

# Public Document Pack

**Date of meeting** Thursday, 27 June 2013  
**Time** 6.00 pm  
**Venue** Committee Room 2, Civic Offices, Merrial Street,  
Newcastle-under-Lyme, Staffordshire, ST5 2AG  
**Contact** Nick Lamper  
01782 742227

## **Revenue Investment and Budget Support Cabinet Panel**

### **AGENDA**

#### **PART 1 – OPEN AGENDA**

- 1 Apologies**
- 2 Declarations of Interest**
- 3 TERMS OF REFERENCE**

At its meeting on 27 February 2013, the council established a Revenue Investment Fund of £100,000 as part of the overall budget proposals. Depending upon the council's future budget position, further contributions to the fund may be made in the following years.

The council also approved the use of the Budget Support Fund to initially finance "Invest to Save" projects. It was agreed that viable proposals could be financed from the Budget Support Fund with the fund being "repaid" out of the revenue budget as resulting savings arose. Once the fund had been repaid the full amount it had originally financed in respect of a particular proposal, the savings would be retained within the revenue budget, thereby providing an ongoing benefit.

Recognising the need to establish a responsive, efficient and accountable mechanism for considering proposals for funding from the Revenue Investment Fund and Budget Support Fund, the Cabinet favoured an inclusive approach with the establishment of a cross-party Cabinet panel.

At its meeting on 6 March, therefore, the Cabinet established this panel to make recommendations to it in respect of the Revenue Investment Fund and the Budget Support Fund. The panel consists of seven members with places being allocated in accordance with the political proportionality of the council (4 Labour, 2 Conservative, 1 Liberal Democrat), and is chaired by the Cabinet member for Finance and Resources. The Conservative Group has not made nominations to its places on the panel.

- 4 Revenue Investment Fund (Pages 1 - 14)**
- 5 Invest to Save (Pages 15 - 32)**

**Members:** Councillors Stubbs (Chair), Eastwood, Jones, Waring and Mrs Winfield

**Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.**

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

## **REVENUE INVESTMENT FUND**

**Submitted by:** Executive Director (Resources and Support Services)

**Portfolio:** Finance and Resources

**Wards Affected:** All

### **Purpose of the Report**

To make a recommendation to Cabinet in respect of expenditure to be financed by the Revenue Investment Fund and to select projects from the initial bids for detailed business cases to be built up.

### **Recommendations**

- 1. That the Panel recommend to the Cabinet the funding of an External Funding Officer from the Revenue Investment Fund.**
- 2. That the Panel select the bids they wish to take forward for further evaluation.**

### **Reasons**

The Council has established a Revenue Investment Fund and the mechanism for approving expenditure is via recommendations made by the Cabinet Panel to the Cabinet.

### **1. Background**

- 1.1 In setting its budget for 2013/14, the Council at its meeting on 27 February 2013 approved the establishment of a Revenue Investment Fund as a resource to fund activities which support the Council's key policy priorities. A sum of £100,000 was included in the budget as an initial contribution to set up the fund. Depending upon the Council's future budget position, further contributions to the fund may be made in the following years.
- 1.2 At their meeting on 6 March 2013, the Cabinet agreed to set up a Revenue Investment and Budget Support Cabinet Panel as a responsive, efficient and accountable mechanism for considering proposals for funding from the Revenue Investment Fund. The full resolutions approved by the Cabinet were:
  - i.) That a Revenue Investment and Budget Support Cabinet Panel be established with a membership of seven appointed on the basis of political proportionality (Labour 4; Conservative 2; Liberal Democrat 1);*
  - ii.) That the portfolio holder for Finance and Budget Management be appointed to chair the panel;*
  - iii.) That the group leaders be requested to make nominations for membership of the panel from their respective groups in accordance with (1) above; and*
  - iv.) That the Panel make recommendations to Cabinet in respect of proposed expenditure.*
- 1.3 The Leader of the Conservative Group has subsequently decided not to make nominations for membership of the panel.

## 2. Details of Bids

- 2.1 Bids were requested from Heads of Service for funding from the Revenue Investment Fund. A total of 10 bids have been received. These are detailed in the attached Appendix and are summarised in the table below:

<b>Bid No.</b>	<b>Title of Bid</b>	<b>Amount Requested (£)</b>
1	Continuation of Safer and Stronger Communities Work following reductions in funding	35,000
2	External Funding Officer	20,000
3	Supporting Business Start Up	40,000
4	Public Health Promotion Officer	30,000
5	Mobile Working System for Inspections (Environmental Health)	33,550
6	Electronic Document and Records Management System	40,000
7	Mobile Working System for Inspections (Streetscene) / Vehicle Monitoring System	8,000 / 28,000
8	Sport Drop in Sessions	14,020
9	British Cycling Sky Ride	7,000
10	Footpath Moreton Parade, May Bank	14,000-17,000

## 3. Proposals

- 3.1 An initial review of the bids has been undertaken by the Budget Review Panel (BRP). The BRP consists of the Council Leader, portfolio holder for Finance and Resources, Chief Executive, Executive Director (Resources and Support Services), Head of Finance, Head of Business Improvements and Partnerships and the Head of Communications. They are fully supportive of the bid for an External Funding Officer (reference number 2) and would advise the Panel to recommend to the Cabinet funding for this initiative.
- 3.2 In respect of the other bids, the Panel are requested to select those they would like further detailed information on. This could either be via a presentation by the relevant Head of Service or via a more detailed business case being submitted.

## 4. Outcomes Linked to Sustainable Community Strategy and Corporate Priorities

- 4.1 The funding of key policy priorities will contribute to all the council's priorities as set out in the Council Plan;
- A clean, safe and sustainable Borough.
  - A Borough of opportunity.
  - A healthy and active community.
  - Becoming a co-operative council which delivers high quality, community-

driven services.

5. **Legal and Statutory Implications**

- 5.1 The Local Government Act 2000 and the Constitution empowers the Executive to make these arrangements.

6. **Equality Impact Assessment**

- 6.1 There are no differential impacts in this report.

7. **Financial and Resource Implications**

- 7.1 Full council on 27 February 2013 established a Revenue Investment Fund of £100,000 as part of the overall budget proposals. Depending upon the Council's future budget position, further contributions to the fund may be made in the following years.

8. **Major Risks**

- 8.1 A full risk assessment in respect of the council's budget for 2013/14 was included as part of the budget report to full council on 27 February 2013.
- 8.2 Individual risk assessments will be produced for bids that are approved as part of the process.

