## CALL CENTRE OPTIONS BEYOND 2012 (Report by the Head of Information Management)

## 1. PURPOSE

The purpose of this report is to present recommendations regarding the options for the Call Centre beyond December 2012 for consideration by Cabinet on September 22<sup>nd</sup>, 2011.

## 2. INTRODUCTION

- 2.1. The main IT contracts for the Call Centre end in December 2012, the Speke House lease runs until June 2013. The Council has been looking at what is required to deal with this issue.
- 2.2. The Council set up the current Call Centre operation in 2005. The service is managed and staffed entirely by HDC personnel but the accommodation, core IT and telephony infrastructure is provided by Cambridgeshire County Council (CCC).
- 2.3. The Customer Relationship Management System (CRM) is Onyx One Serve – This system is used to record the details of customer contacts (via phone, web and eforms), maintaining customer records and history. The system is used to record and generate Service Requests for the back office to action as well as providing various management reports.
- 2.4. The telephony system is Avaya which is an Automated Call Distribution (ACD) system. This system provides all of the intelligent and automated routing, queuing, call recording, messaging and reporting functionality. The Council pay CCC a managed service and support fee for the current infrastructure.
- 2.5. The Call Centre occupies leased accommodation in Speke House (A CCC owned building that also houses their call centre, Cambs Direct) in St lves.
- 2.6.A project to formally evaluate the Council's future options for the Call Centre was initiated in February 2011. The Project Board is chaired by Chris Hall, Head of IMD with Julia Barber, Head of Customer Services also a member.

## 3. OBJECTIVES

- 3.1. The primary objectives of the project are :
- a. To evaluate the main options for HDC's Call Centre to enable decisions to be taken in advance of the expiry of the current contracts with CCC (Dec 2012 and June 2013).

- b. To consider the options on the basis of maintaining or improving high levels of service against overall value.
- c. Identify opportunities to find savings and reduce cost.
- d. To explore the benefits of sharing elements of the service provision and / or collaboration with existing and / or new LA partners.

These objectives have been applied to some specific areas:

- i. Reviewing Technology (CRM and Telephony)
- ii. Call Centre Location
- iii. Staff options
- iv. Reviewing CCC's service offer

# 4. OPTIONS

The table below highlights the main options that exist for the Call Centre and whether they have been evaluated (denoted by the ticks and crosses) and the reasoning:

|           | Share with CCC   | HDC Provided   | Share with FDC / SCDC   | Cambs Direct (CCC)  |
|-----------|--|--|---|---|
| Staff     | Option N/A - CCC has its own<br>Call Centre - Cambs Direct.<br>Only viable option to<br>collaborate on staff is<br>outsourcing to Cambs Direct | <ul> <li>Existing position - All Call<br/>Centre staff employed directly<br/>by HDC</li> </ul> | Option not currently<br>considered - SCDC part of<br>Cambs Direct and FDC have<br>no known intention to share   |   |
| Telephony | Existing position - HDC use<br>CCC's Avaya ACD system  | Option evaluated - HDC could<br>move to providing its own<br>ACD system.                       | Option not currently<br>considered - Most viable<br>options are either sharing with<br>CCC as current or HDC only.  | Option evaluated -<br>Indicative figures received   |
| CRM       | Existing position - HDC use<br>CCC's Onyx CRM system   | Option evaluated - HDC could<br>have its own CRM system.                                       | <ul> <li>Option being considered -<br/>HDC could share<br/>procurement and / or a<br/>system with FDC / SCDC.<br/>More detail required to fully<br/>evaluate</li> </ul>             | for Cambs Direct to offer the<br>service. If moving to Cambs<br>Direct the whole service<br>would be outsourced |
| Location  | Existing position - HDC lease<br>space in Speke House  | Option evaluated - HDC could<br>potentially move to HDC<br>accommodation at PFH /<br>EFH.      | Option not currently<br>considered – SCDC decision<br>to set up its own operation at<br>Cambourne post Dec 2012.<br>FDC has no known plans to<br>move from its current<br>approach. |   |

# 5. KEY FINDINGS AND CONCLUSIONS

|       | More explanation and detail is prov   | •   |  |  |
|-------|---|---|--|--|
|       | Share with CCC  | HDC   | Share with FDC / SCDC  | Cambs Direct (CCC)   |
| Staff | N/A - Not considered a viable option.<br>CCC has a much bigger operation<br>with Cambs Direct and we provide<br>different services. | <ul> <li>HDC has an excellent Call<br/>Centre and should retain its<br/>own staff.</li> <li>See section 5.4 for more<br/>detail. The potential for<br/>efficiencies and<br/>improvements through the co-<br/>location of staff is limited.<br/>The resourcing of the CSC</li> </ul> | N/A - Option not currently<br>considered - SCDC part of<br>Cambs Direct and planning<br>to set up its own operation.<br>FDC have no known<br>intention to share. | <ul> <li>Outsourcing to Cambs Direct may provide savings however confidence is low in the indicative costs provided by CCC.</li> <li>Outsourcing to Cambs Direct could mean risking the current levels of excellent service passing control to CCC.</li> <li>SCDC have decided to pull out of</li> </ul> |

The table below summarises the key conclusions for the different options that have been evaluated those that are not in scope are

|           |   | detail. The potential for<br>efficiencies and<br>improvements through the co-<br>location of staff is limited.<br>The resourcing of the CSC<br>and the Call Centre can be<br>considered separately to<br>decisions regarding contracts<br>with CCC. | FDC have no known<br>intention to share.  | <ul> <li>Outsourcing to Cambs Direct could mean risking the current levels of excellent service passing control to CCC.</li> <li>SCDC have decided to pull out of Cambs Direct to set up its own operation - This must attach severe risk to any move for HDC to go this way.</li> </ul> |
|-----------|---|---|---|--|
| Telephony | <ul> <li>HDC currently uses CCC's Avaya<br/>ACD (Automated Call Distribution)<br/>telephony system and is very<br/>satisfied with it. The Avaya system<br/>is a "best in class" solution and the<br/>charge from CCC is considered to<br/>be good value (largely driven by<br/>CCC's economies of scale).</li> <li>Due to CPSN data link HDC should<br/>be able to utilise the system<br/>regardless of location</li> </ul> | To procure and implement an<br>HDC system will be costly (<br>Capital of £40k+), incur risk<br>and is unlikely to provide the<br>call centre with a system that<br>is either as good or cheaper<br>than CCC's Avaya.                                | <ul> <li>N/A – Option not<br/>considered viable.</li> </ul>                                       |  |
| CRM       | <ul> <li>See section 5.6 for details. In summary:</li> <li>☑ The current system (Onyx) has<br/>worked satisfactorily for the Call<br/>Centre.</li> </ul>  | See section 5.6 for details. In<br>summary:<br>☑ The business case to move<br>to a new HDC CRM is   | See section 5.6 for details. In<br>summary:<br>☑ SCDC have decided to end<br>their agreement with |  |

