

Chief Executive's Office

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Date: 6 March 2006

Chief Executive:
Donna Hall

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 9TH MARCH 2006

I am now able to enclose, for consideration at the above meeting of the Executive Cabinet, a supplementary note to be considered at Agenda Item 7, together with the reports in respect of Items 9 and 10 that were unavailable when the agenda was printed.

Please note that Agenda Item 11 (Tender for the renewal of Council Insurances) has been deleted from the agenda.

Agenda No Item

7. **Consultation on changes to the Strategic Health Authority, the Primary Care Trusts and the Ambulance Service NHS Trusts in Lancashire and Cumbria**
(Pages 191 - 192)

A note outlining the recommendations of the Overview and Scrutiny Committee following its meeting on 2 March 2006 is enclosed.

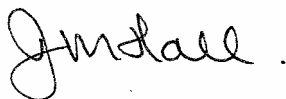
9. **Capital Programme, 2005/06 - Monitoring** (Pages 193 - 254)

Report of Director of Finance (enclosed).

10. **Revenue Budget, 2005/06 - Monitoring** (Pages 255 - 276)

Report of Director of Finance (enclosed).

Yours sincerely



Chief Executive

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Distribution

1. All Members of the Executive Cabinet and Chief Officers for attendance.
2. Councillor J Walker for attendance.
3. All remaining Members of the Council for information.

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આ માહિતીનો અનુવાદ આપની પોતાની ભાષામાં કરી શકાય છે. આ સેવા સરળતાથી મેળવવા માટે કૃપા કરી, આ નંબર પર ફોન કરો: 01257 515822

ان معلومات کا ترجمہ آپکی اپنی زبان میں بھی کیا جاسکتا ہے۔ یہ خدمت استعمال کرنے کیلئے براہ مہربانی اس نمبر پر ٹیلیفون کیجئے: 01257 515823

OVERVIEW AND SCRUTINY COMMITTEE**2 March 2006**

Present: Councillor J Walker (Chair), Councillors Bell, Mrs Case, Davies, Goldsworthy, McGowan, Parr, Perks and Mrs Walsh

06.0S.20 **CONSULTATION ON CHANGES TO THE STRATEGIC HEALTH AUTHORITY, THE PRIMARY CARE TRUSTS AND THE AMBULANCE SERVICE NHS TRUSTS IN LANCASHIRE AND CUMBRIA**

The Committee received a report of the Head of Leisure and Cultural Services which considered a response to the consultation on changes to the Strategic Health Authority (SHA), Primary Care Trusts (PCT) and Ambulance Service NHS Trusts in Cumbria and Lancashire.

The Committee discussed the three areas of the report in detail and queried several issues with the Head of Leisure and Cultural Services.

The report was submitted to the Customer Overview and Scrutiny Panel and had requested that comments be made to this Committee.

RESOLVED - That the following comments made by the Customer Overview and Scrutiny Panel at its meeting on 1 March 2006 be endorsed by this Committee and forwarded to the Executive Cabinet meeting on 9 March 2006.

Strategic Health Authority

1. To support the proposal for dissolving the existing three SHA's to create a new Strategic North West Strategic Health Authority covering the area of the existing three SHA's and the regional boundary for the Government Office for the North West.
2. To question whether it is true consultation if only one option is given to choose from.

Ambulance Trusts

1. To note the disappointment of the Panel that only one option was given to choose from.
2. To note that the proposed Ambulance Trust for the North West would be too large and therefore less responsive than several smaller trusts to local needs.
3. To propose that the Ambulance Trusts cover Lancashire and Cumbria, to align with the proposed reorganisation of the Police Authorities.
4. To request that local performance data is available to monitor the situation in Chorley.

PCT Reconfiguration

1. To support Option Three; meaning that Chorley could be part of a PCT co-terminous with the local authority boundaries of Chorley, South Ribble, West Lancashire and Preston.
2. To highlight that Option One and Option Two would create a Trust be too large and therefore less responsive to local needs.
3. The Panel recognised that the consultation only offers 3 options but would want any reconfiguration to tie in with the outcome of any future review of local government.

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Report of	Meeting	Date
Group Director A & the Director of Finance (Introduced by the Executive Leader, Councillor J Wilson)	Executive Cabinet	9 March 2006

CAPITAL PROGRAMME MONITORING 2005/06

PURPOSE OF REPORT

- To update Members on the progress of the 2005/06 Capital Programme, and to seek Member support and approval for a number of recommendations from the Capital Programme Board.

CORPORATE PRIORITIES

- The schemes within the Capital Programme contribute to the achievement of all the Council's corporate priorities.

RISK ISSUES

- The issue raised and recommendations made in this report involve risk considerations in the following categories:

Strategy	✓	Information	
Reputation	✓	Regulatory/Legal	
Financial	✓	Operational	
People		Other	

- The Capital Programme sets out the Council's strategic investment plans and if these are not delivered it will not fully achieve its strategic objectives, running the risk of damaging the Council's reputation.
- The Capital Programme also carries a significant financial risk. This is in terms of ensuring value for money, maximising resources available, and managing the performance to ensure the least possible impact on the revenue account. The estimated financing of the Capital Programme includes the use of capital receipts from asset sales that have not yet been received.

BACKGROUND

- The last report to Executive Cabinet on the 12 January 2006 described how the Capital Programme Board has no powers to make decisions regarding resources or on new schemes to be included within the programme. It therefore set out a process of how the Board would make appropriate recommendations to Executive Cabinet and Council for consideration.
- This is the second report in such format, which summarises requests received at the last two Capital Programme Board meetings held on the 1st and 20th February 2006, and in

each case the Board's recommendations. The report will also continue to provide an update on how the Capital Programme Board is performing.

HOW ARE WE PERFORMING?

8. The Capital Programme Board is continuing to make good progress, however Members must recognise that there are only limited resources devoted to this, and it will take time to address the issues which are coming to light and fully implement the changes.

(A) Key Performance Indicators

9. High level monitoring of the Capital Programme is carried out through 4 Performance Indicators, which have been described in previous Executive Cabinet reports. Table 1 lists these and shows targets and current performance against that last reported to Executive Cabinet on 12 January 2006.

Performance Indicator	Target 2005/06	Performance	
		At 12/01/06	Current
	%	%	%
1. The % of the Capital Programme budget actually spent.	80	66	92
2. The % of capital schemes intended to be completed during the year actually completed.	80	36	67
3. The % of project using the toolkit.	50	22	29
4. The % of successful projects.	80	100	100

Table 1 - Capital Programme 2005/06 - Key Performance Indicators

10. Performance is improving against each of the indicators, with performance against two of the indicators already exceeding the target.
11. The progress of the number of schemes using the toolkit, although improving is still behind schedule to meet the 50% target by the end of the financial year. A full training programme is underway to address this but it will take time to fully embed the project management methodology.
12. Since the last report the Capital Programme Board have increased the 2005/06 target of the '% of Capital Programme budget actually spent' from 70% to 80%. Clearly with current performance at 91% the original target of 70% was somewhat underestimated. It must be noted though that the current performance of 92% is slightly distorted due to a couple of high expenditure schemes completing since the last report. These include the ODPM e-Voting scheme for £903,879 and the Strategic Regional Sites for £2,281,300.
13. Also since the last report a target of 80% has been set for the % of capital schemes intended to be completed during the year actually completed.

(B) Project Management Methodology Rollout

14. This is the most time consuming part of the work and yet the one that will deliver the biggest benefits. A full training programme is now underway with the first drop in surgeries, one to ones and training sessions held in February. These will all be run on a

monthly basis from now on. Shorter overview training sessions are currently being planned, for Board members and Councillors.

15. In addition to the training programme continual improvements are being made to the methodology based of feedback from users, and benchmarking against methods used by other local authorities.

(C) Capital Monitoring 2005/06

16. The Director of Finance reported changes to the Capital Programme in his report to Executive Cabinet of 23 February 2006. This report presents a small number of further changes. The latest Capital Programme forecast for 2005/06 shows a reduction in total expenditure to £15,079,800. Table 2 below summarises the changes.

Executive Cabinet Date	Details	£	Note
23/02/06	Approved Capital Programme	15,202,760	
	<u>Less</u>		
	Slippage to 2006/07	(127,110)	A
	Other changes	4,150	B
09/03/06	Revised Capital Programme	15,079,800	

Table 2 - Capital Programme 2005/06 - Total Capital Spending

Note A: A scheme-by-scheme analysis of the expenditure slipping into future years is shown in Appendix 1.

Note B: A scheme-by-scheme analysis of the 'other changes' is given in Appendix 1, with brief explanations of the changes given in Appendix 2.

(D) Capital Receipts Monitoring

17. Unrestricted capital receipts, which can be used to finance any capital expenditure or to repay debt, are expected to be below our previous estimate for 2005/06. This is due to a delay in the sale of one site, now expected to complete in 2006/07, offset by a lower value disposal having been brought forward from the next financial year. Provided this land sale proceeds during March, there should be no requirement to finance the programme by borrowing in 2005/06. Unrestricted receipts brought forward from 2004/05 were £2,008,340 and new receipts in the year are estimated to total £1,165,580, giving a usable total of £3,173,920. Appendix 1 shows that £2,939,390 would be required to finance capital expenditure in 2005/06, before taking account of the issue raised in paragraph 18 (C) below.

PROGRAMME BOARD RECOMENDATIONS

18. Set out below are a summary of requests received at the last two meetings of the Capital Programme Board on the 1st and 20th February 2006, and in each case the Boards recommendations. These are listed under the two headings of 'Exception Reports' and 'New Schemes and Projects'.

Exception Reports

(A) Fleet Management System

An exception report was submitted by the Head of Public Space Services requesting an additional £6,500 to purchase a server as well as additional training of staff within I.T

Services. When the original £8,500 project budget was approved it was assumed that it could be installed on existing hardware, however this is now not an option, and with the Fleet Management software already ordered the need to purchase a server to run it on, is essential.

Board Recommendations - To approve the £6,500 increase, which should be funded from savings in other schemes.

(B) Chapel Street Enhancement Scheme Phase 3

On the 12 January 2006 Executive Cabinet approved a recommendation from the Board to place phase 3 of the Chapel Street Enhancement Scheme onto the reserve list (Category C) for future consideration when resources become available.

Following on from this, the Head of Public Space Services has now submitted an exception report seeking approval to proceed with phase 3 subject to receipt of confirmation from Lancashire County Council (LCC) of a contribution towards the cost of phases 1 and 2.

A contribution of £69,500 has been requested towards the provision of a surface water drainage system, which is considered to be a substantial improvement to the highway infrastructure and therefore should be met by LCC.

In addition competitive tenders have now been received and it is estimated that Phase 3 works will cost a total of £53,000, not £95,000 as originally estimated.

As detailed in the previous report, phases 1 and 2 have a total cost of £385,000 against an approved budget of £400,000, leaving £15,000 available for phase 3.

Board Recommendations - To approve the start of phase 3 subject to receipt of confirmation from LCC of a contribution in excess of £38,000.

(C) Town Hall

The Town Hall project is currently 15 weeks behind schedule, with the handover and completion due to take place in March. The external QS is working in conjunction with the Head of Property Services and the Group Director to determine the final cost and funding for the scheme, and will provide a full report as soon as the figures are known.

(D) Housing Revenue Account - Housing Investment Programme (HIP) 2005 - 06

On the 12 January 2006 Executive Cabinet approved a recommendation from the Board for the Head of Housing Services to keep within the current budget. This essentially rejected a request to increase the budget by £375,000 to cover overspending in some areas of the HIP.

Following on the programme has been recast to balance the expenditure with available budgets. The only exception to this is the Cotswold House CCTV scheme. Executive Cabinet approved this scheme on 26 May 2005 on the basis that funding for the scheme would be provided from capital receipts restricted for housing purposes. This therefore requires a budget increase of £35,000 to cover the scheme.

Boards Recommendations - To approve the revised housing programme as shown in Appendix 1 and also to include the Cotswold House CCTV scheme within the Capital Programme, to be funded from restricted housing receipts. Such restricted receipts are usable to finance capital expenditure of the housing function of the Council only. They are

a proportion of Right To Buy dwelling sales available under the transitional arrangements for the pooling of housing capital receipts from 2004/05 to 2006/07.

New Schemes and Projects

19. A number of business cases for new schemes or projects have been submitted to the Board for consideration. These have been attached to the report in full as outlined in Tables 3 & 4.
20. Details of the approval process of new schemes, and the categorisation of the Capital Programme can be found on the Capital Programme section of The Loop (<http://theloop/section.asp?sectionType=list&catid=12334>).

Strategic Objective	Outcome	Project	Appendix No.
Place	Develop the character and feel of Chorley as a good place to live.	Additional Resources for Disabled Facilities Grants	3
		Hic Bibi	4
		Common Bank - Big Wood Reservoir	5
Performance	Ensure Chorley Borough Council is a Performing Organisation	Thin Client	6
		Data Storage Solution	7

Table 3 - Summary of new schemes recommended for inclusion into Category C

21. The Board recommends that each of the new projects listed in Table 3 be included as a category 'C' scheme and as such on the reserve list for future consideration when resources become available.
22. As agreed at Executive Cabinet on the 23 February 2006 the process for Category C schemes to move up into the Capital Programme with allocated funding will be through recommendations from Management Team to Executive Cabinet, based on the costs and merits of each scheme.

Strategic Objective	Outcome	Project	Financing	Appendix No.
People	Reduce Pockets of Inequality & Get People Involved in their communities	Pitch Drainage at Bishop Rawstone School	Bishop Rawstone School - £4,000 Football Foundation - £20,000 <u>Section 106 Contribution - £19,944</u> Total Cost £44,000	8

Table 4 - Summary of new schemes recommended for inclusion into Category B

23. The Board recommends that the new project shown in table 4, be included as a Category B scheme on the 2006/07 Capital Programme, and that £19,944 from S106 funding (from the Fairclough Homes, Jubilee Mill, Croston agreement) be used as match funding for this project.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

24. There are no direct human resource implications arising from this monitoring report.

RECOMMENDATION(S)

25. That the revised Capital Programme for 2005/06 in the sum of £15,079,800 be approved.
26. That the following recommendations of the Capital Programme Board be approved:

Exception Reports

- a. To approve a £6,500 increase to the Fleet Management System project budget, to be funded from savings in other schemes.
- b. To approve the start of phase 3 of Chapel St Enhancements subject to receipt of confirmation from LCC of a contribution in excess of £38,000.
- c. To approve the revised Housing Revenue Account programme as shown in Appendix 1 and also to include the Cotswold House CCTV within the 2005/06 Capital Programme, to be funded from restricted housing receipts.

