the existing fleet*

### **Current Fleet**

### **Not included in Scope**

Pool cars

## **Stakeholders**

- *Waste Management*
- *Home Improvement Agency*
- *Pest Control*
- *Libraries*
- *Markets and fairs*
- *Transportation and Access*
- *Facilities Management*
- *Parking*
- *Environmental Health*
- *Trading Standards*
- *Procurement*
- *Bereavement*
- *Licensing and Traveller Services*

## **Dependencies**

### **Services which depend on fleet vehicles are:**

All of the services outlined above are dependent on the fleet vehicles in order to ensure service delivery.

Some examples are outlined below:

- *Transport and Access*
  - In addition to contracting taxi/minibus transport, transportation and access provide in house transport to a range of children and adults with special needs throughout the County.
  - These are statutory services for children accessing education and adults accessing day care provision.
  - Due to the small size and geographical spread of the service reliable, good quality vehicles are essential in being able to deliver a high quality service that parents, students and adults with special needs can depend up on.
  - Like most transport authorities, initial reviews have confirmed that retention of a limited in house fleet for special transport is essential for resilience.
  - The ratio of in house provision to contracted provision is around 1:8
- *Parking*
  - One van is essential for collection of large amounts of cash from the councils on and off-street P+D machines throughout the county. It is also required by staff for maintenance of the machines such as minor repairs and stocking the machines with tickets.
  - A second small vehicle is essential for parking enforcement purposes across the county.
  - Some officers do not have their own vehicle available and there is also a need to carry out some mobile patrols especially as more parking restrictions are being introduced in outer lying areas.
  - There are also times such as when the cash collection van goes in for a service that a replacement van is required as we have to have business continuity
- *Trading Standards*
  - Support the growth of our economy and Reduce anti-social behaviour - The vehicle is used for the enforcement of illegal tobacco where items are seized and for covert checks. Also under the weights and measures act we have a statutory duty to carry out verification and testing of weights and measures equipment such as petrol measures and large weighing machine which require testing equipment to be carried to the place of test.

- Enable Residents to live safely, healthy and independent lives by preventing vulnerable consumers from being exploited by direct assistance and intervention in regard to Rogue Traders  
Vulnerable can include the elderly, disabled, special needs, socially excluded and low income families
- **Community Protection**
  - Enable Residents to live safely, healthy and independent lives and reduce anti-social behaviour.
    - The enforcement of fly tipping, littering abandoned vehicles and anti-social behaviour
  - Supporting the improvement of quality of our natural and built environment for the collection of stray dogs.
- **Libraries**
  - Daily deliveries and collections to/from libraries, council sites, partners and traded services, across Herefordshire and its borders:
    - 13 library sites:
      - 4 core libraries, 2 branch libraries, 5 community libraries
      - Central Libraries Unit at Hereford and library store at Rotherwas
    - 10 rural book schemes
    - 150+ housebound customers
    - 32 residential homes and sheltered housing schemes
    - 40 primary schools
    - 12 high schools
    - Archives and Museums
    - County courier to council and partner sites
  - The library vehicles deliver services to some of the most vulnerable residents across the county.
  - The vehicles are in use every day in all weathers and road conditions.
  - The library vans have the highest mileage of any vans in the council fleet.
  - They are all in a very poor condition and have been subject to repeated breakdowns and repairs.
  - This has raised concerns both about the safety of their continued use, and about the economic and practical viability of continuing to repair obsolete vehicles. Because of this, one delivery van has recently been withdrawn from use and the other is likely to follow before the end of the year.
  - The service has had to draw on reserves to hire vans until new ones are purchased, but this is not sustainable in the long-term.
  - In addition, the service is currently relying on council pool cars to deliver books to housebound customers, residential homes and sheltered housing. The cars aren't designed to carry large crates, which leaves staff liable to manual handling injuries. It also means fewer pool cars are available for other staff to use.
  - Because of this, the service has had to decline requests from new home delivery customers and residential homes.
  - A service review has determined that a small van would be most appropriate for these deliveries which often require drivers to access narrow roads in rural areas.

### **This project depends on:**

- The requested capital available to replace the corporate fleet.
- An officer decision report will be required for this project to proceed with procurement and draw down the requested capital.
- The Energy & Active Travel team will work with the Commercial team on the procurement of the new fleet vehicles utilising the Crown Commercial Services procurement framework.

