

# Full Project Business Case

## Penistone Co-Location of Services to Expand the Library Site Offer

### Document Information

Version:  
 Last Updated:  
 Owner:

### Document History

Version	Details	Date	Reviewed By
0.1	Initial draft	28.03.2024	Rachel Copley
0.2	Revised draft following property board 11.4.2024	15.04.2024	

### Document Approval

Version	Date	Name	Role

<b>Project Name:</b>	Penistone Co-Location of Services to Expand the Library Site Offer
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## 1. PROJECT OVERVIEW

### Description

BMBC is undergoing a transformational process to deliver services more effectively and efficiently (considering increasing financial pressures and Zero40 carbon emissions targets) so is undertaking a full review of capital assets to determine whether existing sites are fit for purpose, no longer needed, or have capacity to accommodate additional services. This will support BMBC's need to save £6m as identified in the MTF5.

Penistone has been identified as a pilot area to provide a proof of concept for this asset review approach through building on the findings of the [2022 V4 Services Ltd Penistone Locality Review](#).

To that end, this project aims to develop a place-based model whereby all locally based BMBC services and other partner organisations can operate within one venue in the Penistone area to deliver the Barnsley 2030 Strategy.

The headline benefits are:

Healthy Barnsley	Learning Barnsley	Growing Barnsley	Sustainable Barnsley	Enabling Barnsley
Range of public health services in one venue, making it simpler for people to find the right help	Activities and training for all, under one roof, helping people achieve their potential	Variety of advice, support & digital resources accessible to all	Reduced energy use across the locality through use of single venue	Multi-agency venue, delivering a host of services to the community
Access to advice on wellbeing & healthy living	Opportunities to make new social connections	Upskilling to improve life opportunities	Est BMBC cost reduction £47.5kpa	Realise synergies & efficiencies between services
Chance for early intervention on health and social issues				Reduced future estate maintenance requirements

Lessons learned from this project will inform co-location plans in other areas of the Borough (Wombwell, Goldthorpe and Royston being identified as next potential localities).

Following site visits and detailed discussions with services (to understand their requirements for now as well as future planned changes to service delivery) the library building has been identified as the most suitable venue for co-location.

The following services, aimed at early intervention, prevention of harm, education, and personal wellbeing and development, are under consideration:

- Early start and families service (0-5 years)
- 0-19 years public health nursing service (0-19PHNS)
- Youth justice and targeted youth services (IKIC)
- Area council stronger communities' administration team
- Library services
- Citizens Advice (CA)
- Targeted information, advice and employment guidance (TIAG)
- DIAL (support and information for disabled residents)
- Adult skills and community learning services (ASCL)
- Other public sector partner local teams (financial contributions to the scheme and ongoing running costs are under discussion)

## Scope

### Included in scope for this project:

- Surveys to inform detailed design for the new site layout and planning application
- Detailed design, public and member consultation, and obtaining necessary planning and building control consents
- Replacement of library roof and associated facias and sky lights
- Full building re-wire, CCTV, lighting, fire, security and IT system upgrades
- Adjustments to existing environmental control systems to cover whole site
- External and internal structural and accessibility alterations
- Décor and furnishings to all areas out with the main library room
- Costs and resources associated with service relocation expenses

### Excluded from scope:

- Costs and resources associated with disposal/repurposing of vacated premises
- Costs and resources for design, décor and furnishing of main library room (libraries refurbishment programme to fund and manage this)
- Costs and resources to house the library service during infrastructure works if service has to remain operational (this has not been the case at other library sites recently refurbished) and a phased approach to the refurbishment works is deemed impractical

## Context & Rationale

BMBC services currently operate across four sites in the Penistone locality; each with its own requirements and costs for maintenance and operation. This project will reduce that burden, thereby supporting the savings required in the MTFs. Once works are complete and teams are co-located, an estimated annual revenue saving of £47.5k could be possible through this co-location project. Interim savings could be achieved through release of St John's centre lease and closure of town hall. See appendix A for financial details.

