



REPORT TO EXECUTIVE

PORTFOLIO AREA: FINANCE AND PERFORMANCE MANAGEMENT

Date of Meeting: 28 November 2007

Public

Key Decision: Yes

Recorded in Forward Plan: Yes

Inside Policy Framework

Title: PROVISIONAL CAPITAL PROGRAMME 2008/09 TO 2010/11
Report of: DIRECTOR OF CORPORATE SERVICES
Report reference: CORP60/07

Summary:

The report details the revised capital programme for 2007/08 together with the proposed method of financing as set out in Appendices A and B.

The report also summarises the proposed programme for 2008/09 to 2010/11 in the light of the capital bids submitted to date for consideration, and summarises the estimated capital resources available to fund the programme.

Recommendations:

The Executive is asked to:

- (i) Note the revised capital programme and relevant financing for 2007/08 as set out in Appendices A and B;
- (ii) Give initial consideration and views on the capital spending requests for 2008/09 to 2010/11 contained in this report in the light of the estimated available resources;
- (iii) Note that any capital scheme approved by Council may only proceed after a full report, including business case and financial appraisal, has been approved.

Contact Officer: Alison Taylor

Ext: 7280

CITY OF CARLISLE

To: The Executive
28 November 2007

CORP60/07

PROVISIONAL CAPITAL PROGRAMME 2007/08 TO 2010/11

1. INTRODUCTION

- 1.1 This report details the revised capital programme for 2007/08 together with the proposed methods of financing as set out in paragraph 3 and **Appendix A and B**.
- 1.2 The report also details the capital spending proposals for 2008/09 to 2010/11, together with the potential resources available to fund the programme. Members are asked to give initial consideration to the spending proposals, details of which are contained in the pro forma **Appendices C1 to C6** attached to this report.
- 1.3 The guiding principles for the formulation of the capital programme over the next three year planning period are set out in the following policy documents that were approved by Council on 17 July 2007:
 - Capital Strategy (Report CORP20/07 (amended))
 - Asset Management Plan (Report DS49/07)
- 1.4 A Capital Projects Board of senior officers has been established to take the lead on the prioritisation of investment and the monitoring and evaluation of schemes. This is to improve performance monitoring and business case analysis of capital projects. The Business Case Methodology and guidance notes used during the 2008/09-budget cycle is repeated at **Appendix D**.

2. CAPITAL RESOURCES

- 2.1 There are several sources of capital resources available to the Council to fund capital expenditure, the main ones being:
 - Borrowing (Prudential Code - see paragraph 6.2)
 - Capital Grants e.g. Lottery Commission, Sports England, DFG, RHG
 - Capital Receipts e.g. proceeds from the sale of assets
 - Council Reserves e.g. Projects Fund, Renewals Reserve
- 2.2 In accordance with the Capital Strategy, the Director of Corporate Services will make recommendations on the most effective way of financing the Capital Programme to optimise the overall use of resources.

- 2.3 It should be noted that capital resources can only be used to fund capital expenditure and cannot (with the exception of the Council's own Reserves), be used to fund revenue expenditure. There are strict definitions of what constitutes capital expenditure.
- 2.4 It should also be noted that the resources available to support the capital programme can only be estimated during the year. The final position is dependent in particular on how successful the Council has been in achieving Capital Receipts from the sale of assets against its target i.e. the more capital receipts generated, the less is required to be taken from Borrowing and Council Reserves (and vice versa).
- 2.5 The cost of borrowing £1m to fund the capital programme will result in a charge to the revenue account in the next full year of approximately £85,000. This is made up of £45,000 for the cost of the interest payable (4.5% of £1m equates to £45,000) and a principal repayment provision of 4% of the outstanding sum (4% of £1m equates to £40,000).

3. REVISED CAPITAL PROGRAMME 2007/08

- 3.1 The capital programme for 2007/08 totalling £8,205,200 was approved by the Council on 28 June 2007 as detailed in the 2006/07 out-turn report (CORP16/07).
- 3.2 An initial attempt has been made to identify the progress to date of each scheme in the current financial year as detailed in the Quarterly Budget Monitoring report considered by the Executive on 19 November (CORP57/07). That report also highlighted a significant underspend against the annual budget and an initial attempt was also made to identify slippage on individual schemes. However the Capital Projects Board continues to review the whole capital programme with a view to re-profiling the current programme over the next three years to provide a more realistic programme of works. Therefore an accurate estimate of the value of slippage to 2008/09 is not yet available.
- 3.3 The revised capital programme for 2007/08 now totals £9,295,700 as detailed in **Appendix A**, whilst **Appendix B** details the anticipated use of capital resources. A summary of the revised programme for 2007/08 is shown below:

Summary Programme	£	Appx
2007/08 Original Capital Programme	8,205,200	A
Other adjustments	1,090,500	A
2007/08 Revised Capital Programme	9,295,700	A
Estimated Capital Resources available	(21,003,969)	B
Projected (Surplus) capital resources	(11,708,269)	
Less Earmarked to Asset Management Reserve	2,000,000	
Net (Surplus) of Capital Resources 31/03/08:		
• Capital Receipts	(9,708,269)	

- 3.4 It is anticipated that additional capital receipts will be generated during 2007/08 estimated at a net figure of £800,000 over and above current projections. This is primarily in respect of the PRTB agreement with CHA and the figure has been built into the Capital resources figure available to fund the capital programme.
- 3.5 An additional £199,000 has been received from the DCLG in relation to Disabled Facilities Grants. The Council's 40% contribution can be met from within the existing Housing Strategy budgets and approval is being sought from the Executive and Council to increase the 2007/08 programme for this additional allocation.
- 4. NEW CAPITAL SPENDING PROPOSALS 2008/09 TO 2010/11**
- 4.1 The new capital spending proposals are included on the pro-formas attached to this report, and are summarised in the following table.
- 4.2 During the previous budget cycle it was agreed to keep new capital schemes to a minimum to allow capacity resources to be directed to complete existing schemes. It also assisted the revenue position due to increased investment income. This policy has continued into the 2008/09-budget cycle.

Capital Scheme	App/ Para	2008/09 £000	2009/10 £000	2010/11 £000	Future £000
<u>Current Commitments:</u>					
Willowholme Industrial Estate		9	0	0	
Durranhill Industrial Estate		30	0	0	
Renaissance Improvements		10	0	0	
ODPM Private Sector Renewal		25	0	0	
Private Sector Housing Investment	4.4/4.5	849	849	849	
Major Planned Repairs	C3/4.4/4.6	250	250	250	
Vehicles & Plant	4.4/4.7	258	333	289	
IT Equipment	4.4/4.7	120	288	333	
Equipment	4.4/4.7	0	0	0	
Industrial Estate Maintenance	4.8	490	215	200	
Desk Top Replacement	4.4/4.9	120	120	120	
Housing Strategy (5 Year)		1,250	400	0	
Play Areas		50	50	50	
Environmental Enhancements		40	40	0	
Housing Foyer		300	0	0	
Total Existing Commitments		3,801	2,545	2,091	
<u>New Spending Proposals</u>					
MUGA & Sports Initiatives	C1	105	0	0	
Environmental Enhancements	C2	160	160	200	
Petteril Riverbank Protection Work	C4	82	0	0	
Hammonds CCTV	C5	25	0	0	
Adelaide Street Allotment fencing	C6	10	0	0	
Caldew/City Centre Flood Defence	4.10	21	0	0	
Historic Quarter		840	0	0	
Total New Proposals		1,243	160	200	
TOTAL POTENTIAL PROGRAMME		5,044	2,705	2,291	

4.3 Many of the proposals require further appraisal and strengthened Business Cases, which have not yet been considered by the Projects Board. Therefore should they be approved for inclusion in the Council's Capital Programme as part of this budget process, the release of any budget would be subject to verification of the business case by the Capital Projects Board and a report to the Executive as appropriate.

4.4 Details of the proposals for spend in these committed areas will be subject to a full report and Business Case to the Capital Projects Board before the release of any budget.

- 4.5 The Private Sector Housing Investment budget is to cover Disabled Adaptations Grants, Renovations Grants and Minor Works Grants.
- 4.6 The budgetary implications relating to the Major Repairs to Council Property are considered elsewhere on the agenda (CS84/07).
- 4.7 The use and level of the Renewals Reserve is subject to an options reviews considered elsewhere on the agenda (CORP64/07). The table above includes the current MTFP projections and will be amended once a final decision is made on the future of the reserve.
- 4.8 It was previously agreed to contribute £200,000 per annum to provide a fund to maintain the Industrial Estates. The budget is to cover minor works needed and a programme of works will be prepared for approval. The 2007/08 budget has also been re-profiled into 2008/09 and 2009/10 as agreed by the Executive.
- 4.9 The IT systems desktop replacement programme has been developed and the 4-year replacement programme will require £120,000 per annum. A business case is attached for information.
- 4.10 Report CS83/07 was considered by the Executive on 19 November approving a non-recurring budget allocation of £21,000.

5. FUTURE COMMITMENTS

- 5.1 In addition to the spending proposals in the above table there are also potential capital implications arising from the following issues which will be reported on fully as details become available
- Carlisle Renaissance Development Framework & Movement Strategy
 - Tullie House Development and Trust Implications
 - Theatre and Arts Study
 - Asset Review Programme
 - Sports Facilities Study Implications
 - Three Rivers Implications
 - IT Strategy
 - Environmental Issues
 - Housing Strategy
- 5.2 An earmarked reserve has been established for the Asset Investment Fund, which totals £2m after the 2007/08 contribution.

