

Argyll and Bute Council
Comhairle Earra Ghaidheal agus Bhoid

Customer Services
Executive Director: Douglas Hendry



Kilmory, Lochgilphead, PA31 8RT
Tel: 01546 602127 Fax: 01546 604444
DX 599700 LOCHGILPHEAD
e.mail –douglas.hendry@argyll-bute.gov.uk

28 October 2010

SUPPLEMENTARY PACK 1

EXECUTIVE – 4 NOVEMBER 2010 AT 10.00 AM

I enclose herewith item 7 (**PERFORMANCE MANAGEMENT**) and item 10 (**CAPITAL PLAN MONITORING TO 30 SEPTEMBER 2010**) which were marked to follow on the above agenda.

Douglas Hendry
Executive Director - Customer Services

To follow items

- # 7. **PERFORMANCE MANAGEMENT**
Report by Chief Executive (Pages 1 - 14)
- # 10. **CAPITAL PLAN MONITORING TO 30 SEPTEMBER 2010**
Report by Head of Strategic Finance (Pages 15 - 44)

Items marked with # denote matters to be considered as part of the Council's function as Education Authority.

EXECUTIVE

Maureen Arthur
William Dalby
Councillor George Freeman
Councillor Donald Macdonald
Councillor Duncan MacIntyre
David McEwan
Councillor Ellen Morton
Alison Palmer
Councillor Len Scoullar
Councillor Isobel Strong

Councillor Robin Currie
Councillor Vivien Dance
Councillor Alison Hay
Councillor Robert Macintyre
Councillor Donald MacMillan
Councillor Donald McIntosh
Councillor Gary Mulvaney
Councillor Elaine Robertson
Councillor John Semple
Councillor Dick Walsh

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ARGYLL AND BUTE COUNCIL**EXECUTIVE****CHIEF EXECUTIVE'S UNIT****4 NOVEMBER 2010**

PERFORMANCE MANAGEMENT REPORT: FQ2 20010/11

Summary

The Planning and Performance Management Framework (PPMF) and the Improvement Plan set out the structure and timescale for reporting the Council's performance to Elected Members on a quarterly cycle.

The Chief Executive and Executive Directors will present the Council Scorecard and Departmental Scorecards to the Executive, using the Council's performance management system, Pyramid. The presentation will focus on performance during the period July to September 2010, including a review of successes, key challenges and an outline of improvement actions for the coming period.

Directors' reports and Scorecards are attached (large printed copies of Scorecards will be available at the meeting).

Sally Loudon
Chief Executive

2010 Community Services Scorecard				Yes	
Scorecard approved by Cieland Sneddon				Yes	
OUTCOMES				Yes	
Key Performance Measures	Benchmark	Target	Actual	Status	Trend
AC1 - % of Older People receiving Care in the Community	65.00 %	64.22 %		R	↑
AC9 - Personal Care - % of Home Care Total	95.00 %	95.17 %		E	↑
A&B - No of People Awaiting Free Personal Care within their Homes	6	0	0	E	↑
AC4 - No of Delayed Discharges over 6 Weeks	3	0	0	E	↑
CP7 - % of Children on CPR with a current Risk Assessment	100.00 %	100.00 %		E	↑
CA13 - No of Foster Carers	50	54		E	↑
CA14 - % LAAC Cared for by a Foster Carer	38.00 %	36.11 %		R	↓
SCRA43 - % of SCRA reports submitted on time	41.30 %	75.00 %	78.75 %	E	↑
CJ57 - % of Community Service Orders Successfully Completed	70.60 %	76.00 %	54.55 %	R	↓
CC11 Increase in employable adult learners	145.00	178.00		E	↑
CC9 Increase Homeless Priority Need Determinations	80.00 %	89.00 %		E	↓
CC1 Library borrowers as a % of the population	20.50 %	16.50 %	16.68 %	E	↑
CC10 Amount of income maximised through Welfare Rights	£ 120,000.00	£ 160,633.00		E	↑
Maths (Primary attainment)	82.00 %	87.00 %		E	
% SCQF English & Maths Level 3	92.50 %	95.00 %	96.40 %	E	↑
HMIE positive School Evaluations	75.00 %	100.00 %		E	↑
Customer feedback CM	No. of Surveys in period	3		R	↑
	No. with Satisfaction above target	2			

2010 Community Services Scorecard				Yes	
Scorecard approved by Cieland Sneddon				Yes	
OUTCOMES				Yes	
Key Performance Measures	Benchmark	Target	Actual	Status	Trend
AC1 - % of Older People receiving Care in the Community	65.00 %	64.22 %		R	↑
AC9 - Personal Care - % of Home Care Total	95.00 %	95.17 %		E	↑
A&B - No of People Awaiting Free Personal Care within their Homes	6	0	0	E	↑
AC4 - No of Delayed Discharges over 6 Weeks	3	0	0	E	↑
CP7 - % of Children on CPR with a current Risk Assessment	100.00 %	100.00 %		E	↑
CA13 - No of Foster Carers	50	54		E	↑
CA14 - % LAAC Cared for by a Foster Carer	38.00 %	36.11 %		R	↓
SCRA43 - % of SCRA reports submitted on time	41.30 %	75.00 %	78.75 %	E	↑
CJ57 - % of Community Service Orders Successfully Completed	70.60 %	76.00 %	54.55 %	R	↓
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Maths (Primary attainment)	82.00 %	87.00 %		E	
% SCQF English & Maths Level 3	92.50 %	95.00 %	96.40 %	E	↑
HMIE positive School Evaluations	75.00 %	100.00 %		E	↑
Customer feedback CM	No. of Surveys in period	3		R	↑
	No. with Satisfaction above target	2			

RESOURCES				Yes	
People				Yes	
Key Performance Measures	Benchmark	Target	Actual	Status	Trend
Sickness absence CM	1.90	2.21		R	↑
PDRs % complete (year to date)	43.00 %	4.74 %		R	
Financial					
Finance Revenue totals CM	£K 142,998	£K 142,752		E	↓
Capital forecasts - current year CM	£K 1,770	£K 1,770		E	↑
Capital forecasts - total project CM	£K 5,310	£K 5,310		E	↑
Efficiency Savings CM	Target	Actual		E	↑
	20	20			
	£K 987	£K 987			

IMPROVEMENT				Yes	
Service reviews CM				Yes	
Key Performance Measures	Benchmark	Target	Actual	Status	Trend
Service reviews CM	10	8		E	↑
External inspections CM					
Community Services Audit Recommendations	Recommendations overdue	Recommendations due in future	Future recommendations off target		
	1	3	0		
Community Services ORR	H = 4	M = 67	L = 42		
Risk - % exposure	FQ1 10/11	FQ2 10/11			
	28.23 %	27.88 %			↑

Departmental performance report for	Community Services	period July - September 2010
<p>Key Successes</p> <ol style="list-style-type: none"> 1. Achievement of 0 delayed discharge figures for 6 consecutive months 2. Official Opening of the new Tobermory Pre 5 Unit 3. Opening of the Ardlui Respite Centre 4. 100% achievement for children on child protection register with current risk assessment; care leavers with a pathway plan and for pathway reviews 5. Homeless priority need determinations at 9 % above target (89%) 6. Swimming pool usage, library and leisure memberships and cultural event attendances all above target level. 7. All HMIE school inspections in quarter were ranked as positive 8. SQA examination results for secondary pupils above national average in almost all categories 		
<p>Key Challenges</p> <ol style="list-style-type: none"> 1. Achievement of target budget savings through the range of service reviews and corporate modernisation activity whilst continuing to deliver an equitable, high quality and affordable provision of services across Argyll & Bute. 2. Shifting the balance of care for older persons from residential to community based support with nursing care for high end complex needs 3. Developing service integration opportunities with NHS Highland to produce better access to and pathways through care services for service users. 4. Develop foster care options with specific focus on the development of kinship care arrangements to reduce reliance on residential and external placements for looked after and accommodated children (LAAC). 5. Provide assurance in relation to child and adult protection procedures 6. Develop and implement the Council's response to the introduction of Curriculum for Excellence 7. Improve educational attainment at both primary and secondary levels 8. Improve the Council's performance in securing positive destinations for young people leaving school 9. Reduce the time that priority homeless households wait on successful re-housing 10. Increase Homeless Priority Need Determinations (will have ongoing financial implications for the Council) 11. Reduce the Council's subsidy per user for leisure services 		

Action Points to address the Challenges

1. Application of Service Review procedural guidance, milestone reporting and development of implementation planning (Feb 2011)
2. Change admission criteria and improve care planning using community based supports (ongoing)
3. Development of options for integrated service modelling & seek agreement with NHS on future model and implementation plan (March 2011)
4. Reduce the no. of young people in external residential school placements through detailed care planning & develop updated arrangements for kinship care (March 2011 and ongoing)
5. Embed child and adult protection procedures in everyday practice (ongoing)
6. Curriculum design to reflect the new CfE framework (June 2011 and ongoing)
7. Schools ensure tracking and monitoring procedures are in place and continually monitor the progress of individual pupils (annual)
8. Liaison with Careers Scotland and other partners to provide quality careers advice to pupils (annual)
9. Support for new housing development through the Strategic Housing Investment Plan (SHIP) and use of Strategic Housing Fund (SHP) & Increase % nomination rights through negotiation with Registered Social Landlords (RSLs) (March 2011 and ongoing)
10. Increase percentage of priority homeless determinations to accord with national targets (March 2011)
11. Continue to develop innovative methods of deliver in partnership with other agencies and the voluntary sector (2010-14)

Changes to the Corporate Plan, Service Plans or Scorecards

Plan	Changes required	Lead	Date of change

OUTCOMES		Key Performance Measures				2010 Development & Infrastructure Scorecard		Scorecard approved by Sandy MacTaggart		FQ2 10/11			
		Benchmark	Target	Actual	Status	Trend			Yes				
Economic Development	01	% delivery of Economic Development Action Plan	17.00 %	22.00 %	☑	↑							
	02	Business Gateway - combined business start ups supported	64	110	☑	↑							
	03	Rolling average of jobs attained by long term unemployed	25.00 %	41.43 %	☑	↑							
	04	% CHORD Full Business Cases complete	50.00 %	40.00 %	Ⓡ	→							
	05	% delivery of Renewables Energy Action Plan	2.00 %	2.00 %	☑	↑							
Planning & Regulatory Services	06	% of ALL Planning Apps Processed within statutory timescales	56.50 %	59.63 %	Ⓡ	↓							
	07	% of Building Warrant responded to within 20 Days	80.00 %	90.24 %	☑	↓							
	08	% delivery of Local Development Plan	20.00 %	17.00 %	Ⓡ	↑							
	09	% Trading Standards consumer complaints resolved within 14 days	76.00 %	90.23 %	☑	↑							
	10	% of Environmental Health service requests resolved within 20 days	90.00 %	94.07 %	☑	↑							
Roads & Amenity Services	11	% of category 1 road defects repaired within one working day	97.00 %	83.79 %	Ⓡ	↓							
	12	% road work instructions completed within timescale	90.00 %	92.26 %	☑	↑							
	13	% street lighting faults repaired within 7 days	92.00 %	79.70 %	Ⓡ	↓							
	14	% of waste recycled and composted	34.300 %	40.024 %	☑	↓							
	15	Overall Street Cleanliness	73.00	77.60	☑	↑							
Development & Infrastructure ORR											H = 1	M = 61	L = 36
Risk - % exposure											FQ1 10/11	FQ2 10/11	
											24.35 %	24.79 %	↓

