

# Public Document Pack



**Democratic Services**

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DATE: 18 November 2011

Dear Councillor

**CORPORATE SCRUTINY COMMITTEE - FRIDAY, 25TH NOVEMBER, 2011**

I am now able to enclose, for consideration at next Friday, 25th November, 2011 meeting of the Corporate Scrutiny Committee, the following reports that were unavailable when the agenda was printed.

**Agenda No 5**

**Quarter 2 Finance /Performance Report (Pages 1 - 66)**

Yours sincerely

Mark Nedderman

Senior Scrutiny Officer

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## CHESHIRE EAST COUNCIL

### REPORT TO: CABINET

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<b>Date of Meeting:</b>	28 November 2011
<b>Report of:</b>	Director of Finance & Business Services / Strategic Director, Places & Organisational Capacity
<b>Subject/Title:</b>	2011/12 Mid Year Review of Performance
<b>Portfolio Holders:</b>	Cllr Michael Jones / Cllr. David Brown

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#### 1.0 Report Summary

- 1.1 Cheshire East is committed to continuous improvement and excellence in all that it influences and delivers. This report gives summary and detailed information about its financial and non-financial performance during the first half of 2011/12.
- 1.2 Annex 1 provides an update on the overall Financial Stability of the Council, including the positions on Grants, Council Tax and Business Rates, Treasury Management, Centrally held budgets, and the Management of the Council's Reserves.
- 1.3 Annex 2 provides projections of service financial performance for the 2011-12 financial year. It highlights the key financial pressures which the Council's services are facing, and particularly focuses upon areas of high financial risk to the Council.
- 1.4 Annex 3 provides a summary of the key performance headlines at the end of Quarter One.
- 1.5 The key points to emerge at the half year stage, which are explained in the report are:

#### Service Revenue Outturn

- The Council is forecasting a £16m overspend against services' budgets.
- Around £6.6m of this can be mitigated by unallocated contingencies, capital financing underspend, surplus grants, and capitalisation of VR costs.
- The Council is seeking to identify further significant remedial actions to address the net £9.4m budget shortfall.

#### Reserves

- Together with the budgeted contribution to balances, and other items including surplus earmarked reserves, it is estimated that the level of general reserves at 31<sup>st</sup> March 2012 would be approximately £10.5m, before the impact of any further remedial measures are taken into account. The 2011-14 Reserves Strategy included an original forecast reserves position as at 31<sup>st</sup> March 2012 of £15m with a risk assessed minimum level of £14.7m.

## Capital Programme

- Forecast variance from budget of £16.6m in 2011-12 is largely explained by slippage, with costs being re-phased to future years.

## Debt

- Level is broadly in line with position at end of 2010-11 financial year.

## Performance

- From the retained former statutory indicators (National Indicators and Best Value Performance Indicators) reported corporately during the first half of the year, 36% of measures were reported as performing below target and agreed tolerances.

## **2.0 Decision Requested**

2.1 Cabinet is requested to note and comment as appropriate on the following financial issues:

- the overall financial stability of the Council, including Grants, in-year collection rates for Council Tax and Business Rates, Treasury Management, and centrally held budgets (Annex 1);
- the impact on the Council's general reserves position as detailed in Annex 1;
- the forecast service revenue and capital outturn positions (Annex 2);
- the Council's invoiced debt position as shown in Annex 2;
- progress on delivering the 2011-12 capital programme, detailed in Annex 2 and Appendix 1;
- Delegated Decisions approved by Directors for Supplementary Capital Estimates (SCE) and virement requests up to £100,000, as shown in Annex 2, Appendix 2a;
- Reductions to approved capital budgets, as shown in Annex 2, Appendix 3.

2.2 Cabinet is requested to note and comment as appropriate on the following performance issues, contained in Annex 3:

- note the successes achieved during the first half of 2011/12, and consider issues raised in relation to underperformance against targets and how these will be addressed.

2.3 Cabinet is requested to approve the following:

- Supplementary Capital Estimates and virement requests over £100,000 and up to and including £500,000 as shown in Annex 2, Appendix 2b.

2.4 Cabinet is requested to ask Council to approve the following:

- a Supplementary Revenue Estimate of up to £860,000 to be met from general reserves to meet one-off costs of the Pay Harmonisation package in 2011-12, as detailed in Annex 1;

- a Supplementary Capital Estimate / Virement of over £1,000,000 as detailed in Annex 2, Appendix 2c.

### **3.0 Reasons for Recommendations**

- 3.1 The Council is committed to high standards of achievement and continuing improvement. Performance information plays a vital role in ensuring that the Council celebrates its achievements, understands its performance in key areas and addresses issues of under performance. The Council and partners have identified a series of improvement measures to support outcomes for local people as outlined in the priorities and objectives of the Sustainable Community Strategy.
- 3.2 In accordance with good practice, Members should receive a quarterly report on the financial performance of the Council. Finance Procedure Rules set out the requirements for financial approvals by Members, and relevant recommendations are contained in this report.

### **4.0 Wards Affected**

- 4.1 All

### **5.0 Local Ward Members**

- 5.1 All

### **6.0 Policy Implications including – Carbon Reduction, Health**

- 6.1 Performance management supports delivery of all key Council policies including carbon reduction and health. The projected outturn position, ongoing impacts in future years, and the impact on general reserves will be fed into the assumptions underpinning the 2012-13 Financial Scenario and Budget, and Reserves Strategy.

### **7.0 Financial Implications (Authorised by the Director of Finance & Business Services)**

- 7.1 The Council's financial resources are aligned to its priorities and used to deliver priority outcomes for local communities. Monitoring performance helps ensure that resources are used effectively and that business planning and financial decision making are made in the context of performance.

### **8.0 Legal Implications (Authorised by the Borough Solicitor)**

- 8.1 Although the Council will no longer be required to report to Government on its performance against measures in the National Indicator Set, monitoring and reporting on performance is essential if decision-makers and the public are to be assured of adequate progress against declared plans and targets.

## **9.0 Risk Management**

- 9.1 Financial risks are assessed and reported on a regular basis, and remedial action taken if and when required. Risks associated with the achievement of the 2011-12 budget and the level of general reserves will be factored into the 2012-13 Financial Scenario and Budget, and Reserves Strategy.
- 9.2 Performance and risk management are part of the key management processes of the Authority. Risks are captured both in terms of the risk of underperforming and the risk to the Council in not delivering its ambitions for the community of Cheshire East.

## **10.0 Background**

- 10.1 Our vision, corporate plans, financial allocations, democratic and organisational structures are all designed to help us achieve the outcomes that matter to the people of Cheshire East. Performance reporting and a focus on improvement are fundamental to achieving our long term ambitions. The report reflects a developing framework to embed performance management culture throughout the organisation.

## **11.0 Access to Information**

- 11.1 The background papers relating to this report can be inspected by contacting:

Name: Lisa Quinn / John Nicholson  
Designation: Director of Finance & Business Services / Strategic Director,  
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**FINANCIAL STABILITY****Government Grant Funding of Local Expenditure**

1. Cheshire East receives two main types of Government grants, formula grant and specific grants. The overall total of Government grant estimated for 2011/2012 is £450.1m.
2. In 2011/2012 Cheshire East Council's formula grant will be £70.3m and specific grants were budgeted to be £373.8m based on Government announcements to February 2011. Further announcements have revised this figure to £379.8m. Specific grants are split between non-ringfenced (£128.7m) and ringfenced (£251.1m). Spending in relation to ringfenced grants must be in line with the purpose for which it is provided.
3. The table below is a summary of the budgeted and updated position for all grants in 2011/2012. A full list of grants is provided at Annex 1, Appendix 1.

**Table 1 – Summary of Grants to date**

	<b>Adjusted Base Budget 2011/12 £m</b>	<b>Final Settlement 2011/12 £m</b>	<b>Variance 2011/12 £m</b>
Formula Grant			
Revenue Support Grant	16.6	16.6	0.0
Business Rates	53.7	53.7	0.0
Specific			
Ringfenced Grants	251.1	225.3	25.8
Non Ringfenced Grants	128.7	128.7	0.0
<b>Total Government Grant Funding</b>	<b>450.1</b>	<b>424.3</b>	<b>25.8</b>

*Source: Cheshire East Finance*

4. Ringfenced grants have reduced by £25.8m. This includes a reduction of DSG (£20.3m) and Sixth Form grant (£5.5m) due to a number of schools converting to Academy status. Funding for Academies is passported to them through the Young Peoples' Learning Agency and the reduction therefore does not impact on the main budget position. There has also been the introduction of pupil premium grant of £2.1m for 2011/2012 to offset this reduction.
5. At the first quarter review, Members approved the return to balances of £0.8m from additional specific grants. Since then, non-ringfenced grants have only increased by £12,000. The additional grant will be held corporately and will assist with the corporate mitigation of the possible overspend.

## Collecting Local Taxes for Local Expenditure

6. Cheshire East Council collects Council Tax and National Non Domestic Rates (NNDR) for use locally and nationally.

### Council Tax

7. Council Tax is set locally and retained for spending locally. Council Tax was frozen for 2011/2012 at £1,216.34 for a Band D property. This is applied to the tax base.
8. The taxbase for Cheshire East reflects the equivalent number of domestic properties in Band D that the Council is able to collect Council Tax from (after adjustments for relevant discounts, exemptions and an element of non collection). The taxbase for 2011/2012 was agreed at 146,899.21 which means that the expected income for the year is £178.7m. The total number of actual domestic properties on the tax base is 165,293 of which c.30% are entitled to single person discounts (this has the effect of reducing the amount collected by c.£14m).
9. In addition to this, Cheshire East Council collects Council Tax on behalf of the Cheshire Police Authority, the Cheshire Fire Authority and Parish Councils. The amounts are shown below, giving a total of £213.1m.

**Table 2 – Precept Amounts for 2011/2012**

Cheshire East Council	178.7
Cheshire Police Authority	21.2
Cheshire Fire Authority	9.8
Parish Precepts	3.4
	<hr/>
	<b>213.1</b>

Source: Cheshire East Finance

10. This figure may vary slightly during the year if more discounts and exemptions are granted, or more properties are built.
11. The Council expects to collect at least 99% of the amount billed, but will always pursue 100% collection. However, to allow for any delay in collection the amount billed should therefore be slightly more than the actual budget. The amount billed to date is £214.3m.
12. Table 3 shows collection rates for the last three years, and demonstrates that 99% collection is being achieved within three years.

**Table 3 – 99% of Council Tax is collected within 3 years**

	<b>% Collected to date</b>
2009/2010	99.0%
2010/2011	98.3%
2011/2012	62.4%

Source: Cheshire East Finance



## **National Non Domestic Rates (NNDR)**

13. NNDR is collected from businesses in Cheshire East based on commercial rateable property values and a nationally set multiplier. The multiplier changes in line with inflation and takes account of the costs of small business rate relief. The inflation factor used is 4.6% which reflects the Retail Price Index as at September 2010. NNDR is set nationally and paid over into the NNDR pool to be re-allocated across the country according to need.
14. The small business multiplier applied to businesses who qualify for the small business relief has been set at 42.6p in 2011/2012. The non-domestic multiplier has been set at 43.3p in the pound for 2011/2012.
15. The amount collected does not relate to the amount that is redistributed to the Council but it must be noted that the total collected includes amounts that will be distributed to police and fire authorities as well as local government. The Government have recently consulted on enhancing the amount of business rates to be retained locally, which is an approach supported by Cheshire East Council.
16. Table 4 demonstrates how collection continues to improve even after year end. The table shows how over 99% of non-domestic rates are collected within three years.

