

Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) (Introduced by the Executive Member for Resources, Councillor A Cullens)	Overview and Scrutiny Committee and Panels	

## BUDGET SCRUTINY 2008/09

### PURPOSE OF REPORT

- To update the members on the Comparative data available in relation to costs and performance of services. This will provide context with regard to the Council delivering on its Corporate Strategy and the budget proposals for 2008/09.

### RECOMMENDATION(S)

- That the members of Overview and Scrutiny consider the Executives draft budget proposals, in the context of current spending and the Council's Corporate priorities.
  - That members of Overview and Scrutiny make representations if appropriate to the Executive for consideration during the finalising of the budget proposals.

### EXECUTIVE SUMMARY OF REPORT

- This report sets out four for Overview and Scrutiny members:
  - Spending and performance context for key spending areas at the Council.
  - Details of the rationale between the Executives draft budget proposals.
  - Details of the key budget proposals for 2008/09.
- The analysis shows that in the main the Council continues to drive down costs as measured by our relative performance against our nearest neighbours whilst continuing to improve both performance and in the main satisfaction with services.
- That said the overriding aim of the budget is to ensure sufficient resources are committed to deliver the target and measure in the Corporate Plan. The purpose of the contextual financial and performance data is for members to assess whether it would be appropriate to use these resources in other ways and against other priorities which they feel require even more investment.
- The Council has demonstrated that it continues to offer good value for money, resulting in maximum scores for both the use of its resources and value for money in the annual use of resources assessment.

7. The savings and investment proposals are designed to minimise disruption to current service delivery performance and to enhance performance in some areas by investing further sums.

## REASONS FOR RECOMMENDATION(S)

### (If the recommendations are accepted)

8. To allow the Overview and Scrutiny member to feed into the Council's budget decision making process.

## ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

9. None

## CORPORATE PRIORITIES

10. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region		Develop local solutions to climate change.	
Improving equality of opportunity and life chances		Develop the Character and feel of Chorley as a good place to live	
Involving people in their communities		Ensure Chorley Borough Council is a performing organization	

## BACKGROUND

11. The Council has recently been subject to its annual Value for Money assessment undertaken by the Audit Commission as part of its Use of Resources review. Members will be aware that the Council scored the highest possible score for the overall use of resources 4 out of 4, and also retained the maximum score on achieving Value for Money.
12. As part of their assessment the Audit Commission have undertaken some benchmarking of costs compared with the Council's family group that represent other Council's that exhibits the same attributes as ourselves in terms of demograph, population etc, namely:

<ul style="list-style-type: none"> <li>• Broxtowe</li> <li>• Crewe</li> <li>• Erewash</li> <li>• Gedling</li> <li>• High Peak</li> <li>• Hinckley</li> </ul>	<ul style="list-style-type: none"> <li>• Kettering</li> <li>• Newark</li> <li>• Newcastle</li> <li>• North East</li> <li>• South Derbyshire</li> <li>• South Ribble</li> </ul>	<ul style="list-style-type: none"> <li>• Vale Royal</li> <li>• West Lancashire</li> <li>• Wyre Forest</li> </ul>
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13. This information has been compared with the previous years data to provide analysis for the scrutiny review. The report is split into two parts to allow the panels to focus on their particular services, but also allows Members to gain an overview of the overall position of the Council. To date the 2007/08 comparative information usually provided by the Audit Commission is unavailable but unaudited performance data for that year has been used to update the performance benchmarking.
14. The budget has been built upon achieving key targets and measure in terms of the Council's Corporate Strategy. Some of these targets and measures require additional resources whilst others require working in a different way. Further action was required in the following areas, based upon progress to date:

- Town Centre visitor satisfaction.

- % of people who feel that their community is a place where people get on well together.
  - Affordable dwelling completed.
15. The updated Corporate Strategy also now includes new targets, particularly in relation to:
- Climate change.
  - Older and younger peoples activities.

## **EXPENDITURE AND PERFORMANCE ENVIRONMENTAL PANEL**

16. We undertook an analysis of service costs against our nearest neighbours using the VFM profile tool. This provided a starting point for us to drill deeper into the relationship between cost and performance and to compare ourselves with our nearest neighbour group. Cost performance is based upon 2006/7 revenue outturn figures and the 2007/8 estimates. Additionally we used with the performance data for 2006/7. Although unaudited we felt this could give us a more informed picture by enabling us to compare cost and performance at Chorley in the same financial year and to consolidate what we believe is a clear general trend over the past 3 years of reduced costs alongside improved performance.