New Capital Schemes and Projects

- (e) That the following new schemes be placed on the reserve list (category C) for future consideration when resources become available:
1. Additional resources for the disabled facilities grant
 2. Hic Bibi
 3. Common Bank - Big Wood Reservoir
 4. Thin Client
 5. Data Storage Solution
- (f) That the new scheme for 'Pitch Drainage at Bishop Rawstone School' be placed in Category B of the 2006/07 Capital Programme, and that £19,944 from S106 funding (from the Fairclough Homes, Jubilee Mill, Croston agreement), be used as match funding for this project.

**REASONS FOR RECOMMENDATION(S)
(If the recommendations are accepted)**

27. To revise the 2005/06 Capital Programme based on the advice of consultants and project managers.
28. To make considered recommendations for schemes which are either overspending or require additional resources.
29. To bring forward new schemes which Members may consider for inclusion in the future Capital Programme.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

30. None.

PAUL MORRIS
GROUP DIRECTOR A

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Ostapski	5779	14 February 2006	Capital Programme Progress Report March 2006

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Capital Programme - 2005/06

Scheme	2005/06 Current Budget £	Change of Category £	Slippage to 2006/07 £	Other Changes £	2005/06 Revised Estimate £	External Funding £	CBC Funding £
	8,030	99,940			107,970	107,970	0
	22,700				22,700	22,700	0
	46,200				46,200	0	46,200
	87,330				87,330	79,310	8,020
	62,670				62,670	0	62,670
	26,000				26,000	26,000	0
	520				520	0	520
	13,670		(13,670)		0	0	0
	24,000				24,000	20,000	4,000
	8,500			6,500	15,000	0	15,000
	33,790				33,790	0	33,790
	13,250				13,250	0	13,250
	75,820				75,820	75,820	0
	600				600	600	0
	17,500				17,500	0	17,500
	1,590				1,590	0	1,590
	50,000				50,000	50,000	0
	0	30,000			30,000	30,000	0
	0	30,000			30,000	30,000	0
	0	22,500			22,500	22,500	0
Total - e-Government	492,170	182,440	(13,670)	6,500	667,440	464,900	202,540
	150,230				150,230	0	150,230
	1,426,910				1,426,910	0	1,426,910
	29,630				29,630	0	29,630
	17,580				17,580	0	17,580
	1,500				1,500	0	1,500
Total Office Accommodation	1,625,850	0	0	0	1,625,850	0	1,625,850

Scheme

CATEGORY A SCHEMES**Corporate Programmes - e-Government**

Revenues & Benefits eGovernment
 Financial systems upgrades (PARIS income system)
 Replacement core financial systems
 Digitisation of Records
 Computer Network Improvements (Business Continuity)
 e-Democracy Software
 PSS Computer Aided Design Systems
 PSS Computerised Cemetery records
 PSS Document Image Processing
 PSS Fleet Management System
 Intranet Redesign and Update
 Annual leave & flexitime system
 IT Support (incl. salary capitalisation)
 Records management
 Pay Modeller System re Job Evaluation
 National Land & Property Gazetteer
 Integration of CRM & Workflow with Back Office
 Environmental Services Integration
 Access to home/remote & mobile working facilities
 Integration to Land & Property Gazetteer

Total - e-Government**Corporate Programmes - Office Accommodation**

Bengal Street Improvements, CCTV and New Building
 Town Hall Disabled Access and Refurbishment
 Gillibrand Street Annexe Refurbishment 2005/06
 Union Street Offices - Refurbishment
 Union Street Offices Heating and Ventilation

Total Office Accommodation

Capital Programme - 2005/06

Scheme

Corporate Programmes - Strategic Measures

- Capitalised Restructuring Costs
- Project Management Support Capitalisation
- EGLR - contribution to Holy Cross AW Pitch
- EGLR - environmental mitigation works
- ODPM e-Voting 2004/05 - 2005/06

Total Strategic Measures

Leisure and Cultural Services

- Replace filter Brinscall swimming pool
- All Seasons Leisure Centre Refurbishment
- Astley Hall Refurbishment (Phase I slippage & II)
- Astley Hall Gas Supply
- YVP Replacement of Bridges
- Leisure Centres Capital Investment
- Leisure Centres DDA Works

Total Leisure and Cultural Services

Public Space Services

- Traffic Calming/Estate Improvements
- Replacement Borough Boundary Signs
- Extension to Chorley Cemetery (new burial area)
- Cemetery memorial safety
- Resurface Footpaths Chorley and Adlington Cemeteries
- Car parking measures following new Chorley Interchange
- Euxton Play Facilities (S106 funded)
- Purchase and erection of bus shelters

Total Public Space Services

2005/06 Current Budget £	Change of Category £	Slippage to 2006/07 £	Other Changes £	2005/06 Revised Estimate £	External Funding £	CBC Funding £
116,460		(59,940)		56,520	0	56,520
40,000				40,000	0	40,000
250,000				250,000	250,000	0
103,020				103,020	103,020	0
903,880				903,880	903,880	0
1,413,360	0	(59,940)	0	1,353,420	1,256,900	96,520
19,180				19,180	0	19,180
9,630				9,630	0	9,630
17,720				17,720	0	17,720
12,000				12,000	0	12,000
95,660				95,660	20,700	74,960
59,750		(20,000)		39,750	0	39,750
7,350				7,350	0	7,350
221,290	0	(20,000)	0	201,290	20,700	180,590
57,230			(1,870)	55,360	0	55,360
5,890				5,890	0	5,890
78,540				78,540	0	78,540
1,130				1,130	0	1,130
2,620				2,620	0	2,620
16,700				16,700	0	16,700
1,100				1,100	1,100	0
8,130			1,870	10,000	0	10,000
171,340	0	0	0	171,340	1,100	170,240

Capital Programme - 2005/06

Scheme	2005/06 Current Budget £	Change of Category £	Slippage to 2006/07 £	Other Changes £	2005/06 Revised Estimate £	External Funding £	CBC Funding £
<u>Environmental Services</u>							
New and Replacement Litter and Dog Waste bins	18,610				18,610	0	18,610
DEFRA 2004/05	116,420				116,420	110,710	5,710
Public Toilets Upgrade and Refurbishment Programme	106,000				106,000	0	106,000
Recycling bins, boxes, lids and sacks 2005/06	153,330				153,330	18,250	135,080
Total Environmental Services	394,360	0	0	0	394,360	128,960	265,400
<u>Corporate & Policy Services</u>							
Adlington CCTV Cameras	40,000				40,000	40,000	0
Coppull Spendmore Lane CCTV Cameras	30,050				30,050	30,050	0
Town Centre CCTV/Control Room equipment	0	5,670		4,150	9,820	4,150	5,670
Total Corporate & Policy Services	70,050	5,670	0	4,150	79,870	74,200	5,670
<u>Property Services</u>							
Service Centre on Portland St Car Park	5,370				5,370	0	5,370
Ackhurst Lodge Refurbishment	85,890				85,890	0	85,890
Total Property Services	91,260	0	0	0	91,260	0	91,260
<u>Development & Regeneration</u>							
Chapel Street Environmental Enhancement	316,450		(20,000)		296,450	67,330	229,120
Strategic Regional Site	2,281,300				2,281,300	114,430	2,166,870
Design Fees	103,550				103,550	0	103,550
Astley Park Heritage Lottery Project	498,490				176,210	135,190	41,020
Groundwork Projects	30,000				30,000	0	30,000
Total Development & Regeneration	2,907,510	0	(20,000)	0	2,887,510	316,950	2,570,560

Capital Programme - 2005/06

Scheme

Housing Services (General Fund)

- Vacant Property Initiative
- Gillibrand Disabled Adaptations (S106 funded)
- Disabled Facilities Grants
- Home Repair Assistance & Energy Grants
- Handy Person Scheme
- Group Repair Schemes
- Slum Clearance

Total Housing Services (General Fund)

Housing Services (Housing Revenue Account)

- Achieving Decent Homes Standard
- Replacement Windows & Doors
- Community Safety
- Estate Improvements & Regeneration
- Adaptations for Disabled
- Major Void Works
- External Site Works
- Fascias and Soffits
- Capitalised Salaries

Total Housing Services (HRA)

TOTAL CATEGORY A SCHEMES

2005/06 Current Budget £	Change of Category £	Slippage to 2006/07 £	Other Changes £	2005/06 Revised Estimate £	External Funding £	CBC Funding £
36,000				36,000	0	36,000
10,000				10,000	10,000	0
399,130				399,130	206,480	192,650
280,000				280,000	0	280,000
15,000				15,000	0	15,000
24,500				24,500	0	24,500
34,000				34,000	0	34,000
798,630	0	0	0	798,630	216,480	582,150
232,000			121,000	353,000	203,000	150,000
886,000			(170,000)	716,000	716,000	0
91,000			(49,000)	42,000	42,000	0
119,000			(26,000)	93,000	53,000	40,000
250,000			(56,000)	194,000	194,000	0
250,000			123,000	373,000	373,000	0
100,000			117,000	217,000	217,000	0
60,000			(60,000)	0	0	0
110,000				110,000	0	110,000
2,098,000	0	0	0	2,098,000	1,798,000	300,000
10,283,820	188,110	(113,610)	10,650	10,368,970	4,309,650	6,059,320

Capital Programme - 2005/06

	2005/06 Current Budget £	Change of Category £	Slippage to 2006/07 £	Other Changes £	2005/06 Revised Estimate £	External Funding £	CBC Funding £
Scheme							
<u>CATEGORY B SCHEMES</u>							
<u>Corporate Programmes - e-Government</u>							
e-Claims travel and subsistence	6,000				6,000	0	6,000
Microsoft Upgrade	21,320			0	21,320	0	21,320
Integration to Land & Property Gazetteer	22,500	(22,500)			0	0	0
Building Control - applications on-line	50,000				50,000	50,000	0
Planning - applications on-line	78,000				78,000	78,000	0
Environmental Services Integration	30,000	(30,000)			0	0	0
On-line event/form interface	10,000			(10,000)	0	0	0
Access to home/remote & mobile working facilities	20,000	(30,000)		10,000	0	0	0
Single business account	20,000		(13,500)	(6,500)	0	0	0
Revenues & Benefits eGovernment	99,940	(99,940)			0	0	0
Total - e-Government	357,760	(182,440)	(13,500)	(6,500)	155,320	128,000	27,320
<u>Corporate Programmes - Strategic Measures</u>							
Junction Improvements A49/Lancaster Lane (S106 funded)	175,530				175,530	175,530	0
Eaves Green Link Road	4,316,980				4,316,980	4,316,980	0
Total Strategic Measures	4,492,510	0	0	0	4,492,510	4,492,510	0
<u>Public Space Services</u>							
Tesco superstore cycle path	63,000				63,000	63,000	0
Total Public Space Services	63,000	0	0	0	63,000	63,000	0
<u>Corporate & Policy Services</u>							
Town Centre CCTV/Control Room equipment	5,670	(5,670)			0	0	0
Total Corporate & Policy Services	5,670	(5,670)	0	0	0	0	0
TOTAL CATEGORY B SCHEMES	4,918,940	(188,110)	(13,500)	(6,500)	4,710,830	4,683,510	27,320
TOTAL CAPITAL PROGRAMME 2005/06	15,202,760	0	(127,110)	4,150	15,079,800	8,993,160	6,086,640

Scheme

CATEGORY B SCHEMES**Corporate Programmes - e-Government**

e-Claims travel and subsistence
 Microsoft Upgrade
 Integration to Land & Property Gazetteer
 Building Control - applications on-line
 Planning - applications on-line
 Environmental Services Integration
 On-line event/form interface
 Access to home/remote & mobile working facilities
 Single business account
 Revenues & Benefits eGovernment

Total - e-Government**Corporate Programmes - Strategic Measures**

Junction Improvements A49/Lancaster Lane (S106 funded)
 Eaves Green Link Road

Total Strategic Measures**Public Space Services**

Tesco superstore cycle path

Total Public Space Services**Corporate & Policy Services**

Town Centre CCTV/Control Room equipment

Total Corporate & Policy Services**TOTAL CATEGORY B SCHEMES****TOTAL CAPITAL PROGRAMME 2005/06**

Capital Programme - 2005/06

Scheme	2005/06 Current Budget £	Change of Category £	Slippage to 2006/07 £	Other Changes £	2005/06 Revised Estimate £	External Funding £	CBC Funding £
<u>Financing the Programme</u>							
Prudential Borrowing	0	0	0	0	0	0	0
Unrestricted Capital Receipts	3,106,660	0	(99,940)	(67,330)	2,939,390	0	2,939,390
Capital receipt earmarked for Strategic Regional Site	2,166,870	0	0	0	2,166,870	0	2,166,870
Housing Investment Programme Restricted Capital Receipts	732,150	0	0	(31,460)	700,690	0	700,690
Ext. Contributions - Developers	4,970,410	0	0	71,480	4,991,110	4,991,110	0
Ext. Contributions - Lottery Bodies	135,190	0	0	0	135,190	135,190	0
Ext. Contributions - Other Local Authorities	20,700	0	0	31,460	52,160	52,160	0
Ext. Contributions - Regional Development Agency etc	114,430	0	0	0	114,430	114,430	0
Ext. Contributions - Other	100,050	0	0	0	100,050	100,050	0
Government Grants - Local Government On Line	464,900	0	0	0	464,900	464,900	0
Government Grants - e-Voting Schemes	903,880	0	0	0	903,880	903,880	0
Government Grants - DEFRA Recycling	128,960	0	0	0	128,960	128,960	0
Government Grants - Disabled Facilities Grants	206,480	0	0	0	206,480	206,480	0
Government Grants - Planning Delivery Grant	128,000	0	0	0	128,000	128,000	0
Revenue Budget - Specific Revenue Reserves or Budgets	156,860	0	(27,170)	0	129,690	0	129,690
Revenue Budget - Housing Revenue Account	150,000	0	0	0	150,000	0	150,000
Major Repairs Allowance	1,768,000	0	0	0	1,768,000	1,768,000	0
TOTAL CAPITAL RESOURCES	15,202,760	0	(127,110)	4,150	15,079,800	8,993,160	6,086,640