**Table 4 – Over 99% of Rates are collected within 3 years**

	<b>% Collected to date</b>
2009/2010	99.4%
2010/2011	98.5%
2011/2012	58.8%

Source: Cheshire East Finance

## **CENTRAL ADJUSTMENTS**

### **Capital Financing Costs**

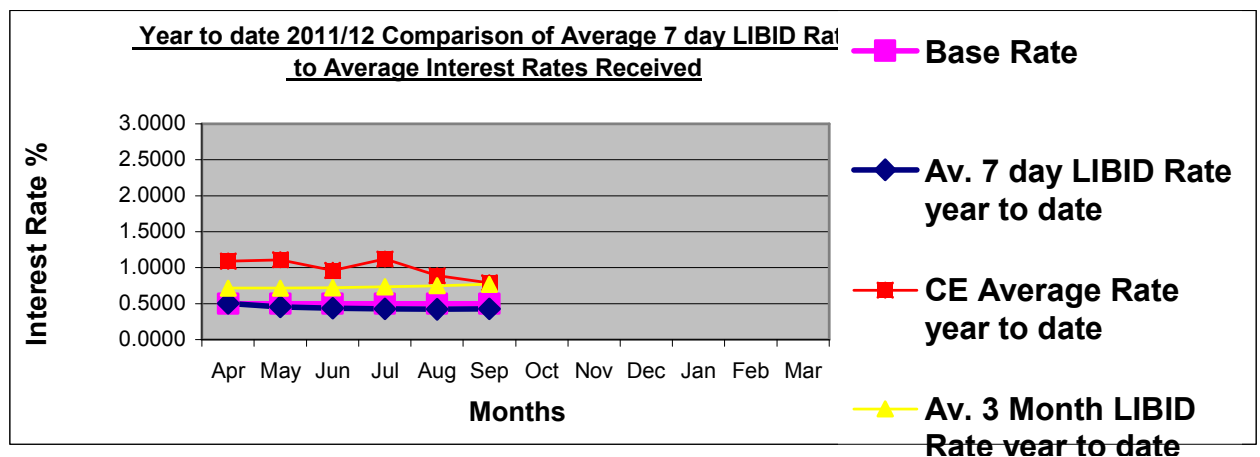
17. The capital financing budget includes the amount charged in respect of the repayment of outstanding debt and the amount of interest payable on the Council's portfolio of long term loans. These budgeted costs are partly offset by the interest the Council anticipates earning from temporary investment of its cash balances during the year.
18. Cheshire East has an inherited debt position and the balance outstanding on external loans is currently £132m as at 30<sup>th</sup> September. Since 1 April 2009 the Council has been in a position to borrow from internal cash balances to fund the capital programme and therefore no further external borrowing has been required; this is not expected to continue into 2012/13.
19. In 2010/11 opportunity was also taken to restructure £50m of debt which will generate savings over the next ten years of £4.47m of which £0.8m will be achieved in 2011/12. The savings on interest costs have already been reflected in the net budget for 2011/12 of £13.9m. Due to slippage in the capital programme in 2010/11 the amount required for the repayment of debt will be lower than forecast.

20. Investment income is anticipated to be £255k less than the original target assuming that average investment rates remain at around 1.10% and the pooled investment fund also returns 1.10%. However, the revised impairment for Heritable Bank from 85 to 88% will result in a reversal of impairment of around £200k.
21. Taking the above factors into account the overall saving on the capital financing budget is forecast to be £700k.

### Treasury Management

22. Investment income is currently £78k lower than budgeted. The original budget of £0.8m was based on falling balances available for investment and interest rates starting to rise mid way through 2011/12. Based upon the current economic forecasts, investment interest rates are not now expected to increase during this financial year. In this period of historically low interest rates investment income will not achieve the levels seen in previous years by the former councils.
  - The average lend position (the 'cash balance') including fund manager up to the end of the second quarter was £73.3m.
  - The average interest rate received on in house investments up to the end of the second quarter was 1.15%
  - The average interest rate received on the externally managed Investec fund up to the end of the second quarter was -0.83%. This represents a fall in value.
23. The Council's total average interest rate up to the end of quarter 2 in 2011-12 was 0.79%. This is favourable when compared to the London Inter-bank Bid Rate for 7 days at 0.43%. The base rate has remained at 0.50% for the quarter.

Comparator	Average Rate Q2
Cheshire East	0.79%
LIBID 7 Day Rate	0.43%
LIBID 3 Month Rate	0.77%
Base Rate	0.50%



Counterparty Limits and Investment Strategy

24. The maximum amount that can be invested with any one organisation is set in the Treasury Management Strategy Report. This is currently under strong review. For named UK banks (except Co-operative Bank), building societies and Money Market Funds this has been set as 25% of our total investments subject to a maximum value of £20m. The Co-operative bank has a lower limit of £10m due to its lower credit rating and is included on the list as they hold our main bank accounts. These limits apply to the banking group that each bank belongs to. There is also a maximum that can be invested in all Money Market Funds at any one time of 50% of the value of all investments.
25. There is a different limit that applies to foreign banks which is 15% of our total investments subject to a maximum value of £15m. Although Santander is a Spanish owned bank, Santander (UK) which is owned by Santander is separately licensed in the UK so is treated as a UK bank as it is covered by the UK Government guarantee scheme. Similarly Yorkshire Bank (a part of Clydesdale Bank) is owned by an Australian bank but is separately licensed in the UK so is also treated as a UK bank.
26. In 2010/2011 investments had been limited to a maximum period of 1 year. Since the sovereign debt problems in Spain have become an issue, investments in Santander (UK) had been limited further purely as a precautionary measure; the credit rating of Santander (UK) remains high.
27. On 28<sup>th</sup> September, the rating assigned to Clydesdale Bank (inc Yorkshire Bank) was downgraded and fell below our minimum criteria. The Council had funds on 15 day notice which have now been recalled.
28. During October 2011, the credit rating agency, Moody's, completed their general review of UK banks which resulted in a number of banks being downgraded due to the perception that the UK Government may be less willing to support them in the event of financial difficulties. The result was that Royal Bank of Scotland, National Westminster Bank and Nationwide Building Society no longer had credit ratings consistent with the minimum criteria recommended by our treasury advisors and specified in our Treasury Management Strategy. The Council does have funds invested with Royal Bank of Scotland and notices for withdrawal (30 day and 60 day) were placed immediately after the downgrades were announced. At the same time, Santander (UK) was also downgraded but remained within our investment criteria. On 12<sup>th</sup> October, the credit rating agency, Standard & Poors also downgraded the long-term rating of Santander (UK) but not below our minimum criteria. However, as stated, all our funds are under strong review.
29. On 13<sup>th</sup> October, the credit rating agency, Fitch, downgraded Royal bank of Scotland and Lloyds TSB also in response to the reduced likelihood of Government support. The effect of this is that Lloyds TSB also falls below the Councils minimum criteria. The Council does have existing time deposits with Lloyds TSB which will be allowed to run until maturity between December 2011 and April 2012.
30. In October, the maximum maturity period of new investments was reduced to 6 months with the exception of Santander (UK) which was reduced to 3 months. Since 14<sup>th</sup> November, in response to sovereign debt issues and instability of the

Euro the maximum maturity period for new investments has been reduced further to 3 months (1 month for Santander (UK)).

31. Cheshire East has only invested with UK institutions and money market funds. The table below shows the limits relating to each organisation and the investments as at 21<sup>st</sup> October 2011. Where counterparties have been removed from our list then no new investments are being placed and funds already with those institutions are being recalled in line with the terms of the investments.

**Table 5 – Investment Limits**

Counterparties	Limits	Investments as at 21/10/11
<b>UK BANKS</b>		
Barclays Bank	25% £20m	8.6% £5m
Clydesdale - part of National Australia Bank (Australia)	removed 28/09/11	-
Clydesdale Bank	removed 28/09/11	-
Yorkshire Bank	removed 28/09/11	-
Co-operative Bank	25% £10m	0.8% £0.5m
HSBC Bank	25% £20m	-
Lloyds Group:	removed 13/10/11	19.0%
Bank of Scotland	removed 13/10/11	-
Lloyds TSB	removed 13/10/11	£11m
RBS Group:	removed 07/10/11	9.5%
National Westminster Bank	removed 07/10/11	-
Royal Bank of Scotland	removed 07/10/11	£5.5m
Santander (UK) plc - part of Santander Group (Spain)	25% £20m	15.5% £9m
Standard Chartered Bank	25% £20m	-
<b>Building Societies</b>		
Nationwide Building Society	removed 07/10/11	-
<b>Monet Market Funds</b>	50%	12.1%
Prime Rate	25% £20m	6.0% £3.5m
Scottish Widows	25% £20m	2.6% £1.5m
Deutsche	25% £20m	3.5% £2m
Investec - External Fund Manager	50%	34.5% £20m
		<b>£58m</b>

32. The effect of removing counterparties from the lending list and limiting the duration of new investments will reduce the amount of interest received from future investments.

#### Performance of Fund Manager

33. The Council placed £20m with Investec on 27<sup>th</sup> May 2011 for them to manage in pooled funds. There are two investment models which are exposed to different degrees of risk and volatility with £10m invested in each. Under-performance in June was offset by higher than average gains in July. However, in August the funds were adversely affected by nervousness in the markets caused primarily by poor

economic data from the USA and continued worries over the stability of the European banks, particularly the French banks. These problems persisted in September fuelled by delays in approving the bail out for the Greek economy and worries of a return to recession both in the USA and in Europe. The Target Return Fund to which the dynamic model has greater exposure has been worst affected.

34. Whilst the performance of the fund since we joined is not encouraging these investments should be seen as a longer term investment so true performance can only be judged over a longer period of time. However, we have undertaken a full market review of our invested funds to evaluate our rates of returns.

### **Central Contingencies**

#### **Pay, Prices and Pensions Inflation**

35. The 2011-12 budget contains contingency provisions to meet the potential impact of general inflation on service budgets, and to meet estimated costs of increases in Employer National Insurance and Pensions contributions. It is estimated that £2.1m of these contingencies is available to mitigate service overspending.

#### **Severance and relocation costs**

36. Actuarial charges relating to voluntary redundancies totalling £3.9m have been allowed for in 2011/2012. It is estimated that the actuarial charges will be broadly in line with the provision.
37. The voluntary redundancy scheme is continuing into 2011/2012 but the costs are now being funded by individual services rather than from a corporate reserve so will need to be met from existing service budgets. The Council has approval to capitalise up to £3m of Voluntary Redundancy costs in 2011-12. If agreed, this would potentially spread the £3m cost over a number of years, with a resultant reduction in the impact on revenue budgets.
38. It is anticipated that the provision of £0.3m made in the budget to meet continuing relocation costs arising from Local Government Reorganisation will be fully required.

### **Pay Harmonisation**

39. The implementation of the agreed Pay Harmonisation proposals and the increment freeze in November and December will have both a permanent budgetary impact as well as generating one-off costs. The permanent budgetary position is explained in the HR – Cross Cutting savings part of this report in Annex 2, which confirms that permanent savings of around £550k will be delivered against the planned savings target of £2.4m in 2011-12.
40. One-off costs will be incurred in 2011-12 to cover the following items:
- Congleton Back Pay
  - Base Pay Protection costs
  - Mitigation costs for those staff who lose more than 5% from certain changes

41. It is estimated that total costs of £860k will be incurred in 2011-12 across these areas, and a Supplementary Revenue Estimate for up to this amount is requested, to be funded from general reserves. Wherever possible costs will be absorbed within existing budgets.
42. At the end of the financial year 2010-11 specific earmarked reserves totalling £698k were available to meet the likely one off costs of the package.

### **Management of Council Reserves**

42. Due to the improved outturn position for 2010/2011 the opening balance of the Council's General Reserves increased from a projected £6.7m to an actual position of £12.5m.
43. The Council's Reserves Strategy 2011/2014 states that the Council will maintain reserves to protect against risk and support investment. The Strategy forecasts an increase in the level of reserves to £15m by 31<sup>st</sup> March 2012 with a risk assessed minimum level of £14.7m.
44. Planned returns to reserves of £8.3m comprise a projected contribution from revenue funding of £5.1m, transfers of earmarked reserves of £1.9m, VAT repayments of £1.1m (increased from the original estimate of £0.7m), and Business Financing scheme repayments of £0.2m.
45. The potential impact of the service outturn forecast is to reduce balances by £16.0m. In addition this report requests Council to approve funding from reserves of up to £0.86m for one-off pay harmonisation costs.
46. These can be mitigated by £6.6m of service related items referred to within central adjustments above, resulting in a net service impact of £10.3m as follows:

	£m
Service Outturn	-16.0
SRE Pay Harmonisation	- 0.9
Contingencies	2.1
Capital financing	0.7
Grants	0.8
Capitalised VR costs	<u>3.0</u>
Total	<u>-10.3</u>

47. The potential worse case impact of all the above items on the level of General Reserves is shown in Table 6 below.

**Table 6 – Change in Reserves Position**

	£m	£m
Opening Balance at 1 April 2011		12.5
Planned Contribution to reserves	5.1	
Fleming VAT claims	1.1	
Contribution from earmarked reserves	1.9	
Business Financing scheme	<u>0.2</u>	8.3
Service Outturn Impacts		-10.3
Forecast Closing Balance at 31 March		10.5

48. At this stage of the year the forecast is below the Reserves Strategy risk assessed minimum level of £14.7m but forecasts need to be treated with some caution. Services continue to face challenges in delivering planned savings, and there could be further emerging pressures, but additional significant mitigating proposals are underway and further measures are being developed.
49. On 17<sup>th</sup> October, the Chief Executive announced some immediate austerity measures to begin the process of further reducing expenditure. These comprised a recruitment freeze, stopping all non-statutory advertising and publications, and the cessation of expenditure on non essential supplies and services. Members and Officers are committed to continuing to seek further ways in which to reduce costs or increase income. Although the impact of all these measures has yet to be quantified, it is probable that further significant and wide-ranging measures that have an immediate impact on spending or income levels would be required in order to make significant in-roads to achieving the risk assessed minimum level of reserves.