6. POTENTIAL CAPITAL RESOURCES AVAILABLE

6.1 The table below sets out the estimated resources available to finance capital programme for 2008/09 to 2010/11.

Source of Funding	Para	2008/09 £000	2009/10 £000	2010/11 £000	Future £000
<u>Capital Grants:</u>					
• Regional Housing Pot	6.3	(1,110)	(1,110)	(1,110)	
• Disabled Facilities Grant	6.4	(226)	(226)	(226)	
• General		(20)	0	0	
• Slippage re 2006/07		(25)	0	0	
<u>Capital Receipts:</u>					
• Generated in year – General	6.5	(1,000)	(1,000)	(1,000)	
• Generated in year – PRTB	6.6	(1,100)	(552)	(526)	
<u>Reserves:</u>					
• Renewals Reserve	6.7	(378)	(621)	(622)	
TOTAL		(3,859)	(3,509)	(3,484)	

6.2 A new system of capital finance (Prudential Code) was introduced on 1 April 2004, which gives authorities freedom to borrow to fund capital schemes subject to the over-riding principles of Affordability, Prudence and Sustainability. Whilst the new freedoms could significantly impact on the capital resources available to the Authority, the principles referred to in effect mean that the Council is limited by the ongoing cost of any borrowing (i.e. the cost of prudential borrowing falls to be met from the General Fund recurring expenditure). The Prudential Code requires authorities to develop their own programmes for investment in fixed assets, based upon what the authority and local taxpayers can afford, and subject to a full Business Case and Options appraisal process. Further details on the Code can be found elsewhere on the agenda in the Treasury Management Report (CORP 63/07).

The Council currently has no need to take on any prudential borrowing due to the level of capital receipts it is currently generating. However, the projections of capital receipts start to reduce considerably after 2009/10 and at this stage, the use of prudential borrowing to fund the capital programme may need to be considered.

6.3 The old system of capital funding of supported borrowing has now been removed from the Revenue Support Grant allocation and has been replaced by a separate capital grant funded from the Regional Housing Pot. This is estimated at £1.110m for future years, although the actual allocation will not be received until January.

- 6.4 Disabled facilities grant allocation will not be announced until January 2008, and therefore the projection is based on current allocations. A further report will be presented to the Executive in January 2008 once the 2008/09 allocation has been received. It should be noted that the DFG grant covers 60% of the expenditure, with the Council meeting 40% from its own resources.
- 6.5 Capital receipts from the sale of fixed assets, including the sale of the Council's interest in land on the Raffles estate and other specific asset disposals, as a result of the Council's Surplus Land Policy are estimated at £1,000,000 per annum.
- 6.6 The Preserved Right to Buy (PRTB) sharing arrangement with CHA is for a fifteen year period with the Council being entitled to a pre-agreed reducing percentage of the receipts. Right to Buy sales have been running at considerably above original projections and the estimate for 2007/08 has been adjusted to reflect the anticipated receipt based upon sales made to date. Updated projections for the next three year period have been requested from CHA, but until the updated information has been received the Table above sets out the latest projections available.
- 6.7 The Renewals Reserve is an earmarked reserve for the replacement of Vehicles, Equipment and Plant and an options review is currently underway as detailed in paragraph 4.7. The level and usage of the reserve is considered elsewhere on the agenda (CORP64/07).
- 6.8 The Government is to introduce a new grant scheme to support recycling and composting improvements. The value of the grant will be worth £225m nationally over the 3-year period 2008/09 - 2010/11. The funding is an automatic allocation based on a population based formula and should be known in December 2007. The current forecast for capital resources does not include any grant from this scheme at the moment.

7. SUMMARY PROVISIONAL CAPITAL PROGRAMME 2008/09 TO 2010/11

A summary of the estimated resources compared to the proposed programme year on year is set out below:

	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000
Estimated Resources available (para 3.1 and 5.1)	(21,004)	(3,859)	(3,509)	(3,484)
Proposed Programme (para 4)	9,296	5,044	2,705	2,291
Projected (Surplus)/deficit	(11,708)	1,185	(804)	(1,193)
Less earmarked to Asset Management Reserve	<u>2,000</u> (9,708)	<u>0</u> 1,185	<u>0</u> (804)	<u>0</u> (1,193)
Cumulative year end Position				
• Capital Receipts	(9,708)	(8,523)	(9,327)	(10,520)

8. CONSULTATION

8.1 The Corporate Resources, Infrastructure and Community Overview and Scrutiny Committees will consider the requests for their areas of responsibility at their meetings in November. Feedback of any comments on the proposals will be made to the Executive on 10 December prior to the Executive issuing their draft budget proposals for wider consultation on 17 December.

9. RECOMMENDATIONS

The Executive is asked to:

- (i) Note the revised capital programme and relevant financing for 2007/08 as set out in Appendices A and B;
- (ii) Give initial consideration and views on the capital spending requests for 2008/09 to 2010/11 contained in this report in the light of the estimated available resources.
- (iii) Note that any capital scheme approved by Council may only proceed after a full report, including a financial appraisal, has been approved by the Executive.

10. IMPLICATIONS

- Staffing/Resources – as detailed on the individual appraisal forms
- Financial – included within the report
- Legal – none
- Corporate – SMT and SPG have considered the new spending proposals contained within this report.
- Risk Management – as detailed on the individual appraisal forms
- Equality Issues – none
- Environmental – as detailed on the individual appraisal forms
- Crime and Disorder –as detailed on the individual appraisal forms

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Director of Corporate Services

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REVISED CAPITAL PROGRAMME 2007/08**APPENDIX A**

Scheme	2007/08 Original July £	2007/08 Revised Nov 2007 £	Notes
Land & Property Gazetteer	30,300	30,300	
Bitts Park Water Feature	6,000	6,000	
Millennium Scheme	89,700	89,700	
Leisuretime Investment	116,700	146,700	1
Sheepmount	165,300	165,300	
Kingstown Industrial Estate	219,600	44,600	2
Willowholme Industrial Estate	155,300	25,300	2
Durranhill Industrial Estate	168,900	168,900	
Private Sector Renewal	1,194,300	1,194,300	
IEG	39,300	39,300	
Customer Contact	59,100	59,100	
Customer Services	150,000	150,000	
Planned Major Repairs	225,600	225,600	
Vehicles Plant & Equipment	838,600	838,600	
GIS	59,500	59,500	
Car Park Improvements	28,700	28,700	
Corporate IT Infrastructure	35,000	35,000	
Document Imaging System	45,000	45,000	
Sheepmount Bridge	1,000	1,000	
City Wi Fi	20,000	20,000	
Desk Top replacement	120,000	120,000	
Payroll/personnel replacement	36,000	36,000	
California Road Football pitch	1,000	1,000	
Dale End Road Football pitch	1,000	1,000	
Fusehill Street Play Area	2,000	2,000	
Housing Strategy	521,000	1,266,000	3
Housing Foyer	0	100,000	3
Talkin Tarn	40,600	40,600	
Heysham Park	238,500	238,500	
Bitts Park Play Area	1,400	1,400	
ODPM Private Sector Renewal	318,300	318,300	
Cremator Replacements	566,200	566,200	
Multi use Games Area	25,100	25,100	
Multi use Games Area – Hammonds	13,900	13,900	
Play Area Developments	70,000	70,000	
Play Area – Cummersdale	55,000	55,000	
Synthetic Football Pitch	250,000	250,000	
Renaissance Improvements	65,000	65,000	
Environmental Improvements	235,200	235,200	
Waste Minimisation	461,500	461,500	

Electronic Documents Records Sys	353,000	353,000	
CTS/EPS IT system	130,000	130,000	
Greystone Community Centre	90,000	90,000	
Chances Park	40,000	40,000	
Small Scale Community Projects	90,000	90,000	
Willowholme Depot	35,000	35,000	
Bousteads Depot	58,300	58,300	
Bitts Park Depot	369,300	369,300	
Belah Community Centre	320,000	320,000	
Performance Information System	50,000	50,000	
Tullie House Gallery Improvements	0	99,000	4
Longtown MTI Townscape	0	261,500	5
Longtown MTI Business Grants	0	160,000	6
TOTAL	8,205,200	9,295,700	

Notes:

1. Supplementary estimate for Bitts Park Airdome as agreed by Council on 17 July 2007
2. Budgets deferred into future years in accordance with report CS54/07.
3. Re-profiling of the overall Housing Strategy scheme bringing forward expenditure from 2009/10 as agreed by Council on 17 July 2007, and the release of £100,000 for the Housing Foyer
4. Supplementary estimate approved by Council on 17 July 2007
5. Additional capital scheme which is part of the Longtown Market Town Initiative, funded from external grant mainly from the NWDA
6. New capital scheme for Longtown Market Town Initiative, funded from grants

REVISED CAPITAL PROGRAMME 2007/08 – PROPOSED FINANCING

Source of funding	2007/08 Original £	2007/08 Revised £	Notes
<u>Capital Grants:</u>			
• RHP	1,519,000	1,519,000	
• DFG	226,000	226,000	1
• General	120,000	607,500	2
• Slippage from 2006/07	358,300	358,300	
<u>Capital Receipts:</u>			
• B/fwd from previous year	12,559,602	12,459,069	3
• PRTB receipts	1,200,000	2,500,000	4
• Generated in year	2,962,500	2,462,500	4
<u>Capital Reserves:</u>			
• Renewals Reserve	838,600	838,600	
<u>Revenue Reserves:</u>			
• GF Balances	0	33,000	5
• External contributions	0	0	
TOTAL FINANCE AVAILABLE	19,784,002	21,003,969	
TOTAL PROGRAMME (SEE APP A)	8,205,200	9,295,700	
PROJECTED SURPLUS CAPITAL RESOURCES AVAILABLE	(11,578,802)	(11,708,269)	

Notes:

1. Additional DFG allocation of £199,000 for 2007/08 (still subject to Executive/Council approval). Not yet included within the table.
2. Additional grant due to the Council is respect of Tullie House Gallery Improvements (£66,000), Longtown MTI Townscape (£261,500) and Longtown MTI Business Grants (£160,000)
3. Reduction in balance of usable capital receipts as a result of the 2006/07 Audit. Deposit on a disposal transferred to income received in advance until the sale is completed at which point it will be recognised as a usable capital receipt
4. Revisions to anticipated receipts receivable in 2007/08 due to the receipt of more up to date information
5. Increased use of external contributions to partially finance capital expenditure in relation to Tullie House Gallery Improvements as approved by Council on 17 July 2007

BUSINESS CASE

PARA 4.9

FOR CAPITAL SPENDING PROPOSALS

Project Name	Desktop Replacement		
Author/Contact Officer:	John Nutley x7250		
Contact Details:			
Service Head:	John Nutley		
Directorate:	Corporate Services		
Portfolio Holder:	Cllr. Bloxham		
Document/Version Number:		Date:	20/11/07
Document Location:			

Document History

Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked

Approvals This document requires the following approvals.

