

PROPOSED CAPITAL PROGRAMME FOR 2015/16 – 2017/18

EXECUTIVE MEMBER: Councillor Gillian Troughton
LEAD OFFICER: Angela George, Interim Finance Manager (s151 Officer)
REPORT AUTHOR: Leanne Barwise, Senior Accounting Officer

WHAT BENEFITS WILL THESE PROPOSALS BRING TO COPELAND RESIDENTS?

This report presents the proposed Capital Programme for 2015/16-2017/18 and details how the programme will be funded. This includes details of Capital project outlines developed for inclusion in the Capital Programme 2015/16-2017/18 and the existing Capital Programme of those projects previously approved in principal, for these years.

WHY HAS THIS REPORT COME TO THE EXECUTIVE?

It has come to this Executive meeting for final recommendation to Council on 26 February 2015, where the Capital Programme 2015/16-2017/18 will be formally approved.

RECOMMENDATION:

- (i) Executive are asked to recommend to Council an existing Business Case Summary for Disabled Facilities Grants that was approved in principal in 2013/14 for inclusion in 2015/16 & 2016/17 capital programme and is still required as detailed in paragraph 2. An additional year of providing DFG's in 2017/18 has also been requested to be added to the Capital Programme 2017/18.
- (ii) Executive are asked to recommend to Council the proposed draft Capital Programme for 2015/16 to 2017/18, which can be funded from Useable Capital Receipts Reserve and assuming current forecast capital receipts are realised in the three year period, see paragraph 5.
- (iii) Executive are asked to only approve in principal those projects that do not have PID's attached to this report. These projects are subject to further approval at Executive on a separate occasion, prior to commencement of any expenditure.
- (iv) Executive are asked to note the forecast capital receipt position as detailed in sections 5 and 6 and the risk associated with any under achievement of the forecast capital receipts.

1 INTRODUCTION

- 1.1 Effective asset management planning is a crucial corporate activity to ensure we meet our corporate and service aims, and deliver our core services. This is even more important in the current economic climate which the authority is operating within.

- 1.2 This paper details the proposed Capital Projects, for inclusion in the Capital Programme for 2015/16 and beyond, as well as the existing Capital Programme of those projects approved in principal in 2014 for future years; to give the proposed capital programme for the three years 2015/16-2017/18, and how they will be funded as set out in Appendix A.
- 1.3 When considering approval of capital projects, we need to ensure:-
- we would still continue to meet our statutory duties even if a scheme was not approved
 - urgent projects are given priority to meet legal obligations/avoid litigation claims
 - our spending decisions are meeting our key priorities and compliant with the most recent policy framework delivering a priority outcome
 - the continuity of the service delivery is not compromised
 - all revenue costs/savings as well as capital costs have been considered
 - we can establish that although the project may not necessarily link with corporate priorities it will provide positive results to service delivery
 - we recognise potential external partnership benefits with public, private or voluntary sector
 - consideration has been given to sources of funding available and we have maximised external funding on all projects (where appropriate)
- 1.4 The business case summaries are initially prepared by Project Managers/Sponsors and reviewed with Finance to ensure the resulting spend is of a capital nature and is therefore appropriate to be included in any considerations for the programme. However, it should be noted, that any subsequent expenditure on a project that is not of a capital nature will be need to be transferred in year to the most relevant revenue budget under that budget holder.
- 1.5 The business case summaries were also reviewed subject to the approved criteria and scored and distributed to the Capital Control & Working Group on 17 November 2014 for comment (with the exception of the Accommodation Strategy which was a late submission and was distributed to the group for comment separately). They were also reviewed at Corporate Leadership Team on 26 November 2014 where the scoring of some projects were changed and redistributed to the group. A summary of the results are attached at Appendix B.
- 1.6 The business case summaries that have been submitted and included in this report are those that we are aware of to date. In addition to those mentioned in this report, we have recently accepted a £50k grant from the Environment Agency to commission an appraisal of coastal erosion around Whitehaven harbour and south shore area. Whilst this is not capital expenditure, the results of this study may potentially lead to capital expenditure; although we have not/are not committing to any additional works by accepting the revenue grant.
- 1.7 All bids presented in this report (except those for the Statutory Disabled Facilities Grants) require further approval from Executive through submission of a Project Initiation Document (PID) for each project. These reports provide additional details of the works to be completed for Members to agree that the project should still commence and it meets our core objectives. Those that have been submitted have been attached to this report at Appendix C.

- 1.8 Two projects namely Whitehaven THI and Fleet Replacement are shown within Appendix A as “Budget carry forwards from 2013/14 into specific years”. These two projects were approved in previous years however the programme of works were to be completed over a number of years after the 2013/14 financial year end. It was therefore requested within the 2013/14 Capital outturn report to Executive 27 May 2014 (paragraph 4.2) that these budgets be re-aligned in accordance with expected expenditure to form part of the capital programme 2015/16 and beyond. They are not new bids, but an allocation of carried forward budget from 2013/14 with the balance of the Whitehaven THI being fully externally funded and the fleet replacement money being a call on our useable capital receipts reserve.

2 CAPITAL PROGRAMME PROJECT OUTLINES FOR 2015/16 APPROVED IN PRINCIPAL FEBRUARY 2014

- 2.1 One project for Disabled Facilities Grants was approved in principal for inclusion in the Capital Programme at Council in February 2014, amounting to £600k for each for the years 2015/16 & 2016/17. A further bid of £600k has also been submitted for approval for 2017/18 see Project Outline Form in Appendix C1. The value of these bids are based on the current experience of DFG’s, however Members are asked to note that the figures are subject to change as it is impossible to predict with certainty either the number or value of referrals that may be received. From 2015, the external funding for DFG’s will be transferred from DCLG to the Department of Health and included in the Better Care Fund; which will be paid to Cumbria County Council and allocated to Local Authorities. The provisional external grant income allocated to Copeland for 2015/16 is £351k being the minimum amount of funding we have been informed we can expect to receive. Therefore, any additional income that may be received (but is not guaranteed) would further reduce the need to call upon our capital reserves (currently £249k).
- 2.2 It has been assumed that the mandatory duty to provide DFG’s in 2016/17 and beyond will still remain with the Council. It should be noted that this may change once the full extent of the transfer of funding to Cumbria County Council is known and any external funding may cease (although this is unlikely). Therefore, the current assumed position on DFG’s that form the basis of the figures throughout this report; are liable to change.

3 NEW PROJECT OUTLINES FOR CONSIDERATION FOR 2015/16 ONWARDS

- 3.1 Three new projects have been proposed for consideration as part of the Capital Programme 2015/16 and beyond, the details are shown in the project outlines attached at Appendix C and summarised as follows:-
- 3.2 Castle Park: Roads & Drainage – £28k has been requested from the Councils Useable Capital Receipts Reserve (UCRR) to resurface the majority of roads within Castle Park, Whitehaven and renew the drainage system on areas prone to flooding. Further details attached within the Appendix C2 a-f.

- 3.3 Crematorium Auto Charger – £21.5k has been requested from the Council's UCRR to fund the purchase and installation of an automatic charger for the cremator at Distington Hall Crematorium. Further details attached within the Appendix C3 a-c.
- 3.4 Pay & Display Stock (Approve in Principle) – A total of £68.5k has been requested, of which £47k to be funded from the Councils UCRR to fund the replacement or upgrading of existing pay and display machines including a back office system in relation to the CBC owned off-street car parks. The remainder of the funding will come from the Councils revenue budget (£9.5k for software, training & annual costs) and £12k from revenue earmarked reserve (Sport Centre). The Project Initiation Document is to follow; therefore the approval is in principal only until further details are known.
- 3.5 Working Differently – Accommodation Strategy – The Accommodation Strategy currently has an approved capital budget in 2014/15 of £728,798 consisting of £400k Accom Strategy, £142k Customer Access Strategy & £187k ICT budget. A further £932k has been requested in 2015/16 to complete the project (to give a total capital project of £1,660k), of which £482k is requested to be funded from the Useable Capital Receipts Reserve. The remainder will come from revenue funding of £200k as detailed in the report to Executive 25th November 2014 and external income of £250k in relation to the PFI Agreement. The Executive report also detailed a potential need to internally borrow against our own reserves if there are insufficient Capital Receipts to support this project. Further details attached within Appendix C5 a-c.

4 FINANCING OF THE CAPITAL PROGRAMME 2015/16 – 2017/18

- 4.1 Table 1 shows the sources of funding for the draft Capital Programme for the three years 2015-2018. It is important that the funding of the proposed Capital Programme is fully understood and can be demonstrated.
- 4.2 Although the council has the ability to borrow from external sources to finance the Capital Programme, we choose not to increase our debt levels but to self-finance our capital expenditure by utilising our own capital resources derived from the sale of assets. These resources are only allowed to be utilised for a capital purpose and are held in the Useable Capital Receipts Reserve (UCRR), which is split into 3 parts:-
- a) **General Useable Capital Receipts**
This reserve holds all the proceeds from the previous sale of the Council's assets (primarily land) *and* VAT Share receipts received from Home Group in accordance with our agreement. The General Useable Capital Receipts is currently used to fund all non-housing capital expenditure (only). This is the only part of the UCRR that can be replenished (from the future sale of assets).
- b) **Housing Capital Receipts**
Historic one-off proceeds from the sale of our Housing Stock to be used solely on Housing expenditure. This will not be replenished once spent.

c) **Land Management Reserve**

This reserve formed in 2014/15 has been earmarked to fund the proactive safety management for the council's land by allocating some receipts from the General Useable Capital Receipts. This reserve will not be replenished once spent.

4.3 The fact we self-finance our capital programme means we are **very heavily reliant on the sale of assets** and the VAT Share receipts to be able to spend on the capital projects identified within the capital programme. If the slow property market continues and asset sales do not complete when expected or complete at less than anticipated value, there is a real risk that there will be insufficient capital receipts to finance either the current or future programmes.

4.4 The proposed 2015/16-2017/18 capital programme expenditure would be financed as follows:

Table 1: Financing of the proposed 2015/16 – 2017/18 Capital Programme

2014/15 £	Copeland Borough Council Capital Programme	2015/16 £	2016/17 £	2017/18 £
600,000	DFG's	600,000	600,000	600,000
0	Castle Park – Roads & Drainage	28,000	0	0
0	Crematorium Auto Charger	21,500	0	0
0	Pay & Display Stock	68,500	0	0
0	Fleet Replacement**	4,600	4,600	4,600
650,000	Whitehaven THI***	350,000	250,000	38,849
728,798	Working Differently – Accommodation Strategy	932,000	0	0
1,978,798	TOTAL CBC CAPITAL PROGRAMME 2015/16	2,004,600	854,600	643,449

£	Funded By:			
978,798	CBC General Useable Capital Receipts	583,100	4,600	4,600
249,000	CBC Housing Capital Receipts	249,000	249,000	249,000
0	CBC Revenue	221,500	0	0
400,000	Other External funding: re Whitehaven THI***	350,000	250,000	38,849
351,000	Other External Funding: re DFG's *	351,000	351,000	351,000
0	Other External Funding: re Accom Strategy	250,000	0	0
1,978,798	TOTAL FUNDING OF CBC CAPITAL PROGRAMME 2015/16	2,004,600	854,600	643,449

*DFG programme has been submitted at £600k per annum – It has been assumed that the funding levels will be comparative to 2015/16 for the purposes of this report, until further information is known. Should the external funding differ from this amount, the use of our own resources will need to reduce/increase accordingly.

**Fleet Replacement – total £21.2k approved as carry forward budget from 13/14 from UCRR. Budget realigned in accordance with expected spend (£4.6k per year 14/15-17/18 + £2.8k 2018/19 – latter year not in this table)

*** Whitehaven THI – total £638,849 approved as carry forward from 13/14. Budget was realigned in accordance with expected spend (£350k 15/16, £250k 16/17 & £38,849 17/18). Remaining budget fully externally funded.

5 CAPITAL RESOURCES

5.1 Table 2 overleaf shows the forecast position of the movement (i.e. use and new capital receipts) on usable capital receipts for 2015/16 (table 3 shows 2016/17 and table 4 shows 2017/18) which will be used to fund the capital programme.

