

Resources Committee

23 March 2016

Report of the Head of Finance

CAPITAL PROGRAMME MONITORING**1 Purpose of Report**

This report presents Members with the Capital Programme monitoring information to 31 January 2016.

2 Executive Summary

The total capital budget for 2015-16 of £10.377m was reported at Resources Committee on the 24 June 2015. Subsequent movements in the budget are reported in the body of this report and are shown in the table at 6.5. The revised capital budget for 2015-16 is £8.524m.

3 Appendices

Appendix 1: Capital monitoring report up to 31 January 2016

Appendix 2: Summary of 2015-16 capital resources

Appendix 3: Electronic Data Records Management System Business Case

Appendix 4: Additional Land Site Plan

4. The Resources Committee is invited to RESOLVE to:

- 4.1 Note the projected outturn and anticipated variances as at 31 January 2016 as shown in Appendix 1**
- 4.2 Note the External funding as stated in Appendix 2**
- 4.3 Note the analysis of the 2015-16 capital programme budget as at 31 January 2016 as shown in section 6.4**
- 4.4 Approve the scheme re-profiling outlined in 6.7.1, 6.7.2 & 6.7.3 in the agreed capital programme**
- 4.5 Approve the inclusion of the schemes identified in section 7 into the 2016-17 capital programme.**
- 4.6 Approve either the partial use of £250k contingency budget or release £38k to fund the purchase of additional land adjacent to the crematorium, as detailed in 7.2**
- 4.7 Approve the Section 106 change of use request as detailed in 8.2**

5. Introduction

- 5.1 Capital monitoring is reported 4 times in the year, 3 in year reports (September, December and March committees) and the final out turn position in June of the following financial year. This report is the third in year report for 2015-16 and reflects the monitoring position as at 31 January 2016.
- 5.2 Further financial forecasts will be reported to Committee to show the changes in the monitoring position as at the following dates:
- 31 March 2016

6. Discussion

- 6.1 The full assessment of the capital monitoring is attached to this report in Appendix 1.

The report details the current position for approved schemes. The comments are provided by the individual responsible officers and the financial software Agresso has been updated with profiling of capital schemes, as advised. Whilst officers provide the profiling information at the beginning of the financial year this requires periodic review as some of the schemes are reliant on uncontrollable factors, i.e. liaising with third party contractors.

- 6.2 The following update has been provided in respect of the following schemes:

PV Panels scheme.

The government has closed the feed in tariff scheme, which has impacted on the business case for this project, the installation at Trafalgar House is complete and the Waendel Centre Scheme is still possible

High Street & Church Street Demolition Works

High Street - Tenders have been returned at an indicative cost of £50k (excluding fees), we are waiting completion of the party wall award and demolition works have been approved by planning. Start date will be determined by the date of the party wall award.

Church Street – The demolition contractor is onsite and they will take down the structure, except the party wall, the initial demolition works have been estimate to cost in the region of £100k.

- 6.3 The anticipated forecast outturn reflects the budget position at year end based on the information available to date. There is currently no cause for concern that there is insufficient budget to meet profiled expenditure. As we progress through the year and more information becomes available the outturn report will be updated to reflect this knowledge.