Site m <sup>2</sup> area (from Assets Data)	<a href="#">Total revenue spend FYs 2019/20 – 2023/24</a>	<a href="#">Total capital spend FYs 2019/20 – 2023/24</a>	<a href="#">Estimated asset market value /lease cost (from Assets Data)</a>
Penistone Library (1578m <sup>2</sup> )	£220,407.21	£0	£1,031,000
Penistone Town Hall (890m <sup>2</sup> )	£313,915.75	£37,936	£107,000
Penistone Youth Centre (1012m <sup>2</sup> )	£73,730.87	£0	£170,000
Penistone St John's Community Centre Resource Centre (96m <sup>2</sup> )	£132,953.59	£0	£12,000 lease
Spring Vale Depot (23,917m <sup>2</sup> )	£233,611.16	£0	£655,000 (building only)
Totals	£974,618.58	£37,936	£1,975,000

The library has been selected as the proposed co-location base for various reasons:

- 2016-18 public consultation exercise resulted in the [Library Strategy 2022 – 2025](#) including delivery of the community libraries refurbishment programme and application for National Portfolio Organisation (NPO) status. The actions have both been completed, with NPO status being granted for 2023 to 2026 and funding assigned to rejuvenate library sites across the Borough.
- That available funding will support interior alterations to the main library area which will be carried out following any infrastructure works needed to make the whole site fit for multi-use purposes.
- The building is currently significantly under-utilised following the relocation of the home library service to Wellington House. Other areas in the library are used on a rotational basis by community groups and whole offices are presently serving as storage spaces.
- The site has had significant recent investment in its heating infrastructure and is already fully double-glazed so is ecologically well positioned to be the single point of delivery for community services in the area.
- The site is also on the main bus route thereby making it accessible for service users reliant on public transport.
- It is possible to create a vibrant and versatile space at Penistone library for increased provision of community and cultural activities, making the site a more welcoming and inclusive space for the whole community.

Other factors which support this approach include:

- Creation of 'family hubs' to improve access to services from pre-natal to age 19 years. This project will be an enabler for that, but with an interim move of the early starts team from the St John's Centre to the IKIC Centre to realise lease savings in 2024/5 FY. A replacement tenant for the St John's Centre has already been identified so BMBC would be released from any further commitment to the current lease.
- Following library development works, the IKIC centre could: a) be demolished to create staff parking spaces, b) be subject to community asset transfer, or c) be sold as seen.
- While the Spring Vale depot site is essential for ensuring highways maintenance provision can be delivered locally within operational targets, the office space on site is rarely used as an office, rather just as a welfare facility for highways and neighbourhood services staff operating in the locality. Therefore, sections of the office building could be mothballed to reduce running costs.
- The Principal Towns project to renovate then relinquish Penistone town hall from BMBC's portfolio to the town council under a community asset transfer agreement means services operating there require relocation.
- Other public sector partners have expressed an interest in and commitment to co-location at sites across the borough under the 'One Public Estate' agenda. Wider discussions are underway between organisations' assets teams regarding ongoing financial arrangements for provision and use of multi-agency space across all parties' estates which could see them contributing to the cost of this project/ongoing running costs.

### **Alternative Approaches**

Six alternative approaches have been considered with pros and cons for each discussed in more detail at appendix B. Overall, it has been concluded the proposed approach will offer the most benefits to the local community, BMBC and partner organisations.

### **Links to Corporate Priorities**

**Barnsley 2030 Plan and Be Even Better Strategy** – as noted earlier, this scheme demonstrates benefits for each aspect of the plan and strategy.

**Transformation Strategy** – opportunities for innovation through more collaborative working across internal services and partner organisations with similar agendas.

**Asset Management Strategy** – evidence-based assessment of asset requirements and associated costs.

**Medium-Term Financial Strategy** – reducing running/maintenance costs by condensing service delivery into fewer sites.

**Design Principles** - considering the needs of communities, enabling more people to help themselves, rationalising council buildings, seeking income generation opportunities, and creating the conditions for economic growth and recovery.

**Digital Barnsley** – Increased access to both self and classroom taught digital learning opportunities and the internet so reducing socio-economic inequalities by enabling disadvantaged people to access the benefits of online services.

**Customer Experience Strategy** – having all local support services delivered from one site will make it easier for local residents and businesses to access the support and information they need.

**Commercial Strategy** – Consideration could be given to applying a nominal fee for use of space by non-BMBC groups/partners.