|          | Share with CCC   | HDC  | Share with FDC / SCDC   | Cambs Direct (CCC) |
|----------|--|--|---|--------------------|
|          | <ul> <li>CCC have indicated the running costs are likely to reduce.</li> <li>There are issues with the current model of sharing Onyx with CCC (Integration, constraints on configuration, not really used outside of the Call Centre).</li> <li>The revenue costs are considered high (£87k pa currently and £56k pa indicative in the future).</li> <li>CCC have no firm plans to review / replace Onyx although it is inevitable they will have to do this at some point.</li> <li>There are now better products available which could provide greater value to HDC as a whole.</li> </ul> | <ul> <li>positive with an estimated £50k saving per year.</li> <li>There are now better products available which could provide greater value to HDC as a whole.</li> <li>Constraints imposed by the current arrangements with CCC would be removed.</li> <li>Any procurement and implementation project will carry complexity and risk.</li> </ul> | <ul> <li>Cambs Direct with CCC<br/>and set up their own Call<br/>Centre. Indications are<br/>that collaboration on<br/>procurement and/or<br/>sharing a system is<br/>possible.</li> <li>✓ FDC are also reviewing its<br/>CRM options. The option<br/>to collaborate is possible.</li> <li>✗ The requirements and<br/>timescales of SCDC and /<br/>or FDC may not link to<br/>HDC's.</li> <li>✗ The business case for<br/>sharing systems is not yet<br/>clear. HDC has already<br/>encountered some issues<br/>sharing with CCC.</li> <li>✗ Working with partners can<br/>bring additional complexity,<br/>effort and risk.</li> </ul> |                    |
| Location | <ul> <li>Speke House provides good<br/>accommodation and facilities at a<br/>competitive rate.</li> <li>Speke House provides additional<br/>disaster recovery resilience and<br/>contingency.</li> <li>CCC have indicated options for<br/>continued use beyond June 2013 will<br/>be available.</li> <li>Option to stay at Speke for further 5</li> </ul>  | <ul> <li>The most appropriate HDC location to accommodate the Call Centre is EFH.</li> <li>Moving the Call Centre to PFH may provide some additional but limited scope to get efficiencies from the co-location of Call Centre and CSC staff.</li> </ul>   | N/A - Option not currently<br>considered – SCDC<br>decision to set up its own<br>operation at Cambourne<br>post Dec 2012. FDC has<br>no known plans to move<br>from its current approach.   |                    |

| Share with CCC   | HDC  | Share with FDC / SCDC | Cambs Direct (CCC) |
|--|--|-----------------------|--------------------|
| <ul> <li>years will be at worst same cost as option to move to HDC with lower risks.</li> <li>Although not considered a viable strategy the dynamic interchanging of CSC and Call Centre staff would not be possible.</li> </ul> | <ul> <li>Moving the Call Centre to<br/>PFH / EFH could risk sub-let<br/>income of £30k to £50k.</li> <li>Moving the Call Centre to an<br/>HDC location will incur cost,<br/>complexity and risk. Staff<br/>turnover is likely to increase<br/>significantly in the short term.</li> <li>Further clarity will be needed<br/>around the impact of the<br/>County wide MAC (Making<br/>Assets Count) project</li> </ul> |                       |                    |

The following lists in more detail the key findings and conclusions from the work to date by category:

## 5.1. Service

The HDC Call Centre continues to provide an excellent service (as endorsed by the Government's Customer Service Excellence Award and feedback from customers) and the Council retains a high degree of control over service delivery through the current model. Any future changes to the Call Centre should take into consideration the success and efficiency of the current operation against the need to generate savings.

## 5.2. Costs / Savings

- a. From the details established to date there is a high likelihood that savings against the Call Centre's current revenue costs will be achievable. Indicative savings are estimated in the range of £30k pa to £50k+pa. The savings potential is driven by CCC's own plans to reduce costs (from changes to current supplier contracts and staffing) and the option for HDC to provide its own CRM (reducing the reliance on CCC to provide support services and levy a managed service fee).
- b. Indicative costs from CCC suggest that moving the provision of our Call Centre services to Cambs Direct (and no longer having HDC staff deliver the service) could extend the savings further. However the accuracy of these indicative costs is not considered to be high (CCC acknowledge this as more detail is required). In light of points 5.1 and 5.7 this option has to be considered a high risk and not a preferred option.

## 5.3. Location

- a. The Council's Estates Manager has advised that the current terms of HDC's lease for Speke House are highly competitive. HDC currently pay £20k pa for rental and approx £20k for services (utilities, parking etc.)
- b. CCC has indicated space at Speke House will remain available to HDC beyond the current lease and they are willing to discuss both an extension and changes to the current arrangements (CCC has indicated that the terms of our current lease are unlikely to alter significantly).
- c. Moving the Call Centre to HDC accommodation in Huntingdon will incur elements of cost, complexity and risk. The main components being:
- **Telephony** The need to retain or replace CCC's ACD system.
- Staff Implications for the retention of staff (especially part time staff who live in St Ives) and service disruption. The indications are that 20% to 25% of the Call Centre's current team may choose to leave rather than commute.
- DR Reduction in Disaster Recovery options (Speke House has back up generators and gives greater resilience through multiple town locations).
- Risk The overall resources, costs and risks associated with undertaking the project required to deliver the move.

- Sub-let The opportunity cost of reducing the sub-let potential of HDC space (Work by the Facilities Team has indicated that office space above the Civic Suite, Pathfinder House (PFH) has a sub let value of £30k pa to £50k pa).
- d. The Facilities team believe Eastfield House (EFH) would be the most appropriate HDC location for the Call Centre if it were to move, however subletting space at PFH and other plans could mean there is no suitable space at EFH. Further clarity will be needed around the impact of the County wide MAC (Making Assets Count) project, the approach to use of HDC owned space versus income opportunities and the future shape of the organisation.
- e. A table in Appendix 2 summarises the estimated net costs of the main options. When all of the factors are taken into account the 5 year costs and risks make remaining at Speke House the preferable option.

## 5.4. Customer Service Staff Resource Models

There is a view that co-locating the Call Centre with our Customer Service Centre will generate management / staff efficiencies. Some Authorities do operate in this way (and many others have multiple sites including dedicated Call Centres) however the following should be noted:

- a. A change in approach to management within Customer Services is not considered to be exclusive to the Call Centre and Customer Service Centre being co-located. Speke House is only 5/6 miles from PFH and EFH (Considered as the best HDC alternative to Speke) is 2 miles from PFH.
- b. Through accurately forecasting calls, good staff planning and using part time staff the Call Centre is already efficient with little spare capacity. In addition the current make up of skills sets, preferences and training / knowledge is not uniform across the Call Centre and CSC staff. The opportunity to create efficiencies through interchanging staff dynamically on the same site is therefore considered limited.
- c. The opportunity for greater cross training / movement of staff between the channels could still be beneficial, (As recently demonstrated for maternity cover). Practice from elsewhere (for example East Riding) does suggest the option to use face to face staff as an additional (but planned) resource for taking calls could be explored and has no dependency on co-location.
- d. Changes to the approach for staffing and managing both face to face and phone contacts are not dependent upon the co-location of these services. It is not constrained by the contracts and timescales for agreements with CCC.