Individual or Group	Name/ Contact	Date Issued	Document/ Version No.	Date Approved	Comments (attach additional sheets if necessary)
Service Head	J. Nutley			20/11/07	
Director	A. Brown			20/11/07	
Capital Projects Board	C. Mitchell			20/11/07	
Capital Programmes Board					

SMT					
Executive					

Purpose of this document To document the justification for the undertaking of the project, based on the estimated cost of development and implementation against the risks and anticipated business benefits and savings to be gained.

Contents This Business Case contains the following topics:

Topic	See Page
Brief Description	
Reasons	
Objectives	
Options Appraisal	
Benefits expected	
Impact on Corporate Priorities and Service Standards	
Other Strategic Considerations	
Proposed Timetable	
Input Required from Other Teams/External Parties	
Risks	
Summary Investment Appraisal	
Estimated Costs	

Brief Description	This capital sum supplements current R&R contributions to ensure that an adequate capital amount is available to renew Council desktop, server and infrastructure equipment, as they become obsolete. This normally takes place over a four-year period that commenced last year. This funding would represent the second year of the four-year cycle.
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Reasons	For the purpose of ensuring that the Council's ICT assets are kept up to date and fit for purpose.
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Objectives	The objective is ensure that modern desktop equipment and associated back office systems are regularly updated and ensure officers are not required to operate obsolete equipment to carry out their duties.
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Options Appraisal	<p>1) The option of deferring replacement physical equipment by a year from three years to four years has already been taken. Attempting to extend life time usage to five years would result in desktop equipment and services that would be unable to run business software provided by suppliers.</p> <p>2) The option of leasing equipment, although would result in modern equipment and systems being available, would prove more expensive in the longer term.</p>
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Benefits Expected ?

What are the measurable benefits?	How will these improvements be measured against today's achievements?	When are the benefits likely to be achieved?
Less downtime on ICT equipment and software	Reduced calls the ICT Help Desk	
Better features and functionality become available to staff as new services come on-line	Will be detailed in the Council's ICT Strategy and reported to CROS	

Specific Impact on Corporate Priorities and Service Standards	
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Other Strategic Considerations	
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Proposed Timetable	Estimated Date & Comments
Formal Approval for project by Council Executive	
Tender Process Complete	
Implementation Programme (please provide details of any known milestones and key dates within this)	
Estimated Completion	
Post Contract Evaluation Due	

Details of input required from other teams in the Council to deliver the project.			
	Involvement Required	Name of person consulted re.	Summary of involvement to date and their comments (attach additional

		Feasibility of their input	sheets if necessary)
Construction/Property Services	N/A		
External Funding Officer	N/A		
HR	N/A		
IT	Head of ICT bid	John Nutley	
Legal Services	N/A		
Procurement	The Procurement Officer has been involved in previous year's capital investment and would continue to do so in this.	Malcolm Mark	
Project Management	Oversee program of replacement and renewal	Michael Scott	
Details of Input required from External Bodies e.g. contractors, consultants, service providers, partners	N/A		

Risks (click here for guidance notes).

Risk	Likelihood	Impact	Action to mitigate risk

If the proposal has been the subject of a separate report to Members, including Overview and Scrutiny, please state which committee(s) and give report dates, titles and references.

Summary Investment appraisal

Summary of Estimated Costs (please ensure that detailed budget breakdowns are attached if applicable)

Capital Payments	2007/08 £'000s	2008/09 £'000s	2009/10 £'000s	After 2009/10 £'000s
Total/Gross Capital Cost [A]	120,000	120,000	120,000	
Capital Grants & Contributions				
Total Grants & Contributions [B]	0	0	0	
NET COST TO BE MET FROM CARLISLE RESOURCES [A] – [B]	120,000	120,000	120,000	
Revenue Costs	0	0	0	
Total/Gross Revenue Cost [C]				
<u>Income</u>				
	0	0	0	
Total Revenue Income [D]	0	0	0	
NET REVENUE COST TO BE INCLUDED in the BUDGET [C] – [D]				
	0	0	0	
	0	0	0	

Financial Services Comments

The requirement has been recognised as part of the Council's three year Medium Financial Plan

Finance Officer:

Date:

Business Case Guidance Notes

Reasons

Provide a description of the background to the project.

Include any history of events and a brief summary of any current system that is to be replaced.

Objectives

Briefly state the purpose of the project.

Please set out the objective of the scheme, its outcome and outputs relating to any policy priorities which will be met.

Describe how the project supports corporate objectives, business strategy, plans or programmes.

Describe, in simple terms, the key benefits of the project.

Explain the reasons for the selection of the chosen solution (where appropriate).

Options

Please indicate the different options considered (including 'do nothing') to achieve the objectives of the proposal and why that now presented was chosen.

Benefits Expected

Explain what benefits the project will bring in terms of:

- Cost savings
- Time and efficiency gains
- Improved quality
- Process improvement
- Enhanced controls (e.g. security)
- Ease of operation

Try to express the benefits in a way that can be measured.

Be specific about the benefits to be realised – where the benefits will be gained, which processes are affected, who will be involved, when will the benefits be realised. Means of measuring the benefit

What controls will be established to ensure that the benefit is being realised

Risks

You should conduct a risk assessment on any new proposals. Briefly set out any issues arising here. These could potentially be:-

- Whether the proposal can be achieved using existing staff resources. Is there really the capacity to carry out this project?
- The impact on service delivery and/or failure to meet business needs, Council aims or budget priorities;
- Where no action could result in the wasteful use of financial and staff resources;
- Where there is a potential for revenue losses and/or an increase in an expenditure head cost base etc.

Ensure that the risks been evaluated in accordance with the Council's Risk Management Policy.

Indicate whether the perceived risks are High, Medium or Low in terms of the likelihood of them occurring and their impact on the project. Also provide details of any strategies or processes in place to manage the risks associated with the proposal.

Cost

Provide an indication of the expected costs and timescales of the proposed project.

Timetable

Indicative timetable for project milestones/ approvals.

Investment appraisal

This part of the business case needs to demonstrate a 'return on investment', for example by reducing risk, driving up performance or increasing efficiency. It is critical to define how successful delivery of the anticipated outcomes will be demonstrated. For significant investments these details must be integrated into the Service Plans for the relevant Directorates and therefore subsumed into the performance management framework.

BUSINESS CASE

Appendix C1

FOR CAPITAL SPENDING PROPOSALS

Project Name	<i>Play Raffles Multi Use Games Area</i>		
Author/Contact Officer:	Richard Lewis		
Contact Details:	01228 817447		
Service Head:	Mark Beveridge		
Directorate:	Community Services		
Portfolio Holder:	Cllr Ray Knapton		
Document/Version Number:		Date:	13/09/07
Document Location:	Document in C:\DOCUME~1\RachelR\LOCALS~1\Temp\CORP60-07 Prov Cap Prog Exec 28.11.07.doc		

Document History

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Service Head					
Director					
Capital Projects Board					
Capital Programmes Board					
SMT					
Executive					

Purpose To document the justification for the undertaking of the project, based on the estimated cost of development and implementation against the risks and anticipated business benefits and savings to be gained.

Contents This Business Case contains the following topics:

Topic	See Page
Reasons	2
Objectives	3
Options Appraisal	3
Benefits expected	3
Impact on Corporate Priorities and Service Standards	3
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Proposed Timetable	4
Input Required from Other Teams/External Parties	4
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Summary Investment Appraisal	5/6
Estimated Costs	6
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Brief Description	Provision of a Multi Use Games Area on the site of the existing disused games area at Play Raffles
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<p>Reasons</p>	<p>The Council currently have three multi-use games areas at Dale End Road, Melbourne Park and Hammonds Pond. The first two completed in January 2006 were funded by Sport England, for which the Council received £248K of funding. The third was part funded through £50K from the Barclays Spaces for Sport Scheme.</p> <p>Although these three facilities have only been open for a short period of time they are already proving popular with the local children and young people and are starting to have an effect on Crime and Disorder, particularly at times where the Sport & Recreation section, in conjunction with the Nacro crime reduction charity, deliver activities. Since delivering activities 3,175 young people have been delivered to up until April 2007 of which a high percentage are classed as either being at risk of offending or are already within the Criminal Youth Justice System. The number of participants taking part on each facility is a current City Council Key Performance Indicator and the delivery sessions impact against the corporate priorities of Cleaner Greener, Safer and Learning City.</p> <p>The Sport and Recreation section currently house and part fund NACRO’s Extra Time Project Co-ordinator and work closely with NACRO in delivering activities in priority wards based around shared priorities of providing diversionary activities for young people and the reduction of anti-social behaviour.</p> <p>NACRO in conjunction with the City Council currently deliver sports interventions for young people for 8 hours per week , across the 3 facilities and it is the intention of the Sport & Recreation section, to expand this delivery to a minimum of 10 hours per week on each facility from April 2008.</p> <p>The Sport & Physical Activity Alliance Delivery Plan along with the Sport & Recreation section’s service plan are looking to not only increase delivery time on the existing facilities but look to increase the current number of MUGA’s from three to six by April 2009.</p> <p>The proposals for these three new facilities are for one to be placed at Play Raffles, one to be incorporated as part of the Belah Community Centre redevelopment and the third to be located in a rural location, for which sites are currently being investigated in Brampton & Longtown, with the emphasis on taking facilities into the local community and making them an integral part of that community.</p> <p>Discussions have taken place with Play Raffles about a proposal for a new Multi Use Games area on the location of disused games area behind the back of the Play Raffles building (please see Appendix 1 proposed location plan). The development would comprise of a new 38 x 17.5 metre games area suitable for Football, Basketball, Tennis and other activities, which would be floodlit. The new facility would be located on the existing games area, which is currently disused and is of poor quality. A request from Play Raffles to the Sport & Recreation Section for provision of young people’s activities has been the catalyst for this project.</p> <p>There would not be a revenue implication for on going court maintenance, lighting costs, as this would be incorporated in any agreement with Play Raffles. Any revenue implication would be their responsibility.</p> <p>Consultation has taken place to date with Portfolio holder Cllr Knapton, Play Raffles, local community police, local primary schools and the Raffles football club currently using the playing pitch behind the proposed location of the facility</p> <p>There is a clear need for this facility as demonstrated by recent consultation carried out by Play Raffles. This consultation which has encompassed just over 500 people living in Raffles, has highlighted the need for a physical activity centred facility which engages with and provides for the children and young people of the Raffles area. The Community Police have indicated that this potential development would make a significant contribution to decreasing incidents of anti-social behaviour in Raffles, being a current identified “hotspot” for incidents involving young people and children.</p> <p>The Football Club has clearly identified the need to develop junior teams as part of the current club structure but are unable to do so with the current facilities. The provision of a Multi Use Games Area would allow the club to commence junior coaching sessions, whilst they work with the Sport & Recreation Team in developing their club structure and applying for Football Foundation funding to develop junior changing room facilities, a pre-requisite of playing junior league football.</p>
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Objectives	<p>The objective and key benefit of the scheme is to provide a public open access facility which is available to all the community for participation in sport and physical activity and to provide activities and opportunities for young people to participate in organised sessions within their community.</p> <p>The clear outcome of the scheme will be more young people playing and being able to access sporting opportunities, both formally and informally.</p> <p>The development of the scheme links in with the national Sport England targets of increasing participation through Carlisle’s sport & physical activity alliance target of a 4% increase over the next 3 years. The development of Multi Use Games Areas is an integral part of the Sport & Recreation section’s service plan for 2008/09 and the facility is key to the further development of community based sports activities for young people.</p> <p>The project also impacts on the Council’s priorities of learning city and cleaner, greener, safer. This is demonstrated by the delivery of activities currently taking place on the Multi-Use Games areas at Dale End Road, Melbourne Park and Hammonds Pond within the City’s priority wards. The proposed development has clear links with the Council’s Raffles vision.</p> <p>The location of the scheme at Play Raffles was chosen as it is a focal point for the local community which offers an element of supervision of the site.</p>
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Options Appraisal	<p>The following options were considered when developing the project:-</p> <ol style="list-style-type: none"> 1. Do nothing – which was dismissed due to the clear identification of the need within the City 2. Locations within Raffles –site was chosen based on ownership/availability of the land, one of the communities focal point and links with the adjacent community centre and local football team
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Benefits Expected ?

What are the measurable benefits?	How will these improvements be measured against today’s achievements?	When are the benefits likely to be achieved?
Improved and additional open access sports and recreation facilities within the town which will result in more people accessing these facilities within Raffles	Number of users per year taking part in organised sessions	Year on year with immediate effect from completion November 2008
Development of Young People’s community based organised activities as part of the Sport & Recreation’s delivery programme.	Number of users per year taking part in organised sessions	Year on year with immediate effect from completion November 2008
Number of volunteers identified and trained in sports leadership	Number of volunteers trained and delivering on organised sessions	Year on year with effect from April 2009

Specific Impact on Corporate Priorities and Service Standards	See objectives above
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Other Strategic Considerations	See objectives above
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Proposed Timetable	Estimated Date & Comments
Planning and Formal Approval for project	Application submitted due for notice of decision by end of June 08
Tender Process Complete	Tender process complete by mid July 08
Implementation Programme (please provide details of any known milestones and key dates within this)	Works on site August 08 (12 weeks)
Estimated Completion	Commissioning of facility in November 2008
Post Contract Evaluation Due	Mid November 08

Details of input required from other teams in the Council.			
	Involvement Required	Name of person consulted re. feasibility of their input	Summary of involvement to date and their comments (attach additional sheets if necessary)
Construction/Property Services	N/ A		
External Funding Officer	N/A		
HR	N/A		
IT	N/A		
Legal Services	Agreement Required between City & Play Raffles	Penny Gray	
Procurement	N/A		
Project Management	Full Project Management Service	David Ellis	Full Project Management service from inception
Details of Input required from External Bodies e.g. contractors, consultants, service providers, partners	Structural Engineering service provided by A.L. Daines.	E. Shimmin	Design and drawings for foundations etc.
	Ground Investigation by KJS Plant.	Kenny Steele	Trial holes
	Soils and gas testing via Capita Symonds.	Sam Brough	Consultancy
	Health & Safety (CDM) Coordinator.	David Sutherland	Pre-tender health & safety plan.

Risk	Likelihood	Impact	Action to mitigate risk
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Can proposal be completed using existing resources	Minimal	Minimal	Initial discussions have taken place with project team
Risk of project going over budget	Low	Low	Tender evaluation prior to commencement of project. All funding to be secured prior to tender being awarded Use of Prince 2 methodology

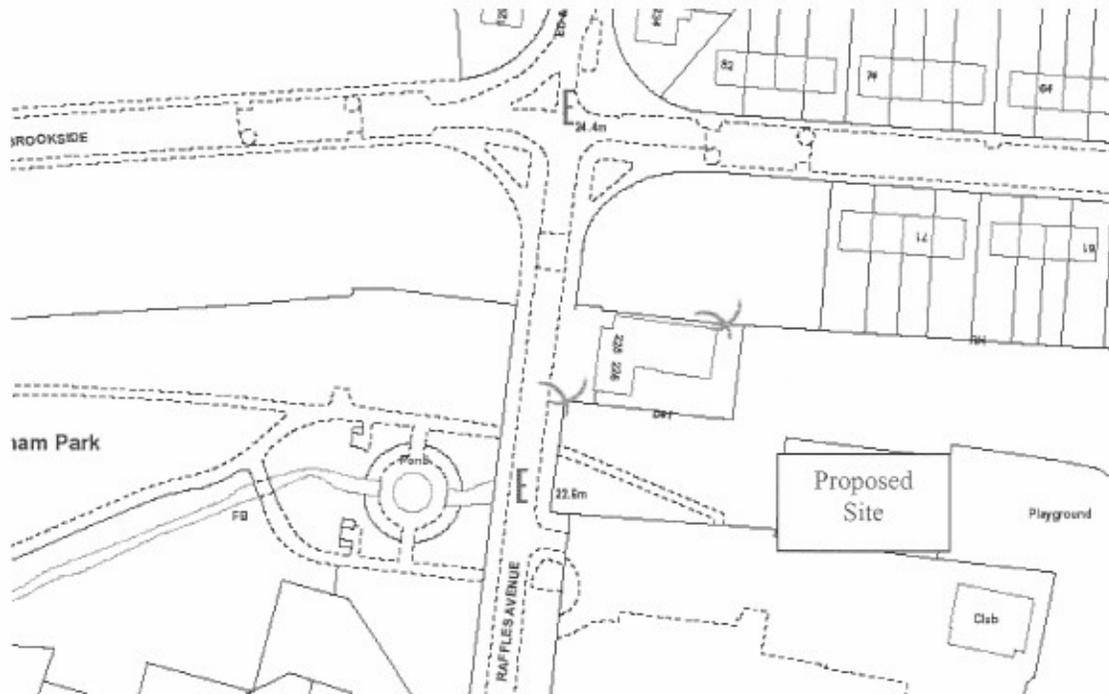
If the proposal has been the subject of a separate report to Members, including Overview and Scrutiny, please state which committee(s) and give report dates, titles and references.

Summary Investment appraisal	
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Summary of Estimated Costs (please ensure that detailed budget breakdowns are attached if applicable)

Capital Payments	2007/08 £'000s	2008/09 £'000s	2009/10 £'000s	After 2009/10 £'000s
Total/Gross Capital Cost [A]		£105,000		
Capital Grants & Contributions				
Total Grants & Contributions [B]		£15,000 (Carlisle Housing Association, CDRP, Neighbourhood forum and Carlisle Sport & Physical Activity Alliance)		
NET COST TO BE MET FROM CARLISLE RESOURCES [A] – [B]		£90,000		
Revenue Costs		None applicable to Carlisle City Council		
Total/Gross Revenue Cost [C]		£0		
<u>Income</u>				
Total Revenue Income [D]		£0		
NET REVENUE COST TO BE INCLUDED in the BUDGET [C] – [D]		£0		

Appendix 1 – Proposed Raffles Multi Use Games Area Site



BUSINESS CASE

Appendix C2

Project Name	<i>Environmental Improvements</i>		
Author/Contact Officer:	Les Tickner		
Contact Details:	01228 618534		
Service Head:	Les Tickner		
Directorate:	Community Services		
Portfolio Holder:	Cllr Ray Bloxham		
Document/Version Number:		Date:	
Document Location:			

Document History

Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked

Approvals This document requires the following approvals.