### **Benefits**

*The anticipated benefits of the proposed project are listed below:*

- Reduction in maintenance and therefore reduction in cost of Balfour Beatty Living Places contract
- Increasing service resilience and cost avoidance of service disruptions caused by vehicle breakdowns and downtimes for repairs
- Reduction in fuel costs and associated carbon emissions across all services with more fuel efficient vehicles
- Cost savings through exiting higher cost vehicle leases
- Reduction in risk (health and safety)
- Improved service reliability and punctuality
- Improved experience for service users
- Reduction in risk of loss of income through non-delivery of traded services (library services to schools and partners)
- Ability to expand services to vulnerable residents and traded services
- Appropriate vehicles for services maximising efficiencies of deliveries and reducing risk of accidents
- Car parking: The benefits of our service having new fleet vehicles are that it would eliminate the need to individually have to negotiate a leased cash collection van, add resilience to the service and minimise officer time and disruption each time existing vehicles break down. The current enforcement van is not considered roadworthy by some officers and in the event of an accident new vehicles would offer more protection

### Quantifiable

- Reduced maintenance costs through the Fleet Annex of the BBLP Annual Plan. This is currently estimated within the business case template and is being calculated through the development of the annual plan.
- Fuel efficiencies with new vehicles – estimated at 10% per vehicle
- Reduction in vehicle lease costs – detailed in section 4.1
- Reduction in service disruptions and associated cost avoidance from vehicle breakdowns

### Non-quantifiable

- Staff feeling safer in new vehicles; confidence in delivering services, particularly in outlying rural areas
- Less disruption to service delivery. For example the parking enforcement van broke down 3 times last year and impacted service delivery.
- Improved customer satisfaction - service users and the wider Herefordshire public will have confidence that Herefordshire Council is committed to providing the best service possible to children and adults with special needs.

### Contribution to Strategic Objectives

<p>Enable residents to live safe, healthy and independent lives</p>	<ul style="list-style-type: none"> <li>• Improved service delivery and better resilience for Social Care Transport helps to build independence and links with the community</li> <li>• Improved service delivery and better resilience for statutory library services serving over 600,000 residents a year.</li> <li>• Improved service delivery for housebound library customers, residential homes and sheltered housing schemes; helping residents to remain independent in their own homes and combating social isolation.</li> </ul>
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Keep children and young people safe and give them a great start in life	<ul style="list-style-type: none"> <li>• Improved service delivery and better resilience for Special Education Needs Transport enables children to access specialist education, developing essential life and learning skills for the future.</li> <li>• Improved service delivery for library services to schools, providing resources to support literacy and learning.</li> <li>• Improved service delivery for countywide Bookstart scheme, supporting literacy development for babies and young children through Health Visitors and Children’s Centres</li> </ul>
Support the growth of our economy	<ul style="list-style-type: none"> <li>• Improved service delivery and better resilience for services to Community Libraries and Rural Book Schemes in local shops and community centres.</li> <li>• Council savings in relation to current fleet commitments (budget and pressures) will enable re-allocation of funds to support priorities including local economy.</li> <li>• On and off-street parking income is an important source of income to the council which contributes towards the councils services. Enforcement provides an incentive for motorists to comply with parking restrictions ensuring that specific bays are available for those who need them.</li> </ul>
Secure better services, quality of life and value for money	<ul style="list-style-type: none"> <li>• Reduced vehicle maintenance costs</li> <li>• Improved Service Delivery &amp; reliability</li> <li>• Reduced carbon emissions</li> <li>• Reduced fuel costs</li> <li>• Improved public relations</li> </ul>

## Potential Costs and Options for Project

### Potential options

#### 1. No nothing

This option has been discounted as the existing, aging vehicle fleet is currently causing service delivery issues for a number of service areas and is also beginning to create a revenue pressure for the centralised maintenance budget.

Additionally, without the creation of a new vehicle depreciation budget to replace vehicles which are at the end of their life, this option will place revenue budget pressure.

#### 2. Lease vehicles

This option was explored in detail in 2017 and has been discounted due to significantly larger financial costs.

#### 3. Purchase vehicles – RECOMMENDED OPTION

As the Council has access to nationally vehicle procurement frameworks this offers strong value for money on vehicle purchasing. .

Additionally, through low cost access to prudential borrowing the Council is able to save against higher rate private financing costs which are integrated into vehicle leasing costs.

The full capital costs and resultant impact on revenue budgets are detailed below.

