

BARNSLEY METROPOLITAN BOROUGH COUNCIL

This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan

Report of the Executive Director – Core Services &
Service Director – Finance (Section 151 Officer)

CAPITAL PROGRAMME PERFORMANCE – YEAR ENDED 31 MARCH 2018

1. Purpose of the Report

To consider the performance of the Council's Capital Programme for the year ended 31st March 2018.

2. Recommendations

It is recommended that Cabinet:

- Note the final position of the 2017/18 Capital Programme;
- Approve the 2017/18 scheme slippage totalling -£8.820M and scheme re-phasing totalling £1.239M (paragraphs 3.6, 3.7 and Appendix B refer);
- Approve the total net decrease in scheme costs in 2017/18 of £1.547M, (paragraph 3.8 and Appendix B refer);
- Receive an updated 2018/19 Capital Programme position (as part of the Quarter 1 monitoring report).

3. Capital Programme Monitoring Position - By Directorate

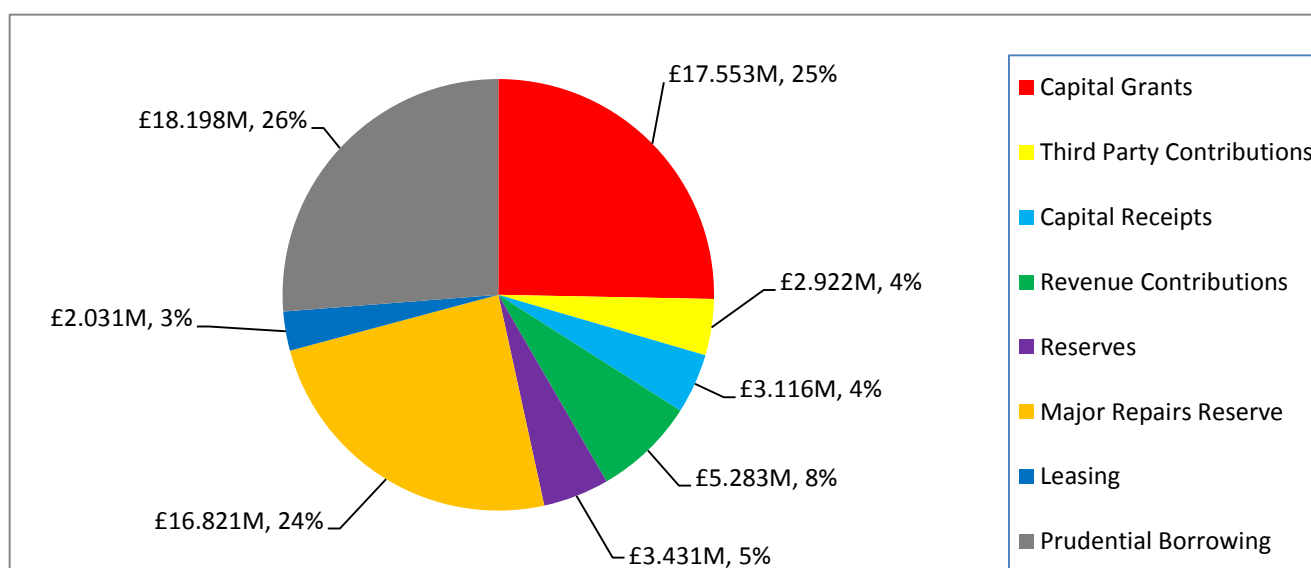
- 3.1. The table below summarises the position of the 2017/18 Capital Programme as at 31st March 2018. Appendix A provides a breakdown of this position by scheme.

<u>Directorate</u>	2017/18 Capital Programme £M	2017/18 Outturn £M	2017/18 Variance £M
People	4.652	4.069	(0.583)
Place	28.296	23.289	(5.007)
Communities	3.074	2.462	(0.612)
Core Services	18.336	16.538	(1.798)
Housing Revenue Account	24.125	22.996	(1.129)
Total	78.483	69.355	(9.128)

- 3.2. The table below summarises the resources used to fund the 2017/18 Capital Programme. It should be noted that this funding only relates to direct Council expenditure (or where the Council acts as the Accountable Body). A number of schemes also lever in private and public sector investment but this is not reflected below unless the Council incurs expenditure.

<u>Funding Source</u>	2017/18 £M
Capital Grants	17.553
Third Party Contributions (Inc. S106)	2.922
Capital Receipts	3.116
Revenue Contributions	5.283
Reserves	3.431
Major Repairs Reserve	16.821
Leasing	2.031
Prudential Borrowing	18.198
Total	69.355

- 3.3. The pie chart below is a graphical representation of the table above.



- 3.4. The table below summarises the reasons for the overall 2017/18 variance. Any significant variances are explained in more detail in paragraphs 3.6 – 3.8.

<u>Directorate</u>	Slippage £M	Re-phasing £M	Net Increase/ (Decrease) in Scheme Costs £M	Total £M
People	(0.656)	-	0.075	(0.581)
Place	(4.331)	0.223	(0.900)	(5.009)
Communities	(0.612)	-	-	(0.612)
Core Services	(2.063)	-	0.265	(1.797)
Housing Revenue Account	(1.157)	1.016	(0.988)	(1.129)
Total	(8.820)	1.239	(1.547)	(9.128)

- 3.5. The overall in year variance is primarily a result of scheme slippage across the programme, with the majority relating to schemes in the Place Directorate.

3.6. **Slippage**

Of the variation in expenditure against approved plans, -£8.820M relates to scheme slippage (where expenditure plans are expected to be utilised in a future year rather than the current year, due to events outside the control of the respective project managers). The slippage

position is currently being reviewed by finance officers in conjunction with service officers although at this stage there are not expected to be any financial implications in terms of the overall capital programme. The schemes that have significantly slipped (over £0.5M) are detailed below:

Place: Transfer Loading Station – (£0.891M)

The Transfer Loading Station scheme relates to the development of a Trade Waste Recycling Centre at Smithies and a transfer station for the bulking of kerbside collected paper, cardboard and green waste. The scheme has necessitated a change in planning permission for part of the depot and there has been an issue around water drainage on the site with Yorkshire Water which has delayed implementation. The necessary agreement has been reached in principle and it is therefore expected that the scheme should progress forward in 2018/19.

Therefore, it is recommended to transfer capital plans totalling £0.891M from 2017/18 into 2018/19.

Core Services: Penistone Grammar Extension – (£0.669M)

The Penistone Grammar Extension scheme relates to the construction of an extension to facilitate an increase in demand for school places in the west of the Borough. When the scheme was devised and approved, the timeframe for the scheme was indicative. The feasibility and design of the scheme has been completed in 2017/18 but the bulk of the work will be completed in the summer of 2018 to reduce the possible impact on learning.

Therefore, it is recommended to transfer capital plans totalling £0.669M from 2017/18 into 2018/19.

Core Services: Market Gate Bridge – (£0.580M)

The Market Gate Bridge scheme relates to the construction of a new bridge, replacing the Jumble Lane Level Crossing on Kendray Street in the Town Centre. The delay at the beginning of this scheme is due to the Authority rejecting the preferred structural design contractor as a result of non-production of a Parent Company Guarantee (PCG), which was a requirement of the contract.

Therefore, it is recommended to transfer capital plans totalling £0.580M from 2017/18 into 2018/19.

Core Services: Glassworks Development Phase 1 – (£0.550M)

In relation to the Phase 1 of the Glassworks Development, there has been a delay around the Library element, predominantly as a result of both design issues and additional works required in relation to Sough Dyke which runs through the site.

Therefore, it is recommended to transfer capital plans totalling £0.550M from 2017/18 into 2018/19.

