

Report of	Meeting	Date
Director of Finance (Introduced by the Executive Member for Resources)	Executive Cabinet	7 December 2006

CAPITAL PROGRAMME 2007/08 TO 2009/10

PURPOSE OF REPORT`

- To present the committed Capital Programme for 2007/08 to 2009/10; and to list the Category C bids submitted for inclusion in the programme, together with the assessment of the bids by the Capital and Efficiency Programme Board.

CORPORATE PRIORITIES

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

RISK ISSUES

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

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

- The Capital Programme sets out the Council's strategic investment plans and if these are not delivered it may not achieve in full its strategic objectives, running the risk of damaging the Council's reputation.
- The Capital Programme also carries a significant financial risk. This is in terms of ensuring value for money, maximising resources available, and managing the performance to ensure the least possible impact on the revenue account. Should changes be made to the work programme of grant-funded schemes, there is a risk that the grant awarding bodies will not provide grant funding for such changes.
- The estimated financing of the programme for 2007/08 onwards takes into account capital receipts from the sales of assets that have not yet been received. Should they not be received as estimated, some schemes within the programme may need to be suspended or the level of external borrowing increased. Developing a programme of disposal of surplus assets, in particular those that have a low rate of return on their capital value, can help to mitigate this risk. This should help to ensure that the programme can be implemented without recourse to unbudgeted borrowing or may enable the Council to add projects to the programme as additional capital receipts are achieved.

7. The committed Capital Programme for 2007/08 and 2008/09 includes a recharge of £103,220 each year from Development and Regeneration for the design of regeneration-related projects. In 2009/10, the same sum has been included as a bid on the Category C pipeline list. In the 2007/08 revenue budget for Development and Regeneration, this recharge is treated as being 'cash' income. It becomes harder to justify this level of recharge when the total number and value of regeneration schemes has reduced compared to previous years. However, should the recharge be reduced below £103,220 there would be an adverse impact on the General Fund revenue budget unless the Council could reduce budgeted expenditure.

BACKGROUND

8. Capital projects are currently allocated into three categories to improve monitoring and control. Categories A and B make up the Capital Programme. They are schemes that are approved and fully funded with the distinction being:
 - Category A schemes are in the implementation phase.
 - Category B schemes are not yet in the implementation phase. Once commitments are made, or the work starts then these schemes move up to category A.

The Pipeline (Category C) is a reserve list of schemes for which an Outline Business Case (OBC) has been approved in principle; however financing for the scheme has not been approved and therefore they have no authority to proceed. Schemes can only move from the pipeline into the Capital Programme once a source of funding has been identified and then upon formal approval by the Council.

9. The committed capital projects for 2007/08 and 2008/09 (Categories A and B) have been reported and approved previously, in particular as part of the Council's Financial Strategy for 2006/07 to 2008/09. Some changes have been made to schemes in 2007/08 and 2008/09 as a result of monitoring and other information presented during the past year. The deletion of Housing Revenue Account schemes in 2007/08 and 2008/09 is now required because of the transfer of the dwellings stock due at the end of 2006/07. Commitments under contracts with other parties include the Astley Park Improvement scheme, Leisure Centres Capital Investment, Duxbury Park Golf Course Capital Investment, Disabled Facilities and Home Improvement Grants, and capitalised maintenance of General Fund fixed assets. Budgets included as continuing programmes include the capitalisation of project management support, website development, design of regeneration projects, and the replacement of recycling and litter bins and containers. Finally, a number of projects to be funded from resources received under S106 agreements are included in Category B pending approval of specific proposals.
10. Not included in 2007/08 at this stage is the slippage of expenditure from 2006/07 that is likely to arise because of the delayed implementation of some schemes such as Astley Park. This will be reported as soon as the value of the slippage has been identified by the relevant budget holders.
11. The Capital Programme for 2007/08 to 2009/10 is presented as Appendix 1. It totals £4,238,700, of which £3,074,950 will be required from Council resources. Of this, it is estimated that external borrowing of £1,755,350 will be required over the three-year period and the balance is to be financed from capital receipts. The prudential borrowing required to finance the committed capital expenditure in 2007/08 is £937,670, which would have a full-year cost in 2008/09 of about £84,000 in respect of interest and provision to repay the principal.

CATEGORY C PIPELINE PROJECTS

12. The Category C bids for inclusion in the capital programme are presented as Appendix 2 and additional information about the proposed schemes is attached as Appendix 4. This includes schemes from 2007/08 to 2009/10. Schemes previously submitted for inclusion in the 2006/07 programme are shown as having slipped to 2007/08. It is possible that some of the schemes may need to be implemented before the end of 2006/07, whether in part or in full, if approved to proceed. Should this prove to be necessary, the change to the timing of the relevant projects will be reported and the revenue consequences identified.
13. Of the three-year total of £2,280,610, £1,718,510 would need to be financed from Council resources if all schemes were approved. Unless the level of capital receipts from disposal of assets can be increased above the level available to finance the approved programme, the likelihood is that any new approvals would have to be financed by recourse to additional external borrowing, though it may be appropriate to finance some schemes with resources received under S106 agreements or other external sources of funding. The Council should develop a programme of disposing of low-return surplus assets in order to minimise the level of external borrowing required to finance the existing programme and those additional projects approved to proceed. The revenue cost of external borrowing varies according to interest rates and the rate of repayment of principal. Part-year interest charges are incurred in the year of borrowing and full-year interest plus provision to repay principal at a minimum of four percent of the balance in the financial year after the borrowing. The typical full-year cost of borrowing £1 million would be £85,000, assuming the minimum rate of provision to repay the debt.
14. The Council received an allocation of £493,000 Housing Capital Grant for 2006/07. Though it is anticipated that there will be a further allocation for 2007/08, it is not known whether the sum will be similar or whether the allocation for next year will be affected by stock transfer in 2006/07. The pipeline list does not include an estimated allocation at this stage but should one be awarded this will be reported at the earliest opportunity.
15. If the opportunities to significantly reduce capital financing costs are limited then the next best strategy is minimise borrowing by attracting external funds and using developer contributions (S106s). The Council has been very successful at this and keeping borrowing to a minimum whilst delivering the capital investment it requires. Appendix 3 shows that a sum of £1.5m receivable under the terms of S106 agreements will be available in the next financial year that has yet to be allocated to schemes. Members should note however that there are restrictions on the use of S106 money, according to the legal agreements that are in place. In addition to these S106 funds there is also capital money set aside from LABGI grant (£100k) and approximately the same sum from LPSA1.

The programme for 2007/08 needs to follow the precedent of keeping borrowing to a minimum but aim to ensure that some of the new priorities generally regarded as non-traditional start to be delivered. There will always be "business as usual expenditure" but the key emerging priorities appear to be

- Delivering the town centre strategy
- Responding to the issues raised in the White paper

Both of these issues will be tested during the next CPA reassessment.

RELEVANCE OF PIPELINE SCHEMES TO CORPORATE PRIORITIES

16. The Capital Programme needs to be determined in terms of its impact on corporate priorities and in particular the Council's ability to be seen as a community leader. The programme also needs to be set in the context of affordability. At present a sum of £40,000 is available within the draft revenue budget to finance additional capital schemes. This broadly equates to a capital expenditure value of £0.5 million. The Council's intention would always be to keep the programme affordable by using capital receipts as an alternative to borrowing. The Director of Property Services has identified those non-operational and investment assets that could be included in a disposal programme. However, it is clear that there are only limited assets that could be sold in the near future and the income earned from investment assets would have to be taken into account before agreeing that they be sold.
17. The Executive have considered the overall resource position and the pipeline schemes presented in Appendix 2 and propose the following programme that will kick start some of the key pieces of work the Council is undertaking around the LSP and community management as well as continuing to invest in its infrastructure. Set out in the table below is a summary of the proposed programme totalling £1,095,990 with details of the proposed financing arrangement and the revenue implications known at this time.