After the 6 year loan repayment period it is proposed that the Council reviews the future fleet conditional/requirements and to repeat this process in order to create a financially sustainable vehicle replacement cycle

### Proposed new fleet

Vehicle	Number	£ per Vehicle	Total £
Ford Transit 350 L2 Diesel FWD H3 Van TDCi 125ps w/Loadlift	1	11,500	11,500
Ford Transit Connect T220 L1 Diesel 1.5 TDCi 100ps Van	9	11,470	103,230
Ford Transit Connect T220 L1 Diesel 1.5 TDCi 100ps Van Powershift	1	11,984	11,984
Ford Transit Courier Diesel 1.5 Tdci Trend Van	4	10,340	41,360
Ford Transit Custom 340 L1 Diesel FWD 2.0 TDCi 130ps Low Roof Van	1	16,556	16,556
Ford Transit Custom 340 L1 Diesel FWD 2.0 TDCi 130ps Low Roof Van w/Dual Side Load Doors	2	16,556	33,112
Renault MASTER - LL35 ENERGY dCi 145 Business L/Roof Luton Loloader	2	23,497	46,994
Toyota Yaris Hatchback Vvt-I Hybrid Icon 5dr CVT Auto [Nav]	1	9,157	9,157
Mercedes Benz Sprinter 514CDi Long diesel high roof basic mini bus 17 seater	6	34,186	205,116
Dacia Duster 4X4	1	15,000	15,000
Ford Transit 2.0 TDCi 130ps H3 Van	1	16,787	16,787
Ford Transit 2.00 TDCi 170ps H3 VAN	1	20,111	20,111
<b>Vehicles only</b>	<b>30</b>		<b>530,907</b>
SPECIALIST ADAPTION FOR VANS – ESTIMATED Need solid bulkheads, Ply or plastic lining and roof vents, shelving (car parks)			10,000
SPECIALIST WHEELCHAIR ACCESSIBLE CONVERSION FOR MINIBUS			106,260
<b>Vehicles and required modifications</b>			<b>647,167</b>
Inflation @3%			19,415
Delivery costs	30	700	21,000
Project contingency @10%			50,000
<b>TOTAL</b>			<b>737,582</b>

### Proposed revenue impacts

Revenue budget implications	2019/20	2020/21	2021/22	Future Years	Total
<i>Estimated RCCO – assuming 6year borrowing</i>	<b>125.77</b>	<b>125.77</b>	<b>125.77</b>	<b>377.32</b>	<b>754.64</b>
<i>Estimated reduction in fuel costs</i>	<b>-5.00</b>	<b>-5.00</b>	<b>-5.00</b>	<b>-15.00</b>	<b>-30.00</b>
<i>Estimated reduction in annual maintenance costs</i>	<b>-60.00</b>	<b>-60.00</b>	<b>-60.00</b>	<b>-150.00</b>	<b>-330.00</b>
<i>Reduction in annual lease costs through termination of existing vehicle leases.</i>					
Transportation and Access - School Transport	<b>-40.00</b>	<b>-40.00</b>	<b>-40.00</b>	<b>-120.00</b>	<b>-240.00</b>
Waste Management	<b>-3.90</b>	<b>-3.90</b>	<b>-3.90</b>	<b>-11.70</b>	<b>-23.40</b>
Car Parking	<b>-3.70</b>	<b>-3.70</b>	<b>-3.70</b>	<b>-11.10</b>	<b>-22.20</b>
Gypsy & Travellers service	<b>-2.50</b>	<b>-2.50</b>	<b>-2.50</b>	<b>-7.50</b>	<b>-15.00</b>
Trading Standards + Community Protection	<b>-4.80</b>	<b>-4.80</b>	<b>-4.80</b>	<b>-14.40</b>	<b>-28.80</b>

Pest Control	-7.20	-7.20	-7.20	-21.60	-43.20
Revenue contribution from pool car income if required to cover contingency borrowing if required	-5.00	-5.00	-5.00	-15.00	-30.00
<b>TOTAL</b>	<b>-6.33</b>	<b>-6.33</b>	<b>-6.33</b>	<b>11.02</b>	<b>-7.96</b>

## Costs and Timescales to Develop the Full Business Case

Costs: Officer time -

Timescales:

<b>Oct 18</b>	Capital bid submission
<b>Nov/Dec 18</b>	Develop procurement spec and detailed business case
<b>Mar 19</b>	Successful capital bid
<b>Mar 19</b>	Decision report
<b>April – 19</b>	Procurement Exercise
<b>May 19</b>	Contract Award
<b>July 19</b>	Receipt of vehicles