Prudential Borrowing

Unrestricted Capital Receipts

Capital receipt earmarked for Strategic Regional Site

Housing Investment Programme Restricted Capital Receipts

Ext. Contributions - Developers

Ext. Contributions - Lottery Bodies

Ext. Contributions - Other Local Authorities

Ext. Contributions - Regional Development Agency etc

Ext. Contributions - Other

Government Grants - Local Government On Line

Government Grants - e-Voting Schemes

Government Grants - DEFRA Recycling

Government Grants - Disabled Facilities Grants

Government Grants - Planning Delivery Grant

Revenue Budget - Specific Revenue Reserves or Budgets

Revenue Budget - Housing Revenue Account

Major Repairs Allowance

TOTAL CAPITAL RESOURCES

Capital Programme - 2005/06

Scheme

CATEGORY A SCHEMESCorporate Programmes - e-Government

PSS Fleet Management System

Total - e-GovernmentPublic Space ServicesTraffic Calming/Estate Improvements
Purchase and erection of bus shelters**Total Public Space Services**Corporate & Policy Services

Town Centre CCTV/Control Room equipment

Total Corporate & Policy ServicesHousing Services (Housing Revenue Account)Achieving Decent Homes Standard
Replacement Windows & Doors
Community Safety
Estate Improvements & Regeneration
Adaptations for Disabled
Major Void Works
External Site Works
Fascias and Soffits**Total Housing Services (HRA)****TOTAL CATEGORY A SCHEMES**

Other Changes £	Virements £	Increases £	Total £	Comments
6,500	6,500		6,500	Virement from Single Business Account
6,500	6,500	0	6,500	
(1,870)	(1,870)		(1,870)	Virement to Bus Shelters
1,870	1,870		1,870	Virement from Traffic Calming
0	0	0	0	
4,150		4,150	4,150	Increase funded from external contributions
4,150	0	4,150	4,150	
121,000	121,000		121,000	Reallocation of HRA programme
(170,000)	(170,000)		(170,000)	Reallocation of HRA programme
(49,000)	(49,000)		(49,000)	Reallocation of HRA programme
(26,000)	(26,000)		(26,000)	Reallocation of HRA programme
(56,000)	(56,000)		(56,000)	Reallocation of HRA programme
123,000	123,000		123,000	Reallocation of HRA programme
117,000	117,000		117,000	Reallocation of HRA programme
(60,000)	(60,000)		(60,000)	Reallocation of HRA programme
0	0	0	0	
10,650	6,500	4,150	10,650	

Other Changes £	Virements £	Increases £	Total £	Comments
(10,000)	(10,000)		(10,000)	Virement to Home/Remote Working
10,000	10,000		10,000	Virement from On-line event/form interface
(6,500)	(6,500)		(6,500)	Virement to PSS Fleet Management
(6,500)	(6,500)	0	(6,500)	
(6,500)	(6,500)	0	(6,500)	
4,150	0	4,150	4,150	

Scheme

CATEGORY B SCHEMES

Corporate Programmes - e-Government

On-line event/form interface
 Access to home/remote & mobile working facilities
 Single business account

Total - e-Government

TOTAL CATEGORY B SCHEMES

TOTAL OTHER CHANGES

Appendix 3

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Additional Resources Bid for Disabled Facilities Grants

Release: 1.1

Date: 17/02/06

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Steve Lomas

Programme Board: Capital Programme Board

Outline Business Case

Revision History

Date of this revision: 17/02/06

Revision Date	Summary of Changes	Version
Jan 06	First draft	1.0
17/02/06	Minor changes following quality assurance	1.1

Approvals

This document requires the following approvals:

Name	Date Approved	Notes	Version
Capital Programme Board	01/02/06	Scheme to be recommended to Executive Cabinet for approval into the pipeline - category C.	1.0
Executive Cabinet	09/03/06		1.1

Distribution

This document has been distributed to:

Name	Title
Rebecca Ostapski	Project Support Officer
Capital Programme Board	
Executive Cabinet	

Outline Business Case

OUTLINE BUSINESS CASE

Project Background

The Council has a statutory duty to provide grant assistance, subject to legal requirements to assist the disabled residents in the private sector to provide adaptations to their home to meet their essential needs. The adaptation referrals are made from the Social Services Department at LCC following an assessment of need by an Occupational Therapist.

In Sept 2005 Executive Cabinet approved an additional £99,128 to be added to this original allocation of £300,000, which increased this years budget to £399,128. Despite this increase demand is still greater than the budget and has resulted in a waiting list of 20 applicants.

The additional bid for resources is to reflect the increased demand for adaptations in 2005/6 over the original base budget provision of £300,000, which is projected to continue into 2006/7.

The delivery of the service is part of the programme of "Care in the Community" requirements.

It is proposed that from 1 April 2006 the delivery of the Service is administered through the South Lancashire Home Improvement Agency (HIA).

Project Objectives

To provide a disabled person adaptation service to meet the needs of qualifying residents.

Scope

The scope of the service would be to provide an additional 42 adaptations to local private residents homes as part of the wider "Care in the Community" and partnership with LCC.

Outline Business Case

Assumptions

- The delivery of the Service is subject to specified Capital Grant covering 60% of the costs being made available from the ODPM.
- Delivery of the service through the HIA is subject to successful contract tendering through LCC Supporting People Administration to deliver the service from 1 April 2006.

Overview of the Business Case and Benefits

The Council has a statutory duty to assist local residents to enable them to remain in their home by providing assistance to adapt their dwelling to meet medical, physical, or mental welfare needs. The provision of Disabled Facilities Grant Assistance is part of the Council's wider partnership with Social Services, OPCT and LCC to provide care in the community. Assistance with home adaptations contributes toward:

- Reducing the requirement for institutionalised care.
- Facilitating improving hospital discharge times.
- Maintaining support networks by allowing residents to remain in their neighbourhoods.
- Improving the quality of life for disabled residents.
- Promoting independence.

The proposal to increase the DFG services will also allow for service expansion and for adaptation services of financial assistance for residents to be processed.

The demand for DFG's in 2005/6 has resulted in 20 clients having to wait until the new financial year despite additional resources of £99,128.00 before assistance can be given which has resulted in an approx 3 month wait for these households. Each year this wait gets progressively longer as the "roll forward" impact has to be absorbed the following years resources. Even with additional resources in 2005/6 it has still meant applicants having to wait.

If the additional resources are not approved then this will have a negative impact on the length of waiting lists, which could be subject to legal challenge because of the statutory nature of DFG's.

Outline Business Case

Benefits Plan

Performance targets are set as part of the Unit's Business Plan and monitored monthly. Current PI's are:

- KPI HS003 - The number of DFG's completed during the year.
- HR1 - Disabled Facilities Grants approved within 4 months (private sector)
- HR 1a - Disabled Facilities Grants completed within 5 months of approval (Private sector agency)

The £260,000 would enable an additional 42 households to receive assistance and avoid a waiting list developing.

GERSHON EFFICIENCIES

Efficiency savings are envisaged with the current "in house" service but procurement of the service through the HIA will enable expansion of the service (increased outputs) without increased cost.

ESTIMATED PROJECT COSTS

Description	Capital Cost Estimate	Revenue Cost Estimate
Additional DFG Fund	£260,000	£0*
Total	£260,000	£0*

* There are no additional revenue costs associated with this proposal. The costs are contained in the revenue budget for HIA set up.

RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Cllr Laura Lennox	Executive Member for Housing and Neighbourhood Renewal
Senior User		
Senior Supplier <i>(may not be known at this stage)</i>		
Project Manager		

Appendix 4

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Hic Bibi Local Nature Reserve

Release: 1.1

Date: 27 January 2006

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Sagheer Akhtar

Project Manager: Sagheer Akhtar

Programme Board: Capital

Outline Business Case

Outline Business Case

Revision History

Date of this revision: 20/02/06

Revision Date	Summary of Changes	Version
27/01/06	First Draft	1.0
20/02/06	Minor changes following quality assurance	1.1

Approvals

This document requires the following approvals:

Name	Date Approved	Link to Approval Minutes	Version
Capital Programme Board	01/02/06		1.0
Executive Cabinet			1.1

Distribution

This document has been distributed to:

Name	Title
Jane Meek	Head of Development and Regeneration
Rebecca Huddleston	Project Support Officer
Capital Programme Board	
Executive Cabinet	

PROJECT BACKGROUND

Hic Bibi Local Nature Reserve is an 8-hectare site owned by Northern Venture Capital Limited. It has been leased for 999 years to Chorley Borough Council since 1993 when it was designated as a County Biological Heritage Site. The location is a former brick works and clay quarry site situated off Coppull Moor Lane near Chorley. The nature reserve was created on the site in 1997 when rubbish was cleared, paths and ponds created, and new planting, fences and stiles provided. The key habitats are species rich grasslands, ponds, scrub and mire. Chorley Borough Council and its partners Lancashire Wildlife Trust, Chorley and District Natural History Society, Coppull Parish Council and Lancashire County Council have managed the site since 1994 and it became a Local Nature Reserve in 2000. The site is very important for amphibians, birds, dragonflies and damselflies and mammals. Notable species include Stonewort, Reed Bunting, Black Darter Dragonfly, Water Voles, which are UK Priority Biodiversity species, and Great Crested Newts that are 'European Protected Species'.

A five-year ecological management plan has been prepared for Chorley Borough Council running from April 2002 to March 2006. As part of the management plan the following ecological monitoring has taken place biannually to guide further site management.

- a) Recording and monitoring all ponds, amphibian populations and aquatic invertebrate to assess impact and guide to future management.
- b) Maintaining and enhancing hedgerows.
- c) Recording and monitoring invertebrate populations of dragonflies, damselflies and butterflies and to assess the impact of management.
- d) Monitoring changes in the structure of the site's vegetation

Following site monitoring of grasslands and ponds in 2005, the Council's Ecological Consultant strongly recommended that ecological enhancement work be undertaken.

PROJECT OBJECTIVES

- To halt the processes of natural succession for the benefit of flora and fauna already living on the site.
- To create new ponds and remove surface vegetation to expose clay substrates suitable for natural colonisation of species rich grasslands.
- To create extensive new breeding habitats for great crested newts and other amphibians.
- To safeguard the grasslands.

SCOPE

The scope is to restore and enhance one of the most ecologically important Nature Reserves in the Borough.

The works includes creation of new ponds, ditches, and establishment of species rich grasslands. The project will be carried out with help and advice of site partners. English Nature will be consulted throughout.

The site works have to be carried out at the optimum times in order to not disturb breeding or hibernating birds and amphibians. It is therefore essential that preliminary works start in August at the latest and work beings on site in September with a finish date of November 2006.

ASSUMPTIONS

The assumption made is that:

- The capital bid for Hic Bibi Nature Reserve is successful.
- The site will be managed and remain ecologically important for future generations

OVERVIEW OF THE BUSINESS CASE AND BENEFITS

Grassland management is a problematic issue at Hic Bibi. At present a relatively small number of compartments have been cut by strimming on an annual or rotational basis. Most of the species-rich compartments have not been subject to cutting due to many factors, such as ground topography, access issues and costs.

It is now apparent that many of the species-rich grassland areas at Hic Bibi are under threat from processes of natural succession. In particular the following features and processes directly threaten the species-rich grasslands:

- Continued expansion and new colonization of scrub, particularly willow species and bramble. Multi-stemmed re-growth of previously cut scrub contributes to the problem, e.g. Compartment G23.
- Expansion of existing areas of tall ruderal herbs and areas of reed canary-grass, e.g. Compartments G17, G28, G26 and G25. In addition less desirable species seem to be more frequent within species-rich grassland compartments, e.g. increase in marsh thistle throughout the reserves grasslands, particularly within important grassland Compartments G14, G15, G16 and G24.

There is a now an urgent need to address these management issues in order to safeguard the grasslands. The following recommendation is made to enhance the grassland habitats.

- Extensive scrub control and removal is needed. Cut scrub must be treated with stump killer herbicide to prevent re-growth. The locations and methods need to be agreed with PENNINE *Ecological* to safeguard other interests including; birds and great crested newts.
- The creation of new ponds and ditches surrounded by scrapes cleared of vegetation. In particular this will include compartments where floristic interest is limited and / or some of the scrub compartments. Following vegetation removal, a series of multiple small ponds and linear ditches will be created surrounded by bare exposed clay substrates. The following areas of the reserve are considered particularly suitable for this. The area comprising Compartments G24 and G29, and, in particular G12 and part of W4. A new glade in Compartment W4 could be cleared of scrub in order to link Compartments G12 and G7. Other areas also need to be considered, although there are issues relating to both water voles and great crested newt. Evidence of significant water vole activity in the form of runs and feeding stations has been noted in terrestrial grassland compartments at considerable distances from ponds. In particular the area west of Ponds 3 and 4, including Compartments G17, G25, G14, G26 and G28 supports many signs of habitual use and dispersal from the ponds which are considered to be the main breeding locations.
- To carry out the methods outlined above there is a legal requirement to apply for a DEFRA Conservation licence due to the presence of the protected great crested newt. This is a costly exercise both in terms of applying for the licence and the production of associated method statements, and, not least, the implementation of protective measures and terrestrial clearance of the species. In basic terms the areas affected by the vegetation clearance would initially need to be enclosed by temporary amphibian fencing. A number of pitfall traps would then need to be installed within the fenced compartments and checked on a daily basis until such time newts were deemed to have been cleared from the areas. The pond creation and vegetation clearance could then take place. The benefits of this scheme would be two fold. Firstly, the creation of extensive new breeding habitats for great crested newts, and secondly, the creation of new exposed clay substrates which will provide suitable conditions for the natural establishment of species-rich grasslands.