## **PLANNING**

17. During 2007/08 Planning costs reduced as a result of budget efficiencies and a redesignation of overheads based upon a fairer distribution system. At this level of costs we would still be greater than the next neighbour average, but have seen a significant reduction from previous years.
18. When considering Planning in our assessment we have taken a more in-depth approach and considered the full breadth of Planning Performance Indicators than that provided through the cost/performance assessment. This shows that satisfaction with the service has grown from 61% to 72% during 2007 significantly improving our nearest neighbour ranking 8th in the family group from a previous position of 13th, with plans in place to improve even further.
19. It was also pleasing to see the relatively high proportion of Ombudsman Complaints reducing significantly in 2006/7 as referenced in the Ombudsman's Annual Letter. The Ombudsman makes reference to a general reduction in the number of complaints received about the Council and 'most significantly' a reduction in complaints about planning from 11 in 2005/06 to just 2 in 2006/07, meaning that planning complaints now make up a smaller proportion of the complaints received than is the average nationally.
20. Planning services have also delivered significant improvements in both processing times with the percentage of major planning applications determined within agreed timescales has improving from 64% in 2003/04 to 75% in 2006/07 moving this service from the fourth to the second quartile nationally and the percentage of minor planning applications determined within agreed timescales improving from 15% to 77%. This improvement is also mirrored in the percentage of other applications determined within agreed timescales, which has improved from 80% in 2003/04 to 88% in 2006/007, moving the service from the third into the second quartile.
21. A significant reduction in costs in 2007/08 has been coupled with consistent and improving performance during this financial year.

## **WASTE MANAGEMENT**

22. The council has invested heavily in waste management in recent years, particularly on recycling. This is reflected in our cost profile which shows an increase of around £3 per head of population between 2003/4 and 2006/7. In terms of performance during the same period we have seen a doubling of the recycling levels whilst maintaining below average costs in the NN group. Additionally the council maintains its top quartile position on recycling. Satisfaction with waste collection has decreased from 2003/04 (92% to 66%). This is explained in part by a policy decision to undertake alternate weekly collections of recyclable and non-recyclable waste, which has resulted in our impressive levels of recycling. This decline is mirrored in the Council's family group for performance benchmarking with some authorities witnessing an up to 38% point decline in satisfaction following the introduction of alternate weekly collections, with an average of a 12% point decline across those authorities in the family group which have taken the policy decision to introduce alternate weekly collections. The Council is working hard to understand and address this decline in satisfaction levels, having recently host a listening day with residents on this subject and sending out over 1,000 questionnaires seeking residents views in the waste collection service to inform the re-letting of the waste contract and the driving up of performance in this area. We have received a 40% response rate and will be using this information to help deliver the service of the future, for which we are currently in the preparation for. In addition a further satisfaction survey is underway.

## **STREET CLEANSING**

23. Costs on street cleansing have risen over the 4 year trend period. In 2003/4 costs stood at £4.66 per 1000 of the population and by 2007/08 had reached £6.18. This rise reflected the council's investment in this service area, although we are still lower in cost than the nearest neighbour average in 2006/7. A rationalisation of street sweeping schedules has meant that with limited investment in the service we have been able to improve the value for money offer with performance on the BVPI on street cleanliness having dramatically improved from 14% in 2003/04 to 7.1% in 2006/07 (smaller is better), moving us into the top quartile and giving Chorley a ranking of third within our family group (compared with a ranking of 5<sup>th</sup> in 2003/04).

## **ECONOMIC AND COMMUNITY DEVELOPMENT**

24. In 2004/5 and 2005/6 our costs were low in this service area reflecting our disinvestments in economic development. This is now a corporate priority area for the Council, identified in the refreshed corporate strategy and this focus supported by a new Economic Development Strategy, a Town Centre Strategy and an economic sub-group of the Local Strategic Partnership has been accompanied by an increased footfall in the Town Centre. In 2007/08 the costs had increased £4.29 per head.
25. Chorley's commitment to the place shaping agenda and investment in economic development has resulted in medium workplace earnings in Chorley moving from below the Lancashire average to above the national average. Chorley has also been recognised as one of the top 3 nationally to start a new business in terms of business sustainability.
26. Chorley Borough Council and the town's current market traders are working together in partnership to develop a strategy to encourage investment, improve management and increase the potential to make the markets a focus for visitors to the area. Additionally we are seeking advice on best practice from successful market towns such as Bury to help us enhance Chorley's reputation as a vibrant market town.
27. Creation of a new Town Centre Manager post in the budget also confirms the council's determination to invest in the Town Centre and ensure there is a strategic and co-ordinated approach to its future development.

## **PARKING**

28. Our Parking costs are one of the lowest in our family group at – £5.83 per head against a NN average of - £3.57 putting us at 13th lowest of 16. Improved parking has been subject to an Overview and Scrutiny Inquiry.
29. The service was jointly outsourced as part of a County wide consortium introducing decriminalised parking in 2005 and we are now seeing a service delivering increased revenue and usage for off street parking. This closely reflects the council's commitment to investing in the town centre.

## **COMMUNITY SAFETY**

30. This was a relatively high cost area in comparison with our nearest neighbours reflecting the council's strategic aim to invest and work in partnership with other agencies to address the long-term outcome of delivering safer communities.
31. 2007/8 has seen a considerable reduction in cost of this service through a joint working initiative with the police, which saw the transfer in April 2007 of the neighbourhood wardens from the council to the police service and the introduction of the Multi Agency Tasking and Co-ordination approach to community safety which has seen significant reduction in the levels of crime in the Borough.
32. Our performance in this key area has been commended by the Home Office.
33. The Corporate Strategy sets out a commitment to address perceptions of safety and we have delivered significant improvements to both feelings of safety during the day and at night. Improving the percentage of residents who feel safe in Chorley during the day from 75.4 in 2003/04 to 86% in 2006/07 and the percentage of residents feeling safe at night from 31% in 2003/04 to 49% in 2006/07.