9. **Earlier Cabinet / Committee Resolutions**

- 9.1 Council 27 February 2013 – Revenue and Capital Budgets and Council Tax 2013/14  
Cabinet 6 March 2013 – Establishment of Cabinet Panel

10. **List of Appendices**

Appendix – Details of Revenue Investment Fund Bids 2013/14

11 **Background Papers**

Details of Revenue Investment Fund Bids 2013/14

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<b>Bid Reference Number</b>	1
<b>Bid Submitted By</b>	Mark Bailey
<b>Service</b>	Partnerships
<b>Title of Bid</b>	Continuation of Safer and Stronger Communities work following reductions in funding
<b>Amount of Bid</b>	£35,000
<b>Duration of Funding Required</b>	£35,000 required each year on an ongoing annual basis
<b>Details of Bid</b>	<p>To part fund the projects of the Newcastle Safer Communities Partnership and to use this funding to encourage match funding from partner organisations. The projects include:</p> <p>Further development of LAPS as commissioning bodies for local services (£5,000)</p> <p>Safer Nights (including Street Pastors, encouraging education re. use and misuse of alcohol and introduction of a first aid triage process in the Town Centre) (£3,000)</p> <p>Health Promotion (to develop educational approaches with health colleagues/other partners re. healthier lifestyles and behaviour) (£10,000)</p> <p>Lets work together (to provide a referral based system for home visitors in order to better signpost issues being faced by vulnerable residents) (£10,000)</p> <p>Further development of community pride events (focus on tidying up areas dealing with issues and tackling crime related behaviour) (£5,000)</p> <p>Financial inclusion intervention (to continue to educate and develop existing approaches further in terms of helping people in financial difficulty) (£2,000)</p>

<b>Bid Reference Number</b>	2
<b>Bid Submitted By</b>	Joanne Basnett/Mark Bailey
<b>Service</b>	Economic Regeneration/Partnerships
<b>Title of Bid</b>	External Funding Officer
<b>Amount of Bid</b>	£20,000 for trial period
<b>Duration of Funding Required</b>	£38,000 required following a trial period on an ongoing annual basis
<b>Details of Bid</b>	<p>Appointment of a Regeneration/External Funding Officer to undertake the following tasks:</p> <p>Research possible sources of funding and keep up to date on funding opportunities</p> <p>Advise other Council staff and other key stakeholders regarding funding opportunities and developments</p> <p>Put together presentations, reports and applications</p> <p>Attend meetings with interested parties and maintain good working partnerships with other key public sector agencies as well as the community</p> <p>Work with budgets and analysing statistics</p> <p>Maintain a Council database</p> <p>Advantages include giving the post holder on behalf of the Council a greater opportunity to identify and take advantage of sources of funding - rather than including this work as part of an existing post which would have other duties, limiting the amount of time and resources which can be dedicated to securing funding</p> <p>It is suggested that we approach an authority which already has external funding officers in place and investigates whether a temporary solution can be found, so as to pilot this work</p>



<b>Bid Reference Number</b>	3
<b>Bid Submitted By</b>	Joanne Basnett
<b>Service</b>	Economic Regeneration
<b>Title of Bid</b>	Supporting Business Start Up
<b>Amount of Bid</b>	£40,000
<b>Duration of Funding Required</b>	£40,000 required each year on an ongoing annual basis
<b>Details of Bid</b>	<p>Business set up Grants could be considered, many people do not have the capital resources required to set up some businesses or become self employed</p> <p>The Council could consider establishing a Business Support Fund whereby local people could apply for small grants to buy equipment required for their business. This could include a £1,000 set up grant and a further £500 after 6 months for further development. A fund of £30,000 would therefore assist 20 business set ups</p> <p>The Council could consider providing specialist support for local businesses through funding specialist advice either through paying for one to one coaching or generic advice sessions for multiple companies</p> <p>These sessions could be arranged through the Business Development Officer and potentially link to the Enterprise Coach available through Business Enterprise Support (provides business support to long term unemployed to enable them to become self employed). A budget of £10,000 may be appropriate to support local businesses</p>

<b>Bid Reference Number</b>	4
<b>Bid Submitted By</b>	Nesta Henshaw
<b>Service</b>	Environmental Health
<b>Title of Bid</b>	Public Health Promotion Officer
<b>Amount of Bid</b>	£30,000
<b>Duration of Funding Required</b>	£30,000 required in both 2013/14 and 2014/15 - not in further years
<b>Details of Bid</b>	<p>Public health problems in the borough are significant - life expectancy in some wards is as much as 9 years lower than other parts of the borough and the country - also have higher infant mortality rates than the national average</p> <p>There are a number of factors that impact on the health of our local population, as summarised in the Staffordshire Joint Strategic Needs Assessment. These public health problems not only have a negative impact in communities, but put a significant burden on the Primary Care Trust who have to treat our residents when they become ill</p> <p>It is proposed that we create a new post entitled 'Public Health Officer' at a cost of £60,000 over 2 years. The post would liaise directly with our Partnerships team, Health and Wellbeing Board and Director of Public Health</p> <p>The Officer would specifically target and co-ordinate action on the specific health problems facing residents within our Borough. Particular projects would be carried out to reduce morbidity rates by improving rates of exercise, healthy eating, smoking cessation, alcohol reduction. There would also be initiatives aimed at reducing teenage pregnancy, sexually transmitted diseases and substance misuse</p> <p>This action would be specifically targeted in those wards classified as being the most deprived where life expectancy and health outcomes are much lower. As well as improving the health and wellbeing of our local community, this investment could help to save the NHS significant resources which are currently needed to treat the symptoms of our local public health problems</p>

<b>Bid Reference Number</b>	5
<b>Bid Submitted By</b>	Nesta Henshaw
<b>Service</b>	Environmental Health
<b>Title of Bid</b>	Mobile Working System for Inspections
<b>Amount of Bid</b>	£33,550
<b>Duration of Funding Required</b>	£33,550 required in 2013/14 only - in further years £2,125 required each year on an ongoing annual basis