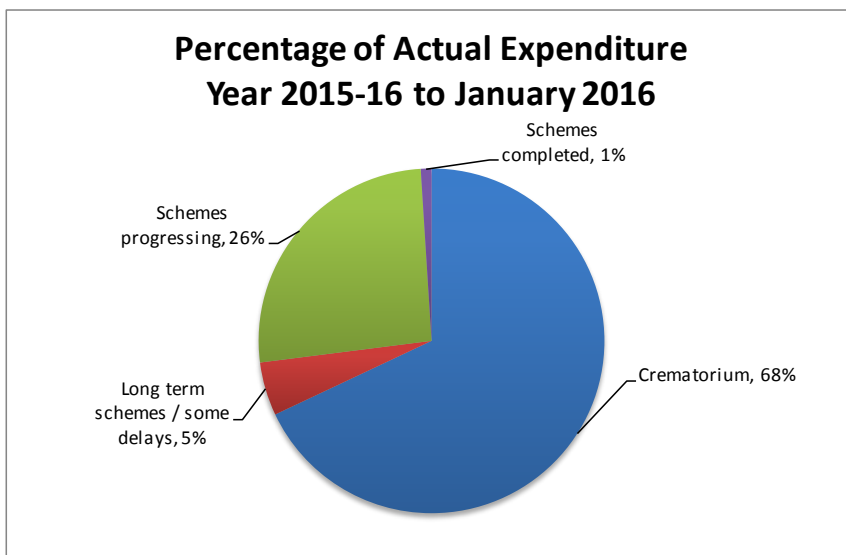
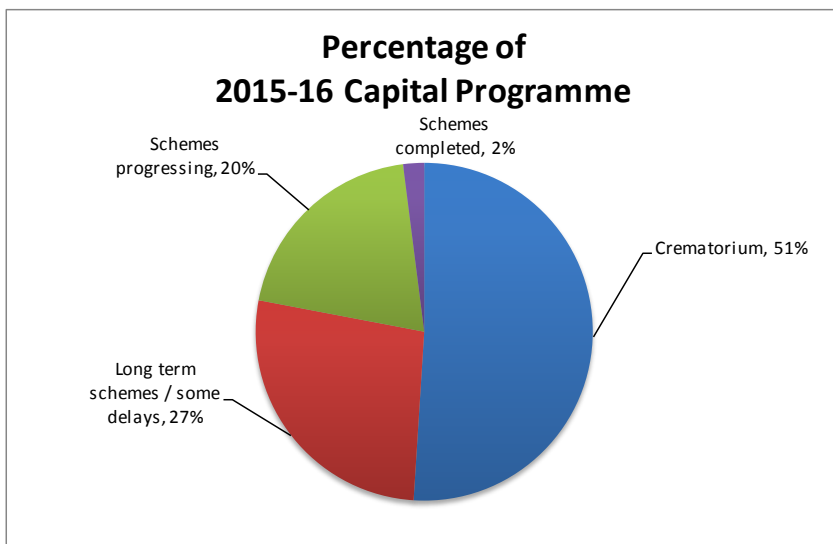
As forecast outturn information has now been provided, the RAG analysis has been updated to reflect the financial status of each scheme. The coding is based on the variance between the forecast outturn and the agreed budget for the current year.

- Red - variance is greater than agreed budget
- Amber - variance is greater than -10% of agreed budget
- Green - variance is between 0 and -10% of agreed budget

6.4 A further analysis of the 2015-16 budget position has been undertaken and the results are shown on the graphs below:

The construction of the crematorium is a significant scheme within the current programme, making up 51% of the 2015-16 budget and 68% of the expenditure to date. There are however some long term schemes such as the CPO funds, S106 schemes and the Heritage Lottery Initiative where budget is committed yet it is acknowledged they have been slow to progress. These schemes are typically those that have a long lead in time to implement and have external factors that influence the progress. In particular the CPO fund has to be in place before we can commence any proceedings and as such it may show little or no progress in the year. Such schemes make up 27% of the 2015-16 budget and only 5% of the expenditure to date.

The remainder of the budget is made up of schemes that have either been completed or are progressing in a timely manner. These schemes make up 22% of the actual expenditure to date.