## **SPORTS AND RECREATION**

34. This service area shows increasing costs reflecting the council's investment in a number of service areas. Activities for young people which residents identified as one of their key priorities in the Best Value survey of residents was targeted for investment in 2006/7 and this provided over 400,000 opportunities for young people to participate in positive activities during 2006/7.
35. Additionally the Council delivered an investment programme of £2.5 million in the borough's Golf course through our new partnership.
36. We have however also been able to record efficiency gains of £87,400 in the 2006/7 backward looking efficiency statement for this service largely achieved through the new contract put in place for the Golf course. Additionally the innovative approach to management of community services through Community groups delivered the first round of efficiency gains during 2006/7 in what will be a programme of Community Centre management transfer, phased over a number of years with Tatton Community Centre transferring to Community Management during 2007/08.

## **EXPENDITURE AND PERFORMANCE CORPORATE AND CUSTOMER PANEL**

### **HOUSING BENEFITS ADMINISTRATION AND LOCAL TAX COLLECTION**

37. We have considered these as one service because at Chorley they are managed as such. Estimated costs in 2007/08 were £21.20 per head which are slightly higher than the NN average. However performance in these areas is excellent. For processing benefits we are in the top quartile for processing times, accuracy and fraud investigation and prosecutions. Cost have been driven out of this service in 2006/07 and 2007/08 but high levels of performance have been maintained into the first quarter of 2007/08 with top quartile performance in the processing of new claims, changes to circumstances and in accuracy of processing.
38. For all benefit satisfaction indicators we are in the top quartile nationally and for 3 of these we are in the top ten nationally. We are also in the top quartile for Council Tax and NNDR collection.

BVPI Satisfaction Indicator	Family Group Ranking	Quartile	2003/04	2006/07
	2006/07			
Satisfaction with contact with the Benefits Office	2nd	1st	80	85
Satisfaction with service in the Benefits Office	3rd	1st	83	87
Satisfaction with the telephone service	3rd	1st	74	83
Satisfaction with staff in the Benefits Office	1st	1st	85	89
Satisfaction with Benefits forms	2nd	1st	68	67
Satisfaction with speed of service	1st	1st	76	83
Overall satisfaction with the Benefits Office	1st	1st	82	87

39. In local taxation (% of Council Tax collected and % of NNDR collected) the Council continues to perform well (2nd and 7th respectively in family group rankings) IN 2006/07.

### **CENTRAL SERVICES**

40. In respect of central and democratic services the Council ranks 5th of 16 with costs at £27.69 against a NN average of £21.31. This reflects the council's strategic decision to divert resources into corporate, project, policy and business improvement support to underpin our corporate drive to maximising value for money across the organisation. We have however substantially reduced the Central Services budget in 2007/8 by rationalising our Administrative buildings through the closure of Gillibrand St and by disestablishing one of the Executive Director posts saving a total of £224,000.
41. Additionally in 2008/9 a further senior management restructure will achieve an annual saving of around £100k.
42. Sickness absence has been an issue of concern for us in recent years and performance against our nearest neighbours in 2006/7 ranked us at 8th of 16. Following an overhaul of

the monitoring and management procedures for attendance management it is therefore pleasing to see a very good first 9 months results outturn of 5.5 days per employee which if maintained would give us a full year outturn of 6.9 days enabling us to comfortably meet our annual target of 9.2 days and deliver significant non-cashable efficiency gains in 2007/8.

43. This improvement reflects the considerable management effort now being invested at a senior and corporate support level to address this issue. A scrutiny Inquiry panel has also recently been set up to ensure that the monitoring processes put in place are effective and that we see the anticipated significant improvement in 2007/8.

## IMPACT OF 2008/09 SAVINGS AND INVESTMENT PROPOSALS

44. Set out in Appendices are details of the budget savings proposals, summarised as :
- The budget rebasing exercise (£315k). Appendix 1
  - The savings proposals that require a member decision (£187k). Appendix 2
  - The income general proposals that require a member decision (£223k). Appendix 3
45. The rebasing exercise has been completed following a line by line review of committed budgets. The proposed amendments represent the fact that in previous years these budgets have not been spent and may therefore no longer be required.
46. The savings proposals have been drafted on the basis that they are deliverable but will have the minimum amount of impact on the Council's ability to deliver its objective in the Corporate Plan. The element of savings referring to staffing (£70k) will not be determined before the budget is set but will be a target for 2008/09. The reason for this is firstly the new Director will not start until mid February and she must be given a chance to influence the final outcome. With regard to the other savings there are no fundamental costs reductions that should undermine the Councils ability to deter on its Corporate Plan targets. With regard to income an analysis has been under of: service delivery
- Where it is possible to generate income from additional services.
  - The comparative charging levels with other Councils.
  - Where possible, price sensitivity of increasing charges.
47. The proposals outlined in Appendix 3 are the conclusion of that work and show that for some areas, the Council has historically been undercharging and subsidising the service (burial fees) and for other fees and charges areas there is scope to increasing change further but still remain competitive.
48. Set out in the table below are the proposals for the commitment of the £265k of headroom in the 2008/09 budget. Again the proposals are based upon the Executives assessment of where additional resources are required to meet its Corporate Strategy targets. The bulk of the investment is committed to:
- Improving Neighbourhood Working.
  - Partnership working with the Local Strategic Partnership.