- 5.2 We have included VAT Share figures that have been confirmed by Home Group as the latest best estimate as at January 2015. Any future changes to these estimated figures would impact the closing balance position on the capital receipts each year.
- 5.3 Members are asked to note that the **opening balance figures** in Table 2 (and so consequently Tables 3 and 4) have been revised to demonstrate the position on capital receipts if full budget was spent in 2014/15 **and** in the unexpected event that no further capital receipts were realised in 2014/15 except for those already received at January i.e. worst case scenario.
- 5.4 The capital receipts figures mentioned throughout this document were those that were available at the start of January when the report was prepared and are shown here as an indication. There is another report elsewhere on this agenda detailing a new property disposals programme for consideration. This report and any subsequent outcomes will affect the position of the capital receipts detailed in the tables throughout this report.
- 5.5 Additionally, the tables show the estimated drawdown on the Housing Capital receipts for 2015/16 for DFG's at £249k. As stated in paragraph 2.2, the provisional external grant income allocated to Copeland for 2015/16 is £351k being the minimum amount of funding we have been informed we can expect to receive. Therefore, any additional income that may be received (but is not guaranteed) would further reduce the need to call upon our capital reserves.

Table 2: Impact of the forecast capital programme spend and receipts for 2015/16 on the Useable Capital Receipts Reserve

USEABLE CAPITAL RECEIPTS	General Capital Receipts (incl VAT Share)	Housing Capital Receipts (Previously PRTB & RRTB)	Land Management Reserve	TOTAL
	£	£	£	£
Forecast Opening balance at 1 st April 2015	(707,926)	(683,169)	(200,000)	(1,591,095)
Forecast draw down to fund draft 15/16 capital programme	583,100	249,000	0	832,100
Forecast Capital Receipts from sale of assets in year	(400,000)	0	0	(400,000)
Forecast Capital Receipts from VAT Share Agreement	(442,000)	0	0	(442,000)
Forecast useable Capital Receipts closing balance at 31 st March 2016	(966,826)	(434,169)	(200,000)	(1,600,995)

Table 3: Impact of the forecast capital programme spend and receipts for 2016/17 on the Useable Capital Receipts Reserve

USEABLE CAPITAL RECEIPTS	General Capital Receipts (incl VAT Share)	Housing Capital Receipts (Previously PRTB & RRTB)	Land Management Reserve	TOTAL
	£	£	£	£
Forecast Opening balance at 1 st April 2016	(966,826)	(434,169)	(200,000)	(1,600,995)
Forecast draw down to fund draft 16/17 capital programme	4,600	249,000		253,600
Forecast Capital Receipts from sale of assets in year	(2,481,000)			(2,481,000)
Forecast Capital Receipts from VAT Share Agreement*	(209,000)			(209,000)
Forecast useable Capital Receipts closing balance at 31 st March 2017	(3,652,226)	(185,169)	(200,000)	(4,037,395)

Table 4: Impact of the forecast capital programme spend and receipts for 2017/18 on the Useable Capital Receipts Reserve

USEABLE CAPITAL RECEIPTS	General Capital Receipts (incl VAT Share)	Housing Capital Receipts (Previously PRTB & RRTB)	Land Management Reserve	TOTAL
	£	£	£	£
Forecast Opening balance at 1 st April 2017	(3,652,226)	(185,169)	(200,000)	(4,037,395)
Forecast draw down to fund draft 17/18 capital programme**	68,431	185,169		253,600
Forecast Capital Receipts from sale of assets in year	(915,500)			(915,500)
Forecast Capital Receipts from VAT Share Agreement*	(77,000)			(77,000)
Forecast useable Capital Receipts closing balance at 31 st March 2018	(4,576,295)	0	(200,000)	(4,776,295)

****Housing Reserve is depleted in 2017/18 – call on reserves in year is £249k therefore the remaining £63,831 is required from the General Capital Receipts)**

- 5.6 The capital programme assumes funding from the sale of assets and external (grant) contributions. There is no assumption at this stage to borrow EXTERNALLY to finance the programme, although internal borrowing may be an option.
- 5.7 As shown in table 4 above, the Housing Capital Receipts will be fully depleted within the 2017/18 financial year if external funding for the Disabled Facilities Grants remains at the current level. The General Capital Receipts reserve would then need to be allocated to fund

the Housing programme from 2017/18 onwards. Should the level of demand remain but the external funding is reduced then this could happen earlier than anticipated.

6 RISK ASSESSMENT ON CAPITAL RECEIPTS

- 6.1 As stated in section 4.3 the Capital Programme is heavily reliant on the sales of assets and our VAT Share receipts. The timing of both these capital receipts are **critical** to the funding of the proposed Capital Programme 2015/16-2017/18. Members are reminded that the receipts detailed in tables 2-4 above are the best forecast prediction at the time. Any fluctuation in the timing of these forecast receipts could potentially have a negative impact on the funding of the capital programme 2015/16 and beyond.
- 6.2 Generation of capital receipts presents significant risks in terms of the timing and value of receipt. The sale of assets has been slower than anticipated earlier in the current year due to a lack of resources in the Property Department. However, this has now been addressed, and it is hoped that assets sales will progress as a result of extra resource in the Department. A report is presented elsewhere on this agenda detailing a property disposals programme for approval.

7 CONCLUSION

- 7.1 The proposed draft Capital Programme 2015/16-2017/18 can be funded from Useable Capital Receipts Reserve assuming current forecast capital receipts are realised in the three year period as outlined in paragraph 5.

8 STATUTORY OFFICER COMMENTS

- 8.1 The Monitoring Officer's comments are: None
- 8.2 The Section 151 Officer's comments are: Included in this report
- 8.3 EIA Comments: None – EIA is completed within each Project Initiation Document submitted and is attached throughout Appendix C.
- 8.4 Policy Framework: Proposals are in accordance with policy framework.

9 RESOURCE REQUIREMENTS

- 9.1 It is imperative that the capital budget is monitored monthly with exceptions reported through Corporate Leadership Team and Executive so that management action can be taken to ensure the effective use of resources as planned by the Council.

List of Appendices:

- Appendix A – Draft Capital Programme 2015/16 -2017/18
Appendix B – Capital Criteria Scoring Results
Appendix C – Capital Business Case Summaries & PID's

- C1 Disabled Facilities Grants Summary
- C2
 - a) Castle Park: Roads & Drainage Summary
 - b) PID
 - c) Plan of area
 - d) Quote
 - e) Photos
 - f) H&S Report
 - g) EIA
- C3
 - a) Crematorium Auto Charger Summary
 - b) PID
 - c) EIA
- C4
 - a) Pay & Display Stock Summary (to follow)
- C5
 - a) Working Differently – Accommodation Strategy Summary
 - b) PID
 - C) EIA

CAPITAL PROGRAMME BUDGET 15/16, 16/17 & 17/18

APPENDIX A

Appendix Ref	Expenditure				Funding				Expenditure			Expenditure			OVERALL TOTAL 15/16-17/18
	2015/16				2015/16				2016/17			2017/18			
	Budget realignment carry forwards from 13/14 into specific years	Existing programme March 14 Council	Draft bids submitted Oct 14	TOTAL 15/16	CBC - Useable Capital Receipts Reserve (UCRR)	CBC - Housing Reserve	CBC Revenue	External Funding	Existing programme March 14 Council	Draft bids submitted Oct 14	TOTAL 16/17	Existing programme March 14 Council	Draft bids submitted Oct 14	TOTAL 17/18	
	Resources & Strategic Commissioning														
C5	Accommodation Strategy		932,000	932,000	482,000		200,000	250,000			-			-	932,000
				-							-			-	-
	TOTAL	-	-	932,000	932,000	482,000	-	200,000	250,000	-	-	-	-	-	932,000
	Head of Copeland Services:														
C2	Castle Park - Roads & Drainage		28,000	28,000	28,000						-			-	28,000
C3	Crematorium Auto Charger		21,500	21,500	21,500						-			-	21,500
C4*	Pay & Display Stock (approve in principal)		68,500	68,500	47,000		21,500				-			-	68,500
	Fleet Replacement*	4,600		4,600	4,600				4,600	4,600	4,600	4,600		4,600	13,800
	TOTAL	4,600	-	118,000	122,600	101,100	-	21,500	-	4,600	-	4,600	4,600	-	131,800
	Head of Customer & Community Services														
C1	Whitehaven THI**	350,000		350,000			350,000		250,000	250,000	38,849			38,849	638,849
	Disabled Facilities Grants		600,000	600,000		249,000	351,000		600,000	600,000		600,000		600,000	1,800,000
	TOTAL	350,000	600,000	-	950,000	-	249,000	-	701,000	850,000	-	850,000	38,849	600,000	638,849
	TOTAL CAPITAL PROGRAMME -	354,600	600,000	1,050,000	2,004,600	583,100	249,000	221,500	951,000	854,600	-	854,600	43,449	600,000	643,449

*to follow

CBC Reserves total = 832,100

* Fleet Replacement - TOTAL £21,200 was approved by Executive as carry forward budget from 2013/14. The budget was re-aligned with spend expected each year (£4,600 each year 14/15 to 17/18 inclusive + £2,800 18/19 latter not shown on this table).

** Whitehaven THI - TOTAL £638,849 was approved by Executive as carry forward budget from 2013/14. The budget was re-aligned in accordance with spend expected each year (£350k 15/16, £250k 16/17 & £38,849 17/18)

CAPITAL CRITERIA & SCORING SYSTEM

APPENDIX B

Suggested Criteria	Summary	Weight	SCORING			
			1	2	3	4
Statutory requirement	We would fail to meet our statutory duties if the scheme was not approved	25	Does not Meet 25	Partially Meets 50	Substantially Meets 75	Fully Meets 100
Urgent priorities/avoidance of litigation claims	Urgency of investment required to meet legal obligations i.e. avoidance of Corporate Manslaughter and other litigation claims, Health and Safety, Disability Discrimination Act	25	N/A 25			Definate 100
New policy framework	A project that specifically complies with the most recent policy framework and delivers a priority outcome.	15	Does not comply 15			Fully complies 60
Business need/Avoiding future business interruption	The project is essential to ensure the continuity of the of the service delivery and avoid future potential business interruption	15	Not essential to continuity 15	partially essential to continuity 30	substantially essential to continuity 45	Totally essential to continuity 60
Invest to save	Provision of future revenue savings/additional income from completion of project include payback period	10	No savings/net income 10	upto 15% savings/income 20	15%-25% savings/income 30	Over 25% savings/income 40
Revenue implications	Delivery and completion of the project would result in a future net revenue cost (see invest to save for positive revenue implications)	-10	None 10	>£20k net cost -20	£21k to 50K net cost 30	Over £50k net cost -40
Operational benefits	The project does not necessarily link with corporate priorities but will provide positive benefits to service delivery	10	No positive benefits 10	Limited positive benefits 20	Substantial positive benefits 30	Full positive benefits 40
Partnership working	External partnership benefits with public, private or voluntary sector	10	No partnership benefits 10	Limited partnership benefits 20	Substantial partnership benefits 30	Full partnership benefits 40
External match funding/full external funding	Project is part funded or fully funded from externally generated resources	10	None 10	Up to 33% funded 20	34% - 66% funded 30	67%-100% funded 40

max score	130	260	390	520
Weighting Criteria: (Weight x score)				
Colour range	0-130	131-260	261-390	391-520

BIDS APPROVED IN PRINCIPAL IN 2014/15 FOR 2015/16	NEW BIDS 15/16			
DFG'S	Castle Park Roads & Drainage	Cremator - Auto Charger	Pay & Display Installation	Accommodation Strategy
UCRR £249k	UCRR £28k (3 yrs)	UCRR £21.5k	UCRR £44k	UCRR £482
100	50	100	25	75
100	100	100	25	25
60	15	15	60	60
60	15	45	45	45
10	20	10	20	40
-10	-10	-10	-10	-10
40	30	30	30	40
30	10	10	20	40
30	10	10	20	30**
420	240	310	235	345

* These bids were evaluated last year upon submission, by the capital Control and Monitoring group

** This score is based on the application for funding to the 15/18 Capital Programme and not on the full project cost as the balance is already approved for funding

CAPITAL PROJECT OUTLINE

For Inclusion in the Capital Programme 2015/16, 2016/17 & 2017/18

Project Title: *Disabled Facilities grants*

1. Project Description

To deliver Disabled Facilities Grants (DFG's) to residents of Copeland. This is a statutory duty.

2. Key Deliverables

The provision of adaptations for disabled residents, for example, stair-lifts, shower rooms and access ramps. DFG's prevent accidents at home that might otherwise cause acute harm or fatalities to disabled people of all ages. They enable people to maximise their independence at home and minimise their dependence on health and Social care services, particularly acute services like unplanned hospital admissions or emergency receptions into care.

