

Members are reminded that they must declare all relevant pecuniary and non-pecuniary interests relating to any items of business to be discussed at this meeting

BIRMINGHAM CITY COUNCIL

JOINT CABINET MEMBER AND CHIEF OFFICER

MONDAY, 18 JULY 2016 AT 00:00 HOURS
IN CABINET MEMBERS OFFICE, COUNCIL HOUSE, VICTORIA
SQUARE, BIRMINGHAM, B1 1BB

A G E N D A

3 - 20

1 REPLACEMENT DOCUMENT MANAGEMENT SYSTEM FOR THE
BENEFITS AND REVENUES SERVICE FBC

Service Director Customer Services

BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

Report to:	Deputy Leader jointly with Strategic Director Change & Support Services
Report of:	Service Director Customer Services
Date of Decision:	18 July 2016
SUBJECT:	REPLACEMENT OF DOCUMENT MANAGEMENT SYSTEM FOR THE BENEFITS AND REVENUES SERVICES – FULL BUSINESS CASE
Key Decision: No	Relevant Forward Plan Ref: N/A
If not in the Forward Plan: (please "X" box)	Chief Executive approved <input type="checkbox"/> O&S Chairman approved <input type="checkbox"/>
Relevant Cabinet Member(s)	Councillor Ian Ward
Relevant O&S Chairman:	Councillor Mohammed Aikhlaq
Wards affected:	ALL

1. Purpose of report:
<p>1.1 To seek approval to the Full Business Case (FBC) , (Appendix 1) for a replacement Document Management System (DMS) for the Revenues and Benefits Services at an estimated total costs of £955,000</p> <p>1.2 To outline the benefits of this investment, including risk reduction, increase in productivity and improved service to customers</p> <p>1.3 To note that in accordance with the Corporate IT Contract, the procurement of a DMS solution will be undertaken by Service Birmingham.</p>

2. Decision(s) recommended:
<p>That the Deputy Leader jointly with Strategic Director Change & Support Services:-</p> <p>2.1 Approves the Full Business Case (as Appendix 1) for the replacement DMS solution up to the sum of £955,000</p> <p>2.2 Approves the prudential borrowing of £609,607 to procure a replacement document management system (DMS) for the Benefits and Revenues Services</p> <p>2.3 Authorises the Service Director Customer Services to place orders with Service Birmingham up to a value of £955,000 to progress the proposal.</p> <p>2.4 Authorises the City Solicitor to negotiate, execute and complete any necessary legal documentation to give effect to the above recommendations</p>

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3. Consultation

3.1 Internal

The following support services have been involved in the preparation of this report:

- Intelligent Client Function (ICF)
- Economy Directorate ICT Strategy Group
- City Finance
- Legal services
- Procurement
- ICT Programme Board

3.2 External

The council's Corporate ICT service provider, Service Birmingham Ltd, has been consulted about the proposal and has contributed information for the development of the business case in terms of product and supplier recommendation and the costs.

4. Compliance Issues:

4.1 Are the recommended decisions consistent with Council's policies, plans and strategies?

- The new DMS is critical to the operation of Revenues and Benefits services and will contribute towards the council's core objective of **fairness** as stated in the Council's Business Plan and Budget 2016+ and will support the aims for developing a Future Council for the 21st century.
- Strategically, the new solution will enable greater channel shift from paper documents to electronic communication and will support customer self-service in the future.
- Service Birmingham has the exclusive contract for the ICT core systems for Birmingham City Council. The existing Vectus DMS is a core systems and the replacement system must therefore be procured via Service Birmingham in order to comply with the existing contract.

4.2 Financial Implications (Will decisions be carried out within existing finance and resources?)

The estimated cost of the initial investment is £955,000. The capital element of this investment (£610,000) will be financed from prudential borrowing over a five year period. The revenue element (£345,000) will be funded from Housing Benefit Information Technology Reserve. The annual prudential borrowing charges of £131,218 will be funded from the corporate ICT budget. The on going support costs will be increased by £1,585.