	<b>£'000</b>
Cash spent in neighbourhoods	100
Projects delivered by the Council and 15 parties	90
Extending opening hours at Astley Hall	40
Events and Tourism Officer	25
Extend Get Up and Go Scheme	10
<b>Total</b>	<b>265</b>

49. The commitment to the Neighbourhoods expenditure is borne out of the results of the overview and scrutiny enquiry into Neighbourhood working. The Executive have in the main accepted the proposal from Overview and Scrutiny and committed the funds with regard to the Local Strategic Partnership. There will be a continued emphasis on partnership working to deliver better outcome for Chorley residents. Consequently during 2007/08 a number of successful programmes of work were commissioned by the LSP using both Council funding and matched funding. The intention is to do something similar for 2008/09.

## CAPITAL PLANS

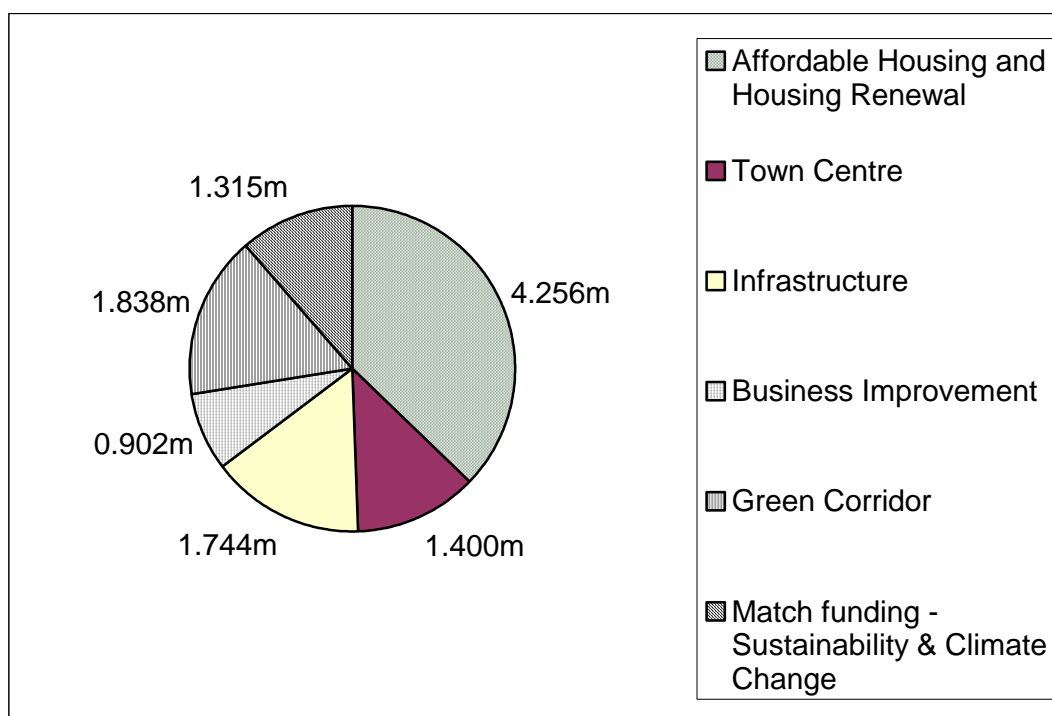
50. It is important that the Council continues to use Capital Resources strategically and in recognition of this, the Executive have identified four key priority areas for investment over the planning period.

51. These priorities are based upon the key objectives contained in the Council's refreshed Corporate Strategy and upon a measure of our performance to date against that Plan. Consequently the key priority areas are:

- Affordable Housing.
- The Town Centre.
- Sustainability and Climate Change.
- Investing in the Green Corridor.

52. Whilst these four areas will attract the majority of resources there are other projects that also require recognition and as such other areas of investment are also included continuing to invest in the Council's infrastructure ie Property Maintenance, IT infrastructure.

53. A draft programme made up of individual schemes/projects is included at Appendix 4. In drafting this programme all Directorates have had to submit outline Business Cases demonstrating what the projects will deliver. The programme as drafted would see the following resource allocations against the Council's corporate priorities.



54. The diagram shows that the bulk of the resources available are to be committed to Affordable Housing and other housing projects, the Town Centre and the Council's Green



Corridor. Importantly the Executive intend to continue to invest in the Council's own assets and infrastructure in order to both maintain and improve the standards of the Council's asset base.

55. In addition further funds are committed to an annual match funding pot so that schemes that may require matched funding can be developed and a sum of £185k is allocated to a climate change fund which will be used to support the Council's and the borough's aspirations to improve the carbon footprint.
56. Whilst the sum allocated at this stage is relatively low this is because the Council is currently developing its strategic approach to delivering on this agenda and the resources implication will only be identified at this stage. As this priority is new for 2008/09 this incremental approach is sensible. At present no funds have been allocated to spend to save schemes ie if redundancy costs as has been done previously. The reasons for this are not that the schemes will not be developed, but that each scheme will stand or fall on the business case and the payback that is calculated. Only where schemes can demonstrate a return on investment will further borrowing be allowed.