Individual or Group	Name/ Contact	Date Issued	Document/ Version No.	Date Approved	Comments (attach additional sheets if necessary)
Service Head	Les Tickner				
Director	M Battersby				
Capital Projects Board					
Capital Programmes Board					
SMT					
Executive					

Purpose of this document To document the justification for the undertaking of the project, based on the estimated cost of development and implementation against the risks and anticipated business benefits and savings to be gained.

Contents This Business Case contains the following topics:

Topic	See Page
Brief Description	
Reasons	
Objectives	
Options Appraisal	
Benefits expected	
Impact on Corporate Priorities and Service Standards	
Other Strategic Considerations	
Proposed Timetable	
Input Required from Other Teams/External Parties	
Risks	
Summary Investment Appraisal	
Estimated Costs	

Brief Description	The bid is to support the development and construction/installation of environmental enhancements within the City. This work will include improved or new lighting, new parking bays, removal of street “clutter”, removal and reinstatement of unsightly planting beds, designing out known hotspots for flytipping and abandoned vehicles.
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Reasons	There has been a programme of similar work over recent years which have been welcomed by residents as well as partner agencies. The schemes have proven to attract match funding from Cumbria County Council and Carlisle Housing Association and this approach will continue.
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Objectives	The proposal contributes to the Cleaner, Greener, Safer corporate priority. The proposal also improves the quality of the local environment and street scene. Performance Indicator BV199a, b & c are relevant on a high quality public realm and this work contributes to that. Community involvement, empowerment and participation are high on the agenda and this proposal will enable the City Council to promote that activity by acting as a pilot for participating budgets.
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Options Appraisal	There is an ongoing desire for this type of environmental enhancement. Without ongoing planned investment there will be a deterioration of standards with the associated maintenance liabilities.
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Benefits Expected ?

What are the measurable benefits?	How will these improvements be measured against today's achievements?	When are the benefits likely to be achieved?
Reduced maintenance liability		.

Improved Public Realm		
Reduction in Crime & Disorder		
Safer, cleaner and greener environment		
Public involvement in participating budgets		

Specific Impact on Corporate Priorities and Service Standards	The proposals relate directly to the Cleaner, Greener & Safer corporate priority, User satisfaction, Best Value Indicator and Best Value Indicator BV199a, b & c
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Other Strategic Considerations	.
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Proposed Timetable	Estimated Date & Comments
Formal Approval for project by Council Executive	
Tender Process Complete	
Implementation Programme (please provide details of any known milestones and key dates within this)	
Estimated Completion	
Post Contract Evaluation Due	

Details of input required from other teams in the Council to deliver the project.			
	Involvement Required	Name of person consulted re. feasibility of their input	Summary of involvement to date and their comments (attach additional sheets if necessary)
Construction/Property Services			
External Funding Officer			
HR			
IT			
Legal Services			
Procurement			
Project Management			
Details of Input required from External Bodies e.g. contractors, consultants, service providers, partners			

Risks (click here for guidance notes).

Risk	Likelihood	Impact	Action to mitigate risk

If the proposal has been the subject of a separate report to Members, including Overview and Scrutiny, please state which committee(s) and give report dates, titles and references.

Summary Investment appraisal	
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Summary of Estimated Costs (please ensure that detailed budget breakdowns are attached if applicable)

Capital Payments	2007/08 £'000s	2008/09 £'000s	2009/10 £'000s	After 2009/10 £'000s
Total/Gross Capital Cost [A]	160,000	200,000	200,000	200,000
Capital Grants & Contributions				
Total Grants & Contributions [B]				
NET COST TO BE MET FROM CARLISLE RESOURCES [A] – [B]				
Revenue Costs				
Total/Gross Revenue Cost [C]				
<u>Income</u>				
	0	0		
Total Revenue Income [D]	0	0		
NET REVENUE COST TO BE INCLUDED in the BUDGET [C] – [D]				
	0	0		
	0	0		
Financial Services Comments				
Finance Officer:				
Date:				

Business Case Guidance Notes

Reasons	<p>Provide a description of the background to the project.</p> <p>Include any history of events and a brief summary of any current system that is to be replaced.</p>
Objectives	<p>Briefly state the purpose of the project.</p> <p>Please set out the objective of the scheme, its outcome and outputs relating to any policy priorities which will be met.</p> <p>Describe how the project supports corporate objectives, business strategy, plans or programmes.</p> <p>Describe, in simple terms, the key benefits of the project.</p>
Options	<p>Explain the reasons for the selection of the chosen solution (where appropriate).</p> <p>Please indicate the different options considered (including 'do nothing') to achieve the objectives of the proposal and why that now presented was chosen.</p>
Benefits Expected	<p>Explain what benefits the project will bring in terms of:</p> <ul style="list-style-type: none">• Cost savings• Time and efficiency gains• Improved quality• Process improvement• Enhanced controls (e.g. security)• Ease of operation <p>Try to express the benefits in a way that can be measured.</p> <p>Be specific about the benefits to be realised – where the benefits will be gained, which processes are affected, who will be involved, when will the benefits be realised. Means of measuring the benefit</p> <p>What controls will be established to ensure that the benefit is being realised</p>

- Risks** You should conduct a risk assessment on any new proposals. Briefly set out any issues arising here. These could potentially be:-
- Whether the proposal can be achieved using existing staff resources. Is there really the capacity to carry out this project?
 - The impact on service delivery and/or failure to meet business needs, Council aims or budget priorities;
 - Where no action could result in the wasteful use of financial and staff resources;
 - Where there is a potential for revenue losses and/or an increase in an expenditure head cost base etc.

Ensure that the risks been evaluated in accordance with the Council's Risk Management Policy.

Indicate whether the perceived risks are High, Medium or Low in terms of the likelihood of them occurring and their impact on the project. Also provide details of any strategies or processes in place to manage the risks associated with the proposal.

Cost Provide an indication of the expected costs and timescales of the proposed project.

Timetable Indicative timetable for project milestones/ approvals.

Investment appraisal This part of the business case needs to demonstrate a 'return on investment', for example by reducing risk, driving up performance or increasing efficiency. It is critical to define how successful delivery of the anticipated outcomes will be demonstrated. For significant investments these details must be integrated into the Service Plans for the relevant Directorates and therefore subsumed into the performance management framework.

BUSINESS CASE

Appendix C3

FOR CAPITAL SPENDING PROPOSALS

Project Name	<i>MUNICIPAL MAINTENANCE SPECIAL PROJECTS</i>		
Author/Contact Officer:	DAVID KAY		
Contact Details:	8568		
Service Head:	GORDON NICOLSON		
Directorate:	COMMUNITY SERVICES		
Portfolio Holder:	Councillor Bloxham		
Document/Version Number:		Date:	
Document Location:			

Document History

Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked

Approvals This document requires the following approvals.

Individual or Group	Name/ Contact	Date Issued	Document/ Version No.	Date Approved	Comments (attach additional sheets if necessary)
Service Head					
Director					
Capital Projects Board					
Capital Programmes Board					
SMT					
Executive					

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Purpose of this document To document the justification for the undertaking of the project based on the estimated cost of development and implementation against the risks and anticipated business benefits and savings to be gained.

Contents This Business Case contains the following topics:

Topic	See Page
Brief Description	
Reasons	
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Options Appraisal	
Benefits expected	
Impact on Corporate Priorities and Service Standards	
Other Strategic Considerations	
Proposed Timetable	
Input Required from Other Teams/External Parties	
Risks	
Summary Investment Appraisal	
Estimated Costs	

Brief Description	<p>The municipal maintenance special projects for 2008/09 consists of 5 projects</p> <ol style="list-style-type: none"> 1. Civic Centre refurbishment £160k This is a continuation of the ongoing upgrade of offices which includes replacement of worn out electrical installations, upgrading of fire precautions and refurbishment of office spaces. This will affect floors 6 and 8. 2. Bousteads Grassing Structural Enhancement £40k This work involves strengthening the roadside building by introducing steel tie bars and channels to prevent spreading of the external walls 3. Public Toilet Improvements £30k This work is a continuation of the programme of public toilet upgrades and will improve the appearance, hygiene and energy efficiency of the public conveniences 4. West Walls Enhancement £10k This is a continuation of the stone dressing work to the historic city wall at Town Dyke Orchard 5. Condition Surveys £10k This is to fund the ongoing condition surveys that feed information into the maintenance programme and asset management plan
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Reasons	The capital special projects programme is required to keep the council's properties safe, efficient and compliant with current legislation
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Objectives	The objective is to keep the property portfolio safe, efficient and appropriate to the operational needs of the Council
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Options Appraisal	<p>Option 1 – Do nothing This will result in deterioration of the property assets leading to increased health and safety risk, breach of legal duties and loss of asset value.</p> <p>Option 2 (recommended) – Continue ongoing programme as described above</p>
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Benefits Expected ?