Priority/Scheme	Capital Cost £'000	Funding Source *	Revenue Cost £'000	Full Year Borrowing Cost £'000	Total Revenue Cost £'000
Put Chorley at the heart of regional economic development in the central Lancashire sub-region					
Delivering Town Centre Strategy	100.0	LAGBI	0.0	0.0	0.0
Chapel Street Phase IV/New Market St	95.0	S106	0.0	0.0	0.0
Improving equality of opportunity and life chances					
Pump Priming the LSP	50.0	LPSA1	0.0	0.0	0.0
Pump Priming Area Forum	50.0	LPSA1	0.0	0.0	0.0
Wardens Digital CCTV	13.1	S106	0.0	0.0	0.0
SNED Intelligent management Information	50.0	S106	0.0	0.0	0.0
Involving people in their communities					
Community Centre Grants	120.0	120.0	0.0	10.8	10.8
Improved access to Public Services					
Cemetery development	13.0	13.0	0.0	1.2	1.2
Brinscall Baths	190.0	190.0	0.0	17.1	17.1
Corporate Play- Chorley Moor	50.0	50.0	0.0	4.5	4.5
Develop the character and feel of Chorley as a good place to live					
Enhanced recycling and kerbside Collection	158.0	158.0	0.0	14.2	14.2
Common Bank/Big Wood	0.0	0.0	20.0	0.0	20.0
Astley Park CCTV	24.0	S106	0.0	0.0	0.0
Tree management system	15.3	15.3	0.0	1.4	1.4
Ensure Chorley Borough Council is a performing organisation					
HR Management system	68.5	68.5	0.0	6.1	6.1
Data Storage system	67.3	67.3	0.0	6.1	6.1
Legal case management system	31.8	31.8	0.0	2.9	2.9
TOTALS	1,096.0	713.9	20.0	64.3	84.3

* Where external funding such as grant or S106 is not specified the source of funding will be prudential borrowing.

18. The Table shows that the total annual revenue cost of the proposal is £84.3k. The available headroom in the proposed 2007/08 revenue budget is £40k. Therefore a funding gap of £44.3k needs to be resolved. This situation can be resolved either by reducing the programme or creating further headroom in the revenue budget. Neither of these solutions is really desirable.
19. As an alternative I propose that a strategic financing decision is made regarding the 2006/07 capital programme. The estimated borrowing required to finance the Capital Programme for 2006/07 takes account of financing the Gillibrand Link Road land assembly compensation payment (£757k) from the Council's own resources. The uncommitted S106 Buckshaw money, some of which it is proposed is applied to the 2007/08 programme (£182k), can be used for transport infrastructure. As such I think it can legitimately be applied to the Gillibrand compensation payment. This would save an estimated £68k in borrowing costs in 2007/08.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

20. There are no direct human resource implications of this report.

RECOMMENDATION(S)

Members are asked to:

21. Approve the draft Capital Programme and financing for consultation.

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

22. The Council needs to review its medium-term capital investment requirements in the context of the investment that is required to achieve its strategic objectives and the consideration of affordability.
23. The use of S106 resources in 2006/07 instead of external borrowing will save borrowing costs in 2007/08.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

24. None

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Michael L. Jackson	5490	20 November 2006	Capital Programme 2007-08 to 2009-10.doc

Capital Programme - 2007/08 to 2009/10

Scheme	2007/08 Current Estimate £	2007/08 Other Changes £	2007/08 Revised Estimate £	2008/09 Current Estimate £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	Total 2007/08 to 2009/10 £	External Funding £	CBC Funding £
<u>Strategy Group</u>										
<u>Policy & Performance</u>										
Project Management Support Capitalisation	40,000		40,000	40,000		40,000	40,000	120,000		120,000
Policy & Performance Total	40,000	0	40,000	40,000	0	40,000	40,000	120,000	0	120,000
Strategy Group Total	40,000	0	40,000	40,000	0	40,000	40,000	120,000	0	120,000
<u>Corporate & Customer Challenge Group</u>										
<u>ICT Services</u>										
Website Development (incl. ICT salary capitalisation)	30,000		30,000	30,000		30,000	30,000	90,000		90,000
ICT Services Total	30,000	0	30,000	30,000	0	30,000	30,000	90,000	0	90,000
<u>Property Services</u>										
Planned Maintenance of Fixed Assets	200,000		200,000	200,000		200,000	200,000	600,000		600,000
Property Services Total	200,000	0	200,000	200,000	0	200,000	200,000	600,000	0	600,000
Corporate & Customer Challenge Group Total	230,000	0	230,000	230,000	0	230,000	230,000	690,000	0	690,000
<u>Environment & Community Challenge Group</u>										
<u>Development & Regeneration</u>										
Astley Park Improvements - Construction	643,620		643,620	35,340		35,340	0	678,960	521,530	157,430
Disabled Facilities Grants	300,000		300,000	300,000		300,000	0	600,000	360,000	240,000
Housing Renewal	200,000		200,000	200,000		200,000	0	400,000	400,000	400,000
Regeneration Projects - Design Fees	103,220		103,220	103,220		103,220	0	206,440	206,440	206,440
Groundwork Projects	15,000	(15,000)	0	15,000	(15,000)	0	0	0	0	0
Provision of Affordable Housing (S106 funded)		79,720	79,720		122,900	122,900	0	202,620	202,620	0
Development & Regeneration Total	1,261,840	64,720	1,326,560	653,560	107,900	761,460	0	2,088,020	1,084,150	1,003,870

Capital Programme - 2007/08 to 2009/10

Scheme	2007/08 Current Estimate £	2007/08 Other Changes £	2007/08 Revised Estimate £	2008/09 Current Estimate £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	Total 2007/08 to 2009/10 £	External Funding £	CBC Funding £
<u>Housing Services</u>										
Housing Investment Programme (Council Dwellings)	1,854,000	(1,854,000)	0	1,804,000	(1,804,000)	0	0	0	0	0
Housing Services Total	1,854,000	(1,854,000)	0	1,804,000	(1,804,000)	0	0	0	0	0
<u>Leisure & Cultural Services</u>										
Leisure Centres Capital Investment	200,000		200,000	200,000		200,000	200,000	600,000		600,000
Duxbury Park Golf Course capital investment	476,230		476,230	34,850		34,850	0	511,080		511,080
Leisure & Cultural Services Total	676,230	0	676,230	234,850	0	234,850	200,000	1,111,080	0	1,111,080
<u>Streetscene, Neighbourhoods & Environment</u>										
Play/Recreation Facilities (S106 funded)		15,000	15,000		19,630	19,630	0	34,630	34,630	0
DEFRA Waste Performance & Efficiency Grant scheme		44,970	44,970			0	0	44,970	44,970	0
Replacement of recycling/litter bins & containers		50,000	50,000		50,000	50,000	50,000	150,000		150,000
Streetscene, Neighbourhoods & Environment Total	0	109,970	109,970	0	69,630	69,630	50,000	229,600	79,600	150,000
<u>Environment & Community Challenge Group Total</u>										
	3,792,070	(1,679,310)	2,112,760	2,692,410	(1,626,470)	1,065,940	250,000	3,428,700	1,163,750	2,264,950
Capital Programme Total	4,062,070	(1,679,310)	2,382,760	2,962,410	(1,626,470)	1,335,940	520,000	4,238,700	1,163,750	3,074,950

