

The Cabinet

2 March 2005

Author: Debbie Dixon, Policy Director
01722 434260
ddixon@salisbury.gov.uk

REPORT

Councillor K Wren : Leader of the Council

PERFORMANCE MONITORING

Executive Summary

During the last couple of years the Council has been developing and strengthening its approach to performance management. The latest development was introduced at the September Cabinet. This report represents the third update. Its aim is to provide Cabinet with a high level view of where services need to improve and what actions are proposed to reduce risks to the Council.

It has been produced following an analysis of budget monitoring information, performance indicator information and progress reports on key themes in the Corporate Plan.

1. Matters for Consideration:

Cabinet is requested to:

- i) receive updates on areas of concern identified in the first quarter;
- ii) note new areas of concern and improvement;
- iii) approve the actions as recommended.

2. Introduction and Background:

This is the third report which analyses monitoring information from budgets, performance indicators, progress reports against the Corporate Plan, Risk Registers and miscellaneous reports for the third quarter period of this financial year. All detailed monitoring reports are available as background papers on request from the Democratic Services Unit.

This summary is designed as an exception report identifying for all Councillors areas of concern where services need to improve and what actions are required to reduce risks to the Council. The issues and actions have been categorised by risk type and added to the Corporate and Portfolio Risk Register.

3. Progress on Risks Identified during the Second Quarter (July – Sept 2004):

- 3.1. Appendix I provides an update on progress.

4. Current Risks Identified during the Third Quarter (Oct – Dec 2004):

4.1. Financial

Rent Arrears – Slight improvement from 2.56% to 2.45% but still some way to go to achieve upper quartile of 1.8%.

Action – The Head of Housing Management advises that rent arrears are always higher at this time of year. Comparing the figure to this time last year we are still on course to meet the upper quartile target.

Interest on Balances – Due to higher than expected interest rates, improved treasury management practices and re-profiling of the Capital Programme, interest on general fund balances is likely to exceed the budget by £150k - £200k in 2004/05.

Action – The Head of Financial Services has made an adjustment to the Base Estimate for 2005/06 (£150k).

Car Parking Income – Income for the year is currently predicted to be in excess of budget by £250k - £350k.

Action – The Heads of Forward Planning and Transportation and Financial Services advise that the income is monitored monthly and the car park model updated in accordance with the Transport Plan. The impact of the new Park and Ride sites will be assessed during 2005/06.

Repairs and Maintenance – With the centralised offices scheme, expenditure on repairs and maintenance is being kept to a minimum, however, this is still likely to be overspent in the region of £30k - £50k this year.

Action – The Head of Financial Services continues to monitor and minimise the expenditure. A review of this budget will be undertaken for 2006/07.

Park and Ride Journeys – Down on last quarter, this is concerning as previous trends showed an increase over the Christmas period. However, overall, parking income from all sources is still on track to reach the year end target of £4.2m.

Action – The Head of Forward Planning and Transportation believes that the declining trend is thought to result from errors in recording, rather than anything more serious. To overcome this problem and to establish a more meaningful indicator, it is proposed from April 2005 to record instead the number of cars parked at Park and Ride sites.

4.1.1. Copies of the detailed monitoring reports for the General Fund and Capital Programme are attached as Appendix 3 and 4.

4.2. **Reputation**

Recycling – Despite the additional costs involved the “black box” scheme has not increased the percentage of household waste above the level achieved by the original scheme, i.e. around 17%.

Action – The Head of Environmental Services advises that discussions with partners are likely to achieve some improvement, particularly if linked to a publicity drive. However, our experience to date suggests that there must be some doubt as to whether the “black box” scheme is an adequate strategy for reaching recycling targets of 30%+ and it is suggested that a fundamental review is needed.

Membership SWEP/STP – Both partnerships recorded below target membership figures for the quarter.

Action – Head of Marketing, Economic Development and Tourism to support membership recruitment campaign.

4.3. **Capacity**

Sickness Absence – Proportion of days lost due to sickness has increased from 6.81 days to 8.87 days.

Action – The Head of Personnel and Training Services is implementing the following action plan:

- Workshops for all staff to be held in units with high sickness levels with the aim of increasing awareness of the impact of sickness on service delivery and thus reduce sickness levels.

- Workshops on stress management to promulgate best practice.
- Recruitment of occupational health nurse to undertake preventative as well as curative work.
- Encouraging the reduction of sickness levels through displaying graphs within units which show relative days lost.

Equality of Opportunity – An initial review of the progress against the Equality Standard has identified concerns that the Council is unlikely to reach its target of level 3 in this year.

Action – A Policy Director has established a small task and finish group to develop an action plan by the end of May to work towards level 3 achievement.

5. **Revised Risk Register:**

Set out in Appendix 2 is the revised Corporate Risk Register which reflects the issues within this report and actions to be agreed. The register has also been amended to remove risks no longer relevant and reflect any changes to the status of existing risks.

6. **Improving Performance:**

The results from the third quarter show that 59% of Best Value Performance Indicators have improved on last year.

SDC has achieved excellent standards of performance this quarter in terms of reducing lead times on decisions taken on homelessness applications, the collection of Council Tax, ensuring minimal time is taken to re-let dwellings, the time taken to process new benefit claims, huge reductions in the amount of missed collections of household waste and completing all land searches within the set deadline.

In particular, Development Services have succeeded in exceeding all three new development control targets for planning applications progressing on their already successful quarter 2 results. These are the likely fruits of them steadily implementing aspects of their improvement plan which has included a restructure of the unit, an increased staff complement, streamlining of procedures with regard minor applications, and alterations to the delegation scheme has meant fewer applications have had to go to committee.

Overall 11 out of 16 of our top 20 Best Value Performance Indicators are in the top 25% of district councils (compared to 10 reported in November).

We are now in the countdown to the end of year results and any positive influence service units have to stimulate improvement need to be actioned immediately.

7. **Background Papers:**

Progress reports on the Integrated Change Programme
Corporate Risk Register
Portfolio Risk Registers
CPA Improvement Plan

8. **Implications:**

- **Financial** : Appendix 3 provides revenue budget monitoring summaries for each portfolio and Appendix 4 summarises the current Capital Programme.
- **Legal** : None within this report.
- **Human Rights** : None contained within this report.
- **Personnel** : Contained within report.
- **Community Safety** : None.
- **Environmental** : Contained within report.
- **Ward(s) Affected** : All.
- **Consultation Undertaken** : Service Unit Heads.