## Risks of not doing the Project

### The key risks of not doing the project are:

- Decreasing service quality and service failure. The current fleet is aging, vehicles are breaking down or becoming end of life and impacting statutory services.
- The HC fleet maintenance costs will continue to increase, placing increased pressure on the centralised budget within the public realm contract.
- Higher fuel costs and higher CO2 and NOX emissions of older vehicles.
- Increasing costs of individual services being forced to take out expensive lease vehicles one at a time as the fleet fails.
- In addition as vehicles require replacement this will create additional pressure on individual service budgets.
- As the vehicles age, without replacement this will likely increase vehicle down time as they will require more frequent maintenance.
- Parking will have unreliable vehicles resulting in cash not being collected from P+D machines, increased risk of theft from the machines, officers unable to maintain the machines. Enforcement officers may not be able to travel to market towns and outlying areas, loss of enforcement income and service disruption with unreliable vehicles. Service does not have a budget to replace vehicles.

### The key project risks are:

- Not securing the required capital allocation
- Inflationary price increases next financial year, although this has been included at an estimated 3% within the business case.

- Service changes that will change the required fleet – this has been mitigated by the joint development of this proposal with each service manager.
- A contingency budget allocation of £50k has also been included within the business case to mitigate against any unforeseen risks.

## Appendices

### Appendix 1 – Fleet Capital Funding Request - Finance Template (Oct 2018)

#### Appendix 2 – Equality and Diversity considerations

There are no equality and diversity impacts of this proposed project as the proposed vehicle replacement specification has been developed with service managers in as a like for like replacement of the vehicles currently in operation in order to continue to meet the needs of staff and service users.

#### Appendix 3 – Privacy and information security considerations

There are no privacy and information security impacts of this proposed project

#### Appendix 4 – Sustainability considerations

	<i>+ve</i>	<i>-ve</i>
<b>Environmental</b>	Fuel savings Carbon saving Reduction in air pollution Reduced number of vehicles	N/A
<b>Social</b>	Improved resilience to service delivery Improved working conditions for staff operating these vehicles Improved staff safety Safeguarding clients (social care; SEN) and improved service delivery	N/A
<b>Economic</b>	Mitigated future vehicle replacement costs - these will be delivered through revenue savings Reduced financial costs of service disruptions through vehicle breakdowns. Reduced fuel costs through improved fuel efficiency	N/A

## **PROJECT DOCUMENTATION**

### **Stage 1 Business Case**

#### *PC/Laptop Replacement Programme*

## **Business Case**

### **Purpose of Document**

The purpose of this document is to set out the justification for the undertaking of a project based on the estimated cost of development and the anticipated benefits to be gained.

The business case is used to say why the forecast effort and time will be worth the expenditure. The on-going viability of the project will be monitored by the Project Board against the benefits identified in this business case.

### **Objectives**

A programme of PC replacement to enable employees of the organisation can operate flexibly and efficiently, replacing out of date equipment that can cope with up to date applications.

### **Background**

- a) A laptop or desktop device enables staff to interact with critical council applications. Old equipment is generally of a specification which is below the minimum standard for the modern applications which run on it. This often results in poor performance and devices becoming frequently unresponsive to the user.
- b) Devices within the current desktop and laptop estate have previously been supported with a 4 or 5 year hardware warranty. The devices scheduled for replacement will be of an age where they are now out of warranty, unsupported and prone to failure.
- c) Older devices have high failure rates. This increases demand on the IT services (to manage device repair and replacement) and impacts staff productivity while devices are exchanged.
- d) Devices which are subject to poor performance will have an impact on staff's experience of using critical council applications which hold citizen information and facilitates service delivery to the public (Mosaic, Tribal, Civica, Unit 4 Business World, e-mail) and could lead to a deterioration in customer service performance.

### **Project Drivers and High Level Issues**

This project is to provide a rolling programme of device replacements for the staff computing across Herefordshire Council. There are currently 1707 devices being used and the programme of replacements will be planned to carry out replacing 25% of the estate each year on a like for like basis.

The 1707 devices are made up of 1103 laptops and 604 PCs. Based on the current cost of these devices and allowing 2% inflation annually, 427 devices will be replaced annually.

### **Scope**

#### **Included in Scope**

All laptops and PCs used by Herefordshire Council staff.

#### **Not included in Scope**

Any specialist devices which have been purchased individually by teams i.e. devices which are bespoke or not part of the standard estate, e.g. any iPads and mobile phones.