Capital Programme - 2007/08 to 2009/10

Scheme	2007/08 Current Estimate £	2007/08 Other Changes £	2007/08 Revised Estimate £	2008/09 Current Estimate £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	Total 2007/08 to 2009/10 £	External Funding £	CBC Funding £
<i>Financing the Capital Programme</i>										
Prudential Borrowing	902,670	35,000	937,670	262,680	35,000	297,680	520,000	1,755,350		1,755,350
Unrestricted Capital Receipts	300,000		300,000	600,030		600,030	0	900,030		900,030
Housing Investment Programme Restricted Capital Receipts	402,000	(82,000)	320,000	146,570	(47,000)	99,570	0	419,570		419,570
<i>CBC Resources</i>	1,604,670	(47,000)	1,557,670	1,009,280	(12,000)	997,280	520,000	3,074,950	0	3,074,950
Ext. Contributions - Developers	0	94,720	94,720	0	142,530	142,530	0	237,250	237,250	0
Ext. Contributions - Lottery Bodies	505,400		505,400	16,130		16,130	0	521,530	521,530	0
Government Grants - Disabled Facilities Grants	180,000		180,000	180,000		180,000	0	360,000	360,000	0
Government Grants - Major Repairs Allowance	1,772,000	(1,772,000)	0	1,757,000	(1,757,000)	0	0	0	0	0
Government Grants - DEFRA		44,970	44,970			0	0	44,970	44,970	0
External Funding	2,457,400	(1,632,310)	825,090	1,953,130	(1,614,470)	338,660	0	1,163,750	1,163,750	0
TOTAL CAPITAL FINANCING	4,062,070	(1,679,310)	2,382,760	2,962,410	(1,626,470)	1,335,940	520,000	4,238,700	1,163,750	3,074,950

Category C Pipeline Projects - 2007/08 to 2009/10

Scheme	2007/08 Projects £	2008/09 Projects £	2009/10 Projects £	Total Bids 2007/08 to 2009/10 £	External Funding £	CBC Funding £	Source of Funding
<u>Projects Recommended to Proceed</u>							
<u>Strategy Group</u>							
<u>Policy & Performance</u>							
Pump priming the Local Public Services Board	50,000			50,000	50,000	0	LPSA1
Pump priming the Area Forum	50,000			50,000	50,000	0	LPSA1
Policy & Performance Total	100,000	0	0	100,000	100,000	0	
Strategy Group Total	100,000	0	0	100,000	100,000	0	
<u>Corporate & Customer Challenge Group</u>							
<u>Human Resources</u>							
HR Management System	68,500			68,500		68,500	Borrowing
Human Resources Total	68,500	0	0	68,500	0	68,500	
<u>ICT Services</u>							
Data Storage Solution	67,350			67,350		67,350	Borrowing
Legal Case Management System	31,750			31,750		31,750	Borrowing
ICT Services Total	99,100	0	0	99,100	0	99,100	
Corporate & Customer Challenge Group Total	167,600	0	0	167,600	0	167,600	

Scheme

Projects Recommended to Proceed**Strategy Group****Policy & Performance**

Pump priming the Local Public Services Board
Pump priming the Area Forum

Policy & Performance Total**Strategy Group Total****Corporate & Customer Challenge Group****Human Resources**

HR Management System

Human Resources Total**ICT Services**

Data Storage Solution
Legal Case Management System

ICT Services Total**Corporate & Customer Challenge Group Total**

<u>Category C Pipeline Projects - 2007/08 to 2009/10</u>		2007/08		2008/09		2009/10		Total Bids 2007/08 to 2009/10		External Funding		CBC Funding		Source of Funding	
Scheme		Projects	Projects	Projects	Projects	Projects	Projects	£	£	£	£	£	£		
		£	£	£	£	£	£	£	£	£	£	£	£		
<u>Development & Regeneration</u>															
Chapel Street Enhancement Phase IV															
Common Bank - Big Wood Reservoir (revenue bid)															
Delivering the Chorley Town Centre Strategy															
		95,000	0	95,000	0	95,000	0	95,000	0	95,000	0	0	0	S106	
		0	0	0	0	0	0	0	0	0	0	0	0	Revenue consequences	
		100,000	0	100,000	0	100,000	0	100,000	0	100,000	0	0	0	LABGI	
Development & Regeneration Total		195,000	0	195,000	0	195,000	0	195,000	0	195,000	0	0	0		
<u>Leisure & Cultural Services</u>															
Village Hall & Community Centres Projects															
Astley Hall/Park CCTV															
Brinscall Swimming Pool Refurbishment															
		120,000	0	120,000	0	120,000	0	120,000	0	120,000	0	120,000	0	Borrowing	
		24,000	0	24,000	0	24,000	0	24,000	0	24,000	0	0	0	S106	
		190,000	0	190,000	0	190,000	0	190,000	0	190,000	0	190,000	0	Borrowing	
Leisure & Cultural Services Total		334,000	0	334,000	0	334,000	0	334,000	0	24,000	0	310,000	0		
<u>Streetscene, Neighbourhoods & Environment</u>															
Corporate Play Development Plan															
Warden Patrol Vans/Digital CCTV Recorders															
Enhanced Recycling/Kerbside Collection															
Tree Management System (incl. IT hardware)															
Cemetery Development															
Intelligent Management Information															
		50,000	0	50,000	0	50,000	0	50,000	0	50,000	0	50,000	0	Borrowing	
		13,100	0	13,100	0	13,100	0	13,100	0	13,100	0	0	0	S106	
		158,000	0	158,000	0	158,000	0	158,000	0	158,000	0	158,000	0	Borrowing	
		15,290	0	15,290	0	15,290	0	15,290	0	15,290	0	15,290	0	Borrowing	
		13,000	0	13,000	0	13,000	0	13,000	0	13,000	0	13,000	0	Borrowing	
		50,000	0	50,000	0	50,000	0	50,000	0	50,000	0	0	0	S106	
Streetscene, Neighbourhoods & Environment Total		299,390	0	299,390	0	299,390	0	299,390	0	63,100	0	236,290	0		
Environment & Community Challenge Group Total		828,390	0	828,390	0	828,390	0	828,390	0	282,100	0	546,290	0		
Total projects recommended to proceed		1,095,990	0	1,095,990	0	1,095,990	0	1,095,990	0	382,100	0	713,890	0		

Category C Pipeline Projects - 2007/08 to 2009/10

Other projects

- Strategic Shared Contact Centre (Benefits)
- Electronic Document & Records Management System
- Hic Bibi Local Nature Reserve
- Groundwork Projects
- Regeneration Projects - Design Fees
- Disabled Facilities Grants
- Private Sector Housing Renewal
- Community Centre Eccleston - Capital Grant
- Union Street/Market S/St Thomas's Road Mini Roundabouts and Zebra Crossings
- Recycling Bring Site Expansion

Total other projects

Total Category C Pipeline Projects

2007/08 Projects £	2008/09 Projects £	2009/10 Projects £	Total Bids 2007/08 to 2009/10 £	External Funding		Source of Funding
				£	CBC Funding £	
140,000			140,000		140,000	
54,310			54,310		54,310	
28,090			28,090		28,090	
15,000	15,000	15,000	45,000		45,000	
		103,220	103,220		103,220	
		300,000	300,000	180,000	120,000	
		200,000	200,000		200,000	
150,000			150,000		150,000	
114,000			114,000		114,000	
20,000	20,000	10,000	50,000		50,000	
521,400	35,000	628,220	1,184,620	180,000	1,004,620	
1,617,390	35,000	628,220	2,280,610	562,100	1,718,510	