3. Project Manager and Sponsor

Debbie Cochrane will manage the project, Julie Betteridge is the sponsor

4. Budget (including size of budget, who is funding it and accountable body)

There is no longer an award for Disabled facilities grants from DCLG; the funding is now pooled as part of the Better Care Fund allocated to Cumbria County Council. The figure below is provisional, CBC have been assured verbally that it will be no less than this, and is higher than that given to CBC last year by DCLG (£276.312).

<i>Copeland Borough Council Capital</i>	<i>£ 249,000</i>
<i>Other External Funders</i>	<i>£ 351,000 Better Care Fund</i>
<i>Total Budget</i>	<i>£ 600,000</i>

The same amount of funding will be required for 2015/16, 2016/17 & 2017/18 (£600k) but how we fund it will not be known until nearer the time, any need to call on our reserves will be from the Housing Reserves and not the General Capital Reserves.

5. Key Project dates (including start date, key milestones, expected project completion date)

The project runs from 1 April each year

6. Current status of project

The anticipated commitment based on the number of referrals and current applications is £600,000.

7. Please complete the attached on page 2 with comments against each of the criteria. Your comments will form the basis of the scoring matrix to determine whether the project will be either included or excluded from the Capital Programme 15/16 and beyond.

Capital Programme 2015/16, 2016/17 & 2017/18

Project Title: *Disabled Facilities Grants*

Criteria	Summary	Project Manager/Sponsor Comment:
Statutory requirement	We would fail to meet our statutory duties if the scheme was not approved	The provision of DFG's is a statutory duty.
Urgent priorities/avoidance of litigation claims	Urgency of investment required to meet legal obligations i.e. avoidance of Corporate Manslaughter and other litigation claims, Health and Safety, Disability Discrimination Act	DFG's must be approved within six months of referral
Invest to save	Provision of future revenue savings/additional income from completion of project include payback period	
New policy framework	A project that specifically complies with the most recent policy framework and delivers a priority outcome.	Strategic housing is a statutory function which includes the statutory duty to provide DFG's. The policy framework "to deliver efficient and effective statutory services" can only be met if we have enough resource to meet our DFG duty.
Business need/Avoiding future business interruption	The project is essential to ensure the continuity of the of the service delivery and avoid future potential business interruption	The demand for DFG's is increasing year on year, the council works hard with partners to assess applicants to ensure eligible people in need are assisted effectively.
Revenue implications	Delivery and completion of the project would result in a future net revenue cost (see invest to save for positive revenue implications)	Our efficient DFG service relies on adequate finance to meet demand, we are working in partnership with Age UK and have developed a Home Improvement Agency across Copeland which will support our service through the delivery of connected issues, for example a 'handyman' service
Operational benefits	The project does not necessarily link with corporate priorities but will provide positive benefits to service delivery	The project fully delivers against corporate statutory duties.
Partnership working	External partnership benefits with public, private or voluntary sector	DFG's are delivered through a partnership approach, Cumbria County Council, Registered Housing Providers, private landlords, Age UK are working together to ensure delivery turnaround and assessment are effective.
External match funding/full external funding	Project is part funded or fully funded from externally generated resources	The council tops up the grant received from DCLG. The provisional award of £351,000 from the Better care Fund has led to this bid for £249,000 to ensure the programme can be delivered.

CAPITAL BUSINESS CASE SUMMARY

For Inclusion in the Capital Programme 2015/16, 2016/17 & 2017/18

Project Title: Castle Park- Roads resurfacing and Drainage

1. Summary Project Background

While the roads/paths in Hensingham Cemetery were resurfaced in 2010 and Whitehaven cemetery roads were resurfaced around 10 years ago the roads/paths within Castle Park have not been fully resurfaced for around 30 years. Surfaces are in need of proper repair beyond the temporary patching repairs that have been carried out in recent years using Parks revenue budgets. The surfaces are in a poor state of repair and are not included in maintenance plans.

The proposal is to resurface roads within Castle Park as per the attached plan renewing road drainage in areas particularly prone to flooding. The majority of existing surfaces across the Park are in a poor condition and breaking up causing a Health and Safety trip hazard.

The park is fully accessible by all members of the public, there is a popular children's play area, which is well used throughout the year. There are also regular organised events that take place within the Park.

The plan is to improve of the roads, significantly reducing the risk of public liability claims from trip hazards. The project will see around 85% of existing surfaces in the park overlaid with a minimum of 40mm thick tarmac. The tarmac would be applied after surfaces are cleared of moss and detritus. The remaining 15% of existing surfacing that is in reasonable condition will not be tarmacked but potholes will be patched.

As the paths have not been properly resurfaced for at least 30 years attempts at cleaning are ineffective and due to the deterioration some areas easily become muddy where water stands after heavy rain. The project will significantly improve the visual appearance and access to all areas within Castle Park.

2. Business Case & Project Objectives

The cost of the work is estimated at £28,000. The project will be implemented in 3 phases during 2015-16 concentrating on the areas in worse condition in phase 1.

3. Risks – Implications of not supporting this request for Capital Funding

The present condition may deter the users of Castle Park, especially the less infirm and disabled. The area looks neglected and may encourage anti-social behaviour and misuse of the Park. There is an increased risk of public liability claims against the Council through slip and trip hazards. A substantial amount of time is currently spent "patching" paths and this will only increase as the paths deteriorate further leading to increased revenue costs for constant repairs to the surfacing.

4. Key Deliverables & Project plan

Resurfacing of the roads which are regularly used by pedestrians will significantly reduce the risk of liability claims for trips hazards and also reduce the on-going repairs to repair potholes.

5. Organisation – Roles & Responsibilities

Janice Carrol –Project Sponsor
John Davis-Project Manager

6. Overall Project Costs :

TOTAL PROJECT COSTS £28,000

Financed by the following:

A) **CAPITAL FUNDING** £28,000

B) **REVENUE FUNDING**

FROM EXISTING BUDGET:

ONGOING REVENUE PRESSURE:

C) **OTHER EXTERNAL FUNDING**

ACCOUNTABLE BODY – Y or N?

D) **REVENUE SAVINGS IDENTIFIED**

TO BE TAKEN FROM REVENUE BUDGET – If N - REASON?

7. Additional Documents to support the bid

Quotations/drawings - Yes
Equality Impact Assessment - Yes
Health & Safety Report - Yes
Others:

7. Please complete the attached on page 2 with comments against each of the criteria. Your comments will form the basis of the scoring matrix to determine whether the project will be either included or excluded from the Capital Programme 15/16 and beyond.

Capital Programme 2015/16, 2016/17 & 2017/18

Project Title: Castle Park-Roads resurfacing and drainage

]

Criteria	Summary	Project Manager/Sponsor Comment: John Davis
Statutory requirement	We would fail to meet our statutory duties if the scheme was not approved	As landowners of Castle Park we have a responsibility for the condition of the areas accessed by the public, we should ensure that all people who use these facilities do not suffer injury due to unsafe conditions of the road surfaces.
Urgent priorities/avoidance of litigation claims	Urgency of investment required to meet legal obligations i.e. avoidance of Corporate Manslaughter and other litigation claims, Health and Safety, Disability Discrimination Act	Potential for liability claims due to trip hazards caused by potholes and uneven surface
Invest to save	Provision of future revenue savings/additional income from completion of project include payback period	There will be revenue saving by elimination of carrying out regular temporary repairs once the project is completed.
New policy framework	A project that specifically complies with the most recent policy framework and delivers a priority outcome.	The policy framework “to deliver efficient and effective statutory services”, the resurfacing of the roads will help ensure compliance with our legal duties to have areas that are accessed by the public in a reasonable condition
Business need/Avoiding future business interruption	The project is essential to ensure the continuity of the of the service delivery and avoid future potential business interruption	If the road surfacing continues to deteriorate we are liable to future claims and to bring the reputation of the council into dispute
Revenue implications	Delivery and completion of the project would result in a future net revenue cost (see invest to save for positive revenue implications)	There will be no additional revenue costs

Operational benefits	The project does not necessarily link with corporate priorities but will provide positive benefits to service delivery	The resurfacing of the roads will improve the public's perception of this area and hopefully encourage increased usage of this open space
Partnership working	External partnership benefits with public, private or voluntary sector	n/a
External match funding/full external funding	Project is part funded or fully funded from externally generated resources	No external funding sourced



CASTLE PARK ROADS RESURFACING

PROJECT INITIATION DOCUMENT

ID: **Version:** **1**
Author: **John Davis**
Date: **9th December 2014**

1. Background

While the roads/paths in Hensingham Cemetery were resurfaced in 2010 and Whitehaven cemetery roads were resurfaced around 10 years ago the roads/paths within Castle Park have not been fully resurfaced for around 30 years. Surfaces are in need of proper repair beyond the temporary patching repairs that have been carried out in recent years using Parks revenue budgets. The surfaces are in a poor state of repair and are not included in maintenance plans. Photo's showing the current state are appended.

The proposal is to resurface roads within Castle Park as per the attached plan renewing road drainage in areas particularly prone to flooding. The majority of existing surfaces across the Park are in a poor condition and breaking up causing a Health and Safety trip hazard.

The park is fully accessible by all members of the public, there is a popular children's play area, which is well used throughout the year. There are also regular organised events that take place within the Park.

The plan is to improve of the roads, significantly reducing the risk of public liability claims from trip hazards. The project will see around 85% of existing surfaces in the park overlaid with a minimum of 40mm thick tarmac The tarmac would be applied after surfaces are cleared of moss and detritus. The remaining 15% of existing surfacing that is in reasonable condition will not be tarmacked but potholes will be patched.

As the paths have not been properly resurfaced for at least 30 years attempts at cleaning are ineffective and due to the deterioration some areas easily become muddy where water stands after heavy rain. The project will significantly improve the visual appearance and access to all areas within Castle Park.

2. Business Case

The total cost of the work is estimated at £28,000. Work will be carried out in 3 phases during 2015-16, prioritised by the worst condition being done first

The cost of running repairs in recent years is estimated at £500 per year. However this ad hoc approach is no longer sufficient to maintain an acceptable state of repair.

Once the work is completed further major work will not be needed for at least 20 years.

3. Project Objectives and Scope

3.1 Project Objectives

To improve surfaces of the roads and reduce the risk of liability claims against the Council for trip hazards.

To improve the visual appearance and raise the profile of the park encouraging more frequent use of the area.

To minimise ongoing maintenance costs of patch repairs.

To prevent flooding of areas currently prone to being flooded.

3.2 Project Scope

The works would be carried out by our Termed Contractors (Ashcrofts) who have already assessed the site for works needed and provided estimates of costs for the works, there will be no additional future maintenance costs as a result of this project.

There is no dependencies on other projects for implementation of this project although there may be minimum disruption to the public during the works, where possible public access will be maintained but pedestrian access routes may need to be diverted.

The Parks Manager will undertake the role of Project Manager for this scheme, while the Parks Supervisor will assume the responsibility of works supervisor.

4. Project Deliverables

The project will be delivered by Ashcrofts, with an estimated timeframe of 2 months from order to completion of the project, there has already been a site assessment carried out by the contractors so they are fully aware of the project needs and any site issues to deliver the project.

5. Project Approach

Stage 1- Site appraisal and recommendations

The contractors have already carried out a site appraisal and recommended the works needed

Stage 2 – Invitation for quotes for product

Quotes already sourced from suppliers,

Estimated cost £28,000,

Stage 3- Construction work and project management

The Parks Manager will award the order to the successful supplier (Ashcrofts), the parks Department will oversee all aspects of the project on site and complete post contract administrative duties.

6. Project Plan

<u>Task</u>	<u>Time to complete</u>
Site evaluation	1 week
Process of order	1 week
Execution of works	2 months
Post project administration	1 week

7. Organisation – Roles and Responsibilities

The project manager for this project will be the Parks Manager, who will be responsible for the overall delivery of the project and ensuring the project is kept within the timeframe and budget

The day to day supervision of the contractors will be the responsibility of the Parks Supervisor.

8. Communications

The Parks Manager will review progress on the project on a daily basis with a site visit and this will be supported with communicating with the Parks Supervisor by telephone and e.mail communication.

The Parks manager will provide regular updates to the Head of Copeland Services on project progress.

Clear notices and signage will be erected on site before and during the delivery of the works.

9. Resource Requirements

The Project will be managed by the Parks Manager with support from the Parks Supervisor.

The Head of Copeland Services is the Project Sponsor

10. Project Costs

Total project costs £28,000

11. Project Quality

Risk assessments and method statements will be sought from the contractors before works commence.

All documentation relating to the project will be stored on the Council network server.

. Project Controls

An exception report will be raised if the project is predicted to cost more than £28,000 and/or take 4 weeks over the project timeframe.