### IMPLICATIONS OF REPORT

57. This report has implications in the following areas and the relevant Corporate Directors' comments are included:

Finance	✓	Customer Services	
Human Resources	✓	Equality and Diversity	
Legal		No significant implications in this area	

### COMMENTS OF THE CORPORATE DIRECTOR OF HUMAN RESOURCES

58. As set out in the report the effect on staffing of the budget proposals is minimal. However, targets have been set for further reduction in management costs but detailed proposals will not be made until the key part of the new financial year. Once these proposals are drafted the usual consultation process will be followed.

GARY HALL  
ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	16/01/08	t:/dof/reports/2008/budget scrutiny 2008-09

**Base Budget Review Savings 2008/09****Savings  
£****Chief Executive's Office**

Conferences	(1,000)
Car Leases	(3,520)
Refreshments	(2,500)
Stationery/Computer Consumables	(6,000)
Photocopier Leases/Charges	(19,500)
Other Minor Budgets	(5,860)

**(38,380)****Customer, Democratic & Legal Services**

Central Emergency Service	(9,940)
Photocopier Leases	(2,700)
Members Subsistence/Hospitality	(5,000)
Legal Publications	(5,000)
Legal Fees	(4,000)
Utilities - various	16,640
Gambling Premises income	(7,200)
Internet charges	(3,000)
Return of approx £3k lodged with court re CPO	(3,000)
Hire of Lancastrian	(22,850)
Other Minor Budgets	(570)

**(46,620)****Development & Regeneration**

Stationery, directorate wide.	(2,000)
Development Control/Other Fees	(13,000)
Projects & Regen/Misc Expenses	(15,150)
Misc expenses (Projects & Regen.)	(5,150)
Stationery fees	(2,000)
Postages	(2,000)
Legal Fees (Development Control)	(3,000)
Other Fees (Development Control)	(5,150)
Urban Tree Scheme	(500)
Fences	(450)
Purchase/Maintenance of Furniture	(2,370)
Microfiche/Microfilming	(4,000)
Car Allowances	(4,000)

**(58,770)****Finance**

Conferences	(900)
Saving on Financial Accountant post	(6,900)
Saving on Corporate Procurement Officer post	(8,990)
Overtime	(3,000)
Agency Staff	(2,000)
Lone Working System	(3,000)
Health & Safety contract with Bolton Council	(5,000)
Allpay cards	(6,500)
Anite contract	(10,000)

## Base Budget Review Savings 2008/09

### Savings

£

Other Minor Budgets

(2,390)

**(48,680)**

### Human Resources

Corporate Training

**(17,000)**

### ICT Services

Stationery

(2,000)

Computer Equipment - Purchase

(16,000)

Computer Consumables

(2,600)

Computer Equipment/Software - Maintenance

5,700

Internet Charges

(5,760)

**(20,660)**

### Policy & Performance

Minor Budgets

**(490)**

### Streetscene, Neighbourhoods & Environment

Refuse Collection: Target Bonus

20,000

Refuse Collection: External Contractors

(5,390)

Grounds Maintenance

(6,000)

Special Projects

(25,000)

Recycling income

(15,000)

Refuse Collection income from SRBC

(24,000)

Pest Control contracts

5,000

Maintenance of Street Furniture

(6,150)

Maintenance of Bus Shelters

(6,000)

Vehicle disposals -1 Tractor

(4,000)

Reductions in working hours to 29 hours

(8,220)

Reductions in working hours to 29 hours

(9,090)

**(83,850)**

**TOTAL SAVINGS**

**(314,450)**

**SCHEDULE OF POTENTIAL SAVINGS FOR DIRECTORATE SAVINGS TARGETS 2008/09**

	<b>2008/09</b>	<b><u>Comments</u></b>
	<b>£</b>	
<b><u>CHIEF EXECUTIVES OFFICE</u></b>		
Corporate Services	(5,000)	Income from speaker's fees and events. Risk with level of income achievable.
<b><u>CORPORATE GOVERNANCE</u></b>		
Replace current Civic car with "Green" car	(3,000)	Civic car would possibly not be as grand as previously but greener
Stop Town Twinning	(4,000)	No town twinning expenditure in 07/08. Nothing planned for 08/09.
Not using agency staff at elections	(4,000)	Would mean using approx 12 council staff for upto 2 weeks. Direct impact on other services.
<b><u>BUSINESS</u></b>		
Heritage Conservation Grants	(8,000)	Dissatisfaction from listed property owners.
<b><u>BUSINESS IMPROVEMENT</u></b>		
Delete vacant part-time Benefits Officer post.	(13,310)	Current vacant post to be deleted from establishment. Additional pressures on existing staff.
Documents on Line	(8,000)	Stop accepting payments by cheque via Anite. Will impact on staffing resources.
<b><u>ICT SERVICES</u></b>		
Provision for adhoc purchases in year	(6,000)	Remaining budget to be used for printers only. Reinforce the need for staff to adopt the less expensive thin client units in place of more expensive equipment such as laptops.
Provision for misc support in year	(10,000)	Reduction will result in additional skills/resources being identified on a project by project basis and funded as part of project costs.
Provision computer support services in GIS/LLPG	(13,600)	Directorate will no longer be able to fund an apprentice. Remainder of this saving was to be used to 'pump-prime' the use of GIS within the Council by funding the purchase of useful datasets. These will now have to be funded through some other mechanism.
<b><u>PEOPLE</u></b>		
Reduce funding for Advice Centre project, Market Street	(10,000)	Our contribution will fall from £33k to £8K for LCC Welfare Rights advice centre.
Reduce size of BT listing	(1,000)	In line with a rationalisation of service DDI numbers. Smaller sized advert in BT listing.
Stop cash collection - reduce Securicor costs	(4,000)	Currently cash is collected daily from Union Street & weekly from Astley Hall. This would be reduced to weekly for Union Street & cease for Astley Hall.
Flare Licences	(5,000)	Subject to use of CRM and effective integration via ND.L.