## **Stakeholders**

List the people / stakeholders who will be involved in the development of the Business Case, include details of the project sponsor and any other resource required.

Project Sponsor: xxxx

Senior Supplier: xxxx

Desktop Team Leader: xxxx

List the people / stakeholders who will be consulted during the development of the Feasibility Business Case.

As above and IM&T Board Members

## **Dependencies**

This project will reduce the complexity and size of the Windows 10 project.

## **Benefits**

The anticipated benefits of the proposed project are:

- Maintain staff productivity levels by replacing ageing equipment.
- Support the agile working principles by providing replacement PCs with laptops.

## **Contribution to Strategic Objectives**

This project, by providing the tools for staff to carry out their roles underpins the functions of Herefordshire Council and in doing so will support the strategic priorities. This project specifically supports the objective to secure better services, quality of life and value for money.

## **Potential Costs and Options for Project**

The price of replacement devices fluctuates each year, as technology matures and becomes standard in the industry the point price of devices will potentially reduce, if there are supply issues for any of the components then the price will increase. Consequently, for every year a replacement programme will be developed which will allow for the replacement of as many devices as possible within the budget constraints. The proposed budget will allow for a 25% of all devices to be replaced each year but the actual amount carried out may vary.

A procurement exercise will be carried out to find a suitable supplier from which Herefordshire Council can procure devices. Currently this is undertaken on an annual basis and whilst the prices are usually lower than can be obtained by spot purchasing it is felt that greater savings can be made by carrying out a procurement for four years.

## **Costs and Timescales to Develop the Full Business Case**

Costs will be based on the (listed) resource requirements, and the time period that each resource is required, in order to develop the Full Business Case. Costs would normally include resources for:

- Project manager for the initial procurement
- Technical appraisal and support to support the procurement

- Engineering resource for the device planning and roll out.

### Risks of not doing the Project

Replacing devices on ad hoc basis as they fail will have significant impact on the following costs:-

1. The purchase price of each device will be higher if procured only as and when devices are needed. The benefits of a large scale procurement will not be achieved as the suppliers will not be able to plan for the volumes required.
2. Staff using failing equipment will be held up whilst replacements are delivered, this will be done when needed and will not be planned and carried out at a convenient time.
3. Engineers will be needed to prepare and deliver devices at short notice, this is likely to have an impact on other scheduled work which will have to be delayed to accommodate the unscheduled device replacement.
4. If a device fails there is potential for work to be lost on the device, this could be small amounts that the user was progressing at the time of the failure or could be significant if documents had been saved locally and had not been transferred to the network.

### Sustainability Considerations

	+ve	-ve
Environmental	e.g. Energy savings Transport savings Paper savings	e.g. Additional Energy costs Transport costs Paper costs
Social	Benefits to: - Individuals - Stakeholders - Council - Local Community	Potential issues and adverse effects for: - Individuals - Stakeholders - Council - Local Community
Economic	Potential increases to revenues Reduction of financial risk Future cost savings	Software costs (initial and ongoing) Storage costs Additional staff costs

**PROJECT DOCUMENTATION**

**Stage 1 Business Case**

*Dual use of Ledbury Children Centre*

# **Business Case**

## **Purpose of Document**

The purpose of this document is to set out the justification for the undertaking of a project based on the estimated cost of development and the anticipated benefits to be gained.

The business case is used to say why the forecast effort and time will be worth the expenditure. The on-going viability of the project will be monitored by the Project Board against the benefits identified in this business case.

## **Background and Reasons for the Project**

### **Background**

In September 2017 Herefordshire Council cabinet agreed a set of measures regarding the future use of children centre buildings ([link](#)). These including a range of action to maximise the use the centres, reduce the cost burden and improve access for users.

Including in the recommendations was the transfer of operation of the children centre to schools where relevant (namely on the school site), with the schools having first refusal to operate the centres. In the case of Ledbury children centre, the schools (Ledbury Primary School) has made it clear they do not wish to take on the children centre due to the cost of operation (currently in the region of £30k per annum).

Therefore the Children Centre implementation board has reviewed the option of the site considering the capacity for additional use.

Simultaneously, it has become clear there is an issue of office use at the Masters House for the East Team and MAO. A small amount of investment is being made to improve the sound proofing of the Masters House, with this project providing additional space to support BWOW objectives.