## 5.5. Technology - Telephony

a. The HDC Call Centre currently uses CCC's Avaya ACD (Automated Call Distribution) telephony system and is very satisfied with it. The Avaya system is a "best in class" solution and the charge from CCC is considered to be good value (largely driven by CCC's economies of scale).

- b. Moving away from this system to procure and implement an HDC system will be costly (Capital of **£40k+**), incur risk and is unlikely to provide the call centre with a system that is either as good or cheaper than CCC's Avaya.
- c. The agreement for this should be extended in line with the term for Speke House. Approval should be given to the Project Team (supported by Legal / Estates and Facilities as required), to initiate negotiations with CCC.

## 5.6. Technology - CRM

- a. Surprisingly CCC has no plans to review the CRM market place and is committed to retaining the Onyx system with a planned upgrade to version 7.1 during 2011/12. To date CCC and therefore also HDC have only limited information about the features and any benefits of the new version. While there are no confirmed plans it does seem inevitable that CCC will have to review their options at some point in the future. Recently (Aug 2011) contact from CCC has indicated their position maybe subject to change although HDC has no official confirmation of this.
- b. HDC's use of the CCC hosted Onyx system has been a mainly satisfactory arrangement for the last 6 years and supports the Call Centre functionally. However there are a number of issues:
- Integration with other HDC systems and datasets Through a combination of Onyx residing on CCC's network and the Onyx architecture this has proved to be an area that is both costly and difficult to achieve. In addition gaining full access directly to HDC systems has also proved difficult.
- Configuration and changes to the system are wholly controlled by CCC. While HDC pay for CCC to undertake this on our behalf, the constraints that exist and overall value is open to question. CCC has indicated these costs are likely to reduce (From £87k pa to £56k pa).
- Our LLPG interface to Onyx for daily property record updates has recently ceased with no firm plans to rectify this (an area of investment in the past). This is due to a change in LLPG file format which CCC / Consona (Onyx vendor) do not view as a priority.
- The revenue costs of £87k pa are considered high they include a managed service fee as well as funding for a post in CCC's Business Support Team.
- It is used very little by Services and other customer service channels (Face to face, no web or self service options).
- Reporting and access to HDC data in the CRM. The current arrangements could be significantly improved.
- c. The conclusions of the evaluation of the CRM market place for local government undertaken with South Cambs District Council (SCDC) and Fenland District Council (FDC) are listed below:
- There are significantly better products than the current version of Onyx we are using. The current system is used nearly exclusively by the Call Centre, it is believed an alternative CRM from the review could be utilised far more corporately (inc other customer service channels) and would provide a better strategic fit for HDC's IT infrastructure and resources.

- This combined with bringing the CRM under greater HDC control (i.e. no longer taking the service from CCC), could also result in a more agile, easier integrated and better utilised system.
- The future estimated costs of the options based upon indicative costs from CRM vendors and CCC are summarised below (A more detailed breakdown is provided in Appendix 1). The estimated return on investment from switching systems and the potential for ongoing revenue savings presents a sound business case. An MTP proposal has been drafted on this basis and is included in Appendix 3. This shows an annual saving of - £50k pa.

| Option                                     | Cap (£k) | Rev (£k pa) | Total 5 years<br>(£k) | Future<br>Revenue<br>Saving £k pa |
|--|----------|-------------|-----------------------|-----------------------------------|
| Current Costs for CCC<br>Onyx              | 0        | 87          | 435                   | 0                                 |
| Future Costs for CCC<br>Onyx               | 0        | 56          | 280                   | -30                               |
| Preferred CRM option from<br>Market Review | 156      | 16          | 236                   | -71                               |

- d. After working together with FDC and SCDC to review the CRM market place, all three Councils (on the basis of those representing them) believe there is some potential to explore further whether or not the options of joint procurement, or some degree of sharing a CRM system are mutually beneficial.
- e. PC hardware, support and data connectivity at Speke House At the moment the PCs and direct support for them is provided by CCC (£9k pa). There is a data link to HDC which gives limited access to HDC's network and systems. Data connectivity options between HDC and CCC locations will be improved by the introduction of CPSN<sup>1</sup> during 2012. The option to retain the current arrangements or replace the PC hardware (and support) and bring them directly onto the HDC network requires further investigation.
- f. As part of any future procurement the various routes / options will need to be evaluated alongside discussions with partners. The overall timescales and associated risks will need to be considered. The option to retain the use of CCC's CRM would remain open until that process has concluded.

## 5.7. Developments at South Cambs District Council

a. SCDC's Cabinet have approved (July 2011) that they end their current arrangements with Cambs Direct and set up their own contact centre (at the end of their contract in Dec 2012). It is not known exactly what the full implications of this will be for CCC and if there will be any consequently, for HDC – but if CCC are losing a client, there may be a risk this loss of income will be passed onto HDC.

<sup>&</sup>lt;sup>1</sup> (CPSN – A County wide data and communications network linking public sector buildings, offices, schools etc)

## 6. RECOMMENDATIONS

Cabinet are asked to approve the following recommendations:

#### 6.1. Staff

a. The Council should retain an HDC operated and staffed Call Centre beyond Dec 2012.

#### 6.2. Location

a. Approval is given to the Project Team (supported by Legal / Estates and Facilities as required), to initiate negotiations with CCC regarding a 3 year extension to the lease of space / facilities at Speke House. This process should be planned to conclude no later than June 2012.

#### 6.3. CRM Technology

- a. The Project Team commence a formal procurement process for a replacement CRM system. The timescale for the completion of this process is estimated as January 2012.
- b. The Project Team continue discussions with SCDC and FDC regarding any possible collaboration on procurement or sharing of technology (To be considered with recommendation 6.3 a).
- c. The Project Team continue to communicate and monitor CCC's position prior to any final decision.
- d. On the basis that the cost of the future CRM system is anticipated to be at worst cost neutral (and more likely will generate a saving), Cabinet is requested to delegate the final decision on future CRM options to COMT and the Executive Councillor for Customer Services.

## 6.4. Telephony System

a. It is recommended that the Call Centre retains and extends agreements for the use of CCC's Avaya ACD system.