**Library Strategy 2022-2025** - Focus on activities to improve the health and well-being of our residents to build on our current offer, delivering an innovative and modern library service relevant to people of all ages and from all parts of the community.

**Family Hub and Start of Life Delivery Model** – Delivery of improved access to and connections between families, professionals, services, and providers, putting relationships at the heart of family support, in line with the Department for Education Programme Guidance and Family Hub framework.

**Healthy Child Programme** – Improving access for every child, young person and family to an evidence-based programme of interventions.

**I Know I Can** – Providing improved facilities to deliver targeted twilight and evening youth support along with detached and outreach sessions where there is an identified need within the community.

## 2. OBJECTIVES

Objective	Measurement
1. Creation of a single, fit-for-purpose, site for community engagement and access to council, other public, and 3 <sup>rd</sup> sector services.	Site go live April 2026
2. Integrated service delivery across teams which have common goals and agendas relating to public wellbeing and growth.	Services feedback by October 2026
3. Reduction in asset portfolio and associated costs.	Receipts/budget adjustments by March 2027

## 3. BENEFITS

Benefit	Measurement	Timescale
• Savings of £12kp.a. on lease costs.	Budget outturn figures	November 2024
• More effective use of an asset which has already seen significant investment in recent years and is the most highly valued asset in the area.	Occupancy data	December 2026
• Improved staff morale through working in	Services feedback	December 2026

a bright, clean, fit-for-purpose site.		
<ul style="list-style-type: none"> <li>Increased collaboration across BMBC services and other agencies with similar agendas which may spark innovation in service delivery.</li> </ul>	Services feedback	March 2027
<ul style="list-style-type: none"> <li>Reduced public sector carbon footprint through only heating and lighting one site (~430,000Kwh gas/electricity used in local BMBC sites FY 2023/4)</li> </ul>	Energy bill data	March 2027
<ul style="list-style-type: none"> <li>Improved insulation and installation of sensor-controlled LED lighting as well as existing double glazing and air source heat pump (ASHP) technology at the library will support reduction in energy use.</li> </ul>	Energy bill data	March 2027
<ul style="list-style-type: none"> <li>Improved customer/service user satisfaction through ease of access to multiple BMBC, public, and 3<sup>rd</sup> sector services and sign posting to other support groups within one venue.</li> </ul>	Customer feedback	March 2027
<ul style="list-style-type: none"> <li>Increased opportunities to identify and provide early intervention on potential welfare and anti-social behaviour issues.</li> </ul>	SYP incident data – anonymised	March 2027
<ul style="list-style-type: none"> <li>Potential for customers/service users to develop new skills and meet new people opening up opportunities for self-development and improved mental health.</li> </ul>	Customer feedback	March 2027
<ul style="list-style-type: none"> <li>Release of underused assets either for alternative community group use, alternative BMBC use, or sale.</li> </ul>	Estates asset data	March 2027
<ul style="list-style-type: none"> <li>Contribution to MTFS savings requirement, through vacation / relinquishment of three BMBC assets.</li> </ul>	Budget outturn figures	March 2027

#### 4. DEPENDENCIES

Internal	Dependency Detail	Key Dates
Early start team relocation to IKIC Centre	This is subject to public consultation and requires some adaptations to be made to the IKIC Centre to accommodate the early start team	November 2024
Planning authority consultee support	Concentration of numerous services at one site may cause concern for consultees. Application submission	May – November 2024

	documents need to consider and address the likely objections	
Libraries refurbishment funding availability	A number of libraries are being refurbished from existing funds but in some cases costs have been higher than expected. This may impact the available budget for décor and fit out of the main library room	April 2025
Local member support	Local members may express concerns should they perceive this proposal to indicate a reduction in service provision in the area. Therefore, early and ongoing communication is needed to sell the vision	Throughout project life cycle

External	Dependency Detail	Key Dates
Continued engagement by public and 3 <sup>rd</sup> sector parties.	Continued engagement is necessary to build on previous discussions to ensure parties remain committed so available spaces can be utilised to their fullest	Throughout project life cycle
Resident, business, and service user support.	Local people may express concerns should they perceive this proposal to indicate a reduction in service provision in the area. Therefore, early and ongoing communication and public engagement is needed to share the vision and involve service users in decision making where appropriate	Throughout project life cycle

## 5. COSTS & FUNDING

The latest scheme cost estimates are £1.587M based on RIBA Stage 2 designs, this consists of various property improvement works, including roofs, electrics, heating, doors, decoration and fixture and fittings. This is to be funded by reserves set aside to support the AMS.