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**Corporate Grants Register 2011/12 as at 30th September 2011****Annex 1 Appendix 1**

		<b>Adjusted Base Budget 2011/12 £000</b>	<b>Final Settlement 2011/12 £000</b>	<b>Variance 2011/12 £000</b>
	<i>Note</i>			
<b>Formula Grant</b>				
Revenue Support Grant		16,607	16,607	0
National Non Domestic Rates		53,728	53,728	0
Total Formula Grant		<b>70,335</b>	<b>70,335</b>	<b>0</b>
<b>Specific Grants</b>				
<b>Ringfenced Grants</b>				
Dedicated Schools Grant	1	231,300	210,976	20,324
Pupil Premium Grant		2,146	2,146	0
Sixth Forms Grant		17,674	12,178	5,496
Total Ringfenced Grants		<b>251,120</b>	<b>225,300</b>	<b>25,820</b>
<b>Non Ringfenced Grants</b>				
Early Intervention Grant		11,836	11,836	0
Learning Disabilities & Health Reform		4,021	4,021	0
New Homes Bonus		870	870	0
Council Tax Freeze Grant		4,467	4,467	0
Housing Benefit and Council Tax Admin.		2,210	2,210	0
Council Tax Benefit Subsidy		20,408	20,408	0
Housing Benefit Subsidy		75,128	75,128	0
NNDR Administration Grant		562	562	0
NHS Funding	2	3,906	3,906	0
Local Service Support Grant -				
- Preventing Homelessness Grant		253	253	0
- Lead Local Flood Authorities		125	125	0
- Community Safety Fund		292	292	0
- Extended Rights to Free Transport		310	310	0
Music Grant		406	406	0
YOT grant		443	443	0
Children's Workforce in Schools Modernisation Grant		85	85	0
Learner Support Funds		40	40	0
16+ Transport Partnership grant		73	73	0
Further Education Funding (16-18 Funding)		10	10	0
Adult and Community Learning		728	723	5
Train to Gain Grant		233	250	-17
CWIEC		30	30	0
Community Transport Grant		139	139	0
Neighbourhood Planning Front Runners		80	80	0
Revocation of Property Search Fee		34	34	0
Planning - Habitats Regulations and Climate Change				
New Burdens		17	17	0
Winter Impact Grant		1,573	1,573	0
Grants claimed retrospectively		412	412	0
Total Non Ringfenced Grants		<b>128,690</b>	<b>128,702</b>	<b>-12</b>
Total Specific Grants		<b>379,810</b>	<b>354,002</b>	<b>25,808</b>
<b>Total Government Grant Funding</b>		<b>450,146</b>	<b>424,338</b>	<b>25,808</b>

**Notes**

- 1 The DSG/YPLA reduction is due to funding being transferred to Academies
- 2 Spending against NHS Funding grant is to be negotiated with NHS

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**SERVICE FINANCIAL SUMMARY****INTRODUCTION**

1. This section provides a summary of SERVICE forecast outturn positions on revenue and capital budgets at the mid-year stage, and a summary of the debt position at 30 September. It highlights the key budget pressures facing the Council, and remedial actions taken and planned, and summarises progress against savings policy proposals contained in the 2011-12 budget.

**OVERALL REVENUE SUMMARY****Table 1 - Service Revenue Outturn Forecasts**

	Net Budget £000	Variance from Budget £000	SRE's for Approval £000	Net Projected Variance £000	Forecast at First Quarter £000	Change from First Quarter £000
<u>Children &amp; Families</u>						
Directorate	1,110	584		584	-1,413	1,997
Safeguarding & Specialist Support	27,261	1,613		1,613	378	1,235
Early Intervention & Prevention	11,471	-717		-717	-472	-245
Strategy & Planning	39,714	-342		-342	249	-591
DSG - Non Schools	-22,063	1,822		1,822	1,822	0
Cross Cutting savings		0		0	408	-408
sub total	57,493	2,960		2,960	972	1,988
<u>Adults</u>						
Care4ce	0	1,074		1,074	1,212	-138
Local Independent Living	54,846	3,241		3,241	-4,578	7,819
Strategic Commissioning	40,528	785		785	2,933	-2,148
Cross Cutting savings		0		0	426	-426
sub total	95,374	5,100	0	5,100	-7	5,107
<b>CHILDREN, FAMILIES &amp; ADULTS</b>	<b>152,867</b>	<b>8,060</b>		<b>8,060</b>	<b>965</b>	<b>7,095</b>
Environmental Services	37,621	532		532	140	392
Safer & Stronger Communities	163	531		531	317	214
Planning & Housing	2,942	239		239	245	-6
Regeneration	11,440	61		61	210	-149
Cross Cutting savings	-533	533		533	197	336
Health & Wellbeing	10,589	959		959	614	345
Assets	8,611	500		500	0	500
Policy & Performance	6,716	-65		-65	17	-82
<b>PLACES &amp; ORGANISATIONAL CAPACITY</b>	<b>77,549</b>	<b>3,290</b>	<b>0</b>	<b>3,290</b>	<b>1,740</b>	<b>1,550</b>
Finance & Business Services	18,083	1,667		1,667	780	887
HR & OD	3,089	143		143	120	23
Borough Solicitor	5,724	0		0	83	-83
<b>SUPPORT SERVICES</b>	<b>26,896</b>	<b>1,810</b>		<b>1,810</b>	<b>983</b>	<b>827</b>
<b>CROSS CUTTING SAVINGS</b>	<b>-3,691</b>	<b>2,860</b>		<b>2,860</b>	<b>2,000</b>	<b>860</b>
<b>TOTAL SERVICE OUTTURN</b>	<b>253,621</b>	<b>16,020</b>	<b>0</b>	<b>16,020</b>	<b>5,688</b>	<b>10,332</b>

2. Table 1 above shows the projected outturn positions at a service level. Overall, services are forecasting an overspend of £16.0m. Significant elements of overspend arise across all areas of the Council, including unallocated cross-cutting savings.
3. An SRE request of £860,000 for funding from reserves to meet one-off corporate pay harmonisation costs is detailed in Annex 1.

### **KEY SERVICE REVENUE ISSUES**

4. Key issues impacting on service outturn forecasts are summarised below.

#### **CHILDREN & FAMILIES £2.9m overspend**

5. The outturn is forecast to be £2.960m overspent. The position has changed since First Quarter when Children and Families were predicting an overspend of £972k. The increase of £2.0m is due to more detailed information now being available around Cared For Children and external placements.
6. In arriving at this overspend, the service has absorbed budget pressures of £3.7m caused by the Pensions funding gap (£2.3m), the grant income shortfall (£0.8m), and cross-cutting savings (£0.6m). Without this pressure, the service would have been reporting an underspend of £0.8m.
7. The service has a proactive approach to budget management and continues to monitor expenditure closely. The Strategic Director had asked all service managers to deliver a 2% efficiency target in 2011-12 and this is being achieved in all areas with the exception of Cared For Children placements. Managers are expected to continue to work to reduce the projected overspend and take whatever remedial action can be identified to ensure this happens.

#### **Safeguarding and Specialist Support (SSS) £1.613m overspend**

8. The service is predicting an over spend of £1.613m, however the placements budget within the service is predicting an over spend of £2.0m. This prediction does not factor in the potential reduction in costs where the plan for a child is adoption, which will help to mitigate the overspend forecast.
9. The service received £780k growth for the policy proposal to develop residential provision within the borough. Progress has been made on the scheme, the tender document is being worked up, and potential properties have been identified.
10. Some of the growth has been used to purchase an additional 3 beds in Wilkinson House for 2011-12 whilst the scheme is implemented, leaving an under spend of £466k, which is offsetting some of the placements overspend.
11. Whilst the numbers of Cared for Children had increased in the first quarter of the year, from 439 at 1 April to 452 at the end of the first quarter, the number has remained broadly constant at 456 by the mid year. This reinforces the results from comparison with nearest neighbours, that this number of Cared

for Children is typical for a borough the size of Cheshire East. The number of children has increased by 4 since First Quarter review, but the predicted outturn has increased considerably due to the nature of the placement activity, and the costs associated with each individual's placement.

12. However the service is active in addressing this overspend. Proactive intervention strategies are in place to reduce the numbers needing to be taken into care; the new placement service is up and running, with regular placement panels chaired by the Principal Manager, meaning the whole placements process is much tighter. Another action has been to ensure the Emergency Duty Team had a list of Cheshire East foster carers with availability for emergency placements, thereby reducing the need to use costly external agency placements which it can then be very difficult to change. Joining Placements Northwest has enabled the Commissioning team to secure savings of £59k to date by renegotiating existing contracts.
13. The placements data is now analysed to show the cost of the placements for children aged 16 and over under Section 20. There are now 41 children in this category costing a total of £1.7m over the whole year, of which several will be as a direct result of the recent Southwark judgement. This situation has been exacerbated by recent events involving a homeless hostel in the borough where the young people have engaged the services of a solicitor to challenge their legal right to be accommodated. This has resulted in the Council being faced with a number of threats of judicial review unless the children are placed. This is being managed by educating the hostels around safeguarding and the duty of care. In addition the department have requested growth for this area in next years budget setting process.
14. During the remainder of the year it is anticipated that a number of children will be successfully adopted, not only providing stability for that child but helping to reduce the pressure on the Council's finances. Matches between children and adoptive parents already exist in a number of circumstances, whilst finding families continues for other children. It is anticipated that the impact of the adoptions will reduce the forecast during the remainder of the year.
15. As part of the monthly management meetings between Finance and the Senior Leadership Team, the high cost placements are reviewed to ensure strategies are in place to reduce them. However it can prove difficult to return children from external placements once the child is settled. Work and reviews are in hand to replicate reductions in placement costs in the first half of the year, including wherever possible restricting the cost of new placements.
16. For example, one child has been placed on an emergency placement out of county currently costing in excess of £100k per year, however he now has an advocate and is arguing against being moved as he is now settled, accessing education, and is no longer offending. The child and advocate are demanding he remain in this placement rather than being placed in a much more cost effective placement in Cheshire East, where they claim he would be more likely to reoffend. This case would have to go before a judge and it is likely the judge would uphold the existing placement.

17. There have been several instances recently where the proposed placements have been challenged in court. The Head of Service has made arrangements to meet with the Judge to discuss the impact of the judge's rulings, and will take evidence of the cost pressures the judge is placing on the authority by placing children in external placements rather than using in house. An average external foster placement costs around £800 per week compared to internal Cheshire East carers who cost around £400.

Early Intervention and Prevention £717k underspend

18. A new Early Intervention and Prevention service has been created which encompasses Children's Centres, Family Centres, the Family Service and the First Contact service, which includes the Family Information Service and the Common Assessment Framework (CAF). The Head of Service took up post in April 2011 and implemented a wide scale restructure, investing in front line staff and moving to a locality based service.
19. This new structure came into effect in September 2011, and there has been a hold on vacancies and a directive to curtail additional spend as much as possible whilst the new structure is implemented. This is now likely to continue, and the service is predicting an underspend in the current year.

Strategy, Planning and Performance £342k underspend

20. Most of the budgets in this area are expected to net nil by year end. Unspent Standards Funds grant has been carried forward from 2010-11 to offset additional planned expenditure in the early part of this year, recognising the funding being for the academic year.
21. The area of pressure here is Business Support which has been targeted with achieving £250k savings on staffing and £250k on Supplies and Services. Early indications are that the staffing savings will be achieved. However the service has centralised the Business Support function, and will need to keep spend on supplies and services under review, bearing in mind the wider Business Management Review.

Schools / Other School Related £1.822m overspend

22. In setting the Needs Led Budget for 2011-12, no budget was set aside for early retirement, pension and redundancy costs relating to schools. These are enhancements paid to teachers but which cannot be charged to the Dedicated Schools Grant (DSG). This currently costs £2.3m per year and is a pressure on the base budget.
23. Centrally retained DSG was not fully spent in 2010-11, allowing budget of £538k to be carried forward and used to offset the budget pressures on Redundancy (£280k) and SEN contingency (£200k). An increase in the amount of DSG allocated by the DfE for 2011-12 of £430k has added to this, creating an underspend in centrally retained DSG of £478k to help offset schools related costs such as the redundancy element of the pressure identified above.
24. The Individual Schools Budget (ISB) is assumed to balance as actual spend has to equal budget, with schools retaining in full any carry forward of either an over or under spend. During 2010-11 schools generally underspent their

budgets by approximately £10m, increased from approximately £8m in the previous year. The school budgets for 2011-12 will increase by £10m when the 2010-11 carry forward is applied.