The project is therefore looking at maximising the space at the Ledbury children centre whilst providing a solution the problem of office space at the Masters House.

### **Summary of Reasons for the project**

- Maximise space on a premise;
- Retain for children centre services whilst providing better value for money in operating the site;
- Address the issue of inadequate office space at the Masters House;
- Meet the objective of BWOW to create positive experience for people working from MAO and within localities;
- Negates the requirement to lease or purchase other premises to meeting office space in Ledbury.

## **Objectives**

The main aims and objectives of the project were outlined in the cabinet report of June 2017:

Therefore, in understanding the factors of change and previous scrutiny / cabinet reports, the principles for the future operation of sites for early years is as below:

- a) Families able to access children centre services through retained sites or via community venues
- b) The buildings see an increased range of uses as a local resource for children, families and wider community use
- c) That facilities are community led including by schools where there is a firm basis to achieve this
- d) That other assets in the community, particularly libraries, leisure centres, schools and nurseries provide universal services for children
- e) That sites are used to proactively support the increased demand for nursery and school places in the county
- f) Where a service, function or office facility is displaced every effort is made for an alternative to be available for affected families
- g) A financial consideration is factored into decision making relating to the wider responsibility of the local authority in meeting its financial obligations and priorities.

## **Contribution to Strategic Objectives**

In relation to the corporate delivery plan the following objectives were outlined in the cabinet report of September 2017 :

The recommendation of this report supports delivery of the council's corporate plan priorities to "secure better services, quality of life and value for money" and "keep children and young people safe and give them a great start in life". Related actions are as follows:

- Work in partnership to make better use of resources, including sharing premise costs through co-location of services and local solutions for community use facilities such as libraries
- Improve the provision of good information and signposting to enable people to support themselves and each other, getting the right help at the right time as needs change
- Reconfigure £3.5m to deliver early years services including children centres, health visiting and school nursing to improve the health, well-being, developmental and educational outcomes of children aged 0-5 years
- Continue to develop a range of provision that can effectively identify and respond to safeguarding risks and needs; from the initial signs of the call for early help to a range of evidence-based interventions for a variety of complex situations
- Promote and enable access to universal opportunities and services for children with disabilities and their families and ensure a range of provisions to meet identified need.

## **Stakeholders**

The key stakeholders of the project with an analysis of their potential role on the project;

## **Scope**

The project would include some internal works to the site to make it fit for use as a dual use location. This includes careful consideration as the centre is used by families and children, though there is capacity due to the changing nature of children centre services.

## **Work Performed**

Activity to date includes:

- Cabinet report on future use of children centre buildings in September 2017;
- Establishment of the Children Centres Implementation Board;

- Programmes and activities to deliver the recommendation of the cabinet report;
- Discussions with Ledbury Primary school to take on the building;
- Review of alternative options;
- Review of the footprint of the building to understand options;
- Consideration of the needs of office space in Ledbury.

A full impact assessment was conducted as part of the September 2017 cabinet report and public consultation. Highest impact on protected categorists is age (children). However, there are no negative effects as children centre services will continue.

## **Benefits**

The benefits are as listed below:

- Maximise use of an underused site, making the most of cost of running the building;
- Enables community activity to continue to service local children and families;
- Retains a location for children centre services in Ledbury (e.g. health visits);
- Addresses the issue of suitability of office base at the Masters House in Ledbury with increased opportunity for BWOW;
- Addresses concerns of school that an external tenant might not be compatible on a school site or be competitive in the case of a private nursery.

## **Adverse Effects**

The adverse effect is:

- This approach does not create a cost saving;
- The school might be in a position to take the site on in 2-3 years;
- Decreases the case of the Masters House being a multi-function sites (though not enough to impact on clawback of lottery funding);
- Future increase use of the children centre could be restricted in using less on the building – though adequate space means this is very low risk.

## **Options**

There are several options as outlined below.

1. Do nothing. These means retaining the building solely for the use of children centre services.  
Pros:
  - Does not cause disruption
  - Means that the site is available for alternative use in the longer term if such requirement becomes available.
 Cons:
  - Un-used area not being maximised
  - Difficult to justify costs of operating the building
  - Does not solve the issues of limited office space at the Masters House.
2. Outsource. For the building to be operated by an external provider or part use.  
Pros:
  - Could generate an income or cost savings

- Increases the optimal use.  
Cons:
- Space is still needed for the children centre services
- Limited income to make it value for money to operate a lease
- School concern over potential competitor (e.g. nursery) or not compatible with the school site.