2010 Development & Infrastructure Scorecard		Scorecard approved by Sandy MacTaggart		FQ2 10/11	
RESOURCES	People	Benchmark	Target	Actual	Status
Sickness absence DI		1.90	2.64	Ⓡ	↑
PDRs % complete (year to date)		43.00 %	9.75 %	Ⓡ	
Financial	Budget	Forecast			
Finance Revenue totals DI	£K 32,976	£K 32,976	£K 32,976	☑	↓
Capital forecasts - current year DI	£K 14,783	£K 11,981	£K 11,981	Ⓡ	↓
Capital forecasts - total project DI	£K 63,848	£K 63,912	£K 63,912	Ⓡ	↓
Efficiency Savings DI		Target	Actual		
		43	43	☑	↑
		£K 818	£K 818		
IMPROVEMENT	Actions due	Complete	Status	Trend	
Service reviews DI	13	9	☑	↑	
External inspections DI					
Development and Infrastructure Services Audit Recommendations	Recommendations overdue	Recommendations due in future	Future recommendations off target		
	2	6	0		

Departmental performance report for: Development and Infrastructure Services	period July - September 2010
<p>Key Successes</p> <ul style="list-style-type: none"> • Four robust Service Reviews undertaken during this period and now, subject to approvals, entering implementation phasing. • Initial key elements of EDAP delivered including Council approval for Renewable Energy Action Plan. • Business Gateway supported a further 29 business start-ups and delivered with major partner organisations, 'Enterprising Argyll Roadshow' events held in 8 mainland and island locations. • Employability Team are now ranked 7th out of 110 areas in national league table for job outcomes for current New Deal programme. • Application to Historic Scotland Conservation Area Regeneration Scheme submitted for Rothesay THI. • Planning Services PSIF pilot completed, with a strong 'showing commitment' endorsement score. • E-Consultation went live as part of the Scottish Government's modernisation of planning services. • Building Standards continue to return excellent results in operational performance and levels of customer satisfaction with their Balanced Scorecard submission commended by the Building Standards Division. • All Environmental Health key and high risk service inspections measures achieve target. • Roads reconstruction programme progressing well with positive feedback received from Area Committees. • Waste management targets for recycling, composting and biodegradable municipal waste to landfill targets continue to be achieved. • Pilot food waste kerbside recycling scheme in H&L confirmed as permanent; kerbside glass recycling now being introduced • £172K funding secured from Sustrans for new cycle and footways. 	
<p>Key Challenges</p> <ol style="list-style-type: none"> 1. Implementing 2010 Service Reviews, maintaining service performance, whilst moving ahead with a further round of reviews and ensuring each delivers robust, sustainable and financially viable future service proposals. 2. To satisfactorily progress discussions with Shanks over future co-mingled recycling kerbside collections, existing contract issues and future food waste collections in respect of contract variations. 3. Implications of Zero Waste Plan and risks associated with the uncertainty that compost will be classified as recycling in the future. 4. Ensuring Shanks do use the MBT Compost Like Output produced for restoration and therefore counted as composting and evidence to SEPA satisfaction. 5. Resolving award of PSO and completion of business plan for Argyll Air Services. 6. Improving overall planning application determination timescales. 7. Roads reconstruction programme development for 2011/12 and beyond. 8. Employability Team prevented from taking part in the Government's New Work Programme. 	

Action Points to address the Challenges

1. Programmed approach to departmental Service Reviews undertaken in accordance with corporate guidelines.
2. Contract discussions with Shanks led by the Executive Director.
3. Consultation with COSLA and other Authorities, raising Zero Waste concerns with the Scottish Government.
4. Ensure MBT Compost Like Output (CLO) produced for restoration counts as composting for SEPA requirements.
5. Continue discussions with Civil Aviation Authority (CAA); complete and obtain approval for the Argyll Air Services business plan.
6. Implement planning application identified process improvements to pro-actively manage applications during statutory determination periods.
7. Reassess condition risks used in road maintenance condition surveys and compile a fully costed programme of works to address highest priority risks.
8. Employability Team will continue to liaise with partner organisations in a bid to operate as a sub-contractor organisation for Highlands, Islands, Clyde Coast and Grampian areas of Scotland.

Changes to the Corporate Plan, Service Plans or Scorecards

Plan	Changes required	Lead	Date of change
n/a			

2010 Customer Services Scorecard		Scorecard approved by Douglas Hendry		FQ2 10/11		Yes	
OUTCOMES		Benchmark		Actual		Status Trend	
Key Performance Measures		Target		Actual		Status Trend	
Customer & Support Services	01	SPT local - CTAX % income received to date	57.200 %	57.409 %	€	↑	
	02	Sundry Debtors - Aged Debt 36+ months - value outstanding	£ 400,000.00	£ 744,329.95	R	↓	
	03	CSC Collections % Face to Face	77.560 %	71.959 %	€	↑	
	04	CSC Collections % Telephone	14.000 %	18.449 %	€	↑	
	05	CSC Collections % Online	8.500 %	9.592 %	€	↑	
Facility Services	06	Non-operational properties - % of rent due successfully collected	95.500 %	96.200 %	€	↓	
	07	% of CPT Capital Payments Processed in 14 Days	100.00 %	100.00 %	€	↑	
	08	% Utilisation of Fleet Vehicles	60.00 %	58.00 %	R	↑	
Governance & Law	09	Primary School Meal Numbers/Day	2,904	2,634	€	↓	
	10	Secondary School Meal Numbers/Day	2,454	2,549	€	↑	
	11	Legal Advice - % Urgent requests answered on the same day	90.00 %	98.28 %	€	↓	
	12	% FOI Responses within Timescales	85.00 %	84.07 %	R	↑	
13	Section 75 Planning Agreements - % complete within 4 months	80.00 %	85.71 %	€	↓		
Customer feedback CS		No. of Surveys in period		3		€	
		No. with Satisfaction above target		3		€	

RESOURCES		Benchmark		Actual		Status Trend	
People		Target		Actual		Status Trend	
Sickness absence CS		1.90		2.13		R ↑	
PDRs % complete (year to date)		43.00 %		2.35 %		R	
Financial		Budget		Forecast			
Finance Revenue totals CS		EK 33,081		EK 33,081		€ ↓	
Capital forecasts - current year CS		EK 11,927		EK 11,124		R ↑	
Capital forecasts - total project CS		EK 72,089		EK 72,821		R ↑	
Efficiency Savings CS		Target		Actual		€ ↑	
		I1		I1			
		EK 143		EK 143			
Actions on track Savings							
IMPROVEMENT		Actions due		Complete		Status Trend	
Service reviews CS		84		74		€	
External inspections CS							
Customer Services Audit Recommendations		Recommendations overdue		Recommendations due in future		Future recommendations off target	
		2		15		4	
Customer Services ORR		H = 1		M = 52		L = 29	
Risk - % exposure		FQ1 10/11		FQ2 10/11			
		25.47 %		26.59 %		↓	

Departmental performance report for Customer Services	period July - September 2010
<p>Key Successes</p> <ul style="list-style-type: none"> • Successfully retained ACHA contract for provision of IT services from Nov 2010 • Short-leeted in 2 categories for GO Procurement Awards • Corporate complaints system live via Customer Service Centre. Customer Charter launched. New Intranet live. Members Portal development signed off by Improvement Service • Completion of Governance and Law Service Review planning within timescales stage 1 report approved by budget working group • Member Portal design and testing phase concluded • Helensburgh Office project progressing towards Stage D on target • Statutory maintenance programme on target <ul style="list-style-type: none"> ○ Historic statutory maintenance backlog substantially reduced 	
<p>Key Challenges</p> <ul style="list-style-type: none"> • Benefit subsidy audit • Lagan training delayed re Members Portal due to new version of Lagan being issued earlier than anticipated. Approx 1 month delay • Community council by election process underway with possible resource implications • Debt Recovery • Progressing major business cases for Campbeltown Schools and Proposed Dunoon joint primary campus within the laid down timescales. • Ensure Carbon Management Plan implementation delivered to programme – staff resources under review 	

Action Points to address the Challenges

- Benefit subsidy audit
 - Agree sub populations and carry out 40+ testing
 - November 2010
- Lagan training delayed re Members Portal due to new version of Lagan being issued earlier than anticipated. Approx 1 month delay
 - Completion of training for front line staff
 - November 2010
- Community council by election process underway with possible resource implications
 - Undertake electoral administration and notify results
 - October 2010
- Debt Recovery
 - Initiate staff training and development to improve collection rates
 - December 2010
- Progressing major business cases for Campbelltown Schools and Proposed Dunoon joint primary campus within the laid down timescales.
 - Allocation of sufficient staff resources
 - Mid November 2010
- Ensure Carbon Management Plan implementation delivered to programme – staff resources under review
 - Allocation of sufficient staff resources
 - Rolling programme until March 2014 (currently on track)

Changes to the Corporate Plan, Service Plans or Scorecards

Plan	Changes required	Lead	Date of change

2010 Chief Executive's Scorecard		FQ2 10/11		Yes	
Scorecard approved by Sally Loudon					
Key Performance Measures		Benchmark	Target	Actual	Status Trend
01	Action Plan - Communications Strategy % complete	84.21 %	86.84 %		↑
02	Action Plan - Public Performance Reporting % complete	80.00 %	90.00 %		↑
03	Action Plan - Community Engagement Strategy % complete	100.00 %	94.74 %		↓
04	Civil Contingencies - Plans and Exercises		Green		↑
05	Health & Safety Plan % implementation	50.00 %	50.00 %		↑
06	PS04 - Performance management & improvement		Green		↑
07	Submission of Unaudited Annual Accounts		On course		↑
08	No. of Annual Audit Report Qualifications	0.00	0.00		↑
09	% progress of Transformation Programme	30.00 %	30.00 %		↑
10	% Audits Completed Compared to Planned	100.00 %	100.00 %		↑
11	Revenue Budget Preparation Timetable		On course		↑
12	Capital Budget Preparation Timetable		On course		↑
Customer feedback CE		No. of Surveys in period	1		↑
		No. with Satisfaction above target	1		↑

RESOURCES		Benchmark	Target	Actual	Status Trend
People					
Sickness absence CE		1.90	1.63		↓
PDRs % complete (year to date)		43.00 %	4.92 %		↓
Financial		Budget	Forecast		
Finance Revenue totals CE		£K 7,402	£K 7,402		↑
Capital forecasts - current year CE					
Capital forecasts - total project CE					
Efficiency Savings CE		Target	Actual		↑
		3	2		
Actions on track Savings		£K 153	£K 153		↑
IMPROVEMENT		Actions due	Complete	Status	Trend
Service reviews CE		75	15		↓
External inspections CE					
Chief Executive's Unit Audit Recommendations		Recommendations overdue	Recommendations due in future	Future recommendations off target	
		4	14	0	
Chief Executive's ORR		H = 1	M = 35	L = 28	
Risk - % exposure		FQ1 10/11	FQ2 10/11		↑
		24.79 %	24.79 %		