What are the measurable benefits?	How will these improvements be measured against today's achievements?	When are the benefits likely to be achieved?
<p>Civic Centre Refurbishment Improved facilities, more efficient use of space, improved public image, reduced energy consumption,</p>	New office layout – operational area increased as a proportion of the whole. New lighting – reduced electricity consumption on bills	By the end of 2008
<p>Bousteads Grassing Structural Enhancement Reduced risk of major failure due to an unpredictable event such as a vehicle impact</p>	By calculation in accordance with structural design code of practice	By the end of 2008
<p>Public Toilet Improvements Reduced energy cost by more efficient equipment Improved public image</p>	Reduced electricity consumption on bills Monitoring press, opinion polls	By the end of 2008
<p>West Walls Enhancement Improved public safety – reduced risk of collapse of wall Improved public image</p>	% of wall in satisfactory condition before and after project Monitoring press, opinion polls	By the end of 2008
<p>Condition Surveys Reduced risk of unforeseen failure More efficient use of maintenance budget Reduced operational “down time”</p>	Performance indicator for planned versus reactive maintenance cost	Up to 2013 – 5 year survey period

Specific Impact on Corporate Priorities and Service Standards	The proposed projects comply with “cleaner greener safer” and are also required to fulfill other legal and moral duties for staff and public safety. West Walls project will enhance “learning city” objective by encouraging interest in local history.
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Other Strategic Considerations	West Walls project will enhance attraction for tourism
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Proposed Timetable	Estimated Date & Comments
Formal Approval for project by Council Executive	
Tender Process Complete	By May 2008
Implementation Programme (please provide details of any known milestones and key dates within this)	Programme will be spread over the year to allow use of in-house resources
Estimated Completion	By March 2009
Post Contract Evaluation Due	By April 2009

Details of input required from other teams in the Council to deliver the project.		
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	Involvement Required	Name of person consulted re. feasibility of their input	Summary of involvement to date and their comments (attach additional sheets if necessary)
Construction/Property Services	To advise on long term use of assets and target investment to maximise return and avoid waste	Raymond Simmonds	
External Funding Officer	N/A		
HR	N/A		
IT	Co-ordination with IT on their project to renew data cabling in Civic Centre	Ian Smith	
Legal Services	N/A		
Procurement	N/A		
Project Management	In house		
Details of Input required from External Bodies e.g. contractors, consultants, service providers, partners	Electrical design consultant for Civic Centre Structural Engineer for Bousteads Grassing English Heritage monitor West Walls		Specification produced for electrical work on Fl 2 of the Civic Centre Structural Design produced for Bousteads Grassing English Heritage has approved work done to date.

Risks (click here for guidance notes).

Risk	Likelihood	Impact	Action to mitigate risk
Construction risks	Medium	High	Use Prince 2 procedures; Comply with CDM requirements for construction risk assessments and safe methods of work. Implement "lessons learned" reports from previous projects
Disruption to council operations	Low	High	Prior consultation with occupiers. Decant occupiers to adequately equipped space
Failure to complete within budget	Low	Medium	Prepare financial plan prior to commencement. Monitoring costs as work proceeds

If the proposal has been the subject of a separate report to Members, including Overview and Scrutiny, please state which committee(s) and give report dates, titles and references.

Summary Investment appraisal	The special projects programme is required to protect the council's investment in its property portfolio and maintain / enhance the asset value. Failure to invest will result in losses arising from interruption to operations and disproportionate increased costs in the longer term.
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Summary of Estimated Costs (please ensure that detailed budget breakdowns are attached if applicable)

Breakdown by project

Civic Centre refurbishment £160k
Bousteads Grassing Structural Enhancement £40k
Public Toilet Improvements £30k
West Walls Enhancement £10k
Condition Surveys £10k

Capital Payments	2007/08 £'000s	2008/09 £'000s	2009/10 £'000s	After 2009/10 £'000s
Total/Gross Capital Cost [A]		250		
Capital Grants & Contributions				
Total Grants & Contributions [B]				
NET COST TO BE MET FROM CARLISLE RESOURCES [A] – [B]		250		
Revenue Costs				
Total/Gross Revenue Cost [C]				
<u>Income</u>				
	0	0		
Total Revenue Income [D]	0	0		
NET REVENUE COST TO BE INCLUDED in the BUDGET [C] – [D]				
	0	0		
	0	0		
Financial Services Comments				
Finance Officer:		Date:		

Business Case Guidance Notes

Reasons	<p>Provide a description of the background to the project.</p> <p>Include any history of events and a brief summary of any current system that is to be replaced.</p>
Objectives	<p>Briefly state the purpose of the project.</p> <p>Please set out the objective of the scheme, its outcome and outputs relating to any policy priorities which will be met.</p> <p>Describe how the project supports corporate objectives, business strategy, plans or programmes.</p> <p>Describe, in simple terms, the key benefits of the project.</p>
Options	<p>Explain the reasons for the selection of the chosen solution (where appropriate).</p> <p>Please indicate the different options considered (including 'do nothing') to achieve the objectives of the proposal and why that now presented was chosen.</p>
Benefits Expected	<p>Explain what benefits the project will bring in terms of:</p> <ul style="list-style-type: none">• Cost savings• Time and efficiency gains• Improved quality• Process improvement• Enhanced controls (e.g. security)• Ease of operation <p>Try to express the benefits in a way that can be measured.</p> <p>Be specific about the benefits to be realised – where the benefits will be gained, which processes are affected, who will be involved, when will the benefits be realised. Means of measuring the benefit</p> <p>What controls will be established to ensure that the benefit is being realised</p>

- Risks** You should conduct a risk assessment on any new proposals. Briefly set out any issues arising here. These could potentially be:-
- Whether the proposal can be achieved using existing staff resources. Is there really the capacity to carry out this project?
 - The impact on service delivery and/or failure to meet business needs, Council aims or budget priorities;
 - Where no action could result in the wasteful use of financial and staff resources;
 - Where there is a potential for revenue losses and/or an increase in an expenditure head cost base etc.

Ensure that the risks been evaluated in accordance with the Council's Risk Management Policy.

Indicate whether the perceived risks are High, Medium or Low in terms of the likelihood of them occurring and their impact on the project. Also provide details of any strategies or processes in place to manage the risks associated with the proposal.

Cost Provide an indication of the expected costs and timescales of the proposed project.

Timetable Indicative timetable for project milestones/ approvals.

Investment appraisal This part of the business case needs to demonstrate a 'return on investment', for example by reducing risk, driving up performance or increasing efficiency. It is critical to define how successful delivery of the anticipated outcomes will be demonstrated. For significant investments these details must be integrated into the Service Plans for the relevant Directorates and therefore subsumed into the performance management framework.

BUSINESS CASE

Appendix C4

Project Name	River Petteril reinforcement/enhancement works		
Author/Contact Officer:	Jonathan May		
Contact Details:	Countryside Officer		
Service Head:	Les Tickner		
Directorate:	Greenspaces – Community Support		
Portfolio Holder:	Cllr Ray Bloxham		
Document/Version Number:		Date:	11/09/07
Document Location:			

Document History N/A

Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked

Approvals This document requires the following approvals.

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Service Head	Les Tickner				
Director	Mike Battersby				
Capital Projects Board					
Capital Programmes Board					
SMT					
Executive					

Purpose of this document To document the justification for the undertaking of the project, based on the estimated cost of development and implementation against the risks and anticipated business benefits and savings to be gained.

Contents This Business Case contains the following topics:

Topic	See Page
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Objectives	3
Options Appraisal	3
Benefits expected	4
Impact on Corporate Priorities and Service Standards	4
Other Strategic Considerations	4
Proposed Timetable	4
Input Required from Other Teams/External Parties	5
Risks	5
Summary Investment Appraisal	5
Estimated Costs	6

Brief Description	<p>The Countryside Section in the Greenspaces Team manages a Carlisle City Council owned Countryside site known as Petteril Valley. Through the centre of this site runs the River Petteril. In one section the river flows next too a public footpath which in turn is next to the boundary fenceline of the West Coast mainline railway for approximately 70 metres.</p> <p>Due to recent flood events and the recent loss of riverbank due to erosion, the public footpath is now under threat of being lost to the river, and therefore loosing an important link between the urban and rural footpath network. But also the river is only 3.3 metres away from the boundary fenceline of the West Coast Mainline, which in time will be under threat also.</p>
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Reasons	<p>Although we have been monitoring the rate of erosion in Petteril Valley for some time it is only since last December's flood event that the rate of erosion has become a concern. This is due to the fact that during December's flood event the river channel slightly changed its course, and now the fastest stretch of the rivers flow runs next to a step shingle bank that is now being constantly undermined. During last Decembers flood event over 1 metre of riverbank was lost.</p> <p>Then in July 07 the river was again very high but did not flood its banks. However another 70 cm of riverbank was lost. This now means that the public footpath only has a width of 3.3 metres and is next to a very fast flowing stretch of river, but also is encroaching ever nearer the boundary fenceline of the West Coast mainline.</p> <p>The Environment Agency has been contacted and has said that no funding would be allocated to this project as it is the City Council's responsibility. Network Rail has also been contacted and has stated that they would only fund any works if the river was posing a direct threat to the railway and the river was encroaching onto their land. Obviously this would be a reactive measure and not advisable.</p> <p>While negotiations with Network Rail should continue, it is difficult to overstate the potential impact of this erosion being allowed to continue. It is likely that the railway would have to be closed for repairs, causing disruption to passengers on the main line, and in the worst case scenario it is possible that a derailment could be caused.</p> <p>As riparian owner it is the City Council's responsibility to control the erosion.</p>
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Objectives	<p>The objectives would :</p> <p>To reinforce and enhance the existing riverbank against ongoing river erosion and therefore protect the public right of way and more importantly the embankment of the West Coast mainline railway.</p>
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Options Appraisal	<p>One option could be for the City Council to take no action. However it has been considered that although river erosion is a natural process this problem could not be ignored due to the potential impact on the railway infrastructure and transport disruption, and also the important footpath link would be lost if no action was taken.</p>
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Benefits Expected ?

What are the measurable benefits?	How will these improvements be measured against today's achievements?	When are the benefits likely to be achieved?
Preservation of an important footpath link between the urban and rural footpath network.	By continued use of the right of way by pedestrians.	On completion of project
Carlisle City Council is seen to be taking action against an issue that could if no action is taken have a major impact on the railway infrastructure of Carlisle.	By prevention of increased loss of riverbank and railway embankment.	On completion of project
The project will be an enhancement to the site of Petheril Valley and reduce the Health and Safety danger of having such a high riverbank with such a steep drop into a fast flowing river.	By safe public access along river bank	On completion of project

Specific Impact on Corporate Priorities and Service Standards

Cleaner, greener & safer Carlisle. Positive impact in terms of managing the river environment, but more importantly safeguarding the Council's position vis-à-vis the West Coast Mainline.

