
Chief Executive's Office

Please ask for: Mr G K Bankes
Direct Dial: (01257) 515123
E-mail address: gordon.bankes@chorley.gov.uk
Date: 10 January 2006

Chief Executive:
Donna Hall

Dear Councillor

A meeting of the Overview and Scrutiny Committee is to be held in the Committee Room, Town Hall, Chorley on Thursday, 19th January, 2006 commencing at 6.30 pm

Members are requested to bring the draft budget document, which was recently circulated to all Members of the Council with the Executive Cabinet agenda pack.

AGENDA

1. **Apologies for absence**

2. **Declarations of any interests**

Members of the Committee are reminded of their responsibilities to declare any personal interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the council's Constitution and the Members Code of Conduct. If the personal interest is a prejudicial interest, then the individual member should not participate in the discussion on the matter and must withdraw from the room and not seek to influence a decision on the matter.

3. **Minutes (Pages 1 - 2)**

To confirm as a correct record the minutes of the Overview and Scrutiny Committee held on 15 December 2005 (enclosed)

4. **Sustainable Resources - Preferred Options Document and Draft Supplementary Planning Document (Pages 3 - 22)**

At the last meeting of the Committee it was agreed that clarification be sought from the Executive Member for Customers, Policy and Performance as this was considered to be a large topic for the Environment Overview and Scrutiny Panel and that a specific area should be looked at.

Enclosed for information is the report of the Head of Development and Regeneration that was submitted to the last meeting of the Committee.

5. **Revenue Budget 2005/2006 - Monitoring (Pages 23 - 44)**

Continued....

Report of Director of Finance (enclosed)

6. **Scrutiny of the Draft Budget for 2006/07**

Initial consideration of the 2006/07 draft budget proposals.

Will Members please bring to the meeting the draft budget document that was recently sent to all Members

7. **Capital Programme 2005/2006 - Progress Report (Pages 45 - 108)**

Report of the Group Director A (enclosed)

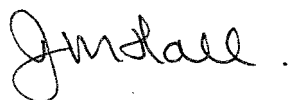
8. **Corporate Improvement Plan 2004 - 2007 (V.9) Update (Pages 109 - 124)**

Report of Group Director A (enclosed)

9. **Overview and Scrutiny Work Programme (enclosed) (Pages 125 - 126)**

10. **Any other item(s) the Chair decides is/are urgent**

Yours sincerely



Chief Executive

Distribution

1. Agenda and reports to all Members of the Overview and Scrutiny Committee (Councillor Walker (Chair), Councillors Bell, Mrs Case, Davies, Goldsworthy, McGowan (Associate Chair), Parr, Walsh (Associate Chair), Perks (Associate Chair) and M Wilson) and for attendance
2. Agenda and reports to Chief Executive, Deputy Chief Executive, Group Director A, Director of Finance, Head of Open Space Services and Head of Development and Regeneration for attendance
3. Executive Member for Customers, Policy and Performance Councillor Edgerley for attendance
4. Executive Leader and Executive Member for Capacity and Resources Councillor J Wilson for attendance

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

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Overview and Scrutiny Committee

Thursday, 15 December 2005

Present: Councillor J Walker (Chair), Councillors T McGowan, M Perks and Mrs S Walsh (Associate Chairs) and Councillors E Bell, Mrs P Case and P Goldsworthy

06.OS.74 APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of Councillor Mrs Wilson.

06.OS.75 DECLARATIONS OF ANY INTERESTS

None of the Members disclosed any interests in relation to matters under consideration at the meeting.

06.OS.76 SUSTAINABLE RESOURCES - PREFERRED OPTIONS DOCUMENT AND DRAFT SUPPLEMENTARY PLANNING DOCUMENT

The Committee received a report of the Head of Development and Regeneration on the draft Preferred Options Document and Supplementary Planning Document on Sustainable Resources that will form part of the Local Development Framework. The Executive Cabinet at its meeting on 1 December 2005 requested this Committee to approve the Environment Overview and Scrutiny Panel to examine how Council can encourage the use of renewable energy within the Borough and how the Council can take a lead on this issue on a cost neutral basis.

Members expressed a view that this was a large topic for the Panel to consider and this Committee had not been informed what specific areas to look at and required more information.

The Committee **AGREED** 1) That clarification be sought on the requests from the Executive Member for Customers, Policy and Performance and that he be invited to attend the next meeting.

2) That the Head of Development and Regeneration establish what other Councils are doing on this Sustainable Resources issue.

06.OS.77 REVENUE BUDGET MONITORING - 2005/06

The Committee received a report of the Director of Finance on the setting out of the current financial position of the Council, compared against the budgets and efficiency saving targets it set itself for 2005/2006 for the General Fund and the Housing Revenue Account.

The report indicated that significant effort had been made by finance officers, in conjunction with Service Heads to reduce the overspend by £106,000 with further savings being investigated, with the position improved since the last monitoring report as a result of actions taken.

The Director of Finance in response to a request informed Members of the promised Grant Settlement and what was to be expected.

The Committee **AGREED** to note the report and the action to be taken.

06.OS.78 CONTACT CHORLEY - ACHIEVING THE STRATEGY

The Head of Customer, Democratic and Office Support Services submitted a report explaining the measures to be undertaken during the next twelve months to enable the implementation of the third phase of the 'Strategy for an Accessible Public Service One Stop Shop Contact Centre' which was adopted in March 2002.

The Committee **AGREED** to note the report.

06.OS.79 FORWARD PLAN

The Committee received the Councils current Forward Plan which set out details of the key decisions which the Executive Cabinet's individual Executive Members or Officers were expected to take during the four-month period commencing 1 December 2005.

The Committee **AGREED** to note the report.

06.OS.80 OVERVIEW AND SCRUTINY PANELS

The Committee received and noted the updated reports from the Associate Chairs on the recent activities of their respective Panels.

06.OS.81 OVERVIEW AND SCRUTINY WORK PROGRAMME (ENCLOSED)

The Committee received and noted the work programme for the Overview and Scrutiny Committee and its three associated Panels for the remainder for 2005/06 which illustrated the status of current inquiries, ongoing items and issues currently being monitored.

06.OS.82 REFUSE AND RECYCLING COLLECTION SERVICES

The Chair accepted as urgent, consideration of this item, not included on the agenda in order to consider a request received from a Councillor for a scrutiny inquiry into a proposal to change collection points for waste and recycling, in particular the Withnell area of Chorley. The request raised a number of issues that required to be addressed.

The Committee accepted that there were problems in outlying areas of the Borough and that we were half way through the current enhanced recycling contract. The Withnell area had only just been introduced to the new Scheme and that answers and explanations to these difficulties and in other areas could be given by the Head of Environmental Services to the next meeting of the Environmental Overview and Scrutiny Panel.

The Committee **AGREED** that the next meeting of the Environment Overview and Scrutiny Panel considers with the Head of Environmental Services the current difficulties being experienced with the Councils refuse and recycling collection service.

Chair

Report of	Meeting	Date
Head of Development and Regeneration (Introduced by Cllr A. Lowe Executive Member for Development and Planning & Cllr D Edgerley Executive Member for Customers, Policy and Performance.)	Local Development Framework and Community Strategy Working Group Executive Cabinet Council	16 November 2005 1 December 2005 13 December 2005

SUSTAINABLE RESOURCES- PREFERRED OPTIONS DOCUMENT AND DRAFT SUPPLEMENTARY PLANNING DOCUMENT

PURPOSE OF REPORT

1. To seek Members endorsement for the attached drafts of the Preferred Options Document and Supplementary Planning Document on Sustainable Resources that will form part of the Local Development Framework.

CORPORATE PRIORITIES

2. The production and implementation of the policies to be contained within the Sustainable Resources Development Plan Document and the use of the Supplementary Planning Document will have a direct link to a cleaner and greener Borough.

RISK ISSUES

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

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

4. Members may be aware that the Council has committed itself to the production of a number of Local Development Framework Planning Documents at specific times within its Local Development Scheme published last March.
5. Document production “Milestones” have been set out which are required to be met otherwise there is a risk that the Council would be penalised in its Planning Delivery Grant settlement. Its reputation would also be damaged if the Council was unable to conform to a publicly set out timetable. Therefore, given the other work commitments on the Local Development Framework it is important that these documents be finalised prior to

Christmas ready for public consultation in March of 2006. The documents aim to clarify when regulatory approvals are required- such as planning permission and listed building consent and will also have implications for the Council in how the authority uses energy etc as we ought to be implementing the good practice the documents are promoting.

BACKGROUND

6. Members will be aware, following the 2004 Planning and Compulsory Purchase Act, that the former Development Plan system has been replaced. No longer are drafts of all the policies published in one Local Plan and consulted upon at Consultation and Deposit Draft stages with subsequent changes to wording made in response to representations. The preparation stages for documents under the new planning system are:
 - Issues and Options
 - Preferred Options
 - Submission
7. The new Planning system is intended to be “front loaded”. In September last year the Council was one of the first planning authorities to publish its Local Development Framework Issues and Options Report which drew on the work of the Community Strategy. These issues informed the production of the Local Development Scheme in March 2005 which sets out a timetable for a number of Development Plan as well as Supplementary Planning Documents (formerly known as Supplementary Planning Guidance). The Preferred Options stage is intended to give local people and organisations the opportunity to comment on how the local planning authority is approaching the preparation of the particular Document, including a broad outline of proposed policies. This stage also aims to ensure that the local planning authority is aware of all possible other options as suggested by respondents before we prepare the Submission stage document. (This is the stage at which representations are laid before an Inspector who then produces a binding report into the soundness of the plan.)
8. A Sustainability Appraisal Report must accompany the publication of Documents and this work is in hand.

CONTENT OF DOCUMENTS

9. The documents set out the preferred policy options to enable the Council to undertake its responsibility to promote sustainable development in relation to reducing carbon emissions, and to manage water supplies. The reduction of carbon emissions includes the whole development process from the location of a development; the materials it is built from; to the source of energy it uses and how it disposes of its waste. It also covers the balancing of the impacts of the generation of renewable energy from stand-alone schemes and the contribution to reducing carbon emissions.
10. The draft Supplementary Planning Document gives detailed information to support the above and helps to promote renewable energy generation in line with the requirement for local authorities set out in PPS22. It contains indicative maps derived from the Opportunities for Renewable Energy in Chorley Study Report undertaken by Renewables Northwest and Sustainability Northwest.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

11. This report has no apparent HR implications.

COMMENTS OF THE DIRECTOR OF FINANCE

12. There are no financial implications associated with this report.

RECOMMENDATION

13. That the Executive Cabinet endorse the draft documents and approve it for consultation and community involvement purposes subject to ratification by Full Council with any necessary minor textural amendments delegated to the Head of Development and Regeneration.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

14. None.

REASONS FOR RECOMMENDATION

15. To ensure that the Council fulfils its commitment set out in the Local Development Scheme to produce such documents in a timely fashion.

JANE E MEEK
HEAD OF DEVELOPMENT AND REGENERATION

There are no background papers to this report.

Background Papersc			
Document	Date	File	Place of Inspection
Opportunities for Renewable Energy in Chorley	July 2005	***	Gillibrand Street Office*
Draft Supplementary Planning Document	November 2005		
Preferred Options Report-Sustainable Resources	November 2005		

Report Author	Ext	Date	Doc ID
Louise Nurser	5281	2 November 05	Tdrive/louise/reports/preferredoptions1

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Chorley into 2016: Sustainable Resources

Preferred Options Development Plan Document

March 2006

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Sustainable Resources
Preferred Options Development Plan Document
March 2006

Contents

	Page No.
About this document	5
Background	6
Natural Resources and Constraints facing the area	6
National & Strategic Context	8
Spatial Vision	10
Broad outline of Policies for Sustainable Resources	11
Appendices	13

About this document

1. This document is the Preferred Options edition of the Sustainable Resources Development Plan Document. A draft accompanying Supplementary Planning Document is the subject of simultaneous consultation and community involvement.
2. This is one of the first policy documents within Chorley's new Local Development Framework the new style local development plan. It relates to one specific topic and will, as other Development Plan Documents are produced, result in a folder of planning policies relating to spatial development in the Borough. The other Local Development Framework document being produced at this time is:- Chorley Town Centre Action Plan and Retail and Leisure Policies.
3. It sets out what is considered to be the Preferred policy options to enable the Council to undertake its responsibility to promote sustainable development in relation to reducing carbon emissions, and to managing water supplies, the use of construction materials and enabling waste recycling.
4. The Sustainability Appraisal Report accompanying this document tests a variety of options that were considered before arriving at this Preferred approach.
5. These documents were approved at the Council meeting on 13 December 2005 for consultation for six weeks from the 15 March 2006.
6. Following the six week period of consultation and community involvement on the content of the Preferred Options, the Council will consider all the comments received in the context of national and strategic planning policy and produce a further version of this document for submission to Government. This document will then be the subject of further consultation and may result in an Examination in Public with a Planning Inspector setting out his or her views on the soundness of the Development Plan Document. The Council would have no choice but to accept the recommendations made by the Inspector.
7. The time table for the whole preparation process set out in the March 2005 edition of Chorley Borough's Local Development Scheme is as follows:
 - Public participation on preferred options March/April 2006
 - Submission to Secretary of State- September 2006
 - Pre- examination meeting – January 2007
 - Examination in Public- March 2007
 - Adoption – October 2007.

How to Make Representations

This draft document has been prepared for consultation and community involvement.

Representations can be made in any of the following ways:

- By post** Planning Policy Section
 Chorley Borough Council
 Council Offices
 Gillibrand Street
 Chorley
 Lancashire
 PR7 2EL
- By fax** 01257 515211
- By e-mail** planning.policy@chorley.gov.uk

For representations to be considered they must be received by the Planning Policy Team no later than 5pm, 25 April 2006.

Background

8. This is the second stage in the production of Sustainable Resources planning policies. The completed policies are to be submitted to the Secretary of State in September 2006.
9. In September 2004 wide ranging public consultation took place on the Issues and Options of the Local Development Framework under Regulation 25 of the Town and Country Planning (Local Development) (England) Regulations 2004.
10. Renewable energy, and recycling were amongst the wide-ranging issues and options considered during this public consultation. Detailed relevant results are set out in Appendix 1.

Natural Resources and Constraints facing the area

11. In order to reduce carbon emissions and to tackle climate change it is important to minimise resource demand, cut unnecessary use, increase efficiency and generate renewable energy.
12. Management and design issues such as energy reduction, water management and energy efficiency are important and require planning policy consideration together with Building Control Regulations consent.

13. However the generation of electricity from renewable sources is partly dependent on the physical environment specific to Chorley Borough. This provides both **opportunities and restrictions**.
14. In the east of the Borough are sparsely populated upland areas forming part of the West Pennine Moors. On the lower slopes are stone built villages. The central part of the District between the M6 and M61 motorways is more built up, with the principal market and former mill town of Chorley and to the south the industrial/former mining townships of Adlington and Coppull. To the north of Chorley town are the settlements of Clayton-le-Woods, Euxton and Whittle-le-Woods, which have expanded considerably through suburban developments since the 1960s. The west of the Borough is typically lowland countryside which becomes flatter further to the west as it becomes part of the Lancashire Plain. Here, red brick villages are characteristic, the largest being Ecclestone and Croston, which experienced some suburban growth in the second half of the 20th century. However the Borough is considered to be a predominantly urban Borough.
15. In total around 70% of the Chorley Borough is within the Green Belt. There are no Areas of Outstanding Natural Beauty within the Borough but there are 9 designated Conservation Areas, 422 Listed Buildings, and 2 designated Sites of Special Scientific Interest.
16. The accompanying draft Supplementary Planning Document includes maps of those parts of the Borough where a variety of different renewable energy sources would be most appropriately developed. This does not preclude such development in other areas of the Borough.

These energy sources include:

- Wind
 - Hydro power
 - Landfill gas
 - Biomass
 - Solar
 - Anaerobic Digestion
 - Ground Source Heat
17. The maps were taken from the July 2005 report, Opportunities for Renewable Energy in Chorley¹. These were the result of a joint project undertaken by Renewables Northwest, Sustainability Northwest, GONW and the Council and also involving two workshops attended by the public, interested amenity groups and developers.

¹ Opportunities for Renewable Energy in Chorley – 2005- Renewables Northwest, Sustainabilitynorthwest and GONW

18. The conclusions of the report were that given the natural resources of the Borough, in particular wind, there are many opportunities for renewable energy generation feasibly available to be integrated into new and existing developments and as stand alone schemes. The Opportunities for Renewable Energy in Chorley is a technical document to this Preferred Options Document.
19. However, a sole reliance on renewable energy generation to reduce carbon dioxide emissions would be flawed. For example, a building could be constructed of materials that take a lot of energy to be made, have poor energy efficiency, and be designed so that future recycling of materials would be inconvenient, yet generate 10% or more of its energy requirements on site.
20. Following on from the workshops that related specifically to renewable energy a group of about 40 interested people and organisations wished to continue to be involved in evolving a wider policy ambit for using Sustainable Resources in the Borough in the Borough. The group were consulted on how to move forward and a link was set up on the Council's website www.Chorley.gov.uk.
21. Therefore, arising out of these considerations, the Council is producing this Development Plan Document so as to ensure that the sustainable use of resources is embedded in all new development in the Borough and that planning applications for stand alone renewable energy generation schemes are considered in both the local and national context. Transport is a major user of fossil fuels and contributor to global warming. Issues of the location of developments, and accessibility by different types of transport will be considered in the policies to be contained within the forthcoming Core Strategy.

National Context

22. Planning Policy Statement 22-Renewable Energy 2004 sets out the Government's objective to cut the United Kingdom's carbon emissions by 60% by 2050 with real interim progress towards this by 2020.

Strategic Context

23. At the time of writing there are three strategic planning documents that are relevant to Chorley in both the Borough Council and the wider community undertaking its responsibilities to help achieve the above objective through the development of renewable energy alongside improvements in energy efficiency and the development of combined heat and power.
24. The Regional Planning Guidance for the North West adopted March 2003. This will be replaced by a new Regional Spatial Strategy that is due to go to formal Public Consultation in March 2006. The Joint Lancashire Structure Plan was adopted in March 2005. Together these contain the relevant strategic context for the preparation of policy. (Once the draft RSS has been adopted the Joint Lancashire Structure Plan will no

longer be part of the development plan.) In the interests of brevity Appendix 2 refers to the relevant policies.

25. These strategic policies and the Planning Policy Statement provide pointers to the detailed policy considerations that should be contained within the Local Development Framework, under the umbrella term of Sustainable Resources, and fully support the spatial objectives set out below including the objective of setting site specific targets for renewable energy generation.
26. In October 2004 the North West Regional Assembly produced a consultation draft Advancing Sustainable Energy - A Sustainable Energy Strategy For the North West. The finished version has been completed but has not yet been published. (It is hoped that by March that this position may have been changed and this document updated accordingly.)

Relationship with the Community Strategy

27. The Council has aimed to ensure that there is considerable mutual support between the Community Strategy and the Local Development Framework. The public participation that took place on the Community Strategy in 2004 prepared the ground for the involvement in work that took place in the autumn of 2004 on the Issues and Options Paper of the Local Development Framework.
28. The Community Strategy 2005-2025 was published in October 2005. The related actions arising from Chorley Borough's Community Strategy Action Plan 2005-2008 set out in Appendix 3 are relevant when considering the preferred options in the Development Plan Document, and illustrate the wide range of stakeholders and partners that are required in the implementation of the spatial planning of the Borough.