25. The DSG and VIth Form budgets from the Young People's Learning Agency will be reduced in year in direct proportion to reductions following any adjustment relating to schools converting to Academies.

### Emerging Pressures

26. Part of the pressure on the current budget has been caused by the decision to transfer the VR costs into 2011/12 – they were originally intended to cover retirements prior to year end but a corporate decision to delay until 2011/12 has added this pressure to the service budget in the current year.

### **ADULTS £5.1m overspend**

27. In 2011-12, the Adults budget whilst benefiting from growth policy options continues to have ambitious policy savings targets in excess of £10m for this financial year alone. Alongside these savings the Department is seeing an increase in demand for its services, evidenced by a 9% increase in referrals in the early part (spring / summer) of this financial year.
28. When looking at the savings targets, delays are anticipated in delivering some of the more complex policy options, such as the Building Based Review savings (including associated staffing savings), transport savings, and also, those around care costs where a number of inter related issues come to the fore.

### Summary of Pressures

- Increasing care costs, with individuals requiring more complex care arrangements for all client groups but especially Learning Disability of £2.7m.
- Ability to deliver full year savings linked to the rationalisation of building based services will depend on how/when buildings are closed almost £1.4m in Care4CE.
- One-off VR costs of at least £2.3m forecast, are currently being funded within the service.
- Cross cutting savings allocated of £0.6m.
- Transport policy savings not fully achieved in year £0.8m.
- Policy savings items relating to Social Care Redesign 2 of £1m still need to be delivered.
- There is a risk of care provider failure and inflationary pressures during this financial year.
- Temporary remedial measure have already been used to alleviate some of the above pressures.

### **Care4CE £1.074m overspend**

29. The underlying explanation for the overspend in Care4CE remains unchanged from the First Quarter Review: delays in delivering the rationalisation of buildings and the NHS decommissioning of services.

30. An overspend of £1.212m was reported at First Quarter review and the position in Care4CE has already improved through vacancy management and associated Voluntary Redundancies. Further remedial action, including maximising the use of existing resources is now being developed to reduce the overspend and also help Commissioners alleviate some their financial pressure.

### Individual Commissioning £3.241m overspend

31. At first quarter review, following the £3.6m transfer of care growth budget from Strategic Commissioning to Individual Commissioning this budget was expected to be balanced.
32. It should be noted that due to budget pressures in previous years, considerable care cost growth budget has been allocated to the service in 2011-12 covering the first three years of operation of Cheshire East Council. This budget was allocated to reflect the growth in the number of care individuals and complex care packages (especially Learning Disability) and does not account for any inflationary pressure growth (the Council are continuing to hold a zero inflation uplift position).
33. The current projected overspend of £3.241m is attributable to a number of factors all of which relate to the care budget.
34. Direct payments (particularly relating to Learning Disability) are increasing at a faster rate than originally predicted with a 60% forecast increase on 2010-11 whilst traditional care costs are not reducing as much as originally predicted. This is leading to a net impact of £2.5m including £0.5m recoupment of unspent monies mentioned below.
35. A key assumption has been made that £0.5m of unspent monies currently held on the Empower Cards / Direct Payments will be clawed back. This reflects an assumption that funds are no longer needed to deliver support plan outcomes, for example, where a service user has been in hospital for a period of time.
36. Overall service user numbers have remained largely constant to date throughout 2011/12. On a positive note this indicates that re-ablement is helping to stem the number of individuals entering the service. However, care costs continue to increase and this indicates that individuals needs, both of these entering care and those already receiving care are becoming increasing complex.
37. Through delivering the Council's budget, the service has been able to mitigate some of the above service pressures for example by saving £1.4m reviewing individual care needs and packages; maximising charges generating an additional £0.5m. Other budget proposals such as a £0.7m share of the Social Care Redesign 2 proposals remain undelivered.
38. The service continue to face a risk of provider failure (recently estimated in one high profile case at £1.5m); higher than expected growth through complex needs and / or pressure from providers to pay across an inflation increase will increase the forecasted care cost position. These high financial risks need to continue to be recognised as any of these factors has the



potential to have a material adverse effect on the overall financial stability of the council.

### Strategic Commissioning £0.785m overspend

39. Since first quarter review the £3.8m care cost growth budget (£0.2m transferred to Emergency Duty Team in Strategic Commissioning), £0.5m winter pressures money, and £0.8m to support the shortfall against the planned transport savings have been transferred to Individual Commissioning.
40. Strategic Commissioning currently holds certain costs / budget savings targets for the department including VR costs of £2.3m and Cross Cutting savings of £0.6m and £0.56m of Social Care Redesign savings yet to be delivered.
41. There are underlying budget pressures within the Learning Disability Pooled budget, including a predicted shortfall of £0.4m income as negotiations regarding the sharing of the projected overspend are still ongoing with Central and Eastern Cheshire PCT. The Learning Disability care overspend is reflected within Individual Commissioning.
42. The service have already taken remedial action using areas of underspend to support the above budget pressures. Underspends in the service in the following areas: Supported Employment Service; Third Sector Contracts; Supporting People; Community Meals and Workforce Development are being used to help alleviate the overspend. Clearly holding these underspends will have implications in other areas of the business, for example, the underspend in Workforce Development means the workforce in certain areas is struggling to cope with the complexity of need being presented by certain service users, which in the long term may have a detrimental effect on viability of services.

### Conclusion

43. The department continues to face a real challenge in moving nearer towards delivering a balanced outturn for 2011/12. It should be noted that the current projection of £5.1m overspend includes the assumption that the department will fund its own VR's which are estimated at £2.3m and also, includes £0.6m of cross cutting savings which have recently been allocated to the Department.
44. Under the direction of the new service director the department will seek to identify additional remedial action to continue to alleviate these budget pressures.

### PLACES & ORGANISATIONAL CAPACITY £3.3m overspend

45. At this point in the year the Directorate is forecasting an adverse net variance against budget of £3.3m (after remedial actions), this compares to a £1.7m adverse variance at FQR.

46. The overall net variance of £3.3m comprises:

- £424k on the impact of VR severance costs paid/forecast to date;
- £790k on procurement, Business Management Review and other allocated savings;
- £287k relating to exceptional events re car parks revaluations (increased NDR ) and Planning appeal costs;
- £970k relating to exceptional inflation re fleet fuel, waste contract bonus (HWRC), and Utility contract price increases for Council owned buildings, including Leisure facilities and Car Parks;
- £856k relating to policy changes since the budget was approved in February (re Grounds Maintenance, Markets rents and Library Review & Lifestyle Centre Income).

Key changes since FQR:

47. The key changes since FQR totalling net £1.75m relate to the following:

- Utility price increases, primarily in Assets and Health & Wellbeing, following price increases in new contract £450k and £300k respectively;
- Increased pay costs in Environmental Services of £306k; £138k Waste re Overtime/Agency costs due to impact of roll out (additional customer service response requests causing additional interim collections to be made); £136k Streetscape comprising impact of Terms & Conditions changes re weekend working and other overtime/agency costs; £32k Highways agency costs;
- £250k impact of allocated VR cross-cutting savings in Assets;
- Leisure will only partly deliver the policy saving associated with generating additional income from Adults Commissioning using leisure facilities to support day care services, £100k pressure;
- Exceptional Inflation re fleet fuel across the service totalling £90k plus £50k re impact of exceptional inflation on the calculation of the forecast HWRC bonus payment;
- Reduced income forecasts in: Bereavement Services £85k; Markets a further £42k.
- Highways have achieved a (£200k) under-spend against maintenance expenditure in the first half year and are proposing a management action to reduce maintenance expenditure by a further (£200k) under remedial actions, achievement of this will clearly be dependant on the severity of the weather in the latter half of the year;
- Car Parking: further adverse income variance of £345k is anticipated due to continuing economic recessionary pressures and reduction in customer demand. In addition, due to unforeseen exceptional event £150k adverse variance re NDR costs for car parks following revaluations, offset by (£170k) delayed spend re CCTV control room and (£36k) pay and non pay variances and
- Pressure in realising the full extent of business process and procurement savings £336k.

2011-12 Savings Proposals:

48. The Directorate has savings proposals totalling £12.4m for 2011-12. At MYR the forecast out-turn achievement against these savings is £9.8m, with

£2.6m potentially “at risk”. As detailed above the principle variances relate to:

Key variances against 2011-12 Savings Proposals	£'000
Markets – delayed/reduced rent increases	200
Assets – VR cross-cutting savings not achieved	250
Grounds Maintenance – Frontline resource reductions proving difficult to realise.	240
Development Mgt – Regional Flood Defence Committee have powers to raise the levy and method of calculation is also set by legislation	102
Development Mgt – Achievement of increases in planning application income only part achieved.	137
Procurement savings – proving difficult to realise as planned	343
Business Management Review savings – under review	179
Corporate staff related savings (FMW/Unison) – under review	18
Health & Wellbeing Building Based Review	268
Lifestyle – Reductions in Expenditure / New Income	112
Savings proposals part achieved and may be mitigated from other remedial actions	103
<i>Sub-total</i>	1,952
Additional one off costs re Route Optimisation/harmonisation (net)	657
Total	2,609

### Remedial Actions

49. The Directorate has already identified a range of remedial measures to contain the impact of these adverse variances as referred to above and these are reflected in the overall out-turn forecast. The Directorate will continue to closely monitor and manage key areas and identify scope for further remedial actions.

### Environmental Services

£700k – planned remedial actions comprising:

- Under-spend on non pay items £300k,
- Waste minimisation one off budget reduction £50k
- Verge Maintenance reduction post October 2011 £150k
- Highways Maintenance reduction in spend from October 2011 £200k.

### Safer & Stronger Communities

£389k – planned remedial actions comprising:

- CCTV delay in creation of new control room (non pay savings) £170k,
- Structure changes £100k,
- Review out of hours service and increases in other fees & charges £44k
- Regeneration applied earmarked reserve for Town Centre Car Parking Improvements £75K

Planning & Housing

£80k – planned remedial actions across non pay budgets within Development Management and Spatial Planning to contribute the service projected overspend.

Regeneration

£46k – planned remedial actions across Visitor Economy, including the Tatton Park trading account, through vacancy management and non pay budget savings.

There is however a Value Added Tax claim outstanding with potential income in respect of Tatton Park Farm and Gardens admissions income, which is currently being disputed by HRMC. If this is resolved within this financial year the benefit could contribute towards the pay budget pressure resulting from VR costs to be charged against the trading account.

Assets

£200k - remedial actions currently being implemented and/or explored include: improving the income / bad debt position; further prioritisation of maintenance spending; and the capitalisation of staff time in relation to capital projects. It is assumed in the outturn forecast that £0.8m of budget will be transferred from other Services (in line with Asset Challenge and Corporate Landlord strategies) relating to premises costs being charged to the Service.

Health & Wellbeing

£300k – Planned remedial actions include a reduction to libraries book fund (£100k). In addition, further remedial actions are being sought by the service in order realise the additional reductions.

Conclusion

50. The Directorate has identified £1.715m in remedial actions to date and will continue to closely monitor and manage key areas and identify scope for further remedial actions.

**SUPPORT SERVICES £1.8m overspend**

Finance & Business Services

51. £1.3m of the overspend is attributable to the ICT shared service and is due to three factors:
- The initial estimate of costs for 2011-12 within the shared service was higher than the client budget available. This existing shortfall was exacerbated by an early decrease in the capital delivery assumption (90,000 hours to 80,000 hours) culminating in an early likely overspend forecast of £675k.
  - The forecast assumes delivery of proposed efficiencies totalling £539k. As £260k of these proposals are actually being delivered against client

budgets the shared service costs will not reduce, accounting for £130k of the CEC overspend.

- Approximately £500k of the CEC overspend relates to a shortfall on deliverable development hours chargeable to capital schemes, with Shared Service ICT forecasting delivery at 59,200 hours instead of 80,000 hours.
52. A great deal of work is being undertaken through the ICT Shared Service improvement plan to ensure that the overspend position is resolved by mid 2012/13. Initiatives include:
- Performance management
  - Commodity sourcing – rather than in-house
  - Recruitment review – strict vacancy management
  - Contract spend analysis
  - Architecture simplification
  - Review of target operating model
  - Benchmarking
53. The remaining £400k of the overspend is due to the Finance shared service which has been impacted by over £100k of Business Management Review cross-cutting savings since first quarter and Procurement which has incurred severance costs, residual CBS supplies expenditure, two years subscriptions to the Association of Greater Manchester Authorities, and agency costs relating to an interim category manager.