Other Strategic Considerations

Strategic partnership – transport links would be severely disrupted by any enforced closure of the railway line. Costs claimed against the Council in this event could be prohibitively high.

Proposed Timetable	Estimated Date & Comments
Formal Approval for project by Council Executive	Autumn 07
Tender Process Complete	April 08
Implementation Programme (please provide details of any known milestones and key dates within this)	Commence May 08
Estimated Completion	September 08
Post Contract Evaluation Due	

Details of input required from other teams in the Council to deliver the project.			
	Involvement Required	Name of person consulted re. feasibility of their input	Summary of involvement to date and their comments (attach additional sheets if necessary)
Construction/Property Services	Confirmation of land ownership		
External Funding Officer	N/A		
HR	N/A		
IT	N/A		
Legal Services	N/A		
Procurement	Resource Planning	Mike Swindlehurst	Consultation
Project Management	Resource planning	Mike Swindlehurst	Consultation
Details of Input required from External Bodies e.g. contractors, consultants, service providers, partners	CAPITA – Temporary footpath closure. Environment Agency – Guidance and Design approval	Mike Foster Paul Sadowski	Yet to be arranged

Risks (click here for guidance notes).

Risk	Likelihood	Impact	Action to mitigate risk
Collapse of bank and loss of Right of Way	High	High	Bank Reinforce/Enhance
Erosion of Railway boundary and embankment	High	High	Bank Reinforce/Enhance
Falls of public into river as footpath width reduces	High	High	Bank Reinforce/Enhance

If the proposal has been the subject of a separate report to Members, including Overview and Scrutiny, please state which committee(s) and give report dates, titles and references.

None – the issue has only recently become critical following the high rainfall of summer 07.

Summary Investment appraisal	The return of the investment would be by removing the risk of the river eroding more riverbank and eventually encroaching onto Railtracks land and effecting the railway corridor. Also by removing the risk of the potential loss of the right of way next to the river.
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Summary of Estimated Costs (please ensure that detailed budget breakdowns are attached if applicable)

Capital Payments	2007/08 £'000s	2008/09 £'000s	2009/10 £'000s	After 2009/10 £'000s
Total/Gross Capital Cost [A]		82		
Capital Grants & Contributions		0		
Total Grants & Contributions [B]		0		
NET COST TO BE MET FROM CARLISLE RESOURCES [A] – [B]		82		
Revenue Costs		NIL		
Total/Gross Revenue Cost [C]				
<u>Income</u>				
	0	0		
Total Revenue Income [D]	0	0		
NET REVENUE COST TO BE INCLUDED in the BUDGET [C] – [D]				
	0	0		
	0	0		

Financial Services Comments	
Finance Officer:	Date:

Business Case Guidance Notes

Reasons

Provide a description of the background to the project.

Include any history of events and a brief summary of any current system that is to be replaced.

Objectives

Briefly state the purpose of the project.

Please set out the objective of the scheme, its outcome and outputs relating to any policy priorities which will be met.

Describe how the project supports corporate objectives, business strategy, plans or programmes.

Describe, in simple terms, the key benefits of the project.

Explain the reasons for the selection of the chosen solution (where appropriate).

Options

Please indicate the different options considered (including 'do nothing') to achieve the objectives of the proposal and why that now presented was chosen.

Benefits Expected

Explain what benefits the project will bring in terms of:

- Cost savings
- Time and efficiency gains
- Improved quality
- Process improvement
- Enhanced controls (e.g. security)
- Ease of operation

Try to express the benefits in a way that can be measured.

Be specific about the benefits to be realised – where the benefits will be gained, which processes are affected, who will be involved, when will the benefits be realised. Means of measuring the benefit

What controls will be established to ensure that the benefit is being realised

Risks	<p>You should conduct a risk assessment on any new proposals. Briefly set out any issues arising here. These could potentially be:-</p> <ul style="list-style-type: none"> • Whether the proposal can be achieved using existing staff resources. Is there really the capacity to carry out this project? • The impact on service delivery and/or failure to meet business needs, Council aims or budget priorities; • Where no action could result in the wasteful use of financial and staff resources; • Where there is a potential for revenue losses and/or an increase in an expenditure head cost base etc. <p>Ensure that the risks been evaluated in accordance with the Council's Risk Management Policy.</p> <p>Indicate whether the perceived risks are High, Medium or Low in terms of the likelihood of them occurring and their impact on the project. Also provide details of any strategies or processes in place to manage the risks associated with the proposal.</p>
Cost	<p>Provide an indication of the expected costs and timescales of the proposed project.</p>
Timetable	<p>Indicative timetable for project milestones/ approvals.</p>
Investment appraisal	<p>This part of the business case needs to demonstrate a 'return on investment', for example by reducing risk, driving up performance or increasing efficiency. It is critical to define how successful delivery of the anticipated outcomes will be demonstrated. For significant investments these details must be integrated into the Service Plans for the relevant Directorates and therefore subsumed into the performance management framework.</p>

BUSINESS CASE

Appendix C5

Project Name	<i>Hammonds CCTV</i>		
Author/Contact Officer:	Phil Gray		
Contact Details:	Green Space manager 618578		
Service Head:	Les Tickner		
Directorate:	Community		
Portfolio Holder:	Ray Bloxham		
Document/Version Number:	1	Date:	11.09.07
Document Location:			

Document History

Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked

Approvals This document requires the following approvals.

Individual or Group	Name/ Contact	Date Issued	Document/ Version No.	Date Approved	Comments (attach additional sheets if necessary)
Service Head					
Director					
Capital Projects Board					
Capital Programmes Board					
SMT					
Executive					

Purpose of this document To document the justification for the undertaking of the project, based on the estimated cost of development and implementation against the risks and anticipated business benefits and savings to be gained.

Contents This Business Case contains the following topics:

Topic	See Page
Brief Description	
Reasons	
Objectives	
Options Appraisal	
Benefits expected	
Impact on Corporate Priorities and Service Standards	
Other Strategic Considerations	
Proposed Timetable	
Input Required from Other Teams/External Parties	
Risks	
Summary Investment Appraisal	
Estimated Costs	

Brief Description	<p>This proposal seeks to upgrade the existing, obsolete CCTV equipment at Hammonds Pond/Upperby Park. The existing system has been in place for about 15 years and is now not fit for purpose. It cannot transmit images to the central monitoring station at the Civic Centre, and the image quality is poor.</p> <p>The proposed new system would enable 24/7 monitoring and the images would be of ‘evidence quality’ if required.</p> <p>The system would comprise 3 no. new dome cameras, mounted on the existing columns, connected to the City Council’s existing electronic network to allow transmission of live images to the control room. Speakers would also be mounted on the columns to enable controllers to have dialogue with persons identified on camera.</p>
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Reasons	<p>The need for this project has been identified through the special crime & disorder task force established to tackle the incidence of anti-social behaviour at this heavily used site.</p> <p>The ‘Friends of Hammond’s Pond’ community group are fully supportive of this initiative and have been lobbying for this upgrading. In addition, they are seeking external funding to support this bid.</p>
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Objectives	<ol style="list-style-type: none"> 1. To address the City Council’s strategic objective of a ‘cleaner, greener and safer Carlisle’. 2. To address the incidence of anti-social behaviour and petty vandalism at Hammond’s Pond. 3. To reduce the revenue costs associated with repairs due to vandalism and criminal damage’ 4. To improve the image of Hammond’s Pond as a venue for visitors.
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Options Appraisal	<ol style="list-style-type: none"> 1. The mobile CCTV unit, purchased in association with the Crime & Disorder Reduction Partnership, has been suggested as an alternative. However, this unit has been deployed at sites elsewhere in the city and Green Spaces team have been advised that it is unlikely to be available for use at Hammond's Pond for the foreseeable future. In this case we need to look for an independent solution. 2. The existing system could be continued with. However, it is no longer fit for purpose and therefore is not actually providing any benefit, other than the minimal deterrent provided by the cameras mounted on columns. 3. The final option is to not have any CCTV capability at the site. While this is where we would like to be in a perfect world, there is a clear expectation among local people that their safety would be improved by the presence of the cameras, and there is sufficient incidence of anti-social behaviour to warrant this intervention.
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Benefits Expected ?

What are the measurable benefits?	How will these improvements be measured against today's achievements?	When are the benefits likely to be achieved?
1. Provision of cameras	Performance of system	Immediate
2. Reduction of vandalism and criminal damage	Number of incidents	On-going
3. Decreased revenue costs associated with (2) above	Financial monitoring	On-going
4. Increased feeling of safety and security among local residents.	Incident monitoring at 'Friends' group	On-going

Specific Impact on Corporate Priorities and Service Standards	1. Cleaner, greener & safer. Positive outcomes on residents perceptions of crime and anti-social behaviour. Positive impact on residents perception of the City Council as an organisation that is actively looking to reduce crime and anti-social behaviour within the community
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Other Strategic Considerations	Positive impact on the Council's standing within the Crime Reduction Partnership and a contribution to the engagement with anti-social behaviour within the City.
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Proposed Timetable	Estimated Date & Comments
Formal Approval for project by Council Executive	December 07?
Tender Process Complete	April 08
Implementation Programme (please provide details of any known milestones and key dates within this)	April – December 08
Estimated Completion	December 08
Post Contract Evaluation Due	March 09

Details of input required from other teams in the Council to deliver the project.			
	Involvement Required	Name of	Summary of

		person consulted re. feasibility of their input	involvement to date and their comments (attach additional sheets if necessary)
Construction/Property Services			
External Funding Officer			
HR			
IT	Network links		
Legal Services			
Procurement			
Project Management	Contract management		
Details of Input required from External Bodies e.g. contractors, consultants, service providers, partners			

Risks (click here for guidance notes).