Core Services: Glassworks Development Phase 2 – (£0.557M)

The Glass Works Development Phase 2 is showing slippage in 2017/18 due the appointment of the main contractor taking longer than originally envisaged. The procurement process is now progressing and will be in place in early 2018/19. The scheme is currently forecasting an overall balanced position in future years.

Therefore, it is recommended to transfer capital plans totalling £0.557M from 2017/18 into 2018/19.

Various: Others (-£5.573M)

A significant number of other schemes have reported slippage of less than £0.5M (individually) in 2017/18, totalling -£5.573M. Appendix B identifies these schemes separately.

- **Recommendation 2 of this report is to formally approve the slippage of plans into later years within the capital programme as outlined above.**

3.7. **Re-phasing**

An amount totalling £1.239M relates to net scheme re-phasing (where schemes are now due to complete in the current financial year rather than future years as was originally planned, as a result of the actions of project leads). There are no financial implications in terms of the overall capital programme. The schemes that have been significantly re-phased (over £0.1M) are detailed below:

HRA: Single Property Acquisitions - £0.107M

The Single Property Acquisitions scheme relates to the strategic purchase of properties which are to be included in the Council's Housing Stock. During the final quarter of 2017/18, more properties were acquired than originally expected and therefore rephasing of plans totalling £0.107M is required.

HRA: Barnsley Homes Standard Scheme - Athersley South - £0.186M

The Barnsley Homes – Athersley Scheme is designed to maintain the Council's housing stock to the Government's Decency Standard in the Athersley area.

Works costs on the 376 properties within this scheme came in slightly higher than previously estimated in 2017/18, predominately as a result of more than expected electrical works taking place in the final quarter. Therefore, rephasing of £0.186M from 2018/19 is required.

HRA: New Build Beaver Street - £0.104M

The Beaver Street site is currently occupied by nineteen terraced houses which will be demolished in due course allowing the site to be cleared.

In order to facilitate site clearance, service disconnections and asbestos surveys have been undertaken earlier than previously anticipated, which therefore requires rephasing of plans totalling £0.104M into 2017/18 from 2018/19.

Redevelopment to provide eight new bungalows for social housing rent on the site will commence in 2018/19.

Various: Others £0.842M

A number of other schemes have reported re-phasing of less than £0.1M (individually) in 2017/18, totalling £0.842M. Funding has already been identified for these schemes as part of capital programme management; therefore there are no financial implications as a result. Appendix B identifies these schemes separately.

- **Recommendation 2 of this report is to formally approve the net re-phasing of plans from later years within the capital programme as outlined above.**

3.8. Variation in Costs

The remaining -£1.547M relates to a net decrease in expenditure across a number of schemes as a result of cost variations. The significant scheme variations are shown below:

HRA: Barnsley Homes Standard Schemes - Elsecar – (£0.291M)

This scheme is designed to maintain the Council's housing stock to the Government's Decency Standard in the Elsecar area.

Whilst the scheme remains ongoing, with a four week extension to fit the heritage windows and doors to the twenty Grade 2 listed properties and make good thereafter, it is estimated that the anticipated cost is likely to be less than originally expected.

The funding aligned to this scheme is ringfenced and it is therefore recommended that the capital plans be reduced by £0.291M and resources be held as restricted unallocated resources within the HRA until they are required against other priorities. Further reports will seek approval for the reallocation of these resources in due course.

HRA: Barnsley Homes Standard Schemes - Wombwell – (£0.305M)

This scheme is designed to maintain the Council's housing stock to the Government's Decency Standard in the Wombwell area.

Works to the 163 properties within this scheme completed in December 2017 with the total cost resulting in lower than originally expected.

The funding aligned to this scheme is ringfenced and it is therefore recommended that the capital plans be reduced by £0.305M and resources be held as restricted unallocated resources within the HRA until they are required against other priorities. Further reports will seek approval for the reallocation of these reserves in due course.

Place: Oaks Lane Retaining Wall – (£0.250M)

The Oaks Lane retaining wall supports the highway above private residential property at Hoyle Mill. The site has 2 specific issues, one is restricted access and the other is uncertain ground conditions. The scheme was tendered, however, there were concerns over the transfer of risk contained within the successful tender, that potentially left the Council exposed. It was therefore decided to defer the scheme until further notice, pending further ground investigations and the evaluation of potential alternative approaches to scheme delivery.

The funding aligned to this scheme is ringfenced and it is therefore recommended that the capital plans be reduced by £0.250M and resources be held as restricted unallocated resources within Highways until they are required against other priorities.

Various: Others (£0.701M)

A number of other schemes have reported a net increase in expenditure of less than £0.2M (individually), totalling £0.701M. Appendix B identifies these schemes separately.

- **Recommendation 3 of this report is to formally approve the variation of plans within the capital programme due to cost variations as outlined above.**

3.9. The net decrease in scheme costs of £1.547M has the following financial implications:

- There is an overall net decrease in scheme costs totalling £1.547M. The funding relating to this decrease has transferred to unallocated resources and therefore there are no financial implications as a result. The funding is currently sat in unallocated resources (paragraph 5.4 refers) and is ringfenced as to how it can be used.

Future Years

3.10. The table below summarises the **indicative** position of the 2018/19 to 2021/22 Capital Programme. Appendix C provides a breakdown of this position by scheme.

<u>Directorate</u>	Existing 2018/19 Plans	Slippage / Rephasing (2017/18 Position)	2018/19 Indicative Capital Programme	2019/20 Indicative Capital Programme	2020/21 Indicative Capital Programme	2021/22 Indicative Capital Programme	Total Indicative Future Years' Capital Programme £M
	£M	£M	£M	£M	£M	£M	£M
People	1.568	0.656	2.224	-	-	-	2.224
Place	19.295	4.108	23.403	6.666	4.040	-	34.109
Communities	4.009	0.612	4.621	0.461	-	-	5.082
Core Services	28.798	2.063	30.861	0.038	-	-	30.899
Housing Revenue Account	27.738	0.141	27.879	10.364	6.650	6.299	51.192
Total	81.408	7.581	88.989	17.529	10.690	6.299	123.507

3.11. The future years' plans include the anticipated slippage / roll forward position from the finalised 2017/18 position.

3.12. The capital programme for 2018/19 and beyond is being reviewed both by finance and budget managers. The existing capital programme broadly reflects the Council's capital requirement but a more detailed analysis will be undertaken to determine that slipped resources are still required in full.

4. 2020 Capital Programme

- 4.1. Members will be aware that an exercise was carried out to identify available resources to support priority investment, which was submitted into budget papers in February 2017. This identified £63.1M to fund capital new starts over the four year planning period to 2019/20.
- 4.2. The updated Reserves Strategy identified a further £15.0M of additional resources that will be available to support 2020 Future Council priorities and / or to serve as temporary support to the budget over the planning period.
- 4.3. As part of the 2017/18 final accounts outturn, a further £6.9M is provisionally available. It should be noted that this figure is subject to change following external audit of the Authority's Statement of Accounts though no changes are envisaged.
- 4.4. The total amount of anticipated resources therefore totals £85.0M which has been earmarked for the following purposes:

	£M
Total Resources Identified	85.0
Total Capital Priorities	(71.8)
Total Revenue Priorities	(6.5)
Amount Pending Consideration	6.7

4.5. The amount remaining, totalling £6.7M is to be held at this time, pending the outcome of the Better Barnsley Scheme Phase 2 contractor appointment in the summer.