### HR & OD

54. HR & OD is predicting a £143k overspend due to anticipated one-off costs of £153k being incurred on pay harmonisation work and the impact of shared services overspends of £50k.
55. Budget pressures resulting from the VR category 3 cross cutting savings, and the engagement of consultancy to deliver an organisational change programme have also impacted the directorate.

### Borough Solicitor

56. The service is expecting a net nil position overall, with budget pressures identified in relation to Coroner fees, Registration Services expenditure and the impact of cross-cutting budget savings offset by a forecast underspend in Legal Services. To manage the VR category 3 cross cutting reductions in year will be a considerable challenge as the impact of the savings is significant and effectively stems from a double-counting of savings required to be made.
57. Coroner fees are population / formula driven and not subject to negotiation experienced delays to the implementation of the proposed service structure rationalisation, and an increased level of supplies and services expenditure, particularly in relation to marketing of the service. However, income levels relating to registration are forecast to meet the budgeted target based on a seasonal analysis of income receipts from the last financial year.

58. Delays to the recruitment of key personnel within Legal Services and a significant increase in income from both planning and highways fees and the Schools Business Support Agreement (from September 2011) have generated an £89k underspend for this service.

**UNALLOCATED CROSS CUTTING SAVINGS £2.9m overspend**

**Cross Cutting savings held in Finance & Business services - £1m overspend (£500k worse than first quarter)**

59. The level of Finance & Business services cross cutting savings that are expected to be retained is £500k worse than first quarter due to retaining more procurement savings.
60. A Council wide procurement savings target of £0.981m is currently held centrally within the service pending agreement from CMT on the allocation. The latest estimate from the Procurement Team is that further savings of £0.281m will be allocated in 2011-12, which means that an overspend of at least £0.7m is likely. The £0.281m will be delivered using the Solvis methodology, which is based on a request to suppliers to agree to a 15% discount.
61. Shared Services Improvement – The saving of £300k is currently held within the Director of Finance & Business Services budget area pending a strategy to deliver the saving. The saving was to be achieved by the longer term Shared Services, excluding ICT, HR and Finance but this has not proved possible to date. Therefore a forecast overspend of £300k is still being reported.

**Cross cutting savings held in HR/OD - £1.860m overspend (£360k worse than first quarter)**

62. The level of HR & OD cross cutting savings that are expected to be retained is £360k worse than first quarter due to retaining more Reed savings (£310k) and slippage of the terms and conditions roll out (£50k).
63. Salary Sacrifice Scheme/Reed Contract savings. Council wide savings target of £310k for 2011-12 is held centrally within the service and this will now be shown as a budget pressure for 2011-12. Spend on agency staff has contracted markedly in 2011-12 and the assumption is that it would be difficult to justify allocating this saving.
64. Pay Harmonisation. The Council wide savings target of £2.4m for 2011-12 is held centrally within the service pending final agreement and acceptance of the package of changes. The maximum level of savings which can be generated in 2011-12 from the latest package is estimated to be £0.55m, leaving a projected overspend of £1.85m in year.
65. VR Saving – the original target for new Category 3 VR savings was £600k. However, savings totalling £900k have been distributed to services across the authority leaving a positive budget of £300k retained by the service, resulting in a forecast year end underspend of £300k.

## **REVENUE BUDGET - CONCLUSION**

66. The projected net service overspending has increased to £16m at the mid year stage.
67. Extensive further remedial measures and actions will be required as a matter of urgency if this figure is to be significantly reduced before year end. Proposals for remedial action need to be developed across all services, and not limited to individual service forecasts, as a substantial element of the overspend relates to unallocated cross cutting savings.
68. There is little or no further scope for mitigation of the position from corporate budgets and provisions other than the limited alleviation of the impact on general reserves available from central budgets as outlined in Annex 1.

## **CAPITAL PROGRAMME**

69. At the mid-year review stage the Council is forecasting expenditure of £74.334m in 2011/12 against an Approved Budget of £90.983m for the year. Officers have undertaken a fundamental review of the capital programme to ensure that it only includes schemes that fulfil the Council's priorities for service delivery to be carried forward and any unspent balances were deleted from the programme enabling resources to be freed up for future allocations.
70. Table 2 shows an analysis by Directorate of the in-year Approved Budget for 2011-12, and forecast expenditure for 2011-12 and the three following years to 2014-15.

**Table 2 – Capital Expenditure Forecasts**

Department	In Year Approved Budget	Forecast Expenditure			
	2011-12 £000	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000
Adults, Health & Wellbeing					
New Starts	1,083	789	294	0	0
Committed schemes	6,689	6,249	385	0	0
	7,772	7,038	679	0	0
Children & Families					
New Starts	9,943	7,257	9,582	1,511	0
Committed schemes	17,305	13,393	6,624	0	0
	27,248	20,649	16,206	1,511	0
Places					
New Starts	19,726	12,970	8,392	970	0
Committed schemes	17,572	16,370	8,586	3,324	1,615
	37,298	29,340	16,978	4,294	1,615
Performance & Capacity					
New Starts	6,564	6,519	4,693	3,882	0
Committed schemes	12,101	10,788	2,547	1,099	0
	18,665	17,307	7,240	4,981	0
Total New Starts	37,316	27,534	22,961	6,363	0
Total Committed schemes	53,667	46,800	18,143	4,424	1,615
Total Capital Expenditure	90,983	74,334	41,103	10,786	1,615

71. The programme consists of on-going schemes started in previous years (£53.667m) and new starts (£37.316m). The new starts include a number of schemes which form part of a 'core' programme, including essential maintenance, Local Transport Plan (LTP) schemes within Environment, Devolved Formula Capital (DFC) allocations for schools, and Corporate Landlord schemes within Assets. New schemes have been approved by Members as meeting the Council's priorities.
72. The programme is funded from both direct income (grants, external contributions, linked capital receipts), and indirect income (borrowing approvals, revenue contributions, capital reserve, non-applied receipts). A funding summary is given below in Table 3.



**Table 3 – Funding Sources**

Funding Source	Forecast Expenditure			
	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000
Grants	32,536	15,853	2,612	0
External Contributions	2,728	135	80	0
Linked/Earmarked Capital Receipts	764	1,649	0	0
Supported Borrowing	6,097	1,333	424	0
Non-supported Borrowing	13,578	17,499	5,027	0
Revenue Contributions	723	550	395	0
Capital Reserve	17,908	4,084	2,248	1,615
Total	74,334	41,103	10,786	1,615

73. Annex 2, Appendix 1 shows detail of the individual schemes that make up the disclosures in Table 2 and Table 3.
74. Annex 2, Appendices 2a and 2b list proposals for Supplementary Capital Estimates (SCE) / Virements up to and including £500,000.
75. Annex 2, Appendix 2c list a proposal for a Supplementary Capital Estimate (SCE) / Virement for over £1,000,000 for Council Approval.
76. Annex 2, Appendix 3 provides a list of reductions in capital budgets to be noted.

### **Key Service Capital Issues**

#### **Children and Families**

#### **77. Residential Development Programme**

Total Approved Budget	£1.150m
Revised Budget 2011-12	£1.500m

The requirements for residential provision for looked after children have been reviewed and three properties are to be purchased within the borough, two in the Macclesfield area and one in Congleton. It is anticipated, (dependant on the market) that a property in Congleton will be purchased before March 2012, to coincide and ensure the smooth transition of residential care following the closure of Wilkinson House. This property will include an assessment centre.

Additional funding will be required to support the property purchase prices in the designated areas to maximise the new guidance requirements, i.e., the residential provision should replicate family homes of no more than 4 bedrooms. Purchase prices in specific postcode areas have been evaluated to reflect a true reflection of the current market trends in these areas (one requiring additional space for the assessment unit). All associated costs including adaptation costs, fees, etc, have been estimated to give a gross total cost for each property.

Taking the above factors into consideration, an additional £350,000 is now required to enable the objective of providing 12 additional residential bids in the borough and to achieve the revenue savings.

### 78. Special School for Children with Autism Spectrum Condition

One of the priority recommendations emerging from the Special Educational Needs and Disability (SEND) review was the identified need to develop local specialist provision for children and young people with Autism Spectrum Condition (ASC). A report will be considered by Cabinet on 28<sup>th</sup> November 2011 seeking the approval in principle for the development/feasibility of specialist provision on the Church Lawton Primary School site. The capital cost for the refurbishment has been estimated at £1.617m and will be funded from the existing capital SEND allocation.

### Places and Organisational Capacity

### 79. Private Sector Assistance

Due to the lengthy application procedures and delays to the consultation on the revised Private Sector Assistance Policy has delayed expenditure on the capital programme. Funds are committed to schemes but the programme will have some delayed expenditure into 2012-13. These delays will also have an impact on the revenue budget with the fee target for works completed not being achieved.

### 80. Highway Improvements – Sherborne Estate, Crewe

Request for Budget Approval            £0.052m

Wulvern Housing Association is currently developing proposals to deliver highway improvements on the Sherborne Estate in Crewe as part of a wider regeneration project in the area. This follows the first phase of a £4.5m scheme which won the Regeneration Scheme of the Year award at the Housing Excellence Awards in 2011.

Wulvern have approached Cheshire East to make a financial contribution towards the highways works on the estate, the majority of which will be undertaken within phase two of the scheme at a total cost of £160,000. In addition Wulvern have requested that Cheshire East adopt the new road.

In order to fund the scheme Wulvern propose to dispose of three vacant properties which are in a poor state of repair and would require significant modernisation. Sale proceeds at auction for the three properties are estimated to be in the region of £105,000. Under the current terms of the housing transfer agreement Cheshire East will be entitled to 50% of the resale value.

Wulvern are requesting a financial contribution of £52,500 towards the scheme which equates to the equivalent amount that Cheshire East will receive in right to buy receipts.

81. Nantwich Pool Enhancements

Total Approved Budget	£1.385m
Revised Budget	£1.004m

The capital scheme for the investment and improvement to Nantwich Pool has now been agreed in consultation with local ward members. A full review of the current condition of the Nantwich Pool has been completed to ascertain the key areas that require improvement. This review focused on the building infrastructure, pool plant and equipment, and the key improvements required to improve the customer experience and generate additional income.

A programme of work is to be agreed, the total cost of which is £1.364m, £0.180m to be funded from Swim for Free grant monies and £0.180m from the Planned Maintenance budget. The revised capital cost will therefore be £1.004m which will release £0.381m of available capital receipts.

82. LTP Project - Crewe Green Link Road

Total Approved Budget	-	£8.739m
Prior Year Spend	-	£8.353m
Budget 2011-12	-	£0.386m

There is still a risk of a £100,000 pressure on this scheme, as there are still two outstanding land deals to be completed. Failure to progress with this project will impact on the delivery of the Basford East Regional Investment site, seriously restricting the potential of Crewe Vision and the scope to see land use allocations in the Local Development Framework. A possible solution to the funding pressure is to monitor the overall programme and seek to reallocate funding from other projects which are delayed or under spending.

83. Waste Procurement PFI

Cheshire East and Cheshire West & Chester Councils have been progressing a Cheshire Waste Management Private Finance Initiative (PFI). A project inherited from Cheshire County Council, the contract would manage the treatment of residual municipal solid waste over the next 25 years to meet required landfill diversion and recycling targets. On 20 October 2010, Defra confirmed that PFI credit support for the project was being withdrawn. On 26 July 2011, notification was received that the Councils' legal challenge had failed and in the light of this decision we are reviewing options for the future disposal of municipal waste.

**DEBT MANAGEMENT**

84. Total Invoiced Debt at the end of September 2011 was £6.1m. After allowing for £1.3m of debt still within the payment terms, outstanding debt stood at £4.8m. The total amount of service debt outstanding over 6 months old amounts to £2.0m. This is unchanged from FQR, and £0.4m higher than the level of older debt at 31 March. Services have created debt provisions of £1.7m to cover this debt in the event that it needs to be written off.