It is important to note that the Penistone co location project is crucial as a proof of concept, for more effectively and efficiently managing the Council's asset spaces and locations.

Upon completion of the required infrastructure works there is an anticipated revenue saving of £0.048M per annum due to the reduction in asset footprint, which will be considered as part of AMS efficiencies.



The capital funding profile required to complete the project based on the RIBA stage 2 design is as per the table below:

<b>Financial year</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Totals</b>
Works, fees, surveys est. costs. Prelims (15%)	£128,597	£1,046,320	£112,069	£1,286,986
Inflation (5%), design risk (10%), contingency (10%) allowance	£26,674	£246,928	£25,998	£299,600
<b>Capital funding required</b>	<b>£155,271</b>	<b>£1,293,248</b>	<b>£138,067</b>	<b>£1,586,586</b>

### **Opportunities/Potential Funding Streams**

- Surveys will inform detailed designs which should help reduce project delivery risks but reasonable risk and contingency budgets stated as precautionary measure.
- £10k has been allocated from capital feasibility funds to support survey activity in 2023/24 but requires reimbursement as part of this capital ask.
- Family hub project potentially contributing £20k towards interim IT infrastructure at the IKIC.
- Actively seeking grants to support main works aspect – potential for National Lottery Community Fund allocation
- A phased approach to works would potentially create more disruption for site users and require library to be closed/offer a reduced service for two periods rather than one but would help spread the project's costs.
- Any capital receipts from disposal of other Penistone sites could be ring fenced to contribute to this scheme.
- Actual costs will depend on specification. This figure does not include the main library area FFE as these are being provided through the libraries refurbishment fund.
- IKIC demolition and car park creation is an optional activity. BMBC could handover the building as is, under the CAT process, or sell the site to obtain a capital receipt.

### **Revenue and ongoing maintenance costs**

Once all services are co-located it is anticipated the revenue running costs of the library site will be £51k in 2026/7 (allowing 5% inflation year on year).

As the majority of costs at the depot are for operating and maintaining the whole site, not just the office unit, an estimated running cost figure of £48.7k has been applied for 2026/7, based on a 10% saving from mothballing the office space.

## 7. IMPACT ASSESSMENTS (see appendices C1,2,3)

	Equality Impact	Data Privacy Impact	Sustainability Impact
Details of Impact	Overall, the project is expected to have positive benefits for protected groups by creating a single point of access to help, learning, and support within the Penistone locality.	No impact expected.	Short term, limited negative impact through waste generated during library renovation. Longer term increased sustainability through operation of reduced number of assets.
Next Steps	Analyse survey information and adapt design proposals. Share those with affected services to gain feedback to inform detailed designs to be shared through public and member consultation.	Design incorporates areas for private discussion. Engagement activities have option to not leave contact details.	Design proposals to consider re-utilising existing resources wherever possible. Contractors to include for recycling any materials which have to be disposed of.

## 8. RESOURCES

Appendix D gives a breakdown of the resources required, their purpose and timescales involved throughout project delivery and the benefits realisation period.

## 9. PROJECT SCHEDULE

Milestone	Target Date
Business case approval	September 2024
RIBA 3 design agreed by services, partners and Property Board	November 2024
Planning approval granted	January 2025
External works completed	August 2025
Internal works completed. Building Control approval granted	February 2026
Fit out completed, staff inducted, operational policies and procedures in place, ongoing maintenance and compliance activities planned and revenue budget assigned	March 2026
Opening event	April 2026
Benefits realisation and analysis	March 2027

## 10. ROLES & RESPONSIBILITIES

All team members will be working on this project on a part-time basis from existing internal resources. Key roles are shown below with a more detailed breakdown available at appendix E.