4.6. The £71.8M set aside for capital priorities, including a £1.5M general contingency, is shown in the table overleaf.

<u>Schemes</u>	Total Spent £M	2018/19 Estimated £M	Future Years Estimated £M	Total Remaining £M	Total Estimated £M
<u>Information Technology:</u>					
Microsoft Licenses	0.347	0.007	-	0.007	0.354
Virtual Server Hosts Replacement	0.482	0.168	-	0.168	0.650
Citrix Replacement	0.291	0.009	-	0.009	0.300
Digital First	0.000	2.250	1.000	3.250	3.250
Broadband	0.000	0.300	0.300	0.600	0.600
<u>Better Barnsley / Glassworks:</u>					
Glassworks Scheme	1.133	5.267	16.160	21.427	22.560
Town Centre – Jumble Lane Crossing Bridge	0.000	3.000	-	3.000	3.000
Public Realm – Phase 1 / 2	0.000	1.800	3.300	5.100	5.100
<u>Cultural & Heritage:</u>					
Cannon Hall – Coach House & Cottages	0.000	0.215	-	0.215	0.215
Implementation of the Elsecar Masterplan	0.110	0.090	0.250	0.340	0.450
Wedding Infrastructure at Cannon Hall	0.000	0.100	-	0.100	0.100
Refit of Shop at Cannon Hall	0.000	0.025	-	0.025	0.025
Purchase of Commercial Property at Elsecar	1.100	-	-	0.000	1.100
National Trust - Wentworth	0.000	2.050	2.050	4.100	4.100
<u>Economic Regeneration:</u>					
Property/Commercial Land Investment Fund	0.090	3.310	-	3.310	3.400
Courthouse Enabling and Development Works	0.065	1.245	1.250	2.495	2.560
<u>Housing, Energy & Regulation:</u>					
Longcar Housing Development	0.000	3.997	-	3.997	3.997
Residential Investment Fund	0.000	0.250	-	0.250	0.250
Pet Crematorium	0.001	0.149	-	0.149	0.150
<u>Highways:</u>					
A61 Old Mill Lane	0.000	-	-	0.000	0.000
Dodworth Road / Broadway Crossing	0.000	0.870	1.311	2.181	2.181
Skid Resistance Programme	0.000	0.700	0.300	1.000	1.000
Planned Patching Programme	0.000	0.700	0.300	1.000	1.000
Additional Roads Maintenance Programme	0.000	2.000	2.000	4.000	4.000
<u>Communities:</u>					
Principal Towns Programme	0.083	2.417	2.500	4.917	5.000
<u>People / Schools:</u>					
Youth Zone	0.000	-	3.000	3.000	3.000
Additional School Places – Penistone	0.021	1.990	-	1.990	2.011
OVERALL CAPITAL CONTINGENCY	0.000	1.500	-	1.500	1.500
TOTAL	3.723	34.409	33.712	68.130	71.853

5. Unallocated Resources

- 5.1. The Council identifies the resources it has received or is expected to receive in future years which has not yet been formally aligned to specific schemes as unallocated resources.
- 5.2. Members should also note the distinction between resources 'in the bank' in 2017/18 and indicative allocations that haven't yet been aligned to specific schemes, as described in the paragraphs below.

Unallocated Resources - Restricted / Earmarked

- 5.3. The total resources identified at the end of the period equates to £95.261M, which is categorised as restricted / earmarked in totality, which means that there are certain conditions assigned to that funding which restricts how it can be used.
- 5.4. The restricted unallocated resources position is analysed in the table below:

<u>Restricted / Earmarked Funding</u>		2017/18 £M	Later Years (Indicative) £M	Total £M
HRA	HRA	0.160	65.645	65.805
Highways Funding	Place	1.317	12.754	14.071
Section 106 Monies	Place	6.191	-	6.191
Schools Funding	People	1.103	2.091	3.194
Other	Various	1.856	2.597	4.453
Opening Resources Unallocated to Schemes		10.627	83.087	93.714
Net Resources (To Be Used) / Made Available as per this Report		1.547	-	1.547
Rephasing of Available Resources *		-	-	-
Increase / (Decrease) in Available Resources		1.547	-	1.547
Revised <u>Restricted</u> Resources Unallocated to Schemes		12.174	83.087	95.261

2017/18 Position

- 5.5. The unallocated resources in 2017/18 represent "banked" resources available for reinvestment within individual services' capital programmes. This balance of monies, totalling £12.174M, has been accumulated by a combination of either underspends from specific capital schemes or monies received and not yet aligned to specific capital schemes.

Later Years' Position

- 5.6. The unallocated resources shown against later years for General Fund capital programmes relate, in the main, to indicative future year resource allocations, primarily from Central Government departments and do not represent cash / resources received in the bank. These allocations are due to be received in future years but are indicatively built into the resource position to give Members an overall awareness of the resource position over the short to medium term, and are subject to change.
- 5.7. In respect of HRA unallocated monies in future years, these amounts represent the overall capital allocations for the 5 year period, that are indicatively approved on an annual basis as part of the budget papers relating to the HRA 30 year business plan. The resources are held as unallocated until subsequent Cabinet Reports are submitted and approved that details the use of those resources to the individual scheme level for the forthcoming year.

6. Capital Programme Monitoring Position - By Corporate Priority / Outcome

- 6.1. The table below provides an analysis of the capital plans within the Council's 2017/18 capital programme, identifying the capital resources that are aligned to achieving the Council's 3 main Corporate Priorities and the 12 front facing outcomes. Any performance issues arising from the capital schemes assigned to each Corporate Priority are discussed within each relevant outcome section with material items referenced in the Corporate Performance Report. Appendix A shows detailed plans / outturn per scheme aligned to each Corporate Outcome.

<u>Corporate Priorities</u>	<u>Corporate Outcomes</u>	2017/18 Capital Programme £M	2017/18 Outturn £M	2017/18 Variance £M	Later Years Capital Programme (indicative) £M
THRIVING & VIBRANT ECONOMY	(1) Create More & Better Jobs & Good Business Growth	4.387	3.899	(0.488)	16.264
	(2) Increase Skills To Get More People Working	-	-	-	-
	(3) Develop A Vibrant Town Centre	17.461	15.774	(1.687)	33.473
	(4) Strengthen Our Visitor Economy	1.304	0.873	(0.431)	4.025
	(5) Create More & Better Housing	28.918	26.253	(2.664)	59.105
	Sub Total	52.070	46.799	(5.271)	112.867
PEOPLE ACHIEVING THEIR POTENTIAL	(6) Every Child Attends a Good School	5.188	4.205	(0.983)	4.114
	(7) Early, Targeted Support For Those That Need It	-	-	-	-
	(8) Children & Adults Are Safe From Harm	0.385	0.328	(0.057)	0.254
	(9) People Are Healthier, Happier, Independent & Active	1.691	0.860	(0.831)	1.534
	Sub Total	7.264	5.393	(1.871)	5.902
STRONG & RESILIENT COMMUNITIES	(10) People Volunteering & Contributing Towards Stronger Communities	0.005	0.005	-	-
	(11) Protecting The Borough For Future Generations	18.820	16.882	(1.938)	4.208
	(12) Customers Can Contact Us Easily & Use More Services Online	0.324	0.276	(0.048)	0.530
	Sub Total	19.149	17.161	(1.986)	4.738
	Total	78.483	69.355	(9.128)	123.507

OUTCOME 1 - CREATE MORE & BETTER JOBS & GOOD BUSINESS GROWTH

1. Financial Position

The table below summarises the closing position for Outcome 1, for the 2017/18 financial year. A full list of schemes at outcome level is provided in Appendix A with the variance analysis shown in Appendix B.

Directorate	2017/18 Capital Programme	2017/18 Outturn	2017/18 Variance	Later Years Capital Programme (indicative)
	£M	£M	£M	£M
PLACE / FINANCE, ASSETS & IT	4.387	3.899	(0.488)	16.264

2. Significant Schemes

The three most significant schemes in terms of total value that are contributing to Outcome 1 are:

Scheme / Programme	Directorate	2017/18 Capital Programme	2017/18 Outturn	2017/18 Variance	Later Years Capital Programme (indicative)
		£M	£M	£M	£M
<i>Barnsley Property Investment Fund Phase 2</i>	PLACE	0.075	0.090	0.015	3.660
<i>Strategic Business Parks</i>	PLACE	0.360	0.417	0.057	1.418
<i>M1 Junction 36 Phase 1 Hoyland</i>	PLACE	2.752	2.673	(0.079)	9.896

Barnsley Property Investment Fund – Phase 2

Overview

The second phase of the property investment fund scheme is aimed at accelerating inward investment and indigenous business economic growth. Specifically to move forward with the procurement activity relating to a relaunch of the fund, technical assessment of applications and identification of preferred schemes.