Other Relevant Strategies/Regulations

29. Normally built developments require at least two types of approval- planning permission and Building Regulations consent. The latter is more concerned with ensuring that buildings are well built in terms of meeting construction standards and are safe to use. However, the scope of building regulations is expanding. Part L of the Building Regulations will come into force in April 2006. This will considerably increase the requirement for energy efficiency albeit not necessarily requiring the integration of renewables. It will also introduce the concept of an energy certificate similar to that displayed on new 'white' electrical goods setting out how efficient a building is. This Development Plan Document is primarily concerned with planning requirements but while some of these will be backed up through the implementation of the Building Regulations developers will be encouraged to exceed these standards.
30. It is likely that an energy certificate and an associated energy report will be introduced for all home sales in 2007.

Spatial vision for Chorley for the use of sustainable resources.

31. ***“That by 2016, the principles of sustainable development and, in particular, a positive attitude to reducing carbon emissions, will run through all development activity, with Chorley Borough acknowledged as a leading authority with residents and businesses reaping economic, social and environmental benefits.”***

The following objectives are derived from this vision:

- Increase year on year installed renewable energy capacity in the Borough
- Impose year on year targets for the energy requirements of Buildings to be met on site by renewable energy provision
- Promote the reduction of energy requirements in new developments
- Require the use of construction materials which have been re-used or come from sustainable sources
- In new developments, minimise waste production and encourage the recycling of waste products
- Manage water in a sustainable manner, reducing consumption and making greater use of recycled water in new developments.

Sustainability Appraisal

32. From 27 June to 29 July 2005 a Scoping Report for the Sustainable Resources Documents was sent out for consultation to the four statutory bodies nominated for this purpose (English Nature, English Heritage, Environment Agency and Countryside Agency), and other bodies considered appropriate. The Scoping Report sets out the objectives of the Sustainable Resources Documents, possible options to achieve each objective and a framework to test each option including sustainability objectives.
33. Testing of the options was carried out in September 2005 to identify how each performed against social, economic and environmental objectives in the Sustainability Appraisal Framework. The Preferred Options for this document were then selected based on the testing and recommendations made in the Sustainability Appraisal.
34. The Preferred Options were then tested further in the Sustainability Appraisal in order to predict and assess their effects both individually and cumulatively.
35. The original options for each objective are set out in Appendix 4.

Preferred Options – Development Plan Document Broad outline of Policies for Sustainable Resources.

36. The following outline policies set out an outline of the preferred policy approach for sustainable resources. Following the extensive consultation that will take place on this document in addition to the considerable publicity and work with stakeholders, business and the public already, each policy will have clear objectives in order to monitor the effectiveness of the policies and will have separate indicators. Delivery of the policies will be assessed through the Local Development Framework Annual Monitoring Report.
37. Supporting text will be produced following representations made to the broad outline and principles set out below.

Policy SR1: Incorporating Sustainable Resources into New Development

Outside of conservation areas and excluding listed buildings permission will be granted for development where;

- a) evidence is set out to demonstrate that the design and layout of the building minimises energy use, maximises energy efficiency and is flexible enough to withstand climate change and;
- b) at least 20% of the building materials used are recycled so as to minimise the energy costs of production, all other materials to be sustainably sourced and;
- c) appropriate renewable energy power generation equipment is installed and implemented to provide at least 10% of predicted energy requirements. (This figure is to increase to 15% for any applications received from 2010 onwards) and;
- d) the use of non-grey water is minimised, rainwater is recycled and all hard surfaces are designed to prevent water run off and;
- e) appropriate storage space is made for recyclable waste materials and composting.

SR2: Renewable Energy

Proposals for renewable energy schemes that contribute towards achieving national and regional targets to increase existing capacity for renewable energy generation will be supported and planning permission granted where the following criteria are met:

- a) The proposal would not have an unacceptable impact on the landscape character and visual appearance of the local area, including the urban environment.
- b) The objectives of sites with national or local designations are not compromised by the development.
- c) Any noise, odour, traffic or other impact of development is mitigated so as not to cause unacceptable detriment to local amenity.
- d) No significant harm is caused to local nature, ecology and biodiversity.
- e) The development is located in close proximity to the grid network or an end user.
- f) Any significant adverse affects of the proposal are clearly outweighed by wider environmental, social and economic benefits.

Consultation

38. Consultation will take place in line with the procedures set out in Chorley Borough's Statement of Community Involvement, Submission to the Secretary of State edition September 2005.

Existing Policies within the Adopted Chorley Borough Local Plan Review 2003.

39. The proposed two outline policies would replace policies EP 18- Surface Water Run Off, EP22- Energy Conservation; EP23- Energy from Renewables; EP24- Wind Farms.

APPENDIX 1

Chorley into 2016: Issues and Options was published in September 2004.

The Report was publicly exhibited at 22 locations across the Borough over a six week period between 27 September and 4 November 2004. The Report was made readily available at the Council Offices and upon the Council's web page. Copies were also sent to a large number of relevant groups and organisations. Three forums took place involving local businesses, the Housing Development Forum and the Chorley Civic Society.

The results were as follows:

Under the heading of whether local planning policies should do more to encourage the provision of **renewable energy generation** of those who responded positively to the various options set out ;

75% of those who expressed an opinion **supported** the production of policies, *“which are positive about renewable energy schemes (including preferred locations) but which also provide protection from negative impacts upon the local environment, landscape and homes”*.

45% supported the application of, *“**very tight restrictions** on the development of sources of renewable energy such as wind turbines because of the potential negative impact on local environments. However, this approach is likely to conflict with Government Planning Guidance”*

57% supported the identification of, *“**areas** where renewable energy proposals such as wind farms might be acceptable”*.

80% supported the encouragement of *“**small scale renewable** energy schemes on new and existing developments”*.

In relation to **recycling**, **78%** of those who expressed a positive opinion supported the requirement for, *“employment and housing developments to **make provision** for the storage of wheelie bins and other recycling bins/containers”*.

81% supported a, *“positive policy for the development and relocation of “bring” recycling sites, which emphasises that their provision should not have **an adverse impact** upon the neighbouring environment or surrounding properties.”*

46% supported giving, *“priority to the wider environmental benefits of “bring” recycling sites rather than **their impact upon the neighbouring** environment or surrounding properties”*.

APPENDIX 2**Relevant Strategic Policies.**

The Regional Planning Guidance adopted March 2003.

Relevant policies: DP1- Economy in the use of Land and Buildings, DP3- Quality in New Development, SD8- Development in the Wider Countryside, EC5- Regional Investment Sites; RU2- Diversification of the Rural Economy; EQ5- A Regional Approach to Waste Minimisation, ER1- Management of the North West's Natural and Built and Historic Environment; ER2- Landscape Character, ER5- Biodiversity and Nature Conservation; ER7- Water Resources; ER8- Development and Flood Risk; ER11- Secondary and Recycled Aggregates; ER13- Renewable Energy and Energy Efficiency.

Emerging policies in the emerging interim draft Regional Spatial Strategy.

Policies that are relevant; CS2- Core Development Principles; EM4- Integrated Water Management; EM8- Secondary and Recycled Aggregates; EM10- Waste Management and New Development; EM11- A Framework or Sustainable Energy in the NW; EM12- Energy Conservation and Efficiency and Policy EM13: Renewable Energy.

Policies in the Joint Lancashire Structure Plan adopted March 2005. Policy 20; Lancashire's Landscapes; Policy 21- Lancashire's Natural and Man-Made Heritage; Policy 24- Flood Risk; Policy 25- Renewable Energy; Policy 27- Development and Waste Minimisation.

**Chorley Borough’s Community Strategy 2005-2025 and Action Plan 2005-2008
Priority 2- Reducing “Pockets of Inequality”**

Goal 2- To achieve a balanced housing market with good quality housing and more attractive neighbourhoods.

Improve energy efficiency in the private sector (SAP rating)	Reductions in CO2 emissions and reductions in annual fuel costs	420 tonnes £28,000	2006	Chorley Borough Council General Fund, Supporting People, Private Investment	Lead Partner Chorley Borough Council Other Partners Home Improvement Agency/energy suppliers
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Priority 5- To Develop the Character and Feel of Chorley as a Good Place to Live and Visit.

Goal 1- Improve our urban and rural surroundings and enhance the wildlife of the borough to provide an attractive environment for residents, visitors and investors.

Promotional campaign to encourage local businesses to recycle waste	Recycled business waste as % of business waste arising.	10%	2008	Landfill Tax Fund bid	Lead Partner Chorley Borough Council Other Partners LLC. Env. Chorley Civic Society/NWDA/Chamber of Commerce/local businesses
To develop a sustainable energy strategy for the borough	Production of the strategy	Development and completion of the strategy.	2008	Existing resources	Lead Partner Chorley Borough Council Other Partners LLC. / Renewables nw/ SNW
Promote waste minimisation in local businesses	Number of businesses adopting waste minimisation in local businesses	50	2008	Existing Resources	Lead Partner Chorley Borough Council Other Partners LLC/EA/local businesses/LCDL

APPENDIX 4**Sustainable Resources DPD and Sustainable Resources SPD Objectives and Options**

- A. Increase year on year installed renewable energy capacity in the Borough;
- *Do nothing (retain current policies)*
 - *Produce criteria based policies that are favourable to renewable energy schemes, giving priority to wider environmental benefits of renewable energy.*
 - *Put forward specific sites for renewable energy schemes and refuse proposals outside these areas.*
- B. Impose increased year on year targets for the energy requirements of buildings to be met on-site by renewable energy provision;
- *Do nothing (retain current policies)*
 - *Impose minimum on-site renewable energy provision requirements for all new developments.*
 - *Impose minimum on-site renewable energy provision requirements for new developments over a certain size.*
 - *Implement policies which are favourable to micro-scale renewable energy technologies.*
 - *Encourage renewable energy provision through negotiation and other means.*
- C. Promote the reduction of energy requirements in new developments;
- *Do nothing (retain current policies)*
 - *Permit only developments where the principles of good site layout and building design minimise energy use and maximise efficiency.*
 - *Require developers to show how they have considered site layout and building design and applied these principles where practical.*
 - *Require energy efficiency of new build units to exceed those required by building control regulations.*
 - *Encourage good site layout and building design by other methods.*
- D. Require the use of construction materials which have been re-used or come from sustainable sources;
- *Do nothing (retain current policies)*
 - *Only allow the use of reused, recycled and/or sustainably sourced materials in construction.*
 - *Where possible encourage the use of reused, recycled and/or sustainably sourced materials in construction.*
- E. In new developments, minimise waste production and encourage the recycling of waste products;
- *Do nothing (retain current policies)*
 - *Require employment and housing developments to make adequate provision for the storage of recyclable material and for composting.*
 - *Ensure new development is adequately served by 'bring' recycling sites.*
 - *Where possible reuse waste products on-site.*
 - *Encourage the processing of recycled waste within the Borough*
- F. Manage water in a sustainable manner, reducing consumption and making greater use of recycled water in new development.
- *Do nothing (retain current policies)*
 - *Require all large developments to utilise Sustainable Drainage Systems (SUDS) to manage rainwater drainage.*
 - *Encourage rainwater collection and grey-water recycling systems to be incorporated in new development and extensions.*
 - *Set targets for reduced consumption of water and increased use of recycled water.*

Report of	Meeting	Date
Director of Finance	Overview and Scrutiny Committee	19th January 2006

REVENUE BUDGET MONITORING 2005/06 - REPORT 5 (END OF NOVEMBER)

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 £164,000 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, this report shows that the forecast deficit has now reduced, and the overspend is now forecasted to be £126,000. Additionally, some of the work on identifying savings with individual service heads is still ongoing.

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	-35
Corporate Training	-35
NNDR Rebate for Town Hall	-21
Duxbury office costs	9
Reduction in car Parking Income	19
Reduction in previously forecasted saving	23
Other minor forecasts	2
Net change since October report	-38

9. Additional salary savings not previously reported, arising from vacancies in a number of departments has been included in this forecast. The total value of additional savings is £35,000.
10. Following a review of the Corporate Training Budget by the Training Manager and head of Human Resources, it has been confirmed that this year there will be an underspend of £35,000.
11. During the refurbishment of the Town Hall, the authority has not been able to fully occupy the buildings for business purposes. An assessment has now been completed of the rebate allowable for Non-Domestic Rates during the period and this has generated a saving of £21,000.
12. Due to the ongoing works at the Town Hall it has been necessary to continue to occupy office space at Duxbury Park. The additional forecasted cost to the end of the year has now increased by £9,000.
13. There is a forecast reduction in car park income of £19,000 when compared to this years budget. Although income has risen year on year, the increase has not been in line with expectations. It is anticipated that some of this value may be recovered over the Christmas shopping period, but as the budget has been profiled to anticipate the rise in income in December it is not expected that any significant improvement will be achieved.
14. In the last report I announced the result of discussions with service heads that generated £214k of savings, £96k of which came from the Public Space Services Unit. However, after a further review by the Head of Service it has been determined that due to increase lease costs on the unit's vehicles £23,000 of the initially assessed saving is no longer achievable.
15. In addition to the amendments to the forecast this month there is also a significant issue that still needs to be quantified with regards to rent rebates subsidy. The final determinations for the 2004/05 financial year have now been received and the final subsidy audit has been completed. Following on from this there will be a need to reassess the estimates included in this financial year in order to determine the impact of the changes in methods of calculation. The review will be completed in early January and reported in the December monitoring report.
16. Contained within the vacancy saving figure is a net salary saving of £12k, following the decision by Cabinet with regard to the strategic housing funding. Whilst the gross saving is greater, an allowance has been made to employ consultants to deliver the creation of the Improvement Agency. Again this is a key strand of the Council's approach to service delivery and working in partnership with others. Internally no resource currently exists to

undertake the work, given the workload of Housing Stock transfer. In accordance with the financial procedures rules, a virement of £21k is required from the staffing budget to the consultants budget.

HOUSING REVENUE ACCOUNT

BACKGROUND

17. 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

18. Since my last report there have not been any significant changes to the HRA position and consequently the forecast for HRA balances remains at £521,000, following the executive decision to incur additional expenditure in 2005/06, to support the stock transfer process and to deal with some capacity issues in the unit.
19. The main variances are shown in Appendix 2A and detailed explanations for the changes have not changed since my last report.
20. 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.
 - An increase in Supervision and Management costs from the adjustment of recharges relating to additional work on HRA activities have also been incurred.
 - 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.
 - 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

21. Whilst the position with the General Fund continues to improve we are still forecasting an outturn position £126,000 over spent this year. However, there still remains a number of areas where potential savings could be achieved and these will be pursued and where appropriate reported as soon as possible.
22. For the HRA, 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.
23. In December's monitoring report we will have quantified the value of the adjustment resulting from the final determination of rent rebates subsidy and will include any changes in the revised forecast.

RECOMMENDATIONS

24. Executive Cabinet are asked to:
- a) Agree the contents of the report.
 - b) Agree the virement of £21k to cover the cost of employing consultants to deliver the creation of the Home Improvement Agency as outlined in paragraph 16.

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

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

26. None

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Phil Eskdale-lord	5483	November 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

General Fund Revenue Budget Monitoring 2005/06

Forecast Outturn as at November 2005

	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	(4,000)	513,770	489,000	(24,770)	-4.82%
Customer, Democratic & Office Support Services	2,930,540	166,500	3,097,040	(48,000)	3,049,040	2,974,000	(75,500)	-2.48%
Economic Regeneration	246,140	-	246,140	(8,000)	238,140	216,000	(22,000)	-9.24%
Environmental Services	3,090,290	-	3,090,290	(10,600)	3,079,690	3,139,000	59,600	1.94%
Finance	1,430,010	50,000	1,480,010	(41,000)	1,439,010	1,418,460	(20,550)	-1.43%
Housing Services (GF)	270,090	7,500	277,590	-	277,590	262,000	(15,590)	-5.62%
Human Resources	621,720	90,120	711,840	(20,000)	691,840	676,050	(15,382)	-2.22%
Information & Communication Technology Svs	905,440	4,000	909,440	-	909,440	902,500	(6,940)	-0.76%
Legal Services	100,580	-	100,580	-	100,580	196,000	95,420	94.87%
Leisure & Cultural Services	1,042,810	41,550	1,084,360	-	1,084,360	1,077,000	(7,360)	-0.68%
Planning Services	467,950	-	467,950	-	467,950	443,000	(24,950)	-5.33%
Property Services	80,550	20,000	100,550	(20,500)	80,050	52,890	(27,110)	-33.87%
Public Space Services	1,331,330	34,950	1,366,280	(9,000)	1,357,280	1,341,000	(16,280)	-1.20%
Budgets Excluded from Finance Unit Monitoring:								
Benefit Payments	(514,440)		(514,440)		(514,440)	(514,440)	-	0.00%
Concessionary Fares	228,980		228,980		228,980	256,980	28,000	12.23%
Less								
Corporate Savings Targets		(328,050)	(328,050)	161,100	(166,950)	-	166,950	-100.00%
Total Service Expenditure	12,749,760	86,570	12,836,330	-	12,836,330	12,929,440	93,538	0.7%
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)	(331,620)	(1,499,290)		(1,499,290)	(1,499,290)	-	0.0%
Use of General Balances	(250,000)		(250,000)		(250,000)	(250,000)	-	0.0%
Total Financing	(14,173,252)	(331,620)	(14,504,872)	-	(14,504,872)	(14,504,872)	-	0.0%
Net Expenditure	-	-	-	-	-	126,110	126,538	0.99%

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	-	(126,110)
Forecast General Fund Balance at 31.3.06	750,000	623,890

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

November 2005	£'000	£'000
ORIGINAL CASH BUDGET		518
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
- Use of Earmarked Reserves		
Cabinet approved decisions		
Delegated Authority decisions		
ADJUSTED CASH BUDGET		<u>518</u>
Less Corporate Savings		
Contribution to Corporate savings targets		
- Base Budget Review - various minor savings		
		(4)
CURRENT CASH BUDGET		<u>514</u>

FORECAST**EXPENDITURE**

Staffing costs - Corporate Policy	(9)	
Staffing costs - Community Safety/CCTV	(10)	
CCTV Maintenance	10	
Community Safety Projects	(7)	
Agreed budget savings - discretionary spending	<u>(9)</u>	(25)

INCOME

FORECAST CASH OUTTURN 2005/2006		<u><u>489</u></u>
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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**

November 2005	£'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 from Contingency		
- Additional Office Accommodation Costs		59
E-workforce Reserve		
- Intranet Rollout Campaign		6
Other		
Cabinet approved decisions		
Delegated Authority decisions		
- Accommodation Project Costs *		
ADJUSTED CASH BUDGET		3,097
Less Corporate Savings		
Contribution to Corporate savings targets		
- Salaries savings		(48)
CURRENT CASH BUDGET		3,049