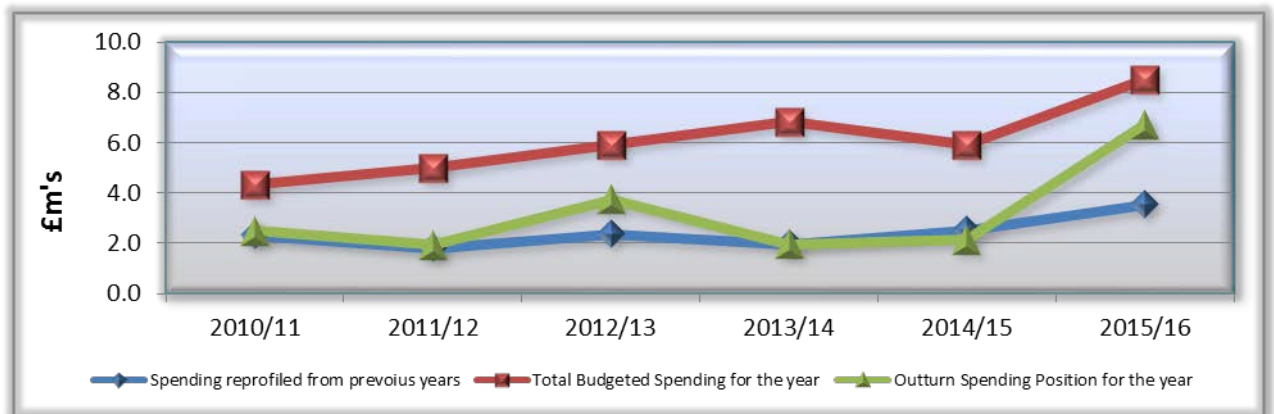


6.5 The table below provides information on the Capital Programme movements within 2015-16.

Capital Programme	£'000
Original 2015-16 Capital Programme (including brought forward)	10,364
Resources Committee 24 June 2015:	
J159 Upgrade of Server Infrastructure (Licensing & PSN)	10
J163 Doddington Road Cemetery Parking Improvements	3
Total 2015-16 Capital Programme as reported 24 June 2015	10,377
Budget Re-profiled to 2016-17	
J037 Wellingborough Road Adoptions	-305
J100 Wellingborough Heritage and Shop Front Grant Initiative	-1,354
J151 Shop Front Improvements	-260
Resources Committee 16 September 2015:	
J164 Superfast Broadband	27
J165 Swanspool House Boiler Replacement	30
Agreed under delegated powers (Leader and S151 Officer)	
K302 Kickstart Housing Development	9
J155 Town Centre CCTV Equipment replacement (<i>£665, no change to rounded total</i>)	-
Total Revised 2015-16 Capital Programme as at 31.10.15	8,524
Proposals contained within this report:	
J107 Telephone System transfer budget from 2015-16 to 2016-17	-73
J139 Castle Fields Park S106 transfer budget from 2015-16 to 2016-17	-266
J127 Private Sector Housing Grant transfer budget from 2016-17 to 2015-16	14
Total Revised 2015-16 Capital Programme as per Appendix 1	8,199

- 6.6 The graph following shows the level of budgeted and committed resources based on planned delivery of schemes and projects compared to the actual spending, and also highlights the amounts of re-profiling for each year.

This analysis identified the need for the capital programme review undertaken during 2014-15. The outcomes of the review have informed the capital programme processes to enable officers to improve the profiling of committed budgets between financial years. The capital spending for 2015-16 is now more closely monitored and the reporting of profiled spending improved.



6.7 Request for scheme budget re-profiling:

- 6.7.1 **J107 Telephone System** – Initial meetings with suppliers to scope procurement and scheme requirements have begun; project currently has £73k profiled in the 2015-16 capital programme, however the project will not commence until 2016-17, therefore a request has been submitted to transfer the budget to the next financial year (2016-17)
- 6.7.2 **J127 Private Sector Housing Grant** – The scheme has been allocated £85k in the capital programme, £40k in 2015-16 and £45k in 2016-17, the monies are used to provide temporary accommodation and reduce the revenue burden of B&B costs, the take up in 2015-16 has been greater than the allocated budget and a request has been submitted to transfer £14k from the 2016-17 budget allocation in to this year.
- 6.7.3 **J139 Castle Fields Park S106** - A review of the type of uses needed at Castlefields Park needs to be completed in order to inform procurement of a new facility on Castlefields. Therefore the profiled spend has been moved into the next financial year.

7 2016-17 Capital Programme – new projects and updates

- 7.1 Revenues and Benefits Electronic Data Records Management System (EDRMS) – At resources committee on 9 December 2015 a capital programme request of £40k was submitted for the purchase and installation of an EDRMS, which was approved subject to the presentation of a business case. The business case has now been received and is attached at Appendix 3 for member's consideration and the capital project has been included in the 2016-17 programme.
- 7.2 **Purchase of additional land adjacent to crematorium** – An opportunity to purchase land adjacent to the crematorium at a cost of £38k has been identified. This will increase the site area to the boundary of the solar farm adjacent to the build and also a tranche of land down the hill. This will give control of land in front of the crematorium and help to “protect” the view. A copy of the additional land site plan is attached at Appendix 4.

At resources committee on 18 March 2015 it was agreed to release further funding up to £250k for the crematorium, as contingency, if any of the risk identified in the report crystallised. The funding for this land can either be drawn down from this contingency budget or an additional £38k could be released in to the capital programme to fund this expense.

- 7.3 **Increase to the initial amount allocated to Waendal leisure centre urgent repairs and request to release into 2016-17 programme for delivery in the summer 2016** – At resources committee on 16 September 2015 it was reported a conditions survey had been conducted on the Waendal Leisure Centre and an estimated £150k would be required to ensure the most urgent issues identified could be resolved. Since then a further report has been received from our consultant structural engineer, which confirms, subject to final detailed investigation, the pools will require closing and retiling, as a minimum. This means a further £100k is required to fund these initial works, the final costing for the total scheme is still being identified and finalised, and a further report will be presented to committee later in the year once the full extent of the repair works and other associated costs are fully known. The works need to be completed in the summer months to mitigate the effect of the pool closure on bookings and income.
- 7.4 **Market Improvements (Phase 1)** – A capital bid for £32k has been submitted by the market working group to reconfigure the market stalls, provide new and improved signage and the installation of feature arch over Pebble Lane.