The adoption of the above measures are considered essential to safeguard the sites intrinsic botanical interest. The adoption of the pond creation with scrapes will also enhance the sites value for amphibians. Although the amphibian status of the site is not considered to be threatened, it is noticeable that Ponds 1, 2 and 3 are becoming increasingly dry and have excessive vegetation colonization. In particular Pond 1 is now virtually dry throughout the year. The new ponds (*Ponds 3, 5 and 6*) created by Chorley Borough Council are without doubt the sites main breeding locations. Without the creation of Ponds 3, 5 and 6, the sites status for the species would now be significantly threatened.

This project meets our corporate priority in reducing 'pockets of inequality', getting people involved in their communities as well as developing the character of Chorley as a good place to live, work and visit.

BENEFITS PLAN

- Safeguard the sites intrinsic botanical interest for future generations.
- Providing an environment that is good for nature.
- Protecting European Protected Species and UK Priority Biodiversity Species.

GERSHON EFFICIENCIES

	Efficiencies
Corporate Services	None anticipated.
Procurement	Competitive tendering will be sought.
Productive Time	No implication to Chorley BC in terms of additional staff time and cost.
Transactions	None anticipated.

THE DO NOTHING SCENARIO

The result of doing nothing can be summarised as follows:

- The designation of Biological Heritage Site and Local Nature Reserve could be removed
- The site will become neglected and will revert to woodland through the process of natural succession
- The importance of the site for breeding great crested newts will decrease due to loss of suitable habitat.
- The species rich grasslands will loose flora diversity due to being out competed by ruderal weeds.

ESTIMATED PROJECT COSTS

Description	Year	Capital Cost Estimate	Revenue Cost Estimate
English Nature Licence Application	Aug 06	£610.00	
Interest Group Consultation	Aug 06	£210.00	
Scrub Clearance (timed to not disturb breeding birds)	Sept 06	£6,920.00	
Erection of Temporary Amphibian Trapping Fences / Bucket Traps	Sept 06	£3,000.00	
Bucket Trapping (30 nights)	Sept – Oct 06	£2,700.00	
Ground Clearance, Tree and Scrub Clearance and Pond Creation	Oct – Nov 06	£11,025.00	
Removal of Trapping Fences/Bucket Traps & Report to English Nature	Oct – Nov 06	£1,075.00	
Contingency (10%)		£2,554.00	
Total		£28,094.00	

RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Executive Cabinet	
Senior User	Jane Meek	Head of Development & Regeneration
Project Manager	Sagheer Akhtar	Regeneration Projects Manager
Landscape Assistant	Lindsey Ralston	Landscape Assistant
Senior Suppliers	Pennine Ecological	Ecological Consultant

Appendix 5

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Common Bank (also known as Big Wood Reservoir)

Release: 1.1

Date: 12 January 2006

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Sagheer Akhtar

Project Manager: Sagheer Akhtar

Programme Board: Capital

Outline Business Case

Outline Business Case

Revision History

Date of this revision: 21/02/06

Revision Date	Summary of Changes	Version
16/01/06	First Draft	1.0
21/02/06	Minor changes following quality assurance	1.1

Approvals

This document requires the following approvals:

Name	Date Approved	Link to Approval Minutes	Version
Capital Programme Board	01/02/06		1.0
Executive Cabinet			1.1

Distribution

This document has been distributed to:

Name	Title
Jane Meek	Head of Development and Regeneration
Rebecca Huddleston	Project Support Officer
Capital Programme Board	
Executive Cabinet	

1. PROJECT BACKGROUND

The Council works in partnership with various external organisations like North West Development Agency, Lancs County Council and non-profit making organisations like Groundwork, on a variety of environmental enhancement schemes.

REMADE is a NWDA funded scheme run by Lancashire County Council to tackle the problem of derelict, under-used and neglected (DUN) land in Lancashire. REMADE's aim is to help tackle regeneration priorities through the reclamation of large Brownfield sites for soft end uses like sports and recreation, nature reserves, food-growing projects, footpaths and cycleways. REMADE currently have 26 schemes in their programme throughout the County, including Common Bank.

2. PROJECT OBJECTIVES

- To provide enhanced areas for leisure and soft end use for example open Space, Green Space and Woodlands, to residents and visitors of the Borough.
- To encourage greater community involvements in local projects.
- To reduce the number of neglected, underused and disused sites within the Borough.
- To maximise the external financial funds that are available to Chorley BC.
- To maximise the external financial funds that are not available to Chorley BC.

3. SCOPE

The scope is to regenerate an approx area of 31.5 acres (12.75Ha) Common Bank (Big Wood and Copper Works Wood) and to create Open Spaces, Green Spaces and Woodland area from our derelict, underused and neglected (DUN) site. The work includes Reservoir Refurbishment Works, Environmental Improvements Works, Creating new Footbridges & footpaths, securing access to Copper Mine Works, interpretation and signage boards.

No other project has taken place in this context at this size in Chorley BC but a small good example is the West Way Pond, which was an area that was neglected for a long time. Westway Ponds in Astley Village, Chorley, have been revitalised from a dark and uninviting landscape into a thriving area where local people can enjoy the countryside and learn about ecology and wildlife. The group of four ponds are surrounded by woodland on the edge of Astley Village and are originally thought to have been created during the excavation of clay in the area. They have more recently been used as a drinking hole for cattle.

The regeneration scheme included woodland management work and a small green woodcraft event and a clean up event were organised. The Council and Groundwork worked with Parklands School Conservation Volunteers to carry out practical conservation work. It also included fencing the site, installing footpaths, board walks, a dipping platform, wildflower planting and the preparation of an ecological management plan.

4. ASSUMPTIONS

- Chorley BC can attract external funding, which we have partially done so.

5. OVERVIEW OF THE BUSINESS CASE AND BENEFITS

There are various Government initiatives to reduce the number of sites that are derelict, underused and neglected (DUN). The Forestry Commission and North West Development Agency carried out a survey in Chorley that highlighted 129 such sites, of which 119 were DUN sites and 91 had potential for community woodland sites. The survey was only conducted of sites that were greater area than 1 Hectare. However there are near equal number of sites that have an area less than 1 Hectare.

Chorley is committed in reducing the number of DUN sites and this site is a priority for regeneration. Groundwork has a full –time project officer dedicated to Chorley Projects, towards which no financial contribution is paid to the organisation by Chorley, who is also assisting in this project. The request for capital fund will be used to fully maximise financial gain. During the last financial year over £100,000.00 were attracted and invested into the Borough for similar projects.

This project was initially funded 100% by REMADE but due to reduction in their budget they are no longer able to fulfil their commitment. The way forward in attracting the majority of the funding is for Chorley to partially fund the scheme. Currently funding has been secured from external source (ie) Environment Agency via Action Douglas and Yarrow has agreed to contribute £4,680.22 and a further £50,000.00 is sought directly from the Environment Agency, to give external support to our project.

To assist Chorley's funding further, external funding is currently sought from the following: Lancs Environment Fund, Biffa Flagship Award, Sita High Impact Fund, Aggregates Sustainability Levy/Lancashire Small Sites Reclamation Fund, etc. The results of application will be known from April 2006 onwards.

This project meets our corporate priority in reducing 'pockets of inequality', getting people involved in their communities as well as developing the character of Chorley as a good place to live, work and visit.

6. BENEFITS PLAN

- The objective of reducing DUN sites will mean a better place is provided to all residents in the Borough.
- Providing an environment that is beneficial to health.
- Providing an environment that is good for nature.
- Attracting visitors from outside the Borough.
- Increase external funds to value of approx £300,000+
- For every £1 spent by Chorley BC, approximately £7 has been invested from external sources, for similar projects.

7. GERSHON EFFICIENCIES

Efficiencies	
Corporate Services	None anticipated.
Procurement	To be carried out externally.
Productive Time	No implication to Chorley BC in terms of additional staff time and cost. Full utilisation of external contractor resources to maximise external funding.
Transactions	None anticipated.

8. THE DO NOTHING SCENARIO

- More sites will become neglected and underused.
- Illegal tipping around this site and the Borough will increase.
- Groundwork project team officer dedicated to Chorley projects will not be available.
- External financial funding will be lost, including those already secured.
- Local business funding will also be lost.

9. ESTIMATED PROJECT COSTS

Description	Capital Cost Estimate	Revenue Cost Estimate
Fixed amount of capital expenditure will be allocated	£100,000	£50,000
Total	£100,000	£50,000

10. RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Executive Cabinet	
Senior User	Jane Meek	Head of Development & Regeneration
Senior Suppliers	Matt McDonalds	External contractor
Project Manager	Sagheer Akhtar	Regeneration Projects manager

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Thin Client Infrastructure Project

Release: 1.1

Date: 10 January 2006

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Tim Murphy

Project Manager: Jonathan Butler

Programme Board: Efficiency & Transformation Board

Outline Business Case

Outline Business Case

Revision History

Date of this revision: 20/02/06

Revision Date	Summary of Changes	Version
10/01/06	First draft	1.0
20/02/06	Minor changes following quality assurance	1.1

Approvals

This document requires the following approvals:

Name	Date Approved	Link to Approval Minutes	Version
Capital Programme Board	01/02/06	Scheme to be recommended to Executive Cabinet for approval of the pilot into the pipeline - category C.	1.0
Efficiency & Transformation Board			
Executive Cabinet			1.1

Distribution

This document has been distributed to:

Name	Title
Rebecca Ostapski	Project Support Officer
Capital Programme Board	
Efficiency & Transformation Board	

1 PROJECT BACKGROUND

The Council currently provides desktop access to operational systems and office automation software via personal computers. The equipment used is the subject of a number of lease agreements. Management of the leases concerned has resulted in a requirement to replace all desktop equipment during financial year 2006/7. As well as the opportunity of consolidating the Councils lease commitments, the timing of the replacement offers a chance to consider the utilisation of thin client technology as a replacement for personal computers. The Head of ICT wishes to take advantage of this opportunity to implement a corporate thin client solution for the Council subject to a successful proof of concept. Successful implementations elsewhere, including large local authorities, confirm this is a realistic objective.

Thin Client technology essentially moves the processing power usually found in personal computers to central servers. This eliminates the need for intelligent desktop devices allowing them to be replaced by less expensive 'thin client' devices. In addition, a thin client device generates less network traffic. This is a particular advantage when providing remote access solutions. As the Council looks to adopt remote and home working as a means to deliver service efficiencies the contribution of thin client could be significant.

In addition to the pure financial benefits of the technology, it also offers answers to a number of considerable support issues faced by the Council:

- The growing complexity of the environment and the increasing expectations of users combine to provide a support environment where demand regularly outstrips supply. The 'mean time between failure' of thin client devices is expected to far exceed that of PC's as they contain significantly fewer moving parts. This should reduce the support resource required to resolve equipment failures.
- As users become more familiar with technology they are more prone to making configuration changes that result in support calls to rectify the resulting problems. The more controlled environment that could be enforced as part of a thin client implementation should reduce issues of this kind.
- The deployment of software is a particularly challenging task in a distributed environment. Thin client infrastructure will simplify this as software is 'published' once from a central point.
- The physical nature of PCs mean they are prone to failures. Although the equipment will be maintained as part of an outsourced agreement, there is still a period of downtime and administration associated with the repair process. The simplicity of the thin client units will allow replacement units to be held locally or sent in the internal mail and simply plugged in.
- Currently it is possible for staff to save information locally on their PC or laptop. This is a security issue in two respects. Firstly, a hard disk failure would result in the loss of that data (unless separate arrangements are made to secure it). Secondly, if the PC/laptop is lost or stolen then any confidential or restricted information could be compromised. In a thin client environment, it is not possible to save data to the local device.

Outline Business Case

- The environment offers a password solution that requires the user to remember one master password only. The password to all other applications are managed by the software and changed at required intervals. This will ensure our security requirements are met whilst not imposing further demands on users.

The successful implementation of thin client technology will release resources in the ICT team to enable the delivery of other project work. These resources will be focused upon the delivery of added value work rather than the support of day-to-day equipment failures and user errors. In corporate terms the project will contribute to increasing capacity through the more efficient use of staff resources. The use of thin client units will also reduce power consumption and heat and noise generation.

2 PROJECT OBJECTIVES

- To implement a thin client 'proof of concept'

Subject to meeting success criteria;

- To implement the server infrastructure necessary to support the required number of thin client users.
- To replace desktop PC's with thin client devices where appropriate. It should be noted that some PC's/laptops will be retained due to operating circumstances.
- To implement Password Manager software

3 SCOPE

This scope of this project is to include:

- The hardware
- Software licences
- Implementation services
- On-going support
- A proof of concept of the entire solution

It does not include:

Outline Business Case

- The disposal of old PC/printer equipment
- Remote Access solution

This project would replace the scheduled Microsoft Licence Upgrade project.

The project does interface with the following projects:

- Return of end-of-lease equipment
- Housing Transfer
- Highways partnership
- Property Services

4 ASSUMPTIONS

The following assumptions are made:

- Proof of concept has a positive outcome
- Off the shelf system available
- Computer room accommodation is available
- Costs do not exceed estimates
- Internal resources will be available when required

5 OVERVIEW OF THE BUSINESS CASE AND BENEFITS

The implementation of thin client architecture will provide benefits in a number of areas.

The equipment will deliver a more cost efficient and environmentally friendly working environment for the Council and its staff. Thin client devices use less energy than a PC and as a result generate less heat and noise. They are less prone to failure and are more easily replaced ensuring minimum downtime. In addition, as they do not perform processing to any great extent, they are more able to remain fit for purpose with the upgrade overhead resting mainly with the central servers. Although this will result in some costs, they should be reduced and the upgrade process will more easily managed.

The resource used to manage the corporate environment will be reduced as a result of implementing thin client. The desktop devices require little or no management and the deployment of new software is executed from the centre with the application being 'published' to the appropriate desktop(s). The increased mean time between failures of the desktop devices will result in reduced pressure on the support team allowing developments in other areas to be absorbed. In addition, a significant number of support calls relate to environment changes that would not be possible in the new environment.