<b>RESPONSIBLE</b> Nicola Staniforth – overall delivery of project within tolerances and managing communications Design team – delivery of plans and input during	<b>ACCOUNTABLE</b> Rachel Copley – Project Sponsor Kathy McArdle – Service Director and Chair of Strategic Property Board
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construction, inc. sign off of defects Quantity Surveyor – delivery of cost estimates and budget management Service leads – staff consultation processes IT Services – IT infrastructure	Steve Loach – Head of Finance and Chair of Capital Oversight Board
<b>CONSULTED</b> Planning officers OFSTED Partner organisations Councillors Public	<b>INFORMED</b> Senior Management Team (SMT) Cabinet Neighbouring organisations

## 11. PROJECT GOVERNANCE

<b>Standalone project or part of a wider programme?</b>	This is being managed as a pilot project to inform future plans to reduce the public estate footprint across the Barnsley Borough
<b>Governance Arrangements</b>	The Property Board will approve detailed designs and procurement activity. Capital Oversight Board will approve any variation to spend. Day to day management of the budget and programme will be delegated to the project manager with oversight from Rachel Copley/Kathy McArdle.
<b>Meeting Arrangements</b>	Property Board held monthly Capital Oversight Board held monthly 1-1s held monthly with informal comms in interim as required
<b>Reporting</b>	As and when required
<b>Signoff Processes</b>	Delegated authority to proceed – Cabinet, September 2024 RIBA 3 design – Property Board, November 2024 Construction proposal - Planning Authority January 2025 Compliant completion of works - Building Control February 2026

## 12. RISKS

### Risks of not proceeding

Risk Detail	Initial Score	Mitigation	Residual Score
MTFS savings cannot be made	High	Reduce footprint as far as possible and invest in improvements to any remaining sites to increase efficiency	Med-high
Public sector footprint wouldn't be reduced so carbon emissions less likely to reduce without significant investment in sites	High	Reduce footprint as far as possible and invest in improvements to any remaining sites to increase efficiency	Med-high
Collaboration across teams will not improve thereby meaning neither does customer/service user experience	Medium	Various teams/organisations could hold monthly/quarterly events to build relationships between staff and open communication channels to share best practice	Low-medium

### Risks of proceeding

Nature of Risk (if, then, resulting in)	Initial Score	Mitigations	Residual Score
If fact-finding efforts fail to identify all affected teams then expected requirements will be inaccurate which could result in not having appropriate spaces to deliver services	med-high	Seek intel from known services to identify whether other teams operate from their site Use interview techniques and activity scheduling to determine where/when/how sites used/service operate	Medium
If proposals are rejected by planners, public consultation, and/or building control then additional effort will be required resulting in extended timescales for project delivery	medium	Early consultation with relevant parties. Consultation at each design stage as necessary. Pre-application submission to gain advice/feedback on areas for improvement	low-medium
If surveys reveal unexpected issues with the chosen co-location site then more work or redesign may be required resulting in increase to budget and timescale for delivery	med-high	Allow for sizeable risk and contingency funds in business case Surveys to take place as early as possible/relevant to identify issues before works commence	Medium
If unexpected issues arise with proposed interim arrangements then a re-think will be required resulting in delays to benefits realisation	medium	Early discussions with affected parties to agree how interim arrangements will work. Temporary IT connectivity to be installed at IKIC centre – equipment could be relocated post-project	low-medium
If external grant funding bids are unsuccessful then BMBC will have to fund the scheme resulting in potential need to phase activities over longer period to spread cost or the scope/quality of works will need to reduce.	med-high	Regular checks on grant finder websites to identify potential funding streams. Have prepared bid submission on hand ready to be tweaked to meet requirements of any opportunities. Present outline business case to capital oversight board and property board to gain agreement in principle to undertake surveys and progress designs at risk while seeking funding. Highlight potential for BMBC to need to support financially.	med-high

If, once works are underway, unexpected conditions are found then a revision of the design proposal may be required resulting in potential delays and additional cost	med-high	Site surveys to be as thorough as possible to inform detailed design. Allow slippage time in overall project plan to accommodate issues. Allow design risk budget and overall contingency in project budget.	medium
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### 13. ISSUES

Issue Detail	Probability and Impact	Control
Potential public/member/planning objections to hosting so many services in one site as will potentially involve activity and noise 24/7	Medium	Comms and engagement with relevant parties at the earliest opportunity. Clear lines of two-way communication established and maintained throughout the various project and benefits realisation stages.
Occupancy of the library during works could create H&S concerns	Medium	Wherever possible, carry out works in phased approach, and with appropriate site CDM measures in place, so operations can continue as far as possible. Where essential to close, ensure clear communication and minimise timescale of disruption.