Financial

Actual expenditure for 2017/18 on this scheme totals £0.090M (against approved plans of £0.075M), giving an in-year variance of £0.015M. This scheme is currently forecasting an overall balanced position.

Outcomes / Impact

Cabinet approval on the 10th January 2018 supports two schemes (Everill Gate Lane & Capitol Park) delivering the following projected collective outputs;

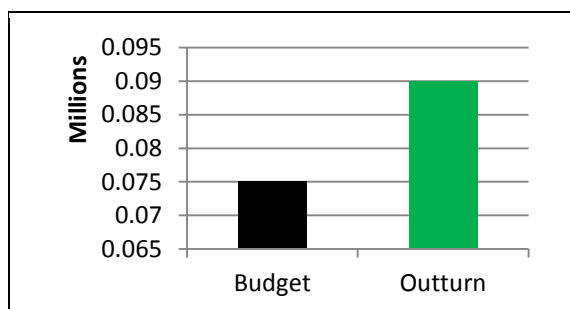
- Creation of an addition 88,000 sq ft of commercial property
- 251 jobs
- £0.240M annual business rate generation

Future Outlook

See above

Financials

- 2017/18 Budget - £0.075M
- Actual Spend - £0.090M
- In Year Variance - £0.015M



Outputs / Outcomes

- 88,000 sq ft of commercial property
- 251 jobs
- £0.240M annual business rate generation

Strategic Business Parks – Jobs and Business Plan Element

Overview

M1 Junction 36 (Phase 1 Hoyland)

The overall programme and spend profile for the scheme continues to be amended on a monthly basis to reflect the actual spend position at all times. The Funding agreement with Sheffield City Region was signed in 16/17. The delivery of work package 1, the A61 Highways Improvement Scheme is now complete. The scheme is currently forecasting an overall balanced position. The reprogramming of the expenditure to contribute to the onsite developer work packages is aligned with developers programmes that are subject to the revised local plan adoption timescales - influenced by the planning inspectorate.

Financial

Actual expenditure for 2017/18 on this scheme totals £0.417M (against approved plans of £0.360M), giving an in-year variance of £0.0157M. This scheme is currently forecasting an overall balanced position.

Future Outlook

M1 Junction 36 (Phase 1 Hoyland)

- o Funding Agreement / Development Agreements all signed March 2016
- o Highways Infrastructure Works – Started on Site – End of May 2016
- o Highways Infrastructure Works – Completed Autumn 2017
- o BMBC Local Plan – revised programme for adoption - Autumn 2018
- o 3rd Party Employment sites Infrastructure Works - Planning Permission obtained 12 months after Local Plan
- o 3rd Party Employment Sites Infrastructure Works – anticipated start on Site late 2019/20
- o 3rd Party Employment Sites Infrastructure Works – anticipated completed 2024

M1 Junction 36 (Phase 2 Goldthorpe)

- o Initial Traffic / Transport Options to be designed and costed by January 2018, detailed design work progressing.
- o BMBC Local Plan – revised programme for adoption - Autumn 2018
- o 1B Business Case to be submitted Summer 2018 , (to align with local plan approval timescales)
- o SCRIF Off site highways planning permission Winter 2018 (subject to local plan approval)
- o Funding Agreement / Development Agreements signed Autumn 2018 (after Local Plan adoption)
- o Off site SCRIF Infrastructure Works Start late 2018/2019

- o 3rd Party Employment Sites Infrastructure Works Planning Permission Obtained (12 month after Local plan adopted)
- o 3rd Party Employment Sites delivery of third party funded onsite works 2019/2020
- o 3rd Party Employment Sites delivery of third party funded onsite works completed – 2023/2024

M1 Junction 37

- o 1A SCRIF Business Case approved June 2016
- o Full business case to be progressed in 2 phases.
- o Phase 1 full Business Case submitted Autumn 2017
- o Phase 1 Transport Options to be fully designed & costed Dec 2017
- o Phase 1 Planning Permission to be granted Autumn 2018 (after local plan adoption, and subject to cabinet approval)
- o Phase 1 Funding Agreement to be signed Autumn 2018 (after local plan adoption)

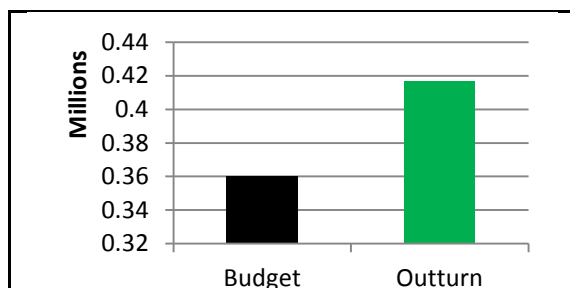
Phase 2

Phase 2 full Business Case to be submitted Summer 2018 , (accelerated in advance of the Local Plan timescales to facilitate accelerated delivery of offsite highway works)

- o Initial Phase 2 Transport Options to be fully designed and costed End Feb 2018, detailed design work progressing.
- o BMBC Local Plan – revised programme for adoption - Autumn 2018
- o Funding Agreement / Development Agreements signed Spring 2019
- o SCRIF off site Infrastructure Works Planning Permission obtained Winter 2018
- o SCRIF off site infrastructure Works start on site late 2018/19 (subject to SCR Funding & Development Agreements)
- o 3rd Party Employment Sites Infrastructure Works Planning Permission obtained (12months after Local Plan Adopted)
- o SCRIF funded onsite Infrastructure Works Start on Site late 2019/20 (subject to SCR Funding & Development Agreements)
- o SCRIF funded on site Infrastructure Works completed – 2020/2021

Financials

- 2017/18 Budget - £0.360M
- Actual Spend – £0.417M
- In Year Variance – £0.057M



Outputs / Outcomes

M1 Junction 36 (Phase 1 Hoyland) (123 hectare)

- 1.8km of new and improved highways infrastructure
- 4,744 direct jobs and 1,582 indirect jobs (by 2033)
- 273,280 sqm of commercial floor space (by 2033)

M1 Junction 36 (Phase 2 Goldthorpe) (73 hectare proposed allocation plus a further 98 hectare reserved)(subject to local plan)

- 3,453 direct jobs (based on 73 hectare allocated)
- 207,180 sqm of commercial floor space (based on 60sqm per job) by 2033

M1 Junction 37 (123.3 hectare mixed use site)

- 3,851 direct jobs
- 231,060 sqm of commercial floor space (based on 60sqm per job) by 2033
- 1700 new homes

NB. Outputs and outcomes are linked to the areas allocated through the Local Plan process and are still subject to change.

M1 Junction 36 Phase 1 Hoyland – SCRIF element

Overview

The proposed employment site at M1 J36 Hoyland will be allocated as part of the emerging draft Local Plan 2014-2033, which is currently undergoing the Examination in Public (stage 3 of 4). The overall delivery of the employment sites will be funded by Sheffield City Region Investment Fund and the Jobs and Business Plan together with private investment in the sites. This project will contribute significantly to the Council's aspiration of creating 17,500 new jobs over the next 20

years.

Financial

Actual expenditure for 2017/18 on this scheme totals £2.673M (against approved plans of £2.752M), giving an in-year variance of (£0.079M). This scheme is currently forecasting an overall balanced position.