Importantly, the specification of the desktop devices will ensure the replacement cycle is reduced to a 6-year cycle seen (estimated by suppliers). This will reduce future infrastructure investment by potentially eliminating one in every two procurements (each costing in the region of £250K - although upgrade costs at the centre will remain).

It is appropriate that the existing Microsoft Office desktop software is replaced within this project. A budget of £41K has been approved for this. Further work is required to determine actual costs but it is expected that to implement up to date software will cost approximately £80K.

The cost of a thin client device is significantly less than the cost of a PC and therefore costs associated with new desktop equipment will be more than halved (from £400 to £150).

It should be noted that the thin client environment is not without its issues and therefore it is recommended that a pilot be undertaken to ensure compatibility with key applications. It is unlikely that thin clients will replace all PCs.

1.5.1 Benefits Plan

The project will deliver the following key benefits;

1. **Improve support service within 3 months of implementation**
This will be measured by the number of outstanding support calls on the helpdesk and a reduce time to fix. In addition it is expected that the pace of project work will increase as it is possible to apply resources previously confined to support duties.
2. **The Total Cost of Ownership of the Councils infrastructure will reduce**
As the processing power of the Councils computing infrastructure will be centrally located, any upgrades will occur there. This will mean the existing refresh of equipment that occurs every three years should be extended to 5 years or longer. It is stressed that a central upgrade will be required but the cost will be reduced.
3. **The costs of desktop equipment will be reduced**
The costs of a PC base unit is approximately £300-400 dependent upon specification compared to thin client devices that can cost as little as £150.

Outline Business Case

- 4. **The ease with which staff moves and software deployment can be delivered will increase**
As all user information is stored centrally, equipment will not need to be moved to follow staff.
- 5. **Password Manager will increase the security of the Councils environment by ensuring an effective password system is in place**
It will be possible for users to create one password that meets the Councils standards rather than having to remember many with the result that none meet security standards. The resource overhead associated with reporting and remedying forgotten passwords will also be vastly reduced. The software will ensure the delivery of this benefit which can be measured by the reduction in the number of password related support calls received.

6 GERSHON EFFICIENCIES

Efficiencies	
Corporate Services	None anticipated.
Procurement	The infrastructure investment should deliver procurement savings resulting from longer refresh periods and reduced unit costs. The devices consume less electricity and are therefore more environmentally friendly and more cost efficient.
Productive Time	The implementation of Thin Client should reduce the resources required to maintain the existing environment. I do not expect this reduction to result in cashable savings, as the resource will be used to deliver an increased portfolio of project work as well as to cover increased support requirements in other areas e.g. home working. We will, however be able to deliver significantly more for the same investment. The implications for front line staff should not be overlooked, as the reduction in downtime should ensure a more productive workforce.
Transactions	The cost of software deployments will reduce as a result of the migration to thin client (assuming the software concerned is compatible with thin client). Software can be deployed once only rather than requiring a visit to each desktop as required presently.

7 THE DO NOTHING SCENARIO

It should be noted that the current situation represents the Councils best opportunity to receive maximum benefit from a migration to thin client technology as all desktop equipment is due to be replaced during 2006/7. The next opportunity would occur at the end of the next lease period. In the event the Council continues with the existing infrastructure, it will be necessary to replace every PC during the 2006/7 at an estimated cost of £250,000. The refresh period will need to remain at three years to ensure equipment remains fit for purpose. This would cost in the region of £200-240K on each occasion. The support service will become increasingly stretched as new initiatives deliver new support requirements. It is unlikely that additional resource will be available to support project work and therefore progress will be slowed.

8 ESTIMATED PROJECT COSTS

Description	Capital Cost Estimate	Revenue Cost Estimate
Pilot	£15 -£20,000	£0
Thin Client Infrastructure Project	£400,000	£45,000
Desktop Software Licence Upgrades (see note's 1&2)	£80,000 (Note1)	Note 2
Total	£500,000	£45,000

Note 1 : There is an existing Category B project relating to the upgrade of Microsoft licences with a capital allocation of £41,000. It should be noted that this cost will be dependent upon the version of Office software chosen.

Note 2 : This will be dependent upon the type of licensing agreement taken out. There are options to ensure we receive all upgrades free of cost for a fixed contract period. A meeting is to be arranged with Microsoft to determine the implications of our options.

9 RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Tim Murphy	Head of ICT Services
Senior User	Cath Bell	ICT Customer Services Manager
Senior Supplier	Not known	Not known
Project Manager	Jonathan Butler	Performance Engineer



3 March 2006

Thin Client Infrastructure Project

Outline Business Case

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PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Data Storage Solution

Release: 1.1

Date: 12th January 2006

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Tim Murphy

Project Manager: Jonathan Butler

Programme Board: Capital Programme Board

Outline Business Case

Outline Business Case

Revision History

Date of this revision: 21/02/06

Revision Date	Summary of Changes	Version
12/01/06	First draft	1.0
21/02/06	Minor changes following quality assurance.	1.1

Approvals

This document requires the following approvals:

Name	Date Approved	Link to Approval Minutes	Version
Capital Programme Board	01/02/06		1.0
Executive Cabinet			1.1

Distribution

This document has been distributed to:

Name	Title
Rebecca Ostapski	Project Support Officer
Capital Programme Board	
Executive Cabinet	

1 PROJECT BACKGROUND

After it's staff, the Council's most important asset is its vast information resource. Access to, and the manipulation of, electronic information is now a basic necessity for the delivery of the Councils services. In order to meet the increasingly challenging demands of the Councils efficiency programme, greater and greater use is being made of technology which in turn places increased demands upon the delivery of accurate, up to date electronic information through an extended window of availability and additional, even mobile, points of access.

As the Council embraces the efficiency agenda and delivers on its commitment to improve the accessibility of its services, the technology that will underpin that delivery must develop and keep pace with requirements. The existing storage solution is not adequate to provide the level of service or functionality required to meet these demands.

The Council must also continually review its business continuity arrangements to ensure they continue to reflect the needs of the business. The Council has changed significantly since the purchase of the existing storage devices in early 2002. The effective resumption of services following an incident is a corporate priority and although extensive arrangements are in place to deal with prolonged incidents in terms of hardware and data, it is possible that the recovery will result in the loss of one days data. Developments in technology now allow this to be addressed.

Significantly, the company supplying the existing equipment went into liquidation in 2004. Since that time the equipment has been maintained by a company based in California. Although the service has met our needs on the few occasions we have required them, it is not considered a sustainable arrangement.

The Council must also consider the developing compliance environment that increasingly requires the formalisation of auditable records (WORM – write once, read many) and retention and disposal regimes that support effective information management. New storage devices can deliver these facilities. The on-going information audit is to document retention information with a view to developing and implementing a corporate retention schedule as part of an Information Management Policy. A new information storage solution can assist in ensuring compliance with the policy.

For these reasons it is considered appropriate that the Council procure a new storage solution.

2 PROJECT OBJECTIVES

The project will deliver;

- A specification of requirements detailing the functionality and capacities required to meet the Councils objectives for the next 5 years.
- An auditable procurement exercise meeting Council Procurement Rules and European legislation.
- Supplier selection
- Implementation of the chosen solution
- On-going support of the solution

Outline Business Case

Ideally, the procurement should be completed by the end of July 2006 to enable the current maintenance costs to be used to fund the new equipment.

3 SCOPE

In Scope

- Definition of requirements specification
- Procurement exercise
- Implementation of solution
- Disposal of old equipment
- Implementation of new corporate file plan (if available in time)

Out of Scope

- Definition of new corporate file plan

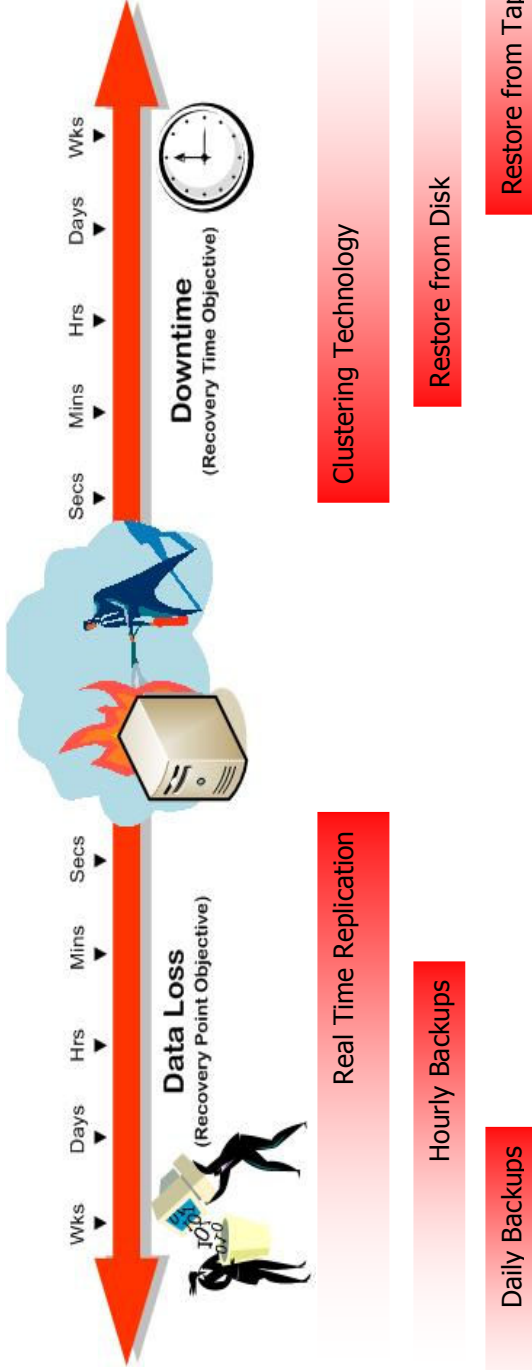
4 CONSTRAINTS

The following constraints apply to the project:

- The solution must provide an equivalent business continuity arrangement to that currently in place i.e. off-site replication
- The solution must be in place by July 2006 to allow the allocation of existing maintenance budgets to the project.
- The level of expenditure will require procurement through the GCAT process.
- The project must work closely with the information management project to prevent duplication and ensure maximum delivery in both areas.

5 OVERVIEW OF THE BUSINESS CASE AND BENEFITS

The Council's current network attached storage device was purchased in 2002. since that time the Council has significantly developed it's use of ICT resulting in notable increase in both data storage requirements and data management functionality. Acceptable data recovery timescales are inversely proportional to the reliance the organisation places upon its data. The Council's current network attached storage, in general, does not store application data and therefore application data is secured to tape on a nightly basis. This results in a large number of security procedures that are time-consuming to carry out and, in the event of an incident, time-consuming to restore. The restoration process can involve, as a worst case, the loss of a days work as the system is restored to the previous close of business position. The implications of this scenario are that the time taken to enter the data in the first place is lost, as is the time taken to re-enter the data into the recovered system. Depending upon the system and the time at which the incident occurs (e.g. year end billing, elections), a service interruption of this kind could be significant. The Council should aim to implement a system that provides system snapshots at hourly or so intervals. This will minimise both data loss and the rework required to a return to an operational position.



It is also clear that the Council is moving towards making data available 24x7. Evidence of this can be seen in the objective to deliver more services on-line, the drive to extended office hours, changes to flexible working hours, home working, extended hours of operation in the Contact Centre. Paradoxically, the window of opportunity to secure systems to tape is decreasing whilst the data volumes increase. A replacement storage solution must address this.

The project will require the implementation services of the suppliers in addition to in-house technical support and attendance at training sessions. It is not expected that resources will be required from other Units.

6 BENEFITS PLAN

The Council recognised the strategic importance of effective data storage when the decision was made in 2002 to implement the existing Auspex network attached storage devices. These have proved a reliable acquisition although it is fair to say they do not meet the Councils current storage objectives. In line with our electronic service delivery success, the Council's data storage requirements have evolved during the last 4 years and continue to do so. In today's business environments, increased data generation, numerous business and regulatory compliance requirements, and the ever-increasing retention of emails are placing increasing demands on storage. A recent survey found that storage capacity requirements are increasing, on average, by 54% per year resulting in requirements doubling every 18 to 24 months.¹

As well as resulting in increasing physical storage requirements, the Council's increasing use of technology to deliver services and achieve the improvements in efficiency and quality to which it aspires mean we must achieve the next level in terms of the 'quality' of our storage solution.

The key benefit of this project would be the implementation of a storage solution that meets the existing business requirement but also reflects the aspirations of the Council in terms of service delivery. The fact that the Council is still in a period of dramatic evolution means that projections and predictions, and hence monetary savings are difficult, but the need for a robust, feature rich, scalable, flexible storage solution with acceptable support arrangements is the premise of this business case.

The solution will deliver the following benefits:

- **A decrease in the number of servers reducing management complexity and saving server licensing and hardware costs** - To be achieved by reviewing the requirement for servers following implementation and removing them from service. Measurement will take the form of a server reduction target of 6. It is expected that this reduction will be achieved within 2006/7.
- **The ability to scale more easily by adding disks to an existing storage device instead of buying additional servers** - This benefit will be available immediately but will be delivered in line with corporate growth.
- **The ability to make storage capacity additions without downtime** - Availability is already a service KPI.
- **Allows the Council choice in selecting server platforms (Unix or Windows) as files can be shared** - This will provide a better platform for the existing legacy systems such as Revenues and Benefits for the foreseeable future.
- **The ability to streamline data management processes** - The implementation of the equipment will allow technical staff to contribute more effectively in other areas.
- **Media and software cost savings associated with centralised backup** - A target for the reduction in media costs will be set and the appropriate budget reduced accordingly.
- **Improved virus protection**

¹ IDC, Worldwide Disk Storage Systems Forecast and Analysis (Over 775 IDC analysts in 50 countries provide global, regional, and local expertise on technology and industry opportunities and trends.)