At least one client/contractor meeting will take place,
Progress reports will be made as part of the monthly Capital budget monitoring
Monthly update meeting with Head of Copeland Services

13. Risk Management

Describe any known risks in terms of the risk, its probability, its potential impact and explain how each risk will be managed.

The risk of work not being completed or completed to an unacceptable standard is being mitigated by using the Council's term contractor.

Risk assessments will be provided before the work begins and alternative routes through the park out in place to ensure public safety as the work is in progress.

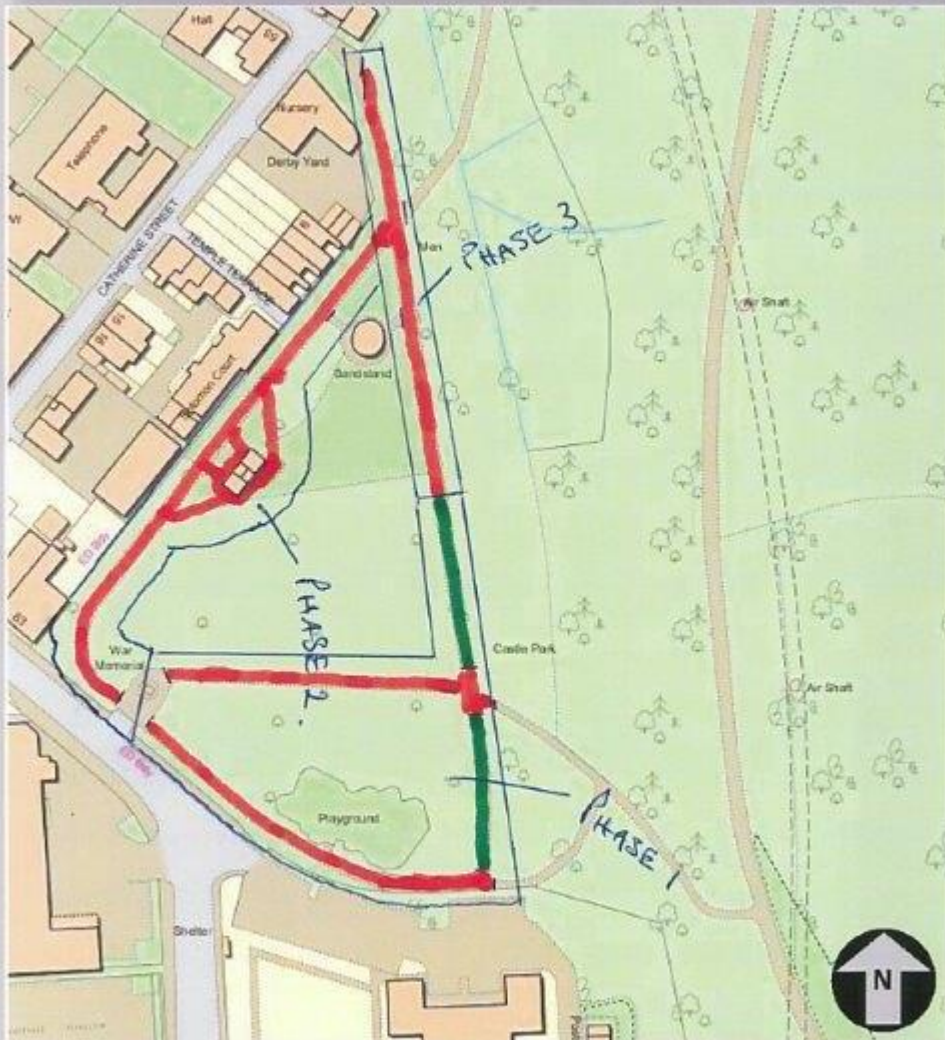
The project will be managed by the Council's Parks Manager

Map Title

Description of map

 OVERLAY

 PATCH ONLY



FOR NON-COMMERCIAL USE ONLY

Map Center (297708.56749796, 517961.57961281)

This copy has been produced specifically for council use by Copeland Borough Council. No further copies may be made. Copyright belongs to the following: (c) Crown copyright and database rights (2011) Ordnance Survey (100019619)

Scale 1:1250

Created 21.01.2015

0 10 20 30m

Copeland
borough council









Corporate Health and Safety Report

Title Safety of Footpaths

Location Castle Park Whitehaven

People J Davis (Parks Manager) S Graham (H&S Advisor)

Date 30th September 2014

Summary;

The Castle Park in Whitehaven is typical of many town centre parks and provides a green space for residents, itinerant workers and visitors to the area. Space in the park is also given over to a Play Area for children, the park is used by many vulnerable people including very young, elderly and disabled people.

As owners of the Park we Copeland Borough Council have a responsibility for the condition of those areas accessed by the public; we should ensure that people who use the facility do not suffer injury due to unsafe conditions e.g. access areas. If members of the public or visitors do suffer injury we may be vulnerable to compensation claims.

The Castle Park is a popular venue for various public events;

- Summer Carnival,
- Memorial and Remembrance services,
- Maritime Festival and numerous other events

The events take place throughout the year and during all seasons i.e. January through to December and therefore during all environmental conditions.

During an inspection of the paths and walkways of the Castle Park on the 30th September 2014 it was evident that the paths have not been replaced for some time and that there was evidence of degradation in many areas.

- The top layer of Tarmac has been eroded exposed many rough and uneven surfaces.
- The edges of the paths in some areas have become obscured due to broken tarmac and or damage to edging stones.
- There was also evidence that several areas are likely to have standing water during stormy weather due to poor drainage.

S Graham

Standing water will during very cold conditions result in the formation of ice and further degradation of the surfaces. Moss and Lichen will become very slippery and may result in slips and trips.

Conclusion;

It is imperative that the paths and walkways providing access around the park are regularly maintained and in some cases replaced; good drainage is vital to ensure that during rain storms excess water is cleared quickly.

A regular inspection and maintenance regime is also necessary to ensure standards and conditions are maintained and that faults and repairs are completed in a timely manner.

Susan Graham
Corporate H&S Advisor



Copeland Borough Council Initial Equality Impact Assessment-Valid from 1 November 2011

Directorate/Service Area	Copeland Services	Persons undertaking the assessment Person responsible for implementation of the policy/ function/ service or proposal		Assessment: J.Davis Lead Officer:J.Davis	
Name of policy/ function/ service or proposal to be assessed	Castle Park Roads Resurfacing	Date of assessment	10.12.14	New or Change to existing circumstances	Change
<p>Positive Equality Duties</p> <p>This initial EIA will also help you identify whether there are opportunities for promoting equality. Even if there are no adverse impacts, this part of the process is essential as it will ensure we meet our equality duties. These equality duties are set out in a number of pieces of legislation and are summarised below for reference:</p> <p>The need to eliminate unlawful discrimination, promote equality of opportunity and foster good relations between and for different groups based on:</p> <ul style="list-style-type: none"> • Sex • Gender reassignment (i.e. transgender individuals) • Age • Disability (mental and physical) • Sexual orientation (heterosexuality, homosexuality, etc) • Religion and belief (including no belief) • Race • Pregnancy and maternity • Marriage and Civil Partnership 					

<p>1. Briefly describe the aims, objective or purpose of the policy/service/ function or proposal being assessed. If this EIA is assessing the impact of a proposed change please describe the proposed change.</p>	<p>Resurfacing of roads within Castle Park and improve drainage, existing surface is in poor condition and breaking up causing a Health and Safety trip hazard</p>
<p>2. What are the required outcomes from this policy/service/function or proposal?</p>	<p>Reduce the risk of liability claims for trip hazards and raise the profile of the area for all users, especially improve the surface condition for wheelchair users.</p>
<p>3. Who will be affected by this policy/service/function or proposal?</p>	<p>All members of the public who use the Park as an Open greenspace within the town centre vand those who use the access to the childrens play area within the Park</p>
<p>4. How do these outcomes align with the Councils priorities? (Council Plan)</p>	<p>“To deliver efficient and effective statutory services”,the resurfacing of the roads will help ensure compliance with our legal duties to have areas accessed by the public in a reasonable condition, this will also cover the equality of having access routes in a reasonable condition especially for the disabled and the less infirm using the area.</p>
<p>5. Are there any wider impacts associated with the policy/service/function or proposal that should be considered, e.g. the proposed impact on the effectiveness of other service areas of the Council or any assistance to implement that would be required.</p>	<p>no</p>

<p>6. What factors/risks could affect the intended outcome.</p>	<p>Risk of the roads continuing to deteriorate further which would increase the risk of liability claims and make these areas more difficult to use for all members of the public</p>
<p>7. Who are the main stakeholders in relation to this policy/service/function or proposal (e.g. partners, community groups etc.)?</p>	<p>Public and event users of the Park</p>
<p>8. What quantitative data have you used for this assessment (Statistics, demographics, indicators, and partner data)? Please note that data should relate to each equality group (race, disability, etc.).</p> <p>All evidence to be kept and recorded</p>	
<p>9. What qualitative data have you used for this assessment (Consultation, complaints and comments)? Please note that data should relate to each equality group (race, disability, etc.).</p> <p>All evidence to be kept and recorded</p>	

Conclusion

Are there concerns that the policy/procedure/function or proposal could have specific negative impact on people from the following groups?

Group	Will the implementation of this policy/procedure/function or proposal have any negative impact on people from any of these equality groups?		If yes, can the policy/procedure/function or proposal be amended or altered to help mitigate the negative impact?		If yes, have you considered any alternative courses of action? Within the initial EIA, this should relate to immediate alternatives.	
	Y	N	Y	N	Y	N
Gender		N				
Gender reassignment		N				
Age		N				
Disability		N				
Sexual Orientation		N				
Religion or Belief (inc non-belief)		N				
Race		N				
Pregnancy and maternity		N				
Marriage and civil partnership		N				

If you have recorded a possible alternative course of action, please provide a short description. If you have indicated a mitigating action, please provide a short description.

Conclusion

Could the implementation of this policy/service/function or proposal disproportionately affect any particular neighbourhoods i.e. Localities/Parishes?

If yes, please describe.

No

Indicate what alternatives have been considered or mitigating actions are planned.

Will the implementation of this policy/procedure/ function or proposal have any positive impact on people from any of these equality groups?

Gender	Yes	No	Please describe
Gender reassignment		No	This project will significantly improve the surfaces for all users, but especially the less infirm and disabled using wheelchairs
Age	Yes		
Disability	Yes		
Sexual orientation		No	
Religion or Belief (inc non-belief)		No	
Race		No	
Pregnancy and maternity	Yes		
Marriage and civil partnership		No	

<p>Are you satisfied the implementation of this policy/service/function or proposal could not be challenged for unlawful discrimination or failure to meet statutory equality duties.</p>	<p>YES, reduction of budget will not discriminate against any groups or impact on ability to meet statutory equality duties</p>		
<p>Should the policy etc. proceed to a full impact assessment? (if at this stage of the process there is evidence of adverse impact on any equality groups then you must answer yes).</p>	<p>No</p>	<p>Yes</p>	<p>Date Full EIA Completed</p>
	<p>no</p>		

<p>Completing Officer (Name)</p>	<p>John Davis</p>
<p>Completing Officer (Signature)</p>	
<p>Authorising Manager (Name)</p>	
<p>Authorising Manager (Signature)</p>	

CAPITAL BUSINESS CASE SUMMARY

For Inclusion in the Capital Programme 2015/16, 2016/17 & 2017/18

Project Title: *Automatic Charger for Cremator*

1. Summary Project Background

The project involves the purchase and installation of an automatic charger for the cremator at Distington Hall Crematorium that will enable the Council to fulfil a statutory duty for the welfare of staff working at the crematorium while increasing productivity and decreasing delays.

2. Business Case & Project Objectives

Currently only one skilled employee works at the Crematorium and oversees the manual charging of coffins for Cremation. Due to Health and Safety and manual handling requirements this is a two person task therefore the officer acting as superintendent has to leave all other duties to assist the charging process for each cremation. Even with two employees charging the coffin for cremation, the risks to employee safety are significant.

As manual handling causes over a third of all workplace injuries, including work-related musculoskeletal disorders (MSDs) such as pain and injuries to arms, legs and joints, and repetitive strain injuries, removing the need for staff to carry out this manual handling task by purchasing the automatic charger lessens risk to the employee and business risk to the council.

If the automatic charger is not purchased and manual charging of the coffins continues, the associated risks will continue and the likelihood of occurrence increases, i.e. manual handling injury. These risks are only increased further as the average weight of each cremation is increasing year on year. Therefore the consequences to the health of the employees will be significantly affected. In certain circumstances, four people are needed for the charging process and staff have to be deployed from elsewhere in the service area to charge excessively heavy coffins

This project links into the objective of the Councils Plan "Deliver efficient and effective statutory service", the installation of an Automatic Charger would allow for a more efficient service.