## SCHEDULE OF POTENTIAL SAVINGS FOR DIRECTORATE SAVINGS TARGETS 2008/09

	2008/09 £	<u>Comments</u>
<b><u>POLICY &amp; PERFORMANCE</u></b>		
Communications	(10,000)	Efficiency savings in provision for publicity.
APSE subscription	(5,000)	Cancel annual subscription.
Consultants Fees	(2,000)	Reduce provision for Best Value reviews/Performance Management, etc.
Website Development	(5,000)	Remove provision for one year only for 2008/09.
<b><u>NON STAFFING OPTIONS</u></b>	<b><u>(116,910)</u></b>	
<b><u>STAFF RELATED OPTIONS</u></b>		
<b><u>CORPORATE GOVERNANCE</u></b>		
Merge Enforcement functions in Corporate Governance & Neighbourhoods.	(21,210)	Detailed work to be completed as part of the current value for money review to be completed in Feb 08
<b><u>NEIGHBOURHOODS</u></b>		
Restructure of Neighbourhoods middle management	(48,470)	
<b><u>TOTAL HIGH RISK OPTIONS</u></b>	<b><u>(69,680)</u></b>	
<b>TOTAL SAVINGS OPTIONS</b>	<b>(186,590)</b>	
<b>FEES &amp; CHARGES REVIEW OPTIONS</b>	<b>(223,301)</b>	
<b>TOTAL POTENTIAL SAVINGS</b>	<b><u>(409,891)</u></b>	

**PROPOSALS FOR INCREASING FEES & CHARGES IN 2008/09**

DIRECTORATE	INCOME AREA	BUDGET 2007/08 £	PROPOSAL	ESTIMATED INCREASE £
<b>Corp. Governance</b>	Hackney/Prvt Carriage Licences	(63,410)	Increase charges to coincide with comparable local council charges	(2,246)
<b>Corp. Governance</b>	Other Licences	(1,800)	Increase charges to coincide with comparable local council charges	(1,937)
<b>Business</b>	Local Land Charge Searches	(188,950)	No proposed increase at this stage. Review to be carried out. CBC are in competition with other local authorities and private business. An increase in fees could risk customers going elsewhere.	0
<b>Business</b>	Tolls - General Market	(225,000)	3% inflationary increase on cabins Conversion of 10 unoccupied stalls into 7 cabins at higher rents Creation of café unit from 5 unoccupied stalls Letting 5 of 9 remaining unoccupied stalls following refurb All these options are feasible, there is high demand for cabins and expressions of interest in the café.	(6,750) (5,687) (2,708) (5,200)
<b>Business</b>	BCC'S Plans Fees	(137,040)	3% inflationary increase	(4,111)
	Inspection Fees Buildg Control	(176,130)	3% inflationary increase Comfortable to increase fees by 3%.	(5,284)
<b>Business Improvement</b>	Rail Pass Charge	(19,390)	Adding £1.00 to current overhead levied (currently 50p)	(1,175)
<b>People</b>	Casual Hire:Offices And Rooms	(30,430)	3% inflationary increase	(913)
<b>People</b>	Grant Of Right Of Burial Fees	(20,220)	Increase charges from £495 to £800. Which is market rate.	(12,200)
<b>People</b>	Interment Fees	(52,000)	Increase charges to £400 from current charge of £360. Introduce a new charge for cremated remains plots	(3,760) (3,200)
<b>People</b>	Indoor Leisure Charges	(25,000)	A combination of increases to reflect the level of investment in the centres and amending profit share formula	(25,000)

**PROPOSALS FOR INCREASING FEES & CHARGES IN 2008/09**

DIRECTORATE	INCOME AREA	BUDGET 2007/08 £	PROPOSAL	ESTIMATED INCREASE £
<b>People</b>	Get Up and Go		Additional activities for which we currently charge. Typically 3 day activities offering added value eg visits, payments to be made on-line.	(5,000)
<b>Neighbourhoods</b>	Wheeled Bins	(15,570)	Increase from £32 to £40 per bin	(3,130)
<b>Neighbourhoods</b>	Emptying Dog Waste Bins	(4,610)	Expected new income from annual sponsorship of waste bins	(3,000)
<b>Neighbourhoods</b>	Pest Control Contracts	(21,480)	3% inflationary increase	(490)
<b>Neighbourhoods</b>	Parking Permits	(54,370)	Increase to £265 (from £220) and additional permits.	(22,990)
<b>Neighbourhoods</b>	Parking Fees	(540,800)	New Flat Iron stall layout - extra 50 parking spaces on Tuesdays	(9,880)
			50 spaces x 52 weeks x £3.80 daily income/space = £9,880	
			Rationalisation of tariffs:- Short Stay car parks	(38,600)
			Rationalisation of tariffs:- Long Stay car parks	(24,000)
			5% increase	(27,040)
<b>Neighbourhoods</b>	Income from amortisation of commuted sums on Public Open Spaces		Based on £90,000 of receipts brought into revenue equally over 10 years.	(9,000)
			<b>ESTIMATED ADDITIONAL INCOME</b>	<b>(223,301)</b>