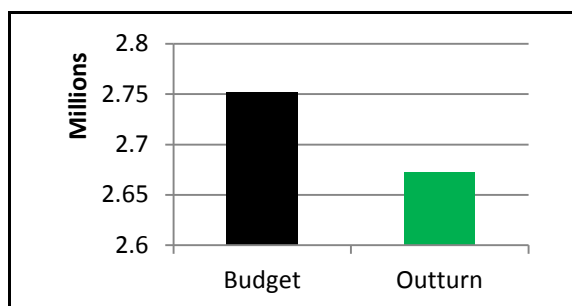
Future Outlook

M1 Junction 36 (Phase 1 Hoyland)

- Funding Agreement / Development Agreements all signed March 2016
- Highways Infrastructure Works – Started on Site – End of May 2016
- Highways Infrastructure Works – Completed Autumn 2017
- BMBC Local Plan – revised programme for adoption - Autumn 2018
- 3rd Party Employment sites Infrastructure Works - Planning Permission obtained 12 months after Local Plan
- 3rd Party Employment Sites Infrastructure Works – anticipated start on Site late 2019/20
- 3rd Party Employment Sites Infrastructure Works – anticipated completed 2024

Financials

- 2017/18 Budget - £2.752M
- Projected Spend - £2.673M
- Projected Variance – (£0.079M)



Outputs / Outcomes

M1 Junction 36 (Phase 1 Hoyland) (123 hectare)

- 1.8km of new and improved highways infrastructure
- 4,744 direct jobs and 1,582 indirect jobs (by 2033)
- 273,280 sqm of commercial floor space (by 2033)

NB. Outputs and outcomes are linked to the areas allocated through the Local Plan process and are still subject to change. NB Figures in this box are still to be revised to reflect local plan publication version.

OUTCOME 3 – DEVELOP A VIBRANT TOWN CENTRE

1. Financial Position

The table below summarises the closing position for Outcome 3, for the 2017/18 financial year. A full list of schemes at outcome level is provided in Appendix A with the variance analysis shown in Appendix B.

Directorate	2017/18 Capital Programme £M	2017/18 Outturn £M	2017/18 Variance £M	Later Years Capital Programme (indicative) £M
PLACE / FINANCE, ASSETS & IT	17.461	15.774	(1.687)	33.473

2. Significant Schemes

The two most significant schemes in terms of total value that are contributing to Outcome 3 are:

Scheme / Programme	Directorate	2017/18 Capital Programme £M	2017/18 Outturn £M	2017/18 Variance £M	Later Years Capital Programme (indicative) £M
<i>Glassworks Redevelopment Phase 1</i>	CORE	13.400	12.850	(0.550)	27.904
<i>Glassworks Redevelopment Phase 2</i>	PLACE	3.418	2.861	(0.557)	4.988

Glassworks Development - Phase 1

Overview

Phase 1 of the Glass Works scheme is focussed on the redevelopment of the BMBC owned assets and land in Barnsley town centre. The investment to date has seen us complete the demolition of derelict and underused assets and the creation of two temporary markets to house the market traders. Significant progress has been made by the main contractor Henry Boot (appointed in February 2016). Developments during the reporting period include the ongoing refurbishment of the Metropolitan Centre and construction of the Library@the Lightbox. A planning application has been submitted for a new landscaped public open space (the Glass Works Square) and public realm improvements across the town centre funded via an additional allocation of resources to increase the area of the scheme. High quality car parking has been provided on the former CEAG site. These ambitious plans will boost regeneration, acting as a catalyst for further investment in the town.

Financial

Actual expenditure for 2017/18 on this scheme totals £12.850M (against approved plans of £13.400M), giving an in-year variance of (£0.550M). This scheme is currently forecasting an overall balanced position.

Outcomes / Impact

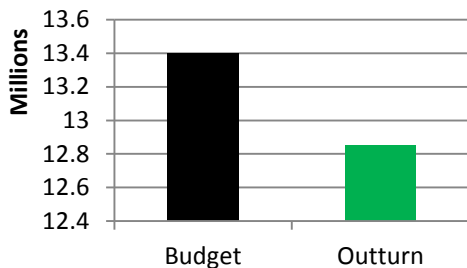
See below

Future Outlook

The project is making good progress on site. The enabling and demolition works are well underway and the relevant statutory permissions are in place. The new Market, Meat and fish Market and Market Kitchen are scheduled to open later this year. The new public realm will started to be implemented later this year on a phased basis, taking account of business trading and servicing requirements. Detailed design work will continue on the Market Gate Bridge Project in partnership with Network Rail to enable the closure of Jumble Lane Crossing.

Financials

- 2017/18 Budget - £13.400M
- Actual Spend - £12.850M
- In Year Variance – (£0.550M)



Outputs / Outcomes

- Approximately 27,017sqm Brownfield land reclaimed / redeveloped.
- Demolition of approximately 33,000sqm of floorspace.
- Up to 12,000sqm of refurbished retail / market floorspace.
- Up to 30,500sqm of new available floorspace for use classes A1, A3, A4, to increase and widen the retail offer in the town centre.
- Creation of a 3,000sqm new public library
- Creation of a new public square
- Creation of new public car park
- Job creation through new retail / commercial development.
- Regeneration of the town centre to encourage wider growth and investment in Barnsley.
- Local supply chain opportunities in construction activity.
- Training opportunities through construction activity.

Glassworks Development - Phase 2

Overview

The Council has engaged with a private sector development management company to bring forward Phase 2 of the Glassworks scheme. This will include working with the Council to provide:

- Fully tendered construction contract with a fixed price;
- Pre-lets of the whole scheme,
- A detailed financial model and cost plan
- Management of the construction contract
- Advice and guidance in respect of future Facilities and Asset Management arrangements of the Glass Works

Significant work has been completed to date including:

- Integration of phase one and phase two of the scheme
- Securing of leisure anchors – Cineworld, Superbowl and Next.
- Development of a financial appraisal of the scheme
- Approval of the business case to capture the proposed scheme that will be delivered
- Securing of detailed planning

Financial

Actual expenditure for 2017/18 on this scheme totals £2.861M (against approved plans of £3.418M), giving an in-year variance of (£0.557M). This scheme is currently forecasting an overall balanced position.

Outcomes / Impact

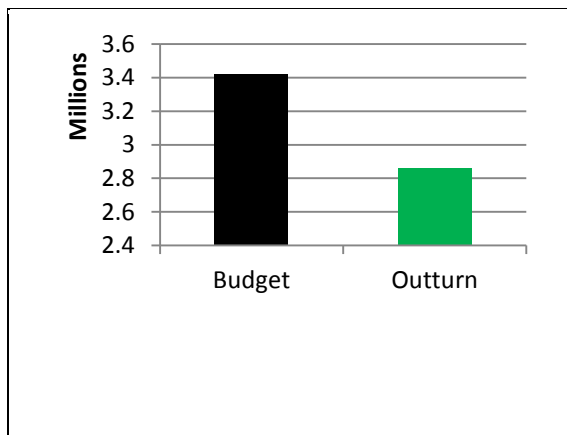
This project delivers the Retail and Leisure aspects of the wider Glass Works scheme. Both this and the redevelopment of the Metropolitan Centre, Library and associated demolition work have to work together to achieve the desired end outcomes. Without the successful delivery of new retail and leisure units in the town centre, the impact of the redevelopment will be affected and vice versa. It is one project and the outputs and outcomes need to be considered as such.