3. Risks – Implications of not supporting this request for Capital Funding

Delays by having to rely on the Officer covering at the crematorium being available to assist the technician with manual loading of the coffins, this could negatively impact on income.

Manual handling injuries caused by manual loading of heavy coffins which could result in both short term sickness and long term musculoskeletal disorders.

Risks of manual handling injuries continues to increase as the average weight of coffins continues to increase

--

4. Key Deliverables & Project plan

The project will be delivered by Faculateive technologies, with an estimated timeframe of 3 months from order to commissioning of system. A site assessment has been carried out to ensure product recommended can be commissioned in existing space and a visit by the crematorium staff to another crematorium in Warrington that use the same system as recommended.

Reducing risk to the employees in the crematorium from burns during operating by increasing the distance employees stand from the heat (average of 900 degrees)

Increased efficiencies as only one employee will be necessary for this task

5. Organisation – Roles & Responsibilities

*John Davis –Project sponsor
Neighbourhoods Officer- Project Manager*

6. Overall Project Costs :

<u>TOTAL PROJECT COSTS</u>	£21,500
Financed by the following:	
A) <u>CAPITAL FUNDING</u> Copeland Borough Council Capital	£ 21,500)
B) <u>REVENUE FUNDING</u> FROM EXISTING BUDGET: None ONGOING REVENUE PRESSURE:	
C) <u>OTHER EXTERNAL FUNDING</u>	ACCOUNTABLE BODY – Y or N?
D) <u>REVENUE SAVINGS IDENTIFIED</u> TO BE TAKEN FROM REVENUE BUDGET – N Not applicable.....	

7. Additional Documents to support the bid

Quotations/drawings -	Yes
Equality Impact Assessment -	Yes
Health & Safety Report -	Yes
Others: <i>[Please list]</i>	

7. Please complete the attached on page 2 with comments against each of the criteria. Your comments will form the basis of the scoring matrix to determine whether the project will be either included or excluded from the Capital Programme 15/16 and beyond.

Capital Programme 2015/16, 2016/17 & 2017/18

Project Title Automatic Charger for Cremator

Criteria	Summary	Project Manager/Sponsor Comment: John Davis
Statutory requirement	We would fail to meet our statutory duties if the scheme was not approved	The council has a <i>statutory duty</i> under the provisions of Section 46 of the Public Health (Control of Disease) Act 1984 to undertake the <i>disposal of deceased</i> . <i>The Council has a duty under the Health and Safety at Work Act to ensure the safety of employees. Continually exerting a pushing force equalling or above the recommended levels and suffer injury or fatigue then we may not be able to carry out this Statutory Duty.</i>
Urgent priorities/avoidance of litigation claims	Urgency of investment required to meet legal obligations i.e. avoidance of Corporate Manslaughter and other litigation claims, Health and Safety, Disability Discrimination Act	Equipment lessens risk from injury to employees under obligations set out in the Health and Safety at work Act and the Manual Handling Regulations
Invest to save	Provision of future revenue savings/additional income from completion of project include payback period	Potential savings from reducing the likelihood of employee sickness or injury Potential savings to energy usage as the machinery will not be using Gas and Electric when idle as idle time will be minimised through the automation of the charging.
New policy framework	A project that specifically complies with the most recent policy framework and delivers a priority outcome.	The policy framework "to deliver efficient and effective statutory services" the auto charger will allow for a more efficient cremation service
Business need/Avoiding future business interruption	The project is essential to ensure the continuity of the of the service delivery and avoid future potential business interruption	The physical demands on the employees at the crematorium increase year on year and to avoid interruptions from sickness/injury or machine malfunction the equipment is essential.
Revenue implications	Delivery and completion of the project would result in a future net revenue cost (see invest to save for positive revenue implications)	Ongoing revenue implications through maintenance cost associated with the equipment will be met by existing revenue budgets.
Operational benefits	The project does not necessarily link with corporate priorities but will provide positive benefits to service delivery	Increased efficiencies as only one employee will be necessary for the task. Operations can be completed in a timely fashion and will not be dependent on other employees who may be delayed while carrying out other equally high priority tasks.
Partnership working	External partnership benefits with public, private or voluntary sector	n/a

External match funding/full external funding	Project is part funded or fully funded from externally generated resources	No external funding sourced
--	--	-----------------------------



CREMATOR AUTOMATIC CHARGER

PROJECT INITIATION DOCUMENT

ID: **Version:** **1**
Author: **John Davis**
Date: **1st December 2014**

1. Background

Currently only one skilled employee works at the crematorium each day and manually charges the coffins for cremation, as this is a two person operation the technician has to rely on the officer covering as crematorium superintendant to assist with this task ,this current practice poses a significant risk of injury which continues to increase as the average weight of each cremation has increased over recent years.

The purchase and installation of an Automatic charger would eliminate the risk associated with manual charging of the coffins and allow this to be a one person operation.

2. Business Case

The installation of an automatic charger for the cremator will fulfil the statutory duty of the council for the welfare of the staff working at the crematorium involved with the loading of the cremator and eliminate the risk of manual handling injury which exists with the current manual task.

This would also increase efficiency at the crematorium by this task then being a one person operation.

3. Project Objectives and Scope

3.1 Project Objectives

The project would remove the need for any manual charging into the cremator as the charging would be fully automated, reducing risk to employees of burns and manual handling injuries and also that only one employee would be needed for this task.

The automatic charging system would be supplied by the cremator manufacturers which would be fully compatible with the cremator and any future maintenance included within the existing cremator maintenance contract.

There is only the cremator manufacturers (Faculateive) automatic charging system that would be fully compatible with the cremator and to give the back up service for breakdown and maintenance, the estimated time from order to completion of the project will be approx. 3 months.

Once the automatic charger is installed and future maintenance will be included as part of the cremator maintenance contract.

3.2 Project Scope

The cremator automatic charger will be purchased from Faculateive so that nit is fully compatible with the cremator and any future maintenance will be included as part of the existing maintenance contract on the cremator.

There is no dependancies on other projects for implementation of this project although there may be minimum disruption to normal business as part of the installation process, however we will endeavour to minimise this by encouraging works outside of service times at the crematorium.

The Parks Manager will undertake the role of Project Manager for this scheme, while the Officer covering duties of crematorium superintendent at the time will assume the responsibility of works supervisor.

The Automatic charger will be fully integrated into the existing cremator software so that all loading operations will be fully automated.

Upon completion of the project any maintenance liability for the automatic charger will be encompassed within the existing maintenance contract for the cremator at no additional cost.

4. Project Deliverables

The project will be delivered by Faculateive technologies, with an estimated timeframe of 3 months from order to commissioning of system, there has already been a site assessment carried out to ensure product recommended can be commissioned in existing space and a visit by the crematorium staff to another crematorium in Warrington that use the same system as recommended.

5. Project Approach

Stage 1- Site appraisal and product recommendations

The suppliers have already carried out a site appraisal and recommended the product that will fit in the space available

Stage 2 –Invitation for quotes for product

Quotes already sourced from suppliers,

Faculateive Technologies £21,500,including future maintenance as part of existing cremator contract.(fully compatible with existing cremator)

LEEC £19,700 + £1500 YEAR MAINTENANCE(not fully compatible with existing cremator)

Stage 3- Construction work and project management

The Parks Manager will award the order to the successful supplier (faculatieve),the parks Department will oversee all aspects of the project on site and complete post contract administrative duties.

6. Project Plan

<u>Task</u>	<u>Time to complete</u>
Site evaluation	1 week
Process of order	1 week
Execution of works	3 months
Commisioning and training	2 weeks
Post project administration	1 week

7. Organisation – Roles and Responsibilities

The project manager for this project will be the Parks Manager, who will be responsible for the overall delivery of the project and ensuring the project is kept within the timeframe and budget

The day to day supervision of the contractors will be the responsibility of the Officer covering as crematorium superintendant at the time of works.

8. Communications

The Parks Manager will review progress on the project on a daily basis with a site visit and this will be supported with communicating with the Officer covering duties at the crematorium and by telephone and e.mail communication.

The Parks manager will provide regular updates to the Head of Copeland Services on project progress.

If there is any disruption to the services provided the Funeral Directors will be notified at least 2 weeks in advance.

9. Resource Requirements

The Project will be managed by the Parks Manager with support from the Officer covering Crematorium duties at the time.

The Head of Copeland Services is the Project Sponsor

10. Project Costs

Automatic Charger with side leaf £17,500

Installation £4,000

TOTAL £21,500 +VAT

11. Project Quality

Risk assessments and method statements will be sought from the contractors before works commence.

Crematorium technicians and staff will visit another crematorium operating this system before the final order is placed to see if there is any operational or installation issues with the supplier.

All documentation relating to the project will be stored on the Council network server.

. Project Controls

An exception report will be raised if the project is predicted to cost more than £21,500, and/or take 4 weeks over the project timeframe.

At least one client/contractor meeting will take place,

Progress reports will be made as part of the monthly Capital budget monitoring

Monthly update meeting with Head of Copeland Services

13. Risk Management

Describe any known risks in terms of the risk, its probability, its potential impact and explain how each risk will be managed.

The project aims to mitigate a number of existing risks as follows:-

Delays in the current system caused by having to rely on the Officer covering at the crematorium being available to assist the technician with manual loading of the coffins will be eliminated as this task can be carried out by the technician only

The potential for manual handling injuries caused by manual loading of heavy coffins is reduced.

The equipment is to be purchased and installed by from Facultatieve Technologies, one of the market leaders in the design, construction and maintenance of cremators and incineration equipment who supplied and now maintain existing cremation equipment.

Business continuity will be maintained as the installation will be managed around the working day.



Copeland Borough Council Initial Equality Impact Assessment-Valid from 1 November 2011

Directorate/Service Area	Copeland Services	Persons undertaking the assessment Person responsible for implementation of the policy/ function/ service or proposal		Assessment: J.Davis Lead Officer: J.Davis	
Name of policy/ function/ service or proposal to be assessed	Crem,ator automatic charger	Date of assessment	1.12.14	New or Change to existing circumstances	Change
<p>Positive Equality Duties</p> <p>This initial EIA will also help you identify whether there are opportunities for promoting equality. Even if there are no adverse impacts, this part of the process is essential as it will ensure we meet our equality duties. These equality duties are set out in a number of pieces of legislation and are summarised below for reference:</p> <p>The need to eliminate unlawful discrimination, promote equality of opportunity and foster good relations between and for different groups based on:</p> <ul style="list-style-type: none"> • Sex • Gender reassignment (i.e. transgender individuals) • Age • Disability (mental and physical) • Sexual orientation (heterosexuality, homosexuality, etc) • Religion and belief (including no belief) • Race • Pregnancy and maternity • Marriage and Civil Partnership 					

<p>1. Briefly describe the aims, objective or purpose of the policy/service/ function or proposal being assessed. If this EIA is assessing the impact of a proposed change please describe the proposed change.</p>	<p>To install automatic coffin charger for the cremator, currently this function is carried out manually</p>
<p>2. What are the required outcomes from this policy/service/function or proposal?</p>	<p>To reduce risk of manual handling injury caused by manual loading of coffins into cremator</p>
<p>3. Who will be affected by this policy/service/function or proposal?</p>	<p>Crematorium Technicians and officers covering crematorium duties</p>
<p>4. How do these outcomes align with the Councils priorities? (Council Plan)</p>	<p>This will enable the council to deliver a more efficient and effective statutory duty</p>
<p>5. Are there any wider impacts associated with the policy/service/function or proposal that should be considered, e.g. the proposed impact on the effectiveness of other service areas of the Council or any assistance to implement that would be required.</p>	<p>No</p>

<p>6. What factors/risks could affect the intended outcome.</p>	
<p>7. Who are the main stakeholders in relation to this policy/service/function or proposal (e.g. partners, community groups etc.)?</p>	<p>Employees</p>
<p>8. What quantitative data have you used for this assessment (Statistics, demographics, indicators, and partner data)? Please note that data should relate to each equality group (race, disability, etc.).</p> <p>All evidence to be kept and recorded</p>	
<p>9. What qualitative data have you used for this assessment (Consultation, complaints and comments)? Please note that data should relate to each equality group (race, disability, etc.).</p> <p>All evidence to be kept and recorded</p>	<p>Consulted with a number of other crematorium and the majority (80%) of crematoriums no longer manually load coffins</p>

Conclusion

Are there concerns that the policy/procedure/function or proposal could have specific negative impact on people from the following groups?