**Capital Programme - 2008/09 to 2010/11****Scheme****Town Centre Investment**

Markets Action Plan (Phase I)  
Town Centre Investment

**Town Centre Investment Total****Affordable Housing**

Provision of Affordable Housing (S106 funded)

Homeless prevention Central Lancs Sanctuary Scheme Project  
Affordable Housing HALS Project 2007/08 - 2008/09  
Choice Based Lettings

Affordable Housing New Development Project 2008/09 - 2010/11

**Affordable Housing Total****Sustainability & Climate Change**

Climate Change Pot

**Sustainability & Climate Change Total****Matched Funding Pot**

Matched Funding Pot

**Matched Funding Pot Total****Performing Organisation - Investment in Infrastructure****Assistant Chief Executive (Business Transformation)**

Planned Maintenance of Fixed Assets  
Financial Systems Development

**Assistant Chief Executive (Business Transformation)**

	2008/09 Current Estimate £	Slippage from 2007/08 £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	2009/10 Other Changes £	2009/10 Revised Estimate £	2010/11 Current Estimate £	2010/11 Other Changes £	2010/11 Revised Estimate £	Total 2008/09 to 2010/11 £
			125,000	125,000		125,000	125,000			0	250,000
			325,000	325,000		825,000	825,000			0	1,150,000
<b><u>Town Centre Investment Total</u></b>	<b>0</b>	<b>0</b>	<b>450,000</b>	<b>450,000</b>	<b>0</b>	<b>950,000</b>	<b>950,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,000</b>
	122,900	0	(122,900)	0							0
			28,500	28,500							28,500
			920,000	920,000							920,000
			20,000	20,000							20,000
			787,900	787,900		500,000	500,000		500,000	500,000	1,787,900
<b><u>Affordable Housing Total</u></b>	<b>122,900</b>	<b>0</b>	<b>1,633,500</b>	<b>1,756,400</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>2,756,400</b>
			180,000	180,000							180,000
<b><u>Sustainability &amp; Climate Change Total</u></b>	<b>0</b>	<b>0</b>	<b>180,000</b>	<b>180,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180,000</b>
			100,000	100,000		100,000	100,000		100,000	100,000	300,000
<b><u>Matched Funding Pot Total</u></b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>300,000</b>
	200,000	0	0	200,000	200,000		200,000	0	200,000	200,000	600,000
			62,000	62,000							62,000
<b><u>Assistant Chief Executive (Business Transformation)</u></b>	<b>200,000</b>	<b>0</b>	<b>62,000</b>	<b>262,000</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>200,000</b>	<b>662,000</b>





**Capital Programme - 2008/09 to 2010/11**

**Scheme**

***Corporate Director (Neighbourhoods)***

Replacement of recycling/litter bins & containers  
 Astley Park Woodland Management  
 Play/Recreation Facilities (S106 funded)  
 DEFRA Waste Performance & Efficiency Grant scheme  
 Memorial Safety St Johns Churchyard  
 Memorial Safety  
 Alleygates  
 Refuse and Recycling Contract Revenue Mitigation  
 MATAC CCTV Infrastructure Upgrades

***Corporate Director (Neighbourhoods)***

***Corporate Director (People)***

Leisure Centres Capital Investment  
 Duxbury Park Golf Course capital investment  
 Astley Park Improvements - Construction  
 CRM Process Optimisation