Future Outlook

- Continue negotiations to secure further pre-lets
- Complete the procurement to secure a phase 2 main works contractor
- Continue the integration and co-ordination of Phase 1 and 2 of the scheme

Financials

- 2017/18 Budget - £3.418M
- Actual Spend - £2.861M
- In Year Variance – (£0.557M)



Outputs / Outcomes

- Estimated 846 permanent retail and leisure jobs to be created along with estimated 1694 construction jobs and additional safeguarded jobs within the market.
 - Approx 272,000 sq ft of new retail and leisure space in the town centre.
 - Estimated £75M private investment to be secured.
 - Increase in town centre footfall from estimated baseline of 7m
 - Increase in weekly footfall in the town centre between 5pm and 9pm from 5,310 per week
 - Increase in number of town centre shoppers
- Increase in in average town centre dwell time from baseline position of 88 minutes

OUTCOME 5 – CREATE MORE AND BETTER HOUSING

1. Financial Position

The table below summarises the closing position for Outcome 5, for the 2017/18 financial year. A full list of schemes at outcome level is provided in Appendix A with the variance analysis shown in Appendix B.

Directorate	2017/18 Capital Programme £M	2017/18 Outturn £M	2017/18 Variance £M	Later Years Capital Programme (indicative) £M
PLACE / COMMUNITIES / HRA	28.918	26.253	(2.664)	59.105

2. Significant Schemes

The three most significant schemes in terms of total value that are contributing to Outcome 5 are:

Scheme / Programme	Directorate	2017/18 Capital Programme £M	2017/18 Outturn £M	2017/18 Variance £M	Later Years Capital Programme (indicative) £M
<i>Barnsley Homes Standard / Decent Homes</i>	HRA	10.153	9.550	(0.603)	14.107
<i>Non Barnsley Homes Standard</i>	HRA	6.733	6.840	0.107	23.691
<i>Housing Growth</i>	HRA	4.610	4.712	0.102	13.385

Barnsley Homes Standard / Decent Homes Schemes

Overview

Barnsley Homes fulfilled its Decent Homes target by achieving full decency of HRA housing stock in December 2010. As the Decency Standard is essentially a time based elemental standard, when a number of elements in a property require replacement, because they are old and because of their condition, the property is said to be 'non-decent'. It then requires improvement. The Barnsley Homes Standard (BHS) Programme improves these properties in planned improvement programmes, based on a whole house approach or elemental basis as appropriate.

Financial

Actual expenditure for 2017/18 on the schemes totals £9.550M (against approved plans of £10.153M), giving an in-year variance of (£0.603M). The variance predominantly relates to variations in scheme costs, with rephasing on some schemes (Section 4 and Appendix 2 refer).

It is recommended that scheme savings be carried forward within approved restricted HRA unallocated BHS funds to support the five year programme until they are required against other priorities. Further reports will seek approval for the reallocation of these reserves in due course.

Future Outlook

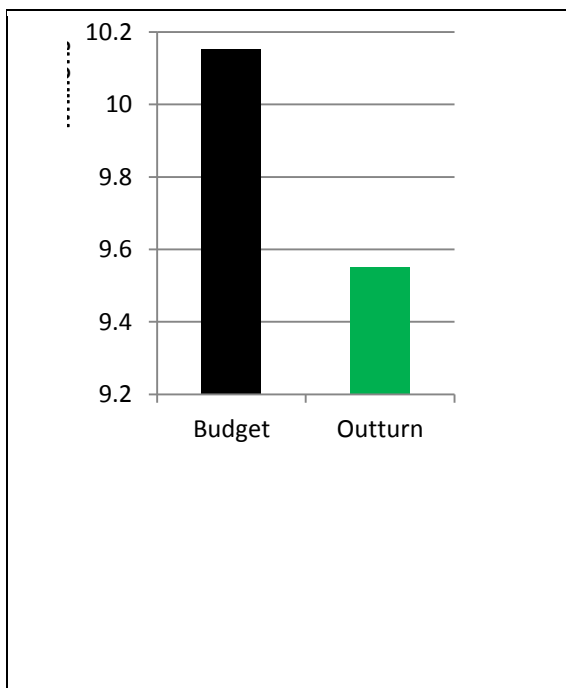
Of the twelve 2017/18 approved schemes, ten are fully complete. The two remaining schemes are still on site, one due to awaiting delivery of a small number of bespoke timber windows and glazing units for Grade 2 listed properties at Elsecar and the other due to the discovery and controlled removal of asbestos at a small number of properties at Carlton. These will complete in Quarter 1 2018/19.

The 2018/19 addresses have been published on the Berneslai Homes website and all tenants included in the programme have been notified of the planned works which are being undertaken by Berneslai Homes stock maintenance partners, Kier Building Maintenance, Berneslai Homes Construction Services or other specialist contractors for any elemental schemes. Works are underway on four of the fourteen approved 2018/19 BHS schemes.

Works are ongoing planning Barnsley Homes Standard programmes of work beyond 2019 and addresses will be published on the Berneslai Homes website in the future once programmes are confirmed and relevant approvals secured.

Financials

- 2017/18 Budget £10.153M
- Actual Spend £9.550M
- In-Year Variance (£0.603M)



Outputs / Outcomes

The BHS programme, which ensures that the housing stock is maintained at Decency Standard, improves the quality and lifetime of social housing, ultimately delivering sustainable communities.

- Works to 1,360 properties were programmed to take place in 2017/18 to maintain the decency standard; all were scheduled to complete by March 31st 2018. Two schemes have been extended by one month for reasons detailed in future outlook.
- 1318 properties are complete and either handed over or in the process of.
- Works to 1,348 properties are planned for the BHS programme in 2018/19.

Non Barnsley Homes Standard Schemes

Overview

The Non BHS schemes incorporated within the PRIP contact include:-

- **The Major Adaptations budget** which assists people with specific identified needs within the Borough, allowing them to continue to live as independently as possible in the home of their choice.
- **The Replacement Items budget** comprising items which are reported by tenants and subsequently on inspection deemed beyond repair. These are placed into a planned rolling programme of work throughout the year. Properties where BHS works are planned are excluded except in very urgent or emergency cases.
- **The Structural Extensive / Void Replacement Programme** which allows for structural and replacement items in both tenanted and void properties where the existing property elements are beyond repair or dangerous. The budget allows for extensive works to single properties which do not lend themselves to ongoing or imminent programmed works.

Financial

Actual expenditure for 2017/18 on these demand led schemes totals £6.840M (against approved plans of £6.733M), giving an in-year variance of £0.107M.

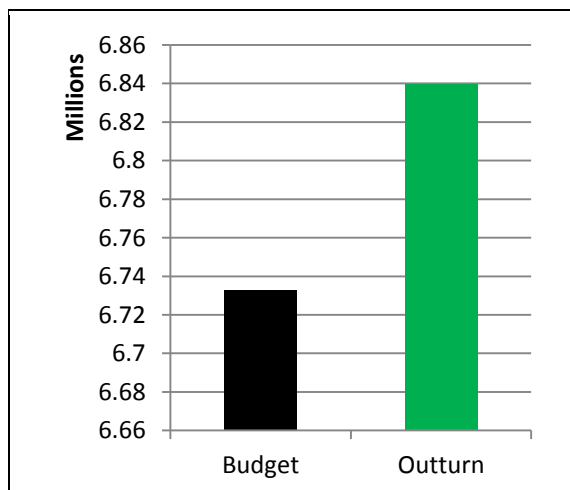
Approval is sought via this report for the virement of £0.118M and £0.084M to the respective Replacement Items and Central Heating budgets from unallocated BHS resources; with increases in demand levels necessitating the adjustment.

Future Outlook

As both the quantity and scope of works vary, predicting the outturn with certainty is more difficult. These demand led budgets will continue to be closely monitored as the year progresses.

Financials

- 2017/18 Budget £6.733M
- Actual Spend £6.840M
- In-Year Variance £0.107M



Outputs / Outcomes

Non BHS schemes make a real difference to tenants lives, improving the quality of social housing available and enabling them to continue living in the home of their choice.