Group	Will the implementation of this policy/procedure/function or proposal have any negative impact on people from any of these equality groups?		If yes, can the policy/procedure/function or proposal be amended or altered to help mitigate the negative impact?		If yes, have you considered any alternative courses of action? Within the initial EIA, this should relate to immediate alternatives.	
	Y	N	Y	N	Y	N
Gender		N				
Gender reassignment		N				
Age		N				
Disability		N				
Sexual Orientation		N				
Religion or Belief (inc non-belief)		N				
Race		N				
Pregnancy and maternity		N				
Marriage and civil partnership		N				

If you have recorded a possible alternative course of action, please provide a short description. If you have indicated a mitigating action, please provide a short description.

Conclusion

Could the implementation of this policy/service/function or proposal disproportionately affect any particular neighbourhoods i.e. Localities/Parishes?

If yes, please describe.

No

Indicate what alternatives have been considered or mitigating actions are planned.

Will the implementation of this policy/procedure/ function or proposal have any positive impact on people from any of these equality groups?

Gender	Yes	No	Please describe
Gender reassignment		no	This project will enable staff of all ability, age, sexual orientation and if pregnant to carry out the operation of loading coffins into cremator without having to continually exert themselves to high degree of pushing force
Age	yes		
Disability	yes		
Sexual orientation	yes		
Religion or Belief (inc non-belief)		no	
Race		no	
Pregnancy and maternity	yes		
Marriage and civil partnership		no	

<p>Are you satisfied the implementation of this policy/service/function or proposal could not be challenged for unlawful discrimination or failure to meet statutory equality duties.</p>	<p>YES, reduction of budget will not discriminate against any groups or impact on ability to meet statutory equality duties</p>		
<p>Should the policy etc. proceed to a full impact assessment? (if at this stage of the process there is evidence of adverse impact on any equality groups then you must answer yes).</p>	<p>No</p>	<p>Yes</p>	<p>Date Full EIA Completed</p>
	<p>no</p>		

<p>Completing Officer (Name)</p>	<p>John Davis</p>
<p>Completing Officer (Signature)</p>	
<p>Authorising Manager (Name)</p>	
<p>Authorising Manager (Signature)</p>	

CAPITAL BUSINESS CASE SUMMARY

For Inclusion in the Capital Programme 2015/16, 2016/17 & 2017/18

Project Title: Upgrade of car parking pay and display.

1. Summary Project Background

The proposal is to replace and upgrade the Council's aging stock of pay and display machines, some of which date from 1996. The project also incorporates an associated back office software system to remotely manage the machines and monitor usage. Cash income from the machines is £6000-£8000 per week. Enforcement Officers currently spend around 14 hours per week collecting and counting cash and additional time and resource is required from the Cash Office and Copeland Direct to process the cash. All existing machines are coin operated only and do not offer the customers the option of making payment by credit/debit card. This project is to replace existing machines with new and to offer this facility, thus reducing the amount of cash handling and the costs associated with it.

The project will also replace the currently manual system of issuing permits or season tickets for the Sports Centre, Civic Hall, and North Shore car parks as with card payments permits can be obtained from the machines. As this can be done outside working hours this improves the Council's parking offer. Processing, recording and monitoring of this system represents a significant administrative workload

2. Business Case & Project Objectives

This capital bid embraces a number of key areas outlined in the corporate plan which clearly identifies a number of principles linked to the following

- Investment and making best use of available technology to allow automation of our existing process's to reduce red tape, delays and existing costs.
- working with partners, on this occasion our shared role with Cumbria County Council

Options

There were 3 options considered:

- ✓ **Option 1** – Do nothing
- ✓ **Option 2** – Update or replace all car parking machines but through two stages over the course of two years.
- ✓ **Option 3** – Update or replace all car parking machines as part of one operation.

The preferred option is **Option 2**, to replace car parking machines in two stages prioritising on age and income generated. It is proposed that 6 machines will be replaced in year one 2015-16, and the remaining machines in 2016-17 using the data gathered from the initial phase to support the business case.

In addition to the Council's capital funding of £15,405 in year one it is proposed that £12,000 will be contributed to the project from the Sports Centre Car park Reserve fund for three new pay and display machines at the Sports centre car park. There are only two on site currently however a third machine with a variety of payments options will offer an improved position in terms of customer service, business continuity and resilience.

It is anticipated that the choice of payment options alone will generate around £4k in additional income from existing charges from 2015/16. For 2015-16 income through pay and display and season tickets is estimated at £356k, anticipated income could be £360k which highlights an improved position of **£4,000**.

The option to pay for car parking by credit card is expected to reduce the number of cash collections from the Council from twice per week to once per week, providing an approximate contract saving of **£2,196** per year when the project is fully implemented after year two.

The project also provides an opportunity to revisit the Council's charging policy.

As the machines can be monitored and managed remotely and charges set in this way, savings of **£500** per annum for an engineer to visit each machine on site, can be saved.

The project will secure existing income through improved reliability of machines as well as providing additional income of **£4,500** in year 1 rising to an estimated **14,805** (£12,609 from within the car parks cost centre) when fully implemented.

3. Risks – Implications of not supporting this request for Capital Funding

There has been an increasing level of demand for car parking; this has been particularly evident in Whitehaven town centre.

Income in the current financial year shows an improved position on recent years, however the ability to maintain and improve this position is affected by two main risks.

- The failure of ageing machines at some of our car parks could impact on our ability to support the future service delivery in terms of its ability to generate income and the subsequent on-going maintenance of each site associated to car parks.
- The council's aim to be a more effective and efficient business would be compromised, option 3 provides a wealth of payments options that mitigate the need for direct customer contact.

4. Key Deliverables & Project plan

Installation of new machines will

- Reduce the amount of cash handling by providing customers the option to pay by credit/debit card and therefore potentially reduce the staff resource required for collection and handling.
- Provide the opportunity to accept payment for season tickets.
- Introduce a new back office system, to support a much more efficient way of administration of season tickets and improve monitoring, recording, reporting and audit systems for car parks.
- Potential to reduce (corporate) banking from twice weekly to once per week.
- Improve reliability of machines minimising lost income.
- Improve the business continuity and resilience at one Car Park identified within the project by use of earmarked reserves.
- Improve option for on-line monitoring of machines reducing down time for maintenance issues and complaints regarding ticket/payment issues.
- Provide the council with various options to provide alternative tariffs for special events such as the annual cycle race, or to increase or decrease as and when the market demands.
- Back Office system can offer staff the ability to edit tariffs, the annual fee change currently requires an engineer to visit each machine on site at a cost of approx. £1100 per year.

5. Organisation – Roles & Responsibilities

Role	Responsibility	Name (s) & Title
Senior Responsible Officer	Ensuring the project delivers its objectives and projected benefits	Ernie Davidson – Interim Waste and Enforcement Manager.
Senior Supplier	Ensuring the product supplied meets the requirements of users	Metric.
Senior User	Ensuring the product delivered meets the needs of the business and that this is managed/monitored.	Gill McAllister – Enforcement And Support Services Team Leader
User(s)	The person(s) who will use the product	The general public, enforcement officers
Project Manager	Managing the project on a day to day basis to deliver the required product	Gill McAllister

6. Overall Project Costs :

TOTAL PROJECT COSTS **£60,485**

Financed by the following:

A) CAPITAL FUNDING

Copeland Borough Council Capital 2015-16 £15,405

Copeland Borough council capital 2016-17 £33,080

B) REVENUE FUNDING

FROM EXISTING BUDGET: Item name £9,500 Cost Centre 32900 0710

ONGOING REVENUE PRESSURE: Item name £9,500 Cost Centre 32900 0710

C) OTHER EXTERNAL FUNDING

ACCOUNTABLE BODY – Y or N?

Sports Centre car park earmarked reserves £12,000 N

D) REVENUE SAVINGS IDENTIFIED

As a result of the improved range of options to the customer it is anticipated that an improved position in terms of revenue raised will be in the region of £4,000

It is also anticipated that the move towards a cashless system will provide the council with an opportunity to reduce the current cash collecting contractors frequency at the Copeland Centre from two occasions per week down to one occasion per week, this will provide the council with an estimated saving of -£2,196.

As the machines can be monitored and managed remotely and charges set in this way, savings of £1,100 per annum for an engineer to visit each machine on site, can be saved.

Improved revenue -£4,000 (£5,500 from year 2)
 Reduced cash handling by contractor -£2,196 (Customer Services) (from year 2)
 Change of tariff saving -£500 (£1,100 from year 2)

Total saving of -£7,296 in year 1

TO BE TAKEN FROM REVENUE BUDGET – Y (£5,100 can be taken from the car parks budget from 2015-16)

Cost to replace Pay & Display machines.				
Location	Current model	Required change	Cost of machine with chip & pin plus proximity readers	Notes
Phase 1				
Schoolhouse Lane 1	Cale	Replace	£4135	
Senhouse street 2	Cale	Replace	£4135	
St Bees Foreshore 2	Cale	Replace	£4135	
Back office software package			£3,000	
Sub Total			£15,405	CBC Capital bid
Sports Centre 1	Aura Elite	Replace	£4135	
Sports centre 2	Aura Elite	Replace	£4135	
Sports centre 3 (new)	?	Replace	£4135	
Sub Total			£12,405	To be funded from Sports Centre car park reserves.
Phase 1 Total			£27,810	
Phase 2				
Copeland Centre 1	Accent	Replace	£4135	
Copeland Centre 2	Accent	Replace	£4135	
Schoolhouse lane 2	Aura	Replace	£4135	
Senhouse Street 1	Aura	Replace	£4135	
Beacon	Accent	Replace	£4135	
North shore	Accent	Replace	£4135	
St Bees Foreshore 1	Autoslot	Replace	£4135	
Beck Green	Autoslot	Replace	£4135	
Phase 2 Total			£33080	
Total capital			£60,890	

Quotations/drawings -	N, new machines will be located at existing points.
Equality Impact Assessment -	N, no E+D implications.
Health & Safety Report -	N, no H+S implications arise from this proposal.
Others: <i>[Please list]</i>	

7. Please complete the attached on page 2 with comments against each of the criteria. Your comments will form the basis of the scoring matrix to determine whether the project will be either included or excluded from the Capital Programme 15/16 and beyond.

Capital Programme 2015/16, 2016/17 & 2017/18

Project Title: Upgrade of car parking pay and display.

Criteria	Summary	Project Manager/Sponsor Comment:
Statutory requirement	We would fail to meet our statutory duties if the scheme was not approved	Car parking is a non-statutory service.
Urgent priorities/avoidance of litigation claims	Urgency of investment required to meet legal obligations i.e. avoidance of Corporate Manslaughter and other litigation claims, Health and Safety, Disability Discrimination Act	N/A
Invest to save	Provision of future revenue savings/additional income from completion of project include payback period	Reduces staff resources currently being employed to carry out cash collection, reconciliation and issue of season tickets for off-street parking. Reduced cash volume may result in reduced collection contract for the Council Offering card payments may increase income or at least avoid people parking elsewhere when they don't have the appropriate change.
New policy framework	A project that specifically complies with the most recent policy framework and delivers a priority outcome.	Copeland Borough Council have set out in its customer services strategy agreed in 2012 and the 2013-15 corporate plan identifies the commitment to channel shift and cashless so the ability for customers to pay by credit card progresses our customer engagement as required and reduces the need for cash.
Business need/Avoiding future business interruption	The project is essential to ensure the continuity of the of the service delivery and avoid future potential business interruption	With external factors such as the opening of Albion Square and more robust management of supermarket car parks in Whitehaven there is an increased focus on off-street parking. This project will enhance the Council's offer ensuring income opportunities are maximised.
Revenue implications	Delivery and completion of the project would result in a future net revenue cost (see invest to save for positive revenue implications)	Back Office support is currently unavailable, purchase would result in improved monitoring, reporting and auditing of car park income. Annual tariff editing could be carried out by support staff, thus removing cost of engineer.
Operational benefits	The project links with corporate priorities and will provide positive benefits to service delivery	The provision of alternative payment methods will reduce the time spent by staff on cash processing. Health and safety improvement as manual handling risks are reduced.
Partnership working	External partnership benefits with public, private or voluntary sector	Various external partnership benefits will apply linked to ability to provide special tickets for events, times and strong links to key office blocks in town needing car parks able to take credit cards , new machines will generally provide a more modern approach
External match funding/full external funding	Project is part funded or fully funded from externally generated resources	It is intended to use £12,000 of the Sports Centre car park earmarked reserve to replace or upgrade the machines in the Sports Centre car park which is owned by CCC but managed by CBC and where the surplus is shared, thereby reducing the overall capital requirement.