Use of S106 Resources - 2006/07 to 2009/10			2006/07	2007/08	2008/09	2009/10	Total
Scheme	Purpose of S106	Estimate	Estimate	Estimate	Estimate	Estimate	2006/07 to 2009/10
		£	£	£	£	£	£
<u>Category A & B Schemes</u>							
<u>Strategy Group</u>							
<u>Policy & Performance</u>							
Contribution to Pitch Drainage Bishop Rawsthorne School	Recreation B	19,950					19,950
Policy & Performance Total		19,950	0	0	0	0	19,950
Strategy Group Total		19,950	0	0	0	0	19,950
<u>Environment & Community Challenge Group</u>							
<u>Development & Regeneration</u>							
Eaves Green Link Road (S106 funded)	Transport A	4,519,650					4,519,650
Adlington Rail Station Improvements (S106 funded)	Transport B	7,500					7,500
Provision of Affordable Housing (S106 funded)	Housing B		79,720	122,900			202,620
Development & Regeneration Total		4,527,150	79,720	122,900	0	0	4,729,770
<u>Streetscene, Neighbourhoods & Environment</u>							
Tesco superstore cycle path (S106 funded)	Transport A	13,920					13,920
Euxton Play Facilities (S106 funded) - Mile Stone Meadow	Recreation A	50,780					50,780
Euxton Play Facilities (S106 funded) - Balshaw Lane	Recreation A	1,100					1,100
Transport Improvements (S106 funded)	Transport B	171,880					171,880
Highway improvements - Gillibrand estate/Southlands	Transport B	100,000					100,000
Harpers Lane Recreation Ground Imps (S106 funded)	Recreation B	30,000					30,000
Ulnes Walton Play/Leisure Schemes (S106 funded)	Recreation B	10,630					10,630
Adlington Play Development (S106 funded)	Recreation B	25,000					25,000
Play/Recreation Facilities (S106 funded)	Recreation B	22,880	15,000	19,630			57,510
Streetscene, Neighbourhoods & Environment Total		426,190	15,000	19,630	0	0	460,820
<u>Use of S106 Resources - 2006/07 to 2009/10</u>							
Scheme	Purpose of S106	Estimate	Estimate	Estimate	Estimate	Estimate	Total
		£	£	£	£	£	2006/07 to 2009/10
		£	£	£	£	£	£
Environment & Community Challenge Group Total		4,953,340	94,720	142,530	0	0	5,190,590
Category A & B Schemes Total		4,973,290	94,720	142,530	0	0	5,210,540
<u>Category C Schemes</u>							
Community Benefit schemes (S106 funded)	Various	1,000,000					1,000,000
Affordable Housing S106 Commuted Sums	Housing		500,000	600,000			1,100,000
Play/Recreation Facilities (S106 funded)	Recreation				83,020		83,020
Category C Schemes Total		1,000,000	500,000	600,000	83,020	0	2,183,020
Total Use of S106 Resources		5,973,290	594,720	742,530	83,020	0	7,393,560

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Kerbside Recycling – Service and Capacity Improvements</p>	<p>Provision of a recycling and refuse collection service, which meets our obligations under the Lancashire Waste Partnership Cost Share Agreement to deliver the Partnerships waste and recycling targets.</p>	<p>Ref B1 Vehicle Procurement - will provide response resource to missed recycling collections and returns to restricted access pickups.</p> <p>Ref B2 Vehicle procurement - Front line vehicles fully utilised on collection rounds</p> <p>Ref B3 Containers – provision of new and replacement garden waste wheeled bins will improve access to services and maintain/increase recycling rates</p>	<p>£132,000</p>	<p>2007/08 £3,330</p>	<p>2008/09 £11,880</p>

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Common Bank (also known as Big Wood Reservoir)</p>	<p>The Council works in partnership with various external organisations like North West Development Agency, Lancs County Council and non-profit making organisations like Groundwork, on a variety of environmental enhancement schemes.</p> <p>REMADE is a NWDA funded scheme run by Lancashire County Council to tackle the problem of derelict, under-used and neglected (DUN) land in Lancashire. REMADE's aim is to help tackle regeneration priorities through the reclamation of large Brownfield sites for soft end uses like sports and recreation, nature reserves, food-growing projects, footpaths and cycleways. REMADE currently have 26 schemes in their programme throughout the County, including Common Bank.</p>	<ul style="list-style-type: none"> • The objective of reducing DUN sites will mean a better place is provided to all residents in the Borough. • Providing an environment that is beneficial to health. • Providing an environment that is good for nature. • Attracting visitors from outside the Borough. • Increase external funds to value of approx £300,000+ • For every £1 spent by Chorley BC, approximately £7 has been invested from external sources, for similar projects. <p>* Capital costs funded by grant. Scheme requires minimum of 5 x £20,000 revenue maintenance expenditure.</p>	<p>*</p>	<p>2007/08</p> <p>*</p>	<p>2008/09</p> <p>*</p> <p>£20,000 p.a.</p>

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Warden Patrol Vans & Digital Recorders</p>	<p>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'.</p> <p>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.</p> <p>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.</p> <p>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</p>	<p>This project links to the community strategy in the following ways:</p> <ul style="list-style-type: none"> 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. <p>This project also aligns with our:</p> <ul style="list-style-type: none"> 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. <p>* No borrowing cost if scheme financed from S106 resources.</p>	<p>£13,100</p>	<p>2007/08 *</p>	<p>2008/09 *</p>

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>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.</p>				

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Data Storage Solutions</p>	<p>After its staff, the Council's most important asset is its vast information resource. Access to, and the manipulation of, electronic information is now a basic necessity for the delivery of the Council's services. In order to meet the increasingly challenging demands of the Council's efficiency programme, greater and greater use is being made of technology which in turn places increased demands upon the delivery of accurate, up to date electronic information through an extended window of availability and additional, even mobile, points of access.</p> <p>As the Council embraces the efficiency agenda and delivers on its commitment to improve the accessibility of its services, the technology that will underpin that delivery must develop and keep pace with requirements. The existing storage solution is not adequate to provide the level of service or functionality required to meet these demands.</p> <p>The Council must also continually review its business continuity arrangements to ensure they continue to reflect the needs of the business. The Council has changed significantly since the purchase of the existing storage devices in early 2002. The effective resumption of services following an incident is a corporate priority and although extensive arrangements are in place to deal with prolonged incidents in terms of hardware and data, it is possible that the recovery will result in the loss of one day's data. Developments in technology now allow this to be addressed.</p> <p>Significantly, the company supplying the existing equipment went into liquidation in 2004. Since that time the equipment has been maintained by a company based in California. Although the service has met our needs on the few occasions</p>	<p>The Council's current network attached storage device was purchased in 2002. Since that time the Council has significantly developed the use of ICT resulting in a notable increase in both data storage requirements and data management functionality. The Council's current network attached storage units do not, in general, store application data and therefore application data is secured to tape on a nightly basis. This results in a large number of security procedures that are time-consuming to carry out and, in the event of an incident, time-consuming to restore. The restoration process can involve, as a worst case, the loss of a day's work as the system is restored to the previous state of business position. The implications of this scenario are that the time taken to enter the data in the first place is lost, as is the time taken to re-enter the data into the recovered system. Depending upon the system and the time at which the incident occurs (e.g. year end billing, elections), a service interruption of this kind could be significant. The Council should aim to implement a system that provides system snapshots at hourly or so intervals. This will minimise both data loss and the rework required to a return to an operational position. However, the Council currently operates a mixed Unix/Windows environment and the costs of accommodating both types of data could prove prohibitive. In this event, the Council should focus upon the storage of Windows data and retain current arrangements for the Unix environment. The Council's aim to standardise on a Windows environment will continue to reduce non-Windows systems over time.</p>	<p>£67,350</p>	<p>2007/08 £1,680</p> <p>2008/09 £6,060</p>	<p>2008/09 onwards £4,210 p.a.</p>

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>we have required them, it is not considered a sustainable arrangement.</p> <p>For these reasons it is considered appropriate that the Council procure a new storage solution.</p> <p>The initial review of the market indicated a project cost of approx £180,000 to implement a solution. This would allow the implementation of a solution similar to one that is in place at Lancaster City Council. However, the high costs of the solution and the dynamic data storage market were considered grounds to review the solution given almost a year has passed since the solution was proposed. This review highlighted a new storage solution that offered the main elements of the previous solution at a significantly reduced price.</p> <p>The primary differences between the solutions are:</p> <ul style="list-style-type: none"> The revised proposal is for a solution that can store Windows based data only. It cannot store legacy Unix data. Although this is a limitation, the Council's strategy is to standardise on the Microsoft operating system when replacing systems. The transfer of the Housing system will reduce our Unix applications to 2, the main remaining application being Revenues and Benefits. It will not be possible to restore email boxes on a box by box basis. The entire system must be restored to achieve this. 				