Departmental performance report for Chief Executive's	period July - September 2010								
<p>Key Successes</p> <ul style="list-style-type: none"> • Communications Strategy Action plan now on track • Wide ranging consultation on budget raising awareness of financial challenge and receiving positive feedback • Transformation Programme progressing to plan • Revenue and capital budget preparation on track • Audit of accounts completed and no qualifications to audit certificate • Internal audit progressing to plan • Corporate Plan review now underway • Progress on Community Engagement Outcomes improved. Single outstanding action is CPP annual conference due early spring 2011. Postponed due to local 'Forward Together' CPP events. 									
<p>Key Challenges</p> <ul style="list-style-type: none"> • Resource challenge of delivering BV review of Strategic Finance whilst managing Transformation Programme • Continue to develop integrated HR service and systems whilst managing major organisational change. • Deliver improved attendance management systems, policy, guidance and training to tackle increased levels of absence 									
<p>Action Points to address the Challenges</p> <ul style="list-style-type: none"> • Review and prioritise HR actions and manage team and resource flexibly to deliver priorities following departure of HR Strategy Manager • Recruit dedicated HR officer to drive managing attendance action. • Review and focus resources to ensure BV review action plan for strategic finance is delivered 									
<p>Changes to the Corporate Plan, Service Plans or Scorecards</p> <table border="1" data-bbox="1209 181 1311 2045"> <thead> <tr> <th data-bbox="1209 1646 1241 2045">Plan</th> <th data-bbox="1209 622 1241 1646">Changes required</th> <th data-bbox="1209 443 1241 622">Lead</th> <th data-bbox="1209 181 1241 443">Date of change</th> </tr> </thead> <tbody> <tr> <td data-bbox="1241 1646 1311 2045">Corporate Plan</td> <td data-bbox="1241 622 1311 1646">Review to reflect new Vision and Values</td> <td data-bbox="1241 443 1311 622">J. Fowler</td> <td data-bbox="1241 181 1311 443">February 2011</td> </tr> </tbody> </table>		Plan	Changes required	Lead	Date of change	Corporate Plan	Review to reflect new Vision and Values	J. Fowler	February 2011
Plan	Changes required	Lead	Date of change						
Corporate Plan	Review to reflect new Vision and Values	J. Fowler	February 2011						

2010 Council Scorecard		Scorecard approved by Sally Loudon		FQ2 10/11	
				Yes	
OUTCOMES					
Customer feedback ABC	No. of Surveys in period	10			R ↑
	No. with Satisfaction above target	9			
Community Plan	Total No	14	On track		
	Outcomes	1			
National Outcomes (SOA)	Total No	15	On track		
	Outcomes	2			
RESOURCES					
<i>People</i>		<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status Trend</i>
2010 HRI - Sickness absence		1.90 Days	2.25 Days		R ↑
PDRs % complete (year to date)		43.00 %	5.05 %		R
<i>Financial</i>		<i>Budget</i>	<i>Forecast</i>		
Finance Revenue totals ABC		£K 267,388	£K 257,143		G ↓
2010 Capital forecasts - current year ABC		£K 28,480	£K 24,875		R ↓
2010 Capital forecasts - total project ABC		£K 141,247	£K 142,043		R ↑
Efficiency Savings ABC	Actions on track	Target	Actual		G ↑
	Savings	77	76		
		£K 2,101	£K 2,101		
<i>Assets</i>		<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status Trend</i>
Asset Condition ABC		77.70 %	82.00 %	77.70 %	R ↑
Asset Suitability ABC		67.30 %	64.20 %	67.30 %	G ↓
IMPROVEMENT					
A&B Council Audit Recommendations	Recommendations overdue	9	38		
	Recommendations due in future				
	Future recommendations off target			4	
Strategic Risk Register		H = 2	M = 25	L = 5	
Risk - % exposure		FQ1 10/11	FQ2 10/11		
		35.50 %	35.50 %		↑

OUTCOMES		Benchmark		Target		Actual		Status Trend	
<i>Key Performance Measures from Corporate Plan</i>									
ABC01aM1/FS07aM1 Carbon Emissions in metric tonnes		25,633	26,943					R ↓	Ann
% of waste recycled and composted		34.300 %	40.000 %	40.024 %				G ↓	Roll
No of tonnes of Biodegradable Municipal Waste to landfill		6,140	5,341					G ↑	Qtr
No of producers utilising Food from Argyll identity		10.00							Qtr
ABC01 - Renewables			Green					G ↓	Qtr
LACB5 % ceasing to be looked after attaining at least one SCQF Level 3		75.000 %	57.895 %					R ↓	Ann
LACC5 % ceasing to be looked after attaining SCQF L3 in English & Maths		40.000 %	36.842 %					R ↓	Ann
Attainment 5-14			Red					R ↓	Ann
Attainment - SQA examinations			Red					R ↓	Ann
CA13 - No of Foster Carers		50	54					G ↑	EoP
CA15B - % LAAC Family Placements		73.00 %	75.69 %					G ↑	EoP
AC1 - % of Older People receiving Care in the Community		65.00 %	64.22 %					R ↑	EoP
AC9 - Personal Care - % of Home Care Total		95.00 %	95.17 %					G ↑	EoP
A&B - No of People Awaiting Free Personal Care within their Homes		6	0					G ↑	EoP
AC14 - No of Enhanced Telecare Packages		325	349					G ↓	EoP
AC4 - No of Delayed Discharges over 6 Weeks		3	0					G ↓	EoP
AC3 - A&B % of LD Service Users Receiving Community Services		85.00 %	81.11 %					R ↓	EoP
CC8 Number of affordable social sector new builds		20.00	22.00					G ↓	Qtr
CC9 Increase Homeless Priority Need Determinations		80.00 %	89.00 %					G ↓	Qtr
H53 Repeat Homeless Presentations		3.50	1.00					G ↑	Qtr
ABC07aM7 - Asset sustainability		Concerns, not under control						R ↓	Qtr
% road network to be considered for maintenance - SRMCS Red		9.10 %	17.30 %					R ↓	Ann
% road network to be considered for maintenance - SRMCS Amber		30.70 %	38.00 %					R ↓	Ann
ABC06xA1 - Implement CHORD projects			Red					R ↓	Qtr
Business Gateway - combined business start ups supported		64	110					G ↑	Qtr
ETEE.06 BG/Support growing businesses			Green					G ↑	Qtr
Ann	Annual data	YTD	Year to date	EoP	End of period	Qtr	Quarterly data	Roll	Rolling year

Performance Report for the Council	period July - September 2010
<p>Key Successes</p> <ul style="list-style-type: none"> • Wide ranging consultation on the budget is raising awareness and generating positive feedback and responses • Transformation Programme is progressing to Plan • Future budget planning scenarios continue to present robust information for transformation programme • Social Work – Higher than target numbers of foster carers • Social Work - Improving numbers of LAAC in family placements • Social Work – delayed discharges and people awaiting care at home both continue to be zero • Homelessness priority needs determination above target 	
<p>Key Challenges</p> <ul style="list-style-type: none"> • Reducing sickness absence levels • Improving PDR rates • Single Outcome Agreement performance management • Road network maintenance requirements • Asset sustainability 	
<p>Action Points to address the Challenges</p> <ul style="list-style-type: none"> • Dedicated attendance officer being recruited to drive forward attendance improvement policy, procedures and management • Revised PDR framework under preparation. Planned rollout in FQ4 2010/11 and FQ1 2011/12 • Single Outcome Agreement performance and measures will be challenged at CPP Management Committee and reviewed in 2011 	
<p>Changes to the Corporate Plan, Service Plans or Scorecards</p>	
<p>Plan Corporate Plan</p>	<p>Changes required Review to reflect new Vision and Values</p>
<p>Lead J. Fowler</p>	<p>Date of change February 2011</p>

CAPITAL PLAN MONITORING REPORT – 30 SEPTEMBER 2010: SUMMARY

1 INTRODUCTION

1.1 This report summarises the position for all departments on the capital plan as at 30 September 2010. The report compares actual and budget expenditure for the period 1 April to 30 September 2010, forecast and budget expenditure for the whole of 2010-11 and total project forecast and budget expenditure.

- Forecast outturn is slippage of £1,339k
- Year to date actual is below budget by £905k
- Total project costs forecast to exceed the budget by £796k

2 RECOMMENDATIONS

2.1 The capital plan position report is noted.

2.2 The budget adjustments outlined in section 3.3 are approved.

3 FORECAST OUTTURN POSITION

3.1 The current forecast outturn position as at the end of September 2010 is for a forecast slippage of £1,339k. Forecast expenditure for the whole of 2010-11 is £23,875k compared to a budget of £25,214k.

3.2 The main projects contributing to the slippage are:

Project	Variance £000s	Explanation
Flood Prevention – Service Development	294	Delays in getting satisfactory documentation from Contractors has subsequently delayed land negotiations.
Campbeltown Grammar	264	Tenders for this year's work were very competitive – options being considered for resultant underspend.
North Bute Primary School	227	Expenditure is currently under review by Community Services
B833 Peaton Rd to Clynder	219	Preliminary estimate cost & programme figures used. The project has now been reprofiled.
Kidston Park	195	No funding partners identified.

		Project now under review and new business case in preparation.
Total	£1,199k	

3.3 The following adjustments have been made to the phasing of budgets as the result of a detailed review of the implementation plans of the projects. These changes do not represent any change in the total budget for the projects.

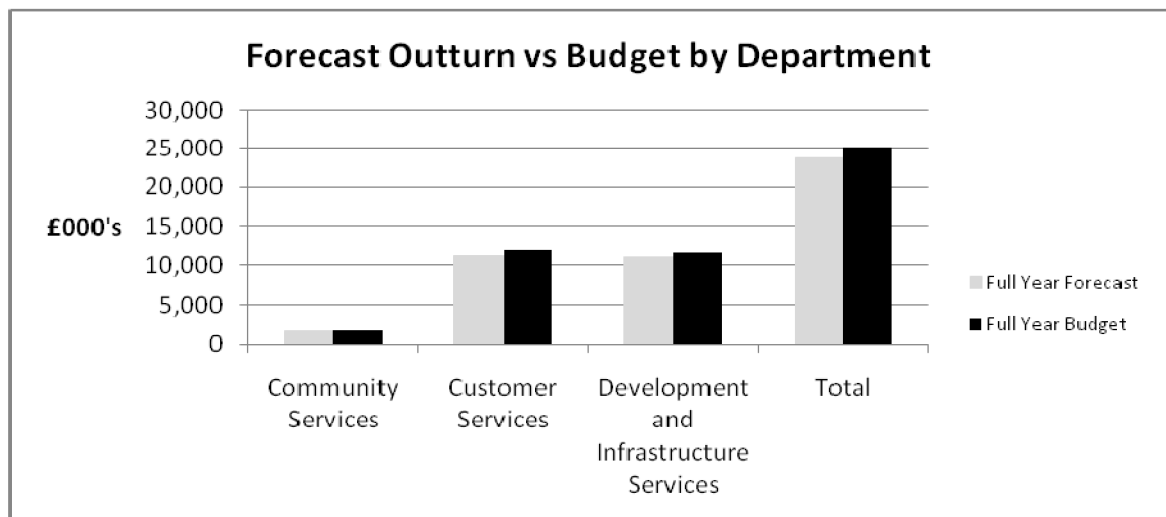
Tayinloan Slip – Budget of £2,005k has been transferred from 2010-11 to 2011-12.