4.3 Legal Implications

The procurement of this product was undertaken by Service Birmingham in accordance with their contract with the Council. The solution will ensure legal admissibility of documents stored in the DMS and compliance with the Data Protection Act.

4.4 Public Sector Equality Duty

An equality assessment has been undertaken on 21/6/2016 (EA001355) and no equality impact has been identified as the new solution replaces an existing system and supports the existing service.

5. Relevant background/chronology of key events:

5.1 The council's Revenues Service and Benefits Service processing relies on a robust document repository for storing incoming documents (such as application forms) and an efficient work allocation and work management functionality to process them. The system stores around 64 million Benefits records and 26 million Revenues related records.

5.2 The current document management system (Vectus) has been in place for over 15 years and is reaching the end of its lifecycle. Whilst still operational, the dated functionality is no longer fit for purpose and carries a high risk of failure which would have a severe impact on the service and customers. Other issues with the current solution include:

- Application support is becoming increasingly difficult due to software incompatibilities and the numerous bespoke components in place to address these.
- Business processes require a lot of manual intervention due to poor integration with other systems and insufficient levels of automation.
- It is not possible to upgrade the current outdated system to match the enhanced functionality of more modern solutions and the greater business benefits they bring.

5.3 The replacement solution must combine document management, workflow management and record management functions to support the storing and viewing of documents and routing them for processing in relevant teams. Processing staff will benefit from simpler functionality and processes with a more comprehensive view of customer records. Customers will benefit from faster response from the council and more efficient handling of their enquiries.

5.4 High level business requirements have been identified via workshops, with representatives from Revenues Services, Benefits Services and Customer Services. These formed the basis for product supplier and selection.

5.5 Three potential products have been explored via Service Birmingham, each of which has significant presence in the public sector, namely Civica's "Document 360 and Workflow 360", solution, Northgate's "Information@work" solution and Alfresco's "Alfresco One" solution. After initial evaluation, two of these options (Civica and Northgate), were taken forward to the formal supplier selection stage.

5.6 Product evaluation has been conducted by an evaluation panel comprising representatives from key stakeholder groups. The process included:

- Setting up evaluation panel for functional evaluation of products (BCC)
- Business requirements (BCC)
- Demonstrations and meetings with prospective suppliers (SB)
- Formal responses from suppliers (SB)
- Functional evaluation (BCC)
- Technical evaluation and formal quote (SB)
- Product and supplier recommendation (SB)
- Supplier selection (BCC)

5.7 Based on functionality demonstrated during product demonstrations and described in detail in formal responses to business requirements, Civica's Document 360 and Workflow 360 has been selected as a preferred product. The chosen system is expected to provide a stable and future proof system for 10-15 years, matching the longevity of the current system.

5.8 The solution will be delivered in collaboration with Service Birmingham, adopting a structured approach comprised of the following key milestones: planning, design, build, implementation and embedding.

The target delivery date is December 2016 designed to avoid the annual billing period at the end of financial year.

6. Evaluation of alternative option(s):

6.1 Retaining or upgrading the current DMS is not considered a viable alternative, due to its incompatibility with modern technologies.

6.2 The dated functionality is no longer fit for purpose and carries a high risk of failure which would severely impact the service and customers.

6.3 The current system is out of support, the cost of its maintenance would increase substantially, while an off the shelf package provides a more cost effective option in medium/long term.

7. Reasons for Decision(s):

7.1 To obtain funding to procure and implement a 'fit for purpose', document management system for the Revenues and Benefits Service

7.2 To enable the replacement of the existing system due to the following factors:

- End of lifecycle of current system and associated risk to service delivery
- Process improvement and better service for customers
- To support the strategic move towards channel shift and customer self-service

Signatures

Date

Deputy Leader

.....

Chief Officer

.....