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Enhanced Recycling Phase Three</p> <p>-</p>	<p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>£26,000</p>	<p>2007/08 £650</p> <p>2008/09 £2,340</p>	

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Recycling Bring Site Expansion</p>	<p>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.</p> <p>Recycling best practice recommends a density of recycling bring sites of 1 site per 800properties in order to maximise high recycling rates as demanded by government targets. The current site density is approximately 1 site per 3000 dwellings.</p> <p>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).</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>The bring sites provide an alternative destination for "unwilling" kerbside recyclers, and by doing so minimise the leakage of recycleate into the waste- for-disposal stream.</p> <p>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.</p> <p>In absolute terms we need to increase participation in order to meet our recycling target of 56% by 2015.</p> <p>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.</p> <p>In order to provide equality of service provision throughout the borough bring sites need to be established in areas not currently served.</p>	<p>£10,000 per site</p> <p>2007/08 £20,000</p> <p>2008/09 £20,000</p> <p>2009/10 £10,000</p>	<p>2007/08 £500</p> <p>2008/09 £2,050</p> <p>2009/10 £4,220</p>	

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>The project also seeks funding to purchase specialist banks with a small footprint to be more easily incorporated into the existing townscape.</p>	<p>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.</p>			

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>footways and cycle lanes. Together with the zebra crossings the wider footways will provide a more pedestrian user friendly feel to this part of the town centre. The wider footway outside the front door to the Town Hall will provide opportunities to further enhance the area with seating, landscaping or an art feature.</p>				

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Hic Bibi Local Nature Reserve</p>	<p>Hic Bibi Local Nature Reserve is an 8-hectare site owned by Northern Venture Capital Limited. It has been leased for 999 years to Chorley Borough Council since 1999 when it was designated as a County Biological Heritage Site. The location is a former brick works and clay quarry site situated off Coppull Moor Lane near Chorley. The nature reserve was created on the site in 1997 when rubbish was cleared, paths and ponds created, and new planting, fences and stiles provided. The key habitats are species rich grasslands, ponds, scrub and mire. Chorley Borough Council and its partners Lancashire Wildlife Trust, Chorley and District Natural History Society, Coppull Parish Council and Lancashire County Council have managed the site since 1994 and it became a Local Nature Reserve in 2000. The site is very important for amphibians, birds, dragonflies and damselflies and mammals. Notable species include Stonewort, Reed Bunting, Black Darter Dragonfly, Water Voles, which are UK Priority Biodiversity species, and Great Crested Newts that are 'European Protected Species'. A five-year ecological management plan has been prepared for Chorley Borough Council running from April 2002 to March 2006. As part of the management plan the following ecological monitoring has taken place biannually to guide further site management.</p> <p>a) Recording and monitoring all ponds, amphibian populations and aquatic invertebrate to assess impact and guide to future management.</p> <p>b) Maintaining and enhancing hedgerows.</p> <p>c) Recording and monitoring invertebrate populations of dragonflies, damselflies and butterflies and to assess the impact of</p>	<p>Grassland management is a problematic issue at Hic Bibi. At present a relatively small number of compartments have been cut by strimming on an annual or rotational basis. Most of the species-rich compartments have not been subject to cutting due to many factors, such as ground topography, access issues and costs.</p> <p>It is now apparent that many of the species-rich grassland areas at Hic Bibi are under threat from processes of natural succession. In particular the following features and processes directly threaten the species-rich grasslands:</p> <ul style="list-style-type: none"> Continued expansion and new colonization of scrub, particularly willow species and bramble. Multi-stemmed re-growth of previously cut scrub contributes to the problem, e.g. Compartment G23. Expansion of existing areas of tall ruderal herbs and areas of reed canary-grass, e.g. Compartments G17, G28, G26 and G25. In addition less desirable species seem to be more frequent within species-rich grassland compartments, e.g. increase in marsh thistle throughout the reserves grasslands, particularly within important grassland Compartments G14, G15, G16 and G24. <p>There is a now an urgent need to address these management issues in order to safeguard the grasslands. The following recommendation is made to enhance the grassland habitats.</p> <ul style="list-style-type: none"> Extensive scrub control and removal is needed. Cut scrub must be treated with stump killer herbicide to prevent re-growth. The locations and methods need to be 	<p>£28,094</p>	<p>2007/08 £700</p> <p>2008/09 £2,530</p>	

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>management. d) Monitoring changes in the structure of the site's vegetation</p> <p>Following site monitoring of grasslands and ponds in 2005, the Council's Ecological Consultant strongly recommended that ecological enhancement work be undertaken.</p>	<p>agreed with PENNINE Ecological to safeguard other interests including; birds and great crested newts.</p> <ul style="list-style-type: none"> The creation of new ponds and ditches surrounded by scrapes cleared of vegetation. In particular this will include compartments where floristic interest is limited and / or some of the scrub compartments. Following vegetation removal, a series of multiple small ponds and linear ditches will be created surrounded by bare exposed clay substrates. The following areas of the reserve are considered particularly suitable for this. The area comprising Compartments G24 and G29, and, in particular G12 and part of W4. A new glade in Compartment W4 could be cleared of scrub in order to link Compartments G12 and G7. Other areas also need to be considered, although there are issues relating to both water voles and great crested newt. Evidence of significant water vole activity in the form of runs and feeding stations has been noted in terrestrial grassland compartments at considerable distances from ponds. In particular the area west of Ponds 3 and 4, including Compartments G17, G25, G14, G26 and G28 supports many signs of habitual use and dispersal from the ponds which are considered to be the main breeding locations. To carry out the methods outlined above there is a legal requirement to apply for a DEFRA Conservation licence due to the presence of the protected great crested newt. This is a costly exercise both in terms of applying for the licence and the production of associated method statements, and, not least, the implementation of protective 			

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
		<p>measures and terrestrial clearance of the species. In basic terms the areas affected by the vegetation clearance would initially need to be enclosed by temporary amphibian fencing. A number of pitfall traps would then need to be installed within the fenced compartments and checked on a daily basis until such time newts were deemed to have been cleared from the areas. The pond creation and vegetation clearance could then take place. The benefits of this scheme would be two fold. Firstly, the creation of extensive new breeding habitats for great crested newts, and secondly, the creation of new exposed clay substrates which will provide suitable conditions for the natural establishment of species-rich grasslands.</p> <p>The adoption of the above measures are considered essential to safeguard the sites intrinsic botanical interest. The adoption of the pond creation with scrapes will also enhance the sites value for amphibians. Although the amphibian status of the site is not considered to be threatened, it is noticeable that Ponds 1, 2 and 3 are becoming increasingly dry and have excessive vegetation colonization. In particular Pond 1 is now virtually dry throughout the year. The new ponds (<i>Ponds 3, 5 and 6</i>) created by Chorley Borough Council are without doubt the sites main breeding locations. Without the creation of Ponds 3, 5 and 6, the sites status for the species would now be significantly threatened.</p>			