Campbeltown Infrastructure Improvements – Budget of £1,261k has been transferred from 2010-11 to 2011-12.

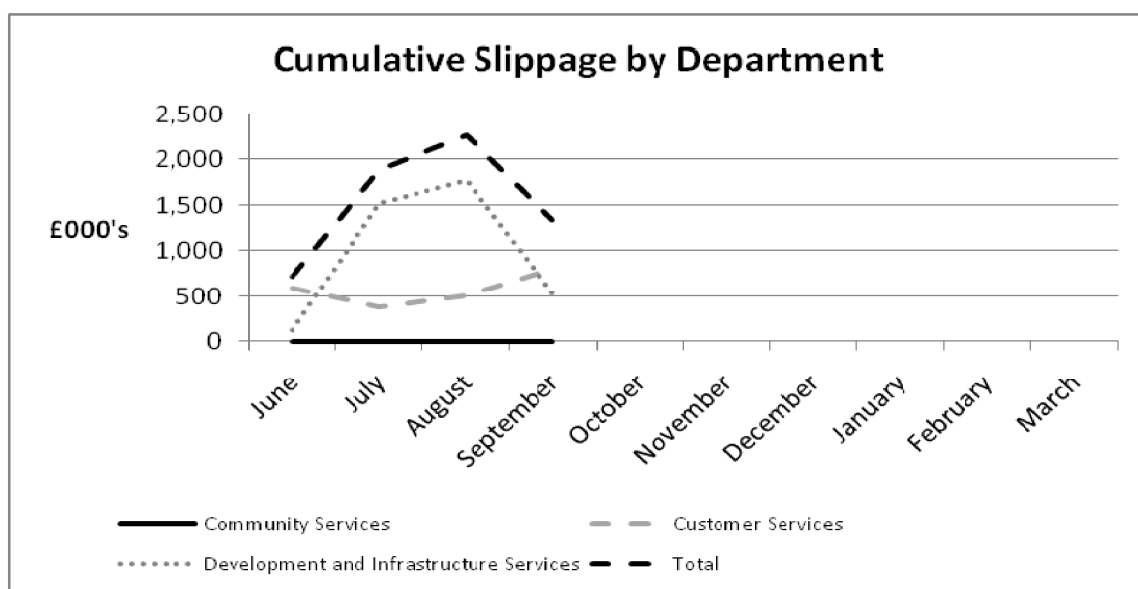
3.4 The table below outlines the main projects on which slippage has increased since August:

Project	Variance £000s	Explanation
Flood Prevention – Service Development	294	Delays in getting satisfactory documentation from Contractors has subsequently delayed land negotiations.
Kidston Park	195	No funding partners identified. Project now under review and new business case in preparation.
Flood Prevention – Asset Sustainability	140	Business case to be reviewed following delay in consultants supplying design and significant increase in cost estimates. Land entry not yet agreed.
Total	£629k	

3.5 The graph below shows the forecast outturn and budget per department.



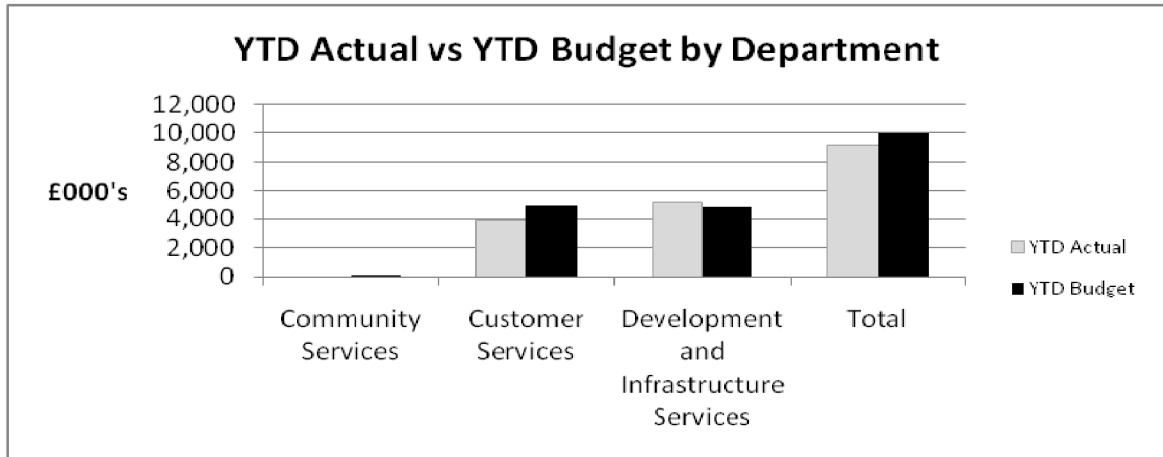
3.6 The graph below shows the trend as slippage.



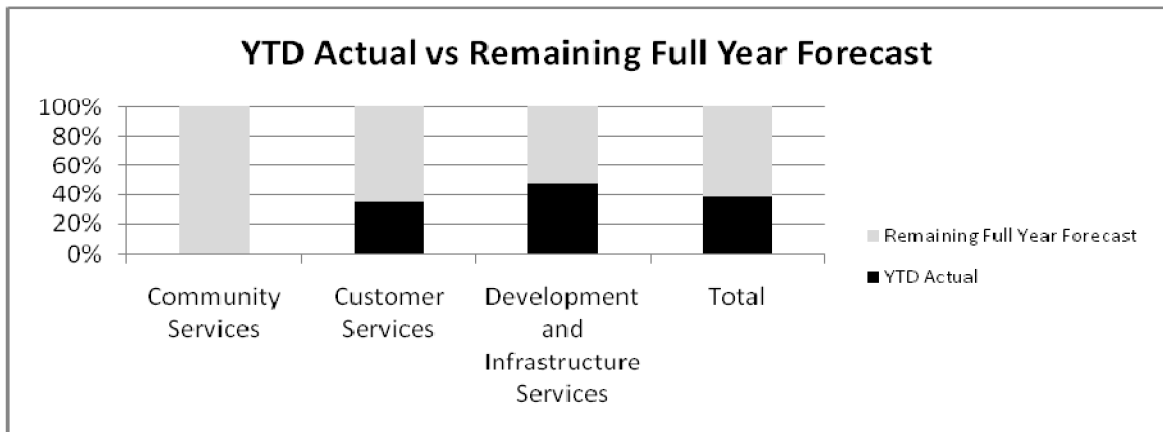
- 4 4.1 As at 30 September 2010, the year to date actual is less than the budget by £905k. Actual expenditure is £9,134k compared to a budget of £10,039k. The main projects contributing to the year to date underspend are:

Project	Variance £000s	Explanation
Glengorm 2010-11	215	There was a two week delay in completing Glengorm. It is now physically complete with most of the payment approved and working its way through the finance system. The year total expenditure will be as predicted.
North Bute Primary School	199	Under review by Education.
IT PC Replacement	120	The spend profile has been realigned to allow for the corporate audit of existing equipment to complete, prior to finalising the replacement plan for this and future years.
Helensburgh Swimming Pool	109	Project expected to complete under budget and funds to be vired to other projects within Facility Services.
Glencruitten Hostel	108	Estimated final cost of the project is less than was anticipated.
Campbeltown Grammar 2010-11	103	Tenders for this year's work were very competitive – options being considered for resultant underspend.
Total	£854k	

4.2 The graph below shows actual expenditure compared to budget per department.



4.3 The graph below compares expenditure to date against forecast outturn to show the annual expenditure still to be incurred.



5 TOTAL PROGRAMME

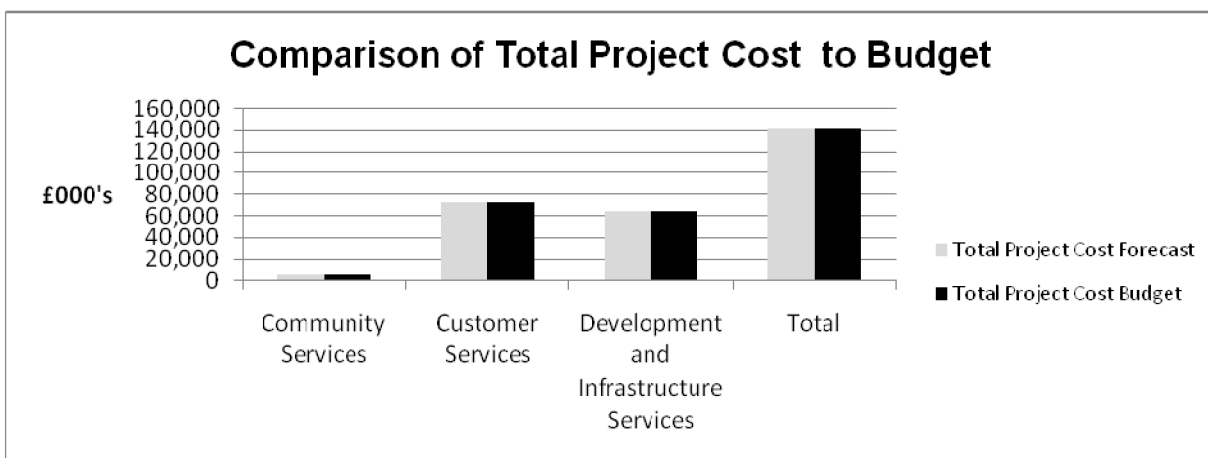
5.1 The current financial outturn position as at the end of September 2010 is for a total project cost overspend of £796k. Current forecast total project cost is £142,043k against a budget of £141,247k.

5.2 The main projects contributing to the overspend are:

Project	Variance £000s	Explanation
Oban Development Road	476	The DMT Strategic Project Board confirmed on 1 October 2010 that the project scope should remain (ie take it

		to planning stage) and that the latest cost estimate for this is £946k. The (£476k) excess is anticipated to be funded through drawdown of Oban CHORD monies.
Campbeltown Grammar	128	Overspend is as a result of additional unforeseen work including the replacement of the flue for the heating boilers, acceleration of elements of work to facilitate natural breaks in site operations, and the necessary payment of fees for design work for future phases.
Milton Burn	114	A more detailed design estimate is now available
Total	£718k	

5.3 The graph below shows how the £718k overspend is distributed across the departments. The pale shade represents the forecast total project cost and the darker shade represents the total project cost budget.