The impact of these demand led budgets in 2017/18 is as follows:-

- 612 properties benefitted from major adaptation works.
- 1340 jobs ordered against the replacement items budget.
- 275 jobs ordered against the structural extensive / void replacement budget.

This compares to 444 properties for the same period last year for major adaptations, 1315 replacement items jobs and 266 structural extensive / void replacement jobs, noting that this does not reflect the scope of the works.

Housing Growth Schemes

Overview

BMBC is committed to property acquisition and small targeted new build programmes with a view to improving the housing offered to our customers. Properties are being acquired for rent through the Single Property Acquisitions budget contributing to the provision of affordable housing and supporting the Council's Empty Homes programme and, increasingly, Section 106 New Build properties are being acquired from Housing Developers. £14.344M has also been identified to support the Council's strategic housing objectives in the public and private sector over a five year period to stimulate housing growth, make best use of our council land and assets and contribute to our aspirational growth targets.

Financial

Actual expenditure for 2017/18 on the schemes totals £4.712M (against plans of £4.610M), giving an in-year variance of £0.102M.

Whilst there has been rephasing on a number of schemes, this has been largely offset by slippage on other schemes (Appendix 2 refers).

Future Outlook

Berneslai Homes are currently working in partnership with the BMBC Housing Growth team on two new build projects linked to Clearance schemes and Compulsory Purchase Orders in Goldthorpe (6 units) and Worsborough (8 units).

The Goldthorpe Beever Street Scheme is included within the HRA New Build Capital Programme with £1.061M earmarked. The CPO application was submitted in August 2016 and planning approval given in September 2016. Following resolution of the CPO in May 2017, the tender was released in Sept 2017 and was returned and analysed in November. Demolition is scheduled to begin in April 2018.

The Worsborough Scheme, Baden Street, was tendered in August and returns received in September. Start on Site was achieved in March 2018.

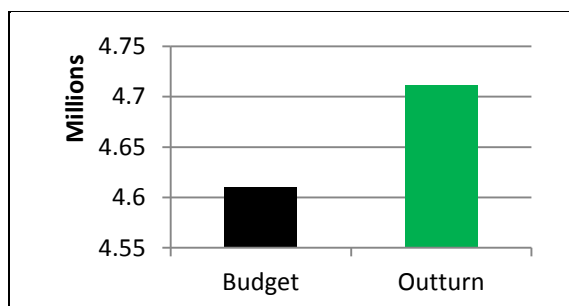
A scheme to develop a small brownfield site in Bellbrook Avenue, Darfield for 4 houses received Planning Approval in September 2017. Work commenced on site in November 2017 with practical completion set for May 2018.

Other new build schemes are in feasibilities stages. Any future New Build schemes will only be possible if money is identified by the Council from within the HRA Reserve.

Single Property Acquisitions are also ongoing, subject to property availability, price, condition, location and suitability for addition to the housing stock for the Authority.

Financials

- 2017/18 Budget £4.610M
- Actual Spend £4.712M
- In-Year Variance £0.102M



Outputs / Outcomes

Delivery of this programme ensures expanding housing opportunities within communities, improving the provision of affordable housing offered.

- 52 new homes were recently delivered through the New Build programme, improving the provision of affordable housing offered at Roy Kilner Road, Meadow View, Green Street and Huddersfield Road.
- 34 completed Section 106 New Build properties have been

handed over from private Developers in 2017/18; 11 at Hartcliffe Penistone and 14 at Cross St Monk Bretton and 9 Carr Green Lane Mapplewell.

- 50 single properties have been acquired in 2017/18 to date and are expected to generate £0.166M HCA Empty Homes Grant / S106 monies. This compares to 25 single property acquisitions for the same period last year generating £0.118M grant.

OUTCOME 6 – EVERY CHILD ATTENDS A GOOD SCHOOL

1. Financial Position

The table below summarises the closing position for Outcome 6, for the 2017/18 financial year. A full list of schemes at outcome level is provided in Appendix A with the variance analysis shown in Appendix B.

Directorate	2017/18 Capital Programme £M	2017/18 Outturn £M	2017/18 Variance £M	Later Years Capital Programme (indicative) £M
PEOPLE / PLACE / FINANCE, ASSETS & IT	5.188	4.205	(0.983)	4.114

2. Significant Schemes

The three most significant schemes in terms of total value that are contributing to Outcome 6 are:

Scheme / Programme	Directorate	2017/18 Capital Programme £M	2017/18 Outturn £M	2017/18 Variance £M	Later Years Capital Programme (indicative) £M
<i>School Condition</i>	People	1.229	1.152	(0.077)	0.027
<i>Additional Pupil Places</i>	People	2.734	2.193	(0.541)	1.345
<i>Penistone Grammar Extension</i>	Place	0.690	0.021	(0.669)	1.990

School Condition

Overview

The school condition programme (funded from DfE capital grant) comprises of a number of schools schemes that relates to, and addresses, the major defective building elements that have been identified as requiring urgent attention on Council Maintained schools. The schemes will ensure that pupils are taught in safe, dry, warm and bright environments. Financial

Financial

Actual expenditure for 2017/18 on this scheme totals £1.152M (against approved plans of £1.229M), giving an in-year variance of (£0.027M). This scheme is currently forecasting an overall balanced position.

Outcomes / Impact

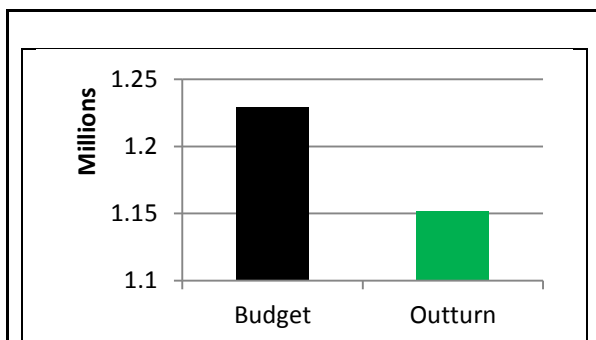
In total there were 18 Capital New Starts Schemes that were completed over the 2017 Summer Holiday period. This included reroofing, electrical rewiring and lighting, replacement boilers, windows and doors, external works to playgrounds, rebuild boundary walls and renew drainage systems. In addition to this urgent condition works, 3 schemes were carried out meet the demands for pupil places as there was insufficient funding within the Basic Need Grant Allocation to deliver these projects.

Future Outlook

All schemes will be monitored throughout contract period to ensure they are completed in line with the project brief, timescales and budget. Any significant variances that arise during this period will be reported so that corrective action can be implemented.

Financials

- 2017/18 Budget - £1.229M
- Actual Spend - £1.152M
- In Year Variance – (£0.027M)



Outputs / Outcomes

- The condition of 15 schools were significantly improved

Additional Pupil Places

Overview

The Authority has a statutory duty to ensure there are sufficient school places in the borough to provide appropriate education for its pupils. The Pupil Places programme comprised a number of capital schemes aimed at increasing the number of primary school places to meet increased demand. This is mainly achieved by providing additional classroom space in specific schools in areas of greatest need.

These schemes can be categorised into two areas; meeting the immediate demand for places in 2016 and planning for future need in 2017 and 2018. A number of schemes are currently on site which will increase school capacity in readiness for children starting school in September. Included within these are the projects phased over a number of years with future phases to follow in 2017 and 2018.

Financial

Actual expenditure for 2017/18 on this scheme totals £2.193M (against approved plans of £2.734M), giving an in-year variance of (£0.541M). This scheme is currently forecasting an overall balanced position.

Outcomes / Impact

These schemes are required to meet the Authority's statutory obligations to provide sufficient & appropriate number of pupil places across the borough. Improved facilities that increase the value of the schools' building portfolio. From the schemes that make up the Capital Programme for Additional Pupil Places, 5 related to schemes that provided Reception places for 1st September 2016. These schemes were a mixture of refurbishment and new build.