List of Background Documents used to compile this Report:

N/A

List of Appendices accompanying this Report (if any):

1. Full Business Case (Appendix 1)

Revenues and Benefits
Document and Workflow Management System
Full Business Case

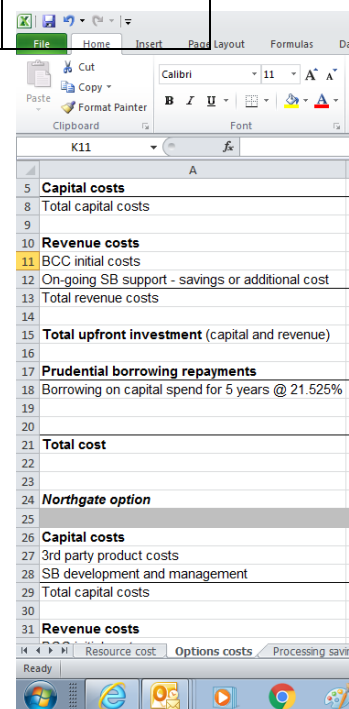
Version 1.8

Date 15/07/2016

Author: Elena Martin

Change History

Version	Date	Details	Author
0.1	2/02/2016	First Draft	E. Martin
0.2	11/2/2016	Supplier selection	E. Martin
0.3	01/03/201	Rough order of costs	E. Martin
1.0	20/6/2016	Supplier recommendation and cost	E.Martin
1.1	20/6/2016	Review by Yuen Lam	E. Martin
1.2	21/6/2016	Final for approval process	E. Martin
1.3	29/6/2016	Feedback from Legal Services	E. Martin
1.4	30/6/2016	Feedback from Finance (Economy)	E. Martin
1.5	5/7/2016	Feedback from Investment Evaluation Team	E. Martin
1.6	7/7/2016	Input from IT Director (BCC) and Chief Tech Officer (SB)	E. Martin
1.7	7/7/2016	Comments from A. Fullard	E. Martin
1.8	15/7/2016	Updated quotes form SB	



	A
5	Capital costs
8	Total capital costs
9	
10	Revenue costs
11	BCC initial costs
12	On-going SB support - savings or additional cost
13	Total revenue costs
14	
15	Total upfront investment (capital and revenue)
16	
17	Prudential borrowing repayments
18	Borrowing on capital spend for 5 years @ 21.525%
19	
20	
21	Total cost
22	
23	
24	Northgate option
25	
26	Capital costs
27	3rd party product costs
28	SB development and management
29	Total capital costs
30	
31	Revenue costs
32	

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1. Introduction

The council's Revenues Service and Benefits Service processing is highly transactional, relying on a robust document repository for storing incoming documents (such as application forms or reporting changes in circumstances) and an efficient work allocation and work management functionality to process them.

The current document management system (DMS), Vectus, has been in place for over 15 years and is reaching the end of its lifecycle. The Benefits Service use Vectus for both document management and work flow functions, while SB Revenues use it in conjunction with their recently implemented "EG work manager" solution which substitutes the workflow aspect of Vectus.

In addition there is a need to rationalise and standardise document management across the council and the new solution for Revenues and Benefits will potentially form a building block for a corporate solution that can be gradually adopted by other service areas.

2. Scope

2.1 Included in scope

All business areas that currently use Vectus are in scope:

- Revenues
- Benefits
- Business areas that use DMS for enquiry purposes: Customer Services, Housing Rents, Neighbourhood offices

The change will affect the following business processes:

- Scanning
- Indexing
- Work allocation and management
- Responding to customer enquiries
- Performance management.

2.2 Out of scope

- While scanning processes are in scope, replacement of scanning provider is out of scope.
- Housing Rents are out of scope of this document, however initial work has started to include Housing Rents in scope at a later date, subject to change request.