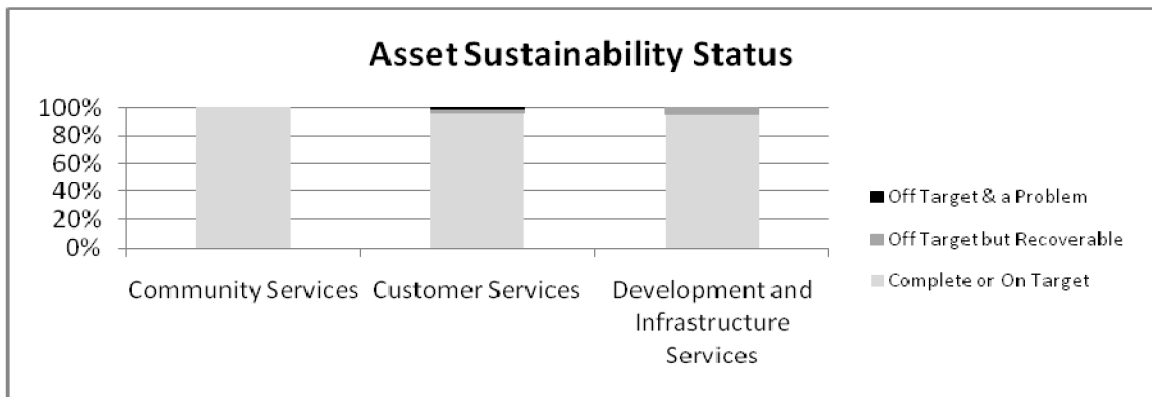


6 PROJECT PERFORMANCE

6.1 The graph below shows the status of asset sustainability projects shown as Complete or On Target, Off Target & Recoverable or Off target & a Problem. At 30 September the position was:

- 2 projects Off Target & a Problem
- 6 projects Off Target & Recoverable
- 185 projects Complete or On Target

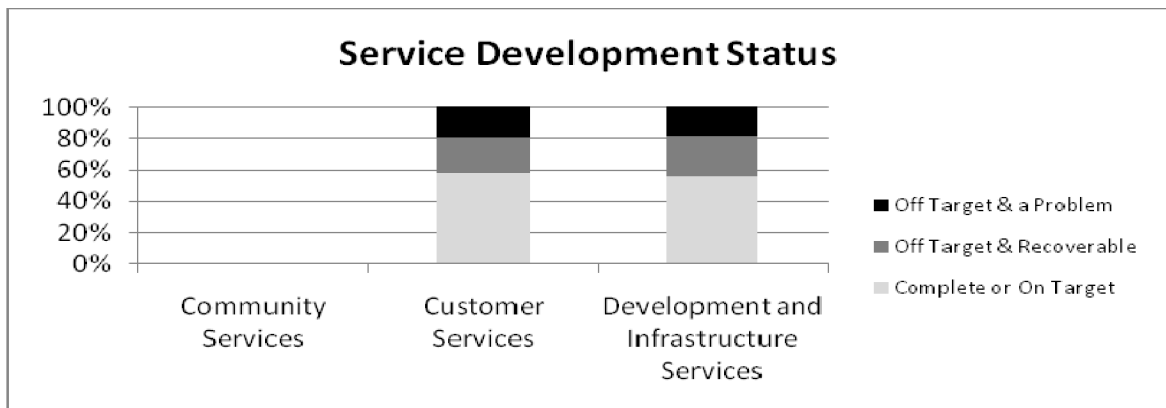
Asset Sustainability



6.2 The graph below shows the status of service development projects shown as Complete or On Target, Off Target & Recoverable, or Off Target & a Problem. At 30 September the position was:

- 11 projects shown as Off Target & a Problem
- 14 projects shown as Off Target & Recoverable
- 33 projects shown as Complete or On Target

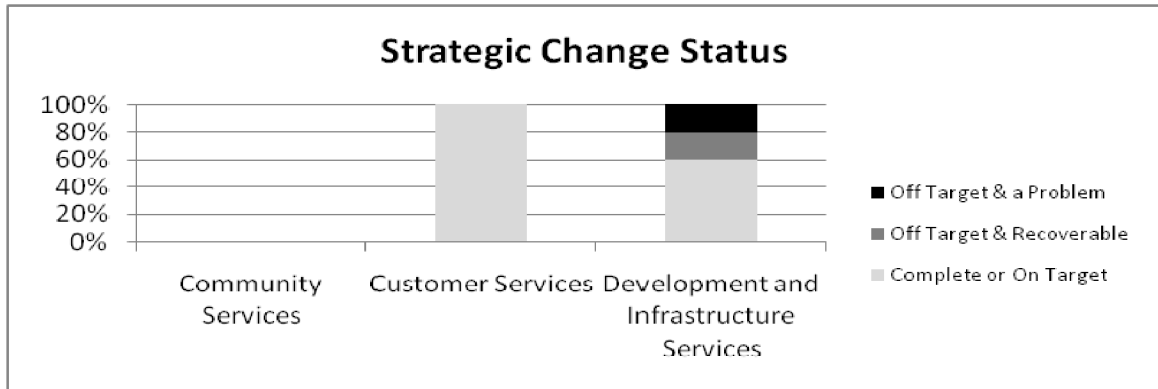
Service Development



6.3 The graph below shows the status of strategic change projects shown as Complete or On Target, Off Target & Recoverable, or Off Target & a Problem. At 30 September the position was:

- 2 projects shown as Off Target & a Problem
- 2 projects shown as Off Target & Recoverable
- 14 projects shown as Complete or On Target

Strategic Change



For further information please contact Bruce West, Head of Strategic Finance 01546-604220

Bruce West
Head of Strategic Finance
13 October 2010

ARGYLL AND BUTE COUNCIL - CAPITAL PLAN MONITORING REPORT - OVERALL COUNCIL FINANCIAL SUMMARY - 30 SEPTEMBER 2010

	Current Financial Year To Date			Full Year This Financial Year			Total Project Costs		
	Actual £000s	Budget £000s	Variance £000s	Forecast £000s	Budget £000s	Variance £000s	Forecast £000s	Budget £000s	Variance £000s
Asset Sustainability									
Community Services	0	100	100	1,770	1,770	0	5,310	5,310	0
Customer Services	3,046	3,745	699	7,859	8,225	366	45,832	45,217	-615
Development & Infrastructure Services	4,189	3,979	-210	7,772	8,450	678	22,810	22,773	-37
Asset Sustainability Total	7,235	7,824	589	17,401	18,445	1,044	73,952	73,300	-652
Service Development Projects									
Community Services	0	0	0	0	0	0	0	0	0
Customer Services	640	998	358	2,240	2,676	436	10,391	10,273	-118
Development & Infrastructure Services	406	439	33	1,228	1,458	230	11,924	12,399	475
Service Development Total	1,046	1,437	391	3,468	4,134	666	22,315	22,672	357
Strategic Change Projects									
Dunoon Primary - Joint Campus	21	10	-11	75	75	0	75	75	0
Campbeltown Schools Redevelopment	0	0	0	75	75	0	75	75	0
New Helensburgh Swimming Pool	91	91	0	107	107	0	160	160	0
Oban Office Rationalisation	0	8	8	30	30	0	30	30	0
Carbon Management	0	0	0	40	40	0	1,415	1,415	0
NPDO Capital Requirement - residual payments	5	0	-5	174	174	0	6,098	6,098	0
Aqualibrium - residual payments	-11	0	11	-9	-8	1	6,170	6,171	1
Helensburgh Office Project	68	154	86	533	533	0	2,575	2,575	0
Improvements to Landfill Sites	9	0	-9	50	50	0	1,221	1,221	0
Campbeltown Infrastructure Improvements	484	320	-164	750	750	0	6,600	6,600	0
Oban Development Road	107	107	0	733	357	-376	946	470	-476
A848 Salen - Tobermory	57	47	-10	269	269	0	390	390	0
Campbeltown Harbour	0	0	0	1	1	0	2,678	2,678	0
Bruichladdich Pier	6	12	6	28	28	0	2,104	2,104	0
Rothesay Harbour Ferry Berth Improvements	1	3	2	197	197	0	6,422	6,422	0
Dunoon Pier Phase 1 (C. Fund)	0	0	0	0	0	0	987	987	0
Port Askaig Pier	15	26	11	-50	-37	13	3,794	3,777	-17
Improvements to Landfill Sites Islay & Mull	0	0	0	3	-6	-9	4,036	4,027	-9
Strategic Change Total	853	778	-76	3,006	2,635	-371	45,776	45,275	-501
Total for all Departments	9,134	10,039	905	23,875	25,214	1,339	142,043	141,247	-796

Year to date expenditure is £9,134k compared to the year to date budget of £10,039k, resulting in a variance of £905k. The forecast for the whole of 2010/11 is for expenditure of £23,875k compared to the budget of £25,214k, giving a variance of £1,339k. In terms of total project costs these are currently forecast to exceed the budget by £796k.

ARGYLL AND BUTE COUNCIL - CAPITAL PLAN MONITORING REPORT - FINANCIAL PERFORMANCE -COMMUNITY SERVICES - 30 SEPTEMBER 2010

	Current Financial Year To Date		Full Year This Financial Year		Total Project Costs	
	Actual £000s	Budget £000s	Variance £000s	Forecast £000s	Budget £000s	Variance £000s
Asset Sustainability						
Private Sector Housing Grant	0	100	100	1,770	5,310	0
Asset Sustainability Total	0	100	100	1,770	5,310	0
Service Development Projects						
None at present						
Service Development Total	0	0	0	0	0	0
Strategic Change Projects						
None at present						
Strategic Change Total	0	0	0	0	0	0
Departmental Total	0	100	100	1,770	5,310	0

Private Sector Housing Grant is grant funded and does not score against the capital plan/borrowing. It is currently forecast that total project cost as £1,770k will be achieved.