FORECAST**EXPENDITURE**

Staffing costs - Office Support Services	(8)	
Software/equipment - Office Support Services	8	
Printing & copying - copier charges	21	
Procurement savings - photocopier contract	(1)	
Staffing costs - Corporate Procurement	(22)	
Roses Marketplace Licence	5	
Staffing costs - Customer Services	(52)	
Contact Centre Telephony costs funded by LGOL grant	(13)	
Staffing costs - Democratic Services	(2)	
E-Democracy Software Maintenance	(5)	
Members Allowances Scheme	5	
Staffing costs - Civic Services/Cleaners	5	
Staffing/Running costs - Closure of Lancastrian	(17)	
Non-Domestic Rates - Town Hall	(21)	
Base Budget Review - various minor savings	(4)	
Office Accommodation - King St/Duxbury Offices	18	
Accommodation Review - Office moves	9	
Chief Executive recruitment	(5)	
Agreed budget savings - discretionary spending	(23)	(102)

INCOME

Room Hire - Closure of Lancastrian	9	
Recharges to HRA	18	27

FORECAST CASH OUTTURN 2005/2006**2,974****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**

NOVEMBER 2005	£'000	£'000
ORIGINAL CASH BUDGET		246
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
- Use of Earmarked Reserves		
Cabinet approved decisions		
Delegated Authority decisions		
ADJUSTED CASH BUDGET		246
Less Corporate Savings		
Contribution to Corporate savings targets		(8)
CURRENT CASH BUDGET		238

FORECAST**EXPENDITURE**

Savings on vacant posts	(27)	
Agency staff	2	
Car allowances	1	
Computer software/hardware	5	
Base budget review savings:		
Postages	(1)	
Grant to Groundwork Trust	(1)	
Agreed savings identified in monitoring	(1)	
Expenditure under(-) or over (+) current cash budget		(22)

INCOME

Grant income: Withnell Fold	(24)	
Pro rata reduction in recharges to Astley Park LHF capital scheme re salary co	16	
Income under (+)/ over (-) achieved		(8)

FORECAST CASH OUTTURN 2005/2006	216
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Key Assumptions

Astley Park Project Officer post filled from January 2006

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

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**

NOVEMBER 2005	£'000	£'000
ORIGINAL CASH BUDGET		3,090
Add Adjustments for In year cash movements		
DEFRA 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		(10)
CURRENT CASH BUDGET		3,080
FORECAST		
EXPENDITURE		
Recycling Co Additional Services	57	
Target Bonus	35	
Implementation costs	4	
Graffiti removal volume increase	20	
Legal Fees (ASBO)	16	
Savings on vacant posts: EHO's Services	(18)	
Waste Management	(13)	
Environmental Wardens	(20)	
Neighbourhood Wardens	(10)	
Young Persons Development Programme (1 post)	10	
Pest Control contract	14	
Training Fees Student EHO's	(3)	
Agency staff	5	
IT Upgrade/maintenance costs: Flare	1	
Scientific fees	(1)	
Contaminated Land investigations	(2)	
Composting Scheme	(3)	
Abandoned vehicles	(9)	
Cleaning Attendants Services: Public conveniences	(7)	
Recycling banks service	6	
Agreed savings identified in monitoring	(3)	
Expenditure under(-) or over (+) current cash budget		79
INCOME		
Pest Control	9	
Air Pollution Authorisations volume reduction	5	
Abandoned vehicles	1	
Recycling banks service	(15)	
Recycling credits	(13)	
Litter fixed penalty notices	(2)	
Civic Amenity collection	(5)	
Income under (+) over (-) achieved		(20)
FORECAST CASH OUTFURN 2005/2006		3,139

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 believes it will return to budgeted levels of £4k -£5k per month from December

Key Issues/Variables

Higher than anticipated demand for refuse containers has generated additional costs in the refuse collection service.
Additional Services and Target Bonus projections to outturn indicate that the overspend will be significantly higher than that reported last month. The scheme manager is currently working on quantifying the position to include the Christmas collection period. This will then be reported in the December monitoring report presented in January. The scheme manager anticipates that there will be compensating savings in Christmas collection costs and payment of performance bonus to the contractor which could neutralise the additional overspend.

Key Actions

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

SERVICE LEVEL BUDGET MONITORING 2005/2006**NOVEMBER 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
Technical adjustments:		
Budget correction - increased contribution from HRA		(40)
ADJUSTED CASH BUDGET		1,155
Less Corporate Savings		
Contribution to Corporate savings targets		(41)
Procurement savings: Allpay		(2)
CURRENT CASH BUDGET		1,112
FORECAST		
EXPENDITURE		
Pay in lieu of notice	8	
Agency staff:		
Housing Benefits Administration	(3)	
Exchequer	3	
Saving on vacant posts:		
Council Tax/NNDR	(6)	
Benefits Administration	(16)	
Finance	(20)	
Insurance premium adjustments (2004/05)	17	
Insurance premiums (2005/06)	35	
Concessionary travel	28	
Consultants fees	13	
Audit and Inspection Fees	(8)	
Treasury Management	2	
Pension Increase Act Fees	5	
IT Software Annual Licences	4	
Microfilming	4	
Bailiffs Fees	8	
Documents Online Service	(3)	
Magistrates Costs (2004/05) - Council Tax	10	
Magistrates Costs (2005/06) - Council Tax	12	
Agreed savings identified in monitoring	(12)	
Expenditure under(-) or over (+) current cash budget		81
INCOME		
Enforcement costs recovered - Council Tax/NNDR	(30)	
Court costs awarded - Council Tax	(12)	
Miscellaneous contributions (External Funding Officer)	10	
Income under (+)/ over (-) achieved		(32)
FORECAST CASH OUTTURN 2005/2006		1,161

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

Due to the high value of Housing Benefit and Council Tax Benefit Subsidy payments, a small percentage change in funding can lead to significant movements in the General Fund accounts. The Council has now received notification of the final audited claim for 2004/05 which shows an increase in funding over the estimated outturn. However, other factors, such as Housing Subsidy limitation and projected outturn for 2005/06 need to be reviewed before an accurate calculation of the net effect on both General Fund and HRA can be made. As a result of this the estimated net effect will be reported in the December monitoring report presented in January.

Key Actions

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

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

November 2005	£'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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Cabinet approved decisions		
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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	(12)

INCOME

Savings agreed with Head of Service		(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 by Tribal Consultants from January to March

Key Issues/Variables**Key Actions**

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

November 2005

	£'000	£'000
ORIGINAL CASH BUDGET		622
Add Adjustments for In year cash movements		
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		0
- Efficiency/other savings		(20)
CURRENT CASH BUDGET		692
FORECAST		
EXPENDITURE		
Staffing & Restructure	(31)	
Corporate Training	(35)	
Young Persons Development Programme	15	
Temporary Staff	7	
Legal Fees	4	
Hire of Furniture	1	
Occupational Health Fees	3	
HR Recruitment Expenses	(3)	
Protective Clothing	(0)	
Publications	(1)	
IT Software Annual Licenses	(0)	
Misc Expenses	(2)	
Expenditure under (-) or over (+) current cash budget		(42)
INCOME		
South Ribble Health & Safety Contract	26	
Income under (+)/ over (-) achieved		26
FORECAST CASH OUTTURN 2005/2006		676

Key Assumptions**Key Issues/Variables**

- Saving on staffing costs from restructure of Health & Safety Unit and vacant posts.
- Loss of income from withdrawal from contract with South Ribble B.C.
- Rental Ricoh Copier
- Saving on advertising costs from new advertising initiative
- Legal Fees for tribunals under accrued

Key Actions

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

November 2005

	£'000	£'000
ORIGINAL CASH BUDGET		905
Add Adjustment for In Year Cash Movements		
Slippage from 2004/2005		
- Use of Earmarked Reserves		-
Transfer from Contingency		-
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		-
CURRENT CASH BUDGET		909
FORECAST		
EXPENDITURE		
Salaries (E-Gov Prog Man/Cust Serv Assist.)	(99)	
Young Person's Development Programme	5	
Temporary Staff	51	
Telephones Rental	42	
Telephone calls charges	(9)	
Overtime	8	
Moving Furniture & Equipment	2	
Purchase of Furniture	2	
Conferences Staff	1	
Computer Equipment Security	(2)	
Computer Software Purchase	(1)	
Stationery	(1)	
Printing	(1)	
Expenditure under (-) or over (+) current cash budget		(3)
INCOME		
Telephones (private calls)	(4)	
Income under (+)/ over (-) achieved		(4)
FORECAST CASH OUTTURN 2005/2006		903

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 due to spare lines being identified as server or alarm lines or due to accomodation programme
 Income from private telephone calls will continue at current levels.
 Purchase of Furniture due to new store room
 Overtime due to insall of Radius Financials and Office moves

Key Issues/Variables

Key Actions

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

November 2005	£'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		<u>101</u>
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Less Corporate Savings

Contribution to Corporate savings targets

CURRENT CASH BUDGET		<u>101</u>
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FORECAST**EXPENDITURE**

Agency Staff costs	31	
Consultants Fees	5	
Legal Fees - solicitors costs	3	
Land Charges Search Fees	(8)	
Land Charges Network Fees	(15)	
Practising Certificates	<u>1</u>	17

INCOME

Land Charge Searches	124	
Licence Fees	<u>(46)</u>	78

FORECAST CASH OUTTURN 2005/06		<u><u>196</u></u>
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Key Assumptions

- agency staff covering vacant Senior Solicitor post to end of December
- agency staff covering vacant Senior Legal Executive posts 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****NOVEMBER 2005**

	£'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
Virements for other Services		
Transfer from contingency		
Cabinet approved decisions		
Trf from Change management Reserve for Community mgmt		25
Delegated Authority decisions		
ADJUSTED CASH BUDGET		1,085
Less Corporate Savings		
Contribution to Corporate savings targets		
CURRENT CASH BUDGET		1,085

FORECAST**EXPENDITURE**

Expenditure under(-) or over (+) current cash budget		
Professional and consultancy fees for indoor leisure cont	51	
Professional and consultancy fees for golf course market	12	
Savings on indoor Leisure Contract	(99)	
Energy recharges at ASLC	10	(26)

INCOME

Income under (+)/ over (-) achieved		
Arts officer funding	(17)	
Reduction in Golf Course Income	35	18

FORECAST CASH OUTTURN 2005/2006		1,077
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Key Assumptions

Loss of golf income will be restricted to £35,000

Key Issues/Variables**Key Actions**

A review of Astley Hall spending and budget is being completed by the Head of Service to investigate the potential for overspend in maintenance and supplies and services. The results will be taken into account in the next report.

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

November 2005	£'000	£'000
ORIGINAL CASH BUDGET		468
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
- Use of Earmarked Reserves		
Cabinet approved decisions		
Delegated Authority decisions		
ADJUSTED CASH BUDGET		468
Less Corporate Savings		
Contribution to Corporate savings targets		
CURRENT CASH BUDGET		468
FORECAST		
EXPENDITURE		
Staffing costs	(11)	
PDG Funded Expenditure	123	
Relocation Expenses	3	
Car Allowances	3	
Mapping Services Agreement	1	
Agreed budget savings - discretionary spending	(9)	110
INCOME		
Planning Application Fees	8	
Building Control Fees	(14)	
Additional Planning Delivery Grant	(123)	
Other Income	(6)	(135)
FORECAST CASH OUTTURN 2005/2006		443

Key Assumptions

- current income levels are maintained
- Planning Support Manager starts 1 January
- no agency staff beyond 1 December

Key Issues/Variables

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

Key Actions

SERVICE LEVEL BUDGET MONITORING 2005/2006**PROPERTY SERVICES UNIT****NOVEMBER 2005****£'000****ORIGINAL CASH BUDGET****81**

Add Adjustments for In year cash movements

Slippage from 2004/2005

- Use of AMF Reserve

Virements for other Services

Transfer from contingency

Cabinet approved decisions

- Purchase of outsourcing documents from Pendle

20

20

Delegated Authority decisions

ADJUSTED CASH BUDGET**101**

Less Corporate Savings - Vacancy savings taken in July Monitoring

(15)

- Savings from line by line review

(6)

CURRENT CASH BUDGET**80**

FORECAST

EXPENDITURE

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

Additional agency staff costs not in budget

15

Savings from staff vacancies

(15)

-

INCOME

Income from Friday Street Depot

(28)

(28)

FORECAST CASH OUTTURN 2005/2006**53****Key Assumptions**

Income from rents and market tolls broadly in line with estimates

Key Issues/Variables**Key Actions**

SERVICE LEVEL BUDGET MONITORING 2005/2006

PUBLIC SPACE SERVICES	£'000	£'000
November 2005		
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		(2)
Transfer of Funds re section 106 agreements		22
ADJUSTED CASH BUDGET		1,366
Less Corporate Savings		
Contribution to Corporate savings targets		(9)
CURRENT CASH BUDGET		1,357
FORECAST		
EXPENDITURE		
Expenditure under(-) or over (+) current cash budget		
Standby Duty Allowance	3	
Car Lease Payments	7	
Pay in Lieu of Notice	2	
General Repairs/Vandalism Repairs	16	
Maintenance of Building Services	1	
Purchase/Maintenance of Playground Equipment	3	
Purchase of Furniture	6	
Maintenance of Tools and Equipment	9	
Consultants re ISO 9001	3	
Savings on DSO Highways Material Budget	-60	
Legal Fees	30	
Street Cleansing Client Budget	-20	
NNDR-Bengal St Depot	8	
Duxbury Golf Course in house bid	22	
Miscellaneous Expenses	9	39
INCOME		
Income under (+)/ over (-) achieved		
DSO Highways shortfall on budgeted LHP income	22	
Roundabout Sponsorship Income not achievable	2	
Misc Income	(26)	
Section 38 income	(8)	
Car Parking Fees under profile	29	19
Savings identified with Head of Service		(74)
FORECAST CASH OUTTURN 2005/2006		1,341

Key Assumptions**Key Issues/Variables**

>Provision of Legal Services for the Crematorium amount to £22K with no budget

>General repairs and vandalism costs of £28K over budget included.

Key Actions

Only essential expenditure to be incurred.

Housing Revenue Account Budget Monitoring 2005/06

Forecast Outturn as at November 2005

	(1) Original Budget £	(2) Agreed Changes £	(3) Current Cash Budget £	(4) Forecast Outturn £	(5) Variance £
Income					
Dwelling Rents	(6,801,510)		(6,801,510)	(6,966,510)	(165,000)
Non-dwelling rents	(96,170)		(96,170)	(90,170)	6,000
Service Charges	(108,000)		(108,000)	(77,000)	31,000
Contributions Towards Expenditure	(341,530)		(341,530)	(341,530)	-
Government Subsidy	-		-	-	-
Total Income	(7,347,210)	0	(7,347,210)	(7,475,210)	(128,000)
Expenditure					
Repairs and Maintenance	1,533,000		1,533,000	1,594,000	61,000
Supervision and Management					
- General	1,328,830		1,328,830	1,461,830	133,000
- Special	694,280		694,280	694,280	-
Rent. Rates, taxes ad 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	7,397,270	225,000
Surplus (-) or Deficit (+) for year	(174,940)	-	(174,940)	(77,940)	97,000

Housing Revenue Account Balances Summary Position	
	£
Balance at 1.4.05	442,848
Budget Deficit 2004-05	174,940
Agreed variations	0
Under (+) / Over (-) spend in year	(97,000)
Forecast HRA Balances at 31.3.05	520,788

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

	£'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		
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	48	
- additional Gas Servicing costs	13	
Tenant Profiling - Beacon Research	10	
Bad Debt Provision	<u>(9)</u>	
Expenditure under(-) or over (+) current cash budget		225

INCOME

Rents & Other Charges	(134)	
Garage Rents	<u>6</u>	
Income under (+)/ over (-) achieved		(128)

FORECAST BALANCES AS AT 31.3.06**(521)****Key Assumptions**

Rent forecast assumes 1 sale per week to end of year

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**

October 2005

	£'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	<u> </u>	0
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FORECAST**EXPENDITURE**

Transport	6	
Waste Collection	50	
Materials	15	
Hired Staff	<u>54</u>	
Expenditure under(-) or over (+) current cash budget		125

INCOME

Income under (+)/ over (-) achieved		(77)
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FORECAST SURPLUS(-) / DEFICIT(+) 2005/2006	<u><u> </u></u>	48
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Key Assumptions

Above trading position based on monitoring of the following key risk areas:

- Agency expenditure
- Sub-contractor expenditure
- Materials
- Internal labour

Assumes all other expenditure items are within budget

Key Issues/Variables

Control of sub-contractor budget

Control of agency budget

Control of material usage/cost

Increased cost of waste collection

Achieving all income targets

Key Actions

to manage above

to reduce deficit to break-even

SIGNED

Head of Service

Report of	Meeting	Date
Group Director A	Overview and Scrutiny Committee	19/01/2006

CAPITAL PROGRAMME 2005/06 PROGRESS REPORT

PURPOSE OF REPORT

- To update members on the progress of the 2005/06 Capital Programme and to outline the achievements of the Capital Programme Board.
- To seek member approval and support for a number of recommendations from the Capital Programme Board.

CORPORATE PRIORITIES

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

RISK ISSUES

- The issues 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 and runs the risk of damaging the Council's reputation.
- In addition the Capital Programme carries a significant financial risk. This is in terms of ensuring value for money, maximising resources available and managing the programme to ensure impact on the revenue account.

BACKGROUND

- The Council has established a Capital Programme Board to maintain a strategic oversight of the Council's Capital Programme. The Board is chaired by the Group Director A and is supported by the Project Support Officer who was appointed towards the end of 2004.
- The Board's first meeting was on 3 May 2005 and since then it has met on 5 occasions. To date work has focused on a number of key areas aimed at putting into place firm foundations for the future performance management and control of the Capital Programme. These include:
 - The development of key performance indicators.



- (b) The categorisation of the programme to distinguish between fully approved and financed schemes and those waiting in the pipeline for future consideration and approval.
 - (c) Continuing the roll out of the Council’s project management methodology.
9. Whilst significant progress is being made in each of the areas listed above, Members must recognise that there are only limited resources devoted to this and it will take time to fully implement the changes. This is especially true of the planned roll out of the project management methodology given that there are over 100 projects in the programme all at differing stages of delivery. All new schemes are now subject to full use of the methodology with existing schemes being brought into the framework in a planned way under the guidance of the Project Support Officer.

HOW ARE WE PERFORMING?

- 10. The Capital Programme Board is making good progress but as it does so a number of issues and problems are coming to light which need addressing. These are inherent in the way that the programme has been managed and operated in the past and it is the structured approach now being applied that has brought them to the fore giving the opportunity to correct them going into the future.
- 11. In considering the progress and issues to date I will discuss in turn each of the Programme Board’s key areas of work outlined at point 8 above.

(A) The development of Key Performance Indicators

- 12. High level monitoring of the Capital Programme is carried out through 4 Performance Indicators. A full description of each of these indicators was given to Executive Cabinet on 3 November 2005. Table 1 lists these and shows targets and current performance against that last reported to Executive Cabinet on 3 November.