2.3 Related change initiatives

- **ICT strategy** – a new ICT strategy is being developed looking into maximising the value of investment in ICT and may introduce further standardisation and rationalisation of ICT across the council.
- **DMS rationalisation project** – part of Application Rationalisation work stream within the ICT Improvement Programme, temporarily on hold, awaiting a launch of the new ICT strategy.
- **Review of scanning and indexing function** – this review is examining existing working practices within the Scanning and Indexing Service in light of a recent Lean review and value for money provided by the in-house scanning function.
- **Integrated support services (ISS)** work stream of the Future Council Programme triggered a Lean review of Benefits processes, see section 3.2.

3. Need for change

3.1 Limitations of current system

The current Vectus solution, while still operational, is no longer fit for purpose to suit the 'service of the future':

- It was originally designed for scanned paper documents, rather than e-forms, emails and other types of electronic communication. The documents are stored as TIFF images and it cannot accommodate more modern formats such as PDF, JPEG or HTML. The quality of TIFF images is poor, affecting indexing and processing of benefits claims, due to incompatibility between old and new technologies.
- Business processes require a lot of manual intervention due to poor integration with other systems and insufficient automation. Vectus does not integrate with Outlook or the core Revenues and Benefits system (RBIS) .
- Performance management functionality is limited and there is no trend monitoring or forecasting functionality.
- Its architecture does not integrate with web technologies, which limits options for flexible working and customer self-service.
- The application support aspect is becoming increasingly difficult due to software incompatibilities and numerous bespoke components required to address these.

3.2 Lean review findings

The Lean review of Benefits Service processes has highlighted some scope for improvement and the simplification of two key processes around New Claims and Change in Circumstances. This needs to be underpinned by a greater use of electronic communication and more automated workflows, enabled by an appropriate document management and workflow system.

The new solution is seeking to streamline the following aspects of benefits processing:

- Speed up the indexing process by making the allocation of document type and PIN (person identification number) easier and making greater use of automatic indexing.
- Passing data between the two systems without the need for re-entering and keeping data up to date by automatic synchronisation between DMS and the core system RBIS.
- Simplified handover loop for cases where authorisation or specialist intervention is required before a processing officer can continue with the calculation of benefit.
- Simplified follow up process where the claimant is required to supply further information to support their claim.
- Routing emails and file attachments through a document management system
- Streamlining document types and work queues

The same process improvements would apply to the Revenues Service, either for the entire DMS process or in conjunction with their recently implemented "EG work manager" solution which supplements Vectus for managing work allocation within Revenues Service.

3.3 Risks to business continuity

The existing Vectus system carries a high risk of failure as it is progressively becoming incompatible with other systems and recommended upgrades. This would have a severe impact on the service and customers:

- Delays in citizens receiving an outcome to a benefit claim or council tax liability change
- Operational issues due to manual work allocation and paper based processing
- Extra resources would be required, which would increase the cost of the service
- Impact on 3rd party, such as landlords and housing associations, causing cash flow problems
- Reputational damage to the council as a whole and to its improvement programme

Therefore 'to do nothing' and keeping Vectus indefinitely is not an option.

4. Desired outcomes

The new solution will contribute towards positive outcomes in a number of areas and is aligned to council's core objective of *fairness* as stated in the Council's business plan and budget 2016+.

- **Customers** should benefit from shorter processing time, improved information about progress and sleeker processes that would minimise unnecessary steps such as supplying additional information or chasing progress.
- **Employees** should benefit from more user-friendly, simpler processes and having easy access to all relevant information. Enhanced management information would enable better performance management and decision making.
- **Savings** - the new solution should increase productivity due to more automation, simpler processes, more sophisticated work allocation and better planning and forecasting, which should result in financial savings. Additional savings can be achieved from further development of digital communication with claimants and citizens.