ARGYLL AND BUTE COUNCIL - CAPITAL PLAN MONITORING REPORT - PROJECT PERFORMANCE - COMMUNITY SERVICES - 30 SEPTEMBER 2010

Asset Sustainability Project Progress		Complete or On Target No Of Projects	Off Target & Being Recoverd No Of Projects	Off Target & Problem No Of Projects	Comments On Asset Sustainability Programmes
Private Sector Housing Grant		1	0	0	
Asset Sustainability Total		1	0	0	

Service Development Projects									
	Completion of OBC		Curr Year Exp RAG	Project Total Exp RAG	Benefits Expected RAG	Deliverability Of Project RAG	Project Risks RAG	Exception Report Yes/No	Comments
	Due Date	On Track							
None at present									

Strategic Change Projects									
	Completion of OBC		Completion of FBC		Curr Year Exp RAG	Project Total Exp RAG	Benefits Expected RAG	Deliverability Of Project RAG	Project Risks RAG
	Due Date	On Track	Due Date	On Track					
None at present									

Capital Plan Commentary - Key Successes	Capital Plan Commentary - Key Challenges	Capital Plan Commentary - Key Actions

Decisions/Approval Required
None

**ARGYLL AND BUTE COUNCIL - CAPITAL PLAN MONITORING REPORT - FINANCIAL PERFORMANCE -CUSTOMER SERVICES
- 30 SEPTEMBER 2010**

	Current Financial Year To Date			Full Year This Financial Year			Total Project Costs		
	Actual £000s	Budget £000s	Variance £000s	Forecast £000s	Budget £000s	Variance £000s	Forecast £000s	Budget £000s	Variance £000s
Asset Sustainability									
Education	1,645	2,055	410	3,165	3,601	436	3,793	3,601	-192
Non Education	3	60	57	557	639	82	964	964	0
Rothesay Swimming Pool	0	15	15	30	30	0	270	270	0
Shared Offices	0	0	0	10	10	0	10	10	0
Oban Municipal Buildings	2	0	-2	288	295	7	295	295	0
Fleet Management	285	171	-114	853	853	0	4,970	4,970	0
Residual Projects	1,111	1,444	333	2,956	2,797	-159	35,530	35,107	-423
Asset Sustainability Total	3,046	3,745	699	7,859	8,225	366	45,832	45,217	-615
Service Development Projects									
Consolidated Server Replacement	0	0	0	0	0	0	690	700	10
IT Enablement Process for Change	37	46	9	597	597	0	1,113	1,113	0
Applications Projects	0	0	0	114	114	0	504	504	0
IT PC Replacement	36	156	120	498	647	149	1,831	1,831	0
Archives	0	0	0	127	127	0	183	183	0
Income Recovery/Debtors	0	0	0	0	-2	-2	41	39	-2
Flexi System Ph 2 extra sites	0	0	0	12	17	5	31	36	5
Flexi System HRS Integration	0	0	0	16	37	21	37	37	0
Cash Receipting	2	2	0	2	5	3	85	88	3
Roads Costing	2	6	4	2	3	1	79	80	1
Fleet Management - IT	8	38	30	43	62	19	61	80	19
Home Working /Mobile Working Pilot	0	0	0	11	11	0	72	72	0
Time Management System	0	0	0	0	0	0	59	59	0
Rhu Primary School (Extension)	0	0	0	0	1	1	71	72	1
Achahoish Primary School (New Build)	0	0	0	0	-3	-3	39	36	-3
Southend Primary School (Partial re-build)	7	0	-7	7	-2	-9	86	77	-9
Class size reduction	154	200	46	250	348	98	687	700	13
Tobermory Early Years - Tobermory High	150	20	-130	152	139	-13	461	413	-48
Campbeltown Nursery - Capital Fund	0	30	30	49	49	0	523	523	0
Bowmore PS Gaelic Unit	10	0	-10	10	-6	-16	31	0	-31
Ledaig Replacement of Mobile Home	0	0	0	61	61	0	68	61	-7
Office Rationalisation	5	0	-5	15	38	23	654	677	23
Garelochhead Day Centre	0	0	0	5	-37	-42	546	504	-42
Mull & Iona Progressive Care Centre	0	100	100	319	419	100	767	767	0
Residential Respite Care Facility	228	250	22	260	302	42	513	543	30
Dunoon Childrens Unit	0	100	100	0	-14	-14	0	0	0

Dunclutha Bungalow	1	50	49	1	123	122	180	148	-32
Tarbert HS S/C STP Facility	0	0	0	8	8	0	219	219	0
Kirkmichael Com Playing Field	0	0	0	8	8	0	56	56	0
Bute Shinty Pitch Upgrade	0	0	0	0	-18	-18	2	-16	-18
Oban High Community Facility	0	0	0	-330	-332	-2	379	377	-2
KMMF Tobermory Facility	0	0	0	3	-26	-29	323	294	-29
Service Development Total	640	998	358	2,240	2,676	436	10,391	10,273	-118
Strategic Change Projects									
Dunoon Primary - Joint Campus	21	10	-11	75	75	0	75	75	0
Campbeltown Schools Redevelopment	0	0	0	75	75	0	75	75	0
New Helensburgh Swimming Pool	91	91	0	107	107	0	160	160	0
Oban Office Rationalisation	0	8	8	30	30	0	30	30	0
Carbon Management	0	0	0	40	40	0	1,415	1,415	0
NPDO Capital Requirement - residual payments	5	0	-5	174	174	0	6,098	6,098	0
Aqualibrium - residual payments	-11	0	11	-9	-8	1	6,170	6,171	1
Helensburgh Office Project	68	154	86	533	533	0	2,575	2,575	0
Strategic Change Total	174	263	89	1,025	1,026	1	16,598	16,599	1
Departmental Total	3,860	5,006	1,146	11,124	11,927	803	72,821	72,089	-732
Actual expenditure to date is £3,860k compared to the year to date budget of £5,006k, resulting in a variance of £1,146k. At this stage it is forecast that actual expenditure this year will be £11,124k compared to a budget of £11,927k resulting in a variance of £803k. In terms of total project costs these are currently forecast to exceed the budget by £732k. Much of the reduction in the Education forecast is as a result of exceptionally keen tenders for the current years work. In addition, expenditure on North Bute Primary School is currently under review.									

ARGYLL AND BUTE COUNCIL - CAPITAL PLAN MONITORING REPORT - PROJECT PERFORMANCE -CUSTOMER SERVICES - 30 SEPTEMBER 2010

Asset Sustainability Project Progress		Complete or On Target No Of Projects	Off Target & Being Recovered No Of Projects	Off Target & Problem No Of Projects	Comments On Asset Sustainability Programmes
Education		29	1	0	Out of 152 asset sustainability projects there are 146 on target or complete, 4 off target but being recovered. This leaves 2 projects which are off target and a problem. <ul style="list-style-type: none"> • North Bute Primary School - expenditure is currently under review by Community Services • Server Accommodation - An additional £82k is required to complete the extension & upgrade. A second UPS was omitted from the tender costs. In addition due to the prolonged delay and need to retender for the building work, internal Property fees have increased significantly.
Non Education		9	0	0	
Rothsay Swimming Pool		1	0	0	
Shared Offices		1	0	0	
Oban Municipal Buildings		1	0	0	
Fleet Management		1	0	0	
Residual Projects		104	3	2	
Asset Sustainability Total		146	4	2	

Service Development Projects		Completion of OBC Due Date	On Track	Curr Year Exp RAG	Project Total Exp RAG	Benefits Expected RAG	Deliverability Of Project RAG	Project Risks RAG	Exception Report Yes/No	Comments
IT Enablement Process for Change Applications Projects		22/12/2009	Yes	G	G	G	G	G	No	There are red flags against 6 of the 31 service development projects. IT PC Replacement, Class Size Reduction and Mull & Iona Progressive Care Centre are classed as red against current year spend. Tobermory Early Years is classed as red against total project costs. Dunoon Children's Unit & Duncultha Bungalow are classed as red against current year spend, deliverability of project and project risk.
IT PC Replacement				R	G	G	G	G	Yes	
Archives				G	G	G	G	G	No	
Income Recovery/Debtors				A	A	G	G	G	No	
Flexi System Ph 2 extra sites				A	A	G	G	G	No	
Flexi System HRS Integration				A	A	G	G	G	No	
Cash Receipting				A	A	G	G	G	No	
Roads Costing				A	A	G	G	G	No	
Fleet Management - IT				A	A	G	G	G	No	
Home Working /Mobile Working Pilot				G	G	G	G	G	No	
Time Management System				G	G	G	G	G	No	
Tobermory Early Years - Tobermory High				A	R	G	G	G	Yes	
Rhu Primary School (Extension)				G	G	G	G	G	No	
Achahoish Primary School (New Build)				G	G	G	G	G	No	
Southend Primary School (Partial re-build)				G	G	G	G	G	No	
Class size reduction	Residual projects already approved, no need for OBC			R	G	G	G	G	Yes	
Campbeltown Nursery - Capital Fund				G	G	G	G	G	No	
Bowmore Gaelic Unit				G	G	G	G	G	No	

Decisions/Approval Required
None

Project Name –		IT PC Replacement			
First Added to Capital Plan –		2010/11			
Project Manager –		Gerry Wilson			
	Tender Issue	Tender Return	Works Start	Works Complete	Cost £
Original Plan: Gross Exp Income Net Exp	n/a	n/a	August 2010	March 2011	£647,000 in 2010-11
Current Forecast: Gross Exp Income Net Exp	n/a	n/a	November 2010	March 2011	£498,000 in 2010-11
Variance: Gross Exp Income Net Exp	n/a	n/a	n/a	August 2011	£149,000 in 2011-12
Contractor :	PCs and laptops to be procured through existing framework contracts and deployed via in-house corporate IT function.				
What is this project?					
A PC replacement programme covering all corporate and education PCs and laptops.					
How is this project funded?					
Jointly from the IT & Community Services Capital Programmes .					
Why is this project classified as red?					
The programme has slipped.					
What has caused the issue outlined above?					
The programme requires a full baseline audit of all PCs and laptops in use across the Council. This audit will not complete until October.					
What action will be taken to rectify this issue?					
Additional temporary staff support required to complete the audit.					
What are the implications of the action proposed?					
Slippage to 2011/12.					

Project Name – Class Size Reduction First Added to Capital Plan – 07/08 Project Manager – A S Redpath					
	Tender Issue	Tender Return	Works Start	Works Complete	Cost £
Original Plan: Gross Exp Income Net Exp					700,000 0 700,000
Current Forecast: Gross Exp Income Net Exp	Various	Various	July 2009	Aug 2010	687,000 0 687,000
Variance: Gross Exp Income Net Exp					13,000 0 13,000
Contractor	Various				
What is this project? Provision of additional classroom accommodation to allow reduction in class sizes. Work is necessary at Colgrain (with associated alterations to the Kirkmichael Centre and Rhu Community Centre), Cardross, and Rhu Primary Schools.					
How is this project funded? From the Primary Education Capital programme.					
Why is this project classified as red? The estimated expenditure within the current financial year is £98,000 less than the available budget.					
What has caused the issue outlined above? Very competitive tenders have been received for work at Colgrain and Cardross, the scope of work at Rhu was re assessed, and work at Rhu Community centre has been delayed as a result of planning difficulties. In addition the requirement for additional accommodation at Taynult Primary school has been re assesses and shall be met through a new extension to the school for which a bid for additional funding shall be made.					
What action will be taken to rectify this issue? The under spend shall be used to support other primary education projects and some of the expenditure will slip into next year.					
What are the implications of the action proposed? The savings on this scheme shall be used to offset increased costs on other projects and to facilitate the acceleration of other work.					

Project Name – Tobermory Early Years Unit					
First Added to Capital Plan – 09/10					
Project Manager – A S Redpath					
	Tender Issue	Tender Return	Works Start	Works Complete	Cost £
Original Plan:	June 2009	July 2009	October 2009	April 2010	
Gross Exp					413,000
Income					0
Net Exp					413,000
Current Forecast:	June 2009	July 2009	October 2009	May 2010	
Gross Exp					484,000
Income					0
Net Exp					484,000
Variance:					
Gross Exp					-71,000
Income					0
Net Exp					-71,000
Contractor					
What is this project? Provision of new Early Years unit at Tobermory School.					
How is this project funded? From the Primary Education Capital programme					
Why is this project classified as red? The estimated total project expenditure has increased from the budgeted £413,000 to £484,000.					
What has caused the issue outlined above? Increased costs have been incurred as a result of delays and redesign of foundations associated with the discovery of a water main on site. In addition various additional items have been necessary include additional surface water drainage to the existing car park, and resurfacing areas of tarmac adjacent to the building.					
What action will be taken to rectify this issue? All necessary steps have been taken to minimise the additional costs.					
What are the implications of the action proposed? The additional expenditure shall be funded from under spends on other projects.					