## BACKGROUND INFORMATION AND CONTACTS

Matt Hinton – Team Leader, BA and Projects Team, IMD, 2 Ext 8196 Chris Hall – Head of IMD, 2 Ext 8116 Julia Barber – Head of Customer Services, 2 Ext 8105

|  |             |             |             | -           | · · ·                              |                     |
|--|-------------|-------------|-------------|-------------|------------------------------------|---------------------|
|  | Option 1 £k | Option 2 £k | Option 3 £k | Option 4 £k | Future CCC Onyx v7 <sup>2</sup> £k | Current CCC Onyx £k |
| Front Office Licensing - 50 license    | 28.5        | 54          | 36          | 25          | 0                                  | 0                   |
| Back Office - 35 licenses              | 13          | 4           | 0           | 0           | 0                                  | 0                   |
| Licensing Sub Total                    | 41.5        | 58          | 36          | 25          |                                    |                     |
| Mail / SMS                             | 4           | 13          | 0           | 10          | 0                                  | 0                   |
| Web                                    | 2.5         | 30          | n/a         | 5.4         | na                                 | na                  |
| Integration - Typical per system       | 4           | 5           |             | 3           |                                    |                     |
| Scripting tool                         | 0           | 33          | 0           | 0           | 0                                  | 0                   |
| Campaigns                              | 0           | n/a         | n/a         | 3.5         | na                                 | na                  |
| Reporting                              | 0           | 25          | 0           | 5           | 0                                  | 0                   |
| Total software and modules             | 52          | 164         | 36          | 52          | 0                                  | 0                   |
| Estimated HDC Network Costs etc        | 10          | 10          | 10          | 10          | 0                                  | 0                   |
| Estimated HDC Resource Costs           | 20          | 20          | 20          | 20          | 0                                  | 0                   |
| Total HDC - £k                         | 30          | 30          | 30          | 30          | 0                                  | 0                   |
| Training                               | 8           | 45          | 0           | 0           | 0                                  | 0                   |
| Implementation Services                | 66          | 60          | 7           | 33          | 0                                  | 0                   |
| Services Sub Total                     | 74          | 105         | 7           | 33          | 0                                  | 0                   |
| TOTAL - IMPLEMENTATION (less support)  | 156         | 299         | 73          | 115         | 0                                  | 0                   |
| Direct Support - revenue £k pa         | 12          | 38          | 12          | 10.5        | 56                                 | 87                  |
| Additional HDC Support - revenue fk pa | 4           | 4           | 4           | 4           | 0                                  | 0                   |

# APPENDIX 1 - CRM INDICATIVE PRICE COMPARISON - SOFT MARKET REVIEW MAY / JUNE 2011, HDC / FDC / SCDC

<sup>2</sup> <sup>2</sup> While no cost has been included we are awaiting a response from CCC ref the future IT network hardware refresh costs for our continuing use of Onyx. It is quite likely HDC will need to contribute financially to this if extending the current arrangements.

| TOTAL - 5 years (Implementation + support 5 yrs) | 236                      | 508     | 153 | 187 | 280 | 435 |
|--|--------------------------|---------|-----|-----|-----|-----|
| <b>APPENDIX 2 CALL CENTRE LOCATION OF</b>        | <b>TIONS – INDICATIV</b> | E COSTS |     |     |     |     |

|   | REVE               |                                  |                       |  | C   | APITAL COSTS  |   |   |   |                        |                     |
|---|--------------------|----------------------------------|-----------------------|--|---|---|---|---|---|------------------------|---------------------|
| OPTION                                    | SPACE<br>£k pa (2) | TELEPHONY<br>SYSTEM REV<br>£k pa | TELEPHONY -<br>CAP £k | ADDITIONAL<br>STAFF<br>RECRUITMENT<br>£k(RESULT OF<br>INCREASED<br>TURNOVER) | MOVE /<br>ASSEMBLE<br>FURNITURE<br>£k (1) | TRAINING<br>ROOM<br>FACILITIES<br>£k(Access to<br>dedicated<br>ACD,<br>handsets and<br>PCs) | ADDITIONAL<br>SPACE<br>MODIFICATIONS £k | NETWORK<br>SET UP /<br>CONFIG ETC<br>£k (4) | HDC<br>PROJECT<br>MGT /<br>SERVICES<br>£k | NET £k<br>(5<br>years) | RISK<br>(0 to<br>5) |
| SPEKE HOUSE<br>- EXISTING<br>TELEPHONY    | 40                 | 8                                | 0                     | 0  | 0   | 0   | 0                                       | 0   | 0   | 240                    | 1                   |
| HDC PFH -<br>EXISTING<br>TELEPHONY<br>(3) | 30                 | 11                               | 17                    | 8  | 7   | 6   | Cost tbc                                | Cost tbc                                    | 6   | 249                    | 4                   |
| HDC EFH -<br>EXISTING<br>TELEPHONY<br>(3) | 30                 | 11                               | 17                    | 8  | 7   | 6   | Cost tbc                                | Cost tbc                                    | 6   | 249                    | 3                   |
| HDC PFH -<br>NEW HDC<br>TELEPHONY         | 30                 | 8                                | 36                    | 8  | 7   | 6   | Cost tbc                                | Cost tbc                                    | 12  | 259                    | 5                   |
| HDC EFH -<br>NEW HDC<br>TELEPHONY         | 30                 | 8                                | 36                    | 8  | 7   | 6   | Cost tbc                                | Cost tbc                                    | 12  | 259                    | 4                   |

1 - Estimate validated by Facilities as reasonable, actual cost tbc. This assumes current call centre furniture can be reused.

2 - Speke House actual costs (£20K for rental & £20k for services inc access to training facilities and parking spaces) for HDC opportunity cost of lower range sublet value estimate used (Advised by Accountancy as most appropriate figure).

3 - Estimate based upon indicative figures from CCC and assumes data / network

connectivity via CPSN link is in place. (CPSN –A County wide data and communications

network provided by Virgin Media linking public sector buildings, offices, schools etc)

4 - Note - PC refresh costs / build, assumes cost will be net £0 as if staying or moving will need to be undertaken