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

Performance Indicator	Target 2005/06	Performance	
		At 03/11/05	Current
1. The % of the Capital Programme budget actually spent	% 70	% 42	% 66
2. The % of capital schemes intended to be completed during the year actually completed	To be determined	22	36
3. The % of projects using the toolkit	50	15	22
4. The % of successful projects (from those measured)	80	No data available	100

- 13. Performance is improving against each of the indicators in Table 1. This is encouraging and shows that the work of the Board is beginning to make a difference. However, there is much to do and it is estimated that it will take a future 12 to 18 months to fully embed the project management methodology.

(B) Categorisation of the Programme

14. The Capital Programme has been broken into categories to improve monitoring and control procedures. Some confusion has arisen over the meaning and use of these and to clarify the situation the Board have approved the following definitions and guidance -

The Capital Programme:

This constitutes the schemes that are approved and fully funded. It incorporates both Category A and B schemes with the distinction being:

Category A - those schemes that are in the implementation phase. It is these schemes that are monitored using the 4 Performance Indicators shown in Table 1.

Category B - those schemes that are approved and fully funded but not yet in the implementation phase. Once commitments are made, or the work starts, these schemes transfer to Category A and are included for monitoring in the 4 Performance Indicators.

The Pipeline (Category C):

This constitutes a reserve list of schemes for which an outline business case has been approved but there is no funding allocated and no authority to progress. Schemes can only move from the pipeline into the Capital Programme upon formal approval by the Council.

15. At Executive Cabinet on 3 November 2005 expected capital spending in 2005/06 of £18,950,450 was reported. The Director of Finance reported at that meeting that to finance this level of expenditure may require increased borrowing of up to £2.5 million.
16. Since that meeting the Capital Programme Board have continued to carefully monitor the situation and can now report that expected capital spending in 2005/06 has reduced to £15,749,770. Table 2 summaries the position and full details are provided in Appendix 1.

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

Executive Cabinet Date	Details	£	Note
3 Nov 2005	Total Spending	18,950,450	A B
	<u>Less</u>		
	(1) Slippage to future years	(3,098,100)	
	(2) Other changes	(102,580)	
12 Jan 2006	Revised Total Spending	15,749,770	

Note A : A scheme by scheme analysis of the expenditure slipping into future years is given in column 3 of Appendix 1

Note B : A scheme by scheme analysis of the other changes is given in column 4 of Appendix 1 and further comments are provided in Appendix 2.

17. At this lower level of expected capital spending in 2005/06 it is anticipated that there will be no borrowing requirement to finance the programme. This does however depend upon the capital receipts forecast for the remainder of the year actually being received.
18. Whilst the position in 2005/06 is much improved from that previously reported, members need to understand that the slippage of £3,098,100 will impact directly on future years. The Director of Finance is currently compiling a report looking at the 3 year Capital Programme 2006 to 2009 which he will present to Executive Cabinet on 9 February 2006.

(C) Continuing to roll out the Council's Project Management Methodology

18. This is the most time consuming part of the work and yet the one that will deliver the biggest benefits. To date 22% of projects are using the methodology in some form and it is a requirement for any new schemes to be fully compliant.
19. A project management training programme is due to commence early in the new year which will include overview training of the toolkit, surgery sessions, one to ones and training for board members. This combined with comprehensive documentation, will help to increase the percentage of projects using the toolkit.

PROGRAMME BOARD RECOMMENDATIONS

20. As the project management methodology is rolled out there will increasingly be issues referred to the Board which have resource implications or require a decision for the inclusion of a project in the programme. The Board has no powers to take these decisions but will make appropriate recommendations to Executive Cabinet and Council for consideration.
21. Set out below is a summary of requests received at the last meeting of the Capital Programme Board on 14 December 2005 and in each case the Board's recommendation. These are listed under the two headings of Exception Reports and New Schemes and Projects -

Exception Reports

22. Using the project management methodology any bid for additional resources must be in the form of an 'Exception Report' which provides reasons for the proposed increase and requests such additional funds.

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

An exception report was submitted by the Head of Housing Services showing significant overspending of £375,000 in this year's programme. Much of this has either been spent or committed without any prior approval and the Head of Service was requesting extra resources to cover this.

Board Recommendation - That the Head of Housing Services reduce expenditure on other categories of the Housing Revenue Account - HIP 2005/06 to keep within current budget.

(B) Chapel Street Scheme

An exception report was submitted by the Head of Public Space Services requesting an additional £95,000 to carry out Phase 3 of the scheme. Phases 1 and 2 together have a total cost of £385,000 against an approved budget of £400,000. This leaves only £15,000 available for Phase 3 which is expected to cost £110,000 (shortfall £95,000).

Board Recommendation - To categorise Phase 3 of the Chapel Street Enhancement Scheme as Category 'C' and as such on the pipeline reserve list for future consideration when resources become available.

(C) Car Park Improvements

An exception report was submitted by the Head of Public Space Services requesting an additional £20,000 to carry out works to two of the Council's car parks:

- Fleet Street Car Park : refurbishment and relocation of the staff parking area
- Friday Street Car Park : convert the lorry park into a Pay and Display car park from Monday to Saturday (8am to 6pm) and a lorry park outside these hours. Also incorporates new lighting for the whole car park.

Board Recommendations - (1) To complete the Friday Street Car Park scheme in 2005/06 from the existing approved capital budget. (2) To request that the Head of Public Space Services brings forward an Outline Business Case for the proposals relating to the Fleet Street Car Park for consideration at a future meeting of the Capital Programme Board.

New Schemes and Projects

23. As the Council strives to achieve its strategic objectives there will inevitably be requirements for capital investment in new projects and schemes. To facilitate this a clear process is required which is understood by all members and officers.
24. The process that we will use from now onwards is defined by the project management methodology. This uses as its starting point the submission of an outline business case to the Capital Programme Board. If, after considering this, the Board feel that the scheme or project has a good fit with the Council's strategic objectives it will recommend that it is approved as a Category C scheme. This means that it is placed on the reserve list awaiting the submission and approval of a full business case and, of particular importance, the formal approval by Council of resources to fund the scheme or project. At this stage it will move out of the pipeline and into the Capital Programme with a classification of either 'A' or 'B' depending on the implementation start date.
25. At the Capital Programme Board meeting on 14 December 2005 a number of outline business cases for new schemes or projects were submitted for consideration. These have been attached to this report in full as outlined in Table 3.

Table 3 - Outline Business Cases for proposed New Capital Schemes and Projects

Strategic Objective	Outcome	Outline Business Case	Appendix No.
Develop the character and feel of Chorley as a good place to live	More people will be satisfied with Chorley as a place to live	1. Warden Patrol Vans and CCTV Digital Recorders	3
		2. Enhanced Recycling - Phase 3	4
		3. Kerbside Recycling - Service and Capacity Improvements	5
		4. Recycling Bring site expansion	6
		5. Litter bin replacement programme and On Street litter/dog waste/Recycling bins	7

Table 3 (continued)

Strategic Objective	Outcome	Outline Business Case	Appendix No.
Ensure Chorley	Community	Legal Case Management	8

Borough Council is a performing organisation	aspirations are delivered through the efficient use of resources and effective performance management	ICT System	
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Board Recommendation - That each of the new schemes and projects listed in Table 3 be included as Category 'C' schemes and as such on the pipeline reserve list for future consideration when resources become available.

SUMMARY

- 26. The work of the Capital Programme Board is now having an impact but it will take time for it to become fully effective. The key to this is for the project management methodology to be rolled out and embedded in the management of the programme.
- 27. In the current year (2005/06) savings have been made and slippage of expenditure identified which allow the programme to be financed without recourse to borrowing. This is encouraging but members need to note that slipped expenditure will have a direct impact on future years. The Director of Finance will report separately on this to Executive Cabinet on 9 February 2005.
- 28. To maintain the financing position in 2005/06 the Capital Programme Board have made a number of recommendations regarding schemes or projects that are either overspending or require extra resources.
- 29. In addition the Board have also recommended for approval a number of new pipeline schemes (Category C).

COMMENTS OF THE HEAD OF HUMAN RESOURCES

- 30. There are no direct capacity implications contained within this report. However, HR fully support the use of the project management material and the current training which is currently being provided.

COMMENTS OF THE DIRECTOR OF FINANCE

- 31. It is now estimated that the financing of the 2005/06 capital programme will not require the use of prudential borrowing. In brief, the reasons are as follows:

	£
Estimated borrowing as at 3 November 2005	2,500,000
Less slippage of expenditure to 2006/07	(2,034,070)
Less expenditure savings in 2005/06	(149,420)
Add expenditure increases in 2005/06	29,540
Sub total	346,050
Less increased use of capital receipts	(346,050)
Estimated borrowing as at 12 January 2006	0

- 32. In order to achieve the financing of the 2005/06 programme without resorting to borrowing, it is still necessary to achieve capital receipts from approved disposals at Crosse Hall Lane, King Street Depot and Harrison Road Adlington before the end of the year, and for Right To Buy sales of dwellings to reach the estimated level.
- 33. The Capital Programme Board is preparing recommendations in respect of the 2006/07 to 2009/10 Capital Programme, which will be presented to the next meeting of Executive

Cabinet. This report will take account of the slippage to 2006/07 of expenditure in respect of committed schemes that otherwise would have been financed by borrowing in 2005/06.

RECOMMENDATION(S)

34. That the Revised Capital Programme for 2005/06 in the sum of £15,749,770 be approved.
35. That the following recommendations of the Capital Programme Board be approved -

Exception Reports

- (a) That the Head of Housing Services reduce expenditure on other categories of the Housing Revenue Account - HIP 2005/06 to cover the reported overspending of £375,000 and to keep within current budget.
- (b) That Phase 3 of the Chapel Street Enhancement Scheme be placed on the pipeline reserve list (Category C) for future consideration when resources become available.
- (c) That the Head of Public Space Services be requested to complete the Friday Street Car Park Scheme in 2005/06 from the existing approved capital budget.
- (d) That the Head of Public Space Services be requested to bring forward an Outline Business Case, for the proposals relating to the Fleet Street Car Park, for consideration at a future meeting of the Capital Programme Board.

New Capital Schemes and Projects

- (e) That the following new schemes and projects be placed on the pipeline reserve list (Category C) for future consideration when resources become available:
1. Warden Patrol Vans and CCTV Digital Recorders
 2. Enhanced Recycling - Phase 3
 3. Kerbside Recycling - Service Capacity and Improvements
 4. Recycling Bring Site expansion
 5. Litter bin replacement programme and On street litter/dog waste/recycling bins
 6. Legal Case Management ICT Systems

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

36. To revise the 2005/06 Capital Programme to bring spending into line with resources without the need for external borrowing.
37. To minimise the impact on the 2005/06 capital programme of schemes that are either overspending or require additional resources.
38. To bring forward new schemes which members may consider for inclusion in the future Capital Programme.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

39. None.

GROUP DIRECTOR

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Paul Morris	5101	3/1/2006	Capital Programme Progress Report January06

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>CATEGORY A SCHEMES</u>							
<u>Corporate Programmes - e-Government</u>							
Revenues & Benefits eGovernment	7,000	1,030			8,030	8,030	0
Financial systems upgrades (PARIS income system)	22,700				22,700	22,700	0
Replacement core financial systems	43,860			2,340	46,200	0	46,200
Digitisation of Records	85,330			2,000	87,330	79,310	8,020
Computer Network Improvements (Business Continuity)	62,670				62,670	0	62,670
e-Democracy Software	30,000			(4,000)	26,000	26,000	0
PSS Computer Aided Design Systems	14,180			(13,660)	520	0	520
PSS Computerised Cemetery records	13,670				13,670	0	13,670
PSS DIP/FLARE	0	24,000			24,000	0	24,000
PSS Fleet Management	0	7,000		1,500	8,500	0	8,500
Intranet Redesign and Update	33,790				33,790	0	33,790
Annual leave & flexitime system	15,000			(1,750)	13,250	0	13,250
IT Support (incl. salary capitalisation)	30,000			45,820	75,820	75,820	0
Records management	600				600	600	0
Pay Modeller System re Job Evaluation	17,500				17,500	0	17,500
National Land & Property Gazetteer	1,590				1,590	0	1,590
Corporate DIP implementation	0	8,000			8,000	0	8,000
Integration of CRM & Workflow with Back Office	0	50,000			50,000	50,000	0
Total - e-Government	377,890	90,030	0	32,250	500,170	262,460	237,710
<u>Corporate Programmes - Office Accommodation</u>							
Bengal Street Improvements, CCTV and New Building	138,110			12,120	150,230	0	150,230
Town Hall Disabled Access and Refurbishment	1,333,910	5,000		88,000	1,426,910	0	1,426,910
Gillibrand Street Annexe Refurbishment 2005/06	55,000			(25,370)	29,630	0	29,630
Union Street Offices - Refurbishment	17,580				17,580	0	17,580
Union Street Offices Heating and Ventilation	5,000			(3,500)	1,500	0	1,500
Total Office Accommodation	1,549,600	5,000	0	71,250	1,625,850	0	1,625,850

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<u>Corporate Programmes - Strategic Measures</u>							
Capitalised Restructuring Costs	116,460				116,460	0	116,460
Project Management Support Capitalisation	40,000				40,000	0	40,000
EGLR - contribution to Holy Cross AW Pitch	250,000				250,000	250,000	0
EGLR - environmental mitigation works	103,020				103,020	103,020	0
ODPM e-Voting 2004/05 - 2005/06	903,880				903,880	903,880	0
Total Strategic Measures	1,413,360	0	0	0	1,413,360	1,256,900	156,460
<u>Leisure and Cultural Services</u>							
Replace filter Brinscall swimming pool	20,000			(820)	19,180	0	19,180
All Seasons Leisure Centre Refurbishment	9,630				9,630	0	9,630
Astley Hall Refurbishment (Phase I slippage & II)	20,560			(2,840)	17,720	0	17,720
Astley Hall Gas Supply	0	12,000			12,000	0	12,000
YVP Replacement of Bridges	95,660				95,660	20,700	74,960
Leisure Centres Capital Grant for Investment	845,000		(802,750)		42,250	0	42,250
Leisure Centres Maintenance Liability	350,000		(332,500)		17,500	0	17,500
Leisure Centres DDA Works	147,000		(139,650)		7,350	0	7,350
Total Leisure and Cultural Services	1,487,850	12,000	(1,274,900)	(3,660)	221,290	20,700	200,590
<u>Public Space Services</u>							
Traffic Calming/Estate Improvements	185,230				185,230	0	185,230
Replacement Borough Boundary Signs	23,360			(17,470)	5,890	0	5,890
Extension to Chorley Cemetery (new burial area)	157,510		(10,000)	(68,970)	78,540	0	78,540
Cemetery memorial safety	0	1,130			1,130	0	1,130
Resurface Footpaths Chorley and Adlington Cemeteries	0	2,620			2,620	0	2,620
Car parking measures following new Chorley Interchange	16,700				16,700	0	16,700
Euxton Play Facilities (S106 funded)	1,100				1,100	1,100	0
Purchase and erection of bus shelters	0	8,130			8,130	0	8,130
Total Public Space Services	383,900	11,880	(10,000)	(86,440)	299,340	1,100	298,240

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<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	129,690			(23,690)	106,000	0	106,000
Recycling bring sites/bins, boxes, lids and sacks 2005/06	122,000			31,330	153,330	18,250	135,080
Total Environmental Services	386,720	0	0	7,640	394,360	128,960	265,400
<u>Housing Services (General Fund)</u>							
Vacant Property Initiative	36,000				36,000	0	36,000
Gillibrand Disabled Adaptations (S106 funded)	10,000				10,000	10,000	0
Disabled Facilities Grants	399,130				399,130	206,480	192,650
Home Repair Assistance & Energy Grants	280,000				280,000	0	280,000
Handy Person Scheme	15,000				15,000	0	15,000
Group Repair Schemes	24,500				24,500	0	24,500
Slum Clearance	34,000				34,000	0	34,000
Total Housing Services (General Fund)	798,630	0	0	0	798,630	216,480	582,150
<u>Corporate & Policy Services</u>							
Adlington CCTV Cameras	40,000				40,000	40,000	0
Coppull Spendmore Lane CCTV Cameras	30,000			50	30,050	30,050	0
Total Corporate & Policy Services	70,000	0	0	50	70,050	70,050	0
<u>Property Services</u>							
Service Centre on Portland St Car Park	5,370				5,370	0	5,370
Ackhurst Lodge Refurbishment	84,970			920	85,890	0	85,890
Total Property Services	90,340	0	0	920	91,260	0	91,260

Scheme	2005/06				2005/06	External Funding £	CBC Funding £
	Current Budget £	Change of Category £	Slippage to 2006/07 £	Other Changes £	Revised Estimate £		
<u>Development & Regeneration</u>							
Chapel Street Environmental Enhancement (Phase II)	316,450				316,450	0	316,450
Strategic Regional Site	115,430	2,159,220		(1,000)	2,273,650	114,430	2,159,220
Design Fees	103,550				103,550	0	103,550
Astley Park Improvements - Construction	12,170	486,320			498,490	400,800	97,690
Groundwork Projects	0	30,000			30,000	0	30,000
Total Development & Regeneration	547,600	2,675,540	0	(1,000)	3,222,140	515,230	2,706,910
TOTAL GENERAL FUND PROGRAMME	7,105,890	2,794,450	(1,284,900)	21,010	8,636,450	2,471,880	6,164,570
<u>Housing Services (Housing Revenue Account)</u>							
Achieving Decent Homes Standard	232,000				232,000	82,000	150,000
Replacement Windows & Doors	886,000				886,000	886,000	0
Community Safety	91,000				91,000	91,000	0
Estate Improvements & Regeneration	119,000				119,000	79,000	40,000
Adaptations for Disabled	250,000				250,000	250,000	0
Major Void Works	250,000				250,000	250,000	0
External Site Works	100,000				100,000	100,000	0
Fascias and Soffitts	60,000				60,000	60,000	0
Capitalised Salaries	110,000				110,000	0	110,000
TOTAL HOUSING REVENUE ACCOUNT PROGRAMME	2,098,000	0	0	0	2,098,000	1,798,000	300,000
TOTAL CATEGORY A SCHEMES	9,203,890	2,794,450	(1,284,900)	21,010	10,734,450	4,269,880	6,464,570

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<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	63,960		(42,640)		21,320	0	21,320
Corporate DIP implementation	30,000	(8,000)	(22,000)		0	0	0
Integration of CRM & Workflow with Back Office	50,000	(50,000)			0	0	0
PSS Planting Schemes	0	3,500			3,500	0	3,500
Integration to Land & Property Gazetteer	0	22,500			22,500	22,500	0
Building Control - applications on-line	0	50,000			50,000	50,000	0
Planning - applications on-line	0	78,000			78,000	78,000	0
Environmental Services Integration	0	30,000			30,000	30,000	0
Telephony	0	42,100			42,100	0	42,100
On-line event/form interface	0	10,000			10,000	10,000	0
Access to home/remote & mobile working facilities	0	20,000			20,000	20,000	0
Single business account	0	20,000			20,000	20,000	0
Revenues & Benefits eGovernment	0	99,940			99,940	99,940	0
Total - e-Government	149,960	318,040	(64,640)	0	403,360	330,440	72,920
<u>Corporate Programmes - Strategic Measures</u>							
Invest in Success - Gillibrand Scheme	757,300		(757,300)		0	0	0
Junction Improvements A49/Lancaster Lane (S106 funded)	175,530				175,530	175,530	0
External Funding Pot	20,000		(20,000)		0	0	0
Eaves Green Link Road	4,316,980				4,316,980	4,316,980	0
Total Strategic Measures	5,269,810	0	(777,300)	0	4,492,510	4,492,510	0
<u>Leisure and Cultural Services</u>							
YVP Extension Flood Alleviation	2,500		(2,500)		0	0	0
Astley Hall Gas Supply	12,000	(12,000)			0	0	0
Total Leisure and Cultural Services	14,500	(12,000)	(2,500)	0	0	0	0