85. An analysis of the invoiced debt provision by directorate is provided in Table 4.

**Table 4 - Invoiced Debt**

Directorate/Service	Total Outstanding Debt as at 30 <sup>th</sup> September £000	Total Debt Over 6 months old £000	Bad Debt Provision £000
Children & Families	613	292	268
Schools & Catering	63	50	15
<b>Total Children &amp; Families</b>	<b>676</b>	<b>342</b>	<b>283</b>
<b>Total Adults</b>	<b>1,964</b>	<b>908</b>	<b>908</b>
Environmental Services	586	210	135
Safer & Stronger communities	91	63	58
Planning & Housing	77	35	40
Regeneration	545	9	9
Health & Wellbeing	91	50	50
Assets	578	297	194
Policy & Performance	9	2	0
<b>Total Places</b>	<b>1977</b>	<b>666</b>	<b>486</b>
Finance & Business Services	115	56	4
HR&OD	43	1	
Borough Solicitor	1	1	
<b>Total Support</b>	<b>159</b>	<b>58</b>	<b>4</b>
<b>Total Debt &amp; Provisions</b>	<b>4,776</b>	<b>1,974</b>	<b>1,681</b>

**CHESHIRE EAST - CAPITAL PROGRAMME 2011/12**  
**2011/12 Mid Year Review**

**ANNEX 2 APPENDIX 1**

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	£	£	£	£	£	£	£
<b>Adults, Community and Health &amp; Wellbeing</b>										
<b>Ongoing Schemes - Adults</b>										
2008-09 Building Review Block	192	111	81	0	81				192	0
Common Assessment Framework	31	31	0	0	0				31	0
CAF Phs 2 Demonstrator	2,635	1,158	1,477	447	1,427				2,585	-50
Social Care IT Infrastructure	198	19	179	0	179				198	0
Mental Health Capital	104	87	17	0	17				104	0
Mental Health Provider	194	194	0	0	0				194	0
Mayfield Centre	10	4	6	0	6				10	0
Modernising ICT Delivery	638	545	94	0	93				638	0
Enabling Model of Social Care	61	61	0	-6	0				61	0
Extra Care Housing	2,114	2,094	20	-1,850	20				2,114	0
Community Services Flexible and Mobile working	650	375	275	32	275				650	0
Adults Protect into Paris	50	0	50	0	50				50	0
Mental Health Cap 10-11	104	104	0	0	0				104	0
Adults Social Care 2010-11	180	5	175	-12	175				180	0
<b>Ongoing Schemes - H&amp;W</b>										
Bridges and other structures on Middlewood Way	828	820	8	5	8				828	0
Springfield Road Allotments	36	27	9	0	9				36	0
Improvements to Congleton Park	29	13	17	4	16				29	0
Alsager Skate Park/Milton Park	29	29	0	-1	0				29	0
Allotment Improvements	15	12	3	0	3				15	0
Sandbach Park Building Refurbish	29	10	20	0	19				29	0
Middlewood Way Viaduct Repairs	546	449	97	8	97				546	0
Improving Leisure Facilities	55	-15	70	45	70				55	0
Sandbach United Football complex	2,220	705	1,516	1,356	1,480	35			2,220	0
Play Capital	807	759	48	30	48				807	0
Swim for Free Capital	128	42	86	4	86				128	0
Lawton Green Landscaping	8	0	8	0	8				8	0
Sandbach Park	101	0	101	0	101				101	0
Badger Relocation	115	51	64	0	64				115	0
Lower Heath Play Space Renewal	120	130		-9	0				130	10
Congleton Park Improvements - Town Wood	72	0	72	2	72				72	0
Cranage Bowling Green & Pavilion refurbishment	20	1	19	0	0				1	-19
Nantwich Pool Enhancements (part-funding)	1,385	0	1,035	0	724	350			1,074	-311
Playgrounds	64	43	21	0	21				64	0
Keepers Close / Mill Close	18	18	0	0	0				18	0
Shell House, Station Road, Wilmslow	129	25	104	-2	104				129	0
Ilford Imaging Site, Mobberley, Knutsford	47	0	47	0	47				47	0
Land South West of Moss Lane	229	187	41	0	42				229	0
Earl's Court, Earlsay, Macclesfield	146	60	86	43	86				146	0
Ground Work Cheshire - Bird Sanctuary	20	2	18	0	18				20	0
Libraries Facilities	500	500	0	-6	0				500	0

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12 £	30-Sep-11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	£	£
Leisure Centre General Equipment	59	53	5	16	6				59	0
Public Rights of Way 10-11	26	24	2	2	2				26	0
Radio Frequency ID (RFID)	1,200	503	720	-7	697		0		1,200	0
Pub Open Spaces-King St	30	0	30	0	30				30	0
The Blue Lamp Carrs Park	41	2	39	1	39				41	0
Alderley Park	29	0	29	29	29				29	0
<b>Total On-going schemes</b>	<b>16,242</b>	<b>9,238</b>	<b>6,689</b>	<b>131</b>	<b>6,249</b>	<b>385</b>	<b>0</b>	<b>0</b>	<b>15,872</b>	<b>-370</b>
<b>New Starts 2011/12 - Adults</b>										
Busins Sys for Transform	200		200	47	100	100			200	0
<b>New Starts 2011/12 - H&amp;W</b>										
Leisure Cent ICT Member Sys	200		200		6	194			200	0
Public Rights of Way 11-12	34		34	2	34				34	0
Refurb of Oakley Centre	250		250		250				250	0
Relocation of Library Services	285		285		285				285	0
Rode Heath Community Facility	24		24	20	24				24	0
Y.P.U., Victoria Rd., Macclesfield	35		35	1	35				35	0
Reades Lane, Congleton	14		14		14				14	0
Lower Heath Community Project	10		10	3	10				10	0
Oakbank Mill Bollington	18		18		18				18	0
Improvements to Middlewood Way	13		13		13				13	0
<b>Total 2011/12 New bids approved</b>	<b>1,083</b>	<b>0</b>	<b>1,083</b>	<b>73</b>	<b>789</b>	<b>294</b>	<b>0</b>	<b>0</b>	<b>1,083</b>	<b>0</b>
<b>Total Adults and H&amp;W Programme</b>	<b>17,325</b>	<b>9,238</b>	<b>7,772</b>	<b>204</b>	<b>7,038</b>	<b>679</b>	<b>0</b>	<b>0</b>	<b>16,955</b>	<b>-370</b>
<b>Children &amp; Families</b>										
<b>Ongoing Schemes</b>										
East Cheshire Minor Works Ph3	512	507	5	6	5	0	0	0	512	0
SureStart Aiming High for Disabled Children	95	94	0	0	0	0	0	0	94	-1
Sandbach Childrens Centres Ph3	783	736	48	4	48	0	0	0	784	0
SCP Childrens Services	47	11	36	0	36	0	0	0	47	0
ICT Childrens Centres Ph3 East	52	3	49	0	49	0	0	0	52	0
Childrens Homes Rationalisation	1,013	1,006	6	0	6	0	0	0	1,012	0
Devolved Formula Capital 07-08 East	5,046	4,796	250	189	250	0	0	0	5,046	0
Devolved Formula Cap 08-09 East	4,971	4,442	529	417	529	0	0	0	4,971	0
Devolved Formula Capital	5,400	3,480	1,027	805	1,027	893	0	0	5,400	0
Devolved Formula Capital - In Advance	1,955	1,946	9	118	9	0	0	0	1,955	0
Integrated Children's Systems (ICS) 08-09 East	922	460	462	-2	72	390	0	0	922	0
Children's Workforce Dev Sys East	70	0	70	0	0	70	0	0	70	0
Adults workforce Census East	15	0	15	0	0	15	0	0	15	0
Contact Point / Further Dev of Children's Hub/ e-CAF	382	95	286	-33	52	234	0	0	381	-1
Capital for Kitchen & Dining Facilities	595	218	376	0	376	0	0	0	594	0
Repairs to Mobile Classroom Ext Schs East	30	29	1	0	1	0	0	0	30	0

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12 £	30-Sep-11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	£	£
Primary School & YOT Extension repairs	93	83	11	0	2	0	0	0	85	-8
Springfield Spec School	120	116	4	0	4	0	0	0	120	0
TLC Dean Oak's PS	3,187	3,164	23	1	23	0	0	0	3,187	0
Stapely Broad Lane PS - Replacement of temp accomodation	942	518	424	322	419	5	0	0	942	0
Christ the King Catholic & C of E PS	3,340	3,013	327	135	327	0	0	0	3,340	0
TLC Vernons PS Amalgamation	3,753	3,728	25	0	25	0	0	0	3,753	0
Offley Primary School	1,025	954	71	54	71	1	0	0	1,026	1
Cledford TLC Scheme	3,360	3,344	16	2	16	0	0	0	3,360	0
Gorsey Bank Floor Repair	1,768	1,633	135	9	135	0	0	0	1,768	0
Brine Leas Sixth Form	7,311	7,214	98	1	98	0	0	0	7,312	0
Kings Grove Mobile Replacement	790	428	362	127	362	0	0	0	790	0
TLC Sir William Stanier Comm S	21,598	21,297	302	-1	301	0	0	0	21,598	-1
Signage (£5k*20 centres, estimate)	10	0	10	0	10	0	0	0	10	0
Underwood West PH3 Expansion	310	272	38	6	38	0	0	0	310	0
Cheshire East Surestart Aim High for Disabled Children	391	380	11	0	11	0	0	0	391	0
Childrens Social Care	35	0	35	0	35	0	0	0	35	0
ESCR	350	0	350	0	120	230	0	0	350	0
P.A.R.I.S - PCT access	25	0	25	0	25	0	0	0	25	0
Schools - Access Initiative	606	38	568	0	568	0	0	0	606	0
Mallbank Redesignation of Specialist School	50	0	50	0	50	0	0	0	50	0
Tytherington High School Redesignation of Specialist School	25	24	1	0	1	0	0	0	25	0
Targetted Capital Funding (TCF) 14 - 19 Diploma	1,114	0	1,114	0	114	409	0	0	523	-591
Devolved Formula Capital 10-11	2,055	0	1,779	438	1,779	1,599	0	0	2,055	0
Harnessing Technology	244	129	115	0	115	0	0	0	244	0
Schools Modernisation Programme	1,198	0	1,198	0	172	0	0	0	172	-1,026
Schools - Basic Need	387	223	163	0	163	0	0	0	387	0
Land Block 10-11	67	0	67	1	67	0	0	0	67	1
Land Drainage 10-11	63	17	46	0	46	0	0	0	63	0
Feasibility 10-11	82	14	68	6	68	0	0	0	82	0
VA Contributions 10-11	13	2	11	0	11	0	0	0	13	0
Primary Capital Programme (PCP)	22	0	22	0	22	0	0	0	22	0
Specialist Schools	300	0	300	0	300	0	0	0	300	0
Alsager H S Perf Arts Cent	1,134	373	761	553	761	0	0	0	1,134	0
Poynton HS	3,300	0	2,280	2	1,702	1,448	0	0	3,150	-150
Tytherington HS	3,130	0	2,153	76	1,800	1,330	0	0	3,130	0
St Johns Wood CS - Sports Barn	268	264	4	0	4	0	0	0	268	0
Adelaide School - New Workshop	200	35	165	0	165	0	0	0	200	0
Malbank School & Sixth Form College	1,185	304	881	598	881	0	0	0	1,185	0
Styal PS Early Years Classroom	135	12	123	1	123	0	0	0	135	0
<b>Total On-going schemes</b>	<b>85,874</b>	<b>65,403</b>	<b>17,305</b>	<b>3,834</b>	<b>13,393</b>	<b>6,624</b>	<b>0</b>	<b>0</b>	<b>84,097</b>	<b>-1,777</b>
<b>New Starts 2011-12</b>										
Devolved Formula Capital 11-12	1,009	0	1,009	100	100	450	459	0	1,009	0
Minor Works 11-12	0	0	0	0	0	0	0	0	0	0
Oakenclough CC - Co-location (<£100k)	75	0	75	0	75	0	0	0	75	0
Cledford Infants School	653	0	653	0	400	253	0	0	653	0
Minor Works / Accessibility (<£100k)	382	0	382	0	382	0	0	0	382	0