## **APPENDIX 3 DRAFT MTP**

| Bit This         Call Centre         CRAIT Replacement           Side This         Call Centre         CRAIT Replacement           Side Decision of Edd<br>and/or on in exating of         Proceeding and the source in any charge the processor of the source in an and the source in any charge the processor of the source of the source in any charge the processor of the source in any charge the source in   | NEW SCHEME OR VARIA  |                          | -  |              |                |             |                  | REF              |                |              |   |
|--|--|--------------------------|--|--------------|----------------|-------------|------------------|------------------|----------------|--------------|---|
| Sale Description of Bill<br>agrie Unequipone o   | Bid Title  |                          |  | eplaceme     | nt             |             |                  |                  |                |              |   |
| and y users here atoms of another here atoms of another here and of CCC Gry, CRM. All edges and incluse at this stage, and require a them atoms of another at this stage, and require a them atoms of another at this stage, and require a them atoms of another at this stage, and require a them atoms of another at this stage. The atoms of another at this stage atoms of a submatrix of the atoms of another at this stage. The atoms of another at this stage atoms of a submatrix of the atoms of a submatrix of a submatrix of the atoms of a   | Lead Head of Service   | Julia Barber             |  |              |                |             |                  |                  |                |              |   |
| areadoo not a sump of<br>PROPOSED START YEAR<br>HIGH PRIORITY CAN<br>BY PROPOSED START YEAR<br>HIGH PRIORITY OS SAVING<br>F UNAVOIDABLE, WHY?<br>F HIGH PRIORITY or SAVING, WHAT IS THE IMPACT ON THE COUNCIL'S PRIORITES?<br>Which Priority Area(s)?<br>What measure(s) will be affected?<br>Which Priority Area(s)?<br>What measure(s) will be affected?<br>Which Priority Area(s)?<br>What measure(s) will be affected?<br>Which Priority Area(s)?<br>What measure(s) will be affected?<br>What will be affected be be to be the procurement aff an available of the protocomencing<br>formal procurement aff an available of the protocomencing<br>formal procurement affected will be affected be affected be affected will be affected be affec   | Brief Description of Bid   |                          |  |              |                |             |                  |                  |                |              |   |
| PROPOSED START YEAR         HIGH PRIORITY, UNAVOIDABLE or SAVING         FULL YEAR IMPACT (VARIATION)           2012         HIGH PRIORITY / SAVING         -52           F UNAVOIDABLE, WHY?  | clarify whether new scheme or  |                          |  |              |                |             | costs are indica | ative at this st | age, and requ  | ire a formal |   |
| 2012         HIGH PRIORITY / SAVING         -52           F UNAVOIDABLE, WHY?         FIGH PRIORITY or SAVING, WHAT IS THE IMPACT ON THE COUNCIL'S PRIORITIES?           Which Priority Area(s)?         What measure(s) will be affected?         What impact do you expect this scheme to have on the measure(s) is in that timescare?           Which Priority Area(s)?         What measure(s) will be affected?         What impact do you expect this scheme to have on the measure(s) is in that timescare?           Mematives         Soft market review has happened, this has included getting updated costs from CCC for the content and on the current aerics with them. The recommended option of pursuing formal procurement is, at this stage, thought likely to create the greatest saving proceeded area for an indicative soft market testing, and will be firmed up by commencing formal procurement and revisiting the businese case once the is complete.           We will all be able to stop the procurement at that point and continue our relationship with CCC haud this not yield the anticpated savings.         The casts we have are from indicative soft market testing, and will be firmed up by commencing formal procurement and revisiting the businese case once the is complete.           We will all be able to stop the procurement at that point and continue our relationship with CCC haud this not yield the anticpated savings.         Total continue our relationship with CCC is able to stop the procurement at that point and continue our relationship with CCC for the content aerics with the market resting the businese case on ce this is able to stop the procurement at that point and continue our relationship with CCC for the content aerics area from the content aerics area fr  | variation on an existing bid   | procurement              | ocurement process to occur - this may change the profile |              |                |             |                  |                  |                |              |   |
| F HIGH PRIORITY or SAVING, WHAT IS THE IMPACT ON THE COUNCIL'S PRIORITIES?           Which Priority Area(s)?         What measure(s) will be affected?         What impact do you expect this achieve to have on the measure(s) & In what timescale?           Which Priority Area(s)?         What measure(s) will be affected?         What impact do you expect this achieve to have on the measure(s) & In what timescale?           Numatives         Soft market review have happened this has included guiting updated costs from CCC for the proceeding on these small costs and them. The review memore do quice of pursuing formal procurement is, at the stage, thought likely to create the greatest axing           Set Assessment that a the interact of this that included guiting updated costs from CCC for the proceeding active active and tablood of the market active the there that an operate the greatest axing           Set Assessment that a to like and ballood of the market be the on the proceeding active active active the active the the anticipated axings.           Set Assessment that a to have no the mode of the market means that a point and continue our relationship with CCC whould this in at yield the anticipated axings.         O 0   | PROPOSED START YEAR  | HIGH F                   | PRIORITY,  | UNAVOIDA     | ABLE or SA     | AVING       | FULL Y           | EAR IMPA         | ACT (VARIA     | ATION)       |   |
| F HIGH PRIORITY or SAVING, WHAT IS THE IMPACT ON THE COUNCIL'S PRIORITIES?         Which Priority Area(c)?       What measure(s) will be affected?       What impact do you expect this scheme to inver on the measure(s) & in what famculate (s) & in what fam  | 2012   | HIGH PRIC                | ORITY / SA   | VING         |                |             |                  | -6               | 52             |              |   |
| F HIGH PRIORITY or SAVING, WHAT IS THE IMPACT ON THE COUNCIL'S PRIORITES?         Which Priority Area(c)?       What measure(s) will be affected?       What impact do you expect this scheme to more on the measure(s) & in what timesclere         Which Priority Area(c)?       What measure(s) will be affected?       What impact do you expect this scheme to more on the measure(s) & in what timesclere         When adverted by a two the measure(s) will be affected?       Inve on the measure(s) & in what timesclere         We mathing the adverted by a two the measure(s) will be adverted by a two the measure(s) and will be firmed up by commencing formal procurement is, at this stage, thought likely to create the greatest saving         We desting the prior be ray non-meriant events and leavoor the macross we have are from indicative soft market testing, and will be firmed up by commencing formal procurement and reveating the business case once this is complete. We will still be able to stop the procurement at that point and continue our relationship with OCC shower?         Active of the macross we have are from indicative soft market testing. and will be firmed up by commencing formal procurement and reveating the business case once this is complete. We will still be able to stop the procurement at that point and continue our relationship with OCC shower?         Active of the costs we have are from indicative soft market testing.       2019112       2019112       2019117       2019117       2019117       2019117       2019117       2019117       2019117       2019117       2019117       2019117       2019117       2019117  |  | V2                       |  |              |                |             |                  |                  |                |              |   |
| Which Priority Area(c)?         What measure(c) will be affected?         What impact do you expect this scheme to have on the measure(c) & in what imescale?           Humanives         Impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in the measure(  | IF UNAVOIDABLE, WH   | 17                       |  |              |                |             |                  |                  |                |              |   |
| Which Priority Area(c)?         What measure(c) will be affected?         What impact do you expect this scheme to have on the measure(c) & in what imescale?           Humanives         Impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in the measure(  |  |                          |  |              |                |             |                  |                  |                |              |   |
| Which Priority Area(c)?         What measure(c) will be affected?         What impact do you expect this scheme to have on the measure(c) & in what imescale?           Humanives         Impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in the measure(  |  |                          |  |              |                |             |                  |                  |                |              |   |
| Which Priority Area(c)?         What measure(c) will be affected?         What impact do you expect this scheme to have on the measure(c) & in what imescale?           Humanives         Impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in what imescale?         Impact do you expect this scheme to have on the measure(c) & in what imescale?           What impact do you expect this scheme to have on the measure(c) & in the measure(  |  |                          |  |              |                |             |                  |                  |                |              |   |