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Electronic Document & Records Management System (EDRMS)</p>	<p>The amount of information in the form of electronic and paper files that the Council generates and has responsibility for has grown immeasurably in recent years. The introduction of desktop computers has prompted the growth of relatively unstructured personal information stores. The rate of growth shows no sign of abating. Recent statutory changes (Freedom Of Information Act, Data Protection Act, Re-use of Public Sector Information, etc) has increased the requirement for good record management practices over and above those dictated by normal good governance. Awareness of the problem is growing in local government and the wider public sector. Solutions, in the form of good practice (records management) and new technology (Electronic Document and Records Management Systems – EDRMS) are also becoming more widely adopted. These practices and systems will shortly become the norm in the public sector. The beginnings of this can be seen in the ODPM's e-Government Priority Outcome G19 – Information Management.</p> <p>Benefits to accrue from a corporate roll-out of EDRMS include improvements to information security and business continuity planning as well as reductions in physical storage requirements.</p> <p>In order to take advantage of these emerging practices and technologies, Chorley BC needs to grow its internal capability in these areas. These types of project are recognised as complex and high risk (ref. implementations at National Maritime Museum, Staffs CC Social Services, Department for Constitutional Affairs). These risks can be mitigated by taking a staged approach to implementation, as described below.</p>	<p>Ref No. B1 Improved record and information management contributing to improved customer service</p> <p>Ref No. B2 The building of internal skills in records and information management</p> <p>Ref No. B3 To make a significant contribution to the efficient use of staff/technologies, advocated by the Draft Corporate Strategy</p> <p>Ref No. B4 Improved record and document management will reduce the unnecessary retention of out of date information</p> <p>Ref No. B5 Records and information management expertise</p> <p>Ref No. B6 An integrated system that promotes data being held only once and electronic information being stored cost effectively in accordance with a Corporate File Plan</p> <p>Ref No. B7 Powerful search facility for quick access to information</p> <p>Ref No. B8 Lower procurement risk</p> <p>Ref No. B9 Lower Risk for any future corporate roll-out</p> <p>Ref No. B10 Improve records management processes</p>	<p>£54,310</p>	<p>2007/08 £1,360</p> <p>2008/09 £4,890</p>	

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>The outline business case for ED RMS was approved at the Efficiency & Transformation Board on 13 October 2005 subject to it being amended to include estimated costs of a full rollout. In light of that decision, the approach taken in the Full Business Case was re-evaluated. The revised approach was to model the costs over a 5-year roll out, and also evaluate the project over a 7-year period to show the longer-term benefits. The pilot project was staged in such a way that a decision could be taken late in 2006, as part of the Capital Programme process, as to whether the project should continue into a full corporate roll-out (see appendix 1). At that point wider issues such as scanning, DIP compliance with DPA and interfaces with other applications would be addressed.</p> <p>Following further direction from the Efficiency and Transformation Board, the full business case will now concentrate exclusively on Development and Regeneration, to complement business process transformation in that area.</p> <p>Information management is increasingly seen as an essential tool for improvement sought in inspection regimes (Best Value, CPA etc). Please see the following references:</p> <p>An overview from the IDeA on the records management standard ISO 15489: http://www.idea-knowledge.gov.uk/idk/aio/6556679</p> <p>A case study in the role of information management in the wider eGovernment agenda: http://www.idea-knowledge.gov.uk/idk/aio/791174</p> <p>This project is being sponsored by the Director of Legal Services in her role as Chair of the Information Management Group.</p> <p>This project, in as much as it is intended to lead to</p>				

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>a corporate implementation, will support the Council's strategic efforts in the following areas:</p> <p>Corporate Priorities for Improvement</p> <ul style="list-style-type: none"> • Serving our Customers Better – improved record and information management will contribute to improved customer service. • Investing in our Capacity to Deliver – this pilot project will build internal skills in records and information management. <p>Draft Chorley Corporate Strategy and Action Plan for 2006/7 to 2008/9:</p> <ul style="list-style-type: none"> • 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". • Section 3.2 – Operational efficiency - This project can make a significant contribution to the efficient use of staff resources by the reduction of time requirement in information handling. (Five minutes per day saved by all members of staff will result in a 1% saving of staff time, leading to an improvement of services or a reduction in the use of agency staff). EDRMS is an example of the exploitation of new technologies, which this strategy is advocating to bring about operational efficiencies. • Section 3.3 – Decision Making – improved record and document management will facilitate evidence-based decision making through improved document sharing, version control, retention and security policies. • Section 3.3 – Efficiency – improved record and document management will reduce the unnecessary retention of out of date information, significantly reduce the 				

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>occurrence of multiple redundant copies and provide a trusted information repository.</p> <ul style="list-style-type: none"> • Section 3.4 – Performing and improving organisation – this project will contribute towards improved unit performance and records management. • Section 3.4 – High Quality Priority Services – this project can lead to the provision of timely information resources to underpin “more efficient and responsive priority services”. <p>Corporate Planning and Performance Management Framework</p> <ul style="list-style-type: none"> • Section 2.10 Structure of Business Plans <ul style="list-style-type: none"> - The availability of internal records and information management expertise and systems could be incorporated into units’ business plans for improvement. A lack of these skills within the Council will possibly reduce units’ improvement opportunities. <p>Customer Focused Access and Service Design Strategy</p> <ul style="list-style-type: none"> • Section 1.3 Encouraging self-service – a greater level of confidence in document and record control can lead to more information being included in the Council’s Freedom of Information Act Publication Scheme. This in turn can lead to greater levels of self-service with the commensurate reductions in cost. <p>ICT Strategy</p> <ul style="list-style-type: none"> • Section 1.22 Information Management – integrated systems that promote data being held only once, electronic information being stored cost effectively in accordance with the Corporate File Plan. 				

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Specification, Procurement and Implementation of a Legal Case Management ICT</p>	<ul style="list-style-type: none"> 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. <p>The full comment from the assessment report is as follows:</p> <p><i>“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</i></p>	<ul style="list-style-type: none"> Improve legal services unit risk management Improve customer service Improve external cost recovery Improve efficiency of legal services unit Retail Lexcel accreditation 	<p>£31,746</p>	<p>2007/08 £800</p>	<p>2008/09 £2,860</p>

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p><i>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".</i></p> <p>Corporate Priorities for Improvement</p> <ul style="list-style-type: none"> • 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. <p>Draft Chorley Corporate Strategy and Action Plan for 2006/7 to 2008/9:</p> <ul style="list-style-type: none"> • 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) 				

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	and other community ambitions.				