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<u>Public Space Services</u>							
Cemetery memorial safety	1,130	(1,130)			0	0	0
Signage - Chorley and Adlington cemeteries	5,000			(5,000)	0	0	0
Resurface Footpaths Chorley and Adlington Cemeteries	6,890	(2,620)		(4,270)	0	0	0
Tesco superstore cycle path	63,000				63,000	63,000	0
Purchase and erection of bus shelters	8,130	(8,130)			0	0	0
Euxton Play Facilities (S106 funded)	50,780				50,780	50,780	0
Chorley Play Facilities (S106 funded)	30,000		(30,000)		0	0	0
Total Public Space Services	164,930	(11,880)	(30,000)	(9,270)	113,780	113,780	0
<u>Corporate & Policy Services</u>							
Town Centre CCTV/Control Room equipment	5,670				5,670	0	5,670
Total Corporate & Policy Services	5,670	0	0	0	5,670	0	5,670
<u>Development & Regeneration</u>							
Groundwork Projects	30,000	(30,000)			0	0	0
Astley Park Improvements - Construction	486,320	(486,320)			0	0	0
Total Development & Regeneration	516,320	(516,320)	0	0	0	0	0
TOTAL CATEGORY B SCHEMES	6,121,190	(222,160)	(874,440)	(9,270)	5,015,320	4,936,730	78,590
TOTAL CATEGORY A & B SCHEMES	15,325,080	2,572,290	(2,159,340)	11,740	15,749,770	9,206,610	6,543,160

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<u>Financing the Programme (Category A & B)</u>							
Prudential Borrowing	2,015,820	5,000	(1,666,860)	(353,960)	0	0	0
Unrestricted Capital Receipts	3,386,520	42,100	(420,480)	325,290	3,333,430	0	3,333,430
Capital receipt earmarked for Strategic Regional Site	0	2,159,220	0	0	2,159,220	0	2,159,220
Housing Investment Programme Restricted Capital Receipts	732,150	0	0	0	732,150	0	732,150
Ext. Contributions - Developers	5,000,410	0	(30,000)	0	4,970,410	4,970,410	0
Ext. Contributions - Lottery Bodies	400,800	0	0	0	400,800	400,800	0
Ext. Contributions - Other Local Authorities	20,700	0	0	0	20,700	20,700	0
Ext. Contributions - Regional Development Agency etc	115,430	0	0	(1,000)	114,430	114,430	0
Ext. Contributions - Other	100,000	0	0	50	100,050	100,050	0
Government Grants - Local Government On Line	215,610	203,470	0	45,820	464,900	464,900	0
Government Grants - e-Voting Schemes	903,880	0	0	0	903,880	903,880	0
Government Grants - DEFRA Recycling	110,710	0	0	18,250	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	0	128,000	0	0	128,000	128,000	0
Revenue Budget - Specific Revenue Reserves or Budgets	198,570	34,500	(42,000)	(22,710)	168,360	0	168,360
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 Financing (Category A & B)	15,325,080	2,572,290	(2,159,340)	11,740	15,749,770	9,206,610	6,543,160

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<u>Memorandum - Total Capital Programme 2005/06</u>							
Category A	9,203,890	2,794,450	(1,284,900)	21,010	10,734,450	4,269,880	6,464,570
Category B	6,121,190	(222,160)	(874,440)	(9,270)	5,015,320	4,936,730	78,590
Category C	3,625,370	(2,572,290)	(938,760)	(114,320)	0	0	0
TOTAL CAPITAL PROGRAMME 2005/06	18,950,450	0	(3,098,100)	(102,580)	15,749,770	9,206,610	6,543,160
<u>Financing the Programme (Categories A to C)</u>							
Prudential Borrowing	2,500,000	0	(2,034,070)	(465,930)	0	0	0
Unrestricted Capital Receipts	3,386,520	0	(421,850)	368,760	3,333,430	0	3,333,430
Capital receipt earmarked for Strategic Regional Site	2,159,220	0	0	0	2,159,220	0	2,159,220
Housing Investment Programme Restricted Capital Receipts	885,810	0	(153,660)	0	732,150	0	732,150
Ext. Contributions - Developers	5,007,910	0	(37,500)	0	4,970,410	4,970,410	0
Ext. Contributions - Lottery Bodies	400,800	0	0	0	400,800	400,800	0
Ext. Contributions - Other Local Authorities	20,700	0	0	0	20,700	20,700	0
Ext. Contributions - Regional Development Agency etc	483,890	0	(368,460)	(1,000)	114,430	114,430	0
Ext. Contributions - Other	100,000	0	0	50	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	110,710	0	0	18,250	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	273,630	0	(82,560)	(22,710)	168,360	0	168,360
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 Financing (Categories A to C)	18,950,450	0	(3,098,100)	(102,580)	15,749,770	9,206,610	6,543,160

Capital Programme - 2005/06

Scheme	Other Changes £	Savings £	Virements £	Increases £	Total £	Comments
<u>CATEGORY A SCHEMES</u>						
<u>Corporate Programmes - e-Government</u>						
Replacement core financial systems	2,340			2,340	2,340	Exception report to Capital Programme Board required
Digitisation of Records	2,000			2,000	2,000	Increase within tolerance: exception report not required.
e-Democracy Software	(4,000)	(4,000)			(4,000)	Final expenditure less than estimated
PSS Computer Aided Design Systems	(13,660)	(12,160)	(1,500)		(13,660)	£1,500 virement to Fleet Management
PSS Fleet Management	1,500		1,500		1,500	£1,500 virement from CAD Systems
Annual leave & flexitime system	(1,750)	(1,750)			(1,750)	Final expenditure less than estimated
IT Support (incl. salary capitalisation)	45,820		45,820		45,820	Vired from Category C e-Government schemes
Total - e-Government	32,250	(17,910)	45,820	4,340	32,250	
<u>Corporate Programmes - Office Accommodation</u>						
Bengal Street Improvements, CCTV and New Building	12,120			12,120	12,120	Exception report to Capital Programme Board required
Town Hall Disabled Access and Refurbishment	88,000		88,000		88,000	Vired from other refurbishment schemes
Gillibrand Street Annexe Refurbishment 2005/06	(25,370)		(25,370)		(25,370)	Vired to Town Hall improvement scheme
Union Street Offices Heating and Ventilation	(3,500)	(3,500)			(3,500)	Final expenditure less than estimated
Total Office Accommodation	71,250	(3,500)	62,630	12,120	71,250	
<u>Leisure and Cultural Services</u>						
Replace filter Brinscall swimming pool	(820)	(820)			(820)	Final expenditure less than estimated
Astley Hall Refurbishment (Phase I slippage & II)	(2,840)	(1,920)	(920)		(2,840)	Vired to Ackhurst Lodge Refurbishment
Total Leisure and Cultural Services	(3,660)	(2,740)	(920)	0	(3,660)	
<u>Public Space Services</u>						
Replacement Borough Boundary Signs	(17,470)	(17,470)			(17,470)	Final expenditure less than estimated
Extension to Chorley Cemetery (new burial area)	(68,970)	(68,970)			(68,970)	Final expenditure less than estimated
Total Public Space Services	(86,440)	(86,440)	0	0	(86,440)	
<u>Environmental Services</u>						
Public Toilets Upgrade and Refurbishment Programme	(23,690)	(23,690)			(23,690)	Final expenditure less than estimated
Recycling bring sites/bins, boxes, lids and sacks 2005/06	31,330			31,330	31,330	Increase partly offset by £18,250 grant.
Total Environmental Services	7,640	(23,690)	0	31,330	7,640	

Scheme	Other Changes £	Savings £	Virements £	Increases £	Total £	Comments
<u>Corporate & Policy Services</u>						
Coppull Spendmore Lane CCTV Cameras	50			50	50	Matched by external contribution
Total Corporate & Policy Services	50	0	0	50	50	
<u>Property Services</u>						
Ackhurst Lodge Refurbishment	920		920		920	Vired from Astley Hall Refurbishment
Total Property Services	920	0	920	0	920	
<u>Development & Regeneration</u>						
Strategic Regional Site	(1,000)	(1,000)			(1,000)	Final expenditure less than estimated
Total Development & Regeneration	(1,000)	(1,000)	0	0	(1,000)	
TOTAL CATEGORY A	21,010	(135,280)	108,450	47,840	21,010	
<u>CATEGORY B SCHEMES</u>						
<u>Public Space Services</u>						
Signage - Chorley and Adlington cemeteries	(5,000)	(5,000)			(5,000)	Final expenditure less than estimated
Resurface Footpaths Chorley and Adlington Cemeteries	(4,270)	(4,270)			(4,270)	Final expenditure less than estimated
Total Public Space Services	(9,270)	(9,270)	0	0	(9,270)	
TOTAL CATEGORY B	(9,270)	(9,270)	0	0	(9,270)	
<u>CATEGORY C SCHEMES</u>						
<u>Corporate Programmes - e-Government</u>						
Online booking facilities	(15,000)		(15,000)		(15,000)	Vired to IT Support (Category A)
e-Billing	(35,000)		(35,000)		(35,000)	£30,820 vired to IT Support, £4,180 to R&B eGovt
One stop resolution	(50,000)		(50,000)		(50,000)	Vired to Revenues & Benefits eGovt
Revenues & Benefits eGovernment	54,180		54,180		54,180	From e-Billing and One stop resolution
Total - e-Government	(45,820)	0	(45,820)	0	(45,820)	
<u>Corporate Programmes - Office Accommodation</u>						
Upgrade Lancastrian Room Kitchen	(22,000)	(5,870)	(16,130)		(22,000)	Vired to Town Hall improvement scheme
Union Street Offices Heating and Ventilation	(46,500)		(46,500)		(46,500)	Vired to Town Hall improvement scheme

Scheme	Other Changes £	Savings £	Virements £	Increases £	Total £	Comments
Total Office Accommodation	(68,500)	(5,870)	(62,630)	0	(68,500)	
TOTAL CATEGORY C	(114,320)	(5,870)	(108,450)	0	(114,320)	
TOTAL 'OTHER CHANGES'	(102,580)	(150,420)	0	47,840	(102,580)	
<u>Effect on Financing</u>						
CBC Resources	(119,880)	(149,420)	0	29,540	(119,880)	
External resources	17,300	(1,000)	0	18,300	17,300	
TOTAL EFFECT ON FINANCING	(102,580)	(150,420)	0	47,840	(102,580)	

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PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Warden Patrol Vans and CCTV Digital Recorders

Release: 1.1

Date: 07/11/05

This Project Utilises Chorley Borough Councils Project Management Methodology

Project Manager: Jim Wild

Programme Board: Capital Programme Board

Outline Business Case

Document Location

The source of the document will be found on theloop {insert link here}

Revision History

Date of this revision:

Revision Date	Summary of Changes	Version
07/11/05	First draft	1.0
16/11/05	Update /amendment	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
Rebecca Huddleston	Project Support Office

1 OUTLINE BUSINESS CASE

1.1 Project Background

At the present time the Neighbourhood Warden service operate three high profile vehicles which are used on patrol addressing the problems of anti-social behaviour and targeting areas know as 'Hot Spots'.

The main problem 'Hot Spot' areas are Chorley East, Chorley South West, Clayton Brook and Coppull. The Community Safety Strategy highlights these four areas as priority areas.

Three vehicles, including the CCTV vehicle are fitted with VHS recording CCTV equipment presently using obsolescent video technology. These are used in gathering evidence of anti-social behaviour and capturing corroborative evidence of interactions with Wardens and identifying offenders who may already have anti-social behaviour orders restricting their activities. Our intention is to up-grade both Neighbourhood vehicles and the large mobile CCTV van, replacing the video recording technology with digital recording equipment. All the cameras themselves will be retained to maximise this investment.

Our vehicles will be operational between 0900 - 2300hrs each day of the week. If staff witness anti-social behaviour or a crime whilst out on mobile patrol they can switch on the CCTV unit immediately to record evidence without it being a pre-planned operation. The digital up-grade will improve the picture quality, vital to produce evidence of identity and reduce the amount of storage required for video, up-date all the equipment to modern day standards making the systems compatible with the Borough Council CCTV Control Room. The video recording system is now obsolete the up-grade is evolving technology ready to accept future 'Bolt On's' as technology advances, such as GPS and GSM Connection to mobile phone.

1.2 Project Objectives

- To install digital CCTV up-grade in three Neighbourhood Wardens vehicles.
- To obtain evidence of anti-social behaviour and crime, which will be used to secure or enforce existing anti-social behaviour orders or conviction at court.
- To provide a visible deterrent and improve community safety.
- To capture and retain evidence of interactions with Wardens to promote their safety.
- To monitor problem areas and provide recorded evidence as and when necessary.

Outline Business Case

1.3 Scope

The scope of the project is simply the purchase and installation of a digital CCTV upgrade to 3 neighbourhood warden vehicles.

1.4 Assumptions

- That the Neighbourhood Warden Service will continue to be supported.
- That the service will continue to both operate in essentially present form and continue to develop its capability further.
- The continued delivery of joint Police/Warden operations as over recent years.
- Continuation of support from Housing Services and other enforcement functions.

1.5 Overview of the Business Case and Benefits

This project links to the community strategy in the following ways:

- To secure sustainable reductions in crime and the fear of crime in local communities, reducing crime on the streets.
- Crime reduction - to reduce the number of domestic burglaries, anti social behaviour, youth issues and racially motivated crime.
- To assist in obtaining evidence of environmental crime – flyposting, graffiti and dumping.
- To make Chorley the place of choice to live, work and invest in the North West.
- The Crime and Disorder strategy states that consideration will be given to CCTV and other integrated crime prevention measures in residential areas. These mobile systems reach residential areas not yet covered by static CCTV.

This project also aligns with our:

- continuous improvement obligations;
- crime and disorder partnership obligations;
- desire to offer an improved CCTV facility to outlying areas; and our
- obligation to maximise the utility of existing equipment.

1.5.1 Benefits Plan

Improved digital images are less likely to be challenged in court.

Improved feeling of community safety within the target areas measured by:

- Number of recorded incidents.
- Reduction of crime and anti-social behaviour.
- Improvement in the quantity and quality of the intelligence obtained regarding those responsible.

- Improvement in feelings of safety as recorded by the General Satisfaction surveys.

1.5.2 Gershon Efficiencies

	Efficiencies
Corporate Services	There are likely to be savings in maintenance for the digital recording equipment.
Procurement	The “future proof” nature of the equipment and its commonality with the technology used in other CCTV applications has the potential for effectiveness gains from links to mobile ‘phone networks for improved surveillance and response.
Productive Time	Capturing, sorting, reviewing and copying digitised recordings is much less labour intensive with resultant operational efficiencies.
Transactions	CCTV activities operate in a partnership environment within the enforcement/Police family. Extended recording times with digital equipment means that vehicles can be “on record” permanently whilst patrolling gathering evidence for many agencies.

1.5.3 The Do Nothing Scenario

The Neighbourhood Warden service will continue to be provided however restrictions would be placed on evidence gathering for anti-social behaviour orders and convictions for crime related incidents.

Video technology is rapidly becoming obsolete and there will be increasing problems of downtime and inoperability due to breakdowns.

The courts will always accept the 'Best Evidence' and digital is accepted as such.

2 ESTIMATED PROJECT COSTS

This is an ideal opportunity to provide partial funding to enhance an existing community funded initiative.

Chorley Borough Council will provide staff, vehicles and all running costs.

A DVD/CD reader/writer will be required in the Neighbourhood Warden Office – this will be funded through the existing revenue budget.

Description	Capital Cost Estimate	Revenue Cost Estimate
Purchase, fitting and up grade of equipment to digital in each of the three vehicles.	£13,100	
Running Costs		+ve revenue effect over existing equipment
Total	£13,100	£500 (existing)

3 RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	John Lechmere	Head of Environmental Services
Senior User	Jim Wild/Audrey Harrison	Senior Neighbourhood Warden/Community Safety Co-ordinator
Senior Supplier	Potentially Quadrant Video Systems plc subject to the procurement process.	
Project Manager	Jim Wild	Senior Neighbourhood Warden

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Enhanced Recycling – Phase Three

Release: 1.1

Date: 16 November 2005

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Simon Clark

Project Manager: John Lechmere

Programme Board: Capital

Outline Business Case

Revision History

Date of this revision:

Revision Date	Summary of Changes	Version
16/11/05	First Draft	1.0
24/11/05	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			

Distribution

This document has been distributed to:

Name	Title
John Lechmere	Head of Environmental Services
Rebecca Huddleston	Project Support Officer

1. OUTLINE BUSINESS CASE

1.1 Project Background.

Executive Cabinet have approved the Head of Environmental Services recommendation to extend the enhanced recycling service to the remaining 1500 households in the Borough that are currently classed as difficult access properties for the purposes of refuse and recycling collections. Council Minute 05/EC/146 refers.

1.2 Project Objectives

- To provide an enhanced recycling service to the remaining difficult access properties in the Borough and maximise our income stream through the Lancashire Waste Partnership (LWP) Cost Share Agreement.
- To deliver our service promise to extend the Enhanced Recycling Service to all eligible properties.

1.3 Scope

The scope is to procure a full suite of recycling containers for each of the remaining 1500 households not currently receiving an enhanced recycling scheme.

1.4 Assumptions

The assumptions made are that:

- The capital bid for 'Kerbside Recycling – Service and Capacity Improvements' is successful.
- Contractor resources can absorb the additional recycling collections.
- Containers are available at estimated costs.

1.5 Overview of the Business Case and Benefits

Chorley is a leading recycling authority, having moved our recycling rate from 4% in 2001/2 to 40% (April to September) this year. In April 2005 we introduced an Enhanced Recycling Service that provides 96% of households with an alternate weekly refuse collection service and kerbside recycling service in line with the LWP Cost Share Agreement requirements.

This has been achieved in large part through successful bids to the DEFRA Waste Challenge Fund for the capital procurement of recycling containers and specialist vehicles and by opting into the Lancashire Waste Partnership Cost Share Agreement which provides an income stream over and above the enhanced Recycling Credit Scheme.

A commitment was made to extend this enhanced service to all households in the Borough as part of phase 2, but due to participation rates exceeding expectations in the initial phase the current fleet profile is now fully utilised. As part of a separate bid we are procuring additional vehicle capacity to accommodate increased participation and there is sufficient capacity to accommodate the remaining 4% of households in the Borough. Cleanaway have agreed to crew the vehicles to provide the service within the current contract value. In order to provide this service we need to procure the full suite of recycling containers for each household yet to be brought onto the scheme.

This project meets our corporate priority to improve access to and take up of public services as well as developing the character of Chorley as a good place to live.