Outline Business Case

- **Improved performance** - Performance improvements both in data access times and functionality are expected. These will be formalized and agreed with the supplier as acceptance criteria
- **Improved reliability** - Although the existing units have performed well during the last 4 years, the Council must recognize that equipment of this kind must be upgraded to ensure developing requirements are met. As previously mentioned, availability is a KPI for the Unit. If it is deemed necessary then the availability measurement can be included in the specification of requirements.

7 GERSHON EFFICIENCIES

Efficiencies	
Corporate Services	The implementation will provide a firm foundation for the implementation of the corporate file plan that will follow the information audit work.
Productive Time	It is expected that the more effective management features of a new implementation will enable staff time to be more effectively used to carry out other administrative and project work. This work will support other corporate projects such as information management and home and mobile working which will deliver savings.

8 ESTIMATED PROJECT COSTS

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Disk Storage Hardware	£62,000.00	£0.00	£0.00	£20,000.00	£0.00	£82,000.00
Disk Storage Software	£25,000.00	£0.00	£10,000.00	£10,000.00	£0.00	£45,000.00
Storage Network (NAS/SAN)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Backup Hardware	£8,000.00	£0.00	£0.00	£6,000.00	£0.00	£14,000.00
Backup Software	£10,000.00	£0.00	£0.00	£4,000.00	£0.00	£14,000.00
Professional Services	£20,000.00	£2,000.00	£2,000.00	£6,400.00	£2,400.00	£32,800.00
Maintenance/support contract	£40,000.00	£0.00	£0.00	£19,300.00	£19,300.00	£78,600.00
Training costs	£15,000.00	£0.00	£0.00	£6,000.00	£0.00	£21,000.00
Server Costs	£0.00					£0.00
Other Costs	£4,000.00	£0.00	£4,000.00	£0.00	£4,000.00	£12,000.00
Total	£184,000.00	£2,000.00	£16,000.00	£71,700.00	£25,700.00	£299,400.00

The following should be noted;

1. We currently pay £14,000 per annum to maintain our existing units.
2. There would be an additional cost of approximately £100K to provide an off-site storage arrangement as in place at the moment.

9 RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Tim Murphy	Head of ICT Services
Senior User		
Senior Supplier (<i>may not be known at this stage</i>)	Not known	
Project Manager	Jonathan Butler	Performance Engineer

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PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Pitch Drainage Scheme at Bishop Rawstrone School – use of section 106 funds

Release: 1.1

Date: 17th February 2006

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Sara Cooper

Project Manager: Sara Cooper / Lee Boyer

Programme Board: Capital Programme Board

Outline Business Case

Outline Business Case

Revision History

Date of this revision: 17/02/06

Revision Date	Summary of Changes	Version
14/02/06		1 st draft
17/02/06	Minor revisions following quality assurance	1.1

Approvals

This document requires the following approvals:

Name	Date Approved	Link to Approval Minutes	Version
Capital Programme Board			

Distribution

This document has been distributed to:

Name	Title
Jamie Carson	Head of Leisure and Cultural Services
Rebecca Ostapski	Project Support Officer
Capital Programme Board	

1 OUTLINE BUSINESS CASE

1.1 Project Background

Over the last 12 months the council's Sports Development and External Funding Officers have been developing a playing pitch drainage scheme with Bishop Rawstone CofE School in Croston. The school submitted a bid to the football foundation to drain a playing pitch, which is currently unusable for much of the winter and early spring. The project will cost £44,000, and will provide a renovated pitch for both school and community usage.

The school is able to commit £4,000 towards the project, and the Football Foundation has agreed in principle to provide a further £20,000. Approval is sought to use £19,994.00 of Section 106 funding as match funding for this project. The section 106 agreement in question is 'Fairclough Homes, Jubilee Mill, Croston 30th June 2000. Robert Rimmer from the Council's Planning Unit has confirmed that the project fits within the agreement to 'create youth and community facilities in Croston'.

1.2 Corporate Priorities

Reduce Pockets of Inequality - Improved life chances for young people and children
Reduce Pockets of Inequality - Healthier communities and reduced health inequalities
Get People Involved in their Communities - People will be involved in decision making and in improving the well being of their communities

The above priorities will be met by:

- Providing young people with opportunities to take part in football teams, competitions and high-class training.
- Providing the wider community with access to playing fields during the evenings, weekends and school holidays for club football as well as other forms of recreation.
- Training volunteers to become football coaches and referees.

Outline Business Case

This scheme was highlighted as a priority project for football foundation funding in a cabinet report dated 14th April 2003. Members endorsed the development of a football foundation bid with Bishop Rawstrone School.

1.3 Project Objectives

- To produce a high quality playing pitches by September 2006

1.4 Scope

Bishop Rawstrone Cof E School will manage the project. The sphere of responsibility includes:

- tendering the works
- monitoring project progress
- tracking of expenditure
- reporting to the football foundation
- on going maintenance of the pitches in partnership with Croston Sports Club and the Local Education Authority

The role of the council has been to develop a successful application to the Football Foundation and an inclusive community development plan for the site. The involvement of the council will cease once the funding is in place and physical work commences.

1.5 Constraints

- Section 106 funding must be spent by December 2006.
- Football Foundation final approval must be given in time to meet the above deadline.

1.6 Overview of the Business Case and Benefits

Chorley Borough Council's 'Playing Pitch Assessment Document' highlighted a number of issues needing attention:

Outline Business Case

1. There is a shortfall in the number of adult pitches available on Saturdays and Sundays. 37 pitches are regularly requested and only 21 are available. There is also a significant shortfall of junior and mini-soccer pitches.
2. Over demand is leading to overuse of council pitches, causing pitch erosion and increased maintenance costs.
3. The number of sites for pitch development is limited and the cost frequently prohibitive. The document recommends working with schools to create dual use facilities to meet demand. Bishop Rawstrone is mentioned at a potential dual use site.

This project provides practical steps to address the issues outlined above.

1. The pitch will provide both adult and junior/mini-soccer facilities. The school will allow usage of its parking and changing facilities.
2. By making the pitches available for wider community use, some pressure will be taken off council owned pitches. In addition, the two pitches increase available playing space without adding to the council's grounds maintenance budget. Maintenance will be the responsibility of Bishop Rawstrone School, the LEA and Croston Sports Club.
3. This dual-use scheme provides a pitch using external funds – school budget, section 106 funds and football foundation grant. There is no direct cost to the council.

1.6.1 Benefits Plan

Should Section 106 funding be allocated to this scheme, a further £20,000 can be drawn down from the Football Foundation. The improved pitch will bring about the following benefits:

- An increase in the number of young people using the pitches from 300 to 400 per week by end of season 2006/07.
- An increase in the number of adults using the pitches from 50 to 70 per week by end of season 2006/07.
- The introduction of a girls football team during season 2206/07, and entry into league competition by season 2007/08.
- Blackburn Rovers FC will introduce a football in the community programme on site by end 2007.
- Playing pitches will be available to the council and other providers for the first time to run holiday activities from 2007.
- 5 volunteers trained as community football coaches/referees.
- Both the school and Croston Sports club will attain FA Charter Mark status, raising the level of sports development in the area.

1.6.2 Gershon Efficiencies

Productive Time	Definition	Efficiencies
	The ongoing maintenance of the pitches will be carried out by Bishop Rawstrone School, LEA and Croston Sports Club.	The council will have secured a new pitch for community without the ongoing cost of pitch maintenance.

2 ESTIMATED PROJECT COSTS

The total project cost is £44,000. A contribution of £19,944 is sought from Section 106 funds.

Description	Capital Cost Estimate	Revenue Cost Estimate
2 x pitch drainage scheme	£44,000	£0.00
Total	£44,000	£0.00

3 RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Gary Hall	Director of Finance
Senior User		
Senior Supplier (may not be known at this stage)		
Project Manager	Sara Cooper/Lee Boyer	External Funding Officer/Sports Development Officer

Report of	Meeting	Date
Director of Finance	Executive Cabinet	9th March 2006

REVENUE BUDGET MONITORING 2005/06 - REPORT 7 (END OF JANUARY)

PURPOSE OF REPORT

1. This paper sets out the current financial position of the Council as compared against the budgets and efficiency savings targets it set itself for 2005/06 for the General Fund and the Housing Revenue Account.

CORPORATE PRIORITIES

2. This report does not directly relate to the corporate priorities.

RISK ISSUES

3. The issue raised and recommendations made in this report involve risk considerations in the following categories:

Strategy	✓	Information	
Reputation	✓	Regulatory/Legal	
Financial	✓	Operational	✓
People		Other	

4. Actions to manage the budget have the potential to impact on all of the above risk categories.

BACKGROUND

5. The Council's budget for 2005/06 included real cash savings targets of £228,000 from the management of the establishment and a further £100,000 of savings to come from efficiency and Gershon related activities.

CURRENT FORECAST POSITION

6. In my last report I advised on the projected outturn which forecast an overspend of £101,000 which was an improvement on the previous period forecast, and recommended that some action was taken in order to address this issue.
7. Following a continued review of existing budgets and spending plans by the service unit accountants in conjunction with the heads of service, and acting on the recommendations from my last report, I am pleased to report that the current forecast has reduced further and the overspend is now forecasted to be £13,000.

8. The latest forecast shows how the position has improved. The significant movements since my last report are shown in the table below, further details are contained in the attached appendices:

Table 1 – Significant Variations since the last monitoring report

	£'000
Additional salary savings in forecast	(38)
Additional income from Weekly Incorrect Benefit Subsidy (WIBS)	(37)
ICT costs transferred to capital	(30)
Additional loss of Golf income	15
Other minor forecasts	2
Net change since October report	<u>(88)</u>

9. Additional salary savings have been identified in a number of service units, with the largest contributions from Environmental Services and Leisure & Cultural Services.
10. Based on actual performance data for the first three quarters of the year with regard to Weekly Incorrect Benefit Subsidy (WIBS), we are now forecasting that grant funding relating to the increased activity around WIBS and Fraud Investigation will result in an additional £37k of income above the original budget.
11. In my last report I included a section on potential savings that included possible options for reducing the then forecasted overspend. One item that had the largest single impact was the potential to transfer some costs incurred by ICT into capital expenditure by the end of the year, whilst keeping costs contained within the current capital programme resource allocation. Following a review with the Head of Service for ICT £30k of expenditure will now be transferred into capital costs by the end of the year.
12. Bad weather over the Christmas and New Year months has continued to bite into the projections for Golf Income. Accordingly the Head of Service for Leisure & Cultural Services has now advised that income on the golf course is expected to be a further £15k below budget, making an annual shortfall in golf income of £50k.
13. The loss of income on the golf course is offset by salary savings already referred to above and savings on maintenance costs of community centres that are included in the 'Other Minor Forecasts'. The net impact from the Leisure & Cultural Services unit is a saving of £10k,
14. In my last report the section on potential savings included a number of areas that required further investigation before actual savings could be confirmed. This work was completed and all of the recommended savings were taken. These have been included in the 'Other Minor Forecasts' along with a number of other changes that have resulted in the position shown above.
15. The current forecast does predict a small overspend and the forecast position will be continually monitored between now and the year end to ensure that we achieve a final outturn position which is as close to the current forecast as is possible.

HOUSING REVENUE ACCOUNT

BACKGROUND

16. The higher than expected contributions to balances at the end of 2004/05 increased the original forecast for the HRA at the end of 2005/06 to £618,000

CURRENT POSITION

17. Since my last report there have only been minor changes to the HRA position and consequently the forecast for HRA balances has reduced to £534,000, a reduction of £4,000.
18. The HRA variances are shown in Appendix 2A and, the main points for members to remain aware of are:
 - Increased salary costs have been incurred due to capacity issues and disruption resulting from some staff being involved in stock transfer issues.
 - Additional cost of repairs and maintenance arising from both the revised arrangements for gas servicing work in order to comply with legal requirements, and the impact of a potential trading account deficit. Measures to control these costs and to bring the trading position back into line are currently being examined.
 - The HRA will make a contribution to the General Fund towards Housing Benefit costs as per Rent Rebate Transitional Measures. This is a discretionary option that was brought in as part of the changeover to the accounting for Rent Rebates in the General Fund rather than the HRA from April 2004. The opportunity for the transitional transfer will end after the current financial year.
 - The reduction in the replacement windows programme, as reported last month, has resulted in a loss of income of £157,000 and a reduction in associated costs of £154,000.
 - Current rental income projections based on year to date receipts are higher than the original budget. This is mainly as a result of a significant slowdown in the number of council house sales.

SUMMARY

19. For the HRA, there have been no significant changes in the forecast this month and whilst there are some cost pressures causing an increase in expenditure, the reduction in the right to buy sales means additional rental income is being generated for the account, and overall the budget remains close to target.
20. The current forecast for the General Fund is that net expenditure is overspend by £13k. However, with two months still remaining the service unit accountants will continue to monitor the outturn and report regularly to service heads on how actual expenditure is progressing when compared to the current forecast.