8 S106 Project Update

8.1 2015-16 Project Spend:

S106 contribution	Project	Spend to date	Completed work
Allotment Improvements; Grant Road (WP/2004/0416)	Breezehill Allotment Association	£700	new site fencing
	Brook Farm Allotment Society	£540	Asbestos removal, grounds work and fencing repairs.
	Swanspool Allotment Association	£372	Fencing repairs
	Ladywell Allotment	£755	New fencing
Pavilion projects: John Lea site (WP/2009/0013/F), Nest Lane (WP/2010/0372/FM) , Stanley Road (WP/2003/0780), Newcomen Road, WP/2005/0444), Great Park Street (WP/2005/0422/F)	Eastfield Park Pavilion	£2,600	New ramped entrance and internal repairs and decoration.
	Croyland Park Pavilion	£440	repaired brickwork to changing room facilities
	Bassetts Park Close Pavilion	£260	Roof repairs and re-painting to doors
Friends of Croyland Gardens and Lost Zoo Project: Avon House (WP/2012/0208)	Croyland Gardens	£3053	Benches and bird boxes.

8.2 S106 Change of use request

8.2.1 Swanspool Allotment Association

The Swanspool Allotment Association were awarded £1,000 S106 grant to improve onsite fencing (approved at Resources Committee June 2014). The Allotment Association duly spent £372 on fencing repairs. However over the last 12 months the allotment has suffered numerous break-ins, with 5 being recorded in the last 3 months alone. Subsequently the group are reluctant to purchase more fencing at this time and have been advised by the police to install security cameras both hidden and on display, to help improve the security of the site.

Therefore the Swanspool Allotment Association would like permission to use the remaining grant of £628 to purchase the necessary security cameras and signs. The Association is also working alongside Norse and the council's property team to help make improvements to the existing perimeter hedging and fencing.

8.2.2 Friends of Croyland Garden and Lost Zoo

The community group was awarded £3,053 from Avon House (WP/2012/0208) S106 agreement at Resources Committee on 19 March 2014, to purchase and install bat/bird boxes and 5 picnic benches for public use within Croyland Gardens. However, the installation cost for the benches and boxes was more than originally anticipated due to issues with the bench fixings. Consequently a further £147 is required to cover the cost of installing the bird/bat boxes. There is £5,497 remaining under this same S106 fund and therefore the committee is asked to approve the additional spend of £147 in order to complete this phase of the project.

9 Legal Powers

Local Government Act 1992

10 Financial and Value for Money Implications

These are detailed in this report.

11 Risk Analysis

The following risks and controls have been identified.

Nature of risk	Consequences if realised	Likelihood of occurrence	Control measures
Error in reported position	Revised outturn, slippage and reserves return figure	Low due to level of quality assurance	Robust financial arrangements.

12 Implications for Resources

No specific implications

13 Implications for Stronger and Safer Communities

No specific implications

14 Implications for Equalities

No specific implications

15 Author and Contact Officer

Samantha Knowles – Principal Finance Manager

16 Consultees

John Campbell – Chief Executive

Liz Elliott – Head of Finance

Bridget Lawrence – Head of Resources

Julie Thomas – Head of Planning and Local Development

17 Background Papers

None.