| Witch Priority Area(p)*         Witch Resource(p) with De allected         have on the measure(s) & in what timescale?           Numatives         Interactives         Interactives         Interactives           Numatives         Soft market review has happened, this has included getting updated costs from CCC for the continuation of the current service with them. The recommended option of pursuing formal procurement is, at this stage, thought likely to create the greatest saving           Adding the period br any non-permanent revenue bid, usage, the revenue bid, usage, cupdated costs from CCC for the procurement and revisiting the business case nee this is complete.           We will still be able to stop the procurement at that point and continue our relationship with CCC based cover and procurement and revisiting the business case design.           Stifk COSI OLS SAVLING (COD)         Pre 201112 201112 201213 201314 201415 201516 201617 Peet 2017 Total cover and the anticpated savings.           Stifk COSI OLS SAVLING (COD)         Pre 201112 201112 201213 201314 201415 201516 201617 Peet 2017 Total cover and the cover antice cover and cover a  | IF HIGH PRIORITY or SA   | VING, WH                 | AT IS TH   | E IMPAC      | T ON THE       |             | IL'S PRIC        | DRITIES          | ?              |              |   |
| Numatives         nave on the measure(s) & in what thesecale?           Numatives         Numatives         Numatives           Soft market review has happened, this has included getting updated costs from CCC for the continuation of the current service with them. The recommended option of pursuing formal procurement is, at this stage, thought likely to create the greatest saving option of pursuing formal procurement is, at this stage, thought likely to create the greatest saving option of pursuing formal procurement is, at this stage, thought likely to create the greatest saving option of pursuing formal procurement and revisiting the business case once this is complete. We will still be able to stop the procurement at that point and continue our relationship with CCC show or the macro assessment of temp of update saving.           Srick Assessment         The costs we have are from indicative soft market testing, and will be firmed up by commencing formal procurement and revisiting the business case once this is complete. We will still be able to stop the procurement at that point and continue our relationship with CCC able to stop the anticpated saving.           Srick Cost OR SAVINO (000)         Prezentize         201/12         201/12         201/14         201/17         201/17         201/17         Total Schered on the stage schered on the  | Which Driority Area/c)   | 2                        | What   | moseuro(c)   | will be affect | tod 2       | What impa        | act do you e     | expect this s  | cheme to     |   |
| The attent we you considered to affect we with them. The recommended option of pursuing formal procurement is, at this stage, thought likely to create the greatest saving considered to affective?       Soft market review with them. The recommended option of pursuing formal procurement is, at this stage, thought likely to create the greatest saving considered to affective?         Sey Assumptions made       Including the period for any non-emmander reviewe bids, usage, thought likely to create the greatest saving considered to affective?       The costs we have are from indicative soft market testing, and will be firmed up by commencing formal procurement and revisiting the business case once this is complete. We will still be able to stop the procurement at that point and continue our relationship with CCC should this not yield the anticpated savings.         Strik Assessment       We will still be able to stop the procurement at that point and continue our relationship with CCC should this not yield the anticpated savings.       Zetrix 2etrix 7 Total 7etrix 7 Total 7etrix 7etrix 7etrix 7etrix 7etrix 7etri   | Which Phoney Area(s)   | ŗ                        | wildt  | illeasure(s) | will be affec  | leu ?       | have on th       | e measure(s      | s) & in what t | imescale?    |   |
| The attent we you considered to affect we with them. The recommended option of pursuing formal procurement is, at this stage, thought likely to create the greatest saving considered to affective?       Soft market review with them. The recommended option of pursuing formal procurement is, at this stage, thought likely to create the greatest saving considered to affective?         Sey Assumptions made       Including the period for any non-emmander reviewe bids, usage, thought likely to create the greatest saving considered to affective?       The costs we have are from indicative soft market testing, and will be firmed up by commencing formal procurement and revisiting the business case once this is complete. We will still be able to stop the procurement at that point and continue our relationship with CCC should this not yield the anticpated savings.         Strik Assessment       We will still be able to stop the procurement at that point and continue our relationship with CCC should this not yield the anticpated savings.       Zetrix 2etrix 7 Total 7etrix 7 Total 7etrix 7etrix 7etrix 7etrix 7etrix 7etri   |  |                          |  |              |                |             |                  |                  |                |              |   |
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| concisence to achieve similar<br>continuation of the current service with them. The recommended option of pursuing formal<br>procurement is, at this stage, thought likely to create the greatest saving<br>Service of Xervine bobs, usage,<br>harging polor, stalling etc.<br>The costs we have are from indicative soft market testing, and will be firmed up by commencing<br>formal procurement and revisiting the business case once this is complete.<br>We will still be able to stop the procurement and revisiting the business case once this is complete.<br>We will still be able to stop the procurement and revisiting the business case once this is complete.<br>We will still be able to stop the procurement at this point and continue our relationship with CCC<br>should this not yield the anticpated savings.<br>EXTRA COST OK SAVING (C000<br>The 2011/2 2011/12 2013/3 2013/4 2014/15 2015/16 2016/17 Peet 2016/17 Total<br>Service Control with the anticpated savings.<br>EXTRA COST OK SAVING (C000  | Alternatives   |                          |  |              |                |             |                  |                  |                |              |   |
| Ductomes and why are they not as<br>deficited?         procurement is, at this stage, thought likely to create the greatest saving           Stay Assumptions made<br>nuluding the period for any non-<br>termanet revenue bdb, usge,<br>hanging policy, staffing ec.         The costs we have are from indicative soft market testing, and will be firmed up by commencing<br>from all procurement and revisiting the business case once this is complete.<br>We will still be able to atop the procurement at that point and continue our relationship with CCC<br>should this not yield the anticpated savings.           Star Assessment<br>the appet queber above of the<br>income         Pre 2011/12         2012/13         2013/14         2014/15         2015/16         2016/17         Post 2016/17         Total<br>soluld this not yield the anticpated savings.           Star Assessment<br>the ope of the intervence<br>cheved?         Pre 2011/12         2011/12         2013/14         2014/15         2015/16         2016/17         Post 2016/17         Total<br>soluld this not yield the anticpated savings.           Star Assessment<br>the ope of the intervence<br>cheved?         0   | What alternatives have you   | Soft marke               | et review has  | s happened   | l, this has i  | ncluded ge  | etting update    | ed costs fr      | om CCC for     | the          |   |
| Date Beckvo?         Prevalue         Date Set Sectors?         Sectors Sect   | considered to achieve similar  |                          |  |              |                |             |                  |                  | irsuing form   | al           |   |
| Sey Assumptions made<br>nduding the period for any non-<br>entransmet revenue bids, usage,<br>hanging policy, safing ex.         The costs we have are from indicative soft market testing, and will be firmed up by commencing<br>formal procurement and revisiting the business case once this is complete.<br>We will still be able to stop the procurement at that point and continue our relationship with CCC<br>should this not yield the anticipated savings.           CKRACOST OR SAVING (2007)<br>Created assessment<br>chewed?         Pre 201/12         2012/13         2013/14         2014/15         2015/16         2016/17         Total           Strik Assessment<br>chewed?         Pre 201/12         2012/13         2013/14         2014/15         2015/16         2016/17         Total           Strik Assessment<br>chewed?         0         20         138         0  | outcomes and why are they not as   | procureme                | nt is, at this   | s stage, the | ought likely   | to create t | he greatest      | saving           |                |              |   |
| ncluding the part of tor any non-<br>management revenue bids, usage,<br>hanging policy, stating ex.<br>Nak Assessment<br>The costs we have are from indicative soft market testing, and will be firmed up by commencing<br>formal procurement and revisiting the business case once this is complete.<br>We will still be bit to stop the procurement at that point and continue our relationship with CCC<br>should this not yield the anticpated savings.<br>TRA COST OR SWIND (COD)<br>Tross Capital Cost<br>Capital Cost<br>Capital Cost<br>Capital Cost<br>Capital Cost<br>Capital Income<br>Capital Cost<br>Capital Cost<br>Cap  | cost effective?  |                          |  |              |                |             |                  |                  |                |              |   |