1.5.1 Benefits Plan

- The objective of extending the enhanced recycling service will mean a consistent collection service is provided to all households in the Borough.
- Providing the full suite of recycling containers to the remaining households still on weekly residual waste collections with no current recycling provision will mean extra recycling is brought in, driving our recycling rate upward to our 2015 target of 56%. It is anticipated that this can be implemented in one single phase during April 2006.
- Increased income in next financial year to value of £22,500

1.5.2 Gershon Efficiencies

	Efficiencies
Corporate Services	None anticipated.
Procurement	If tied in with 'Kerbside Recycling – Service and Capacity Improvements' project we will be able to obtain more competitive rates for containers. Leverage of additional revenue expenditure from the contractor as detailed in the Executive Cabinet report. Savings from the introduction of Alternate Weekly Collections (AWC) for refuse being reinvested in recycling effort.
Productive Time	Full utilisation of contractor resources to maximise recycling collections.
Transactions	None anticipated.

1.5.3 The Do Nothing Scenario

The result of doing nothing can be summarised as follows:

- Difficult access properties will remain on a weekly residual waste collection and will not have the opportunity to participate in kerbside recycling services resulting in a two - tier service provision across parts of the Borough.
- Income through the Lancashire Waste Partnership Cost Share Agreement will be lost to the value of about £22,500 in 2006/7 rising in line with an RPI index in subsequent years.
- Savings from AWC of refuse will not be realised.

2. ESTIMATED PROJECT COSTS

Description	Capital Cost Estimate	Revenue Cost Estimate
Procure suite of recycling containers for each household	£33,000	£3,000
Total	£33,000	£3,000

3. RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Executive Cabinet	
Senior User	John Lechmere	Head of Environmental Services
Senior Suppliers	Cleanaway MGB Systems Straights Plc Dicksons Sacks	
Project Manager	Simon Clark	Commercial Manager

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PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Kerbside Recycling – Service and Capacity Improvements

Release: 1.1

Date: 16 November 2005

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Simon Clark

Project Manager: John Lechmere

Programme Board: Capital

Outline Business Case

Document Location

The source of the document will be found on the **loop** {insert link here}

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30/11/05	Minor changes made during quality assurance	1.1

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Capital Programme Board			

Distribution

This document has been distributed to:

Name	Title
John Lechmere	Head of Environmental Services
Rebecca Huddleston	Project Support Officer

1. OUTLINE BUSINESS CASE

1.1 Project Background.

Executive Cabinet have approved the Head of Environmental Services recommendation to procure additional recycling containers for householders as well as an additional specialist vehicle to increase collection capacity. Further approval has been given to introduce a household kerbside textile collection in line with our obligations to the Lancashire Waste Partnership Cost Sharing Agreement. Minute 05/EC/146 refers.

1.2 Project Objectives

- To procure a stock of kerbside recycling containers to meet anticipated householder requirements in 2006/7
- To replace the lightweight woven sack with a weighted sack for households where the attrition rate for the lightweight sack is high.
- To introduce alternate weekly collection of recyclable textiles to all households in the Borough currently on kerbside recycling collections.
- To procure an additional twin compartment recycling collection vehicle in order to increase our current recycling collection capacity.

1.3 Assumptions

The assumptions made are:

- Replacement weighted containers are available at estimated cost
- A twin compartment vehicle is available at budgeted cost through our contractor for purchase by the Council and hand back for use, service and maintenance to the contractor.
- A partner/contractor can be engaged to undertake kerbside textile collections.
- Estimated container numbers are sufficient to meet service user demand.

1.4 Overview of the Business Case and Benefits

Chorley is a leading recycling authority, having moved our recycling rate from 4% in 2001/2 to 40% (April to September) this year.

This has been achieved in large part through successful bids to the DEFRA Waste Challenge Fund for the capital procurement of recycling containers and specialist vehicles and by opting into the Lancashire Waste Partnership Cost Share Agreement which provides an income stream over and above the enhanced Recycling Credit Scheme.

Outline Business Case

Service user feedback has identified a need to provide a more robust container for some households for the presentation of plastics and cans to replace the current lightweight woven sack. In addition the general popularity of the recycling collections has resulted in an increase demand for additional recycling containers for glass and garden waste collections. Such container replacement has previously been funded through grant aid via independent and partnership bids to the Governments Waste Challenge Fund.

The existing scheme implementation was based on a householder participation rate of 60%. Recent participation studies indicate that the rate is currently over 70%. This has resulted in the current collection fleet profile operating at near capacity on most collection days. We need to increase participation further to meet our ultimate recycling target of 56% by 2015 and therefore extra capacity is required now to keep our current recycling rate on an upward trend.

Fortnightly kerbside textile collections must be introduced by March 2006 to meet the requirements for payment from the County Council under the Lancashire Waste Partnership Cost Share Agreement. This involves the procurement and distribution of 'sacrificial sacks' for householders for presentation of textiles at kerbside for collection.

The implementation of these service improvements will enable us to deliver our existing priority of a cleaner, greener Chorley and fits our new priorities to improve access to public services and developing the character and feel of Chorley as a better place to live.

1.5.1 Benefits Plan

- Container Stock Provision – as take up and participation in the kerbside recycling scheme increases, the provision of replacement and additional containers will ensure that service user demand is met and in turn leads to improved satisfaction and participation rates leading to achieving recycling targets. Estimates from the first 6 months of the implementation programme indicate the need to replace or provide an additional 7000 no. 55 litre boxes with lids; 1,000 no. 240 litre brown wheeled bins for garden waste and 15,000 weighted sacks for cans and plastic to address the current high attrition rate and low customer satisfaction with the lightweight sacks. The Environmental Services Unit currently records all requests for additional and replacement containers through its Flare database system and can closely monitor stocks to ensure even distribution to householders across the Borough and identify replacement hotspots.
- Vehicle Provision – the last six months has seen collected glass and paper from kerbside rise by 200% and 70% respectively. An additional vehicle will provide the capacity to collect a further 6 tonnes per collection day which is sufficient to accommodate a participation increase in line with the growth in recycling rates required. Current recycling performance is projected to achieve an annual recycling target of 36% in 2005/6 and during 2006/7 we need to increase this rate to over 40% through increased participation and the introduction of collections to the last remaining 1500 households in the Borough (subject to a separate Capital Bid)
- Kerbside Textile Collection Service – the Council needs to meet its obligations under the LWP Cost Share Agreement and the introduction of this service will ensure the income stream from Lancashire County is in line with that agreement. The Unit has a GIS base system that identifies the properties in receipt of recycling collections and by the end of March 2006 we need to demonstrate that 42,500 properties are in receipt of a kerbside textile collection service. Tenders are currently being received or the provision of this service, which could be self

Outline Business Case

financing once the initial capital set up costs have been met to provide households with ‘sacrificial’ sacks for the presentation of their textiles. Introduction of textile collections will secure the anticipated income from County of £650,000.

1.5.2 Gershon Efficiencies

	Efficiencies
Corporate Services	None anticipated.
Procurement	Procurement of containers through the capital bid process will save in the region of £25,000 over the procurement through current non exclusive arrangements in the Cleanaway contract. Savings from the introduction of Alternate Weekly Collections (AWC) will be reinvested in recycling effort.
Productive Time	The replacement of lightweight sacks with more durable weighted sacks is anticipated to promote collection efficiencies.
Transactions	Leverage of contractor investment as described in Cabinet report

1.5.3 The Do Nothing Scenario

The result of doing nothing can be summarised as follows:

- **Failing to introduce kerbside textile recycling will mean we default on the LWP Cost Share Agreement which in turn would result in a loss of income to the Council of about £200,000 per annum in property based payments and processing costs up to the end of the existing Collection contract (March 2009).**
- Failure to address service user demands for a more robust collection sack would mean additional cost in provision of replacement lightweight sacks and increase resource allocation to deal with wind blown materials during periods of inclement weather.
- Failure to address the collection capacity issue would result in the Authority standing still in its effort to reach a recycling rate of 56% by 2015 as well as providing immediate operational problems when fleet service and maintenance is undertaken.
- Failure to provide replacement containers through a capital procurement route would mean reverting to procurement through our existing contract provisions at increased revenue cost.

2. ESTIMATED PROJECT COSTS

Description	Capital Cost Estimate	Revenue Cost Estimate
Procure Twin Compartment Collection Vehicle	£70,000	Nil
Procure 'Sacrificial' Textile Recycling Sacks -	£44,000	£10,000
Procure Containers for 2006/7 – 'No Blow Sacks'	£30,000	Nil
Procure Containers for 2006/7 – Boxes/Lids	£21,000	Nil
Procure Containers for 2006/7 – Brown Bins	£17,000	Nil
Procure Containers for Multi Occupied Properties	£45,000	Nil
Total	£227,000	£10,000

3. RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Executive Cabinet	
Senior User	John Lechmere	Head of Environmental Services
Senior Supplier(s)	Cleanaway MGB Systems Straights Plc Dicksons Sacks	
Project Manager	Simon Clark	Commercial Manager

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Recycling Bring Site expansion.

Release: Draft

Date: 22th November 2005

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Duncan Nicholson

Project Manager: John Lechmere

Programme Board: Capital

Outline Business Case History

Document Location – project filing structure as managed by Duncan Nicholson

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John Lechmere	Head of Environmental Services		
Simon Clarke	Commercial Manager		
Rebecca Huddleston	Project Support Office		

1 OUTLINE BUSINESS CASE

1.1 Project Background

Despite kerbside recycling bring site recycling remains a key element of CBC recycling initiatives contributing circa 1500 tonnes of recycleate towards annual targets. Bring site recycling complements rather than competes with kerbside collection schemes.

Recycling best practice recommends a density of recycling bring sites of 1 site per 800 properties in order to maximise high recycling rates as demanded by government targets. The current site density is approximately 1 site per 3000 dwellings.

There is a complete lack of bring sites in some existing settlements /areas in the Borough, and No land use provision made for bring sites in new developments such as Gillibrand and Buckshaw village, furthermore land use provision for this use is not mandatory, nor has been required as a planning condition (although this will change in the future with the adoption of new development standards).

A number of attempts have been made to establish sites on both publicly owned and private land in the areas with known shortfall, however the lack of suitable ready made sites with landowner agreement or hardstanding, fencing and convenient vehicle access has prevented sites being established.

This project seeks funding to secure land, and undertake groundworks to establish bring sites in a number of key areas in the Borough not currently provided with any bring site facilities. The project also seeks funding to purchase specialist banks with a small footprint to be more easily incorporated into the existing townscape.

1.2 Project Objectives

To establish new recycling bring sites as follows:

- Coppull centre.
- Mawdesley.
- Buckshaw Village - 2 Sites
- Gillibrand.

By a variety of strategies including use of alternative designed banks, and/or by acquisition of land, or modification of existing sites. This project therefore is effectively an infrastructure development project. Major investment into new sites will be made by the third party recycling companies who service our current sites.

By doing so achieve the goals of:

- 1) Increasing recycling rates towards the targets of the Lancashire Waste Management Strategy
- 2) In line with Chorley Borough's Community Strategy (Priority 4): Improve access to and take up of public services, and by doing so "To deliver more efficient, high quality services.

1.3 SCOPE

The scope of this project is for:

Provision for Establishment of up to 5 new sites, which may include some/all of the following:

- Land Purchase.
- Ground Works: Excavation Ground preparation & Hardstanding.
- Footpath, Kerb and Highway modifications.
- Shielding, Screening, Support Barriers & Signage.
- Purchase of specialist bank(s) with smaller footprint.

1.4 Assumptions

- That Bring sites will not be provided on new developments by the developers themselves.
- Detailed site surveys + consultation with landowners, local residents and other local authority regulatory bodies to be undertaken within existing staffing resources.
- That any statutory planning control +permission costs will be undertaken within existing budgets
- That servicing of banks on the new sites will be undertaken in the same manner as used for the existing sites.
- Any additional servicing costs if any will be borne within existing budgets.

1.5 Overview of the Business Case and Benefits

In order to maintain our position as a lead authority we need to achieve the same recycling rate for newly built estates as we have for existing property. Bring site tonnages have been maintained despite the introduction of kerbside recycling.

The bring sites provide an alternative destination for "unwilling" kerbside recyclers , and by doing so minimise the leakage of recyclate into the waste- for-disposal stream.

The recycling rates are achieved with a *combination* of both kerbside recycling and bring site recycling. Though there has been considerable focus on kerbside recycling of late, the role of bring site recycling should not be overlooked.

In absolute terms we need to increase participation in order to meet our recycling target of 56% by 2015.

The Council's refuse & recycling collection services are one of the first services encountered by new residents of the Borough, and the Buckshaw village development proclaimed as a sustainable community. For these reasons it is important that recycling services is a high priority in these developments.

In order to provide equality of service provision throughout the borough bring sites need to be established in areas not currently served.

Some suitable locations have been identified within existing settlements however due to factors such as inappropriate surfacing, access; screening or unsuitability of banks have been dismissed. The investment in some / all of the above may be possible to establish sites, without the need for land purchase.

1.5.1 Benefits Plan

There are 2 specific benefits of the project:

- 1) The establishment of each site itself bringing access to recycling bring sites to an area or settlement.
- 2) The tonnage of material recycled as a result of the establishment of the site.

The 1st benefit can be measured in terms of % of residents within a 1km radius of a site. This measure is a recognised indicator of recycling service and until this year has been a recycling BVPI .

The measurable benefit of the new recycling sites can be simply seen by the totals of materials recycled at each site, and the subsequent % increase in Borough wide recycling rate.

The Aim of the project would be to establish 2 sites each year for the first 2 years of the project with the final site in the third (last year).

The establishment is expected to take 6 months, from project approval is the first step following project approval. In parallel with this process site planning, work specification can be undertaken, a task expecting to take 2 months. Choice of banks is a relatively simple task, and with estimated lead times for procurement of 2 months only.

Tendering/and/or appointment of contractors for Groundworks etc is expected to take 2 months, with a build time for each site taking 1 to 4 weeks.

Measurement of Benefit 1 would be possible at the end each year, and measurement of benefit 2 from year 2 onwards.

1.5.2 Gershon Efficiencies

Following establishment of the site, bring sites represent the most cost effective recycling system with income exceeding the marginal revenue cost.

The diversion of some recycleables from kerbside collections to bring sites will help ease the collection effort from kerbside collection work, freeing vehicle and manpower resources to provide better quality of service.

The gershon efficiency in providing a solution to an existing problem (no bring site complaints) resulting in less officer time of administration of service requests.

1.5.3 The Do Nothing Scenario

Disparity in service provision across the borough.

Areas of the Borough will be left without recycling bring site provision, Increasingly so as new developments are completed.

Loss of a complementary element of the recycling service.

Missed opportunities with regard to recycleate not collected.

Increased street cleaning costs.

2 ESTIMATED PROJECT COSTS

Indicative costs of various elements are as follows:

Cost Item	Estimated Cost (Per site)
Land Purchase	£3000
Groundworks	£2500
Footpath & Highway Modifications	£1000
Shielding & Screening	£1500
Signage	£250
Barriers	£750
New Banks	£1000
Total estimated cost per site:	£10000

Assuming 5 sites are established, where

3 RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	John Lechmere	Head of Environmental Services
Senior User	Simon Clark	Commercial Manager
Senior Supplier	(TBA)	
Project Manager	Duncan Nicholson	Senior Waste Management Officer

That subject to approval a more detailed investigation of costs and site analysis, land procurement exercise is undertaken by project manager.

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PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Litter Bin replacement programme & On street Litter / Dog Waste / Recycling bins.

Release: Draft

Date: 22th November 2005

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Duncan Nicholson

Project Manager: John Lechmere

Programme Board: Capital

Outline Business Case History

Document Location – project filing structure as managed by Duncan Nicholson

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Capital Programme Board				

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
John Lechmere	Head of Environmental Services		
Simon Clark	Commercial Manager		
Rebecca Huddleston	Project Support Office		

1 OUTLINE BUSINESS CASE

1.1 Project Background

The provision of Litter and Dog Waste bins plays a key role in reducing littering in the Borough, furthermore the provision of Litter bins is a very effective tool to demonstrate tangible member and officer response to littering and street cleaning issues and complaints.

Until this year a revenue budget has been available to partially provide for replacement bins, however in the FY2005/6 budget round, this budget is not available.

We currently have a Litter & Dog Waste bin stock of 800 bins + . Each Year through normal wear and tear, damage and vandalism 30 to 40 bins need to be replaced. Additionally each year in excess of 50 requests for new bins are logged. This project aims to seek funding to meet these needs.

The Council is committed to a Waste Management Strategy aimed at increasing the % of household waste recycled. Household waste comprises 1)Waste collected from houses 2)Street cleaning waste and litter.

We have made great advances in the % waste from houses collected, and need , by a variety of means to make similar improvements in the quality of the environment of which litter is an important part.

The project further seeks to provide funding for a pilot project to provide a number of combined litter and on-street recycling bins to facilitate the recycling of street litter.

1.2 Project Objectives

To secure sufficient funding to ensure Litter & Dog Waste Bin provision is maintained at current levels, and by doing so reduce littering, towards the corporate aim of a Cleaner, Greener, Safer Chorley.

To obtain funding to establish up to 10 pilot combined Litter bins/recycling bins, and by doing so achieve:

- 1) A higher some recycling of street litter towards the targets of the Lancashire Waste Management Strategy
- 2) In line with Chorley Borough's Community Strategy (Priority 4): Improve access to and take up of public services, and by doing so "To deliver more efficient, high quality services.

1.3 Scope

The scope of this project is to include:

Outline Business Case

10 January 2006

Provide funds for the purchase and installation of Bins, comprising: 10 Town Centre style bins, 50 x LBV6 Litter bins, 20 Dog Waste bins & Earth Anchors plus 10 x Combined Litter/Recycling bins.

It will not include:
Revenue & Servicing costs of the litter bins, Dog Waste and combined Litter/Recycling bins.

1.4 Assumptions

That CBC approved designs of bins are used I.E.:

Wybone LBV6 Black/Gold design with CBC & Litter moulded motifs, Slam locks with Galvanised steel liners, sequentially numbered.

Wybone Town Centre Style LBV17 Black/Gold design with CBC & Litter moulded motifs, Slam locks with Galvanised steel liners, sequentially numbered.

That the cost of the Wybone bins is as per 2005 rates, plus 5% inflationary increase.

That the combined Litter/ Recycling bins cost in the region of £550 each.

That the Dog Waste bins are Earth Anchor post mounted bins with galvanised steel liners.

That the litter bins will be installed at current costs, plus 5% inflationary increase.
Summarised as below:

Litter Bins	Number Required	2005 prices	Plus 5% Inflation	Total
LBV6	50	£335.40	£352.17	£17608
LBV 17 Town Centre	10	£432.8	£454.44	£4544
Combined Litter / Recycling Bins	10		£550	£5500
Dog Waste Bins	20	£125	£130	£2600
Litter Bin installation/refix/repair cost	70	£105.89	£111.18	£7782.6
				£38034.6

That the Litter bins will be emptied within existing resources.

That the combined Litter / Recycling Bins will be serviced by Public space services, and that the separated recycleate will be taken back to the Bengal St depot for recycling.