5. Future operating model

5.1 Long term operating model

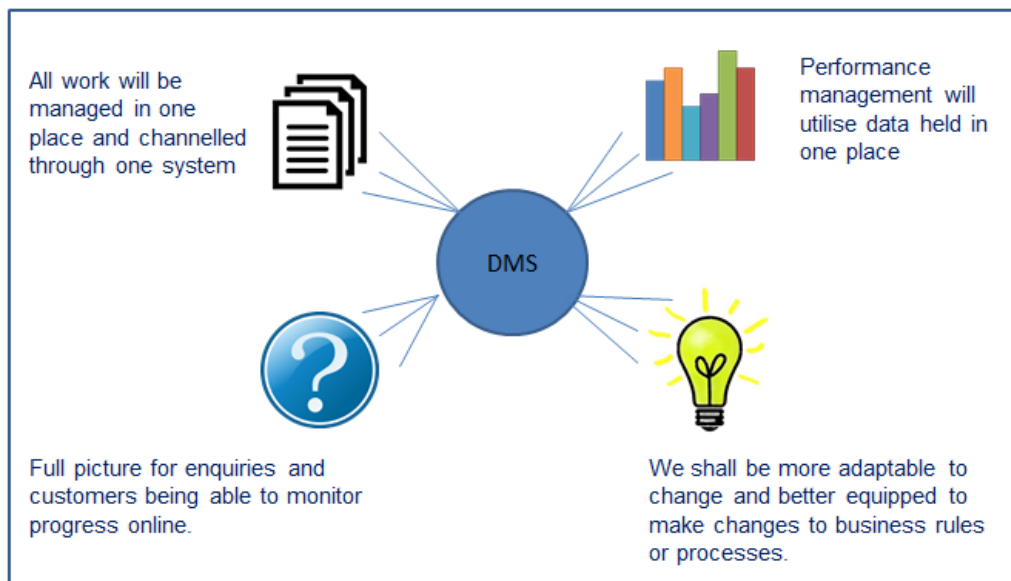
Revenues and Benefits processing is highly transactional, with work originating from around 60 different sources, including paper documents, electronic documents, emails, SMS, external files (DWP, landlords), reports (extract from RBIS) and external systems, such as Registry office or O2 portal.

The target operating model is based on a principle that in the future all documents will be held in one place and all work channelled via a single system, which means:

- There will be a consolidated view of outstanding work, work in progress and work completed. This will lead to better staff utilisation, more effective prioritisation of work and more accurate forecasting
- Performance management will be based on consolidated management information encompassing all types of work within the service.

Revenues and Benefits DMS

- With all documents in one place, Customer Services staff will have a full picture of the case file and customers themselves will be able to access this information and check the progress of their documents online.



At the same time the services using the new document management system will enjoy greater flexibility to improve their processes and will become more adaptable to change.

5.2 Changes to current operation

The project will make a significant step towards the target operating model, implementing functionality around documents, workflows and management information.

The following items/functionality will be implemented as part of this project:

Documents

1. All documents that are currently processed via Vectus. These include scanned documents, eforms, some emails and some file imports.
2. All emails: there are 10 mailboxes in use (3 Revenues + 7 Benefits identified so far). They may require different level of automation, from manual imports to automatic transfers at regular intervals.
3. Selected reports: 10 reports in total, all extracts from RBIS.
 - Benefits:
 - Suspend report (900 items a week)
 - Pending report (300 items a week)
 - Nil income report (130 items a week)
 - Dummy NINO report (40 items a week)
 - 5th report to be identified
 - Revenues
 - 5 top priority reports to be identified

Workflows

The initial workflows will be of relatively low complexity, containing only key stages, i.e. up to 5 steps. Up to 15 workflows will need to be configured, including:

Revenues:

- Refund request (includes referrals to another officer depending on financial limit)
- Pending action
- Creation of liability/change in liability (person moves)
- Business Rates
- Discounts and exemptions (some require further information)
- Complaints and correspondence

Benefits

- New claim (includes referral)
- Change in circumstances (includes referral)
- Follow up (requesting and receiving further information)
- Complaints and correspondence
- Discretionary housing payment (DHP)
- Overpayments

Enquiries by Customer Services and Housing Rents

- Enquiry on Revenues
- Enquiry on Benefits

Management information

Appropriate reports will be configured/developed to enable monitoring of the following:

- Work management based on throughput of processes and documents and their status
- Channel shift based on origin of documents
- Service performance based on process end-to-end time
- Person's performance based on effort time

Data migration

Full data migration is planned and therefore Vectus can be decommissioned. There will be no need to provide alternative storage and access to historical data since all data will be available within the new system. Data migration will include data cleansing, download and upload of the data.