<b>Details of Bid</b>	<p>Environmental Health undertake proactive and reactive workloads throughout the borough. These duties are recorded on a variety of inspection forms, which are then upon return to the office entered onto the APP system in order to keep records of actions/inspections/complaints</p>
	<p>The move to a mobile solution gives 2 primary benefits; the elimination of dual entry and the transfer from some areas to a digital system rather than a paper based system. In addition this gives the potential to transfer to total remote working for some areas of service, this will also enable the timely 2 ways integration and updating of the CRM and APP IT systems</p>
	<p>There are 3 options - 1. Do nothing (duplication continues, no advantage), 2. Invest in laptops, tablets, PDAs. (SBC have investigated and experimented with various devices and have shared there experiences and recommendations) 3. Invest in a digital pen and forms solution (been implemented and proven to work by SBC and has been adopted by an extensive customer base in a range of sectors - the digital forms can also be used with tablets, extending the scope of the solution)</p>
	<p>The digital pen and forms solution has been recommended to be used because - the product is small (supports lone working), very minimal personal security threat to Officers, the completed forms can be accessed and drawn down from the digital pen server by office based admin who can QA the data and wrap up the appointment on behalf of the Officer, re-training is limited, acceptance is higher compared to implementation of other technologies, data recorded on the device is secure</p>
	<p>This will enable Officers to do more for the same, free up time and reduce the administrative burden that Officers have to undertake themselves and enabling them to be more field than office based. There will be a net reduction in scanning through the MFDs and through printing duplicate and stock forms. It is anticipated that there will be better consistency in data entry. Updating our systems promptly is invaluable where several officers/teams need to share information and co-ordinate actions. The proposal allows us to make more effective use of APP and should ensure comprehensive information is available for performance management. There is also potential for freeing up more office space as a result of remote working and less storage requirements</p>
	<p>It is proposed that the solution be invested in for the following areas on a phased basis, 1. Food Inspections, 2. Pest Control, 3. Licensing Inspections, 4. Fixed Penalty Notices, 5. Dog Wardens, 6. Service Requests</p>

<b>Bid Reference Number</b>	6
<b>Bid Submitted By</b>	Jeanette Hilton
<b>Service</b>	Customer Services
<b>Title of Bid</b>	Electronic Document and Records Management System
<b>Amount of Bid</b>	£40,000
<b>Duration of Funding Required</b>	£40,000 required in 2013/14 only, £50,000 required in 2014/15 only, £10,000 required in 2015/16 only. Potential annual saving of £6,000 in storage space which could be rented out
<b>Details of Bid</b>	<p>The Council currently operates an electronic document management system which allows traditional paper documents to be stored in a secure database. A number of departments have routinely scanned documents into the system for easy reference and recently, the system has supported principals such as home working and agile working. Despite this a significant volume of information is still only available on paper</p> <p>A project to implement records management across the authority was undertaken by ICT and remains partially completed. Routine scanning was introduced to a number of departments and improvements were made where the system was already in use, however little has been done to address the issue of back scanning</p> <p>In 2009 the GIS team undertook a mass scanning project on behalf of Planning and back captured over 35,000 planning files. The project was undertaken by an external contractor and a number of lessons were learned. Most importantly, that a professional scanning service had reduced costs significantly in comparison to in house activities, with superior quality and greater throughput</p> <p>ICT therefore propose that an active program of back capturing and scanning data is undertaken across the Council utilising an external company to provide the service</p> <p>Major benefits include, agile working, avoids duplication, reduced staff time searching for documents, avoids loss/damage, increased security, access to data. Savings are based on reuse of the space freed up</p>

<b>Bid Reference Number</b>	7
<b>Bid Submitted By</b>	Roger Tait
<b>Service</b>	Streetscene
<b>Title of Bid</b>	Mobile Working System for Inspections/ Vehicle Monitoring System
<b>Amount of Bid</b>	Mobile Working £8,000, Vehicle Monitoring £28,002
<b>Duration of Funding Required</b>	Mobile Working £8,000 required in 2013/14 only - in further years £1,000 required each year on an ongoing annual basis. Vehicle Monitoring £28,002 required in 2013/14 only - not in further years
<b>Details of Bid</b>	<p>Streetscene undertake proactive and reactive workloads throughout the borough. These duties are recorded on a variety of inspection/monitoring forms, which are then upon return to the office filed in paper based systems or scanned and re-entered onto the electronic filing system in order to keep records of actions/inspections/complaints etc, for up to 20 years to assist in defending potential insurance claims</p> <p>The move to a mobile solution gives 2 primary benefits; the elimination of dual entry and the transfer from some areas to a digital system rather than a paper based system. In addition this gives the potential to transfer to total remote working for some areas of service, this will also enable the timely 2 ways integration and updating of the CRM system. The mobile system would monitor vehicle location and operation providing real time positioning, movement and operational data. There are 3 options - 1. do nothing (duplication would continue, no advantage to Streetscene), 2. Invest in laptops, tablets, PDAs etc., 3. Invest in a digital pen and forms solution</p> <p>The tablet solution has been recommended to be used because - the product is small (supports lone working), there is very minimal personal security threat to Officers, the completed forms can be accessed and drawn down from the tablet by office based admin who can QA the data and wrap up the appointment on behalf of the Operative, retraining is limited (typically 1 hour), acceptance is higher compared to implementation of other technologies as working practices are not changed</p> <p>This will enable Officers to do more for the same, freeing up time and reducing the administrative burden that Officers have to undertake themselves and enabling them to be more field than office based. There will be a net reduction in scanning through the MFDs and through printing duplicate and stock forms. It is anticipated that there will be better consistency in data entry. There is also potential for freeing up more office space as a result of remote working and less storage requirements</p> <p>The vehicle monitoring equipment would achieve some of the following - 1. Lower fuel costs due to more efficient and effective working, 2. create useful business reports, 3. better asset security, 4. enable elected members and residents to receive up to date information, 5. challenge insurance claims against the council, 6. Identify the site of vehicles and plant and providing higher quality service and response times. It is proposed that the solution be invested in for the following areas on a phased basis, 1. Playground inspections, 2. Footpath inspections, 3. Culvert inspections, 4. Tree inspections, 5. Daily vehicle inspections, 6. Incident reports</p>