Appendix 1

Progress on Risks Identified during Second Quarter of Year (July – Sept 2004)

Risk Category	Service / Nature of Risk	Explanation / Action Taken
1. FINANCIAL	Potential Underspends	
	1.1 H.R.A. Capital Programme.	Work on this years programme is progressing well and the underspend will be kept to a minimum. Work is also underway between Housing Management and Financial Services to link the financial codes to contracts using the Agresso system. This will enhance the Management Information available.
	1.2 Office Project.	The Expenditure profile on the scheme has been adjusted to fit the current project plan (reported to February Cabinet).
	Potential Increased Income	
	None this quarter.	
	Potential Adjustment of budget levels to reflect demand	
	None this quarter.	
	Potential Overspends	
	None this quarter.	
	Leakage	
	None this quarter.	
2. REPUTATION	2.1 Decisions on notifications of Homelessness Applications.	Review of all cases after 15 days introduced. Third quarter shows significant improvements with 97.6% notified in 33 days (now in upper quartile).
	2.2 Reduced Park & Ride journeys.	Members decided that the number of passengers was an unreliable indicator and agreed to change this to the number of cars parked, because this is automatically recorded. The change will be implemented for the start of the 2005/06 year.
	2.3 Number of Affordable Homes provided.	Completions forecast reported to the Portfolio Holder and attached as Appendix 5.
	2.4 Recycling.	It is likely that any increase in the % of household waste will arise purely from the introduction of collecting biodegradable waste. Tonnage from the black box scheme is stagnant, and a review of the scheme is therefore underway.
3. CAPACITY	3.1 Equality of Opportunity.	Robust monitoring arrangements in respect of age, sex, ethnic origin and disability in terms of interest shown in vacancies, applications received, interviews undertaken and appointments made have now been put in place. A recent report analysed the results of this monitoring in respect of ethnicity and a consequential action plan has now been devised.
	3.2 Councillor Training and Development.	Corporate Training Plan 2005/06 approved Jan 2005 Cabinet.

Salisbury District Council Risk Register

Date Last Updated: February 2005

Appendix 2

Title of Risk	Impact	Probab.	Category	Risk Source	Owner	Risk Action	Action	Residual Status	Updated
Sickness Absence	Medium	High	Capacity	Cabinet	PP&T	Treat	Monitor effect of policy and take consequent action	OK	07.02.05
Industrial Relations	Medium	High	Capacity	Cabinet	PP&T	Treat	Planning for day of action 23 March 2005	Concerned	07.02.05
Resistance to Change	High	Medium	Capacity	Cabinet	MT	Treat	Implement actions arising from staff survey	OK	07.02.05
Poor "management"	Medium	Low	Capacity	Cabinet	MT	Tolerate	None	OK	07.02.05
Skills shortage	Medium	Low	Capacity	Cabinet	PP&T	Tolerate	None	OK	07.02.05
I.T. Failure	High	Low	Capacity	Cabinet	ITS	Treat	IT Strategy Group to report options to Cabinet	Concerned	07.02.05
Lack of Business Continuity Plans	High	Medium	Capacity	EMT	MT	Treat	Report to Cabinet on issues and options	Concerned	07.02.05
M.O.D. transfer/removal	Medium	Low	Economic	Cabinet	MED&T	Tolerate	None	OK	07.02.05
Major employers exit	Medium	Low	Economic	Cabinet	MED&T	Tolerate	None	OK	07.02.05
Economic downturn	Medium	Low	Economic	Cabinet	MED&T	Tolerate	None	OK	07.02.05
Agricultural disaster (Foot & Mouth/B.S.E.)	Medium	Low	Environment	Cabinet	MED&T	Tolerate	None	OK	07.02.05
Terrorism/major disaster	Medium	Low	Environment	Cabinet	Sthorne	Tolerate	Emergency Major Incident Plan adopted and to be updated. Ongoing periodic training by LAIOs	OK	07.02.05
Flooding	Medium	Medium	Environment	Cabinet	EHS	Treat	Cabinet has approved report from working group	OK	07.02.05
No transport provider	Medium	Low	Environment	Cabinet	FP&T	Tolerate	None	OK	07.02.05
Crime Increase	Medium	Low	Environment	Cabinet	CI	Tolerate	None	OK	07.02.05
Increase in pension contributions	High	High	Financial	Cabinet	Fin Serv	Treat	Significant increase in contributions included in 2005/6 budget proposals	Concerned	07.02.05
Changes in Government General Formula Grant	Medium	High	Financial	Cabinet	Fin Serv	Tolerate	Reflect in Medium Term Financial Strategy	Concerned	07.02.05
Outcome of stock option	High	Medium	Financial	Cabinet	HM	Tolerate	Appraisal to be completed by Spring 2004. Contingency sum budgeted for.	OK	07.02.05
Failure of Leisure Trust	Medium	Low	Financial	Cabinet	CI/Fin Serv	Tolerate	Decision on transfer delayed for 18 months	OK	07.02.05
Raising capital for major projects e.g. office project	High	High	Financial	Cabinet	Fin Serv/MT	Treat	Proposals for office project agreed by Cabinet	OK	07.02.05
Cost of concessionary fares	Low	Medium	Financial	Cabinet	FP&T	Tolerate	Review as part of budget monitoring	OK	07.02.05
Stonehenge Project - Legal Challenge	High	Medium	Financial	Cabinet	DS/L&PS	Treat	Make provision in Reserves to meet any costs	OK	07.02.05
Legal challenge – local development framework	Low	High	Financial	Cabinet	FP&T	Tolerate	Make provision in Reserves to meet any costs	OK	07.02.05
Insurance premiums above inflation	Low	High	Financial	Cabinet	Fin Serv	Tolerate	Reflected in MTFS	OK	07.02.05