| Permanent revenue bids, usage,<br>harging policy, stafing etc.         The costs we have are from indicative soft market testing, and will be firmed up by commencing<br>formal procurement and revisiting the business case once this is complete<br>we will still be able to stop the procurement at that point and continue our relationship with CCC<br>should this not yield the anticpated savings.           EXEX.ACOST OR SAVINO (2000)         Pre 2011/12         2012/13         2013/14         2014/15         2016/17         Poet 2016/17         Total<br>Solution           Site Capital Cost<br>Capital Income         0 <td< td=""><td>Key Assumptions made</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>   | Key Assumptions made   |                          |  |              |                |             |                  |                  |                |              |   |
| Permanent revenue bids, usage,<br>harging policy, stafing etc.         The costs we have are from indicative soft market testing, and will be firmed up by commencing<br>formal procurement and revisiting the business case once this is complete<br>we will still be able to stop the procurement at that point and continue our relationship with CCC<br>should this not yield the anticpated savings.           EXEX.ACOST OR SAVINO (2000)         Pre 2011/12         2012/13         2013/14         2014/15         2016/17         Poet 2016/17         Total<br>Solution           Site Capital Cost<br>Capital Income         0 <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>   |  |                          |  |              |                |             |                  |                  |                |              |   |
| Harging polcy, stafing etc.         Nisk Assessment           Next are the ruiss and lealinod of<br>the impact quoted above or the<br>nancial assessment not being<br>cheve?         The costs we have are from indicative soft market testing, and will be firmed up by commencing<br>formal procurement and revisiting the business case once this is complete.<br>We will still be able to stop the procurement at that point and continue our relationship with CCC<br>should this not yield the anticpated savings.           XEXEA COST OR SAVINO (000)         Pre 2811/12         2011/12         2013/14         2014/15         2016/17         Post 2816/17         Total<br>solud this not yield the anticpated savings.           Arrows Capital Cost<br>cables         0         20         136         0         0         0         0         0         156           Gottome         0         20         136         0   | Including the period for any non-  |                          |  |              |                |             |                  |                  |                |              |   |
| Visk Assessment<br>inter are the risks and likelihood of<br>the impact quoted above or the<br>nancial assessment into being<br>clinewed?         The costs we have are from indicative soft market testing, and will be firmed up by commencing<br>from a procurement and revisiting the business case once this is complete.<br>We will still be able to stop the procurement at that point and continue our relationship with CCC<br>should this not yield the anticpated savings.           EXERACOSI OR SAVINO (000)         Pre 2011/12         2011/12         2012/13         2014/15         2015/16         2016/17         Post 2016/17         Total           Capital Income         0   |  |                          |  |              |                |             |                  |                  |                |              |   |
| The set end is and likelihood of<br>he impact quoted above or he<br>nanceli assessment not being<br>scheved?         The costs we have are from indicative soft market testing, and will be firmed up by commencing<br>formal procurement and revisiting the business case once this is complete.<br>We will still be able to stop the procurement at that point and continue our relationship with CCC<br>should this not yield the anticpated savings.           EXTRA COST OR SAVING (2000)         Pre 2011/12         2011/12         2013/14         2014/15         2015/16         2016/17         Poet 2016/17         Total           Cash process         0   | charging policy, stalling etc.   |                          |  |              |                |             |                  |                  |                |              |   |
| The set end is and likelihood of<br>he impact quoted above or he<br>nanceli assessment not being<br>scheved?         The costs we have are from indicative soft market testing, and will be firmed up by commencing<br>formal procurement and revisiting the business case once this is complete.<br>We will still be able to stop the procurement at that point and continue our relationship with CCC<br>should this not yield the anticpated savings.           EXTRA COST OR SAVING (2000)         Pre 2011/12         2011/12         2013/14         2014/15         2015/16         2016/17         Poet 2016/17         Total           Cash process         0   | Risk Assessment  |                          |  |              |                |             |                  |                  |                |              |   |
| formal procurement and revisiting the business case once this is complete.           trancial assessment not being           We will still be able to stop the procurement at that point and continue our relationship with CCC should this not yield the anticipated savings.           Strika Cost Cost Cost Cost Cost Cost Cost Cost  |  | The costs                | we have are  | e from indic | ative soft m   | arket testi | ng, and will     | be firmed        | up by comr     | mencing      |   |
| Process Capital Cost         Pre 2011/12         2012/13         2013/14         2014/15         2015/16         2016/17         Peet 2016/17         Total           School Cost         0         20         138         0 <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>-</td></t<>  |  |                          |  |              |                |             |                  |                  |                | -            |   |
| Scheved?         Should this not yield the anticpated savings.           EXTRA COST OR SAVINO (2000)         Pre 2011/12         2011/12         2012/13         2013/14         2014/15         2016/17         Post 2016/17         Total           Cash Ial Income         0         20         136         0   |  |                          |  |              |                | at that po  | int and con      | tinue our re     | elationship v  | with CCC     |   |
| EXTRA COST OR SAVINO (2000)         Pre 2011/12         2012/13         2013/14         2014/15         2015/16         2015/17         Total           Gross Capital Cost         0         2.0         136         0   | -  | should this              | not yield t  | he anticpat  | ed savings.    |             |                  |                  |                |              |   |
| Pre 2011/12         2011/12         2013/14         2014/15         2015/16         2016/17         Peet 2016/17         Total           Grass Capital Income         0         20         136         0         0         0         0         0         0         156           Let Capital Income         0         20         136         0 <th></th>   |  |                          |  |              |                |             |                  |                  |                |              |   |
| Gross Capital Cost         0         20         136         0         0         0         0         0         156           Capital income         0         20         136         0  | EXTRA COST OR SAVING (£000)  |                          |  |              |                |             |                  |                  |                |              |   |
| Capital Income         0   | Constant Const   |                          |  |              |                |             |                  |                  |                |              |   |
| let Capital Variation<br>of which<br>capital variation<br>capital<br>of which<br>capital<br>of which<br>ca |  |                          |  |              |                |             |                  |                  |                | 0            |   |
| case see<br>or and urre<br>norme         0         0         0         0         0         0         0         0         0         158           Consider thure<br>norme         0         -20         -158  | Net Capital Variation  | 0                        | 20   | 136          | 0              | 0           | 0                | 0                | 0              | 156          |   |
| other         0         20         138         0         0         0         0         0         158           ncome         0   |  |                          |  |              |                |             |                  |                  |                | 0            |   |
| ncome         0 <td>other</td> <td>0</td> <td></td> <td></td> <td>0</td> <td></td> <td>0</td> <td>0</td> <td>0</td> <td>156</td>   | other  | 0                        |  |              | 0              |             | 0                | 0                | 0              | 156          |   |
| Viet Revenue Variation         0         -20         -158 <td></td>  |  |                          |  |              |                |             |                  |                  |                |              |   |
| Can bees<br>other         0         -20         -158         -158         -158         -158         -59           Memo overall impact FYE***         -60   | Net Revenue Variation  |                          |  |              |                |             |                  |                  |                |              |   |
| other         0         -158         -  |  |                          |  |              |                |             |                  |                  |                |              |   |
| OTAL COST OF PROPOSED SCHEME (¢000)           Sources of External funding           Conditional Scheme can only go ahead if received           Possible         Conditional Scheme can only go ahead if received           Conditional Scheme can only go ahead if received         Pre 2011/12         2011/12         2012/13         2015/16         2015/16         2015/16         2016/17         Total           Conditional Scheme can only go ahead if received           Countum 2012/13           Countin 2012/13         Countum 2012  | other  |                          | 0  | -20          | -158           | -158        | -158             | -158             | -87            |              |   |