6. Business requirements

To achieve the desired outcomes and changes to current operation, the new solution needs to combine the document, workflow and record management functions, which support the storing and viewing of documents, channelling them for processing and managing their retention.

Workshops have been held with 3 groups of stakeholders: Revenues, Benefits and Customer Services to identify business requirements. Business requirements are comprised of 59 items, categorised as mandatory, desirable and 'nice to have' and cover the following topics:

- Routing documents to relevant teams and work allocation
- Viewing documents in various formats (PDF, JPEG, Word, Excel, HTML etc.)
- Document lifecycle from indexing to completion
- Case management
- Performance management

7. Solution

7.1 Product and supplier selection

The product and supplier selection process led by Service Birmingham comprised the following steps:

- Setting up evaluation panel for functional evaluation of products (BCC)
- Business requirements (BCC)
- Demos and meetings with prospective suppliers (SB)
- Formal responses from suppliers (SB)
- Functional evaluation (BCC)
- Technical evaluation and formal quote (SB)
- Product and supplier recommendation (SB)
- Supplier selection (BCC)

Three potential products have been explored, each of which has significant presence in the public sector:

- Civica – Document 360 and Workflow 360
- Northgate – Information@Work
- Alfresco – Alfresco One

Two of these options (Civica and Northgate), were taken forward to the formal supplier selection stage. Based on functionality demonstrated during product demos and described in detail in formal responses to business requirements, Civica's Document 360 and Workflow 360 has been selected as the preferred solution.

(More information is available in a separate Product and Supplier Recommendation document)

7.2 Civica - Document 360 and Workflow 360

Workflow 360 and Document 360 is currently in use in approximately 50 Local Authority Revenues and Benefits Services where it is integrated with Northgate's Revenues and Benefits Information System (RBIS) and in over 130 other Local Authorities and UK Public Sector organisations.

Civica's philosophy is flexibility. This makes it easy for the business to create processes, work queues, letter templates etc., thus requiring less reliance on technical support.

Workflows are based on business processes rather than individual documents. When a document is received, it can either start a new workflow process (e.g. new claim process) or be added to an existing workflow (further evidence). The system offers interactive navigation through workflows using dynamic scripts that prompt staff to perform steps that are relevant to particular circumstances.

The solution integrates with Outlook, the Northgate Revenues and Benefits system (RBIS) and SMS. It caters for a wide range of document types, e.g. jpeg, pdf, xls etc., which are displayed by native programmes (Word, Excel etc.) according to their file extension.

The product is not limited to Revenues and Benefits, it could be extended to other services, in particular users of Documentum system. The areas considered are: Housing, Adults and Children, Customer First, Voyager and Library of Birmingham. Using Civica product across different service areas would also give a consolidated view of all documents from a customer and all actions taken.

Civica also offers a ready made solution for customer self service that can be added in the future. This would enable customers to trace the progress on their documents on-line.

8. Solution delivery

8.1 Scale of change

The introduction of a new document management system will involve:

- Re-design of business processes and the development of new procedures
- Deployment of the new system and interfaces
- Robust end to end testing
- New reports, performance management and forecasting put in place
- Data migration
- Training on the new system and new processes
- Rollout and business continuity plan
- Project management, including project plans, monitoring progress, highlight reports, risk management, stakeholder management etc.

Note: Revenues are currently using the EG system to supplement Vectus. They will be supplied a full Civica solution, though may decide to use it in conjunction with 'EG Work Manager'.