Project Name – Mull and Iona Progressive Care Centre First Added to Capital Plan – 2006/2007 Project Manager – A S Redpath					
	Tender Issue	Tender Return	Works Start	Works Complete	Cost £
Previous Plan:			June 2010	December 2012	
Gross Exp					767,000
Income					0
Net Exp					767,000
Current Forecast:	July 2009	Aug 2009	September 2010	April 2013	
Gross Exp					767,000
Income					0
Net Exp					767,000
Variance:					
Gross Exp					0
Income					0
Net Exp					0
Contractor	Not yet appointed				
What is this project? The budget is a contribution towards the cost of a multi agency development in Mull to provide Healthcare, Progressive Care Housing and Social Work facilities from a purpose built facility.					
How is this project funded? From the Social Work Capital programme.					
Why is this project classified as red? The start date for work on site has slipped from June 2010 to September 2010. The result of this will be an under spend of some £100k in the current financial year and a corresponding overspend in the 2012/13 financial year.					
What has caused the issue outlined above? Legal issues with one of the funding partners relating to the deed of conditions have delayed the acceptance of the building contract. In addition Building Control delays have contributed to the slippage.					
What action will be taken to rectify this issue? The expenditure forecast has been reprofiled.					
What are the implications of the action proposed? The under spend this year slips into future years, leaving the overall project costs unaltered.					

Project Name – Dunoon Childrens Unit First Added to Capital Plan – 04/05 Project Manager – A S Redpath					
	Tender Issue	Tender Return	Works Start	Works Complete	Cost £
Original Plan: Gross Exp Income Net Exp	n/a	n/a	July 2005	March 2006	464,000 464,000 0
Current Forecast: Gross Exp Income Net Exp	n/a	n/a	Unknown See note a	Unknown See note b	464,000 464,000 0
Variance: Gross Exp Income Net Exp					0 0 0
Contractor	Ecos Construction				
What is this project? The replacement of the existing unit.					
How is this project funded? The construction of the home is free of charge to the council as part of the offer for the larger Dunclutha site.					
Why is this project classified as red? The deliverability and project risks are currently classified as high given the Developers continued inability to progress the project in addition the forecast “expenditure” and corresponding income for the current financial year have been reduced to “0”. A building warrant has now been issued for the construction of the new home, however there are no indications of an early start on the works.					
What has caused the issue outlined above? Reluctance on the behalf of the developer, who is constructing the home, to expedite matters.					
What action will be taken to rectify this issue? Legal are pressing the Developer to submit a final/revised construction programme for the construction of the facility.					
What are the implications of the action proposed? The completion of the facility shall be delayed. A new completion date is currently awaited.					

Notes

- a) Dates awaited from Governance and Law
- b) Dates awaited from Governance and Law

Project Name – Dunclutha Bungalow First Added to Capital Plan – 2009/2010 Project Manager – Allan Redpath					
	Tender Issue	Tender Return	Works Start	Works Complete	Cost £
Original Plan:	Oct 2009	Dec 2009	January 2010	March 2010	
Gross Exp					148,000
Income					0
Net Exp					148,000
Current Forecast:	Nov 2009	Dec 2009	Unknown	Unknown	
Gross Exp					180,000
Income					0
Net Exp					180,000
Variance:					
Gross Exp					-32,000
Income					0
Net Exp					-32,000
Contractor	Not yet appointed.				
What is this project? The conversion of a derelict bungalow adjacent to Dunclutha Children's Home, into a new Social Work Day centre. Access into the new facility is gained from a new entrance road being constructed by the developer who is constructing the new and adjacent children's home.					
How is this project funded? From the Social Work Capital programme					
Why is this project classified as red? The deliverability and project risks are currently classified as high given the Developers continued inability to progress the project, in addition expenditure in the current year has been reduced to "0". A building warrant has now been issued for the construction of the new home, however there are no indications of an early start on the works.					
What has caused the issue outlined above? Access to the new Day Centre is gained from an extended access road and car park which serves the new Children's Home. The new home is being constructed by a Developer and construction work is substantially behind programme. (Work has not yet started). Revised timescales are currently awaited from Legal and Protective Services..					
What action will be taken to rectify this issue? Legal are pressing the developer for a revised construction programme.					
What are the implications of the action proposed? The opening of the facility continues to be delayed.					

ARGYLL AND BUTE COUNCIL - CAPITAL PLAN MONITORING REPORT - FINANCIAL PERFORMANCE - DEVELOPMENT & INFRASTRUCTURE SERVICES - 30 SEPTEMBER 2010

	Current Financial Year To Date			Full Year This Financial Year			Total Project Costs		
	Actual £000s	Budget £000s	Variance £000s	Forecast £000s	Budget £000s	Variance £000s	Forecast £000s	Budget £000s	Variance £000s
Asset Sustainability									
Environmental	0	20	20	150	250	100	534	534	0
PC Upgrades	0	0	0	50	50	0	150	150	0
Bridge Strengthening	0	0	0	449	449	0	1,347	1,347	0
Street Lighting	278	310	32	628	628	0	1,828	1,828	0
Roads Reconstruction	3,349	2,840	-509	4,129	4,129	0	8,764	8,764	0
Traffic Management	0	0	0	100	100	0	300	300	0
Glengorm	49	264	215	290	300	10	300	300	0
Zero Waste Fund	0	41	41	101	101	0	101	101	0
Residual Projects	513	504	-9	1,875	2,443	568	9,486	9,449	-37
Asset Sustainability Total	4,189	3,979	-210	7,772	8,450	678	22,810	22,773	-37
Service Development Projects									
A83 South of Muasdale	0	0	0	10	0	-10	600	600	0
A849 Pennyghael Bridge Mull	2	1	-1	3	1	-2	133	131	-2
A816 Oude Bridge Realignment	0	2	2	2	2	0	135	135	0
A816 Tibertich No 1 Bridge	0	1	1	6	6	0	49	49	0
A816 Ford Rd End to Mill Brae	5	0	-5	15	15	0	279	279	0
B833 Footway Rosneath to Caravan Park	0	0	0	0	5	5	1	6	5
U133 Glenloin Housing Scheme Footway	0	0	0	2	0	-2	9	7	-2
Tayinloan Slip	228	214	-14	500	500	0	2,150	2,650	500
Helensburgh CAV Recycling Site	0	0	0	0	-2	-2	2,075	2,073	-2
Ardencraig Nurseries	2	0	-2	2	0	-2	336	334	-2
Preliminary design for Regional Transport projects	0	0	0	5	74	69	266	266	0
Public Transport Route West King St	0	5	5	0	5	5	295	300	5
A814 Bend at Mollandhu	0	0	0	5	5	0	156	156	0
Cycleways - H & L	1	1	0	5	2	-3	8	5	-3
Flood Prevention	37	30	-7	72	366	294	1,039	1,039	0
Carradale Harbour	0	0	0	5	0	-5	385	380	-5
Kilbride Road	15	19	4	20	82	62	1,338	1,400	62
Milton Burn	107	156	49	500	288	-212	2,414	2,300	-114
Dunoon Town Centre Regeneration	0	0	0	0	0	0	30	30	0
Bowmore Town Centre Regeneration	0	0	0	0	0	0	36	36	0
Telematics	0	1	1	0	1	1	22	23	1
Portnacriosh to Inverfolla cycle route	5	5	0	0	0	0	-12	-12	0
Safe Streets, Walking and Cycling	0	0	0	11	11	0	0	0	0
B836 Sandbank - Dunoon	0	0	0	8	8	0	0	0	0
Sealife Cnt to Creagan Br Ph 2A	0	0	0	13	13	0	0	0	0

Kilmartin to B840 Cycleway	0	0	39	39	0	0	0	0	0	0	0	0
Taynuilt Footbridge	3	3	6	6	0	0	0	0	0	0	0	0
Marine Access to Nat. Park	-1	0	-1	-1	1	0	-2	-2	0	0	-2	0
SPT 08/09	2	1	0	0	-1	0	0	0	0	0	0	0
Land Decontamination	0	0	32	32	0	32	182	214	32	182	214	32
Service Development Total	406	439	33	1,228	1,458	230	11,924	12,399	11,924	12,399	475	475
Strategic Change Projects												
Improvements to Landfill Sites	9	0	-9	50	50	0	1,221	1,221	0	1,221	0	0
Campbeltown Infrastructure Improvements	484	320	-164	750	750	0	6,600	6,600	0	6,600	0	0
Oban Development Road	107	107	0	733	357	-376	946	470	-476	946	470	-476
A848 Salen - Tobermory	57	47	-10	269	269	0	390	390	0	390	0	0
Campbeltown Harbour	0	0	0	1	1	0	2,678	2,678	0	2,678	0	0
Bruichladdich Pier	6	12	6	28	28	0	2,104	2,104	0	2,104	0	0
Rothesay Harbour Ferry Berth Improvements	1	3	2	197	197	0	6,422	6,422	0	6,422	0	0
Dunoon Pier Phase 1 (C. Fund)	0	0	0	0	0	0	987	987	0	987	0	0
Port Askaig Pier	15	26	11	-50	-37	13	3,794	3,777	-17	3,794	3,777	-17
Improvements to Landfill Sites Islay & Mull	0	0	0	3	-6	-9	4,036	4,027	-9	4,036	4,027	-9
Strategic Change Total	679	515	-164	1,981	1,609	-372	29,178	28,676	-502	29,178	28,676	-502
Departmental Total	5,274	4,933	-341	10,981	11,517	536	63,912	63,848	-64	63,912	63,848	-64

Actual expenditure to date is £5,274k compared to the year to date budget of £4,933k, resulting in a variance £341k. At this stage it is forecast that actual expenditure this year will be £10,981k compared to the budget of £11,517k resulting in a slippage of £536k. In terms of total project costs these are currently forecast to exceed the budget by £64k.

