

## Part 1

**A. PROJECT SPECIFICATION**

1. Project title and description 

Civic Centre Improvement – essential works to the building fabric to ensure continued enjoyment of the accommodation and internal refurbishment to staff welfare and office areas
2. Total estimated capital cost 

£1.71m
3. Proposed start date 

2021/23
4. Justification for “early” start (i.e. before 2022/23), if applicable  

Repairs to external areas – roofing, windows, pavements etc – are essential to ensure the continued smooth operation of the Civic Centre for staff and visitors. Internal areas are dilapidated in part. New floor coverings and decoration to committee rooms, the chamber and associated areas – plus staff kitchens, toilets and office space, will improve the working environment and functionality. Fire detection and prevention works will ensure continued safety.
5. Proposed completion date 

March 2022

**B. POLICIES AND OBJECTIVES**

6. What are the aims and objectives of the project?  

To ensure continued safe and effective operation of Civic Centre buildings, to provide improved accommodation for Members, staff and public.
7. Which objective(s) of the Council’s Plans and Strategies (specifically Building a Better Bromley, Corporate Operating Principles, Portfolio/Service Plans and Asset Management Plan) will be met by the project, and how?  

Under Corporate Operating Principles, these works will help to create a better and more modern working environment for staff and, in part, reduce running costs incurred from maintaining assets beyond their economic lifespan.
8. What are the expected additional outputs and outcomes from the proposed project? (including increase in service users, additional jobs, etc.)  

Improvements to the working environment display commitment to staff welfare and engender trust and respect between the Council and employees. New large equipment i.e. council chamber lift will ensure continued functionality of the space.

## APPENDIX H

9. What, if any, statutory requirement or government initiative(s) will the project contribute towards?

Fire safety, energy efficiency, disabled access (lift works).

10. What, if any, partnership working will be involved, and how?

A mixture or working with the incumbent FM provider (Amey) and potentially direct engagement with quality local suppliers.

11. Who are the interested stakeholders and what consultation has taken place with them?

Members, staff and public. No formal consultation, however commitments have been given to staff over the last 5 years that improvements would be made to the Civic Centre accommodation offering.

### C. FINANCIAL CONSIDERATIONS

12. Total estimated capital cost

£1.71m

13. Analysis of capital cost (including elements to be funded by other bodies).

	2021/22 (early start)	2022/23	2023/24	2024/25	TOTAL
	£000	£000	£000	£000	£000
Land / Property acquisition					
Construction/Works (main contractor)	£1560				
Furniture & equipment					
Consultants' Fees	£150				
Other (please specify)					
TOTAL	£1710				

14. Analysis of potential external funding (see also Q16 re ring-fencing of external funding).

e.g. Government grants, other local authorities, private sector, other (please specify)	2021/22 (early start)	2022/23	2023/24	2024/25	TOTAL
	£000	£000	£000	£000	£000
TOTAL					

## APPENDIX H

15. Revenue implications of capital expenditure. (Note: Given the Council's financial outlook, COE has indicated that bids of an "invest to save" nature will be especially welcome).

	2021/22 (early start)	2022/23	2023/24	2024/25	TOTAL
	£000	£000	£000	£000	£000
Capital financing (leave blank)					
Employees					
Building maintenance	£1710				
Energy costs					
Rates					
Other (please specify)					
Less: Income					
TOTAL	£1710				

16. Is the external funding in 14 above ring-fenced? If not, please provide a justification for allocating the funding to cover this proposal in preference to allocating to cover general capital expenditure.

N/A

17. Will any capital receipt arise from the proposal? If so, please give details

N/A

### D. RISK MANAGEMENT

18. Please identify any potential risks associated with the project. (These could include risks associated with land acquisition, planning, development, management, marketing, etc.)

Programme slipping due to access/scheduling difficulties. Cost creep owing to unforeseen repairs with older elements of the buildings.

19. What contingency arrangements would be in place to address these risk factors?

Specific project management, careful planning and information sharing, cost contingency built in for unplanned expenditure.

20. What, if any, would be the consequences of not undertaking the project?

a) At all?

Increased costs for repair to external building elements. Statutory compliance failure.

b) In the proposed timescale?

As above, continuing steady failure of building elements, internal finishes and welfare facilities.

## **E. SUSTAINABILITY**

21.Has any consideration been given to social, environmental and financial outcomes arising from the project? Please provide details.