RECOMMENDATIONS

21. Executive Cabinet are asked to:
 - a) Note the contents of the report.

**REASONS FOR RECOMMENDATIONS
(If the recommendations are accepted)**

22. To ensure the Council's budgetary targets are achieved.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

23. None

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Phil Eskdale-lord	5483	February 2005	ADMINREP/REPORT

Table of Appendices

1	General Fund Summary
1A	Corporate & Policy Services
1B	Customer, Democratic & Office Support Services
1C	Economic Regeneration
1D	Environmental Services
1E	Finance
1F	Housing (General Fund)
1G	Human Resources
1H	Information & Communication Technology Services
1I	Legal Services
1J	Leisure & Cultural Services
1K	Planning Services
1L	Property Services
1M	Public Spaces Services
2	Housing Revenue Account Summary
2A	Housing Revenue Account Budget Monitoring Statement
2B	Housing Building Maintenance Trading Account

Appendix 1

General Fund Revenue Budget Monitoring 2005/06

Forecast Outturn as at January 2006

	Original Budget £	Agreed Changes £	Original Cash Budget	Contribution to Corporate Savings	Current Cash Budget	Forecast Outturn	Variance £	Variance %
Corporate and Policy Services	517,770	-	517,770	(20,070)	497,700	484,000	(13,700)	-2.75%
Customer, Democratic & Office Support Services	2,930,540	162,200	3,092,740	(77,160)	3,015,580	2,989,000	(26,580)	-0.88%
Economic Regeneration	246,140	(11,200)	234,940	(23,970)	210,970	205,000	(5,970)	-2.83%
Environmental Services	3,090,290	-	3,090,290	(29,510)	3,060,780	3,071,000	10,220	0.33%
Finance	1,430,010	54,300	1,484,310	(55,350)	1,428,960	1,404,460	(24,500)	-1.71%
Housing Services (GF)	270,090	7,500	277,590	-	277,590	268,000	(15,590)	-5.62%
Human Resources	621,720	90,120	711,840	(65,700)	646,140	668,650	22,510	3.48%
Information & Communication Technology Sys	905,440	4,000	909,440	(4,500)	904,940	869,000	(35,940)	-3.97%
Legal Services	100,580	-	100,580	-	100,580	203,000	102,420	101.83%
Leisure & Cultural Services	1,042,810	38,480	1,081,290	(42,430)	1,038,860	1,049,130	10,270	0.99%
Planning Services	467,950	-	467,950	(8,790)	459,160	429,000	(30,160)	-6.57%
Property Services	80,550	20,000	100,550	(20,510)	80,040	52,890	(27,150)	-33.92%
Public Space Services	1,331,330	12,950	1,344,280	(31,000)	1,313,280	1,350,500	37,220	2.83%
Budgets Excluded from Finance Unit Monitoring:								
Benefit Payments	(514,440)		(514,440)		(514,440)			0.00%
Concessionary Fares	228,980		228,980		228,980			12.23%
Less								
Corporate Savings Targets								
Efficiency/Other Savings	(100,000)	(100,000)	(100,000)	303,990	203,990	-	(203,990)	-100.00%
Management of Establishment	(228,050)	(228,050)	(228,050)	75,000	(153,050)	-	153,050	-100.00%
Total Service Expenditure	12,749,760	50,300	12,800,060	-	12,800,060	12,780,170	(19,890)	-0.2%
Non Service Expenditure								
Contingency Fund	100,000	(83,000)	17,000		17,000	-	(17,000)	0.0%
Contingency - Corporate Savings	(328,050)	328,050	-		-	-	-	0.0%
Notional Capital Charges	1,168,630		1,168,630		1,168,630	1,168,630	-	0.0%
Net Financing Transactions	70,350		70,350		70,350	120,350	50,000	71.1%
Parish Precepts	412,562		412,562		412,562	412,562	-	0.0%
Total Non Service Expenditure	1,423,492	245,050	1,668,542	-	1,668,542	1,701,542	33,000	2.0%
Financed By								
Council Tax	(6,057,272)		(6,057,272)		(6,057,272)	(6,057,272)	-	0.0%
National Non-Domestic Rates	(2,945,840)		(2,945,840)		(2,945,840)	(2,945,840)	-	0.0%
Revenue Support Grant	(3,704,920)		(3,704,920)		(3,704,920)	(3,704,920)	-	0.0%
Collection Fund Surplus	(47,550)		(47,550)		(47,550)	(47,550)	-	0.0%
Use Of Provision								#DIV/0!
Use of Earmarked Reserves	(1,167,670)	(295,350)	(1,463,020)		(1,463,020)	(1,463,020)	-	0.0%
Use of General Balances	(250,000)		(250,000)		(250,000)	(250,000)	-	0.0%
Total Financing	(14,173,252)	(295,350)	(14,468,602)	-	(14,468,602)	(14,468,602)	-	0.0%
Net Expenditure	-	-	-	-	-	13,110	13,110	0.10%

General Balances Summary Position	Budget £	Forecast £
General Fund Balance at 1.4.05	1,000,000	1,000,000
Variations agreed utilising General Fund Balance	(250,000)	(250,000)
Forecast (Over)/Under Spend	-	(13,110)
Forecast General Fund Balance at 31.3.06	750,000	736,890

SERVICE LEVEL BUDGET MONITORING 2005/2006**CORPORATE & POLICY SERVICES**

January 2006	£'000	£'000
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ORIGINAL CASH BUDGET		518
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Add Adjustments for In year cash movements

Slippage from 2004/2005
- Use of Earmarked Reserves

Cabinet approved decisions
Delegated Authority decisions

ADJUSTED CASH BUDGET		518
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Less Corporate Savings

Contribution to Corporate savings targets		
- Base Budget Review - various minor savings		(4)
- Agreed budget savings - discretionary spending		(9)
- Further budget savings - discretionary spending		(7)
CURRENT CASH BUDGET		498

FORECAST**EXPENDITURE**

Staffing costs - Corporate Policy	(12)	
Staffing costs - Community Safety/CCTV	(14)	
CCTV Maintenance	10	
CCTV Electricity Supply	<u>2</u>	
Expenditure under(-)/or over(+) achieved		(14)

INCOME

FORECAST CASH OUTTURN 2005/2006		484
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Key Assumptions

- staffing savings will be offset by some additional costs on CCTV maintenance.

Key Issues/Variables

- The above staffing savings are required to offset additional costs to be incurred later in the year, though no firm details are available at this stage.
- Agreed reduction in the contributions to Community Safety Projects.

Key Actions

SERVICE LEVEL BUDGET MONITORING 2005/2006**Customer, Democratic & Office Support Services**

January 2006	£'000	£'000
ORIGINAL CASH BUDGET		2,931
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
- Use of Earmarked Reserves		151
Virements (to)/from other Services		
- Transfer of Allpay to Finance		(50)
- Transfer of PARIS Software to Finance		(4)
- Additional Office Accommodation Costs		59
- Intranet Rollout Campaign		6
ADJUSTED CASH BUDGET		3,093
Less Corporate Savings		
Contribution to Corporate savings targets		
- Salaries savings		(48)
Base Budget Review - various minor savings		(4)
Agreed budget savings - discretionary spending		(24)
Procurement savings - photocopier contract		(1)
CURRENT CASH BUDGET		3,016
FORECAST		
EXPENDITURE		
Staffing costs - Office Support Services	(11)	
Software/equipment - Office Support Services	8	
Printing & copying - copier charges	20	
Staffing costs - Corporate Procurement	(23)	
Roses Marketplace Licence	5	
Staffing costs - Customer Services	(61)	
Contact Centre Telephony costs funded by LGOL grant	(13)	
Town Hall Reception - Refurbishment	10	
Staffing costs - Democratic Services	(2)	
E-Democracy Software Maintenance	(5)	
Members Allowances Scheme	9	
Staffing costs - Civic Services/Cleaners	9	
Gas/Electricity Charges - Civic Buildings	9	
Staffing/Running costs - Closure of Lancastrian	(19)	
Non-Domestic Rates - Town Hall	(21)	
Office Accommodation - King St/Duxbury Offices	22	
Accommodation Review - Office moves	12	
Chief Executive recruitment	(5)	
Expenditure under(-)/or over(+) achieved		(56)
INCOME		
Room Hire - Closure of Lancastrian	11	
Recharges to HRA	18	
Income under(+)/or over(-) achieved		29
FORECAST CASH OUTTURN 2005/2006		2,989

Key Assumptions

- use of Duxbury Offices to mid February
- vacant posts frozen to end of March
- Town Hall returns to full use by 1st February

Key Issues/Variables

SERVICE LEVEL BUDGET MONITORING 2005/2006**Economic Regeneration**

JANUARY 2006	£'000	£'000
ORIGINAL CASH BUDGET		246
Add Adjustments for In year cash movements		
Virements (to)/from other Services		
- Transfer of budget to Grounds Maintenance		(5)
- Transfer of budget to Leisure & Culture		(6)
Cabinet approved decisions		
Delegated Authority decisions		
ADJUSTED CASH BUDGET		235
Less Corporate Savings		
Contribution to Corporate savings targets		(24)
CURRENT CASH BUDGET		211
FORECAST		
EXPENDITURE		
Savings on vacant posts net of agency staff	(29)	
Vehicle costs	2	
Computer software/hardware	5	
Expenditure under(-) or over (+) current cash budget		(22)
INCOME		
Grant income: Withnell Fold	(7)	
Pro rata reduction in recharges to Astley Park LHF capital scheme re salary costs	23	
Income under (+)/ over (-) achieved		16
FORECAST CASH OUTTURN 2005/2006		205

Key Assumptions

Astley Park Project Officer post filled from 23rd January 2006

The United Utilities funded Rivington Park Project is scheduled to finish at this financial year end.

Key Issues/Variables

Maintaining matched funding for Project Officer posts

Key Actions

It is critical that all costs associated with the Rivington Park Project are promptly recovered from United Utilities to prevent them falling on the Units revenue account which has no budget provision for a net cost or surplus.

SERVICE LEVEL BUDGET MONITORING 2005/2006**Environmental Services**

JANUARY 2006		£000	£000
ORIGINAL CASH BUDGET			3,090
Add Adjustments for In year cash movements			
DEFFRA Grant income transferred to Capital			18
Matched reduction in supplies and services budget			(18)
ADJUSTED CASH BUDGET			3,090
Less Corporate Savings			
Base budget review			(29)
CURRENT CASH BUDGET			3,061
FORECAST			
EXPENDITURE			
Reycling Contract:	Additional Services	77	
	Target Bonus	48	
	Performance Bonus	(35)	
	Implementation costs	4	
	Publicity/promotional expenses	4	
Litter/dog waste bins		(9)	
Legal Fees (ASEC)		14	
Savings on vacant posts: EHOs Services		(21)	
	Waste Management	(27)	
	Environmental Wardens	(20)	
	Neighbourhood Wardens	(17)	
Pest Control contract		14	
Agency staff		5	
Leased cars		4	
Contaminated Land investigations		(2)	
Newsletter production		2	
Expenditure under(-) or over (+) current cash budget			41
INCOME			
Reycling Contract:	Agency reimbursements	(18)	
Reycling credits		(13)	
Income under (+) / over (-) achieved			(31)
FORECAST CASH OUTFURN 2005/2006			3,071

Key Assumptions

Young Persons Development Programme to be funded in full from salary savings in Neighbourhood Warden Service in 2005.

Activity levels in refuse collection service have returned to profiled budget levels from October.

The overspend in recycling contract relating to Additional Services payments has continued, the scheme manager now expects it to level out around £5k per month for the remainder of the year.

No further performance bonus payments will be triggered for the remainder of this financial year and this budget has been released as a saving. Recycling income budgets have been reviewed in light of the increases in recycle tonnages and income figures have been increased accordingly.

Key Issues/Variables

Higher than anticipated demand for refuse containers has generated additional costs in the refuse collection service.

The increased Green Waste Processing Rebate income from higher tonnages of green waste may be offset by further target bonus payments.

Key Actions

Closely monitor activity levels on new refuse collection service and report significant changes

SERVICE LEVEL BUDGET MONITORING 2005/2006**JANUARY 2005**

Finance	£'000	£'000
ORIGINAL CASH BUDGET		1,145
Add Adjustments for In year cash movements		
Virements (to)/from other Services		
- Transfer of Allpay to Finance		50
- Transfer of PARIS Software budget to Finance		4
ADJUSTED CASH BUDGET		1,199
Less Corporate Savings		
Contribution to Corporate savings targets		(53)
Procurement savings: Allpay		(2)
CURRENT CASH BUDGET		1,144

FORECAST**EXPENDITURE**

Saving on vacant posts:		
Council Tax/NNDR	(8)	
Benefits Administration	(6)	
Finance	(12)	
Audited 2004/05 Housing/CT Grant Final Claim	-22	
Budget correction - increased contribution from HRA	(40)	
Pay in lieu of notice	8	
Insurance premium adjustments (2004/05)	17	
Insurance premiums (2005/06)	35	
Concessionary travel	28	
Consultants fees	17	
Audit and Inspection Fees	(8)	
Bank Charges - AllPay	9	
Pension Increase Act Fees	5	
IT Software Annual Fees	6	
Microfilming	6	
Bailiffs Fees	8	
Statutory Notices	1	
Documents Online Service	(3)	
Magistrates Costs (2004/05) - Council Tax	10	
Magistrates Costs (2005/06) - Council Tax	12	
Expenditure under(-) or over (+) current cash budget		63
INCOME		
Housing Benefit Grants	(37)	
Enforcement costs recovered - Council Tax/NNDR	(30)	
Court costs awarded - Council Tax	(12)	
Miscellaneous contributions (External Funding Officer)	19	
Income under (+)/ over (-) achieved		(60)

FORECAST CASH OUTTURN 2005/2006**1,147****Key Assumptions**

Young Persons Apprenticeships to be funded from internally generated savings.
 Bailiffs fees based on current activity level. No existing budget
 Magistrates Costs not accrued in 2004/05.
 Concessionary Travel increased based on latest LCC projection for Bus passes

Key Issues/Variables

The Housing Benefit and Council Tax Benefit Subsidy final payments for 2004/05 have now been notified resulting in an increase in Rent Rebates Subsidy, offset by a reduction in Rent Rebates Subsidy Limitation.

Key Actions

Reviw estimates of Housing Subsidy Grant income and expenditure in light of latest projected figures.