8.2 Project environment

Delivering change of this scale requires a formal project environment. Project infrastructure will be set up to ensure delivery to the required levels of quality, within the agreed budget and to the agreed timescales. This will include a dedicated project manager, a project board to oversee the delivery and appropriate resourcing. Project controls will be put in place such as project plans, risk and issue logs and highlight reporting.

8.3 Change process

The solution will be delivered in collaboration with Service Birmingham, adopting a structured delivery approach, based on leading methods (Prince2, Champs2 and MSP) that will be applied pragmatically.



- **Planning phase** includes identification of business requirements, product and supplier selection, the full business case and its approval by cabinet.
- **Delivery part**, comprised of design, build and implementation, will ensure that the solution is well thought through, delivered with minimum rework, the product is of high quality and implemented in a controlled manner. This will involve process re-design, configuration of scanning and indexing functionality, setting up work queues, configuration of work allocation rules and work flows, development of interfaces, report generation, several levels of testing from unit testing to system, integration and user acceptance testing, impact assessment, training, data migration and implementation.
- **Embedding** - post implementation support will be required to ensure that new ways of working are correctly adopted by the business and any teething problems are promptly resolved.

The work will be split into several work streams, such as scanning and indexing, work allocation and work flows, data migration, interfaces and management information.

8.4 Timeline

The project delivery date is planned for December 2016. This is a challenging timescale designed to avoid the Annual Billing period towards the end of financial year.

Milestone	July 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017
Planning (business case)		◆					
Design			◆				
Build					◆		
Implementation						◆	
Embedding							◆

Detailed planning will be undertaken between BCC, Service Birmingham and 3rd party supplier and all three parties will be working to the same plan.

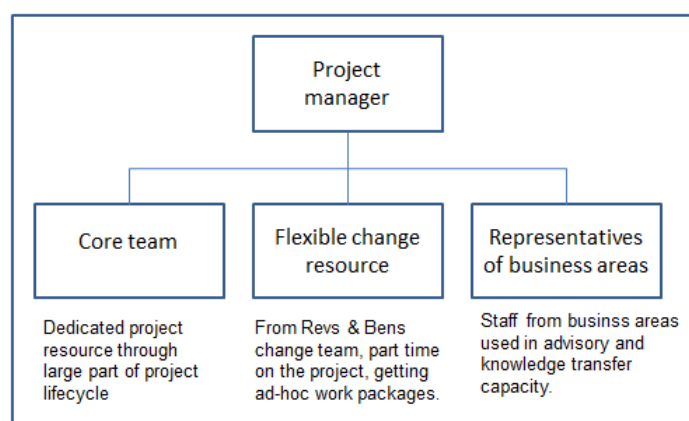
8.5 Project governance

A Project Board will be established to oversee project delivery and provide a forum for senior stakeholders and the project team to support speedy and informed decision making and address any barriers to successful delivery.

Project Board meetings will be chaired by Project Sponsor and comprised of representatives of services in scope, Service Birmingham and other key stakeholders.

8.6 Resourcing

A project of this scale and complexity will require a dedicated project team as well as continuous engagement with the business areas affected. The BCC resource model relies on three groups: the core project team, flexible change resource and business representatives.



The BCC project team will work closely with Service Birmingham and the 3rd party supplier to ensure continuous alignment between technology and business processes.

8.7 Risks

The change of this scale inevitably carries some risks. The key risks include:

Risk	Mitigation
Resourcing - the project cannot be delivered without appropriate resourcing, both capacity and capability. A risk to quality and timescales.	Early planning to secure required resource. Managing resource demands across concurrent projects via management board
Tight deadline – a risk of not meeting the target date resulting in overlap with annual billing that would put both DMS and annual billing at risk.	Planning work in concurrent work streams, incorporating contingency in the plan, adequate resourcing
Number of users affected: virtually the whole Revenues and Benefits service plus enquiry users from other areas – a risk to service performance	Change impact assessment within each area, with communication plan, training plans and post implementation support put in place
Three parties involved – Service Birmingham, the 3 rd party supplier and BCC – a risk of working in silos	Close collaboration based on a shared plan agreed by all 3 parties.
Scope creep – there is a risk of additional scope being added, impacting project cost and timescales.	Tight change control process with project board approving any changes to scope

There will be a formal risk register in place, containing impact and probability of each risk, mitigation actions and ownership. Project manager will have overall responsibility for risk management.