Risk	Likelihood	Impact	Action to mitigate risk
1. System fails to meet specification	Low	High	Safeguards written into contract to ensure redress. Approved contractor selected for the contract.
2. Friends Group fail to attain match funding targets	Low	High	No contracts to be issued until all funding package is in place.

If the proposal has been the subject of a separate report to Members, including Overview and Scrutiny, please state which committee(s) and give report dates, titles and references.

Summary Investment appraisal	<p>The investment will result in a number of measurable improvements, linked to performance:</p> <p>LP3 – Number of CCTV cameras monitored by the Council LP3a - % of time CCTV cameras are operational LP4 – Impact of CCTV cameras-number of redeployables; CCTV cameras per conviction</p>
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Summary of Estimated Costs (please ensure that detailed budget breakdowns are attached if applicable)

Capital Payments	2007/08 £'000s	2008/09 £'000s	2009/10 £'000s	After 2009/10 £'000s
Total/Gross Capital Cost [A]		£25,000		
Capital Grants & Contributions (External funding, Friends of Hammond's Pond)		£5,000		
Total Grants & Contributions [B]				
NET COST TO BE MET FROM CARLISLE RESOURCES [A] – [B]		20,000		
Revenue Costs				
Total/Gross Revenue Cost [C]				
<u>Income</u>				
	0	0		
	0	0		
Total Revenue Income [D]				
NET REVENUE COST TO BE INCLUDED in the BUDGET [C] – [D]				
	0	0		
	0	0		
Financial Services Comments				
Finance Officer:				
Date:				

Business Case Guidance Notes

Reasons	<p>Provide a description of the background to the project.</p> <p>Include any history of events and a brief summary of any current system that is to be replaced.</p>
Objectives	<p>Briefly state the purpose of the project.</p> <p>Please set out the objective of the scheme, its outcome and outputs relating to any policy priorities which will be met.</p> <p>Describe how the project supports corporate objectives, business strategy, plans or programmes.</p> <p>Describe, in simple terms, the key benefits of the project.</p>
Options	<p>Explain the reasons for the selection of the chosen solution (where appropriate).</p> <p>Please indicate the different options considered (including 'do nothing') to achieve the objectives of the proposal and why that now presented was chosen.</p>
Benefits Expected	<p>Explain what benefits the project will bring in terms of:</p> <ul style="list-style-type: none">• Cost savings• Time and efficiency gains• Improved quality• Process improvement• Enhanced controls (e.g. security)• Ease of operation <p>Try to express the benefits in a way that can be measured.</p> <p>Be specific about the benefits to be realised – where the benefits will be gained, which processes are affected, who will be involved, when will the benefits be realised. Means of measuring the benefit</p> <p>What controls will be established to ensure that the benefit is being realised</p>

- Risks** You should conduct a risk assessment on any new proposals. Briefly set out any issues arising here. These could potentially be:-
- Whether the proposal can be achieved using existing staff resources. Is there really the capacity to carry out this project?
 - The impact on service delivery and/or failure to meet business needs, Council aims or budget priorities;
 - Where no action could result in the wasteful use of financial and staff resources;
 - Where there is a potential for revenue losses and/or an increase in an expenditure head cost base etc.

Ensure that the risks been evaluated in accordance with the Council's Risk Management Policy.

Indicate whether the perceived risks are High, Medium or Low in terms of the likelihood of them occurring and their impact on the project. Also provide details of any strategies or processes in place to manage the risks associated with the proposal.

Cost Provide an indication of the expected costs and timescales of the proposed project.

Timetable Indicative timetable for project milestones/ approvals.

Investment appraisal This part of the business case needs to demonstrate a 'return on investment', for example by reducing risk, driving up performance or increasing efficiency. It is critical to define how successful delivery of the anticipated outcomes will be demonstrated. For significant investments these details must be integrated into the Service Plans for the relevant Directorates and therefore subsumed into the performance management framework.

BUSINESS CASE

APPENDIX C6

Project Name	<i>ADELAIDE STREET ALLOTMENTS FENCING</i>		
Author/Contact Officer:	Elizabeth Allnutt		
Contact Details:	EXT 8566		
Service Head:	Les Tickner		
Directorate:	Community Services		
Portfolio Holder:			
Document/Version Number:		Date:	19 9 07
Document Location:			

Document History

Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked

Approvals This document requires the following approvals.

Individual or Group	Name/ Contact	Date Issued	Document/ Version No.	Date Approved	Comments (attach additional sheets if necessary)
Service Head		19 9 07	1	19 9 07	
Director					
Capital Projects Board					
Capital Programmes Board					
SMT					
Executive					

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Topic	See Page
Brief Description	
Reasons	
Objectives	
Options Appraisal	
Benefits expected	
Impact on Corporate Priorities and Service Standards	
Other Strategic Considerations	
Proposed Timetable	
Input Required from Other Teams/External Parties	
Risks	
Summary Investment Appraisal	
Estimated Costs	

Brief Description	Install security fencing at Adelaide Street Allotments
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Reasons	Will complete security circuit of site
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Objectives	Protect plot holders from theft and vandalism and thus encourage allotment gardening in tune with cleaner, greener, safer.
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Options Appraisal	Only alternative is 'do nothing' – present fence is in lamentable condition.
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Benefits Expected ?

What are the measurable benefits?	How will these improvements be measured against today's achievements?	When are the benefits likely to be achieved?
Reduction in instances of theft / vandalism	Less reports to officer concerned and police	As soon as installed
Increased confidence in security of site	Numbers on waiting list increase	- " -

Specific Impact on Corporate Priorities and Service Standards	
Other Strategic Considerations	.

Proposed Timetable	Estimated Date & Comments
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Formal Approval for project by Council Executive	
Tender Process Complete	
Implementation Programme (please provide details of any known milestones and key dates within this)	
Estimated Completion	3 months after money available
Post Contract Evaluation Due	

Details of input required from other teams in the Council to deliver the project.			
	Involvement Required	Name of person consulted re. feasibility of their input	Summary of involvement to date and their comments (attach additional sheets if necessary)
Construction/Property Services	None		
External Funding Officer	- " -		
HR	- " -		
IT	- " -		
Legal Services	- " -		
Procurement	- " -		
Project Management	- " -		
Details of Input required from External Bodies e.g. contractors, consultants, service providers, partners	- " -		

Error! Reference source not found. **(click here for guidance notes).**

Risk	Likelihood	Impact	Action to mitigate risk

If the proposal has been the subject of a separate report to Members, including Overview and Scrutiny, please state which committee(s) and give report dates, titles and references.

Summary Investment appraisal	
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Summary of Estimated Costs (please ensure that detailed budget breakdowns are attached if applicable)

Capital Payments	2007/08 £'000s	2008/09 £'000s	2009/10 £'000s	After 2009/10 £'000s
Total/Gross Capital Cost [A]	£10,500			
Capital Grants & Contributions Tenants Association will pursue possibility of grant funding e.g. Neighbourhood Forum	?£1,500			
Total Grants & Contributions [B]				
NET COST TO BE MET FROM CARLISLE RESOURCES [A] – [B]				
Revenue Costs				
Total/Gross Revenue Cost [C]				
<u>Income</u>				
	0	0		
	0			
Total Revenue Income [D]				
NET REVENUE COST TO BE INCLUDED in the BUDGET [C] – [D]	0	0		
	0	0		
Financial Services Comments				
Finance Officer:				
Date:				

APPENDIX D

Business Case Guidance Notes

Reasons

Provide a description of the background to the project.

Include any history of events and a brief summary of any current system that is to be replaced.

Objectives

Briefly state the purpose of the project.

Please set out the objective of the scheme, its outcome and outputs relating to any policy priorities which will be met.

Describe how the project supports corporate objectives, business strategy, plans or programmes.

Describe, in simple terms, the key benefits of the project.

Explain the reasons for the selection of the chosen solution (where appropriate).

Options

Please indicate the different options considered (including 'do nothing') to achieve the objectives of the proposal and why that now presented was chosen.

Benefits Expected

Explain what benefits the project will bring in terms of:

- Cost savings
- Time and efficiency gains
- Improved quality
- Process improvement
- Enhanced controls (e.g. security)
- Ease of operation

Try to express the benefits in a way that can be measured.

Be specific about the benefits to be realised – where the benefits will be gained, which processes are affected, who will be involved, when will the benefits be realised. Means of measuring the benefit

What controls will be established to ensure that the benefit is being realised

Risks	<p>You should conduct a risk assessment on any new proposals. Briefly set out any issues arising here. These could potentially be:-</p> <ul style="list-style-type: none"> • Whether the proposal can be achieved using existing staff resources. Is there really the capacity to carry out this project? • The impact on service delivery and/or failure to meet business needs, Council aims or budget priorities; • Where no action could result in the wasteful use of financial and staff resources; • Where there is a potential for revenue losses and/or an increase in an expenditure head cost base etc. <p>Ensure that the risks been evaluated in accordance with the Council's Risk Management Policy.</p> <p>Indicate whether the perceived risks are High, Medium or Low in terms of the likelihood of them occurring and their impact on the project. Also provide details of any strategies or processes in place to manage the risks associated with the proposal.</p>
Cost	<p>Provide an indication of the expected costs and timescales of the proposed project.</p>
Timetable	<p>Indicative timetable for project milestones/ approvals.</p>
Investment appraisal	<p>This part of the business case needs to demonstrate a 'return on investment', for example by reducing risk, driving up performance or increasing efficiency. It is critical to define how successful delivery of the anticipated outcomes will be demonstrated. For significant investments these details must be integrated into the Service Plans for the relevant Directorates and therefore subsumed into the performance management framework.</p>