N/A

22.Have the whole life costs of the scheme been fully considered (i.e. have all the key stages of the scheme been considered, from design through to potential disposal), and have the social, environmental and economic impacts and costs, both positive and negative, been identified? Please provide details.

The total comprises 25+ individual building and refurbishment projects. The works represent essential maintenance and repair with improvement to the working environment and statutory compliance.

## **F. GENERAL**

23.VAT IMPLICATIONS

Are there any VAT implications arising from the proposed scheme? (These will need to be signed off by Maria Wiles before the bid can progress).

None

24.ASSESSMENT OF PRIORITY

What would you assess the overall priority for this project to be? (please tick as appropriate).

	High	Medium	Low
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Departmental	X		
Public	X		
Council Members	X		

## 25. PROJECT MANAGER / RESPONSIBLE OFFICER

Name Job Title Date **Civic Centre works - indicative calculation****Civic Centre - Works****Budget Estimates**

Replace lift to council chamber	£60,000
Repairs/decorations to colonnade to old palace	£50,000
Dormer windows to old palace	£60,000
Upgrade covered ways	£25,000
New windows to former telephone exchange	£25,000
Re-line mark St Blaze staff car park	£10,000
Kitchens in Stockwell	£30,000
Toilets in Stockwell	£30,000
Kitchens in North Block	£30,000
Toilets in St Blaze	£30,000
Kitchens in St Blaze	£30,000
East / West wing - put toilets on main supply	£15,000
East / West wing coping stones	£10,000
East / West wing doors onto roof	£5,000
Fire doors - general across site	£50,000
Upgrade lighting - general across site	£250,000
Emergency lighting - general across site	£50,000
Fire alarms - general across site	£50,000
Council Chamber roof	£90,000
Roofing - general across site	£40,000
Change doors to Rochester entrance/lobbies	£30,000
Change doors to Stockwell entrance/lobbies	£30,000
Handrail to steps and cleaning - rear old palace	£10,000
Decorations - general across site	£250,000
Flooring - general across site	£250,000
West Wing - refurbishment of committee rooms 1-6, members room and cloakroom, west wing corridor, council chamber and associated areas	£176,000
Pavement repairs	£20,000
<b>Total</b>	<b>£1,706,000</b>

## Part 2

**A. PROJECT SPECIFICATION**

6. Project title and description HR/Payroll System Replacement

7. Total estimated capital cost £1.65ma

8. Proposed start date October 2021

9. Justification for “early” start (i.e. before 2022/23), if applicable

The current HR/Payroll software and support contract ends in June 2023 however to allow for time for parallel run testing of payroll results in new software, any new system needs to be ready for January 2023.

10. Proposed completion date January 2023

**C. POLICIES AND OBJECTIVES**

8. What are the aims and objectives of the project?

To procure and implement a new integrated HR/Payroll System to replace the existing Resourcelink, HR Self Service System & Reporting Functionality. To investigate whether a fully integrated ERP system could be introduced to join the HR and Payroll functions with Finance to create greater efficiencies and easier reporting and access to management information.

9. Which objective(s) of the Council’s Plans and Strategies (specifically Building a Better Bromley, Corporate Operating Principles, Portfolio/Service Plans and Asset Management Plan) will be met by the project, and how?

This will help to ensure we have a fit for purpose HR/Payroll system to support in the continued delivery of effective HR and Payroll services to help meet our priority of being an Excellent Council.

9. What are the expected additional outputs and outcomes from the proposed project? (including increase in service users, additional jobs, etc.)

- A fully supported, more flexible HR/Payroll system with greater integration with the Council’s financial system
- Increased resilience by removing the reliance on and risks of using an on-premise data centre (it is anticipated that it will be hosted in the Cloud)
- Ability to implement new reporting functionality to aid internal management reporting, including clearer establishment reporting and production of the Council’s statutory returns
- Improve processes for management and control of Council’s post and establishment data
- Ability to improve self-service functionality for HR/Payroll.