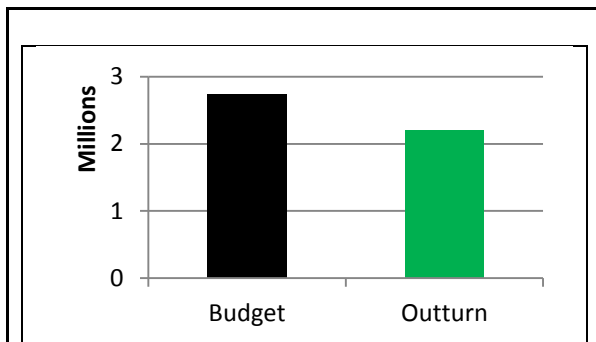
Works were successfully completed at Hunningley Primary, Penistone St. Johns Primary (Infant Block) and Milefield Primary. The scheme to develop the Junior Block at Penistone St Johns Primary is continuing, with the aim of being ready for December 2019.

Future Outlook

All schemes will continue to be monitored throughout the year to ensure that at each stage the project costings are contained within the funding available. The key milestone for this is the receipt of tender prices, as this reflects the current market value. Any significant variances that arise will be addressed and fed into future years schemes so that corrective action can be implemented.

Financials

- Overall Budget - £2.734M
- Projected Spend - £2.193M
- Projected Variance – (£0.541M)



Outputs / Outcomes

- Creation of additional 665 schools places
- Provide sufficient & appropriate number of pupil places across the Borough

Penistone Grammar Extension

Overview

Approval has been given for the publication of a Statutory Notice to enlarge the premises of Penistone Grammar School from a net capacity of 1400 to 1650 pupils with effect from September 2018. This increase in capacity relates to Years 7 to 11 only and will allow for an increase in pupils from 270 to 320, in the Year 7 intake from 2018 onwards;

Financial

Actual expenditure for 2017/18 on this scheme totals £0.021M (against approved plans of £0.690M), giving an in-year variance of (£0.669M). This scheme is currently forecasting an overall balanced position.

Outcomes / Impact

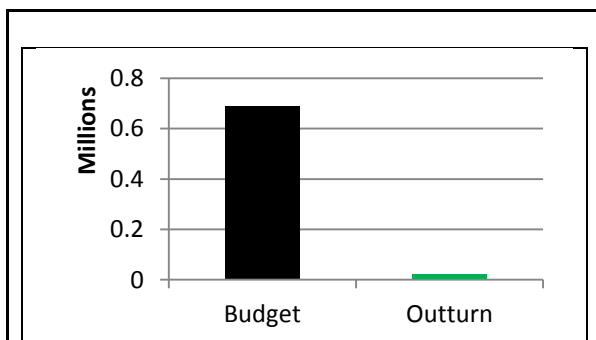
Extending the existing school will bring the following benefits;
Children will be accommodated within the locality of their homes thereby encouraging social inclusion. A shortfall in local school places is likely to have a greater impact on those with protected characteristics such as disabled people and people on low incomes.
The school is a state of art facility which was built around the principle of inclusion

Future Outlook

See above

Financials

- Overall Budget - £0.690M
- Projected Spend - £0.021M
- Projected Variance – £0.669M



Outputs / Outcomes

- Enlarge Penistone Grammar School from a net capacity of 1400 to 1650
- Increase in pupils from 270 to 320 for year 7 intake from 2018 onwards.



OUTCOME 11 – PROTECTING THE BOROUGH FOR FUTURE GENERATIONS

1. Financial Position

The table below summarises the closing position for Outcome 11, for the 2017/18 financial year. A full list of schemes at outcome level is provided in Appendix A with the variance analysis shown in Appendix B.

Directorate	2017/18 Capital Programme £M	2017/18 Outturn £M	2017/18 Variance £M	Later Years Capital Programme (indicative) £M
PLACE / COMMUNITIES / FINANCE, ASSETS & IT	18.820	16.882	(1.938)	4.208

2. Significant Schemes

The two most significant schemes in terms of total value that are contributing to Outcome 11 are:

Scheme / Programme	Directorate	2017/18 Capital Programme £M	2017/18 Outturn £M	2017/18 Variance £M	Later Years Capital Programme (indicative) £M
<i>Highways Maintenance</i>	Place	9.307	8.162	1.145	0.080
<i>Vehicle Replacement Programme</i>	Place	2.089	2.031	(0.058)	-

Highways Maintenance Schemes

Overview

Highways Maintenance schemes cover a number of different infrastructure asset types including carriageways (local and principal roads), footways, structures (bridges/retaining walls etc.), town centre projects, drainage, street lighting, traffic signals and signs. These schemes maintain and improve these infrastructure assets. These schemes are funded from the Council's highways maintenance capital allocation and the Local Transport (DfT) Capital Maintenance Block grant, which are annual allocations.

Financial

Actual expenditure for 2017/18 on this scheme totals £8.162M (against approved plans of £9.307M), giving an in-year variance of (£1.145M). Slippage has occurred within the structures element of the programme due to the complexity of number of schemes.

Outcomes / Impact

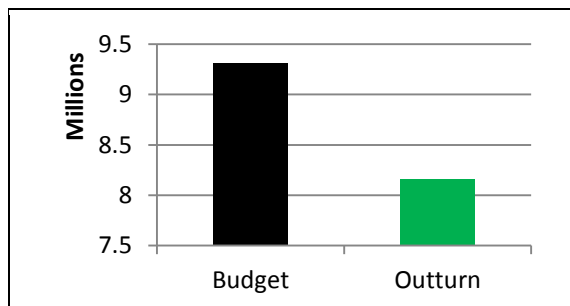
These schemes will ensure that the highway network is safely maintained, to ensure minimum disruption and provide an effective transport network to support and attract new businesses to the borough.

Future Outlook

Resources will continue to be prioritised to schemes to ensure that assets are maintained in the most cost effective manner.

Financials

- 2017/18 Budget - £9.307M
- Actual Spend - £8.162M
- In Year Variance – (£1.145M)



Outputs / Outcomes

- Improved road safety
 - Improved network condition
 - Increase in people cycling and walking
 - Increase in bus patronage
 - Reduced congestion
- Contributes to increase town centre patronage

Vehicle Replacement Programme

Overview

This scheme allows the replacement of a range of vehicles/items of plant used by various service areas throughout the Authority, Berneslai Homes and Norfolk Property Services for the period 1st April 2017 to 31st March 2018.

Financial

Actual expenditure for 2017/18 on this scheme totals £2.031M (against approved plans of £2.089M), giving an in-year variance of (£0.058M). This scheme is currently forecasting an overall balanced position.

Outcomes / Impact

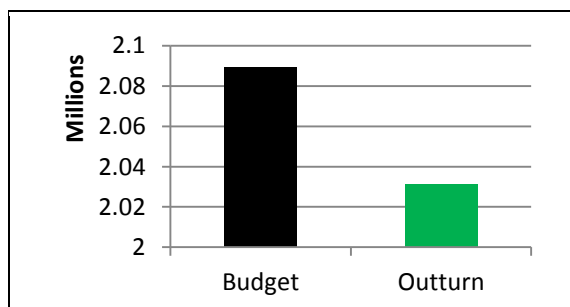
See below

Future Outlook

N/A

Financials

- 2017/18 Budget - £2.089M
- Actual Spend - £2.031M
- In Year Variance – (£0.058M)



Outputs / Outcomes

- Replacement of an aging fleet with the latest specification vehicles which benefit from the latest engine and safety technology
- Reduction in fuel consumption and carbon emissions
- Reduction in the number of external hire vehicles
- Increased vehicle availability
- Reduction in maintenance costs
- Where possible, smaller, more efficient vehicles can be specified