ARGYLL AND BUTE COUNCIL - CAPITAL PLAN MONITORING REPORT - PROJECT PERFORMANCE - DEVELOPMENT & INFRASTRUCTURE SERVICES - 30 SEPTEMBER 2010

Asset Sustainability Project Progress		Comments On Asset Sustainability Programmes			
Complete or On Target No Of Projects	Off Target & Being Recovered No Of Projects	Off Target & Problem No Of Projects	Off Target No Of Projects	Off Target No Of Projects	
1	0	0	0	0	
1	0	0	0	0	
1	0	0	0	0	
1	0	0	0	0	
1	0	0	0	0	
1	0	0	0	0	
1	0	0	0	0	
1	0	0	0	0	
30	2	0	0	0	Out of 40 asset sustainability projects there are 38 on track and 2 off track but being recovered.
38	2	0	0	0	
Asset Sustainability Total					

Service Development Projects											
Due Date	Completion of OBC On Track	Curr Year Exp RAG	Project Total Exp RAG	Benefits Expected RAG	Deliverability Of Project RAG	Project Risks RAG	Exception Report Yes/No	Comments			
Dec-12	Yes	G	G	G	A	A	No	There are red flags against 5 of the 29 service development projects. In 4 cases the current project cost is flagged as red. Total Project Cost is flagged as red in respect of Tayinloan Slip.			
Dec-12	Yes	A	A	G	G	G	No				
Dec-12	Yes	G	G	G	G	G	No				
Aug-09	Yes	G	G	G	G	G	No				
N/r		A	A	G	G	G	No				
TBA	Yes	A	A	A	A	A	No				
Dec-10	Residual projects already approved, no OBC required	G	G	G	G	G	No				
		R	R	G	G	G	Yes				
		G	G	G	G	G	No				
		G	G	G	G	G	No				
		A	A	G	G	G	No				
		R	R	G	G	G	Yes				
		A	A	G	G	G	No				
		R	R	G	G	G	Yes				
		R	R	G	G	G	Yes				
		G	G	G	G	G	No				
<p>A83 South of Muasdale A849 Pennyghael Bridge Mull A816 Oude Bridge Realignment A816 Tibertich No 1 Bridge A816 Ford Rd End to Mill Brae B833 Footway Rosneath to Caravan Park U133 Glenloin Housing Scheme Footway Tayinloan Slip Helensburgh CA/ Recycling Site Ardencraig Nurseries Preliminary design for Regional Transport projects Public Transport Route West King St A814 Bend at Mollandhu Cycleways - H & L Flood Prevention Carradale Harbour Kilbride Road Milton Burn Dunoon Town Centre Regeneration</p>											

Bowmore Town Centre Regeneration Telematics Portnacroish to Inverfolia cycle route Safe Streets, Walking and Cycling B836 Sandbank - Dunoon Sealife Cnt to Creagan Br Ph 2A Kilmartin to B840 Cycleway Taynuilt Footbridge SPT 08/09 Land Decontamination	G G G G G G G G G G A	G G G G G G G G G G A	G G G G G G G G G G A	G G G G G G G G G G A	G G G G G G G G G G A	No No No No No No No No No No No
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Strategic Change Projects		Completion of OBC		Completion of FBC		Curr Year Exp RAG	Project Total Exp RAG	Benefits Expected RAG	Deliverability Of Project RAG	Project Risks RAG
	Due Date	On Track	Due Date	On Track	Due Date	On Track				
Improvements to Landfill Sites Campbeltown Infrastructure Improvements Oban Development Road A848 Salen - Tobermory Campbeltown Harbour Bruichladdich Pier Rothesay Harbour Ferry Berth Improvements Dunoon Pier Phase 1 (C. Fund) Port Askaig Pier Improvements to Landfill Sites Islay & Mull	Jan-00		Sep-10				G G R G G G G G G A G	G G G R G G G G G G G	G G G R G G A G G G	G A A R G G G G G G G

Capital Plan Commentary - Key Successes	Capital Plan Commentary - Key Challenges	Capital Plan Commentary - Key Actions
Road Reconstruction programme has received favourable comment from Members and the public. Although Glengorm landfill site shows a YTD underspend, it has in fact been completed on budget and only two weeks behind programme.	Design delays and cost increases have held back delivery of the flood prevention programme. Despite reducing budgets we have to find a way to maintain Road Reconstruction at a level of at least £4 million per year.	Business cases for flooding schemes are to be reviewed to inform prioritisation and improve programming. Capital plan being reviewed to identify any funds which can be reallocated to Road Reconstruction. Scope for funding through prudential borrowing to be Campbeltown New Quay works being reviewed following value engineering exercise.

Decisions/Approval Required

Project Name – Tayinloan ferry berth improvements					
First Added to Capital Plan – 2008/9					
Project Manger: Martin Gorringe					
	Tender Issue	Tender Return	Works Start	Works Complete	Cost £
Original Plan:	Jan 2010	Feb 2010	March 2010	October 2010	
Gross Exp					2,650,000
Income					0
Net Exp					2,650,000
Current Forecast:	Dec 10	Jan 10	March 2011	sept 11	
Gross Exp					2,650,000
Income					500,000
Net Exp					2,150,000
Variance:	11 months	11 months	11 months	11 months	
Gross Exp					0
Income					-500,000
Net Exp					500,000
Contractor	Not appointed				
What is this project?					
The construction of an extended breakwater, a suspended slab accessway and a sand bypass.					
How is this Project Funded?					
Funded from Council's Capital Budget and an award has been made from the ERDF valued at £500,000.					
Why is this project classified as red?					
The project has been awarded £500,000 of ERDF funding.					
What has caused the issue outlined above?					
The ERDF funding was unbudgeted.					
What action will be taken to rectify this issue?					
The saving in budget will be vired to other projects within the Roads Reconstruction Programme.					
What are the implications of the action proposed?					
None.					

Project Name – Preliminary Design for Regional Transport Projects					
First Added to Capital Plan – 2005 Project Manger: Arthur McCulloch					
	Tender Issue	Tender Return	Works Start	Works Complete	Cost £
Original Plan:	No works tenders	No works tenders	July 2005	March 2009	266,000
Gross Exp					0
Income					266,000
Net Exp					
Current Forecast:	No works tenders	No works tenders	July 2005	March 2011	266,000
Gross Exp					0
Income					266,000
Net Exp					
Variance:					0
Gross Exp					0
Income					0
Net Exp					0
Contractor	No contractors. Consultants - Steer Davies Gleave used for a STAG. L & M Surveys used for topographical survey work				
What is this project?					
This project is an allocation of capital funding to allow preliminary design work on strategic projects to support any funding bids. £192,000 has been spent to date.					
How is this Project Funded?					
Council Capital budget					
Why is this project classified as red?					
Predicted expenditure in 2010/11 of £74,000 will not be achieved.					
What has caused the issue outlined above?					
A reassessment of the overall capital funding and potential sources of funding has delayed identification of which projects to progress and prioritisation of other projects has fully committed Roads Design staff resources. In addition we are now bidding for outside funding to progress design work for possible projects.					
What action will be taken to rectify this issue?					
£69,000 will be reallocated to Traffic Management.					
What are the implications of the action proposed?					
The capital allocation will be used to procure improvements instead of slipping from year to year.					

Project Name – Flood Prevention Revision 1: October 2010					
First Added to Capital Plan – 2006/9					
Project Manger: Alan Kerr					
	Tender Issue	Tender Return	Works Start	Works Complete	Cost £
Original Plan: Gross Exp Income Net Exp	Started 2006/7	Various	Various	Various	366,000 0 366,000
Current Forecast: Gross Exp Income Net Exp	Various 20010/11	Various	Various	Various	72,000 0 72,000
Variance: Gross Exp Income Net Exp					294,000 0 294,000
Contractor	Works have been carried out by operational services and Grontmij consultants.				
What is this project? Project consists of various minor flood schemes identified prior to and subsequently in a three year programme funded at £200,000 per annum over the 2006-9 three year period. Previously £673,000 has been spent with £366,000 budgeted for this year.					
How is this Project Funded? 100% Capital Budget					
Why is this project classified as red? Underspend predicted					
What has caused the issue outlined above? Grontmij were awarded a combined contract to design projects in December 2009 for this and the other Capital Flood Prevention line reference 0633. Following delays in appointing a sub contractor a revised programme indicated July finish for tenders. Designs for Hall Road, Lochgoilhead and McKinlay Street, Rothesay have yet not progressed to contract documentation stage and detailed cost assessment. The design for Frederick Crescent was to be allocated to Grontmij on timely completion of the above and this has had to be reconsidered and will be issued elsewhere. Grontmij had been concentrating on two other schemes which were of higher priority. The delay in getting satisfactory documentation has subsequently delayed land negotiations. Planned expenditure will not now be achieved. Small schemes allocated to Operations at West Princes Street, Helensburgh and Ferndene Gardens, Cove can be completed. Value £25,000.					
What action will be taken to rectify this issue? Delay £294,000 expenditure to 2010/11. Appoint external consultants and also contractors. The flood prevention programme will be reviewed by the DMT Strategic Project Board in November to establish clarity of the business cases which underpin these projects and the project management to deliver them effectively.					
What are the implications of the action proposed? Increased risk of flood damage.					

Project Name – Milton Burn, Dunoon – Flood Prevention Scheme					
First Added to Capital Plan – 2000 Project Manger: Arthur McCulloch					
	Tender Issue	Tender Return	Works Start	Works Complete	Cost £
Original Plan:	Dec 09	Jan 10	Feb 10	Mar 11	
Gross Exp					2,300,000
Income					
Net Exp					2,300,000
Current Forecast:	Phase 1 - May 09	Phase 1 – May 09	Phase 1 – June 09	Phase 1 – July 09	2,414,000
Gross Exp	Phase 2 - Oct 10	Phase 2 - Nov 10	Phase 2 Jan 11	Phase 2 – Nov 11	0
Income					2,414,000
Net Exp					
Variance:	Phase 1 -7 mths	Phase 1 -8 mths	Phase 1 -8 mths	Phase 1 - -16 mths	-114,000
Gross Exp	Phase 2 +11 mths	Phase 2 +10 mths	Phase 2 +11 mths	Phase 2 +8 mths	0
Income					
Net Exp					-114,000
Contractor	Storie (Argyll) Ltd for first phase just completed. Not yet appointed for main works. Raeburn were Ground Investigation for Phase 2.				
What is this project?					
Flood alleviation measures for the Milton Burn in Dunoon.					
How is this Project Funded?					
Council's Capital Budget					
Why is this project classified as red?					
Overspend in 2010/11.					
What has caused the issue outlined above?					
It is anticipated that a part of the remaining construction spend will be advanced into 10-11.					
What action will be taken to rectify this issue?					
Expenditure advanced from 11-12 year, but this is dependent on the assumption that agreement will be made in September to enter ground belonging to supermarket to undertake works.					
What are the implications of the action proposed?					
Rephasing of the budget, but this is totally dependant on date of agreement of land entry.					

Project Name – Kilbride Road, Dunoon – Flood Prevention Scheme					
First Added to Capital Plan – 2000					
Project Manger: Arthur McCulloch					
	Tender Issue	Tender Return	Works Start	Works Complete	Cost £
Original Plan:	Jun 2008	July 2008	Sept 2008	Mar 2009	
Gross Exp					1,400,000
Income					0
Net Exp					1,400,000
Current Forecast:	Aug 08	Sept 08	Nov 08	May 09	
Gross Exp					1,338,000
Income					0
Net Exp					1,338,000
Variance:	2 months	2 months	2 months	2 months	
Gross Exp					62,000
Income					0
Net Exp					62,000
Contractor	McKean and Company (Glasgow) Ltd				
What is this project?					
The construction of a new surface water outfall down Kilbride Road to alleviate the current flooding problems in the Kilbride area of Dunoon.					
How is this Project Funded?					
Now fully funded from Council's Capital Budget following introduction of block grant system and removal of 80% cash grant.					
Why is this project classified as red?					
Anticipated under spend in 10-11.					
What has caused the issue outlined above?					
The final project cost has come in lower than budget.					
What action will be taken to rectify this issue?					
None					
What are the implications of the action proposed?					
Reduction in expenditure overall leaving a balance to be allocated to other projects within Development & Infrastructure by use of virement.					