***Corporate Director (People)***

**Performing Organisation - Investment in Infrastructure Total**

**Capital Programme Total**

	2008/09 Current Estimate £	Slippage from 2007/08 £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	2009/10 Other Changes £	2009/10 Revised Estimate £	2010/11 Current Estimate £	2010/11 Other Changes £	2010/11 Revised Estimate £	Total 2008/09 to 2010/11 £
Replacement of recycling/litter bins & containers	50,000	0	0	50,000	50,000		50,000	0	50,000	50,000	150,000
Astley Park Woodland Management	30,000	0	0	30,000	30,000		30,000				60,000
Play/Recreation Facilities (S106 funded)	19,630	0	0	19,630							19,630
DEFRA Waste Performance & Efficiency Grant scheme	0	0	45,000	45,000	0	45,000	45,000	0	45,000	45,000	135,000
Memorial Safety St Johns Churchyard			30,000	30,000							30,000
Memorial Safety			25,000	25,000		25,000	25,000		25,000	25,000	75,000
Alleygates			40,000	40,000		30,000	30,000		30,000	30,000	100,000
Refuse and Recycling Contract Revenue Mitigation			1,000,000	1,000,000							1,000,000
MATAC CCTV Infrastructure Upgrades			25,000	25,000							25,000
<b><i>Corporate Director (Neighbourhoods)</i></b>	<b>99,630</b>	<b>0</b>	<b>1,165,000</b>	<b>1,264,630</b>	<b>80,000</b>	<b>100,000</b>	<b>180,000</b>	<b>0</b>	<b>150,000</b>	<b>150,000</b>	<b>1,594,630</b>
<b><i>Corporate Director (People)</i></b>											
Leisure Centres Capital Investment	229,050	0	0	229,050	237,070		237,070	0	244,180	244,180	710,300
Duxbury Park Golf Course capital investment	34,850	0	0	34,850							34,850
Astley Park Improvements - Construction	289,390	1,092,000	0	1,381,390							1,381,390
CRM Process Optimisation	0		116,000	116,000		35,000	35,000				151,000
<b><i>Corporate Director (People)</i></b>	<b>553,290</b>	<b>1,092,000</b>	<b>116,000</b>	<b>1,761,290</b>	<b>237,070</b>	<b>35,000</b>	<b>272,070</b>	<b>0</b>	<b>244,180</b>	<b>244,180</b>	<b>2,277,540</b>
<b>Performing Organisation - Investment in Infrastructure Total</b>	<b>1,686,990</b>	<b>1,123,750</b>	<b>1,527,900</b>	<b>4,338,640</b>	<b>791,270</b>	<b>596,850</b>	<b>1,388,120</b>	<b>0</b>	<b>1,393,530</b>	<b>1,393,530</b>	<b>7,120,290</b>
<b>Capital Programme Total</b>	<b>1,809,890</b>	<b>1,123,750</b>	<b>3,891,400</b>	<b>6,825,040</b>	<b>791,270</b>	<b>2,146,850</b>	<b>2,938,120</b>	<b>0</b>	<b>1,993,530</b>	<b>1,993,530</b>	<b>11,756,690</b>

**Capital Programme - 2008/09 to 2010/11**

**Scheme**

***Financing the Capital Programme***

Prudential Borrowing

Unrestricted Capital Receipts

Housing Investment Programme Restricted Capital Receipts

Preserved RTB Capital Receipts from CCH

**CBC Resources**

Ext. Contributions - Developers

Ext. Contributions - Lottery Bodies

Ext. Contributions - Other

Government Grants - Disabled Facilities Grants

Government Grants - DEFRA

Government Grants - Housing Capital Grant

**External Funding**

**Total capital resources**

**TOTAL CAPITAL FINANCING**

	2008/09 Current Estimate £	Slippage from 2007/08 £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	2009/10 Other Changes £	2009/10 Revised Estimate £	2010/11 Current Estimate £	2010/11 Other Changes £	2010/11 Revised Estimate £	Total 2008/09 to 2010/11 £
Prudential Borrowing	364,460	215,910	(580,370)	0	761,270	(679,450)	81,820	0	513,530	513,530	595,350
Unrestricted Capital Receipts	508,930	12,400	(24,540)	496,790	0	403,210	403,210	0	200,000	200,000	1,100,000
Housing Investment Programme Restricted Capital Receipts	190,670	0	129,330	320,000	0	141,890	141,890	0	0	0	461,890
Preserved RTB Capital Receipts from CCH	0	0	750,000	750,000	0	500,000	500,000	0	500,000	500,000	1,750,000
<b>CBC Resources</b>	<b>1,064,060</b>	<b>228,310</b>	<b>274,420</b>	<b>1,566,790</b>	<b>761,270</b>	<b>365,650</b>	<b>1,126,920</b>	<b>0</b>	<b>1,213,530</b>	<b>1,213,530</b>	<b>3,907,240</b>
Ext. Contributions - Developers	172,530	0	3,105,400	3,277,930	30,000	1,056,200	1,086,200	0	55,000	55,000	4,419,130
Ext. Contributions - Lottery Bodies	254,300	895,440	(33,420)	1,116,320	0	0	0	0	0	0	1,116,320
Ext. Contributions - Other	139,000	0	0	139,000	0	0	0	0	0	0	139,000
Government Grants - Disabled Facilities Grants	180,000	0	0	180,000	0	180,000	180,000	0	180,000	180,000	540,000
Government Grants - DEFRA	0	0	45,000	45,000	0	45,000	45,000	0	45,000	45,000	135,000
Government Grants - Housing Capital Grant	0	0	500,000	500,000	0	500,000	500,000	0	500,000	500,000	1,500,000
<b>External Funding</b>	<b>745,830</b>	<b>895,440</b>	<b>3,616,980</b>	<b>5,258,250</b>	<b>30,000</b>	<b>1,781,200</b>	<b>1,811,200</b>	<b>0</b>	<b>780,000</b>	<b>780,000</b>	<b>7,849,450</b>
<b>Total capital resources</b>	<b>1,809,890</b>	<b>1,123,750</b>	<b>3,891,400</b>	<b>6,825,040</b>	<b>791,270</b>	<b>2,146,850</b>	<b>2,938,120</b>	<b>0</b>	<b>1,993,530</b>	<b>1,993,530</b>	<b>11,756,690</b>
<b>TOTAL CAPITAL FINANCING</b>	<b>1,809,890</b>	<b>1,123,750</b>	<b>3,891,400</b>	<b>6,825,040</b>	<b>791,270</b>	<b>2,146,850</b>	<b>2,938,120</b>	<b>0</b>	<b>1,993,530</b>	<b>1,993,530</b>	<b>11,756,690</b>