1.5 Overview of the Business Case and Benefits

There is a high public interest in Littering.&Recycling It is anticipated that this project will provide benefits in the following areas:

- Reduction in Littering in the Borough.
- Higher public satisfaction with regard to Street Cleaning.
- Greater public accessibility to recycling facilities.
- Statutory/legislative requirements-delivery of BVPI 199 improvement targets
- Additional services in Town Centre with a public demonstration of the Boroughs commitment to recycling..
- Financial savings/productivity improvements by reducing the need for litter picking + sweeping.

1.5.1 Benefits Plan

The specific measurable benefits of the project are:

- 1) Increase in the number of Litter Bin in use.
- 2) Increase in the number of Dog Waste Bins in use.
- 3) Increase in the number of recycling "sites"

All the above can be measured in absolute terms, furthermore the success can be measured in terms of the customer satisfaction level in terms of customer service requests satisfactorily resolved.

Following a successful award of the project, Bins for Litter and Dog Waste may be purchased. For installation in 2 phases during the course of the financial year, as currently.

With regard to the proposals for combined Litter and Recycling bins following a successful award, a bin evaluation period of 2 months will be undertaken after which an order for a number of bins can be placed.

In parallel with the bin evaluation a search for new sites for the bins can be undertaken.

It is anticipated that the project will be fully complete within 10 months of a successful project award.

1.5.2 Gershon Efficiencies

After the initial installation and purchase cost it is far more efficient to collect Litter if contained in a bin as opposed to collecting scattered litter on the ground.

The provision of litter & Dog Waste bins can be used at relatively low cost to demonstrate Council action and response to complaints to members and officers alike with regard to street cleaning and littering complaints.

The gershon efficiency in providing a solution to a problem, resulting in less administration, investigatory time and reduce the need for alternative remedial action of littering complaints i.e. manual litter collection.

Provision of highly visible recycling facilities in the Town Centre will not only contribute to recycling targets, but serve as a continual visual reminder of the Councils commitment to recycling, this will encourage recycling by Borough residents with resultant efficiencies in waste disposal to landfill.

1.5.3 The Do Nothing Scenario

Reduction in Litter Bin provision resulting in:

- Increased street cleaning costs.
- Less efficient collection of litter.
- Deterioration of visual streetscene.

Lower public satisfaction with street cleaning service and lower public satisfaction with Officer and Member response to Littering complaints.

Non-recycling of Street Litter will result in:

- A missed opportunity to recycle street litter.
- A missed opportunity to promote a highly visible recycling initiative.

Subsequent limited recycling % of street litter assuming that all litter is consigned to landfill.

2 ESTIMATED PROJECT COSTS

Description	Capital Cost Estimate	Revenue Cost Estimate
Wybone Street Litter Bins	£20,000	Borne within existing budgets.
Combined Recycling/St Litter Bins	£6000	Borne within existing budgets.
Installation Cost	£7000	Nil
Dog Waste Bins, supply&Installation	£3000	
Total	£36,000	

3 RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	John Lechmere Denis Roby	Head of Environmental Services Depot Manager
Senior User	Simon Clark Shelly Mee	Commercial Manager Senior Environmental Warden
Senior Supplier	Wybone Limited Public Space Services Another Bin supplier (TBA)	
Project Manager	Duncan Nicholson	Senior Waste Management Officer

That subject to approval suitable Combined Litter Recycling bins are chosen and agreed by project sponsors and senior users.

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PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Specification, Procurement and Implementation of a Legal Case Management ICT System

Release: Draft

Date: 10th November 2005

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Bob Stradling

Owner: Rosemary Lyon

Client: Capital Programme Board

Outline Business Case

Outline Business Case History

Document Location

The source of the document will be found on the **loop** {insert link here}

Revision History

Date of this revision: 12/10/05

Revision Date	Summary of Changes	Version
12/10/05	First Draft	1
09/11/05	Various changes resulting from review of OBC with Rosemary Lyon	1.1

Approvals

This document requires the following approvals:

Name	Date Approved	Link to Approval Minutes	Version
Rosemary Lyon			
Capital Programme Board			

Distribution

This document has been distributed to:

Name	Title
Claire Hallwood	Assistant Director - Legal Services
Rebecca Huddleston	Project Support Officer

1 OUTLINE BUSINESS CASE

1.1 Project Background

- Chorley BC Legal Services unit provides legal services to all internal service units covering a wide variety of legal matters over hundreds of case files per year. The quality of this service is crucial to the Council's operations and reputation. The legal service is monitored by the Law Society through the Lexcel practice accreditation scheme. (See <http://www.lawsociety.org.uk/professional/practicesupport/lexcel.law>). The scheme operates a three-year cycle (One full inspection followed by two maintenance visits). The next full inspection is due in September 2006. The 2005 maintenance inspection recognised many areas of good practice. However, the absence of a legal case management ICT system (LCMS) was found to be a serious matter of risk to the Council requiring urgent attention and may result in the Lexcel accreditation not being renewed.
- The Council's Legal Services unit has as a stated aim (Legal Services Unit – Business Plan 2005/6) to provide “*an excellent and high quality legal service on a Best value basis to a high professional standard fully in accordance with the LEXCEL practice management standards and which helps ensure strategic direction and high standards for the Council*”. The Legal Services Unit business plan - risk assessment section – has identified this issue as scoring 9/9 as an operational risk to the service.

The full comment from the assessment report: *The assessor has some concerns regarding "Leftman" (the Authority's software system) in so far as that it gives no clear-cut computerised control over the whole of the work being done. With this and parallel hard copy systems the Authority is at **risk** from the lack of transparent clear control over all of its files. This was discussed at last years feedback meeting but not noted due to the spread of files and the departments return to the Town Hall in December 2005. You may wish to give urgent attention to the provision to enhancing your control systems. The assessor is aware of the demands made on a small Authority but mentions this as an area where the Authority could expose itself to risk.*

- **Corporate Priorities for Improvement**
 - **Serving our Customers Better** – improved case management will contribute to improved internal and external customer service.
 - **Investing in our Capacity to Deliver** – modern legal practice management systems contribute to efficiency and effectiveness. It will also improve the quality of evidence submitted to local courts.
- **Draft Chorley Corporate Strategy and Action Plan for 2006/7 to 2008/9:**
 - **Section 3.2 – Strategic Focus** – This project will assist the Council's ambitions to “become highly responsive, able to work effectively with other organisations whilst being focussed and effective in the delivery of its own services” by releasing legal expertise from administration to focus on provision of quality advice.

- **Section 3.2 – Operational efficiency** - This project can make a significant contribution to the efficient use of scarce and expensive legal staff resources by bringing about operational efficiencies. An efficiency of at least 5% (20 minutes per day) is anticipated.
- **Section 3.3 – Decision Making** – improved case management will improve the quality of legal advice provided to client officers.
- **Section 3.4 – Performing and improving organisation** – this project will contribute towards improved unit performance.
- **Section 3.4 – High Quality Priority Services** – effective and efficient legal services underpin many of the Council's efforts in economic regeneration (land and property dealing, s106 agreements etc) and other community ambitions.

1.2 Project Objectives

- To procure and implement an LCMS to a level to ensure retention of the Lexcel accreditation;
- To deliver the benefits and efficiencies set out below;

1.3 Scope

Included:

- Either
 - Hardware, software and services to deliver an LCMS for Chorley BC Legal Services Unit or
 - A managed ICT service to provide same.

Excluded:

- Any legal practice ICT service provision beyond Chorley BC Legal Services unit;
- Interfaces with other Council ICT systems.

1.4 Assumptions

- That either a packaged solution or a managed service can be procured at an economic price
- That resources (financial and human) can be made available to ensure that the benefits of this project are delivered.
- That Legal Services staff can be convinced of the merits of the new service (to be addressed by full consultation and participation);
- That Legal Services unit staff can be made available for training and other project activities;
- That any external suppliers and Chorley BC ICT Services are able to support the project with suitable and timely skills.
- That the following outline timetable is feasible:
 - Procurement process – January 06 to March 06
 - Ordering of hardware, software and services – early April 06
 - Project implementation – April 06 to Sept 06
 - System live to a point to satisfy Lexcel requirements – Sept 06 (One supplier has indicated this is feasible)

1.5 Overview of the Business Case and Benefits

- The project is key to the retention of the Lexcel accreditation.
- The project expects to deliver efficiencies (at least 5% more output for same input based on anticipated savings of 20mins per day on reduced case administration – file opening, production and replication of papers, conflict of interest management.
- Risk reduction – the Council's legal documents, undertakings, deeds etc will be brought under closer levels of control.

1.5.1 Benefits Plan

Objective	Measures	Achievable?	Realistic?	Timescales
Retain Lexcel accreditation	Successful implementation of LCMS and other Lexcel recommendations.	Yes – a draft project timescale plan indicates that a live date of Sept 06 is achievable. Assumes funding available from April 06	Yes – a draft project timescale plan indicates that a live date of Sept 06 is achievable. Assumes funding available from April 06	Sept 06 for live date for LCMS – file opening and time recording – main LEXCEL requirements.
Improve legal services unit risk management	Fewer incidents of missed dates, lost files etc. More incidents of conflicts of interest uncovered.	Yes	Yes	Sept 06
Improve customer service	Pre and post implementation customer survey	Yes	Yes	Pre and post stages to be included in project plan. Depends on implementation of work type – conveyancing, litigation etc
Improve external cost recovery	A significant rise in court cost recovery.	Yes	Depends on the view the court might take of increased claims from the Council.	Pre and post stages to be included in project plan.
Improve efficiency of legal services unit	Pre and post implementation case handling benchmark exercise.	Yes	Yes – based on estimates from legal staff.	Pre and post stages to be included in project plan.

1.5.2 Gershon Efficiencies

	Efficiencies
Corporate Services	
Procurement	No procurement efficiencies anticipated.
Productive Time	More effective case management processes should allow scarce and expensive legal staff to focus on their cases. Efficiencies of at least 20 minutes per day are estimated to yield £17,250 pa derived from improvements in case file creation and management. Other currently labour intensive activities such as conflict of interest checking, register of undertakings management, merging of case data (e.g. name address etc) into templates and court papers replication will also be improved. All these activities are currently undertaken manually. This is exclusive of any information handling time savings that have been included in the EDRMS pilot OBC.
Transactions	

1.5.3 The Do Nothing Scenario

This will result in:

- High likelihood of loss of Lexcel accreditation.
- A Legal Services unit that will be not operating as efficiently as it could;
- Levels of risk in case management being higher than necessary;
- Continued use of an unsupported ICT system.

2 ESTIMATED PROJECT COSTS

The costs below are based on a budgetary quote from Civica who appear to be a leading supplier in this market. This is traditional in-house supplied and supported server approach.

Description	Capital Cost Estimate	Revenue Cost Estimate
Inhouse ICT Costs	£5,910	£1,001
Supplier Software Costs	£14,286	£2,651
Supplier Services Costs	£11,550	NIL
Total	£31,746	£3,651

Civica also offers a managed service option wherein the supplier runs the service offsite and supplies the application (usually across a secure Internet connection) to client users. This option is less well understood than the in-house option. Therefore costs should be treated with caution at this stage. A comparison of costs is shown below.

In-house Service	Capital	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	31,746	3,651	3,651	3,651	3,651	3,651	3,651	3,651	3,651	3,651	3,651
Total						50,001	Total				68,256

Managed Service	Capital	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	17000	10500	10500	10500	10500	10500	10500	10500	10500	10500	10500
Total						69500	Total				122000

Note: The managed service option seems to provide the more expensive option over the long term as well as putting increased pressure on revenue resources. However, no account has been made of staff costs in this comparison as internal ICT staff costs.

3 RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Rosemary Lyon	Director of Legal Services
Senior User	Claire Hall	Asst Director Legal Services
Senior Supplier (<i>may not be known at this stage</i>)	Not Known – subject to procurement exercise	
Project Manager	TBA	

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Report of	Meeting	Date
Group Director A	O&S Committee	19/01/06

CORPORATE IMPROVEMENT PLAN 2004-2007 (V.9) UPDATE

PURPOSE OF REPORT

- To present for information and comment the Council's updated Corporate Improvement Plan 2004-2007.

CORPORATE PRIORITIES

- The Corporate Improvement Plan is fundamental to ensuring that the Council has the necessary capacity to improve on the areas of weakness identified through internal risk management and the externally led CPA process.

RISK ISSUES

- The issues raised in this report involve risk considerations in all of the risk categories but the main focus is upon strategy:

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

- Having a corporate and strategic approach towards improvement planning is necessary to the achievement of better performing services and the minimisation of risk.

BACKGROUND

- The Corporate Improvement Plan 2004-2007 was approved for implementation at the June 2004 Executive Cabinet meeting.
- The main features of the plan are:
 - It integrates weaknesses identified through the corporate risk management and CPA processes.
 - It represents the highest level document for improvement planning. Information is kept to a minimum so that at any point in time it gives a bird's eye view of what the Council is planning and how it is progressing.
 - It has been fully integrated into the Council's Business Planning process.
- Ownership of the Corporate Improvement Plan at a strategic level lies with Executive Cabinet and Management Team.

Continued...



8. The Plan is updated regularly and presented to Overview and Scrutiny Committee on a regular basis.
9. A copy of the updated Plan is also made available to all interested parties on the Council's website.

LATEST POSITION

10. Attached to the report is the latest version of the Corporate Improvement Plan. Members will see from the plan that good progress is being made across a broad range of areas and that many of the planned actions are not complete.
11. This will be the last update of the Corporate Improvement Plan in its current format. The new Corporate Strategy, currently in draft form, is an all embracing document and will include all key actions relating to the achievement of the Council's strategic objectives. Once adopted by Council progress against this will be reported regularly to the Overview and Scrutiny Committee.

CONCLUSIONS

12. Good progress is being made against the current Corporate Improvement Plan with many of the actions either completed or on track to be completed.
13. Once the new Corporate Strategy has been adopted by Council this will become the main focus for monitoring improvements and developments. Progress against this will be reported regularly to Overview and Scrutiny Committee.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

14. There are no direct HR implications to this report.

COMMENTS OF THE DIRECTOR OF FINANCE

15. There are no direct financial implications associated with this report.

RECOMMENDATION

16. That members carefully note performance against the Corporate Improvement Plan 2004-2007.

REASONS FOR RECOMMENDATION(S)

17. To appraise members of performance against the Corporate Improvement Plan 2004-2007.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

18. None.

PAUL MORRIS
GROUP DIRECTOR

Background Papers			
Document	Date	File	Place of Inspection
Report to Executive Cabinet 'Corporate Improvement Plan 2004-2007'	7/6/04	CO.4	Democratic Services Section, Town Hall
Report to Executive Cabinet 'Corporate Improvement Plan 2004-2007 Update'	15/3/05	CO.4	Democratic Services Section, Town Hall
Report to Executive Cabinet 'Corporate Improvement Plan 2004-2007 (V7) Update'	13/10/05	CO.4	Democratic Services Section, Town Hall
Report to Executive Cabinet 'Corporate Improvement Plan 2004-2007 (V8) Update'	17/11/05	CO.4	Democratic Services Section, Town Hall

Report Author	Ext	Date	Doc ID
Paul Morris	5101	9/01/06	CORPORATE IMPROVEMENT PLAN 2004-2007 V.9

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Revision History

Revision Date	Previous Revision Date	Version
Created 5/5/04	N/A	V.0
26/05/04 (Executive Cabinet/ Management Team Away Day) 27/05/04 (Management Team Away Day)	5/05/04	V.1
07/06/04 (Executive Cabinet)	27/05/04	V.2
23/07/04 (Management Team Away Day)	7/06/04	V.3
11/10/04 (Management Team Away Day)	23/07/04	V.4
15/02/05 (Management Team) 15/03/05 (Executive Cabinet)	11/10/04	V.5
29/04/05 (Management Team Away Day)	15/02/05	V.6
12/09/05 (update to O&S Committee Mtg 13/10/05)	29/04/05	V.7
01/11/05 (update to O&S Committee Mtg 17/11/05)	12/09/05	V.8
09/01/06 (update to O&S Committee Mtg 19/01/06)	01/11/05	V.9

CORPORATE IMPROVEMENT PLAN - 2004 to 2007



CORPORATE IMPROVEMENT PLAN

Chorley Borough Council has a well established framework for managing risks which is governed by a corporate agreed policy that is overseen by the Risk Management Steering Group comprising of members, officers and external advisors.

This Corporate Improvement Plan forms part of the Risk Management process. It is the highest level document and brings together areas of risk/weakness which have been identified through internal process and externally by the CPA Inspection process. These areas are the ones that the Council will be focusing its attentions on over the coming 3 years to remove the barriers to the Council achieving its corporate vision of excellence.

This Corporate Improvement Plan will be kept up to date and will form the key control document for the Executive Cabinet to ensure that our plans are kept on track.

We want to share our progress with everyone and regular updates will be posted to the Council's website at www.chorley.gov.uk In addition, we will provide regular information on how we are doing through the Council's magazine, Chorley Borough News, and through regular press releases.

If you have any comments relating to the Corporate Improvement Plan or require any further information, please contact:

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eMail: paul.morris@chorley.gov.uk



Councillor J Wilson, Executive Leader



Councillor Anthony Gee
Executive Member for Chorley Town Centre and
Risk Management



Councillor D Edgerley
Executive Member for Customers, Policy and
Performance

CORPORATE IMPROVEMENT PLAN

ITALICS = Action Completed

1	2	3	4	5	6	7	8		9
AREA OF RISK	FOCUS	MITIGATION / CONTROLS ALREADY IN PLACE	EXPOSURES/ OPPORTUNITIES IDENTIFIED	ACTIONS PLANNED	EXPECTED OUTCOMES	BY WHEN	BY WHOM		PROGRESS UPDATE
							Officer	Member	
A lack of clear ambition for the future	Community Leadership	<ul style="list-style-type: none"> ➤ Aims based on consultation ➤ Defined ambitions in some key areas, for example, waste management ➤ Led on the sustainability agenda ➤ Clear internal ambitions around customer focus and organisational excellence 	1. Weak and poorly defined Community Plan	1. Produce robust Community Strategy	1. Clear community ambition through a strong and clearly defined Community Plan	Summer 2005	LSP/Tim Rignall	Cllr D Edgerley	1. In October 2005 the Chorley Partnership launched Chorley Borough's Community Strategy 2005-2025.
			2. The Council's ambition is unclear and suffers from a lack of specific, measurable and sustainable outcomes	2. Re-define our ambition in the light of the new Community Strategy	2. Clear, specific, measurable and sustainable Borough Council ambitions set out in its corporate plans and priorities	Summer 2005	Management Team	Executive Cabinet	2(a) & (b) Consultation on draft of the Corporate Strategy approved by Executive Cabinet 08/09/05. Strategy evolving as part of budget considerations.
			3. No structured approach to social inclusion, equality and the promotion of overall social inclusion	3. Produce Equality and Diversity Strategy and Action Plan	3. Established ambitions and a structured approach to equality and diversity	September 2005	Tim Rignall	Cllr D Edgerley	2(c) The new Business Planning process approved.
			4. Non-inclusive leadership style leading to weaknesses in communicating aims and effective engagement with staff, partners and the local community	4(a) Implement action planning from Optima Survey 4(b) Introduce Leadership Development Programme	4. An inclusive leadership style with strong engagement with staff, partners and the local community	September 2005	Service Heads	Portfolio Holders	3. Equality & Diversity Strategy in respect of employment approved by Executive Cabinet in June 2005. Corporate Equality and Diversity Strategy developed and a draft will be going to Management Team on 10/01/06 prior to consultation and Cabinet.
						Summer 2005	Rosemary Lyon	Cllr C Hoyle	4(a) Action planning (Improve4U) started in August 2004 and continuing as planned.
						Complete	Jeff Davies	Cllr J Wilson	4(b) Member Development Steering Group now in place. Learning hour held monthly for members on current/future issues.