Desired Outcomes	Themes	Reference	Capital Scheme Title	Responsible Officer	Total Capital Programme 2015/16 -2019/20	Capital Programme 2015-16 Including re-profiling	Profiled Budget to P10 31 January	Actual Expenditure to P10 31 January	Variance Year to Date	Commitments	Committed Expenditure to current period	Forecast for the year	Variance Forecast for year against budget	RAG Status	P5 Responsible Officer Comments
					£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			
Essential for service delivery	Asset maintenance for H&S / Compliance - operational	J128	ICT Resilience	Ian Peters	28	-	-	-	-	-	-	-	-	😊	Budget profiled in 2017-18
		J152	SQL Database replacement/licensing consolidation	Ian Peters	17	17	17	-	-17	3	3	17	0	😊	New server and Microsoft licenses purchased. Remaining work yet to be scheduled but anticipated to be Q4 (Jan - Mar 2016)
		J159	Upgrade of server infrastructure (licensing & PSN)	Ian Peters	30	30	30	10	-20	3	13	30	0	😊	New server purchased. Phase 1 - replacement of existing services due in October. Phase 2 - Expansion of services due in Q4 (Jan - Mar 2016).
		J161	Upgrade of Intranet	Kathryn Rance	20	20	5	9	4	-	9	12	-8	😊	Additional funds for further design costs not required
		J165	Swanspool House Boiler replacement	Liz Elliott	30	30	0	23	23	-	23	30	0	😊	Contractors are scheduled to be on site 16.11.15.
		J041	Non Operational Property	Paul Burnett	40	40	28	-	-28	-	0	28	-0	😊	Contingency budget for unforeseen emergency repairs.
	Asset maintenance for H&S / Compliance - investment	J116	Croyland Hall Abbey	Paul Burnett	-	-	12	12	-	-	12	12	0	😊	The overspend on this scheme was due to unforeseen circumstances. A virement from the non operational property contingency fund J041 was agreed to cover these costs.
		J118	29-30 Sheep Street	Paul Burnett	154	154	104	71	-33	-	71	154	0	😊	Contractors are now on site and work is progressing.
		J119	Tithe Barn Roof	Paul Burnett	49	49	9	7	-2	-	7	7	-42	😊	Completed. (Remaining commitment is in respect of thatching works at Sheep St, one order raised to contractor for both schemes)
	Maintenance for H&S / Compliance	J037	Wellingborough Road Adoptions Scheme	John Udall	510	205	55	50	-5	56	106	205	0	😊	The scheme has been delayed by KierWSP. There are still works required on Redhill farm that have been ordered but not started. However the legal work with BCW and NCC has progressed well to date
		J113	Nest Farm Road Wall	Paul Burnett	65	65	65	58	-7	-	58	65	0	😊	The scheme is now almost complete. The wall has been repaired and the contractor has been paid. (Less a small retainer £2,258) All that remains is to remove the trees that are adjacent to the wall to prevent further damage. (Approx. £3,500)
	New assets for operational use	J107	Telephone System	Alison Curtis	73	0	0	-	0	-	-	0	0	😊	Initial meetings with suppliers to scope procurement requirements have begun, project will commence in 2016-17, budget to be re-profiled
J132		Desktop Equipment Replacement and Windows7	Alison Curtis	89	-	-	-	-	-	-	-	-	😊	Budget profiled in 2017-18	
J106		Electronic Data Record System	Kathryn Rance	20	20	0	-20	-20	20	0	20	0	😊	In dispute with supplier	
To generate further revenue resources	Invest to generate income return	J156	Waste Transfer Station	Bernard Gallyot	120	120	0	-	0	-	-	0	-120	😊	Project is on hold, as the original costing's were inadequate for the building, along with no costing's allocated for the Grounds works and Weigh Bridge. An additional £100k was approved in principal subject to a revised business case, to be completed.
		J126	Crematorium	Liz Elliott	4,213	4,213	3,313	2,765	-548	1,210	3,975	4,213	0	😊	Scheme on target and scheduled to be complete by summer 2016
		J154	Photovoltaic Panels	Paul Burnett	760	760	0	63	63	-	63	63	-697	😊	Installation at Trafalgar House complete
	Wellbeing and grants (to avoid revenue costs)	J100	Wellingborough Heritage and Shop Front Grant Initiative	John Udall	1,974	177	159	37	-121	2	39	177	0	😊	The THI work has been reprofiled mainly due to the delay in the works at the Hind. These are now in progress. The majority of works will occur in the 2016-2018 financial years
		J151	Shop Front Improvements	John Udall	260	0	0	-	0	-	-	0	0	😊	This budget profile matches the THI profile and is likely to be spent in 2016-2018
		K001	Renovation Grant-Discretionary	Vicki Jessop	184	64	14	6	-8	-	6	20	-44	😊	Renovation grant applications to the value of £20,000 are in progress. Officers are considering a energy project which would commit the spend before the year end.
		K002	Disabled Facilities Grant	Vicki Jessop	802	274	274	309	36	-	309	274	0	😊	Statutory requirements to deliver
Invest to save	J160	Fuel storage tank replacement - Norse	Bernard Gallyot	40	40	0	-	0	-	-	40	0	😊	The first part of the project has been implemented with the main tank in place, the second phase will progress in the next few weeks with the smaller tanks being installed.	
	J162	PFP Leisure	Liz Elliott	617	410	410	314	-96	303	617	410	0	😊	Initial claim received with schedule of works ongoing. The PO is raised for the total scheme spanning two financial years.	
	K302	Kick Start Housing Development	Vicki Jessop	109	109	69	109	40	-	109	109	0	😊	EMH have been awarded £69,000 of this budget to provide affordable housing at the Embankment site which is in progress and should be complete in 2016. The remaining budget will be used to carry out works to improve energy efficiency at the Embankment.	
	CPO / Property regeneration	J127	Private Sector Housing Grant - homelessness initiative	Vicki Jessop	85	54	33	42	10	-	42	54	0	😊	The scheme to provide temporary accommodation and reduce the use of B&B has increased momentum with Wellingborough Homes providing the majority of units.
		K007	Empty Properties	Vicki Jessop	367	367	2	1	-1	1	2	25	-342	😊	Further properties to be identified against this budget are being investigated and a programme of properties which could come forward with indicative costs is being prepared. It is not anticipated that all these properties will proceed to acquisition.
		J149	CPO Fund	Victoria Phillipson	860	305	172	60	-112	-	60	225	-80	😊	31-32 Church Street purchased, building demolition is underway.
	Invest to save	J155	Town Centre CCTV Equipment replacement	Gill Chapman	8	8	9	9	0	-	9	9	0	😊	The specification for the remainder of the equipment has been costed
		J164	Superfast Broadband	Liz Elliott	27	27	0	-	0	-	-	27	0	😊	Budget to support the shortfall in NCC funding for the rollout of superfast broadband across the borough.