| Sources of External funding         Conditional Scheme can only go ahead if received         Sources of the control  | Memo overall impact FYE**  |                          |  |              |                |             |                  |                  |                | -52          |   |
| Conditional Scheme can only go<br>ahead if received         Considered         Considered <thconsidered< th=""> <thconsidered< th=""> <th< td=""><td></td><td>IEME (£000)</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<></thconsidered<></thconsidered<>   |  | IEME (£000)              |  |              |                |             |                  |                  |                |              |   |
| ahead if received         analysis         second se  |  |                          |  |              |                |             |                  |                  |                |              |   |
| Desisible         Unit and discounted         Unit and discounted <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>  |  |                          |  |              |                |             |                  |                  |                |              |   |
| ALL INCOME NEEDS "." SIGN         Pre 2011/12         2011/12         2012/13         2013/14         2014/15         2015/16         2016/17         Post 2016/17         Total           Cash prices         Outturn 2012/13         Outturn 2012/13         0   | Possible   |                          |  |              |                |             |                  |                  |                |              |   |
| Cash prices         Outurn 2012/13           CAPITAL EXPENDITURE         0           and         0           New Buildings         0           mprovements to Buildings         0           New infrastructure         0           provements to Infrastructure         0           regulament/Computer Hardware         10           Software         126           0         20         126           CAPITAL INCOME         10           Earmarked Capital Receipt         0           Grant or contribution         0           0         0         0         0           NET CAPITAL         0         20         136         0         0         0         0           Capital Receipt   | Considered and discounted  |                          |  |              |                |             |                  |                  |                |              |   |
| CAPITAL EXPENDITURE         Image: Construct of the second se   | ALL INCOME NEEDS "-" SIGN  |                          |  | 2012/13      | 2013/14        |             |                  |                  | Post 2016/17   | Total        |   |
| and       Image: Second S   | CAPITAL EXPENDITURE  | Udafi                    | 0.000  |              |                |             | wayni 2012/1     | ~                |                |              |   |
| New Buildings         0           mprovements to Buildings         0           New infrastructure         0           mprovements to Infrastructure         0           Period         0           Equipment/Computer Hardware         10           Software         20           20         126           CAPITAL INCOME         0           armarked Capital Receipt         146           Grant or contribution         0           0         0         0         0           0         0         0         0         0           REVENUE         0         0         0         0         0           0         0         0         0         0         0         0           REVENUE         0         0         -71         -71         -71         -71           NET REVENUE         0         0         -71         -71         -71         0   | Land   |                          |  |              |                |             |                  |                  |                | 0            |   |
| mprovements to Buildings         0           New infrastructure         0           mprovements to Infrastructure         0           /ehicles         10           Guipment/Computer Hardware         10           Software         20           0         20           20         126           146         146           156         146           16         126           17         146           18         18           19         136           10         10           10         10           10         10           10         10           10         10           110         10           110         10           110         10           110         10           110         10           110         10           110         10           110         10           110         10           110         10   |  |                          |  |              |                |             |                  |                  |                |              |   |
| Improvements to Infrastructure         0         10          10         10 <th 10<<="" td=""><td>mprovements to Buildings</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>0</td></th>  | <td>mprovements to Buildings</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>0</td> | mprovements to Buildings |  |              |                |             |                  |                  |                |              | 0 |
| /ehicles         10         10           Software         20         126         146           20         20         136         0         0         0         16           CAPITAL INCOME         0         20         136         0         0         0         0         156           CAPITAL INCOME         0         0         0         0         0         0         0         166           Samarked Capital Receipt         0 </td <td></td>   |  |                          |  |              |                |             |                  |                  |                |              |   |
| Equipment/Computer Hardware         10         10           Software         20         126         146           0         20         136         0         0         0         0         156           CAPITAL INCOME         20         136         0         0         0         0         156           Earmarked Capital Receipt         3rant or contribution         0         <   |  |                          |  |              |                |             |                  |                  |                |              |   |
| Software     20     126     146       O     20     136     0     0     0     0       CAPITAL INCOME     3     0     0     0     0     0     156       armarked Capital Receipt     -     -     0     0     0     0     0       Srant or contribution     0     0     0     0     0     0     0     0       NET CAPITAL     0     20     136     0     0     0     0     156       Expenditure     -71     -71     -71     -71     -71     -71       ncome     0     0     -71     -71     -71     0  |  |                          |  |              |                |             |                  |                  |                |              |   |
| 0         20         136         0         0         0         0         156           CAPITAL INCOME         Image: Compute Strength of the strengt of the strenge strength of the strength of the strenge strength   |  |                          |  |              |                |             |                  |                  |                |              |   |
| CAPITAL INCOME       Image: Constraint of contribution       Image: Constraint of contrinton       Image: Constraint of contri   | ouware   | 0                        |  |              | 0              | 0           | 0                | 0                | 0              |              |   |
| Carmarked Capital Receipt         0         1 <td>APITAL INCOME</td> <td>U</td> <td>20</td> <td>130</td> <td>0</td> <td>U</td> <td>0</td> <td>0</td> <td>0</td> <td>100</td>   | APITAL INCOME  | U                        | 20   | 130          | 0              | U           | 0                | 0                | 0              | 100          |   |
| Grant or contribution         0         156         252 <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>0</td></t<>   |  |                          |  |              |                |             |                  |                  |                | 0            |   |
| NET CAPITAL         0         20         136         0         0         0         0         156           REVENUE         -71         -71         -71         -71         -71         -71         -71         -71         -71         -71         -71         -71         -71         0   |  |                          |  |              |                |             |                  |                  |                |              |   |
| REVENUE         -71         -71         -71         -71           Expenditure         -71         -71         -71         -71         -71           ncome         NET REVENUE         0         0         -71         -71         -71         0  |  |                          |  |              |                |             |                  |                  |                | -            |   |
| Expenditure -71 -71 -71 -71 -71 ncome NET REVENUE 0 0 -71 -71 -71 0  |  | 0                        | 20   | 136          | 0              | 0           | 0                | 0                | 0              | 156          |   |
| ncome<br>NET REVENUE 0 0 -71 -71 -71 0   | REVENUE  |                          |  |              |                | -           |                  | _                |                |              |   |
| NET REVENUE 0 0 -71 -71 -71 0  |  |                          |  |              | -71            | -71         | -71              | -71              |                |              |   |
|  |  |                          | 0  | 0            | 74             | 74          | 74               | 74               | 0              |              |   |
|  | Memo overall impact FYE**  |                          | U  | 0            | -/1            | -/1         | -/1              | -71              | 0              | 35           |   |