SERVICE LEVEL BUDGET MONITORING 2005/2006**HOUSING SERVICES UNIT (GEN FUND)**

January 2006	£'000	£'000
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ORIGINAL CASH BUDGET		270
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Add Adjustments for In year cash movements

Slippage		8
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ADJUSTED CASH BUDGET		278
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Less Corporate Savings

Contribution to Corporate savings targets		
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CURRENT CASH BUDGET		278
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FORECAST**EXPENDITURE**

Salaries	(57)	
Consultants	21	
Agency Cover	24	

Expenditure under(-) or over (+) current cash budget		(12)
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INCOME

Savings agreed with Head of Service	(4)	(4)
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FORECAST CASH OUTTURN 2005/2006		262
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Key Assumptions

- Postponement of HIA until April 2006
- No further use of agency staff to cover vacant Housing Renewal Technician post
- One post (Customer Services Officer) to transfer from Gen Fund to HRA from January
- Role of Interim Housing Strategy Manager to be carried out by Tribal Consultants from January to March

Key Issues/Variables**Key Actions**

SERVICE LEVEL BUDGET MONITORING 2005/2006**HUMAN RESOURCES UNIT**

January 2005

	£'000	£'000
ORIGINAL CASH BUDGET		622
Virements for other Services		
Transfer from contingency Reward & Retention		5
Transfer From Earmarked Reserves Developing Political Leadership		14
Transfer from PSS		2
Cabinet approved decisions Job evaluation costs 05/06		69
Delegated Authority decisions		
ADJUSTED CASH BUDGET		712
Less Corporate Savings		
Contribution to Corporate savings targets		
Training		(35)
Recruitment Advertising		(20)
Misc Exp's		(6)
Lone Working		(5)
CURRENT CASH BUDGET		646
FORECAST		
EXPENDITURE		
Staffing & Restructure	(33)	
Young Persons Development Programme	15	
Temporary Staff	7	
Car Leasing Payment	(3)	
Legal Fees	4	
Hire of Furniture	1	
Occupational Health Fees	6	
Expenditure under (-) or over (+) current cash budget		(4)
INCOME		
South Ribble Health & Safety Contract	26	
Income under (+)/ over (-) achieved		26
FORECAST CASH OUTTURN 2005/2006		669

Key Assumptions**Key Issues/Variables**

- Saving on staffing costs from restructure of Health & Safety Unit and vacant posts.
- Corporate training savings identified with S Baxendale
- Loss of income from withdrawal from contract with South Ribble B.C.
- Saving on advertising costs from new advertising initiative
- Young Persons Development 1.5 FTE, £5K costs per person per year 2 years costs paid in year 1
- Legal Fees for tribunals under accrued

Key Actions

SERVICE LEVEL BUDGET MONITORING 2005/2006
INFORMATION & COMMUNICATION TECHNOLOGY SERVICES

January 2005

	£'000	£'000
ORIGINAL CASH BUDGET		905
Add Adjustment for In Year Cash Movements		
Cabinet approved decisions		-
Increase in salaries budget re project support officer		40
Increase in income re project support officer recharge to capital		(40)
Delegated Authority decisions		-
Correction of Accounting Error		4
ADJUSTED CASH BUDGET		909
Less Corporate Savings		
Contribution to Corporate savings targets		
Misc Expls		(5)
CURRENT CASH BUDGET		904
FORECAST		
EXPENDITURE		
Salaries (E-Gov Prog Mgr/Cust Serv Assist.)	(94)	
Temporary Staff	50	
Telephones Rental	48	
Revenue expenditure transferred to capital	(30)	
Telephone calls charges	(13)	
Overtime	9	
Moving Furniture & Equipment	2	
Purchase of Furniture	25	
Conferences Staff	1	
Car Leasing Payment	(6)	
Expenditure under (-) or over (+) current cash budget		(31)
INCOME		
Telephones (private calls)	(3)	
Other Sales	(1)	
Income under (+) over (-) achieved		(4)
FORECAST CASH OUTTURN 2005/2006		869

Key Assumptions

Young Person's Development Programme to be funded from salary saving. Cust Servs Assist post to be kept vacant.

E-Gov Programme Manager capitalised post vacant until Mar 2006

Technician post capitalised cover continues at current levels

Review of Tel Rentals led to 20k reduction in 2005/6 budget further investigation reveals unable to achieve savings c
to spare lines being identified as sever or alarm lines or due to accommodation programme

Income from private telephone calls will continue at current levels.

Purchase of Furniture due to new store room

Overtime due to insall of Padius Financials and Office moves

Key Issues/Variables

Key Actions

SERVICE LEVEL BUDGET MONITORING 2005/2006**LEGAL SERVICES**

January 2006	£000	£000
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ORIGINAL CASH BUDGET		101
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Add Adjustments for In year cash movements

Slippage from 2004/2005

Virements for other Services

Transfer from contingency

Cabinet approved decisions

Delegated Authority decisions

ADJUSTED CASH BUDGET		101
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Less Corporate Savings

Contribution to Corporate savings targets

CURRENT CASH BUDGET		101
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FORECAST**EXPENDITURE**

Agency Staff costs	40	
Publications	3	
Consultants Fees	17	
Legal Fees - solicitors costs	2	
Land Charges Search Fees	(7)	
Land Charges Network Fees	(13)	
Expenditure under (-) or over (+) current cash budget		42

INCOME

Land Charge Searches	112	
Licence Fees	(52)	
Income under (+)/ over (-) achieved		60
FORECAST CASH OUTFURN 2005/06		203

Key Assumptions

- agency staff covering vacant Senior Solicitor post to mid - February
- agency staff covering vacant Senior Legal Executive posts to end of March
- temporary Senior Legal Assistant post extended to end of March

Key Issues/Variables

- reduced volume of Land Charges
- increase in fee income under new Licensing Act 2003

Key Actions

SERVICE LEVEL BUDGET MONITORING 2005/2006**LEISURE & CULTURAL SERVICES****JANUARY 2006**

	£'000	£'000
ORIGINAL CASH BUDGET		1,043
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
Golf course consultancy		16
Midsummer Festival		1
CSC Fund Slippage		6
Virements for other Services		6
Transfer from contingency		
Cabinet approved decisions		
Trf from Change management Reserve for Community mgmt		10
ADJUSTED CASH BUDGET		<u>1,082</u>
Less Corporate Savings		
Contribution to Corporate savings targets		(19)
Salary Related savings		(12)
Maintenance related Savings		(11)
CURRENT CASH BUDGET		<u>1,039</u>
FORECAST		
EXPENDITURE		
Expenditure under(-) or over (+) current cash budget		
Professional and consultancy fees for indoor leisure contract	51	
Professional and consultancy fees for golf course market test	12	
Savings on indoor Leisure Contract	(99)	
Energy recharges at ASLC	10	
Additional costs from DAD	<u>3</u>	
Expenditure under (-) or over (+) current cash budget		(23)
INCOME		
Income under (+)/ over (-) achieved		
Arts officer funding	(17)	
Reduction in Golf Course Income	<u>50</u>	
Income under (+)/ over (-) achieved		<u>33</u>
FORECAST CASH OUTTURN 2005/2006		<u><u>1,049</u></u>

Key Assumptions**Key Issues/Variables****Key Actions**

SERVICE LEVEL BUDGET MONITORING 2005/2006**PLANNING SERVICES**

January 2006	£000	£000
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ORIGINAL CASH BUDGET		468
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Add Adjustments for In year cash movements

Slippage from 2004/2005

- Use of Earmarked Reserves

Delegated Authority decisions

ADJUSTED CASH BUDGET	<u> </u>	468
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Less Corporate Savings

Corporate savings - discretionary spending	<u> </u>	(9)
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CURRENT CASH BUDGET		459
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FORECAST**EXPENDITURE**

Staffing costs	(17)	
PDG Funded Expenditure	123	
Computer Software - Maintenance/Support	(8)	
Mordiche/Filming	(4)	
Relocation Expenses	3	
Car Allowances	3	
Mapping Services Agreement	<u>1</u>	
Expenditure under (-) or over (+) current cash budget		101

INCOME

Planning Application Fees	(10)	
Building Control Fees	5	
Additional Planning Delivery Grant	(123)	
Other Income	<u>(3)</u>	
Income under (+) over (-) achieved		(131)

FORECAST CASH OUTFURN 2005/2006	<u> </u>	429
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Key Assumptions

- current income levels are maintained
- recruitment to 2 vacant posts from 1 March
- agency staff in Building Control to end of March

Key Issues/Variables

- level of grant received higher than budgetted
- increase in level of Planning Application fees received
- reduction in level of Building Control fees received

Key Actions

SERVICE LEVEL BUDGET MONITORING 2005/2006

PUBLIC SPACE SERVICES	£'000	£'000
January 2006		
ORIGINAL CASH BUDGET		1,331
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
Other		
Transfer from Grounds Maint Reserve		15
Virement to HR Training budget		<u>(2)</u>
ADJUSTED CASH BUDGET		1,344
Less Corporate Savings		
Contribution to Corporate savings targets		<u>(9)</u>
CURRENT CASH BUDGET		1,335
FORECAST		
EXPENDITURE		
Expenditure under(-) or over (+) current cash budget		
Standby Duty Allowance	4	
Car Lease Payments	7	
Pay in Lieu of Notice	2	
General Repairs/Vandalism Repairs	23	
Maintenance of Building Services	6	
Purchase/Maintenance of Playground Equipment	3	
Purchase of Furniture	6	
Maintenance of Tools and Equipment	7	
Consultants re ISO 9001	3	
Material savings less LHP Admin Reimbursement	(35)	
Legal Fees	39	
Street Cleansing Client Budget	(20)	
NNDR-Bengal St Depot	8	
Duxbury Golf Course in house bid	22	
Miscellaneous Expenses	16	
Rechargeable works	<u>10</u>	
Expenditure under (-) or over (+) current cash budget		102
INCOME		
Income under (+)/ over (-) achieved		
Misc Income	(30)	
Residents/ Long Stay Parking Permits	(29)	
Car Parking Fees under profile	<u>29</u>	
Income under (+)/ over (-) achieved		(30)
Savings identified with Head of Service		(56)
FORECAST CASH OUTTURN 2005/2006		<u><u>1,351</u></u>

Key Assumptions

>50% of outstanding Rechargeable Works are unlikely to be recovered. £10K provision to that effect.

>A further £31K of revenue salaries for Feb and March to be charged to capital schemes.

Key Issues/Variables

>To action a stock take of Service Group materials and transport stock.

>Update on a monthly basis the revenue salaries recharged to capital schemes

Key Actions

>To address the shortfall of car park pay and display income.

Housing Revenue Account Budget Monitoring 2005/06

Forecast Outturn as at Jan 2006

	(1) Original Budget £	(2) Agreed Changes £	(3) Current Cash Budget £	(4) Forecast Outturn £	(5) Variance £
Income					
Dwelling Rents	(6,801,510)		(6,801,510)	(6,967,510)	(166,000)
Non-dwelling rents	(96,170)		(96,170)	(91,170)	5,000
Service Charges	(108,000)		(108,000)	(85,000)	23,000
Contributions Towards Expenditure	(341,530)		(341,530)	(341,530)	-
Government Subsidy	-		-	-	-
Total Income	(7,347,210)	0	(7,347,210)	(7,485,210)	(138,000)
Expenditure					
Repairs and Maintenance	1,533,000		1,533,000	1,601,000	68,000
Supervision and Management					
- General	1,328,830		1,328,830	1,451,830	123,000
- Special	694,280		694,280	694,280	-
Rent. Rates, taxes and other charges	19,800		19,800	19,800	-
Rent Rebates	-		-	-	-
Bad Debt Provision	54,220		54,220	45,220	(9,000)
Negative Housing Subsidy	1,344,310		1,344,310	1,344,310	-
Rent Rebate Subsidy Limitation	100,000		100,000	100,000	-
Transfer to Gen Fund	-		-	40,000	40,000
Capital Financing etc	2,097,830		2,097,830	2,097,830	-
Total Expenditure	7,172,270	0	7,172,270	7,394,270	222,000
Surplus (-) or Deficit (+) for year	(174,940)	-	(174,940)	(90,940)	84,000

Housing Revenue Account Balances Summary Position	
	£
Balance at 1.4.05	442,848
Budget Surplus 2005-06	174,940
Agreed variations	0
Under (+) / Over (-) spend in year	(84,000)
Forecast HRA Balances at 31.3.05	533,788

SERVICE LEVEL BUDGET MONITORING 2005/2006**HOUSING REVENUE ACCOUNT****JANUARY 2006**

	£'000	£'000
ORIGINAL SURPLUS(-)/ DEFICIT (+) FOR YEAR		(175)
BALANCE AS AT 1.4.05		(443)
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
Virements for other Services		
Transfer from contingency		
Cabinet approved decisions		
Delegated Authority decisions		
		<hr/>
ADJUSTED HRA BALANCES EXPECTED at 31.3.05		(618)

FORECAST**EXPENDITURE**

Salaries - Housing Services Temp Staffing Arrangements	83	
Transfer to General Fund - Contribution to Hsg Benefits Costs	40	
Recharges adjustment	40	
Repairs and Maint - Trading account deficit	55	
- additional Gas Servicing costs	13	
Bad Debt Provision	(9)	
	<hr/>	
Expenditure under(-) or over (+) current cash budget		222

INCOME

Rents & Other Charges	(143)	
Garage Rents	5	
	<hr/>	
Income under (+)/ over (-) achieved		(138)

FORECAST BALANCES AS AT 31.3.06**(534)****Key Assumptions**

Rent forecast assumes 1 sale per week to end of year
 Total Supervision and Mgmt Expenses generally in line with budget

Key Issues/Variables

Repairs and Maint expenditure
 Supervision and Management expenditure
 Rents and Charges Income

Key Actions

To maintain control of Supervision and Management Expenditure
 To maintain control of Repairs and Maint Expenditure
 To maximise Rents & Charges Income

SERVICE LEVEL BUDGET MONITORING 2005/2006**HOUSING TRADING ACCOUNT**

January 2006

	£'000	£'000
ORIGINAL SURPLUS / DEFICIT		0

Add Adjustments for In year cash movements

Previously Reported
 Virements for other Services
 Cabinet approved decisions
 Delegated Authority decisions

ADJUSTED SURPLUS / DEFICIT		0
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FORECAST**EXPENDITURE**

Employees	19	
Transport	5	
Waste Collection	35	
Materials	(116)	
Hired Staff	28	
Other Supplies & Services	4	

Expenditure under(-) or over (+) current cash budget		(25)
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INCOME

Income under (+)/ over (-) achieved		80
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FORECAST SURPLUS(-) / DEFICIT(+) 2005/2006		55
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Key Assumptions

Above trading position based on revised Windows/Doors replacement programme

Assumes no further use of Agency staff from mid-January

Key Issues/Variables

Control of sub-contractor budget
 Control of agency budget
 Control of material usage/cost
 Increased cost of waste collection
 Achieving revised income targets

Key Actions

to manage above

SIGNED

Head of Service