Industrial Tribunals	Medium	High	Financial	Cabinet	Fin Serv	Tolerate	Make provision in Reserves to meet any costs	OK	07.02.05
Disability Discrimination Act implications	High	High	Financial	Cabinet	Fin Serv	Treat	Ensure new office proposals meet DDA requirements	OK	07.02.05
Unrest amongst pensioners about paying Council Tax	Medium	Medium	Political	Cabinet	MED&T	Treat	PR activity to put any rise in Council Tax in perspective	OK	07.02.05
Public perception of Office Project	High	Medium	Political	Cabinet	MED&T	Treat	Marketing and PR campaign to assist public in better understanding the need for project	OK	07.02.05
Organisational corruption/fraud	High	Low	Reputation	Cabinet	ST/DM	Tolerate	Proactive PR in damage limitation	OK	07.02.05
Irresponsible spending	High	Low	Reputation	Cabinet	Fin Serv	Tolerate	Proactive PR in damage limitation	OK	07.02.05
Staff Tribunals – “Bullying”	High	Medium	Reputation	Cabinet	PP&T	Treat	Develop PR strategy for each case	OK	07.02.05
Consistent bad press	Medium	Low	Reputation	Cabinet	MED&T	Tolerate	Maintain Press Relations	OK	07.02.05
Street cleaning	Low	Medium	Reputation	Cabinet	EHS	Tolerate	Proactive PR in damage limitation	OK	07.02.05
Housing Stock transfer	High	Low	Reputation	Cabinet	HM	Treat	Develop PR strategy for project	OK	07.02.05
Office Project	High	Low	Reputation	Cabinet	L&PS	Transfer	Develop PR strategy for project	OK	07.02.05
Standards/Ethics	High	Low	Reputation	Cabinet	L&PS	Treat	Members: Part of induction, monitoring by Monitoring Officer/Standards Committee	OK	07.02.05
							Officers: Introduction of Code of Conduct, awareness sessions on Code, part of induction, monitoring by SUHs	OK	07.02.05
Disaster / Emergency support	High	Low	Reputation	Portfolio Plan	S Thorne	Tolerate	Emergency Major and Local Incident Plan adopted. Ongoing periodic training by LAIOs	OK	07.02.05
Tourism downturn	High	Low	Economic	Cabinet	MED&T	Treat	Investigate new markets and new marketing strategy	OK	07.02.05
Falling Membership of STP	High	Low	Economic	Cabinet	MED&T	Treat	Pro-active membership campaign	OK	07.02.05
Failing to reach recycling target	High	High	Reputation	Cabinet	EHS	Treat	Review of waste strategy to be undertaken	Concerned	07.02.05

SALISBURY DISTRICT COUNCIL

General Fund Month 9 2004/2005

2003/2004 Actual Outturn	Portfolio	2004/2005 Original Estimate	2004/2005 Revised Estimate	2004/2005 Profiled Budget	2004/2005 Actual Month 9	2004/2005 Variance
£		£	£	£	£	£
1,244,662	Total Resources (excluding Central Contingency)	819,020	678,540	764,595	966,460	201,865
4,179,869	Total Community & Housing	3,279,130	3,543,680	2,847,069	2,994,172	147,103
2,508,752	Total Planning & Economic Development	3,008,120	2,863,520	2,097,294	1,916,754	(180,540)
3,664,480	Total Environment & Transport	3,818,090	4,097,120	2,909,553	2,533,404	(376,149)
87,014	Central Contingency	378,500	-	-	(39,023)	(39,023)
11,684,777	Total General Fund	11,302,860	11,182,860	8,618,511	8,371,766	(246,745)
(421,618)	Contribution (from) to General Fund Reserves	(287,000)	(167,000)	(125,253)	(125,253)	
11,263,159	General Fund Net Expenditure	11,015,860	11,015,860	8,493,258	8,246,513	(246,745)
370,334	City Area Committee	456,430	424,870	317,902	296,576	(21,326)
151,884	Contribution (from)/To City Area Reserves	65,480	97,040	72,819	72,819	
522,218	City Area PRECEPT (NET EXPENDITURE)	521,910	521,910	390,721	369,395	(21,326)
11,785,377	TOTAL NET EXPENDITURE	11,537,770	11,537,770	8,883,979	8,615,908	(268,071)

Resources Portfolio

2003/2004			2004/2005	2004/2005	2004/2005	2004/2005	Variance	Notes
Actual Outturn	Code	Service	Original Estimate	Revised Estimate	Profiled Budget	Actual Month 9		
£			£	£	£	£	£	
149,781	BVU	Corporate Centre Best Value	139,860	128,570	96,417	106,905	10,488	(1), (13)
448,247	CORPDEM	Corporate & Democratic Core	304,290	288,120	262,266	42,286	(219,980)	(9), (10), (11), (12), (13)
270,702	CORPPRI	Corporate Public Relations & Initiatives	329,940	346,510	259,884	183,628	(76,256)	(1), (13)
(212,337)	LAN	Land Charges	(281,490)	(270,500)	(203,139)	(124,085)	79,054	(1), (13)
35,023	OTHERSER	Other Services	43,200	43,290	32,436	27,878	(4,558)	(3), (13)
74,944	PUI	Print Unit	17,220	12,020	30,191	21,086	(9,105)	(1), (13)
16,837	UNI	Unison	16,300	16,810	12,762	13,199	437	(1), (13)
783,196			569,320	564,820	490,817	270,897	(219,920)	
		Budgets under Control of Full Council						
164,440	AREACOMM	Area Committees	178,940	179,850	134,802	108,238	(26,564)	(13)
91,854	ELE	Election Expenses	5,240	4,030	2,997	1,224	(1,773)	(13)
93,268	ELR	Electoral Registration	109,360	111,580	83,817	77,971	(5,846)	(1), (13)
948,662	MEM	Members	937,870	977,140	732,996	739,115	6,119	(1), (13)
495	SCR	Scrutiny Funding	16,030	16,080	12,087	350	(11,737)	(13)
335,510	UCO	Unapportionable Central Overheads	347,180	347,180	260,379	259,293	(1,086)	(13)
1,634,229			1,594,620	1,635,860	1,227,078	1,186,191	(40,887)	
		Establishment Expenses						
83,995	OFFICES	Council Offices	(23,660)	-	27,428	76,858	49,430	(1), (13)
83,995			(23,660)	-	27,428	76,858	49,430	
		Other Financial Services						
(2,258,750)	ARD	Asset Rentals	(2,106,180)	(2,106,180)	(1,579,644)	(1,579,680)	(36)	
(2,258,750)			(2,106,180)	(2,106,180)	(1,579,644)	(1,579,680)	(36)	
		Local Taxation						
581,307	CTX	Local Taxation	553,540	514,550	517,347	502,005	(15,342)	(1), (5), (13)
(102,651)	NDR	NNDR	(82,540)	(86,680)	(65,052)	9,720	74,772	(1), (13)
478,655			471,000	427,870	452,295	511,725	59,430	
		Property Services						
(79,285)	CHU	Churchfields Estate	(87,980)	(88,600)	(66,510)	(38,247)	28,263	(13)
42,891	CHURDEP	Churchfields Depot	1,390	6,980	13,939	106,863	92,924	(13)
(134,214)	MISCPROP	Miscellaneous Properties	(98,070)	(85,440)	(64,294)	(79,497)	(15,203)	(13)
169,282	PRO	Property Management	184,100	169,880	127,539	116,676	(10,863)	(1), (13)
(1,326)			(560)	2,820	10,674	105,794	95,120	
		Support Services						
-	CCP	Cash Collection Services	-	-	(6,660)	(2,016)	4,644	(1), (13)
68,522	CUSTSERV	Customer Services	52,430	85,010	19,116	51,458	32,342	(1), (4), (6), (7), (8), (13)
(731)	DSU	Democratic Services	(29,080)	-	(4,182)	24,263	28,445	(1), (13)
39,992	FINSERVS	Financial Services	42,040	-	72	7,999	7,927	(1), (13)
(32,209)	ITS	IT Section	(8,670)	-	(27)	(15,286)	(15,259)	(1), (2), (13)
188,782	ITSYSTEM	IT Systems	84,960	68,340	87,115	237,853	150,738	(2), (13)
5,437	LEGALSVS	Legal Services	(4,930)	-	(270)	24,649	24,919	(1), (13)
193,253	PPTSERV	Personnel & Payroll Services	140,370	-	(257)	26,504	26,761	(1), (13)
45,202	REV	Revenue Section	2,630	-	20,760	20,936	176	(4), (13), (14)
16,417	TEL	Telephonists	34,730	-	20,280	18,316	(1,964)	(1), (13)
524,663			314,480	153,350	135,947	394,675	258,728	
		Central Contingency						
87,014	ZZZ	Contingency	378,500	-	-	(39,023)	(39,023)	(15)
87,014			378,500	-	-	(39,023)	(39,023)	
1,331,676		Total Resources	1,197,520	678,540	764,595	927,436	162,841	