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Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12 £	30-Sep-11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	£	£
Pear Tree Primary School	95	0	95	3	95	0	0	0	95	0
Ruskin Secondary School	100	0	100	0	100	0	0	0	100	0
Malbank Secondary School	150	0	150	0	150	0	0	0	150	0
Monks Coppenhall Primary School	120	0	55	0	120	0	0	0	120	0
Capital Maintenance Allocation 11-12	163	0	163	0	163	0	0	0	163	0
Suitability Bids (<£100k)	702	0	702	0	702	0	0	0	702	0
Rode Heath Primary School	114	0	20	0	20	94	0	0	114	0
Wilmslow High Secondary School	120	0	40	0	0	120	0	0	120	0
Lower Park Primary School	103	0	80	0	79	23	0	0	102	-1
Havannah Primary School	155	0	40	0	30	125	0	0	155	0
Parkroyal Primary School	144	0	144	0	144	0	0	0	144	0
Styal Primary School	125	0	63	0	63	62	0	0	125	0
Adelaide Special School	122	0	87	0	87	35	0	0	122	0
Goostrey Primary School	162	0	48	0	48	114	0	0	162	0
Middlewich High Secondary School	225	0	163	0	225	0	0	0	225	0
Mossley Primary School	149	0	149	0	149	0	0	0	149	-1
The Dingle Primary School	112	0	21	0	21	91	0	0	112	0
Alsager Highfields Primary School	127	0	17	0	17	110	0	0	127	0
Gorsey Bank Primary School	227	0	105	0	105	122	0	0	227	0
Asset Management Condition Priority	1,000	0	1,000	0	627	373	0	0	1,000	0
Mobile Replacements (<£100k)	124	0	124	0	124	0	0	0	124	0
Park Lane Special School	140	0	70	0	70	70	0	0	140	0
Alsager Secondary School	319	0	15	0	15	304	0	0	319	0
The Quinta Primary School	755	0	44	0	44	711	0	0	755	0
Lostock Hall Primary School	252	0	15	0	15	237	0	0	252	0
Leighton Primary School	367	0	19	0	19	348	0	0	367	0
Bexton Primary School	535	0	46	0	46	489	0	0	535	0
Sound & District Primary School	252	0	15	0	15	237	0	0	252	0
Residential Dev Programme 11-12	1,150	0	1,150	0	918	582	0	0	1,500	350
Short Break Re Provision 11-12	700	0	700	0	700	0	0	0	700	0
Pupil Referral Unit 11-12	1,500	0	1,500	0	500	1,000	0	0	1,500	0
Basic Need 11-12	0	0	0	0	0	0	0	0	0	0
Lindow Primary School - Basic Needs 11-12	350	0	280	0	280	70	0	0	350	0
Beechwood Primary School - Basic Needs 11-12	521	0	71	0	71	450	0	0	521	0
Oakefield Primary School - Basic Needs 11-12	742	0	90	0	90	652	0	0	742	0
Lacey Green Primary School - Basic Needs 11-12	140	0	140	0	140	0	0	0	140	0
Specialist Special Needs Provision 11-12	2,000	0	100	0	100	1,900	0	0	2,000	0
Short Breaks for Disabled Children	203	0	203	0	203	0	0	0	203	0
Church Lawton School - Specialist Provision		0		0	5	560	1,052	0	1,617	1,617
<b>Total 2011-12 New bids approved</b>	<b>16,384</b>	<b>0</b>	<b>9,943</b>	<b>103</b>	<b>7,257</b>	<b>9,582</b>	<b>1,511</b>	<b>0</b>	<b>18,350</b>	<b>1,966</b>
<b>Total Children &amp; Families Programme</b>	<b>102,258</b>	<b>65,403</b>	<b>27,248</b>	<b>3,937</b>	<b>20,649</b>	<b>16,206</b>	<b>1,511</b>	<b>0</b>	<b>102,447</b>	<b>189</b>
<b>Places</b>										
<b>Ongoing Schemes</b>										
LTP - Local Area Programmes - South	360	245	116	0	114	0	0	0	359	0



## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	£	£	£	£	£	£	£
Development of land at Alderley Edge Cemetery	89	8	0	-1	0	81	0	0	89	0
Adaptations to Pym's Lane Garage	6	1	5	0	5	0	0	0	6	0
Waste Infrastructure Capital Grant	1,356	561	795	764	795	0	0	0	1,356	0
LTP - Bridge Maintenance	1,223	1,223	0	0	0	0	0	0	1,223	0
Queens Park Restoration	6,757	5,617	1,140	1,214	1,140	0	0	0	6,757	0
Alderley Edge By-Pass Scheme Implementation	54,687	42,974	3,364	1,293	3,364	4,015	2,719	1,615	54,687	-1
Integrated Area - Minor Works (2007-08)	793	793	0	0	0	0	0	0	793	0
Highway adoption - Springvale	18	14	5	0	0	0	0	0	14	-4
Highway Adoption - Talke Road	7	0	7	0	0	0	0	0	0	-7
Crewe and Macc HWRCs	151	158	0	-7	-7	0	0	0	151	0
Alsager Closed Landfill Site	60	0	60	0	60	0	0	0	60	0
West Street Environmental Improvements	604	638	0	-34	-34	0	0	0	604	0
SEMMMS - Cat & Fiddle	862	808	54	7	59	0	0	0	867	6
LTP - Principal Roads Maintenance - Minor Works	1,589	1,588	0	-7	0	0	0	0	1,588	-1
LTP - Non Principal Roads Maintenance - Minor Works	3,336	3,280	53	-37	53	0	0	0	3,333	-2
LTP - Bridge Maintenance - Minor Works	564	524	40	83	62	0	0	0	586	22
Gurnett Bridge, Hall Lane, Sutton	1,020	630	390	300	390	0	0	0	1,020	0
Alderley Edge Village enhancements	50	6	44	6	94	0	0	0	100	50
Local Measures - Ward Minor schemes	486	486	0	-13	0	0	0	0	486	0
Local Measures - Ward Local schemes	274	274	0	0	0	0	0	0	274	0
LTP - Detrunked Road - A523 Bosley	829	69	760	559	789	12	0	0	870	41
De-Trunked Rds - A51 Landslip, Wardle	108	88	20	0	0	0	0	0	88	-20
Part 1 Claims	107	106	0	-4	0	0	0	0	107	0
Crematoria - Replacement cremators	450	0	450	0	0	450	0	0	450	0
New Cremators - Macclesfield	800	48	752	36	752	0	0	0	800	0
Replacement Bin Stock	36	26	10	10	10	0	0	0	36	0
Waste PFI Procurement	500	500	0	921	0	0	0	0	500	0
Cemetery road and path improvements	100	32	68	7	68	0	0	0	100	0
Connect 2 - Phase 2	865	289	576	235	456	120	0	0	865	0
Private Sector Assistance Initiative	1,508	1,007	326	7	204	233	75	0	1,519	11
Affordable Housing - Assisted Purchase Scheme	600	418	182	62	182	0	0	0	600	0
Choice Based Lettings	222	182	40	0	8	32	0	0	222	0
Affordable Housing Initiatives	870	559	311	0	0	155	155	0	870	0
Housing Grants - S106 Funded (Ex MBC)	1,045	780	265	0	265	0	0	0	1,045	0
Social Housing Grants/ Enabling Affordable Housing	861	401	318	0	318	141	0	0	860	-1
Market Square, Crewe - Interim Improvements	251	233	18	17	18	0	0	0	251	0
Astbury Marsh Caravan Site	42	0	42	11	42	0	0	0	42	0
Private Sector Housing Assistance Initiative	853	81	533	164	386	386	0	0	853	0
Disabled Facilities Grant	1,145	836	308	308	308	0	0	0	1,144	0
Affordable Housing - Assisted Purchase Scheme	330	0	330	0	90	240	0	0	330	0
Empty Homes Initiatives	500	0	100	0	100	400	0	0	500	0
LTP - Road Safety Schemes	765	429	336	163	336	0	0	0	765	0
Capital Programme Management Support	35	43	-7	0	-7	0	0	0	36	1
Tatton Park - Conservatory/Orangery	298	35	263	324	481	0	0	0	516	218
Section 278's - 09-10 New Starts	72	29	7	0	15	2	0	0	45	-26
Crewe Town Squares - Lyceum Square	1,859	1,789	70	-5	37	33	0	0	1,858	0
LTP - SEMMMS - Regeneration allocation - Major Projects	2,895	2,895	0	-4	0	0	0	0	2,895	0
Crewe Town Squares/ Shopping Facilities Refurbishment & Toilets	2,909	1,874	100	1	100	935	0	0	2,909	0
LTP - SEMMMS - Transport element - BQP/PTI	2,618	2,618	0	0	0	0	0	0	2,618	0
Section 278 Agreements (2002-03)	34	33	0	0	0	0	0	0	33	-1

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	£	£	£	£	£	£	£
Section 278 Agreements (2003-04)	195	159	0	0	0	0	0	0	159	-36
LTP - Crewe Green Link Road	8,739	8,353	386	109	479	0	0	0	8,832	93
Section 278 Agreements (2004-05)	234	169	0	0	0	0	0	0	169	-65
Section 278 Agreements (2005-06)	78	67	1	0	1	0	0	0	68	-10
Section 278 Agreements (2006-07)	544	236	286	17	36	5	0	0	277	-267
Section 278 Agreements (2007-08)	88	17	8	0	8	0	0	0	25	-62
Connect2 - Crewe & Nantwich Greenway	473	473	0	2	0	0	0	0	473	0
Parkgate	1,382	236	245	3	146	900	0	0	1,282	-100
Leighton Brook Park	379	377	2	0	0	0	0	0	377	-2
Section 278 Agreements - (2008-09)	261	41	83	-5	12	21	80	0	154	-108
Monks Heath, Alderley Edge	350	299	51	54	51	0	0	0	350	0
LTP - Principal Roads Maintenance - Asset Management	85	85	0	-32	0	0	0	0	85	0
LTP - Non Principal Roads Maintenance - Asset Management	141	141	0	-22	0	0	0	0	141	0
LTP - Project Development Schemes - Minor Schemes	30	6	24	0	0	0	0	0	6	-24
LTP - East Cheshire Transport Study	125	125	0	-7	0	0	0	0	125	0
LTP - Road Safety Schemes - Minor works	431	186	245	66	245	0	0	0	431	0
Non LTP s278s	134	29	77	17	87	16	0	0	131	-3
Town Centres Spatial Regeneration	845	0	300	0	300	250	295	0	845	0
Tatton - Visioning feasibility	50	4	46	11	46	0	0	0	50	0
Tatton - Development	240	32	208	84	208	0	0	0	240	0
Tatton Park - Office Accomodation Phase 2	30	0	30	21	54	0	0	0	54	24
Poynton Revitalisation Scheme	3,675	1,642	2,033	614	2,195	0	0	0	3,838	163
Poynton High, Links to School	130	0	130	121	130	0	0	0	130	0
Safe Links to Sch Middlewich	147	147	0	0	0	0	0	0	147	0
Section 278 Agreements (pre 2002-03)	1,909	1,411	0	0	0	0	0	0	1,411	-497
Car Park Charges Congleton	131	131	0	-4	0	0	0	0	131	0
Thomas Street Car Park - West	77	77	0	-3	-3	0	0	0	74	-3
CDRP - Building Safer Communities Fund	80	80	0	0	0	0	0	0	80	0
Imps to Chapel Street Car Park	234	219	0	5	5	0	0	0	224	-10
10-11 CDRP - Building Safer Communities	32	32	0	0	0	0	0	0	32	0
Residents Parking Schemes	480	90	230	0	32	160	0	0	282	-198
Car Park Improvements	172	3	169	16	169	0	0	0	172	0
CCTV /UTC Rationalisation	899	133	766	483	1,115	0	0	0	1,248	349
<b>Total On-going schemes</b>	<b>120,595</b>	<b>90,225</b>	<b>17,572</b>	<b>7,928</b>	<b>16,370</b>	<b>8,586</b>	<b>3,324</b>	<b>1,615</b>	<b>120,120</b>	<b>-475</b>
<b>New Starts 2011-12</b>										
Vaudreys Wharf Canal (Non LTP)	600	0	50	0	50	550	0	0	600	0
Bridge Maintenance Minor Works - PROW	130	0	90	0	90	20	20	0	130	0
Bridge Maintenance Minor Works	1,578	0	1,578	213	1,578	0	0	0	1,578	0
Part 1 Claims	94	0	94	0	59	0	0	0	59	-35
Local Measures - Ward Local Works	380	0	380	28	380	0	0	0	380	0
Non Principal Roads Maintenance - Minor Works	4,037	0	4,037	2,273	3,946	0	0	0	3,946	-91
Principal Roads Maintenance - Minor Works	1,970	0	1,970	771	1,926	0	0	0	1,926	-44
Materials Transfer Fac. 11/12	650	0	650	0	650	0	0	0	650	0
Wheeled Bins 11/12	1,300	0	1,300	20	1,300	0	0	0	1,300	0
Disabled Facilities for Cheshire East Residents	1,320	0	1,320	150	1,120	200	0	0	1,320	0
Private Sector Assistance	900	0	300	0	0	600	300	0	900	0
Assisted Purchase Scheme	900	0	300	0	300	300	300	0	900	0