CAPITAL BUSINESS CASE SUMMARY

For Inclusion in the Capital Programme 2015/16, 2016/17 & 2017/18

Project Title: Working Differently – Accommodation Strategy

1. Summary Project Background

As part of the annual budget setting process for the 2014/15 Revenue Budget and Capital Plan, full Council agreed a savings target of £500,000 to be achieved through a review of the Council's office accommodation. The agreed proposals stated this review had the potential to deliver revenue savings and additional income opportunities in the region of £500,000.

At its meeting on 27 May 2014, the Executive approved a number of recommendations to progress the Council's Working Differently – Accommodation Strategy. On 25 November 2014, the Executive agreed a number of authorisations and decisions to take the programme forward. This is in line with the previously agreed Medium Term Financial Strategy and 2015/16 budget proposals, which state this programme has potential revenue savings / additional income opportunities in the region of £500,000. In order to ensure the revenue savings target can be achieved, it is important that capital investment is available to progress the physical changes that are required.

2. Business Case & Project Objectives

The Working Differently Programme has identified a number of opportunities for the Council to improve the way it operates by doing things differently, and whilst they relate to different aspects of how the Council operates, these all come together to offer a package of changes that can bring sustainable financial savings, improvements in operational efficiency and customer service benefits.

By vacating unused and un-needed office space the Council can operate more efficiently, reduce property costs and secure income from third parties to set against its costs. New ways of working can be introduced to complement new working environments which will enable services to be delivered in more efficient ways and allow customers to take advantage of new delivery channels.

The Programme is linked to the Council's Priority 1, delivering efficient and effective statutory services, and will make significant financial savings for the Council as well providing operational improvements.

It is projected that the timely delivery of the Programme could secure savings of £500,000 in the 2015/2016 financial year.

3. Risks – Implications of not supporting this request for Capital Funding

If the Programme is not implemented the window of opportunity to achieve the projected savings will be lost and the Council may be obliged to continue to operate in a manner that is less than optimally efficient. Alternative means will need to be identified to achieve the target savings.

4. Key Deliverables & Project plan

A projected financial saving of £500,000 in the 2015/2016 financial year.

The Programme anticipates that the major internal moves for the Council will occur between April and August/September 2015, with subsequent third party moves occurring in the following months.

5. Organisation – Roles & Responsibilities

Senior Responsible Officer is Paul Walker, Chief Executive.

Project Sponsor (day to day) is Fiona Rooney, Interim Director of Resources and Strategic Commissioning.

Project Management is provided with a mix of in house and external support.

6. Overall Project Costs :

TOTAL PROJECT COSTS

£ 1,660k Financed by the following:

A) CAPITAL FUNDING

Copeland Borough Council Capital	£ 482k	(this bid)
CBC Capital – Accom Strategy	£ 400k	(previous Bid already approved)
CBC Capital – Customer Service Strategy	£ 142k	(previous Bid already approved)
CBC Capital – ICT Budget	£ 186k	(previous Bid already approved)

B) REVENUE FUNDING

FROM EXISTING BUDGET: £ 200k Accommodation Strategy Reserve

ONGOING REVENUE PRESSURE:

C) OTHER EXTERNAL FUNDING

PFI Replacement	£ 250k	ACCOUNTABLE BODY – Y or N? N
-----------------	--------	--

D) REVENUE SAVINGS IDENTIFIED

£500,000 estimated potential savings/additional revenue in 2015/16

TO BE TAKEN FROM REVENUE BUDGET – Y or N? If N - REASON?

This Table is an extract from the Part II Executive Report on 25 November 2014. This part of the report no longer needs to be exempt. The figures are indicative and may move between the buildings dependent on final proposals for location of staff:

Buildings	2014/15 & 2015/16	
	£'000s	
Copeland Centre	950	
Moresby Parks	100	
Market Hall	410	
Programme Costs	100	
Contingency	100	
Total Capital Expenditure	1,660	
Funded by:		
- Existing Capital Plan 2014/15 Accommodation Strategy	400	a
- Existing Capital Plan 2014/15 Customer Access	142	b
- Existing Capital Plan 2014/15 ICT Strategy and Agile Working (original budget but some spent)	186	c
- 2014/15 Accommodation Strategy Reserve – Revenue Funding	200	d
- PFI Replacement – Furniture, Fittings & Equipment – External Funding	250	e
- Use of existing capital receipts – Capital Programme 2015/16 & beyond	482	f
Total Funding	1,660	

The 2014/15 budget already has approval for £728,000 (see a + b + c) so this bid is requesting approval for the balance of £482,000 from Capital receipts (see f above) – funded by the Useable Capital Receipts Reserve, £200k from Accommodation Strategy Revenue Funding (d above) which was approved by Exec 8th January 2015 and £250k from PFI Replacement External Funding (e above).

Until the timetable for delivery is finalised and some negotiations are concluded, the exact timing of some spend is unknown. The plans are based on a realistic timescale that maximises spend in 2014/15 in line with current approvals from full Council as part of the 2014/15 budget setting process.

Internal borrowing may be considered if there are insufficient capital receipts received to support this capital project and only after all other grant options have been fully explored. This would not be new borrowing, but draws on the existing resources that are already funded as part of the Treasury Management Strategy and 2014/15 revenue budget.

7. Additional Documents to support the bid

Quotations/drawings -	N
Equality Impact Assessment -	Y
Health & Safety Report -	N
Others:	

7. Please complete the attached on page 2 with comments against each of the criteria. Your comments will form the basis of the scoring matrix to determine whether the project will be either included or excluded from the Capital Programme 15/16 and beyond.

Capital Programme 2015/16, 2016/17 & 2017/18

Project Title: Working Differently – Accommodation Strategy

Criteria	Summary	Project Manager/Sponsor Comment:
Statutory requirement	We would fail to meet our statutory duties if the scheme was not approved	Requirement to achieve balanced budget for 2015/16.
Urgent priorities/avoidance of litigation claims	Urgency of investment required to meet legal obligations i.e. avoidance of Corporate Manslaughter and other litigation claims, Health and Safety, Disability Discrimination Act	Requirement to achieve £500,000 sustainable savings. Capital investment part of need to enable savings to be made.
Invest to save	Provision of future revenue savings/additional income from completion of project include payback period	As above.
New policy framework	A project that specifically complies with the most recent policy framework and delivers a priority outcome.	Government policy on floor space for office based
Business need/Avoiding future business interruption	The project is essential to ensure the continuity of the of the service delivery and avoid future potential business interruption	Customer focussed solution to deliver against corporate plan priorities.
Revenue implications	Delivery and completion of the project would result in a future net revenue cost (see invest to save for positive revenue implications)	£500,000 sustainable revenue saving
Operational benefits	The project does not necessarily link with corporate priorities but will provide positive benefits to service delivery	Significantly reduced property use/costs; Secured significant contributions to property costs; Improved staff efficiency; Implemented new and more appropriate employment practices and processes; and Reviewed and improved service delivery arrangements.
Partnership working	External partnership benefits with public, private or voluntary sector	Working with private sector partners and voluntary / community sector to occupy Council buildings to maximum potential.
External match funding/full external funding	Project is part funded or fully funded from externally generated resources	£250,000 from PFI Contract built in to replace furniture. Grant opportunities will be explored to minimise the use of the existing borrowing.



WORKING DIFFERENTLY PROGRAMME

PROJECT INITIATION DOCUMENT

Version: Final
Author: Fiona Rooney
Date: November 2014

1. Background

At its meeting on 27 May 2014, the Executive approved a number of recommendations to progress the Council's Working Differently – Accommodation Strategy. This forms part of the wider Delivering Differently Programme. Under this initiative the Council is reviewing the way in which it works, how it uses its resources and how it delivers services to residents.

This work sought to identify opportunities for the Council to make the best and most economic use of its assets and resources, and to deliver services to residents in an efficient and effective manner, and at the highest levels of quality.

The Working Differently review has identified a number of opportunities, and whilst they relate to different aspects of how the Council operates, these all come together to offer a package of changes that can bring financial savings, improvements in operating efficiency and customer service benefits.

These separate initiatives each require their own programmes of development and implementation and will be the subject of specific governance arrangements, however given the significant level of interaction and interdependencies between them, these initiatives must be coordinated and brought together under an overarching governance and delivery programme.

This Programme represents that programme of overall coordination and delivery.

The Workstreams that form part of the Programme are:

- (i) Property and Enabling Works
- (ii) Agile Working
- (iii) PFI Review and Property Income Generation
- (iv) Archive Rationalisation and Document Management
- (v) Customer Services Strategy

Each Workstream will be the subject of its own Project Initiation Document and associated governance materials.

2. Business Case

The Programme will deliver financial savings and operational efficiencies that will contribute to the Councils' Priority 1 of delivering efficient and effective statutory services, and offer improvements in engagement with residents and in the ability of the Council to extend, adapt or improve the delivery of its services in the future to meet changes in demand.

This will be achieved by making better and more efficient use of the Councils property assets, by rationalising direct use, reducing costs and generating income, and improving and delivering efficiencies to working practices and service delivery channels.

The initial projections are that a full and successful implementation of the Programme is capable of delivering savings to the Council of £500,000 in the 2015-2016 financial year. There are also potential operational efficiencies and changes that can deliver soft benefits to the Council and to residents.

Elements of the Project will continue the Council's policy of working in cooperation and partnership with other key local stakeholders for the benefit of Copeland.

The Workstreams have been identified as those packages of activity that are critical to the delivery of the overall efficiency targets for the Programme, and the specific contributions that each Workstream can make to these objectives are identified in their respective Workstream Documents. In some cases these are programmes that are already in existence which will be affected by, or can make a contribution to, the overall aims of the Programme.

Some Workstreams are necessary to enable others, and others are a consequence of activity being undertaken elsewhere. It is considered that in some cases the potential for benefits may not be fully exploited as a direct consequence of the implementation of the Programme, and in this case the relevant Workstreams can and should have a life beyond the immediate objectives of this Programme and should continue independently as appropriate.

Equality Impact Assessments will be undertaken as relevant to each Workstream.

3. Objectives and Scope

3.1 Objectives

The Programme must result in a rationalisation of the property usage by the Council and its services with no adverse impact on the standards of service delivery. This should enable income to be generated which can be applied to the Council's savings/income targets, and will require more flexible ways of working and service delivery to be enabled and adopted. These changes in turn bring with them a need for these changes to be supported and managed and these support processes will represent an important contributing factor to the ultimate success of the Project.

The proposals for relocation and income generation have specific timetables associated with them which must be achieved to enable anticipated income targets to be achieved. Time slippage will defer any benefits being secured. Specific time considerations are identified in the Workstream Documentation.

Once the Programme is complete the Council will have:

- Significantly reduced its property use/costs;
- Secured significant contributions to its property costs;
- Improved its staff efficiency;
- Implemented new and more appropriate employment practices and processes; and
- Reviewed and improved its service delivery arrangements.

3.2 Scope

The Workstreams will identify any interdependencies and limitations applicable to them for the purposes of this Programme.

The Programme requires resources both from within the Council and externally to support its delivery. The resource requirements for each Workstream are identified in the Workstream Documentation.

4. Deliverables

The key objective of the Programme is the achievement of financial savings/income of not less than £500,000 for the financial year ending 31 March 2016. The contribution made by each Workstream to facilitating this objective is set out in the Workstream Documentation.

5. Approach

The Programme will be overseen by a central Programme Group which will ensure consistency of approach and coordination of progress and efforts between the Workstreams.

Each Workstream will be managed within this structure and an accountable Workstream Lead will report to the Programme Group on a regular basis.

6. Programme Plan

The initial investigation, evaluations and enquiries necessary to inform the strategy of the Programme have been concluded and these led to the formulation of this Project and the Workstreams.

There are a number of external influences that may impact upon the timing of different elements of the Programme, subject to any delays arising beyond our control, the current expectation is that the substantive Copeland Staff and Members moves will be concluded in Summer 2015, with income generating moves occurring in the following months.

The overall Programme has indicative milestones as follows:

Stage 1:	Consultation	August-November 2014
Stage 2:	Planning and Development	December 2014-January 2015
Stage 3:	Implementation	August/September 2015

7. Organisation – Roles and Responsibilities

The Senior Responsible Officer for the Programme is Paul Walker, Chief Executive.