<h2 style="margin: 0;">Resources Portfolio</h2>

GENERAL FUND

Revenue Monitoring Statement - Month 9 2004/2005

NOTES:

£

2004/2005 ORIGINAL ESTIMATE RESOURCES PORTFOLIO

819,020

Virements in Year**Months 1 -3**

0

Revised Budget as at Month 3819,020**Months 4 -6**

(1) Pay award

139,960

(2) IEG Monies

(8,760)

(3) Inflation External Contracts

360

Revised Budget as at Month 6950,580**Months 7-9**

(4) Establishment change Customer Services

1,900

(5) Establishment Change Revs and Bens

(12,920)

(6) Move AIC to CSA

47,990

(7) Move MAO to CSA

30,580

(8) Extra Customer Services

8,940

(9) Additional Interest

(29,650)

(10) Car Park Salary Adjustment

400

(11) Increase Compact Budget

(5,000)

(12) CCTV Contract Inflation

(5,630)

(13) Central Support Recharge Adjustment

(182,020)

(14) Adjustment re Out Offices

(126,630)

Revised Budget as at Month 9.678,540

2004/2005 ORIGINAL ESTIMATE CENTRAL CONTINGENCY

378,500

Virements in Year**Months 1 -3****Revised Budget as at Month 3**378,500**Months 4 -6**

(15) Pay award	(388,010)
(15) IEG Monies	10,350
(15) Car Park Salary	11,670
(15) Inflation External Contracts	(14,960)

Revised Budget as at Month 6(2,450)**Months 7-9**

(15) Establishment change Customer Services	(1,900)
(15) Establishment Change SCS	(16,360)
(15) Extra Customer Services	(8,940)
(15) Additional Interest	29,650

Revised Budget as at Month 90

Community & Housing Portfolio

2003/2004 Actual Outturn	Code	Service	2004/2005 Original Estimate	2004/2005 Revised Estimate	2004/2005 Profiled Budget	2004/2005 Actual Month 9	Variance	Notes
£			£	£	£		£	
		Community Initiatives						
425,997	ART	Art Development	430,860	430,550	355,174	343,392	(11,782)	(1), (5)
278,071	CCH	City Hall	307,190	292,530	227,287	206,213	(21,074)	(1), (5)
155,630	CDG	Community Development & District Grants	156,300	155,820	140,700	148,247	7,547	(2), (5)
378,062	CIU	Community Initiatives	346,920	329,810	247,284	257,373	10,089	(1), (5)
48,489	COMMPART	Community Initiatives Partnership Projects	47,000	53,210	40,479	16,066	(24,413)	(4), (5)
45,174	CPI	Community Plan Implementation	3,660	8,240	39,600	36,712	(2,888)	(1), (5)
203,844	DSP	Durrington Swimming Pool	177,280	205,270	196,949	261,398	64,449	(1), (5)
28,827	GUILD	Guildhall	47,410	50,660	42,688	46,415	3,727	(1), (5)
359,614	LEISCENT	Salisbury Leisure Centre and Athletics Track	374,590	505,850	413,209	481,830	68,621	(1), (5)
25,313	LEISSERV	Leisure Services	22,630	22,590	16,902	26,447	9,545	(5)
85,789	P3W	Salisbury Swimming Pool	79,220	79,220	59,409	65,301	5,892	(5)
(5,148)	PLEASFAIR	Pleasure Fairs	(4,820)	(4,430)	(3,375)	(4,251)	(876)	(5)
(198,335)	PRODMARK	Produce Markets	(197,950)	(198,580)	(141,925)	(149,624)	(7,699)	(5)
5,137	SFW	Wilton Sheep Fair	4,450	4,440	3,594	4,347	753	(5)
117,123	SPT	Sports & Recreation Strategy	118,970	111,490	83,493	56,531	(26,962)	(1), (5)
1,070	STR	Strategic Alliance	5,100	5,090	3,834	11,394	7,560	(5)
159,512	TSC	Tisbury Sports Centre	167,160	173,580	132,816	122,892	(9,924)	(1), (5)
2,114,172			2,085,970	2,225,340	1,858,118	1,930,684	72,566	
		Housing Services						
305,930	DPS	Development & Private Sector Services	315,110	327,520	245,583	240,001	(5,582)	(1), (2), (5)
150,274	EMC	Emergency Centre	70,270	61,040	46,111	115,851	69,740	(1), (5)
(1,534)	GYP	Itinerates & Travellers	7,750	-	-	6	6	(5)
250,621	HNS	Housing Need Services	248,010	338,500	253,809	256,218	2,409	(1), (5)
1,204,876	HOUSBEN	Housing Benefits	395,310	471,830	353,754	343,399	(10,355)	(1), (3), (5)
-	IMP	Improvement Grants	1,920	-	-	-	-	(5)
155,530	STH	Strategic Housing	154,790	119,450	89,694	108,013	18,319	(1), (5)
2,065,697			1,193,160	1,318,340	988,951	1,063,488	74,537	
4,179,869		Total Community & Housing	3,279,130	3,543,680	2,847,069	2,994,172	147,103	