Desired Outcomes	Themes	Reference	Capital Scheme Title	Responsible Officer	Total Capital Programme 2015/16 -2019/20	Capital Programme 2015-16 Including re-profiling	Profiled Budget to P10 31 January	Actual Expenditure to P10 31 January	Variance Year to Date	Commitments	Committed Expenditure to current period	Forecast for the year	Variance Forecast for year against budget	RAG Status	P5 Responsible Officer Comments	
To achieve policy objectives	Community / S106	K105	Glamis Hall for All	Liz Elliott	250	250	50	46	-4	-	46	50	-200	☹️	Community asset transfer completed 17.8.15. Awaiting schedule of works in order to profile grant payments however it is likely that the majority of this budget will be carried forward into 2016-17.	
		K221	Parish Council Irchester	Liz Elliott	7	7	7	2	-5	-	2	2	-5	☹️	Completed.	
		J139	Castle Fields Park S106	Victoria Phillipson	266	0	0	-	0	-	-	0	0	0	😊	A review of the type of uses needed at Castlefields Park needs to be completed in order to inform procurement of a new facility on Castlefields. Therefore the profiled spend has been moved into the next financial year.
		J140	Eastfields Park S106	Victoria Phillipson	27	27	0	-	0	26	26	27	0	😊	Work to be carried out by NORSE - date TBC	
		J141	Croyland Park S106	Victoria Phillipson	29	29	0	-	0	28	28	29	0	😊	Work to be carried out by NORSE - date TBC	
		J143	Bassett's Close S106	Victoria Phillipson	22	22	0	-	0	1	1	22	0	😊	NORSE have appointed a contractor to carry out works, start date TBC	
		J144	Queensway Open Space S106	Victoria Phillipson	17	17	0	-	0	-	-	17	0	😊	NORSE have appointed a contractor to carry out works, start date TBC	
		J147	Finedon Recreation Projects S106	Victoria Phillipson	25	25	0	-	0	-	-	25	0	😊	NORSE have appointed a contractor to carry out works, start date TBC	
		J148	Allotment Improvements S106	Victoria Phillipson	7	7	0	1	1	-	1	7	0	😊	Work progressing slowly with Allotment Associations.	
		J153	Bassetts Park Skate Park	Victoria Phillipson	110	110	0	-	0	-	-	110	0	😊	Working with community group to bring forward proposals for new skate park in order to apply for additional match funding.	
	J163	Doddington Road Cemetery Parking Improvements	Victoria Phillipson	31	31	31	29	-1	0	29	29	-1	😊	Completed.		
	Public Realm	J042	High Street Development	Jennifer Bell	72	72	5	5	-0	0	5	5	-68	☹️	Funds no longer required	
		J122	Street Furniture	Jennifer Bell	46	46	27	27	0	0	27	46	0	😊	Repairs to the mosaics in Market Street are due to be completed end of September, on target.	

Current Programme Totals	12,459	8,199	4,898	4,046	-853	1,653	5,698	6,593	-1,608
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Funded by:			8,465
S106	402	137	-266
Heritage Lottery Fund	1,519	120	
Disabled Facilities Grant	792	264	
Capital Receipts	9,746	7,679	
	12,459	8,199	

Summary of Capital Resources

Current Capital Reserves:

	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000
Capital Reserves Funding Balance B/f	12,604	23,103	21,514	22,519	22,951	23,417
Current Capital Programme (Appendix 1)	4,919	3,494	441	-	-	-
<i>Approved June</i>	13					
<i>Approved September</i>	66					
<i>2014-15 Outturn underspend reprofiled</i>	3,526					
<i>Proposals requested March</i>	-325	325				
<i>Approved schemes awaiting available resources</i>		450	-			
<i>2016-17 New capital programme (February Resources)</i>		233	68	68	34	-
Capital Programme	8,199	4,502	509	68	34	-
External Funding						
Capital S106	402					
Disabled facilities Grant	264	264	264			
Heritage Lottery funding	120	1,399				
	786	1,663	264	-	-	-
Current Capital Programme funded by capital reserves	7,413	2,839	245	68	34	-
Anticipated Capital Receipts						
<i>RTB , VAT Shelter & Asset Sales</i>	1,250	1,250	1,250	500	500	500
<i>Asset Held for Sale</i>	475					
<i>Negative Capital Financing Requirement</i>	8,687					
<i>Other Anticipated Capital Receipts</i>	10,000					
Income transferred to Capital Investment Reserve	-2,500					
Anticipated New Capital Receipts	17,912	1,250	1,250	500	500	500
Forecast Capital Reserves Funding Balance C/f	23,103	21,514	22,519	22,951	23,417	23,917

NB - Italics Estimate

10,499

Forecast Capital Reserves if income not received	15,128	13,539	14,544	14,976	15,442	15,942
Minimum Capital Reserve	5,000	5,000	5,000	5,000	5,000	5,000
Available resources for capital programme	10,128	8,539	9,544	9,976	10,442	10,942

Head of Finance

Electronic Data Records Management System Business Case

1.0 Background

SMT received an internal paper on improving the performance and resilience of the revenue and benefits service in September 2014. As part of a programme of improvements, this paper identified the importance of replacing existing manual paper handling and retrieval systems place to unlock further efficiencies and cashable revenue savings.