<b>Bid Reference Number</b>	8
<b>Bid Submitted By</b>	Robert Foster
<b>Service</b>	Leisure Management
<b>Title of Bid</b>	Sport Drop in Sessions
<b>Amount of Bid</b>	£14,020
<b>Duration of Funding Required</b>	£14,020 required each year on an ongoing annual basis
<b>Details of Bid</b>	<p>Last summer we arranged free drop in sport sessions at Clough Hall Park in association with Staffordshire Police to provide positive activities to the young people from that area. This was to help to provide activities for those families on low incomes, help reduce anti social behaviour and promote healthier lifestyles</p> <p>On average we had between 20 and 40 young people attending each session, police officers and PCSO's reported a reduction in complaints regarding antisocial behaviour during this time. LAPs have expressed concern over the lack of free activity provision across the borough as a result of funding cuts to local providers and families unable to access activities due to low incomes, lack of transport etc</p> <p>Under 12's are a target age group as they are unable to access youth clubs organised by Staffordshire Young Peoples Service (aimed at 13 years plus). Reports of anti social behaviour tend to peak during school holidays, in particular Easter and summer due to the better weather and longer hours of daylight</p> <p>For 2013 we would like to provide a free activity programme for the school holidays, this would be targeted at (in local parks or community venues), Clayton, Silverdale, Clough Hall, Wolstanton Marsh, Chesterton, Audley, Knutton, Madeley, Poolfields. The sessions would be aimed at 8-12 year olds and would include, football, cricket, rounders, athletics etc. Sports coaches would be used to help deliver the session to ensure high standards of safety and quality</p> <p>We aim to deliver 2 x 2 hour sessions in each of the areas each week during the holidays, with a minimum of 144 sessions throughout the holidays. We hope to attract at least 20 young people per session, a total of at least 2,880 attendances</p>

<b>Bid Reference Number</b>	9
<b>Bid Submitted By</b>	Robert Foster
<b>Service</b>	Leisure Management
<b>Title of Bid</b>	British Cycling Sky Ride
<b>Amount of Bid</b>	£7,000
<b>Duration of Funding Required</b>	£7,000 required each year on an ongoing annual basis
<b>Details of Bid</b>	<p>Sports and active lifestyles have 5 key sports of which cycling is one. The long term objective is to have more people cycling more often for commuting, pleasure and social activities. To establish routes, ride leaders and the infrastructure to achieve our goals will be a costly and resource intensive activity. This requires specialist knowledge and a great deal of time</p> <p>British Cycling, sponsored by SKY have a national campaign to increase partnership working and provide training. As well as 15 rides scheduled and delivered by their trained paid ride leaders they are offering training for more leaders to become qualified. The SKY and British Cycling brand is strong and will reach more participants that we could identify</p> <p>Benefits include increased participation within the area, increased recognition Council fitness work outside of the Councils assets, partnership working with national bodies, targeted groups who can be difficult to reach</p> <p>National and regional marketing and awareness will be developed, timetabled and completed by British Cycling on our behalf. Insurance for all associated training and riding events is included</p>

<b>Bid Reference Number</b>	10
<b>Bid Submitted By</b>	Jeff Hamnett
<b>Service</b>	Highways
<b>Title of Bid</b>	Footpath Moreton Parade, May Bank
<b>Amount of Bid</b>	£14,000 to £17,000
<b>Duration of Funding Required</b>	Between £14,000 and £17,000 required in 2013/14 only - not in further years
<b>Details of Bid</b>	<p>Moreton Parade is owned by the Duchy of Lancaster which the Council maintains, a public footpath runs along this road. The route is well used, including mothers and children, as it provides a link between an infants and junior school. Part of the road is metalled and maintained by the County. There is also a 135m length which is unmade and is compacted stone</p> <p>The surface of the unmade length contains a number of large potholes causing a hazard to pedestrians, which we need to fill to avoid any potential claims. To bring the road up to an adoptable standard would require a significant investment</p> <p>A lower cost option would be to provide a new metalled footpath for the pedestrians whilst we would still need to maintain the unmade remaining part of the road, there would at all times be a safe route for the pedestrians</p> <p>It is proposed that a 2m wide footpath of 135m length including a row of bollards to prevent vehicle overrun be constructed</p>



## **INVEST TO SAVE SCHEMES**

**Submitted by:** Executive Director (Resources and Support Services)

**Portfolio:** Finance and Resources

**Wards Affected:** All

### **Purpose of the Report**

To select projects from the initial bids for detailed business cases to be built up for Invest to Save Schemes to be funded by the Budget Support Fund.

### **Recommendations**

1. That the Panel note the decision already taken by the Cabinet in respect of the Telephony and Wide Area Network Investment.
2. That the Panel note the decision taken by the portfolio holder for Finance and Resources in respect of the Mayoral Vehicle.
3. That the Panel identify the schemes they wish to take forward for further evaluation.

### **Reasons**

The Council has approved the use of funds drawn from the Council's Budget Support Fund to deliver "invest to save" projects. The mechanism for approving schemes is via recommendations made by the Cabinet Panel to the Cabinet.

## 1. **Background**

- 1.1 In setting its budget for 2013/14, the Council at its meeting on 27 February 2013 approved the use of funds drawn from the Council's Budget Support Fund to deliver "invest to save" schemes which will incur short term revenue expenditure in order to deliver longer term financial efficiency savings.
- 1.2 During the budget challenge process a number of "invest to save" proposals were identified which although requiring some expenditure to be incurred in the first instance could be capable of producing savings in future years. It is proposed that viable schemes could be financed from the Budget Support Fund with the fund being "repaid" out of the revenue budget as resulting savings arise. Once the fund has been repaid the full amount it originally financed in respect of a particular proposal, the savings will be retained within the revenue budget, thereby providing an on-going benefit.
- 1.3 At their meeting on 6 March 2013, the Cabinet agreed to set up a Revenue Investment and Budget Support Cabinet Panel as a responsive, efficient and accountable mechanism for considering "invest to save" proposals for funding from the Budget Support Fund. The full resolutions approved by the Cabinet were:
  - i.) *That a Revenue Investment and Budget Support Cabinet Panel be established with a membership of seven appointed on the basis of political proportionality (Labour 4; Conservative 2; Liberal Democrat 1);*

- ii.) *That the portfolio holder for Finance and Budget Management be appointed to chair the panel;*
- iii.) *That the group leaders be requested to make nominations for membership of the panel from their respective groups in accordance with (1) above; and*
- iv.) *That the Panel make recommendations to Cabinet in respect of proposed expenditure.*

1.4 The Leader of the Conservative Group has subsequently decided not to make nominations for membership of the panel.

## 2. **Details of Bids**

2.1 Bids were requested from Heads of Service for “invest to save” schemes to be funded from the Budget Support Fund. A total of 13 bids have been received. These are detailed in the attached Appendix and are summarised in the table below:

<b>Scheme No.</b>	<b>Title of Scheme</b>	<b>Amount Requested (£)</b>
1	Economic Development (Commercial Portfolio)	37,000
2	Astro Turf Fence	52,635
3	Telephony and Wide Area Network Investment (see paragraph 3.1 below)	25,000
4	Expansion of Intelligent Queue Telephony	17,000
5	Digital Member Services	40,800
6	Transactional Web and Internet	40,000
7	Weed Control Contract / Equipment for Mechanical Sweepers	36,600
8	Business Development Support	10,000
9	Mayoral Vehicle (see paragraph 3.2 below)	9,984
10	Spinning Bikes	16,575
11	Learn 2	12,892
12	Join at Home	10,892
13	Carbon Management Plan – Various Schemes	Various

## 3. **Proposals**

3.1 Due to contractual time constraints two decisions have already been taken in respect of the above schemes. Firstly, in respect of scheme number 3 – Telephony and Wide Area Network Investment – the Cabinet at its meeting on 6 March 2013 approved as part of the “Telecoms Contract Consolidation” report a sum of £24,956 in 2013/14 to finance the implementation and refresh of network equipment at the authority’s sites. Savings of £20,000 per annum will be made.

3.2 Secondly, in respect of scheme number 9 – Mayoral Vehicle – the current lease has now expired and the vehicle purchased following consultation with the portfolio

holder for Finance and Resources. The purchase price was £16,704 and savings of £8,220 will be made per annum from 2014/15 onwards. The amount required from the Budget Support Fund is £9,984 as detailed in the appendix.

- 3.3 The Panel are requested to select those they would like further detailed information on. This could either be via a presentation by the relevant Head of Service or via a more detailed business case being submitted.

4. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 4.1 The funding of key policy priorities will contribute to all the council's priorities as set out in the Council Plan;

- A clean, safe and sustainable Borough.
- A Borough of opportunity.
- A healthy and active community.
- Becoming a co-operative council which delivers high quality, community-driven services.

5. **Legal and Statutory Implications**

- 5.1 The Local Government Act 2000 and the Constitution empowers the Executive to make these arrangements.

6. **Equality Impact Assessment**

- 6.1 There are no differential impacts in this report.

7. **Financial and Resource Implications**

- 7.1 Full council on 27 February 2013 approved the use of funds drawn from the Council's Budget Support Fund to deliver "invest to save" schemes. The balance that will be available in the Budget Support Fund is estimated to be around £400,000. The fund should therefore be able to sustain financing a reasonable number of schemes.

8. **Major Risks**

- 8.1 A full risk assessment in respect of the council's budget for 2013/14 was included as part of the budget report to full council on 27 February 2013.
- 8.2 Individual risk assessments will be produced for schemes that are approved as part of the process.

9. **Earlier Cabinet / Committee Resolutions**

- 9.1 Council 27 February 2013 – Revenue and Capital Budgets and Council Tax 2013/14  
Cabinet 6 March 2013 – Establishment of Cabinet Panel

10. **List of Appendices**

Appendix – Details of Invest to Save Bids 2013/14

11. **Background Papers**

Details of Invest to Save Bids 2013/14

<b>Bid Reference Number</b>	1
<b>Bid Submitted By</b>	Jeff Hamnett
<b>Service</b>	Economic Development (Commercial Portfolio)
<b>Title of Bid</b>	Reinstatement of Units 24-25 Croft Road and 4 Fogg Street
<b>Amount of Bid</b>	£37,000
<b>Duration of Funding Required</b>	£37,000 required in 2013/14 only - not in further years
<b>Details of Savings</b>	£18,000 in year 1 (£9,000 rent, £9,000 NNDR), £27,000 in year 2 (£18,000 rent, £9,000 NNDR), £36,000 in year 3 (£27,000 rent, £9,000 NNDR)
<b>Payback Period of Investment</b>	The investment would be repaid within 2 years
<b>Details of Bid</b>	<p>The former tenant of these workshops expanded their operation over a number of years to occupy these and some other units on this estate. During their occupation the company removed some internal party walls and modified the electric systems to suit their working arrangements</p> <p>Consequently, we need to reinstate the units in order to re-let them. We have tried to re-let them on the basis of incoming tenants carrying out the works in lieu of a rent free period to cover the costs, however the small companies the units are designed for find this level of risk unattractive. We frequently have enquiries for these units, investment of £37,000 would bring the units back to their original configuration and all defects would be rectified</p> <p>The rental income would total £27,000 per annum. There would be an additional saving on the current empty property rating cost of around £9,000 per annum as this would be paid by the tenants</p> <p>Note that the returns shown are purely financial and do not reflect any other business outputs such as provision of accommodation for small start ups, increased employment within the borough etc</p>

<b>Bid Reference Number</b>	2
<b>Bid Submitted By</b>	Robert Foster
<b>Service</b>	Kidsgrove Sports Centre
<b>Title of Bid</b>	Astro Turf Fence
<b>Amount of Bid</b>	£52,635
<b>Duration of Funding Required</b>	£52,635 required in 2013/14 only - not in further years
<b>Details of Savings</b>	£3,000 per year would be saved on repairs, additionally income of £28,500 per annum would be retained
<b>Payback Period of Investment</b>	The investment would be repaid within 18 years based on the saving on repairs
<b>Details of Bid</b>	<p>KSC has a dated Astro turf fence from 1998. The fence is getting to the point where it is beyond repair and is becoming a health and safety risk. If the fence is not replaced the Astro Turf may have to close until a replacement fence is budgeted for</p> <p>Alternative options are to close the Astro Turf or to continue with costly staff checks and repairs which may not negate the health and safety risks that exist</p> <p>The proposal would be to replace the fence with a 5m high fence consisting of 3.8m high standard twin bar mesh and 1.2m super twin bar fence suitable for football usage. KRC had a similar fence installed 10 years ago, that fence is still in excellent condition with no repairs required and no health and safety incidents</p> <p>Current figures highlight that £15,000 has been spent on repairs to the fence over the last 5 years, hence over 15 years the fence would nearly be paid for</p> <p>Bookings for the Astro turf bring in £28,500 per annum which would be lost if a replacement was not purchased and the current fence became unusable</p> <p>There is also the obvious cost of staff time currently being devoted to bending fence back into place, repairing sharp edges and generally checking for vandalism on a daily basis. The damage to the fence and gaps further allow access to the pitches when they are locked which has the risk of damage being caused</p>