<h2 style="margin: 0;">Community & Housing Portfolio</h2>

GENERAL FUND

Revenue Monitoring Statement - Month 9 2004/2005

NOTES:

£

2004/2005 ORIGINAL ESTIMATE

3,279,130

Virements in Year

Months 1 -3

0

Revised Budget as at Month 3

3,279,130

Months 4 -6

(1) Pay award

56,710

(2) Move HECA Monies

6,000

Revised Budget as at Month 6

3,341,840

Months 7-9

(3) Establishment Change Revs and Bens

12,920

(4) Increase Compact Budget

5,000

(5) Central Support Recharge Adjustment

183,920

Revised Budget as at Month 9

3,543,680

Planning & Economic Development Portfolio

2003/2004 Actual Outturn			2004/2005 Original Estimate	2004/2005 Revised Estimate	2004/2005 Profiled Budget	2004/2005 Actual Month 9	Variance	Notes
£	Code	Service	£	£	£	£	£	
328,282	ECONDEV	Economic Development & Tourism Economic Development	294,120	336,410	260,647	226,273	(34,374)	(1), (6)
309,853	TICS	Tourist Information Centres	309,400	309,820	239,411	263,515	24,104	(1), (3), (4), (6), (7)
211,513	TOURISM	Tourism	245,110	220,510	145,320	95,132	(50,188)	(1), (2), (6)
849,648			848,630	866,740	645,378	584,920	(60,458)	
371,152	CTV	Other Partnership Services CCTV	405,500	415,580	284,994	251,334	(33,660)	(1), (5), (6)
371,152			405,500	415,580	284,994	251,334	(33,660)	
112,597	BUI	Planning Building Control	77,570	97,680	73,170	47,988	(25,182)	(1), (6),
670,962	DEVCONT	Development Control & Enforcement	857,990	889,750	648,504	711,388	62,884	(1), (6), (8)
479,899	FPL	Forward Planning	788,130	564,060	423,045	307,775	(115,270)	(1), (6),
17,927	HIS	Historic Buildings	21,900	21,330	15,975	10,870	(5,105)	(6)
6,567	SNN	Street Naming and Numbering	8,400	8,380	6,228	2,477	(3,751)	(6)
1,287,952			1,753,990	1,581,200	1,166,922	1,080,499	(86,423)	
2,508,752		Total Planning & Economic Development	3,008,120	2,863,520	2,097,294	1,916,754	(180,540)	

Planning & Economic Development Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 9 2004/2005

NOTES:

£

2004/2005 ORIGINAL ESTIMATE

3,008,120

Virements in Year

Months 1 -3

0

Revised Budget as at Month 3

3,008,120

Months 4 -6

(1) Pay award

64,960

(2) IEG Monies

(1,590)

Revised Budget as at Month 6

3,071,490

Months 7-9

(3) Move AIC to CSA

(47,990)

(4) Move MAO to CSA

(30,580)

(5) CCTV Contract Inflation

5,630

(6) Central Support Recharge Adjustment

(66,660)

(7) Adjustment re Out Offices

126,630

(8) SDB Reversal

(195,000)

Revised Budget as at Month 9

2,863,520

Environment & Transport Portfolio

2003/2004 Actual Outturn	Code	Service	2004/2005 Original Estimate	2004/2005 Revised Estimate	2004/2005 Profiled Budget	2004/2005 Actual Month 9	Variance	Notes
£			£	£	£	£	£	
		Environmental Health						
29,923	CDE	Local Agenda 21	30,420	29,210	21,915	24,502	2,587	(9)
1,664,070	E1A	Refuse Collection	1,575,250	1,677,850	1,054,612	883,360	(171,252)	(1), (6), (7), (9)
297,658	E1B	Recycling	279,140	379,120	284,472	281,910	(2,562)	(9)
93,303	E1C	Abandoned Vehicles	151,290	126,290	94,590	60,123	(34,467)	(9)
35,143	E1D	Canine Bylaws	37,240	37,240	27,927	26,380	(1,547)	(9)
82,326	E2H	Entertainment Licenses	68,810	68,810	51,531	61,211	9,680	(9)
347,393	E3A	Environmental Health	359,320	354,320	265,662	254,848	(10,814)	(3), (6), (9)
115,624	E3B	Pest Control	122,180	124,080	93,060	81,405	(11,655)	(6), (9)
23,531	E3C	Dog Control	22,600	22,600	16,920	17,117	197	(9)
12,779	E3D	Animal Licenses	12,240	12,240	9,144	9,855	711	(9)
48,235	E3E	Land Drainage	52,980	52,980	39,717	32,149	(7,568)	(9)
17,733	E3F	Burials at Public Expense	18,760	18,760	14,067	13,129	(938)	(9)
1,378	E3G	Health Promotion	4,260	4,260	3,168	115	(3,053)	(9)
46,021	E3J	Air Pollution	43,710	43,710	32,760	26,973	(5,787)	(9)
26,775	E3K	Water Sampling	28,150	28,150	21,105	19,392	(1,713)	(9)
155,853	E3M	Food Safety Act 1990	156,020	156,020	116,964	103,085	(13,879)	(9)
3,086	E3N	MKA Computer System	4,550	4,550	3,402	2,108	(1,294)	(9)
1,674	E3P	Public Footpaths Regs	(1,200)	(1,220)	(927)	-	927	(9)
708,563	E4A	Street Cleansing	813,080	878,670	658,980	613,044	(45,936)	(9)
(18,705)	E5A	Environmental Health Holding Account	14,070	-	27	(10,095)	(10,122)	(2), (9)
19,813	E5B	Cleansing Holding Account	10	-	(54)	31,331	31,385	(2), (9)
(217,738)	E6C	Crematorium	(194,270)	(194,240)	(139,718)	(166,694)	(26,976)	(2), (9)
46,109	ENP	Environmental Policy	36,000	35,560	26,649	15,534	(11,115)	(2), (9)
510,785	OPENSACE	Open Spaces and Other Services	506,200	527,660	395,532	487,587	92,055	(2), (6), (9)
264,213	PUBCON	Public Conveniences	241,590	240,800	181,512	178,277	(3,235)	(9)
(0)		Total Salisbury Commercial Services	-	-	(3,159)	280,475	283,634	(2), (4), (6), (7), (9)
4,315,546			4,382,400	4,627,420	3,269,858	3,327,122	57,264	
		Transportation						
(1,338,056)	CARPARK	Car Parks	(1,280,900)	(1,240,930)	(848,777)	(1,217,179)	(368,402)	(2), (5), (8), (9)
(125)	HAK	Hackney Carriages (E&T)	10	10	-	-	-	
76,753	SHP	Shopmobility	80,720	88,510	66,876	66,607	(269)	(2), (9)
610,362	TRA	Transportation	635,860	622,110	421,596	356,854	(64,742)	(2), (9)
(651,066)			(564,310)	(530,300)	(360,305)	(793,718)	(433,413)	
3,664,480		Total Environment & Transport	3,818,090	4,097,120	2,909,553	2,533,404	(376,149)	