### 14. STAKEHOLDERS - COMMUNICATION & ENGAGEMENT

Currently identified stakeholders and the proposed engagement strategy can be found at appendix F. Standard communication methods will include face to face discussions, emails, formal letters, public engagement events, formal reporting to authorising bodies.

### 15. APPROVAL

<b>Approval</b>	Approved / Not Approved		
<b>Assigned Project Board</b>			
<b>Comments</b>			
<b>Communication</b>	Outcome Reported to	Yes / No	Date:

	Project Manager		
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## Appendices

### Appendix A – [Financial Implications](#)

### Appendix B - Alternative Approaches

Option	Pros	Cons
Do nothing	No immediate outlay beyond statutory compliance requirements at each site.	Increasing capital and revenue budget restrictions make it more challenging to maintain and operate aging assets which are in need of repair and can be difficult to insulate so carry a high carbon footprint. Would not support the ambition to release Penistone Town Hall as a community asset through expansion of the cultural offer at that site.
Termination of some/all services within the area	Eliminates running costs in the locality and would support divestment of unused assets thereby supporting the MTFS.	This does not align to the 2030 ambition to make Barnsley 'the place of possibilities' for all its residents, businesses, and visitors.
Continue to own and operate from two sites (ie IKIC and town hall) on a long-term basis	Reduces overall asset portfolio by half. Creates less disruption for teams already operating at the IKIC and town hall. Principal Towns funding which had been earmarked to carry out internal alterations to the town hall in readiness for community asset transfer could be utilised to support essential H&S compliance matters and building condition issues which have recently come to light, thereby reducing spend from planned or reactive	Disruption for regular library users as the town hall venue is less accessible due to its position on a hill and multi-level interior layout. The available spaces in the town hall don't lend themselves so well to the types of activities managed by the library team. There are currently insufficient welfare facilities at the town hall to accommodate and increased number of users. Ongoing running costs and liabilities associated with running two venues. Doesn't allow full realisation of co-location of all services in the locality (eg in terms of ease of access to services and supporting early

	<p>maintenance budgets. Still allows the family hub concept to be created at the IKIC Centre and the 0-19 team could hold drop-in sessions there (similar to current operation at the community centre). The town hall is on a bus route, is closer to the train station, and has a large carpark nearby.</p>	<p>intervention where issues noted by one team could be better addressed by another). Town hall requires significantly more investment in its infrastructure than the library to make it a suitable venue (inc. DDA and H&amp;S compliance) for the teams to provide public facing services. Carbon emissions would not be reduced as far as might be possible through colocation in a single venue. The layout and existing use by Free Masons and Town Council may create conflicts in use of space across services.</p>
<p>Services could move into the library site in its current state</p>	<p>Would support immediate release of other sites and associated responsibilities.</p>	<p>There are condition related matters which need to be addressed at the library. Undertaking those would be increasingly complex and expensive were the site to be more densely occupied. This approach would lead to dissatisfaction of staff and service users meaning that, while financial savings are made, morale and quality of service delivery would be detrimentally impacted.</p>
<p>Seek/build alternative premises for delivery of all services</p>	<p>A new building would enable BMBC and its partners to ensure the site is fully fit for purpose and future-proofed against known future service changes. It could also support co-location of a wider range of services and partner organisations.</p>	<p>The immediate town area has a building density and no suitable site has been identified within an acceptable distance from the centre. The timescales and costs involved in creation of a new venue would exceed those expected by the preferred option.</p>
<p>Co-locate at other organisations' sites</p>	<p>BMBC would become a tenant so liability for compliance and R&amp;M would fall to the landlord, not BMBC.</p>	<p>Discussions with organisations in the locality have concluded no existing sites have the capacity to accommodate BMBC's requirements.</p>

## Appendix C – Impact Assessments

[C1 – EIA](#)