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>HR Management Information Software System</p>	<p>The Human Resources (HR) Unit currently operates with the use of a very limited computerised HR Management Information (MI) System. All our employee records are manual, the production of MI is manual and the ability to manage MI is difficult, time consuming and costly. All statistics are produced on excel spreadsheets which again is time consuming, inefficient and is susceptible to human error. From a recruitment perspective the whole process of creating adverts, job descriptions, writing letters - invite to interview and unsuccessful, informing payroll of starters and leavers is very time consuming. This project has a clear impact on one of our key Corporate Priorities - 'Investing in our capacity to deliver'. It also impacts on our ability to 'serve our customers better'.</p> <p>Since August 2005 we have had access to Vision - the HR System used by Blackpool. This has enabled us to populate the employee database and also allowed us access to a small number of standard reports that we require for the production of management information. From an admin perspective the HR Administrator is now inputting basic starter and leaver information into Vision eliminating the errors encountered in payroll. In order to improve, and make our processes more efficient, as well as produce accurate and timely management information, we need to invest in an integrated system that will allow us this</p>	<p>Improvements to HR Processes</p> <p><u>Ref No. B1</u> Reduction of time spent on HR Recruitment Administration activities – such as writing invite to interview letters during the recruitment process</p> <p><u>Ref No. B2</u> More efficient and effective service to internal customers</p> <p><u>Ref No. B3</u> An integrated HR Software System that can be used by the whole HR Unit</p> <p><u>Ref No. B4</u> Automatic prompts that will identify sickness trigger points in the absence procedure</p> <p><u>Ref No. B5</u> A skills database to identify all employee skills which will assist the succession planning process and identifying skills during recruitment exercises Improve quality of Management Information</p> <p><u>Ref No. B6</u> Provision of relevant, accurate management information</p>	<p>£68,500</p>	<p>2007/08 £1,720</p>	<p>2008/09 £6,170</p>

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>flexibility. We have taken the opportunity of investigating various 'partnering type' arrangements or bulk bargaining power with a couple of neighbouring local authorities. Flyde Borough Council also currently use Vision and are dissatisfied with their situation. South Ribble are looking at other HR Systems in order to develop the capability of achieving some of their aims for example – producing accurate management information. If such partnering arrangements were put in place, they would strengthen our relationships with other local authorities and improve relations with the local HR community. This would also provide the opportunity of a potential successful partnership as well as efficiency savings from the chosen supplier.</p>	<p><u>Ref No. B7</u> Automatic download of data required to complete BVPI statistics and other government statistics Ownership of HR System</p> <p><u>Ref No. B8</u> Complete control of an integrated HR software system to enable improvements in HR processes, and provision of management information</p>			

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Astley Hall CCTV</p>	<p>Astley Hall is a Grade II Listed Building set within Astley Park. The Hall stands relatively isolated and unprotected. There has been a history of regular vandalism to the Hall, particularly at school holiday times, and in the evenings when the building is unused. The average yearly bill for window repairs is around £7,000.00.</p> <p>Attempts to stem the problem have been taken in the past. These range from stepping up external security patrols in the summer, to resurfacing the drive to get rid of large stones etc, to repositioning the garden furniture at the frontage.</p> <p>The nature of the vandalism has been difficult to prevent. There are no regular patterns of occurrence, no set times and no standard profile of culprits. This has caused detection rates to be low, and incidents have not always been reported to the Police, causing the Hall to have a low policing priority in relation to Astley village's needs. Recently, the changes to the park, ie tree felling and the HLF refurbishment of the Coach House has caused the Hall to become more exposed to the public, with all the Hall's sides now open to passing park visitors.</p> <p>The lack of tree cover to the rear and side of the lake is now proving a real security problem, the increased access to the lakeside paths from Astley Village are now making the Hall more visible and thus attracting more potential vandals.</p>	<p>The projects benefits include:</p> <ul style="list-style-type: none"> • reducing the vandalism costs to the Hall; • reducing the perception of crime/fear in the park; • encouraging more "safer" visitors in off-peak hours to the park; • encouraging older people's visits to the Hall, especially during the winter months; • Providing a safer experience to the Hall and park for residents and visitors. <p>The benefits could be achieved through:</p> <ul style="list-style-type: none"> • A Chorley Police linked CCTV system, provided by a single camera on a column to cover the Hall. <p>This would need to be located on advice from a security firm, and be maintained as part of the Council's ongoing CCTV maintenance contract.</p> <p>There is capacity for 24/7 monitoring at the Police Station, costs for monitoring fees need to be determined between Directorates. A power supply would need to be installed at the located site.</p> <p>* Borrowing costs would be nil if financed with S106 resources.</p>	<p>£24,000</p>	<p>2007/08 *</p>	<p>2008/09 *</p>

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>The Hall's listed building status severely limits the type of windows and protection that the Hall can use.</p>				

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Grant towards a Community Centre in Eccleston</p>	<p>£150,000 has been in the capital programme for 3 years earmarked for a community centre project in Eccleston. The project has been well documented in the local media. This is a grant towards the scheme and has always been conditional upon the local community raising match funding from other sources. The Council has provided technical support to the community group. This support has included the Council attempting to purchase land on the groups behalf. The Group were not successful in securing their preferred site at St Mary's Village Hall. This land is now in the ownership of a developer and it is unlikely that it will be used for a village hall project. Initially, the group did commission a feasibility study that identified 4 sites. The group are currently revisiting those sites and still wish to see a community centre in Eccleston. However, at this moment in time they have no firm proposals to take this project forward.</p>	<p>The project involves an offer of grant of £150,000 to a community group which will allow them to apply for match funding from external sources to deliver a community centre in Eccleston. The revenue implications will be picked up by the community group and there will be no financial contribution from Chorley Borough Council. The benefits of the project would be a new community resource in a rural area that would provide a catalyst for a whole range of community activities.</p>	<p>£150,000</p>	<p>2007/08 £3,750</p>	<p>2008/09 £13,500</p>

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Grants Scheme for Village Halls and Community Centres</p>	<p>This project aims to establish a grant scheme to support the development of village halls and community centres projects across the borough. We currently have a request from a group in Croston for a financial contribution of £30,000 towards a community centre project in their locality. Over the past 2 years we have received similar requests from 4 other projects asking whether we have such funding available. The funding would allow the groups to seek external funding from other sources for example, National Lottery. There would be clear criteria for the funding and any financial support would be on the basis that there would be no revenue implications for Chorley Borough Council.</p>	<p>The project aims to develop a grant scheme for voluntarily run village halls and community centres. The intention is that this would lever in external funds to the borough. The centres, when developed, would act as a catalyst for a whole range of community activities in the local area.</p>	<p>£120,000</p>	<p>2007/08 £3,000</p> <p>2008/09 £10,800</p>	

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Brinscall Swimming Pool – Phase 1 Refurbishment</p>	<p>Brinscall Swimming Pool is nearly 100 years old. During this time there have been various repairs and refurbishments made to the building to ensure that it has remained operational for such a long time. At this moment in time, there is a requirement to do an initial phase of refurbishment works to ensure that the pool remains fit for purpose for the foreseeable future and also meets the statutory requirements of the Disability Discrimination Act.</p>	<p>This initial phase of capital works at Brinscall Swimming Pool will ensure that the building remains fit for purpose for the foreseeable future and meets the statutory requirements of the Disability Discrimination Act. The benefits of the work will be that the pool will remain in operation and provide a sporting amenity for the 50,000+ users who currently visit the pool. There are a number of benefits arising from this project, for example, improving access to services for children and young people and older people and improving the health and well being of users; all of these outcomes appear within the Corporate Strategy Overview 2006/07 to 2008/09.</p>	<p>£190,000</p>	<p>2007/08 £4,750</p>	<p>2008/09 £17,100</p>