Environment & Transportation Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 9 2004/2005

NOTES:

£

2004/2005 ORIGINAL ESTIMATE

3,818,090

Virements in Year

Months 1 -3

(1) Refuse Collection SDB

75,000

Revised Budget as at Month 3

3,893,090

Months 4 -6

(2) Pay award

52,690

(3) Move HECA monies

(6,000)

(4) Movement of SCS

73,690

(5) Car Park salary

(11,670)

(6) Inflation External Contracts

14,600

Revised Budget as at Month 6

4,016,400

Months 7-9

(7) Establishment Change SCS

16,360

(8) Car Parks Salary Adjustment

(400)

(9) Central Support Recharge Adjustment

64,760

Revised Budget as at Month 9

4,097,120

Salisbury City Portfolio

2003/2004 Actual Outturn	Code	Service	2004/2005 Original Estimate	2004/2005 Revised Estimate	2004/2005 Profiled Budget	2004/2005 Actual Month 9	Variance	Notes
£			£	£	£	£	£	
		Allotments						
7,610	G2A	Allotments General	2,850	5,570	4,194	10,880	6,686	(3)
16	G2B	Stratford-Sub-Castle	(260)	(390)	(306)	204	510	(3)
92	G2C	Westwood	190	70	36	163	127	(3)
179	G2D	Wiltshire Road	180	80	27	96	69	(3)
(458)	G2E	The Tunnel	(320)	(640)	(522)	233	755	(3)
(317)	G2F	Coldharbour Lane	(230)	(430)	(369)	204	573	(3)
52	G2G	New Butts	(150)	(100)	(135)	635	770	(3)
(168)	G2H	Warres Trust	(110)	(290)	(189)	188	377	(3)
(965)	G2J	London Road	(340)	(890)	(720)	402	1,122	(3)
(5,029)	G2K	Fisherton Farm	(940)	(2,000)	(1,530)	(873)	657	(3)
(1,013)	G2L	Cow Lane	(870)	(980)	(756)	(171)	585	(3)
-			-	-	(270)	11,961	12,231	
		Cemeteries						
(1,478)	G1A	London Road Cemetery	4,650	(1,960)	(1,503)	(4,261)	(2,758)	(3)
5,553	G1B	Devizes Road Cemetery	6,930	4,660	3,541	1,850	(1,691)	(3)
4,075			11,580	2,700	2,038	(2,411)	(4,449)	
		Miscellaneous						
71,530	G8A	Administration	71,530	64,870	48,690	48,690	-	(2)
(191)	G8B	Other Charges/Contract Costs	11,120	11,620	8,676	4,118	(4,558)	(3)
71,339			82,650	76,490	57,366	52,808	(4,558)	
		Other Services						
68,422	G5F	Verge Gardens & Shrubberies	73,660	74,710	56,043	44,557	(11,486)	(3)
25,787	G6A	Children's Playgrounds	29,330	29,500	22,077	17,688	(4,389)	(3)
2,386	G6B	Monuments	5,220	5,750	4,266	2,150	(2,116)	(3)
9,920	G6C	Bus Shelters & Seats	18,210	18,300	13,725	6,293	(7,432)	(3)
20,420	G6D	Highways Grasscutting	19,590	20,110	15,048	10,616	(4,432)	(1)
18,541	G7A	City Tree Maintenance Programme	28,070	18,570	13,932	9,699	(4,233)	(3)
145,477			174,080	166,940	125,091	91,001	(34,090)	
		Open Spaces						
18,593	G4B	Bourne Hill & Greencroft	17,890	17,890	13,392	11,772	(1,620)	
29,271	G4C	Churchill Gardens	27,130	27,150	20,322	11,697	(8,625)	(3)
(0)	G4D	Bemerton Recreation Ground	-	-	63	(1,397)	(1,460)	(3)
13,270	G4E	Queen Elizabeth Gardens	12,540	12,540	9,387	8,787	(600)	
2,560	G4F	Middle Street Open Space	2,860	2,860	2,133	1,587	(546)	
1,020	G4G	Meyrick Close	1,020	1,020	765	765	-	
5,534	G4H	St.Marks Open Space	5,610	5,610	4,203	3,945	(258)	
1,242	G4J	Maltings Amenity Area	1,370	1,710	1,287	750	(537)	(3)
5,038	G5A	Carpet Bedding Displays	5,040	5,050	3,780	5,050	1,270	(3)
985	G5B	Annual Flower Show	1,000	230	207	232	25	(3)
7,761	G5C	Closed Churchyards	7,960	7,960	5,958	5,253	(706)	
5,075	G5D	Bemerton Folly	5,260	5,260	3,933	3,144	(789)	
7,910	G5E	Harnham Slope	7,670	10,670	7,992	6,019	(1,973)	(3)
98,257			95,350	97,950	73,422	57,604	(15,818)	
		Recreation Grounds						
20,445	G3A	Victoria Park	45,000	37,140	27,774	28,099	325	(3)
14,899	G3B	Fisherton Recreation Ground	9,660	9,330	6,939	7,128	189	(3)
(3,276)	G3C	Old Sarum Rec Ground (Hudson's Field)	17,610	14,290	10,530	32,862	22,332	(3)
3,494	G3D	Bishopdown Sportsfield	4,300	4,120	3,096	5,866	2,770	(3)
13,805	G3E	Warre Acres	14,370	14,080	10,557	9,023	(1,534)	(3)
1,819	G4A	Westwood Sportsfield	1,830	1,830	1,359	2,635	1,276	
51,185			92,770	80,790	60,255	85,613	25,358	
370,334		Total Salisbury City	456,430	424,870	317,902	296,576	(21,326)	