2.0 Project purpose

The capital project initiation document outlines that the main purpose of this project is to purchase and install an EDRMS system that is fully compatible with the existing 'Academy efficiency' suite of computer applications, corporate systems (e.g. outlook email) and ancillary equipment (e.g. multifunctional devices and mail enclosing equipment). It is outside the scope of the project to provide functionality for all corporate systems.

3.0 The information challenge

The revenue and benefits service receives and sends out the highest volumes of paper and electronic documents within the council. Currently all this information is manually retrieved handled and stored in paper based systems. Storage alone takes up three large rooms of office accommodation, plus approximately a third of the council's archive facility. Even though efficient manual handling systems are employed, this requires the use of temporary clerical support to meet increasing communication demands and the flexibilities of an on going welfare reform agenda. Existing manual paper processing therefore risks wastage in officer time, which would be better utilised in core activities.

4.0 Case for change - EDRMS offers advantages over traditional manual based systems:

4.1 Providing efficiency savings in employee time.

Electronic storage of documents within an EDRMS will assist retrieval of records and information across all activities of the revenue and benefits service and reduce the possibility for documents and correspondence becoming lost or degrading. Such a system will also allow electronic documents to be accessed by multiple users simultaneously, whilst never being removed from the filing system. It is the retrieval and filing time saved against manual methods which offers significant saving in employee time, which can be redeployed to more outcome based higher value activities e.g. benefit/support assessment or revenue recovery. In addition to be able to electronically link several documents together, received over time, offers further time saving over manual retrieval and indexing methods.

It is noted that the continued growth of the borough places higher processing demands on service and it is often difficult to recruit to some of the specialist roles required by the service due to the technical nature of many of the processes. Therefore to be able to enable employees to maximise their throughput on outcome related activity, rather than manual clerical process offers significant advantage.

4.2 Reduces duplication.

A single piece of information e.g. a change in circumstance may require action by different parts of the revenue and benefits service and sometimes onward transmission to other council services e.g. housing or electoral services. Manual handling of such information often requires the copying of physical documents to enable simultaneous processing by different teams. EDRMS allows for electronic documents to be accessed by multiple users simultaneously and a single copy to be retained securely. This is not only advantageous in terms of time saving, but in terms of copying as there is a risk that copies degrade the original information or that information is lost in transfer.

4.3 Providing efficiency savings in the space required for physical storage.

The revenue and benefits service is the largest information user within the council and due to the financial nature of the services it performs has requirements to keep financial records and evidence of claims (e.g. for housing benefit subsidy claims) for seven years. Currently the service has three large secure filing rooms and utilises approximately a third of the corporate archive facility. The advantage of less reliance on paper records brings about a consequential reduction within office accommodation for physical storage space. This will be a key consideration as the Council looks to make better use of its building and the floor space available within each operational building. As the borough grows this also impacts on the need for additional secure storage space, which is at a premium.

Although the implementation of an EDRMS would not completely remove the requirement for physical storage within Tithe Barn Road offices or the archive facility. A secondary project could determine how much storage space could be reduced or eliminated by a programme of archive scanning. Not all such records will require archive scanning and any records which are no longer required to be kept will be destroyed in accordance with the Council's document retention and disposal guidelines. It is noted that although efficiency savings in office space may not be immediately cashable, however they can provide a significant driver to enable wider change which can be cashable over the medium term.

4.4 Supporting end-to-end electronic self-service customer solutions.

Improved access to information will not only prove beneficial to employees within the revenue and benefits service in dealing with their day to day workloads but also to customers and elected members as officers will be able to respond to questions more quickly. For example, all incoming correspondence (paper will be scanned at point of receipt) will be routed electronically to service areas via the workflow elements of the system and

this will include all complaints and requests for information. This will include claims for support and benefits, which will be compatible with the service development model for Universal Credit.

The revenue and benefits service has already developed secure transactional self-service options for customers and trusted third parties (e.g. landlords). EDRMS would enable us to amalgamate electronic information (e.g. emails and online forms) with paper correspondence and enable the customer to be able to view a complete record of their account or claim online. Access to online self-service facilities is an increasing demand of the customer base, whilst also offering accuracy and efficiency advantages for the service.