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Tree Management</p>	<p>This proposal forms part of the Director of Streetscene, Neighbourhoods and Environment's technology gain programme and is part of a set of proposals that provide a base of information in GIS to be used for inventory and inspection purposes as well as for work records, customer service access to information and public access to certain information via the internet. A diagrammatic representation of the proposals in part is attached.</p> <p>The Council has no inventory and, therefore, no documented inspection system for the trees on the land in its ownership. Public liability issues and the risk of consequences such as corporate manslaughter may only be defended against by means of properly conducted and documented systems.</p> <p>The County Council is prepared to allow the Council to continue to act as client for highway trees within the urban core. This would require appropriate systems to be in place. LCC will shortly be able to make GIS data available to us for this purpose. The net income from this would be of the order of £2,500 per annum.</p> <p>Bespoke software systems have been evaluated. The cost of such a system would be of the order of £17,000 to £20,000 depending on functionality. Given the cost of data collection this is considered to be too expensive, compared with the alternative of</p>	<p>The solution proposed utilises software and technology already in use within the Council. Staff are sufficiently experienced in the various elements of the project.</p> <p>Unless the project is implemented the Council will be open to claims or prosecution in respect of damage or injury caused by poorly maintained trees.</p> <p>If the project is implemented the Council can act as agent for LCC on urban core highway trees, which will generate income of the order of £2,500 per annum.</p> <p>Less input for same output: The documentation of work instructions will be more efficient and will be specific to an identifiable tree. The system will largely eliminate site visits to ascertain the precise location and, therefore, ownership of trees that are the subject of requests for service. This would equate to 6 to 10 visits per week – say 1.5 days at Scale 6 or above. This equates to between £5,620 and £9,900 non cashable, productive time efficiencies per annum.</p> <p>The system will be linked, manually at first, to the administration of requests for service in FLARE. This will minimise the manual administration tasks and make information available to back office and customer service staff.</p>	<p>£15,290</p>	<p>2007/08 £380</p>	<p>2008/09 £1,380</p>

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>establishing this as a GIS/mobile working application using current CBC systems with GPS enabled PDA's.</p> <p>The cost of the data collection exercise for CBC trees is estimated at £8,000 and any additional requirement could be met from existing staff and voluntary resources if the systems in this work package are approved.</p> <p>The proposal set out below will establish a satisfactory system using ArcView, MS Access and mobile facilities. This will enable staff and volunteer Tree Wardens to edit and utilise the data.</p>				

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Cemetery Development</p>	<p>The remaining unused areas of Chorley Cemetery include significant areas that are impossible to access without significant surface damage by plant and vehicles. Some areas currently in use have similar problems. Areas for burials of Church of England persons are becoming full faster than others and an undeveloped area for Roman Catholic burials needs to be split to accommodate further Church of England capacity.</p> <p>In order to operate the cemetery and maintain it in a reasonable condition and to increase the remaining capacity for Church of England burials it will be necessary to carry out:</p> <ul style="list-style-type: none"> The construction of an additional roadway The construction of additional paths The construction of some new soil storage/hardstanding Drainage associated with the new works Remedial drainage to currently used soft areas <p>Capacity is not an immediate issue. However, it is desirable to allow the land to dry out with better drainage before burials take place. The project can be carried out over two financial years 2007/08 and 2008/09 which would allow CofE burials in the drained areas by 2011, when CofE capacity elsewhere in the cemetery would be effectively exhausted.</p>	<p>The proposal will reduce the need for reinstatement of soft areas that have been accessed by plant for grave-digging /backfilling. Reduced input.</p>	<p>£13,000</p>	<p>2007/08 £330</p>	<p>2008/09 £1,170</p>

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Corporate Play Development Plan – Year Five – Project: Chorley Moor</p>	<p>This is the final scheme to be delivered as part of the existing five-year plan for play area improvements. In the previous four years this plan has delivered significant play opportunities for the young people of the borough, removed unsafe or potentially hazardous facilities from public use and engaged the community in several rounds of consultation to ensure the most appropriate play structures have been provided.</p> <p>For this particular case there is an identified need to replace existing equipment that caters for a specific age group within a localised pocket of deprivation around Chorley Moor, otherwise known as Buttermere Green. This proposal would, if approved, compliment further developments being provided by housing developers within the community. The need for this proposal has been identified through a colleague in tenant participation, and also by engaging the young people of the area.</p>	<p>There has been an intention to replace the existing play area on Chorley Moor for some time. Existing equipment has become vandalised and no longer fit for purpose. As a result young children are choosing to “play” elsewhere in places and situations that are unsuitable.</p> <p>Alongside the above points nearby housing developments have provided funding for substantial new attractions that will be located alongside the council's existing play area. This will serve to further highlight the condition of the current site.</p> <p>In order for local children of all ages to have safe, quality places to play it is necessary for this scheme to be provided. By offering this play area it is anticipated that many of the anti-social problems being experienced by nearby householders will be reduced.</p> <p>Alongside offering a safe, quality play environment, adding pieces for smaller children will offer social benefits and bring together all the young people of a community. Also, by establishing a central point for interaction it is possible to offer outreach work by local youth workers (something that has been launched with some success during 2006).</p> <p>With the appropriate permissions granted, facilities for older children will be in place before the end of the current financial year and it would be of benefit to all parties if</p>	<p>£50,000</p>	<p>2007/08 £1,250</p>	<p>2008/09 £4,500</p>

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
		<p>council developments could be achieved at the same time.</p> <p>In SMART terms the anticipated benefits of this scheme are as follows:</p> <p>Specific – Providing safe quality play opportunities for the young children of Chorley Moor</p> <p>Measurable – Reduced levels of anti-social behaviour, increased levels of satisfaction amongst local residents of all ages</p> <p>Achievable – Benefits can be delivered immediately following completion of scheme</p> <p>Realistic – All objectives can be achieved on time, within budget and satisfy all expectations</p> <p>Time – Objectives to be obtained on completion of scheme</p>			

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Delivering the Town Centre Strategy</p>	<p>The Council has recently approved the Town Centre Strategy. In that strategy reference was made to the need to regenerate the Town Centre through both developing the retail offer but also making improvements to the public realm.</p> <p>Whilst still in development, details were included in the strategy about areas that required attention namely:</p> <ul style="list-style-type: none"> • Identify and reinforce local distinctiveness • Facilitating improvements to shop fronts and buildings • Develop a programme of works to the public realm <p>An opportunity exists to bid for funding to the Heritage Lottery fund in particular the Townscape Heritage Initiative where money is available to fund public realm improvements.</p> <p>St Georges Street is currently a conservation area, which will improve the Council's chances of success in any lottery fund bid.</p> <p>Initially the funding will be used as match funding but in the event of an unsuccessful bid alternative proposals would be developed.</p>	<p>The main benefit of the scheme is that in particular it would contribute to the Council's overall long term outcome of having a thriving Chorley Town Centre.</p> <p>Contributing to the key target of increasing Town Centre visitors.</p> <p>* No borrowing costs if scheme financed with LABGI grant.</p>	<p>£100,000</p>	<p>2007/08 * 2008/09 *</p>	

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Pump priming the local Public Service Board and Area Forums</p>	<p>This bid is designed to demonstrate to those working with the Council that we are serious about our Community Leadership role.</p> <p>The Council has verbally approved new approaches to hold both the LPSB and Area Forums designed to invigorate the interaction the Council has locally.</p> <p>The recent White Paper and the Use of Resources criteria clearly expect that the Council can demonstrate it is prepared to commit resources at a local level.</p> <p>Withy any embryonic scheme, resourcing is always an issue and the intention with the Local Public Service Board would be to look to use the cash as leverage against other Partner contributions whilst the Area Forums would be used to demonstrate that decisions about some elements of resourcing can be made at a local level.</p>	<p>Benefits of the scheme include:</p> <ul style="list-style-type: none"> Resourcing the contributions the Council has made in terms of developing Partnership working. Demonstrating the Council's contribution to decision making at a local level. <p>In terms of the Corporate Strategy the scheme would contribute to a number of key long term outcomes including:</p> <ul style="list-style-type: none"> Involving people in decision making Demonstrating the Council's Community Leadership role and helping to strengthen the LPSB. <p>* No borrowing costs if schemes financed with LPSA1 resources.</p>	<p>£100,000</p>	<p>2007/08 * 2008/09 *</p>	

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