<b>Bid Reference Number</b>	3
<b>Bid Submitted By</b>	Jeanette Hilton
<b>Service</b>	ICT
<b>Title of Bid</b>	Telephony and Wide Area Network Investment
<b>Amount of Bid</b>	£25,000
<b>Duration of Funding Required</b>	£25,000 additional funding required in 2013/14 only - not in further years
<b>Details of Savings</b>	£20,000 per year would be saved from 2014/15 onwards
<b>Payback Period of Investment</b>	The investment would be repaid within 3 years
<b>Details of Bid</b>	<p>ICT, procurement and legal have been working extensively with our WAN provider, BT, to identify methods of consolidating our network contracts. The aim of this exercise is to provide the Council with improved telephony facilities, a single WAN contract with a consistent termination date, and to return a cost saving to the authority</p> <p>Improved facilities will include the introduction of SIP (Session Initiated Protocol) - a new technology which negates the current requirement for phone numbers to be connected to a physical telephone exchange. This means that telephone numbers can float, i.e. they can be ported to any other building or line</p> <p>This will allow greater flexibility in terms of how calls are routed and provides the ability to redirect calls automatically in the event of a disaster. Changes to the WAN will ensure that links between the Council's buildings have the right capacity for the network need, rather than carry excess costs due to an under utilised network</p>

<b>Bid Reference Number</b>	4
<b>Bid Submitted By</b>	Jeanette Hilton
<b>Service</b>	ICT
<b>Title of Bid</b>	Expansion of IQ Telephony
<b>Amount of Bid</b>	£17,000
<b>Duration of Funding Required</b>	£17,000 required in 2013/14 only - not in further years
<b>Details of Savings</b>	Potential savings from reduced staff numbers through natural wastage or redeployment
<b>Payback Period of Investment</b>	Unknown at the current time

<b>Details of Bid</b>	The Council currently operates a telephone system from Mitel which in 2011 was upgraded with an additional software product called Intelligent Queue. This allows callers to the authority to use a number of features, such as automated call direction, information services, information querying and automated call backs
	The system was originally introduced to Customer Services, later to Jubilee 2. Introducing a simple menu system (and information services for J2) has been successful and enabled customers to continue to access services in an effective way
	The opportunity now exists to expand on the technology and introduce it to further areas of the authority. Services such as revenues and benefits, electoral registration and licensing may benefit from the introduction of the facilities
	This is particularly useful where common questions are asked repeatedly (may be particularly important re. local taxation/universal credits). The system also has the advantage of being available 24 hours a day, 365 days per year
	The success of the system depends upon service areas identifying their most common replicated queries



<b>Bid Reference Number</b>	5
<b>Bid Submitted By</b>	Jeanette Hilton
<b>Service</b>	ICT
<b>Title of Bid</b>	Digital Member Services
<b>Amount of Bid</b>	£40,800
<b>Duration of Funding Required</b>	£40,800 required in 2013/14 only - not in further years
<b>Details of Savings</b>	Net savings (based on assumed costs of printing) after tariff and maintenance charges of £8,800 in 2014/15 and £15,200 in 2015/16 onwards
<b>Payback Period of Investment</b>	The investment would be repaid within 4 years
<b>Details of Bid</b>	<p>The Council has invested in Modern Gov, a committee management system to automate the production, scheduling and web publishing of committee agendas, minutes, together with providing areas specific to councillors as their main source on information</p> <p>The Council also provides a weekly courier service for printed media, delivered as a pack to each member at their address. This pack contains the same information that is available to members via modern gov and via their private website. ICT and Members Services are looking to reduce or remove the requirement for full printed packs and to enhance this with the use of portable tablet pcs to assist members working on site with residents</p> <p>The growth of mobile computing capacity and in particular tablet pcs, together with the authorities existing use of a paperless committee management solution could facilitate each member being given a centrally managed item of ICT equipment which could be used to access all of the information which is currently printed, whilst also providing members with a wide range of value added facilities which are not currently possible</p> <p>Currently the exact cost of the printed member pack service is not known and further research would be required to quantify the exact breakdown. However some elements are known such as courier service, members email printing, associated stationery, printing of minutes and agendas for external parties</p>

<b>Bid Reference Number</b>	6
<b>Bid Submitted By</b>	Jeanette Hilton
<b>Service</b>	ICT
<b>Title of Bid</b>	Transactional Web and Internet
<b>Amount of Bid</b>	£40,000
<b>Duration of Funding Required</b>	£40,000 additional funding required in 2013/14 only - not in further years
<b>Details of Savings</b>	Savings re. SOCITM contact costs assume reductions in telephone and face to face enquiries. Savings over 2013/14 and 2014/15 based on this would be £97,000. However this is on the assumption that staff are redeployed, not replaced etc.
<b>Payback Period of Investment</b>	On the assumption that staff are redeployed, not replaced etc. the investment would be repaid within 2 years
<b>Details of Bid</b>	Central Government is pushing an agenda to encourage take up of digital services in order to reduce the costs of processing transactions for local government and to provide for increased choice in means of access for customers
	The Council currently processes a significant number of transactions via face to face and telephone channels and take up of the Council website is limited. This may be attributed partially to the functionality of the current website, which only offers basic interaction opportunities and does not provide an end to end transactional service for all operations, tailored to customers own preferences and needs
	Development of the single customer view through the use of a customer portal is increasing the way in which councils do business with their customers, emulating commercial websites which many users have adopted and become familiar with. The use of customer insight and customer surveys, together with the development of seamless links to back office software in the development of a customer portal, are vital in identifying and meeting customer needs and preferences, and a dedicated ICT resource together with additional software will be required to programme and develop the facility
	The success of the assumed savings depends on the take up of web transactions and the potential to redeploy staff/not replace vacant posts