## APPENDIX H

12. What, if any, statutory requirement or government initiative(s) will the project contribute towards?

13. What, if any, partnership working will be involved, and how?

This will involve working with the Council's IT partner, BT, the Council's Payroll and Pension function partner, Liberata, as well as a specialist system implementer

14. Who are the interested stakeholders and what consultation has taken place with them?

The Council's HR Teams, Liberata Payroll and Pensions, Finance, Audit and all Managers and Employees from a HR Self Service perspective.  
Discussions have taken place with finance and IT regarding proposals.  
Wider consultation with relevant staff has not yet taken place; however, this will be undertaken to help determine any areas that could be improved etc

### G. FINANCIAL CONSIDERATIONS

23. Total estimated capital cost

£1.65m

24. Analysis of capital cost (including elements to be funded by other bodies).

	2021/22 (early start)	2022/23	2023/24	2024/25	TOTAL
	£000	£000	£000	£000	£000
Land / Property acquisition					
Construction/Works (main contractor)					
Furniture & equipment					
Consultants' Fees (System Integrator)	350	350			700
Other (please specify)					
Software	60	130			190
IT Costs BT/3 <sup>rd</sup> Party	50	80			130
Staffing	215	215			430
Contingency	100	100			200
TOTAL	775	875			1,650

**At this stage it's difficult to gauge the final costs however more detailed analysis would be included in a full report to be presented at a future meeting. There may be potential savings which would also be considered as part of the detailed report.**

25. Analysis of potential external funding (see also Q16 re ring-fencing of external funding).

e.g. Government grants, other local authorities, private sector, other (please specify)	2021/22 (early start)	2022/23	2023/24	2024/25	TOTAL
	£000	£000	£000	£000	£000
TOTAL					

26. Revenue implications of capital expenditure. (Note: Given the Council's financial outlook, COE has indicated that bids of an "invest to save" nature will be especially welcome).

	2021/22 (early start)	2022/23	2023/24	2024/25	TOTAL
	£000	£000	£000	£000	£000
Capital financing (leave blank)					
Employees					
Building maintenance					
Energy costs					
Rates					
Other (please specify)					
Less: Income					
TOTAL					

27. Is the external funding in 14 above ring-fenced? If not, please provide a justification for allocating the funding to cover this proposal in preference to allocating to cover general capital expenditure.

N/A

28. Will any capital receipt arise from the proposal? If so, please give details

No



## H. RISK MANAGEMENT

29. Please identify any potential risks associated with the project. (These could include risks associated with land acquisition, planning, development, management, marketing, etc.)

Lack of internal resources/inability to recruit additional resources to support the project including effective end-user training.  
Potential slippage.  
Risk of inaccurate/no payments if improperly implemented/tested  
Risk of inaccurate/delayed information provided to HMRC  
Risk of inaccurate/delayed HR/Payroll Management information if improperly implemented.

30. What contingency arrangements would be in place to address these risk factors?

Ensure sufficient staff with knowledge of HR and Payroll processes and technical knowledge are involved throughout and backfilling their current roles if required.  
Ensure an experienced LBB project manager is involved  
Allow sufficient time in project timescales for parallel payroll run testing e.g. January to June 2023

31. What, if any, would be the consequences of not undertaking the project?

c) At all?

In order to address and minimize future risks to a critical system, it is important for us to look at a cloud system to give greater flexibility and support agile working.

d) There is currently limited functionality to improve system processes further and a risk of loss of knowledge and expertise of the current system and reporting requirements

As above

## I. SUSTAINABILITY

32. Has any consideration been given to social, environmental and financial outcomes arising from the project? Please provide details.

There may be additional cashable and non-cashable benefits as a result of additional/more efficient processes etc, such as the potential introduction of an integrated ERP system with finance which would improve processes and improve the ability to produce management information, potentially reduced costs of future upgrades, improved self-service functionality, automated workflows etc, however these are not quantifiable at this point

33. Have the whole life costs of the scheme been fully considered (i.e. have all the key stages of the scheme been considered, from design through to potential disposal), and have the social, environmental and economic impacts and costs, both positive and negative, been identified? Please provide details.

Yes

**J. GENERAL****23. VAT IMPLICATIONS**

Are there any VAT implications arising from the proposed scheme? (These will need to be signed off by Maria Wiles before the bid can progress).

No
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**24. ASSESSMENT OF PRIORITY**

What would you assess the overall priority for this project to be? (please tick as appropriate).

	High	Medium	Low
Departmental	X		
Public			X
Council Members		X	

**25. PROJECT MANAGER / RESPONSIBLE OFFICER**

Name 

Emma Downie
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Job Title 

Head of HR Business, Systems & Reward
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Date 

20/01/2021
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