9. Business benefits

The key benefit of the new document management system will be reduction of operational risks for the Revenues and Benefits service, due to a more stable, fully supported and future proof system.

At the same time, the new system will contribute towards better service to customers and more efficient service delivery, for example:

- Faster processing due to greater integration between DMS and the core Revenues and Benefits system
- Greater variety of electronic document formats (emails, pdf, Word etc.) which previously would have been stored offline. This will provide a fuller picture for processing staff as well as customer services
- Clearer images due to viewing documents in their native format rather than conversion to TIFFS, therefore less image manipulation needed
- More effective work allocation resulting in improved throughput of documents and reduced backlogs
- Faster response to customers measured by SOP (speed of processing) figures
- No need to switch between different systems due to greater integration and synchronisation of data between DMS and the core Revenues and Benefits system
- Faster and more cost effective communication to claimants and charge payers due to greater use of digital communication.

More efficient processing will form the basis for financial savings, which will be quantified during detailed process design or delivered by future projects as the use of DMS widens.

In addition, the solution is likely to deliver numerous intangible benefits in terms of improved interaction with customers, improved internal communication, opening new opportunities for customer self-service, access to more accurate performance information, personal development opportunities etc.

10. Costs

The introduction of a new document management and workflow system will require an upfront investment of **£954,636**. The capital element will be financed by Prudential borrowings with repayments over a period of 5 years.

Capital costs						
Total capital costs	£609,607	£0	£0	£0	£0	£0
Revenue costs						
BCC initial costs	£345,029	£0	£0	£0	£0	£0
On-going SB support - savings or additional cost	£0	£1,585	£1,585	£1,585	£1,585	£1,585
Total revenue costs	£345,029	£1,585	£1,585	£1,585	£1,585	£1,585
Total upfront investment (capital and revenue)	£954,636					
Prudential borrowing repayments						
Borrowing on capital spend for 5 years @ 21.525%	£0	£131,218	£131,218	£131,218	£131,218	£131,218
Total cost	£345,029	£132,803	£132,803	£132,803	£132,803	£132,803

Funding sources:

- Capital costs - Prudential borrowing
- Revenue costs – Housing Benefit Subsidy Reserve (the use of reserve already approved)
- Repayments of borrowing – corporate ICT budget

On-going system support costs are increased by £1,585 per annum..

11. Change impact

New ways of working

A communication and stakeholder engagement plans will be put in place to work closely with the affected areas. A formal change impact assessment will be performed in each affected area and implementation planned accordingly.

The change will affect all current users of Vectus, around 500 users, who will require re-training. A training strategy will be put in place to achieve:

- training tailored to specific user groups
- training the trainers
- effective post implementation support
- developing local experts in an advisory capacity to provide on-going staff support

Equality assessment

Initial equality screening did not highlight any potential adverse effect on equalities or lives of people, since it is an internal system and a direct replacement of the existing system.

12. Summary

The current document management and workflow system (Vectus) is reaching the end of its lifecycle. A replacement solution is required to:

- Reduce the risk of system failure and therefore reduce the risk to service continuity
- Remove limitations of current solution, such as TIFF format of documents, no emails etc.
- Increase productivity by higher level of process automation and easy access to information

Following a formal product and supplier selection process the Civica solution Document 306 / Workflow 360 has been recommended as the new document management system for Revenues and Benefits. The product combines document management, workflow management and records management functions. It can be extended to other service areas and meet corporate requirement for document management system with the associated benefits.

The solution will require an upfront investment of **£954,636**, followed by on-going support costs which will match the current support costs of the Vectus system.

The target date for implementation of the new solution is **December 2016**.