<b>Bid Reference Number</b>	7
<b>Bid Submitted By</b>	Roger Tait
<b>Service</b>	Streetscene
<b>Title of Bid</b>	Weed Control Contract/Equipment for Mechanical Sweepers
<b>Amount of Bid</b>	£36,600
<b>Duration of Funding Required</b>	£31,800 required in 2013/14 only, £4,800 required in 2014/15 only - not in further years
<b>Details of Savings</b>	Net savings of £20,000 per annum (current cost of £70,000, ongoing revenue cost of £50,000)
<b>Payback Period of Investment</b>	The investment would be repaid within 2 years
<b>Details of Bid</b>	<p>Fit weed control equipment to mechanical sweeper fleet to assist the Streetscene Manager in efficiently delivering weed control work with the Streetscene Business Unit to off set the cost of the service. Purchase of materials and employment of seasonal staff to deliver work programme over summer months annually. For the current financial year seasonal staff have been employed to undertake the work that has previously been contracted out, savings can be made regarding materials/seasonal salaries from the implementation of the phases outlined below.</p> <p>Phase one of the project involves fitting weed control equipment to 7 sweepers (£2,400 x 7 = £16,800). Purchase of materials/hire vehicles and employment of 6 seasonal operatives (£50,000), sub contracting of part of the work during first year (£15,000)</p> <p>Phase two of the project involves fitting weed control equipment to 2 large sweepers (£2,400 x 2 = £4,800). Purchase of materials/hire vehicles and employment of 6 seasonal operatives (£50,000)</p> <p>This would result in an improved and more flexible weed control service, reduced contract management/supervision resource requirement, potential financial efficiencies following review of initial delivery phase, potential to increase staff resources/capacity</p>

<b>Bid Reference Number</b>	8
<b>Bid Submitted By</b>	Roger Tait
<b>Service</b>	Streetscene
<b>Title of Bid</b>	Business Development Support
<b>Amount of Bid</b>	£10,000
<b>Duration of Funding Required</b>	£10,000 required in 2013/14 only - not in further years
<b>Details of Savings</b>	Additional Income Generated of up to £35,000
<b>Payback Period of Investment</b>	The investment would be repaid within 1 year
<b>Details of Bid</b>	Commission expert sales support via agency to assist the Streetscene Manager in generating income raising opportunities from other organisations regarding grounds maintenance, cleansing and tree works, for the Streetscene Business Unit to off set the cost of the service
	Pilot phase of project to run from 1st April 2013 to 31st March 2014, 1 day per week from 1st April to 30th September (this is currently being undertaken and is being funded from the in year savings of a vacant post within the Streetscene service) and 2 days per week from 1st October to 31st March. The estimated cost of the support is £128 per day (78 days = £9,984)
	Target income generation level for the pilot is estimated to be around £35,000. Benefits would include potential increased income to off set cost of the service, potential to create additional staff resources/capacity, skills and development opportunities, networking/shared service/joint working opportunities
	Risks include low take up from customers, uncompetitive pricing structure, low return margin, increased costs, increased pressure on staff, reduced ability to deliver core services

<b>Bid Reference Number</b>	9
<b>Bid Submitted By</b>	Paul Clisby
<b>Service</b>	Mayoral
<b>Title of Bid</b>	Mayoral Vehicle
<b>Amount of Bid</b>	Per option 5 - £9,984 (Purchase price of £16,704, plus annual road tax of £280, plus annual service costs of £300. Less remaining 2013/14 lease budget of £7,300)
<b>Duration of Funding Required</b>	£9,984 required in 2013/14 only - not in further years
<b>Details of Savings</b>	Annual lease cost of £8,800 no longer payable. Annual road tax of £280 plus annual service costs of £300 will be payable. Net saving of £8,220 per annum
<b>Payback Period of Investment</b>	The investment would be repaid within 2 years
<b>Details of Bid</b>	Cost of Councils current arrangement for a 4 year period based on current costs would be £40,134 (excluding driver hire and fuel costs)
	Range of options provided by procurement section regarding purchase/lease of new and existing car:
	Option 1 - Council to purchase new car - over 4 year period cost would be £42,145 (excluding driver hire and fuel costs)
	Option 2 - Council to lease new vehicle - over 4 year period cost would be £23,529 (excluding driver hire and fuel costs)
	Option 3 - Council to lease from private operator (current driver) - over 4 year period cost would be £60,880 (excluding driver hire and fuel costs)
	Option 4 - Council to hire from private operator - over 4 year period cost would be £93,888 (excluding driver hire and fuel costs)
	Option 5 - Council to purchase existing car - over 4 year period cost would be £24,506 (excluding driver hire and fuel costs)

<b>Bid Reference Number</b>	10
<b>Bid Submitted By</b>	Robert Foster
<b>Service</b>	Jubilee 2
<b>Title of Bid</b>	Spinning Bikes
<b>Amount of Bid</b>	£16,575
<b>Duration of Funding Required</b>	£16,575 required in 2013/14 only - not in further years
<b>Details of Savings</b>	£1,500 per year would be saved on repairs, additionally significant income/memberships would be retained
<b>Payback Period of Investment</b>	The investment would be repaid within 11 years based on the saving on repairs
<b>Details of Bid</b>	J2's spinning bikes are over 5 years old and were transferred from KRC to J2. 16 spinning classes per week are delivered, this means that bikes that previously had a weekly usage of 35 attendees are now accommodating 250 users per week
	Since moving to J2 costs have spiralled to keep the bikes in good working condition (approximately £1,800 to date this financial year). It is anticipated that the cost of repairs will become economically unviable. If more repairs are needed, there may also not be enough spinning bikes to meet demand
	It is proposed that 25 new spin bikes are invested in to increase our spinning programme and to satisfy customer demand
	It is also proposed that a full instructors course is arranged to enable more classes to be provided and that staging is purchased to elevate the instructors position enabling more participant bikers
	There would be a reduction in the ongoing repairs to the current spin bikes of £1,500 per year and an increased income/retention of customers from providing extra bikes per class
	An instructors course would be delivered for free for up to 20 instructors