4.5 Supporting new working methods e.g. remote working and hot desking.

EDMS enables account/claim records and files to be securely accessed off-site at any supported location with a connection to the internet and remote access; it also supports 'hot desking' arrangements within council buildings. Hot desking enables increased flexibility in the deployment of available officers at times of peak customer demand e.g. annual billing and offers a more generic way of working. It also facilitates officers from different teams to be able to work closely together when undertaking project work or reviewing cases.

The revenue and benefits service improvement proposals allow for initially ten employees to work remotely from home or shared locations. Existing IT equipment can be redeployed and a small number of laptops purchased from revenue to facilitate this. The existing Citrix infrastructure provides secure connectivity to the core systems. Some officers within the service already have facilities to work from home and have provided the 'proof of concept' for this innovation.

4.6 Promotes access to information, both internally and externally.

Workflow is a tool for moving electronic documents around the service and between officers in order to complete a task. The existing revenue systems already utilise some workflow functionality. EDRMS would enable improved access to information, with the automatic routing of documents and the automatic triggering of actions when certain criteria are met. Manual workflow techniques are already utilised by the service, but require an officer to determine allocation. EDRMS offers significant advantages in the speed of information allocation and in the provision of management information. This would enable improved monitoring of workloads and response rates, thus enabling a more responsive service for customers and stakeholders.

4.7 Supports legal requirements for document retention and disposal.

Records management utilising an EDRMS ensures that records are appropriately archived for future use and are retained in accordance with legal and operational requirements. The distinct advantage of an EDRMS over a manual system in this regard is that you can automate document retention and disposal rules. This ensures compliance with legal requirements for retention. Documents which have been archived cannot be further modified and electronic processing preserves documents as they were produced in

perpetuity. There is therefore a reduced risk of documents degrading or of an incomplete record of activities.

Furthermore it is much easier to securely store electronic records than it is to provide physical security provisions to storage rooms and general office accommodation. Access to data can be controlled by the same advanced password controls utilised on core computer systems and which meet the requirements of Public Service Network compliance. This security will ensure that access to sensitive and confidential customer is restricted and any access monitored by security logs to ensure data protection compliance.

5.0 Financial Implications

The bid is modest is by capital project standards, requesting £40,000 of funding. Although this amount could be funded from revenue, the project meets capital guidelines and is a further opportunity to utilise capital financing to facilitate efficiencies and cashable revenue savings in the short term, thereby improving the stability of the revenue budget. Initial revenue savings of £14,500 per annum have been identified, therefore the payback period on the investment is within a three year period of implementation. The estimated revenue savings per annum are made up as follows:

	£
Clerical support savings	13,500
Less increase in maintenance charges	(3,000)
Stationary & printing savings	3,500
Retrieval cost savings	500
	<hr/>
Total per annum	14,500

It is further estimated that this project will yield significant secondary efficiencies, which may not be immediately cashable, but have opportunity benefit for the council e.g. re-usage of office storage space, facilitating home or collaborative working, facilitating customer self service, improving processing work flow and providing greater business continuity resilience.

6.0 Implications and risks

- Initial investigations have indicated that procurement could be achieved within the Corporate Software Services framework RM1042.
- Collaborative working is taking place with a neighbouring authority ENC to provide further resilience and efficiency in initial evaluation of options.
- Hardware, infrastructure and support implications are being shared with the ENC team.
- The service has a good reputation of delivering complex computer system projects on time and to budget. It is therefore intending to project manage internally. The service has experienced officers within the team who have worked with EDRMS systems, who have volunteered to support the project as personal development.
- The existing Academy software meets most 'open computer system standards and has some electronic workflow functions already built in.

This mitigates the risks of having to develop proprietary interfaces or bespoke solutions. The project can therefore concentrate on evaluating proven pre-built system solutions.

7.0 Author and Contact Officer

Nigel Robinson

08/01/2016

14/03/2016 revision

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8.0 Background papers

Revenue & benefits service proposal 31/08/2014



Legend:

- LHP Mains (National Grid - GAS)
- Overground HV (132kV) (WPD)
- Underground HV (11kV) (WPD)
- ▨ Crematorium Site
- ▨ Slat Farm
- ▨ Slat Farm Boundary
- Boundary of Available Land (Approximate)
- Option 1 (3.28ha/8.10ac)
- Option 2 (2.78ha/6.83ac)

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TITLE Purchase Scoping Plan
PROJECT Land at Wellingborough, Northants
CLIENT Whitworth Holdings Ltd
RFP REF 3924/01/M15-2479

VERSION V1
DATE 06/01/16 **SCALE** 1:2,500 @A3
DESIGNER MMV **ISSUED BY** SM

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