The Project Team will support the delivery of the Project and will consist of:

Fiona Rooney	Interim Director of Resources and Strategic Commissioning
Martyn Morton	Property Programmes Manager
Martin Stroud	MIS Manager
Catherine McNicholas	Delivering Differently Programme Manager
Susan Blair	Performance and Transformation Officer

The Workstreams will each carry their own governance arrangements as detailed in the Workstream Documentation and will be allocated to Senior Responsible Officers as follows:

Workstream	Project Managers
Property and Enabling Works	Martyn Morton

Agile Working	Martin Stroud/Catherine McNicholas
PFI Review and Property Income Generation	Fiona Rooney
Archive rationalisation and Document Management	Susan Blair
Customer Services Strategy	Julie Betteridge

8. Communications

Given the nature of the Programme there are some significant internal and external sensitivities that must be addressed.

Consultation has already been undertaken in relation to some elements of the Programme.

It is essential that decisions and steps taken within the Programme are properly and appropriately communicated within the Council, to members, staff and to the community.

The Programme Team will be responsible for managing and authorising the communication of all matters relating to the Programme both internally and externally, and will be responsible for the coordination of any communications with members, external parties and with staff. This will ensure that any communication is made on a basis that is accurate, timely and in context, and properly takes account of any areas of sensitivity.

9. Resource Requirements

It is anticipated that Workstream Managers will be required to allocate at least 2-3 days per week to the management of the Workstream programmes. There will in addition to this be a requirement in some instances for 'hands on' involvement of varying degrees but given the pressing timescales and volume of activity required in some areas a further 1 day per week should be allowed for. Specific capacity requirements and pressures are set out in the Workstream Documentation.

External support has been secured for the Council to support the scoping and design of the project and the Workstreams, and where practicable this will be applied to making the best use of Council officers' time and external specialisms and establishing a mix of internal and external resource that delivers best value.

10. Project Costs

Total Programme costs of £1.66m were approved for inclusion in the 2015/2016 Capital Programme. This figure included an amount of £728,000 that had been previously approved from the 2014/2015 Capital Programme for elements within the Working Differently Programme.

The figures below are indicative and may move between the buildings dependent on final proposals for location of staff:

Buildings 2014/15 & 2015/16	£'000s
Copeland Centre	950
Moresby Parks	100

Market Hall	410
Programme Costs	100
Contingency	100
Total Capital Expenditure	1,660

Funded by:

* Existing Capital Plan 2014/15

Accommodation Strategy	400 (a)
------------------------	---------

* Existing Capital Plan 2014/15

Customer Access	142 (b)
-----------------	---------

* Existing Capital Plan 2014/15

ICT Strategy and Agile Working

(original budget but some spent)	186 (c)
----------------------------------	---------

* 2014/15 Accommodation Strategy

Reserve – Revenue Funding	200
---------------------------	-----

* PFI Replacement – Furniture, Fittings

& Equipment – External Funding	250
--------------------------------	-----

* Use of existing capital receipts –

Capital Programme 2015/16 & beyond	482 (d)
------------------------------------	---------

Total Funding	1,660
----------------------	--------------

Until the timetable for delivery is finalised and some negotiations are concluded, the exact timing of some spend is unknown. The plans are based on a realistic timescale that maximises spend in 2014/15 in line with current approvals from full Council as part of the 2014/15 budget setting process.

The 2014/15 budget already has approval for £728,000 (see a + b + c).

Capital funding for the balance of £482,000 (d) is subject to approval of the 2015/2018 Capital Programme.

11. Project Quality

The Workstream programmes will operate within their own governance structures and the Programme Board will coordinate oversee and supervise activities within the Workstreams. The Programme Board will report on overall progress to the Delivering Differently Board on a monthly basis.

12. Project Controls

Monthly Programme Highlight Reports will be provided to the Business Theme Board.

13. Risk Management

An overall risk register for the Programme will be developed and maintained throughout the life of the Programme and the Workstream activities.

Copeland Borough Council Initial Equality Impact Assessment-Valid from 1 November 2011

Directorate/Service Area	Chief Executive's Office	Persons undertaking the assessment Person responsible for implementation of the policy/ function/ service or proposal		Assessment: Catherine McNicholas Lead Officer: Fiona Rooney	
Name of policy/ function/ service or proposal to be assessed	Working Differently Programme	Date of assessment	November 2014	New or Change to existing circumstances	Change
<p>Positive Equality Duties</p> <p>This initial EIA will also help you identify whether there are opportunities for promoting equality. Even if there are no adverse impacts, this part of the process is essential as it will ensure we meet our equality duties. These equality duties are set out in a number of pieces of legislation and are summarised below for reference:</p> <p>The need to eliminate unlawful discrimination, promote equality of opportunity and foster good relations between and for different groups based on:</p> <ul style="list-style-type: none"> • Gender • Gender reassignment (i.e. transgender individuals) • Age • Disability (mental and physical) • Sexual orientation (heterosexuality, homosexuality, etc) • Religion and belief (including no belief) • Race • Pregnancy and maternity • Marriage and Civil Partnerships <p>• There is a further protected characteristic of marriage and civil partnerships where the duty is to eliminate unlawful discrimination.</p>					

<p>1. Briefly describe the aims, objective or purpose of the policy/service/ function or proposal being assessed. If this EIA is assessing the impact of a proposed change please describe the proposed change.</p>	<p>The Working Differently Programme is intended to identify and implement ways for the Council to improve the efficiency of its property utilisation, the operating procedures and working practices of its staff and the delivery channels used in providing services to residents.</p> <p>The programme is made up of a number of different initiatives each of which will be considered in this assessment and in individual programme specific EIAs.</p>
<p>2. What are the required outcomes from this policy/service/function or proposal?</p>	<p>Once the Project is complete the Council will have:</p> <ul style="list-style-type: none"> significantly reduced its property use/costs; secured significant contributions to its property costs; improved its staff efficiency; implemented new and more appropriate employment practices and processes; and reviewed and improved its service delivery arrangements.
<p>3. Who will be affected by this policy/service/function or proposal?</p>	<p>The proposed changes will affect staff, members, members of the public and residents in receipt of Council services. It may also have impact on the activities of local stakeholders such as Copeland Homes, Whitehaven Community Trust, and Sellafield Limited and Council partners in the region.</p>
<p>4. How do these outcomes align with the Councils priorities? (Council Plan)</p>	<p>The outcomes align with Priority 1 from the 2013-2015 Council Plan, the delivery of efficient and effective statutory services, and will contribute to the Council's financial targets for the 2015-2016 financial year.</p>
<p>5. Are there any wider impacts associated with the policy/service/function or proposal that should be considered, e.g. the proposed impact on the effectiveness</p>	<p>There are risks of impact on business and service delivery continuity as a result of some of the changes proposed. These are identifiable and will be managed and any impact mitigated through the delivery of the programme.</p>

<p>of other service areas of the Council or any assistance to implement that would be required.</p>	
---	--

<p>6. What factors/risks could affect the intended outcome.</p>	<p>There are risks of impact on business and service delivery continuity as a result of some of the changes proposed. These are identifiable and will be managed and any impact mitigated through the delivery of the programme.</p>
<p>7. Who are the main stakeholders in relation to this policy/service/function or proposal (e.g. partners, community groups etc.)?</p>	<p>The proposed changes will affect staff, members, members of the public and residents in receipt of Council services. It may also have impact on the activities of local stakeholders such as Copeland Homes, Whitehaven Community Trust, and Sellafield Limited and Council partners in the region.</p>
<p>8. What quantitative data have you used for this assessment (Statistics, demographics, indicators, and partner data)? Please note that data should relate to each equality group (race, disability, etc.).</p> <p>All evidence to be kept and recorded</p>	
<p>9. What qualitative data have you used for this assessment (Consultation, complaints</p>	<p>Consultation has taken place and is continuing with members and staff. The ongoing review of the Council's customer service strategy will further inform the programme as it evolves. It is proposed</p>

and comments)? Please note that data should relate to each equality group (race, disability, etc.).

All evidence to be kept and recorded

that formal engagement with the [Council's Equality Partners including Copeland](#) Disability Forum is undertaken to consider aspects of the proposal that could impact on [staff](#), residents [and or visitors to the premises](#) with disabilities in particular in relation to access to the Market Hall and in relation to the proposed arrangements for access to the first floor.

Conclusion

Are there concerns that the policy/procedure/function or proposal could have specific negative impact on people from the following groups?

Group	Will the implementation of this policy/procedure/function or proposal have any negative impact on people from any of these equality groups?		If yes, can the policy/procedure/function or proposal be amended or altered to help mitigate the negative impact?		If yes, have you considered any alternative courses of action? Within the initial EIA, this should relate to immediate alternatives.	
	Y	N	Y	N	Y	N
Gender		x				
Gender reassignment		x				
Age		x				
Disability	x		x			
Sexual Orientation		x				
Religion or Belief (inc non-belief)		x				
Race		x				

Pregnancy and maternity		x				
Marriage and civil partnership		x				

<p>If you have recorded a possible alternative course of action, please provide a short description. If you have indicated a mitigating action, please provide a short description.</p>	<p>There may be an as yet unknown issue relating to the ability of disabled residents to park near to the point of service delivery for some Council services. It is intended that any plans for relocation include the provision of suitable parking arrangements and that these will address any impact of this nature on this group.</p> <p>Access for persons with a disability to the first floor of the Market Hall (which is proposed should be required by Council employees only) is currently facilitated by a seated stair lift from the entrance presently used by Whitehaven Community Trust. It is proposed that in the immediate solution to ensure disabled access is to upgrade the existing stair lift facility to allow use by wheelchair users. It is also possible that works necessary to enable a post-move installation of a full lift should be undertaken so that if it were concluded that a different form of access were required this could be installed without undue disruption or delay. This proposal will be specifically consulted upon.</p> <p><u>Ground floor You may want to consider parents access to Market Hall for wheelchair users, parents with pushchairs and visitors with ambulant difficulties will be addressed through the provision of appropriate ramping and hand rails as necessary and appropriate. -with pushchairs re access to customer main buildings etc.</u></p>
<p>Conclusion</p> <p>Could the implementation of this policy/service/function or proposal disproportionately affect any particular neighbourhoods i.e. Localities/Parishes?</p>	
<p>If yes, please describe.</p> <p>Indicate what alternatives have been considered or mitigating actions are</p>	<p><u>No Have you considered the rural nature of Copeland and how the changes to access to services will affect those communities.</u></p> <p><u>Where there is increased demand on the public to access services on line, have you consider the older population and the number of older people who don't have access and or skills to use technology etc? &</u></p>

Formatted: Space After: 0 pt, Line spacing: single

planned.	<p>How does the council intend to minimise the impact. There is a potential cost implication for all vulnerable people who are on low incomes, who are in the future expected to access services using different technology. Assumptions should not be made that all groups have access to technology.Increases in the level of on-line or other remote access to services may be a facility that older residents or those who may be unfamiliar with, or who may be unable to access services through these means, are less able to take advantage of. This will not affect the ability of residents who currently access services by other means and who wish to continue to do so. It is not the intention of the Council to use increased online access to its services as a means of reducing or restricting customer access to those services, but as a means of improving ease of access for those who choose to use a different route. The Council will develop appropriate information distribution for residents who may wish to consider accessing services in a different way, but will not discontinue any services currently provided by direct means whilst there remains a need or demand for those services by any residents. Any facilities provided by the Council within its buildings that allow customers to access Council services online will be capable of access by persons with different access needs so far as technology permits, and with customer support where necessary.</p>
----------	--

Will the implementation of this policy/procedure/ function or proposal have any positive impact on people from any of these equality groups?

Gender	Yes	No	Please describe
Gender reassignment			The Council's ambition is to enable access to a range of its customer services through new delivery channels that will reduce the need for residents to visit Council premises. These changes should make access to services easier for those residents who may currently have more difficulty in attending Council offices.
Age	x		
Disability	x		
Sexual orientation			
Religion or Belief (inc non-belief)			
Race			
Pregnancy and maternity			
Marriage and civil partnership			

<p>Are you satisfied the implementation of this policy/service/function or proposal could not be challenged for unlawful discrimination or failure to meet statutory equality duties.</p>	<p>YES, reduction of budget will not discriminate against any groups or impact on ability to meet statutory equality duties. Need to consider rurality and ageing population in this eia-</p>		
<p>Should the policy etc. proceed to a full impact assessment? (if at this stage of the process there is evidence of adverse impact on any equality groups then you must answer yes).</p>	<p>No</p>	<p>Yes</p>	<p>Date Full EIA Completed</p>
		<p>x</p>	

<p>Completing Officer (Name)</p>	
<p>Completing Officer (Signature)</p>	
<p>Authorising Manager (Name)</p>	
<p>Authorising Manager (Signature)</p>	