City

GENERAL FUND**Revenue Monitoring Statement - Month 9 2004/2005****NOTES:**

£

2004/2005 ORIGINAL ESTIMATE

456,430

Virements in Year**Months 1 -3****Revised Budget as at Month 3**

456,430

Months 4 -6

(1) Inflation for External Contracts

520

Revised Budget as at Month 6

456,950

Months 7-9

(2) Central Support Recharge Adjustment

(6,660)

(3) City Adjustments

(25,420)

Revised Budget as at Month 9

424,870

Housing Revenue Account Portfolio

2003/2004 Actual Outturn	Code	Service	2004/2005 Original Estimate	2004/2005 Revised Estimate	2004/2005 Profiled Budget	2004/2005 Actual Month 9	Variance	Notes
£			£	£	£	£	£	
		HRA Expenditure						
3,325,261	HCF	Capital Financing Costs	3,421,090	3,291,790	2,420,418	2,420,421	3	(2)
8,834,171	HRR	Rent Rebates	280,230	480,230	-	170	170	(2)
(2,742,000)	HSB	HRA Subsidy Payable	5,758,500	5,716,660	5,163,183	5,022,723	(140,460)	(2)
4,380,861	REPMAN	Repairs and Maintenance	3,934,570	3,975,870	2,981,412	3,078,472	97,060	(1)
3,454	RRT	Rent, Rates Taxes etc	2,550	2,550	1,908	1,492	(416)	
196,039	SHELTACC	Sheltered Accommodation	306,800	305,700	231,219	202,025	(29,194)	(1)
2,767,789	SUPERMAN	Supervision & Management	2,984,330	3,073,430	2,130,696	1,939,707	(190,989)	(1)
16,765,575			16,688,070	16,846,230	12,928,836	12,665,010	(263,826)	
		Housing Income						
(148,254)	HII	Interest	(159,430)	(159,430)	(23,094)	(24,839)	(1,745)	
(17,685,099)	RENTS	Rents	(17,994,400)	(17,994,400)	(13,317,886)	(13,256,544)	61,342	
(17,833,353)			(18,153,830)	(18,153,830)	(13,340,980)	(13,281,383)	59,597	
		Total Housing Revenue Account	(1,465,760)	(1,307,600)	(412,144)	(616,373)	(204,229)	
(1,067,778)								

<h2 style="margin: 0;">Housing Revenue Account</h2>

HRA

Revenue Monitoring Statement - Month 9 2004/2005

NOTES:

£

2004/2005 ORIGINAL ESTIMATE

(1,465,760)

Virements in Year

Months 1 -3

0

Revised Budget as at Month 3

(1,465,760)

Months 4 -6

0

Revised Budget as at Month 6

(1,465,760)

Months 7-9

(1) Central Support Recharge Adjustment

(15,560)

(2) HRA Adjustments

158,160

Revised Budget as at Month 9

(1,323,160)