<b>Bid Reference Number</b>	11
<b>Bid Submitted By</b>	Robert Foster
<b>Service</b>	Jubilee 2 and Kidsgrove Sports Centre
<b>Title of Bid</b>	Learn 2
<b>Amount of Bid</b>	£12,892
<b>Duration of Funding Required</b>	£12,892 required in 2013/14 only - in further years £3,000 required each year on an ongoing annual basis
<b>Details of Savings</b>	Savings re. SOCITM contact costs assume reductions in telephone and face to face enquiries. Savings based on this would be £17,500 per annum. However this is on the assumption that staff are redeployed, not replaced etc.
<b>Payback Period of Investment</b>	On the assumption that staff are redeployed, not replaced etc. the investment would be repaid within 1 year
<b>Details of Bid</b>	J2 and KSC have a popular swimming lesson program with 800 members paying quarterly. These members are required to rebook lessons and pay for them at reception. The membership is currently managed by a mixture of PC based bookings and paper based registers and monitoring
	Gladstone PMP has a product called Learn2 this product allows online bookings and monitoring of the courses. The resource also includes hand held devices to allow registers, class programs and monitoring sheets. This would be synced with the program at the end of the session allowing parents to see the feedback and allowing progress to be followed
	This would provide more accessible class interfaces, increase satisfaction with the reception facility, enable staff time to be used for customer service quality system calls and retention activities, increase customer experience as time is not taken away by staff completing paperwork and possible roll out of the system for climbing courses and football development sessions at no additional cost
	Costs include the installation cost including training, tech services and project management and first years maintenance (£9,892), 9 IPod touch plus cases (£2,000), local secure wifi in each site back office (£1,000). Annual maintenance cost is £3,000 per year
	Savings would include £11,328 from face to face to web transactions (this would mean a reduction in staff would be required or redeployment of staff to achieve a cash saving though), staff time (£6,180) and printing costs

<b>Bid Reference Number</b>	12
<b>Bid Submitted By</b>	Robert Foster
<b>Service</b>	Jubilee 2 and Kidsgrove Sports Centre
<b>Title of Bid</b>	Join at Home
<b>Amount of Bid</b>	£10,892
<b>Duration of Funding Required</b>	£10,892 required in 2013/14 only - in further years £2,500 required each year on an ongoing annual basis
<b>Details of Savings</b>	Savings re. SOCITM contact costs assume reductions in telephone and face to face enquiries. Savings based on this would be £7,600 per annum. However this is on the assumption that staff are redeployed, not replaced etc. There would also be a reduction of £22,000 per year sales costs by freeing up time for Section Managers to deal with these processes.
<b>Payback Period of Investment</b>	The investment would be repaid within 1 year based on the reduction in sales costs
<b>Details of Bid</b>	Public interest in J2 has exceeded the already testing business model. The current level of membership is 3900 for J2 and 400 for KSC. An external sales person is currently employed on a commission basis to sign up members. Not always available on the premises, this role falls to the reception or duty management staff to complete. The paperwork process is labour intensive currently taking 4 working days to check and process
	Paperwork including bank details needs to travel around the building before being sent to revenues or stored in the health and fitness office. Audit has raised data protection issues with this process at present. Retrieval of information from paperwork copies in case of an incident can be slow with chances of misplaced or incorrectly filed forms
	Gladstone PMP Join@Home software allows people to process their memberships from a computer. This automates the whole process including the payment system. All membership information would therefore be digital and payments would not need to be taken at reception. In addition this will allow people to join from home, increasing the amount of spontaneous spend, membership numbers and revenue. It is also proposed to provide a number of laptops or fixed pc's for members to join on line in the reception foyer. Industry averages show a 15% increase in sales over a year when web joining is available
	Benefits include a more accessible membership interface, increased customer satisfaction, accuracy of data would be increased, staff time can be used for customer service quality system calls and retention activities
	Costs include the installation cost including training, tech services and project management and first years maintenance (£9,892), cost of computer infrastructure (£1,000). Annual maintenance cost is £3,000 per year



Savings would include reduction or elimination of £22,000 per year sales costs in conjunction with a reduction of external marketing costs by freeing up time for section managers to focus on the process themselves. Savings would also include £7,646 from face to face to web transactions (this would mean a reduction in staff would be required or redeployment of staff to achieve a cash saving though)

<b>Bid Reference Number</b>	13
<b>Bid Submitted By</b>	Joanne Basnett
<b>Service</b>	Various
<b>Title of Bid</b>	Carbon Management Plan - Delivery Plan for 2013/14 and 2014/15
<b>Amount of Bid</b>	Various
<b>Duration of Funding Required</b>	2013/14 and 2014/15
<b>Details of Bid</b>	Carbon Management Plan - Delivery Plan as follows:

<b>Project and Lead Officer</b>	<b>Cost and Savings Details</b>
LED lighting Civic Offices, Depot and Guildhall (J Lythgoe)	Indicative Cost £20,000 Financial Saving per annum £6,000 Payback Period within 4 years - To be undertaken in 2013/14
Replace gas water heater at civic for domestic supply (J Lythgoe)	Indicative Cost £4,000 Financial Saving per annum £1,364 Payback Period within 3 years - To be undertaken in 2013/14
Bio mass boiler for museum (J Lythgoe)	Indicative Cost £15,000 Financial Saving per annum £1,000 Payback Period within 15 years - To be undertaken in 2013/14
False ceiling in Museum (J Lythgoe)	Indicative Cost £15,000 Financial Saving per annum £2,000 Payback Period within 8 years - To be undertaken in 2013/14
LED Boundary lighting (J Lythgoe)	Indicative Cost £50,000 Financial Saving per annum £12,000 Payback Period within 5 years - To be undertaken in 2013/14
LED Lighting Bus Station (J Lythgoe)	Indicative Cost £10,000 Financial Saving per annum £2,500 Payback Period within 4 years - To be undertaken in 2013/14
Annual Eco Driving (A Bird)	Indicative Cost £5,000 Financial Saving per annum £14,797 Payback Period within 1 year - To be undertaken in 2013/14
Heat Recovery Units from heating system in operational buildings (J Hamnett, R Tait)	Indicative Cost £10,000 Financial Saving per annum £1,200 Payback Period within 9 years - To be undertaken in 2014/15
Reduction in carbon of 5% through renegotiating recycling contract (T Nicoll)	Indicative Cost £0 Financial Saving per annum £5,638 Payback Period within 1 year - To be undertaken in 2014/15
Grey water recycling depot (J Lythgoe)	Indicative Cost £40,000 Financial Saving per annum £4,000 Payback Period within 10 years - To be undertaken in 2014/15
Ground source heat pump in operational building (J Lythgoe)	Indicative Cost £30,000 Financial Saving per annum £3,000 Payback Period within 10 years - To be undertaken in 2014/15
Condition survey on the buildings to include energy efficiency (to inform a schedule of works ongoing) when the condition survey is due to occur. (J Hamnett)	Indicative Cost £20,000 Financial Saving per annum £3,000 Payback Period within 7 years - To be undertaken in 2014/15