[C2 – DPIA](#)

[C3 - SIA](#)

## Appendix D - Resources

Resource	Details	Date Required
IT infrastructure	Support any intermediate moves where corporate connectivity needs boosting	November 2023 – November 2024
	Support planning and installation of any additional network requirements at the library site	November 2024 – March 2026
IT deskside	Support any intermediate moves of equipment. Support disposal of unrequired items.	November 2023 – November 2024
	Support set up of equipment and systems at the library	January 2026 – April 2026
FM support for interim family hub creation at IKIC Centre	Support delivery of initial family hub arrangements and enable lease of St John's to be handed back	June - November 2024
Architects – buildings, M&E and landscaping	Development of designs, oversight of works delivery and management of defects period	November 2023 – March 2027
Quantity Surveyor	Ensure project costs are understood, monitored, managed and support with any external contractor management	November 2023 – March 2027
BMBC legal, estates, procurement, planning, building control, highways, neighbourhood services, corporate comms, H&S, conservation, biodiversity, finance, HR, Unions, services relocating to library	Enabling delivery of the scheme and realisation of its benefits	November 2023 – March 2027
Project Manager	Oversee and co-ordinate activities to ensure project runs to time, quality, scope, and cost; stakeholder management; risk management; change management; reporting to authorising bodies; supporting services to deliver benefits realisation activities	November 2023 – March 2027
FM support to relocate teams to	Once library refurbishment completed	February-March 2026





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## Appendix E - Roles and responsibilities matrix

	Project Sponsor	Project Manager	Project Officer	Ops Managers	Service Leads	Finance Partner	Procurement & QS	Architects	Construction Managers	IT Team	Comms & Eng Team	Post-Project Management Team
P - Primary Responsibility A - Approval Authority S - Supporting Responsibility I - Information Only												
<b>Project Funding</b>												
External grant money	A	S	S	I	P	S	S	S	I	I	I	I
Outline business case	A	P	S	S	S	S	S	S	S	S	I	I
Full business case	A	P	S	S	S	S	S	S	S	S	I	I
Budget monitoring	A	S	S	I	I	S	P	S	S	S	I	S
<b>Communications</b>												
Cascade of strategic vision and project objectives to affected teams	P	S	I	S	S	I	I	I	I	I	S	I
Day-to-day interaction and response to FAQs	A	S	S	S	P	I	I	S	S	I	S	I
Risk register	A	P	S	S	S	S	S	S	S	S	S	S
Display notices/external comms items	A	S	S	S	S	I	I	S	I	I	P	S
Lessons learned log	S	P	S	S	S	S	S	S	S	S	S	S
Change decisions log	A/I	P	S	S	S	S	S	S	S	S	S	S
<b>Consultation</b>												
Public consultation plan/timeline	A	S	S	S	P	I	I	S	I	I	S	I
Planning application and building control interaction	A	P	S	I	S	S	I	S	I	I	I	I
Liaison with local Councillors	P	S	S	I	S	I	I	S	I	I	S	I
Public consultation execution	I	S	S	S	P	I	I	S	S	S	S	I
Lessons report from public consultation	A	S	S	S	P	I	I	I	I	I	S	I
<b>Evidence gathering, analysis and interpretation</b>												
Requirements s/s with team identification	A	P	S	S	S	I	I	I	I	I	I	I
Focus group notes	A	P	S	S	S	I	I	I	I	I	I	I
Events timetable	A	P	S	S	S	I	I	I	I	I	I	I
Site visit co-ordination	A	S	S	S	P	I	I	S	S	S	I	I
Conclusions report re suitability/capacity of spaces	A	P	S	S	S	I	I	S	S	S	I	S
<b>Design</b>												
Site suitability assessment	A	P	S	S	S	I	I	S	S	S	I	S
Feasibility options drawings	A	S	S	S	S	I	I	P	S	S	I	S
Detailed drawings	A	S	S	S	S	I	I	P	S	S	I	S
Survey reports	I	S	S	I	S	I	S	S	P	I	I	I
<b>Procurement</b>												