### 3. Create dual use.

Props:

- Retains ability to operate children centre services
- Addresses the issues of office space at the Masters House without additional cost
- Compatible use for the site.

Cons:

- A capital expenditure
- No savings or income generation
- Some disruption to relocate the MAO.

## Summary of costs for each option

A summary of each option and the relative additional costs to the Council are shown in the table below:

Option	Project costs £'000	Annual on-going costs £'000	Return on investment £'000
Option 1	0	31*	0
Option 2	20	27*	4
Option 3	60	31*	0

\*existing budget; \*\*reduced current budget due to lease income.

## Summary of benefits achievable from each option

A summary of the benefits from Section 8 achievable for each option is shown below:

Option	Increased fee income	Saving on administration time	Mainstreaming benefits
Option 1	N	N	N
Option 2	N	N	N
Option 3	N	N	Y

## Summary of impact and scale of people change for each option (if potentially a decision-making factor)

A summary of the impact and scale of people change for each option may be shown below:

Option	Impact for people (positive, negative, neutral)*	Scale of change (low, medium, high)*
Option 1	Negative Still have the problem of inadequate office space at Masters House in Ledbury	low

Option 2	Negative and Positive Could increase the use but will also impact on availability of space for current use.	low
Option 3	Positive (mainly) Address issue of office space at Masters House. Compatible use.	low

### Summary of adverse effects for each option (if and only if this is potentially a decision-making factor)

A summary of the adverse effects of the change for each option may be shown below:

Option	People impacted	Nature and scale of impact
Option 1	None –though continued problem of office space at Masters House for employees.	Non change.
Option 2	Children centre service users.	Depending on the nature of the outsourcing it could be that alternative use is made of the spaces. This would be kept to a minimum.
Option 3	None.	Create a compatible dual use sites.