Agenda Page 115

Agenda Item 8

CORPORATE IMPROVEMENT PLAN

ITALICS = Action Completed

1	2	3	4	5	6	7	8		9
AREA OF RISK	FOCUS	MITIGATION / CONTROLS ALREADY IN PLACE	EXPOSURES/ OPPORTUNITIES IDENTIFIED	ACTIONS PLANNED	EXPECTED OUTCOMES	BY WHEN	BY WHOM		PROGRESS UPDATE
							Officer	Member	
Ineffective prioritisation	Organisational Leadership	<ul style="list-style-type: none"> ➤ Some priorities contribute to the aims and the Community Plan ➤ Good use of national priorities to reinforce local ones ➤ Councillors are shifting resources 	5. Priorities insufficiently developed: <ul style="list-style-type: none"> - internally focused - not linked to aims - lacking clear outcomes for local people - not driving performance in some areas - not communicated effectively - non-priority areas not explicit - undeveloped systems for monitoring priorities 	5(a) <i>Refine current priorities and non-priorities</i> (b) See item 2(a)	5. Clearly defined priority and non-priority service areas that are based upon community ambitions and are used to drive performance with clear outcomes for local people	<i>Complete July 2004</i>	<i>Tim Rignall</i>	<i>Cllr D Edgerley</i>	5(a) <i>Priorities defined and in BVPP - para 2.4, 1-3. (Non-priorities - budget non-priorities set by Executive Cab Sept 04)</i> 5(b) See item 2(a)
			6. Unstructured and inconsistent engagement of communities, partners, staff and other stakeholders in future planning and prioritisation	6(a) Devise and pilot with partners new approaches to community engagement, drawing on experience from elsewhere (b) <i>For staff engagement (see item 4(a))</i>	6. Structured and consistent engagement of communities, partners, staff and other stakeholders in planning and prioritisation	October 2005	Steve Pearce	Cllr D Edgerley	6(a) Consultation on the proposed pilot areas now complete and three areas of Lostock Ward, Coppull Parish and Clayton-le-Woods North ward approved by Executive Cabinet in September 2005. First meetings of the area forums to commence in February/March 2006.
			7. Business and budget planning process not sufficiently integrated	7. Further integrate the business and budget planning processes	7. A fully integrated process for business and budget planning	<i>Complete April 2005</i>	<i>Gary Hall/Tim Rignall</i>	<i>Cllr D Edgerley</i>	7. <i>Integration complete for 2005/06 but process subject to continuous improvement thereafter.</i>

Agenda Page 116
Agenda Item 8

CORPORATE IMPROVEMENT PLAN

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AREA OF RISK	FOCUS	MITIGATION / CONTROLS ALREADY IN PLACE	EXPOSURES/ OPPORTUNITIES IDENTIFIED	ACTIONS PLANNED	EXPECTED OUTCOMES	BY WHEN	BY WHOM		PROGRESS UPDATE
							Officer	Member	
Poor focus on priorities	Organisational Leadership	<ul style="list-style-type: none"> ➤ Ability to maintain focus on key themes over a number of years, resulting in delivery of tangible benefits ➤ Cabinet uses corporate priorities as basis for decision making ➤ Councillors have avoided distractions ➤ Budget process streamlined to gain better focus 	8. Untested mechanisms for focusing on priorities	8(a) Develop performance management systems to ensure proper focus on priorities (see item 15) (b) Programme strategy workshops for Executive Cabinet	8. A strong culture of performance management with a clear focus on priority service areas	Complete June 2004	Jeff Davies	Cllr J Wilson	8(a) See item 15 8(b) Underway to a planned programme. The focus on priorities is evidenced by the 2005/06 budget. Programme operating and a well established feature of the system.
Insufficient capacity to deliver	Organisational Leadership	<ul style="list-style-type: none"> ➤ Councillor training needs assessed ➤ Clear officer/ member roles and responsibilities ➤ Overview and scrutiny toolkit ➤ Officer structures have improved accountability and responsiveness 	9. Under-developed Member training 10. Poor political relationship with main opposition	9. Implement individual member training plans based on need assessment 10. Develop mechanism to improve political relationships - (a) Leadership Training (see item 4(b))	9. Improved member capacity and skills through an individually structured development programme 10. Good relationships between the main political groups helping to maximise the collective value of all members towards the achievement of the Council's objectives	From June 2005	Angela Wolstencroft	Cllr J Wilson supported by Group Leaders	9. See item 4(b) 10(a) See item 4(b)

Agenda Page 17

Agenda Item 8

CORPORATE IMPROVEMENT PLAN

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							Officer	Member	
		<ul style="list-style-type: none"> ➤ Internal communications improved ➤ Good use of external resources and IT to enhance capacity ➤ Financial capacity sound 		<p>(b) <i>Main opposition chair(s) of overview and scrutiny bodies</i></p> <p>(c) <i>Allow non-executive members to speak at Executive Cabinet meetings</i></p> <p>(d) <i>Programme structured Group Leaders' meetings</i></p> <p>(e) <i>Carry out external review of political relationships</i></p>		<p><i>Complete June 2004</i></p> <p><i>Complete June 2004</i></p> <p><i>Complete December 2004</i></p> <p><i>September 2005</i></p> <p><i>Complete Sept 2004</i></p> <p><i>Complete June 2004</i></p>	<p><i>Jeff Davies</i></p> <p><i>Jeff Davies</i></p> <p><i>Jeff Davies</i></p> <p><i>Jeff Davies</i></p> <p><i>Martin O'Loughlin</i></p> <p><i>Rosemary Lyon</i></p>	<p><i>Cllr J Wilson</i></p> <p><i>Cllr J Wilson</i></p> <p><i>Cllr J Wilson</i></p> <p><i>Cllr J Wilson supported by Group Leaders</i></p> <p><i>Cllr J Wilson</i></p> <p><i>Cllr D Edgerley</i></p>	<p><i>10(d) Two meetings held in 2004. Ongoing programme planned.</i></p> <p><i>10(e) SOLACE Enterprises report received September 2005 and sent to all Members and recommendations approved at Cabinet.</i></p> <p>11(a) See item 9</p> <p><i>11(b) Completed by December 2004.</i></p>
			<p>11. OSC ineffective and lacking adequate support and the Standards Committee playing a limited role</p>	<p>11(a) Extend member development in this area (see item 9)</p> <p>(b) <i>Appoint new Democratic Services Support staff</i></p> <p>(c) <i>Standards Sub-Committee to be established to monitor Code of Conduct</i></p>	<p>11. Effective and well supported Overview and Scrutiny and Standards Committees</p>				

Agenda Page 118

Agenda Item 8

CORPORATE IMPROVEMENT PLAN

ITALICS = Action Completed

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AREA OF RISK	FOCUS	MITIGATION / CONTROLS ALREADY IN PLACE	EXPOSURES/ OPPORTUNITIES IDENTIFIED	ACTIONS PLANNED	EXPECTED OUTCOMES	BY WHEN	BY WHOM		PROGRESS UPDATE
							Officer	Member	
			<p>12. <i>Management Team yet to find balance between strategic and operational focus</i></p> <p>13. <i>Lack of strategic approach to HR including:</i></p> <ul style="list-style-type: none"> - <i>incomplete policy framework</i> - <i>weak implementation and monitoring</i> - <i>inconsistent approach to equalities and diversity</i> - <i>poor staff consultation</i> - <i>high sickness absence levels</i> - <i>weak workforce planning</i> <p>14. Lack of strategic approach to procurement including partnership arrangements</p>	<p>12. <i>Maintain agenda planning and programme of strategic workshops</i></p> <p>13. <i>Produce and implement Corporate HR Strategy and Action Plan</i></p> <p>14. Produce and implement Corporate Procurement Strategy and Action Plan</p>	<p>12. <i>Strong, focused and well communicated Management Team leadership on corporate and strategic issues and developments</i></p> <p>13. <i>A strategic approach to HR based around a clear policy framework that values the individual, promotes a consistent approach to equality and diversity and plans for future workforce requirements</i></p> <p>14. A strategic approach to procurement that will foster excellence in this function and enable the Council to meet all of its national and local targets</p>	<p>Complete</p> <p>Complete December 2004</p> <p>Ongoing</p>	<p>Management Team</p> <p>Angela Wolstencroft</p> <p>Rosemary Lyon</p>	<p>N/A</p> <p>Cllr J Wilson</p> <p>Cllr K Ball</p>	<p>12. <i>Introduced and well established</i></p> <p>13. <i>Approved by Executive Cabinet in January 2005.</i></p> <p>14. Report taken to Executive Cabinet January 2006 concerning progress against the milestones contained in National Local Government Procurement Strategy. Further work being carried out by Corporate Procurement Working Group in respect of the Council's approach to partnership and collaborative working. New Contract Procedure Rules now in place. Approved by Council 13/12/05.</p>

Agenda Page 119 Agenda Item 8

CORPORATE IMPROVEMENT PLAN

ITALICS = Action Completed

1	2	3	4	5	6	7	8		9
AREA OF RISK	FOCUS	MITIGATION / CONTROLS ALREADY IN PLACE	EXPOSURES/ OPPORTUNITIES IDENTIFIED	ACTIONS PLANNED	EXPECTED OUTCOMES	BY WHEN	BY WHOM		PROGRESS UPDATE
							Officer	Member	
Inadequate Performance Management arrangements	Organisational Leadership	<ul style="list-style-type: none"> ➤ Business and service planning frameworks in existence and about to be updated ➤ Improvements or corrective actions initiated in some key service area ➤ Service standards available in some areas ➤ Financial management is sound ➤ Risk management approaches are sound 	<p>15. Ineffective Performance Management including:</p> <ul style="list-style-type: none"> - does not ensure effective delivery of priorities - members role unclear - no arrangements for Community Plan - unstructured approach to tackling poor performance - Inconsistent performance management at service level - no routine comparison externally with high performers - inconsistent approach to demonstrating VFM 	15. Produce and implement Corporate Performance Management Strategy and Action Plan	15. A strong culture of performance management with a clear focus on priority service areas	November 2005	Tim Rignall	Cllr D Edgerley	<p>15. Draft Audit Commission Performance Management Report finalised December 2005 and further work underway to develop an action plan around recommendations. Expected 31/1/06.</p> <p>A self assessment has been carried out which will be used to inform the Strategy</p>

Agenda Page 120 Agenda Item 8

CORPORATE IMPROVEMENT PLAN

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1	2	3	4	5	6	7	8		9
AREA OF RISK	FOCUS	MITIGATION / CONTROLS ALREADY IN PLACE	EXPOSURES/ OPPORTUNITIES IDENTIFIED	ACTIONS PLANNED	EXPECTED OUTCOMES	BY WHEN	BY WHOM		PROGRESS UPDATE
							Officer	Member	
<p>Failure to achieve a high quality of service</p>	<p>Organisational Leadership</p>	<ul style="list-style-type: none"> ➤ Strong performance in priority areas: Top quartile waste recycling performance; recycling of materials on Buckshaw Village development; high passenger satisfactory with new bus interchange ➤ Service quality generally good – five out of six AC inspections assessed as “good” ➤ 50% of key PIs in top or second quartile ➤ 74% of citizens satisfied with overall Council service (MORI) ➤ High satisfaction amongst Council tenants 	<p>16. Areas of weaker performance (eg sickness, planning) and low levels of customer satisfaction (eg street cleanliness levels)</p>	<p>16(a) Minimise areas of weaker performance through effective performance management (see item 15)</p> <p>(b) Better manage customer expectation through improved community engagement (see item 6(a))</p>	<p>16. Consistently high quality of service, with high satisfaction ratings, for all key and priority services</p>				<p>16(a) See item 15</p> <p>16(b) See Item 6(a)</p>

CORPORATE IMPROVEMENT PLAN

ITALICS = Action Completed

1	2	3	4	5	6	7	8		9
AREA OF RISK	FOCUS	MITIGATION / CONTROLS ALREADY IN PLACE	EXPOSURES/ OPPORTUNITIES IDENTIFIED	ACTIONS PLANNED	EXPECTED OUTCOMES	BY WHEN	BY WHOM		PROGRESS UPDATE
							Officer	Member	
Failure to achieve demonstrable service improvement	Organisational Leadership	<ul style="list-style-type: none"> ➤ Strong and improving performance in priority areas: (greener, cleaner, safer) ➤ Greener – household waste recycled (from 12% to 16% in 2002/03) ➤ Cleaner – improvements in fly tipping, abandoned vehicles and graffiti ➤ Safer – crime levels down by 7% in 2002/03; vehicle crime and theft from vehicles reduced; road casualties decreased by 22% ➤ Town Centre improvement leading to increase in visitor numbers by 9% ➤ Income collection performance improving 	17. Overall performance improvement mixed (comparable PIs not showing continuing year on year improvement - eg planning)	17. Maximise overall performance improvement through effective performance management (see item 15)	17. Demonstrable year on year service improvement for all key and priority service areas				17. See item 15

CORPORATE IMPROVEMENT PLAN

ITALICS = Action Completed

1	2	3	4	5	6	7	8		9	
AREA OF RISK	FOCUS	MITIGATION / CONTROLS ALREADY IN PLACE	EXPOSURES/ OPPORTUNITIES IDENTIFIED	ACTIONS PLANNED	EXPECTED OUTCOMES	BY WHEN	BY WHOM		PROGRESS UPDATE	
							Officer	Member		
<i>Insufficient Investment</i>	<i>Organisational Leadership</i>	<i>Investments addressing improvement needs:</i> <ul style="list-style-type: none"> ➤ <i>Measures to improve political focus</i> ➤ <i>New business planning framework, performance management systems and project management</i> ➤ <i>IT to enhance service to customers</i> ➤ <i>Resources to support cross-cutting agenda</i> ➤ <i>Effective in securing external funds to support priorities</i> ➤ <i>Open attitude to alternative forms of service delivery</i> 	<i>18. Cross-cutting issues not effectively mainstreamed across all services</i>	<i>18(a) Integrate cross cutting issues into Business Planning process (see item 7)</i> <i>18(b) Develop related training to increase awareness</i>	<i>18. Cross-cutting issues understood and fully integrated in the business and budget planning process</i>	<i>Complete</i> <i>Complete April 2005</i>		<i>Angela Wolstencroft</i>	<i>Cllr J Wilson</i>	<i>18(b) Training being progressively introduced to meet changing circumstances.</i>

CORPORATE IMPROVEMENT PLAN

ITALICS = Action Completed

1	2	3	4	5	6	7	8		9
AREA OF RISK	FOCUS	MITIGATION / CONTROLS ALREADY IN PLACE	EXPOSURES/ OPPORTUNITIES IDENTIFIED	ACTIONS PLANNED	EXPECTED OUTCOMES	BY WHEN	BY WHOM		PROGRESS UPDATE
							Officer	Member	
Not being a learning organisation	Organisational Leadership	<ul style="list-style-type: none"> ➤ Willing to adopt new approaches ➤ Learns from feedback and its own experiences ➤ Learns from others e.g. peer authorities and adjusts the way it works 	19. Failure to learn in a common and systematic way from own experience and from others <ul style="list-style-type: none"> - culture not embedded - not seen by staff and public as a learning organisation 	19. A learning culture and systems will be facilitated through initiatives under items 4(a), 4(b), 9 and 13.	19. The Council has a recognised culture of learning from its own experience and from the experience of others	September 2005			19. Learning and Development Strategy in place.
Unsatisfactory future plans	Organisational Leadership	<ul style="list-style-type: none"> ➤ Number of plans to support corporate plan and ambitions in priority areas ➤ Plans devised to address known weaknesses e.g. new engagement strategy 	20. Hierarchy of plans not robust or fully integrated	20. Review and integrate existing plans following preparation of the new Community Plan	20. A fully integrated hierarchy of Community and Council plans with clearly defined ambitions and priorities	Summer 2006	Tim Rignall	Cllr D Edgerley	20. Programmed as part of Corporate and Policy Services future Business Planning activity. Strategy co-ordination group established to begin process of alignment integration.
			21. Future plans for housing stock not fully developed	21. Complete and implement the options appraisal	21. Fully developed and articulated plans for the Council's housing stock	March 2007	Steve Lomas	Cllr L Lennox	21. Option appraisal completed. Stock Transfer identified as preferred option and is being pursued. On track.

Agenda Page 124

Agenda Item 8

OVERVIEW AND SCRUTINY WORK PROGRAMME – 2005/06

Function/topic	Assigned to	J	A	S	O	N	D	J	F	M	A	M	J
1. Holding the Executive to Account	OSC												
Annual Budget/Council House Rents								3					
Annual Budget Consultation						3		3					
Provisional full year Performance Indicator										3			
Business Plan and Performance Indicator Updates	ESP				✓			✓	✓	✓	✓		✓
	Com SP				✓			✓	✓	✓	✓		✓
	Cust SP				✓			✓	✓	✓	✓		✓
	OSC				✓			✓	✓	✓	✓		✓
BVPP (Corporate Plan overall performance)		✓											
Monitoring of Sickness Absence (6 monthly update)							✓						✓
2. Policy Development and Review													
Other to be identified													
3. External Scrutiny/Community Concern Full Scrutiny Inquiry													
Public Participation/Communication	ComSP												
LCC's arrangement for the Scrutiny of health function – Periodic Review	CustSP				3								
Parkwise Scheme	CustSP												
4. Monitoring of Inquiries													
Housing Maintenance Appointments System	CustSP			✓						✓			
Flooding, Flood Prevention and Contingency Plan/Proposals	ESP						✓						✓
Chorley Markets - Occupancy of Stalls & Associated Matters	CustSP			✓						✓			
Juvenile Nuisance	ComSP												
Grass Cutting	ESP						✓						✓
Provision of Youth Activities in Chorley	ComSP							3					
One-Stop Shop	CustSP							3					
Accessibility of Cycling as a Leisure Pursuit	ESP												✓
5. Other													
O & S Training Programme	OSC			3						✓			

OSC - Overview and Scrutiny Committee Panel
 ComSP - Community Overview and Scrutiny Panel

ESP - Environment Overview and Scrutiny
 CustSP - Customer Overview and Scrutiny Panel

Overview and Scrutiny Topics/Issues to be Programmed

Ref	Topic/Issue Title	Date Included	Priority Score	Source	Brief Description
	<p><u>Full Scrutiny Inquiries</u></p> <p>Priority List</p> <p>IEG Measurement of Council's progress (Cust SP)</p> <p>Reserve List</p> <p><u>Policy Development/Review</u></p> <p>Priority List</p> <p>Reserve List</p>	<p>26/06/03</p>	<p>4 and 4</p>	<p>Overview and Scrutiny Committee A</p>	<p>Referred to Customer O & S Panel</p>