Tender documents package	A	S	S	S	S	S	P	S	S	S	I	I
Tender portal management	I	S	S	I	I	I	P	S	S	S	I	I
Tender evaluation & report	A	S	S	I	S	I	P	S	S	S	I	S
Contract documents	A	S	S	I	I	S	P	I	I	I	I	I
<b>Contractor Management</b>												
Notes from weekly site inspections	I	S	I	I	I	I	I	S	P	I	I	I
Notes from monthly project meetings	I	P	S	S	S	S	S	S	S	S	S	S
Valuation/invoice checks and processing	A	S	S	I	I	S	P	S	S	I	I	I
Responses to requests for information, changes or early warning notices	I	S	S	I	I	I	S	S	P	S	P	S
Practical delivery of spaces/facilities	I	S	S	S	S	I	I	S	P	S	I	S
<b>Interim Arrangements</b>												
Defined list of requirements for each service to manage on interim basis	I	S	S	S	P	I	I	I	S	S	I	I
Practical support for relocation of equipment	I	S	S	P	S	I	I	I	S	S	I	I
IT network infrastructure	I	S	S	S	I	I	S	S	S	P	I	I
Staff and service user satisfaction surveys	I	I	I	S	P	I	I	I	I	I	S	S
<b>Benefits realisation</b>												
Surrender of leased premises	A	I	I	I	I	S	I	I	I	I	S	P
Determination of, approval for, and delivery of preferred use/disposal/demolition/community asset transfer etc for vacated BMBC assets	A	S	S	I	I	S	S	I	S	I	S	P
Monitoring energy costs	A	I	I	S	I	S	I	I	I	I	I	P
Monitoring maintenance spend	A	I	I	S	I	S	I	I	I	I	I	P
Monitoring staff and service user satisfaction	A	I	I	S	P	I	I	I	I	I	I	S
Managing snagging list completion	A	I	I	S	S	I	I	I	P	I	I	S

## Appendix F - Stakeholder matrix and communication strategy

Stakeholder Type	Need to	Stakeholder – 1 <sup>o</sup> / key	Communication Strategy / Activities
High Power and High Interest	Manage Closely	Asset Management Board (AMB) (Key)	Progress updates when requested – requests for approval to proceed beyond feasibility

		Finance team (Key)	Early project discussion with capital oversight board (COB) chair to raise awareness of potential ask Business case submission Emails/meetings as required throughout project stages
		Local Councillors	Through Cabinet presentation of business case During public consultation stages As requested during phase 2
		Project sponsor (Key)	Monthly verbal updates or more frequent communication if requiring advice/decision
High Power but Low Interest	Keep Satisfied	Cabinet (Key)	Presentation of business case by relevant Cllr as spokesperson
		Building control and planning team (Key)	Informal emails/Teams in first instance to determine definite yes/no positions. Formal pre-application submission for feedback to help develop detailed designs Formal planning application(s) as necessary with follow up email / Teams / face to face conversations as required Site inspections by building control during phase 2
		Internal support and delivery services	Early engagement and clarification on timelines to agree when support is needed vs availability of teams. Weekly catch ups after COB/AMB outcome.
High Interest but Low Power	Keep Informed	Services operating in locality (Primary) Trade unions	Information cascaded by Heads of Service to Operational Managers and wider staff base regarding asset strategy and potential changes to working arrangements. Introductory email to ascertain appropriate contact details for each service. Data capture activities - s/s, focus group, interviews, emails/Teams chats, site visits. Consultation on options / proposals and interim arrangements. Regular updates throughout - mostly via email but with face to face sessions at key points.
		Penistone Town Council	Project sponsor to formally communicate with Council lead to raise awareness of proposals and obtain feedback Progress updates by email or in person as required throughout project

		Local residents (Primary)	Formal public consultation as needed Use of local notice boards to display any pertinent information Articles in local free press if deemed appropriate
		Service users (Primary)	Formal public consultation as needed Use of local notice boards to display any pertinent information 1-1 discussions with individuals by service leads where particular issues arise Offer of site visits to help visualise end results
		Partner agencies (Primary)	Site visits Emails Consultation on design proposals Face to face meetings as needed
Low Power and Low Interest	Monitor	Free Masons	Public consultation process Informal discussions
		GP services	Public consultation process Informal discussions
		Local schools	Public consultation process Informal discussions