2004/2005 ORIGINAL ESTIMATE HRA CONTINGENCY

0

Virements in Year

Months 1 -3

0

Revised Budget as at Month 3

0

Months 4 -6

0

Revised Budget as at Month 6

0

Months 7-9

(3) Central Support Recharge Adjustment

15,560

Revised Budget as at Month 9

15,560

Capital Programme Portfolio

2003/2004 Actual Outturn	Code	Service	2004/2005 Original Estimate	2004/2005 Revised Estimate	2004/2005 Profiled Budget	2004/2005 Actual Month 9	Variance	Notes
£			£	£	£	£	£	
		Community & Housing - Capital						
507,826	Z1C	New Swimming Pool	-	85,780	64,350	8,907	(55,443)	(1)
2,667	Z1D	Salisbury Arts Centre Grant	-	9,430	7,110	9,433	2,323	(1)
-	Z2D	Mere meeting Room	87,000	-	-	-	-	(4)
33,994	Z3L	Home Repairs Grants	70,000	70,000	52,470	17,992	(34,478)	
247,024	Z3M	Disabled Facilities Grants	255,000	313,330	234,999	188,904	(46,095)	(3)
42,508	Z3N	Renovation Grants	100,000	25,000	18,720	-	(18,720)	
33,614	Z3P	Various Housing Association Grants	-	-	-	4,729	4,729	
-	Z4C	Athletics Track -Low level Floodlights**	15,000	15,000	11,250	-	(11,250)	
-	Z4D	Gainsborough Close - Kickabout**	20,000	20,000	15,030	-	(15,030)	
-	Z4M	Affordable Housing	1,687,000	-	-	-	-	(4)
867,633			2,234,000	538,540	403,929	229,965	(173,964)	
		City - Capital						
13,932	Z2H	Replacement Pavilions	125,000	1,420	1,080	1,416	336	(4)
-	Z3X	Play Area Fences - Churchill Gardens	7,000	-	-	-	-	(4)
-	Z3Y	Play Area Refurbishments	118,000	-	-	-	-	(4)
-	Z4N	Sportswalls	80,000	-	-	-	-	(4)
-	Z4P	Skate Parks	65,000	-	-	-	-	(4)
-	Z4Q	Play Areas - Safety Surfaces	5,000	-	-	-	-	(4)
-	Z4R	Ashley Road - vehicle barrier	8,000	11,260	8,460	11,259	2,799	(4)
-	Z4S	Refurbish Queen Elizabeth Toilets	28,500	36,050	27,090	36,048	8,958	(4)
13,932			436,500	48,730	36,630	48,723	12,093	
		Environment & Transport - Capital						
3,452	Z1S	Recycling Centres	6,440	-	90	1,647	1,557	(1),(4)
32,275	Z1T	Land Drainage Works	8,000	8,000	6,030	-	(6,030)	
(13,292)	Z1U	Mere Major Enhancements	-	-	-	-	-	
7,161	Z1X	Refurbish Queen Elizabeth Toilets	36,450	36,450	27,360	36,750	9,390	
-	Z2E	Avon Valley Country Park	18,830	18,830	14,130	-	(14,130)	
(7,500)	Z2J	Market Square Enhancements	-	-	-	-	-	
-	Z3Q	Residents' Parking Scheme	35,100	-	-	-	-	(4)
237	Z3R	Transportation Strategy Implementation	57,080	-	-	-	-	(1),(4)
351,178	Z3S	Bee Hive Park & Ride	-	120,000	90,000	20,252	(69,748)	(4)
247,063	Z3T	Downton Flood Relief	128,000	148,440	111,330	92,254	(19,076)	(1)
-	Z4F	Portway Pavillion**	30,000	30,000	22,500	-	(22,500)	
-	Z4G	Flood Alleviation Schemes	25,000	36,000	27,000	31,484	4,484	(3)
-	Z4K	Fuel Tank Upgrade at Depot	11,000	11,000	8,280	9,233	953	
-	Z4L	Vehicle Weighing Equipment	10,000	10,000	7,470	-	(7,470)	
620,574			365,900	418,720	314,190	191,620	(122,570)	
		Housing Revenue Account - Capital						
(4,649,606)	Z2B	Home Energy Efficiency	-	-	-	14,927	14,927	
131,746	Z3U	Disabled Adaptations	225,000	321,730	241,290	56,078	(185,212)	(1)
3,849,093	Z3V	Refurbishment & Modernisation of Council Housing	4,457,520	4,361,780	3,271,500	1,537,351	(1,734,149)	(1),(4)
53,863	Z3W	Replacement of Housing Computer System	150,000	45,580	34,200	45,576	11,376	(1),(4)
(614,903)			4,832,520	4,729,090	3,546,990	1,653,931	(1,893,059)	
		Planning & Econ Dev - Capital						
(0)	Z1Q	CCTV System	-	7,260	5,490	-	(5,490)	(1)
-	Z4E	Tetra Radio Equipment	6,000	6,000	4,500	-	(4,500)	
(0)			6,000	13,260	9,990	-	(9,990)	
		Resources - Capital						
20,351	Z1A	Implementing Electronic Government	-	-	-	205,065	205,065	
12,900	Z1E	Admin Licences Property	-	-	-	-	-	
278,722	Z1F	Repairs and Maintenance	425,000	471,280	353,520	237,711	(115,809)	(1),(4)
925	Z1G	Bourne Hill Disabled Access	-	23,710	17,820	-	(17,820)	(1)
9,345	Z1K	Remote Access Service	-	-	-	-	-	
21,476	Z1L	Amesbury Centre Redevelopment	-	-	-	15,172	15,172	
(0)	Z1N	ISB Planning Portal	-	-	-	246,622	246,622	
178,091	Z3H	Corporate Financial Management Info System	90,000	74,760	56,070	52,495	(3,575)	(1),(4)
1,200,000	Z3J	Superannuation Backfunding	-	-	-	-	-	
151,803	Z3K	Capitalised Salaries	125,000	125,000	93,780	93,755	-	(25)
-	Z4A	Invest to Improve*	50,000	50,000	37,530	6,562	(30,968)	
-	Z4T	Grounds Maintenance Vehicles	-	750,000	562,500	646,677	84,177	(4)
5,515	ZCCS	Customer Care Capital Projects	495,000	378,480	283,860	153,007	(130,853)	(1),(4)
70,211	ZCENTOFF	Centralised Offices	932,000	531,380	398,520	270,188	(128,332)	(1),(4)
-	ZINVEST	Invest to Save	100,000	100,000	74,970	15,247	(59,723)	
320,972	ZITS	IT Capital Projects	275,000	291,900	218,970	203,018	(15,952)	(1)
2,270,312			2,492,000	2,796,510	2,097,540	2,145,519	47,979	
3,157,547		Total Capital Programme	10,366,920	8,544,850	6,409,269	4,269,757	(2,139,512)	

<h2 style="margin: 0;">Capital Programme</h2>

GENERAL FUND

Capital Monitoring Statement - Month 9 2004/2005

NOTES:

£

2004/2005 ORIGINAL ESTIMATE

10,366,920

Virements in Year**Months 1 - 3**

(1) Capital slippage bought forward

1,109,110

Revised Budget as at Month 311,476,030**Months 4 - 6**

(2) Adjust DFG Grant

(16,670)

(3) Adjust to Flood Alleviation profile

11,000

Revised Budget as at Month 611,470,360**Months 7 - 9**

(4) Move items into 0506 & bring forward items

(2,925,510)

Revised Budget as at Month 98,544,850

Forecast of Affordable Homes to be Delivered

Commencement of target 1 April 2003

Homes delivered since that date to today:

Scheme	Rent	Shared Ownership	Total
Amesbury	20		20
Salisbury	83	2	85
Quidhampton	3		3
Ugford	2		2
Downton	6	6	6
	108	8	116

Homes to be delivered between now and March 2006:

Scheme	Rent	Shared Ownership	Total
Clements Way, Mere	0	4	4
Angel Lane, Mere	0	7	7
Eastern Sidings, Salisbury	20		20
Netherhampton Road, Salisbury	30	6	36
Crestmount Drive, Salisbury	4		4
The Limes Shrewton	0	5	5
Duck Lane, Laverstock	20	10	30
Chatham Close, Salisbury	15	5	20
Boscombe Down, Amesbury	15 but there is a total of 138	5	20 but there is a total of 138
Naish Felts site, Wilton	10	0	10
Dinton	8	0	8
Downton Road Extension	30	10	40
	152	52	204

Combined total = 320 – a shortfall of 30 homes.

Negotiations with developers for homes to be delivered by 2008:

Scheme	Rent	Shared Ownership	Total
Old Sarum, Salisbury	156	52	208
Boscombe Down, Amesbury	82	26	108
Old Manor, Salisbury	22	8	30
Salisbury	22	8	30
Amesbury	22	8	30
Wick Lane, Downton	13	4	17
Hindon Lane, Tisbury	19	6	25
Netheravon Road, Durrington	52	18	70
	388	130	518*

** please treat cautiously as these figures are only indicative and subject to further negotiations and developers bringing the sites forward.*