### Costs and timescales of recommended option

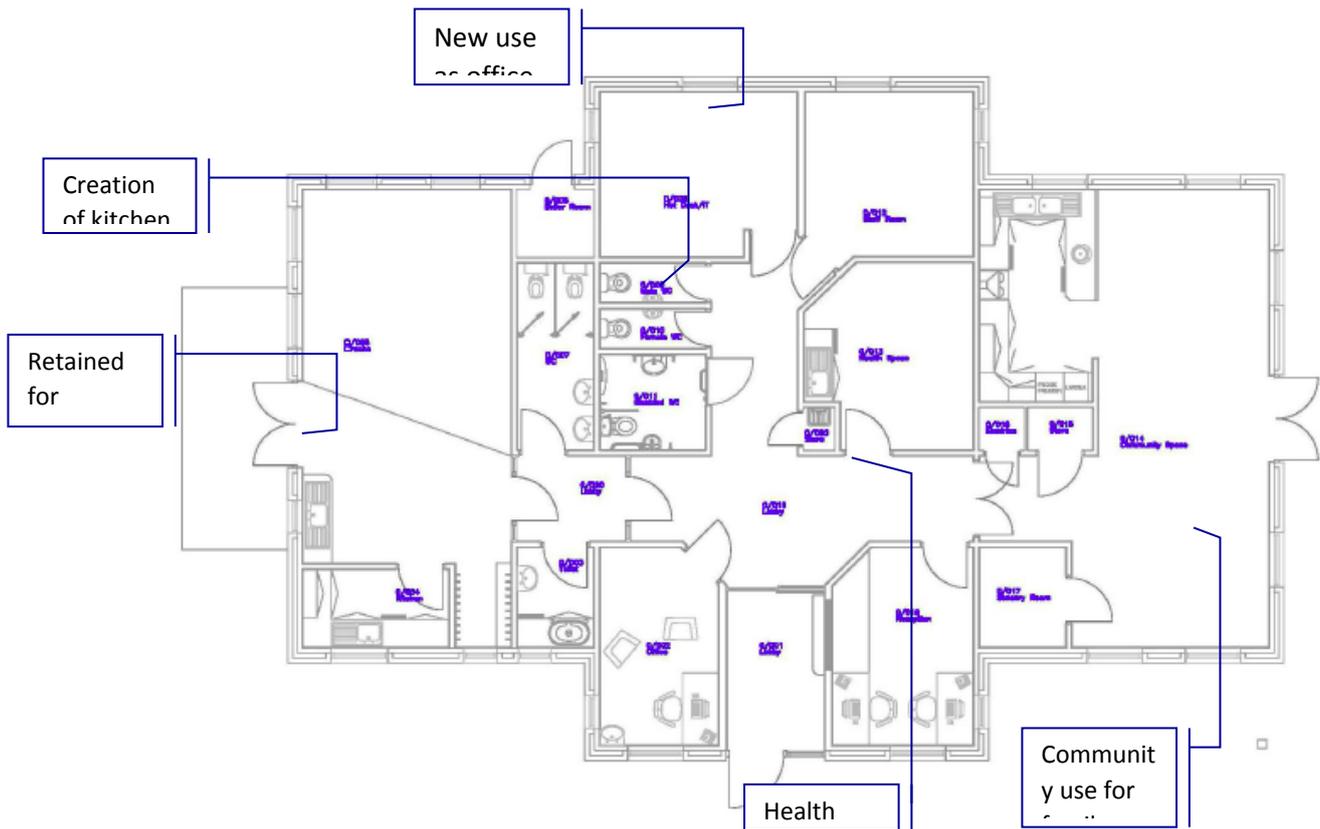
#### Recommended Option

Option 3 – create a dual use site, that still enables children centre activity and activity by community group organising activities for children and families. Whilst also making best use of an underused site.

#### Project Implementation Costs – Recommended Option

The costs will be concerned with converting the children centre building based on:

1. Making back offices usable (e.g. additional sockets and desks).
2. Create a small kitchen to be used by the office.
3. Signage and branding.
4. Improve entrance areas.
5. Possible relocation of toilets.
6. Professional fees (10%).
7. IT including wifi.
8. Relocation costs.



The table below shows a summary of the (new and additional) costs of implementing the recommended option. :

**Total project implementation costs**

	2019/20	Total
	£000	£000
1		
+		
2	Project implementation costs - Revenue	0 0
3	Project implementation costs – Capital	60 0
5	<b>TOTAL FUNDING REQUEST TO WOW Board</b>	<b>60 60</b>
4	<b>HARDWARE FUNDING REQUIREMENT (ICT CAPITAL and wifi included above)</b>	<b>0 0</b>
6	<b>TOTAL NEW PROJECT IMPLEMENTATION COSTS</b>	<b>60 60</b>

**o. Summary of ongoing costs against benefits – Recommended Option**

The table below provides outlines the viability of the project. It includes a summary of ongoing costs to support the recommended option against anticipated benefits.

It is anticipated to no additional costs or very marginal due to additional use.

		2019/20	Total
		£000	£000
9	Gross identifiable benefits	0	0
10	Additional core salary (permanent staff on-going)	0	0
11	Additional Core Non-Salary (on-going requirement)	0	0
12	Total additional ongoing costs	0	0
	Net Spend Inflow/ (Outflow)	0	0
	Cumulative Net Spend Inflow/ (Outflow)	0	0

## Staff Resources and Costs

The following project staff costs have been identified. These are a mix of core-funded roles and non-core funded roles, and project funded backfill of existing roles to free up appropriate resource for the project. The Business Lead role will be performed by Assistant Director Corporate Services (chair of the Children Centre Implementation Board).

Ongoing Service Support Roles As part of management of MAOs. Cleaner already commissioned to manage the building.

## Change Management

See above. Some disruption.

## Sustainability Assessment

	+ve	-ve
Environmental	Neutral	With more use some minor additional energy used.
Social	Benefits to: <ul style="list-style-type: none"> <li>- Retained used by the community</li> <li>- Retained children centre activity</li> <li>- Additional office space at no additional loss.</li> </ul>	Neutral
Economic	Better use of resources	Neutral

## Timescales

The project can be broken into stages:

- Stage 1 – Confirm funding
- Stage 2 – Finalise design with stakeholders
- Stage 3 – Procurement works
- Stage 4 – conduct works
- Stage 5 – Signage
- Stage 6 – Relocation
- Stage 7 – Promotion

## **Risks**

**Risks of not going ahead with the project:** continued pressure over office use at the Masters House in Ledbury.

**Risks that will need to be addressed if the recommended option goes ahead:** management of the project to keep to time and cost.

## **Issues**

There is a significant number of important issues which need to be resolved and decisions which need to be made to achieve the successful delivery of the benefits of the project.

Issues:

Available funds. Solution: capital bid.

Obstacles:

- Management of the project. Solution: managed through the Children Centre implication board.

## **Dependencies**

**Initiatives which this project depends on are:** none.

**Other initiatives which depend on this project are:** BWOW implementation.