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Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12	30-Sep-11	2011/12	2012/13	2013/14	2014/15	£	£
Car Park Improvements 11/12	300	0	0	0	0	150	150	0	300	0
Community Safety Schemes 11/12	30	0	30	0	30	0	0	0	30	0
Accessibility - Bus Network Investment	50	0	50	0	50	0	0	0	50	0
Accessibility - Cycling	70	0	70	0	125	0	0	0	125	55
Cycle parking, Wilmslow	30	0	30	0	41	0	0	0	41	11
Tipkinder Park Cyclepath	140	0	140	0	100	0	0	0	100	-40
Taylor Drive, Nantwich	120	0	120	10	84	36	0	0	120	0
Accessibility - Rail Station Improvements	50	0	50	0	30	20	0	0	50	0
Sustainable Transport Fund	45	0	45	0	25	0	0	0	25	-20
LDF - Transport Infrastructure	37	0	37	33	39	0	0	0	39	3
Capital Co-ordination	0	0	0	0	40	0	0	0	40	40
Non Principal Roads Maint - Asset Management	104	0	104	17	104	0	0	0	104	0
Principal Roads Maint - Asset Management	70	0	70	30	70	0	0	0	70	0
Programme Development	100	0	100	0	0	0	0	0	0	-100
Road Safety Schemes - Minor Works	416	0	416	14	377	0	0	0	377	-39
Regeneration Business Support	700	0	300	0	300	200	200	0	700	0
TIC Improvement Scheme	30	0	30	0	30	0	0	0	30	0
Stableyard Retail Improvement	0	0	0	0	95	0	0	0	95	95
Tatton Park Investment 11/12	6,260	0	6,039	0	0	6,260	0	0	6,260	0
Non LTP s278s	86	0	25	15	30	56	0	0	86	0
<b>Total 2011-12 New bids approved</b>	<b>22,498</b>	<b>0</b>	<b>19,726</b>	<b>3,573</b>	<b>12,969</b>	<b>8,392</b>	<b>970</b>	<b>0</b>	<b>22,331</b>	<b>-167</b>
<b>Total Places Programme</b>	<b>143,093</b>	<b>90,225</b>	<b>37,298</b>	<b>11,501</b>	<b>29,339</b>	<b>16,978</b>	<b>4,294</b>	<b>1,615</b>	<b>142,451</b>	<b>-642</b>

<b>Borough Solicitor (Monitoring Officer)</b>										
Ongoing Schemes										
Integrated Legal ICT System	60	1	59	28	41	13	5	0	60	0
<b>Total On-going schemes</b>	<b>60</b>	<b>1</b>	<b>59</b>	<b>28</b>	<b>41</b>	<b>13</b>	<b>5</b>	<b>0</b>	<b>60</b>	<b>0</b>
<b>Total Borough Solicitor Programme</b>	<b>60</b>	<b>1</b>	<b>59</b>	<b>28</b>	<b>41</b>	<b>13</b>	<b>5</b>	<b>0</b>	<b>60</b>	<b>0</b>
<b>Borough Treasurer &amp; Assets</b>										
<b>ASSETS</b>										
<b>Ongoing Schemes</b>										
Fixed Electrical Installation	76	75	1	0	1	0	0	0	76	0
Disability Discrimination Act Improvements/ Adaptations	246	124	122	42	122	0	0	0	246	0
Church Walls	60	16	44	1	44	0	0	0	60	0
County Farms 2008-09	238	128	110	1	80	31	0	0	238	0
Farms Estates Reorganisation & Reinvestment	1,410	71	1,339	13	40	1,299	0	0	1,410	0
Municipal buildings - Reg accommodation (name Change)	200	0	200	0	200	0	0	0	200	0
Office Accommodation Strategy	9,800	5,034	4,666	-164	4,766	0	0	0	9,800	0

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12 £	30-Sep-11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	£	£
Building Maintenance	2,616	2,565	51	16	16	0	0	0	2,581	-35
MINOR WORKS 10/11	42	37	5	1	5		0	0	42	0
WILD BOAR CLOUGH FLOOD PROT	29	6	23	102	102	0	0	0	108	80
<b>Total On-going schemes</b>	<b>14,716</b>	<b>8,054</b>	<b>6,561</b>	<b>12</b>	<b>5,376</b>	<b>1,330</b>	<b>0</b>	<b>0</b>	<b>14,760</b>	<b>43</b>
<b>New Starts 2011-12</b>										
AMS BLOCK	13,845	0	5,345	1,530	5,300	4,500	3,782	0	13,582	-263
Feasibility Studies 11/12	400	0	200	0	200	100	100	0	400	0
<b>Total 2011-12 New bids approved</b>	<b>14,245</b>	<b>0</b>	<b>5,545</b>	<b>1,530</b>	<b>5,500</b>	<b>4,600</b>	<b>3,882</b>	<b>0</b>	<b>13,982</b>	<b>-263</b>
<b>TOTAL ASSETS</b>	<b>28,961</b>	<b>8,054</b>	<b>12,106</b>	<b>1,541</b>	<b>10,877</b>	<b>5,930</b>	<b>3,882</b>	<b>0</b>	<b>28,742</b>	<b>-220</b>
<b>ICT</b>										
<b>Ongoing schemes</b>										
Development Management System	437	423	14	-15	14	0	0	0	437	0
Click into Cheshire	39	32	7	0	7	0	0	0	39	0
Government Connect	290	58	232	90	232		0	0	290	0
ICT Security & Research	209	138	71	70	71		0	0	209	0
Flexible & Mobile Working	1,171	360	270	25	270	270	270	0	1,170	0
NHS LINK / Connected Cheshire	80	77	2	0	2	0	0	0	79	0
Data Centre Macclesfield	495	28	467	0	467		0	0	495	0
ICT Small Projects Block New scheme	153	112	41	38	41		0	0	153	0
Transforming Cheshire - Information Management	1,409	706	704	80	704		0	0	1,410	0
Essential Replacement 10-11	2,384	1,286	1,098	99	1,098	0			2,384	0
ICT Security	185	104	81	-5	81				185	0
Internet Service Provision	142	0	142	0	142	0			142	0
IPT Harmonisation	725	313	412	0	412				725	0
Oracle Optimisation	3,960	1,579	732	23	732	825	824	0	3,960	0
<b>TOTAL Ongoing schemes</b>	<b>11,678</b>	<b>5,216</b>	<b>4,273</b>	<b>406</b>	<b>4,273</b>	<b>1,095</b>	<b>1,094</b>	<b>0</b>	<b>11,678</b>	<b>0</b>
<b>2011-12 Starts</b>										
WAN Hardware	275	0	182	0	182	93			275	0
ICT Rural Broadband Project	530	0	530	87	530				530	0
ICT Security 11/12	195	0	195	0	195	0			195	0
Customer Access in Libraries	77	0	77	0	77	0			77	0
<b>Total 2011-12 Starts</b>	<b>1,077</b>	<b>0</b>	<b>984</b>	<b>87</b>	<b>984</b>	<b>93</b>	<b>0</b>	<b>0</b>	<b>1,077</b>	<b>0</b>
<b>TOTAL ICT</b>	<b>12,755</b>	<b>5,216</b>	<b>5,257</b>	<b>493</b>	<b>5,257</b>	<b>1,188</b>	<b>1,094</b>	<b>0</b>	<b>12,755</b>	<b>0</b>
<b>FINANCE</b>										
<b>Ongoing schemes</b>										
Single Revenue & Benefits Systems	524	447	77	11	77				524	0
<b>TOTAL Ongoing schemes</b>	<b>524</b>	<b>447</b>	<b>77</b>	<b>11</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>524</b>	<b>0</b>

## ANNEX 2 APPENDIX 1

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12	30-Sep-11	2011/12	2012/13	2013/14	2014/15	£	£
<b>Total Borough Treasurer &amp; Assets Programme</b>	<b>42,241</b>	<b>13,717</b>	<b>17,440</b>	<b>2,046</b>	<b>16,211</b>	<b>7,118</b>	<b>4,976</b>	<b>0</b>	<b>42,021</b>	<b>-220</b>
<b>Policy &amp; Performance</b>										
<b>Ongoing Schemes</b>										
Customer Relationship Management & Telephone System	1,455	544	911	171	831	80	0	0	1,455	0
Transforming Cheshire - Customer Access	419	234	185	0	155	30	0	0	419	0
Capital Investment Scheme Grants	377	350	27	8	27	0	0	0	377	0
<b>Total On-going schemes</b>	<b>2,251</b>	<b>1,128</b>	<b>1,123</b>	<b>179</b>	<b>1,013</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>2,251</b>	<b>0</b>
<b>New Starts 2011-12</b>										
Performance Management 11/12	35	0	35	0	35				35	
<b>Total 2011-12 New bids approved</b>	<b>35</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>
<b>Total Policy &amp; Performance Programme</b>	<b>2,286</b>	<b>1,128</b>	<b>1,158</b>	<b>179</b>	<b>1,048</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>2,286</b>	<b>0</b>
<b>HR &amp; Organisational Development</b>										
<b>Ongoing Schemes</b>										
Accident Reporting system New scheme	18	10	8	-1	8	0	0	0	18	0
<b>Total On-going schemes</b>	<b>18</b>	<b>10</b>	<b>8</b>	<b>-1</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>0</b>
<b>Total HR &amp; Organisational Development Programme</b>	<b>18</b>	<b>10</b>	<b>8</b>	<b>-1</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>0</b>
<b>AH&amp;W</b>										
<b>Total New bids 10-11 - Approved by Council</b>	<b>1,083</b>	<b>0</b>	<b>1,083</b>	<b>73</b>	<b>789</b>	<b>294</b>	<b>0</b>	<b>0</b>	<b>1,083</b>	<b>0</b>
<b>Total Committed schemes approved by Council</b>	<b>16,242</b>	<b>9,238</b>	<b>6,689</b>	<b>131</b>	<b>6,249</b>	<b>385</b>	<b>0</b>	<b>0</b>	<b>15,872</b>	<b>-370</b>
<b>Total 2011-12 Programme for On-going &amp; approved new starts</b>	<b>17,325</b>	<b>9,238</b>	<b>7,772</b>	<b>204</b>	<b>7,038</b>	<b>679</b>	<b>0</b>	<b>0</b>	<b>16,955</b>	<b>-370</b>
<b>C&amp;F</b>										
<b>Total New bids 10-11 - Approved by Council</b>	<b>16,384</b>	<b>0</b>	<b>9,943</b>	<b>103</b>	<b>7,257</b>	<b>9,582</b>	<b>1,511</b>	<b>0</b>	<b>18,350</b>	<b>1,966</b>
<b>Total Committed schemes approved by Council</b>	<b>85,874</b>	<b>65,403</b>	<b>17,305</b>	<b>3,834</b>	<b>13,393</b>	<b>6,624</b>	<b>0</b>	<b>0</b>	<b>84,097</b>	<b>-1,777</b>
<b>Total 2011-12 Programme for On-going &amp; approved new starts</b>	<b>102,258</b>	<b>65,403</b>	<b>27,248</b>	<b>3,937</b>	<b>20,649</b>	<b>16,206</b>	<b>1,511</b>	<b>0</b>	<b>102,447</b>	<b>189</b>
<b>Places</b>										
<b>Total New bids 10-11 - Approved by Council</b>	<b>22,498</b>	<b>0</b>	<b>19,726</b>	<b>3,573</b>	<b>12,969</b>	<b>8,392</b>	<b>970</b>	<b>0</b>	<b>22,331</b>	<b>-167</b>
<b>Total Committed schemes approved by Council</b>	<b>120,595</b>	<b>90,225</b>	<b>17,572</b>	<b>7,928</b>	<b>16,370</b>	<b>8,586</b>	<b>3,324</b>	<b>1,615</b>	<b>120,120</b>	<b>-475</b>

**ANNEX 2 APPENDIX 1**

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	£	£	£	£	£	£	£
<b>Total 2011-12 Programme for On-going &amp; approved new starts</b>	<b>143,093</b>	<b>90,225</b>	<b>37,298</b>	<b>11,501</b>	<b>29,339</b>	<b>16,978</b>	<b>4,294</b>	<b>1,615</b>	<b>142,451</b>	<b>-642</b>
<b>P&amp;C</b>										
Total New bids 10-11 - Approved by Council	15,357	0	6,564	1,617	6,519	4,693	3,882	0	15,094	-263
Total Committed schemes approved by Council	29,248	14,856	12,101	636	10,788	2,547	1,099	0	29,290	43
Total 2011-12 Programme for On-going & approved new starts	44,605	14,856	18,665	2,253	17,307	7,240	4,981	0	44,384	-220
Overall Total New bids 10-11 - Approved by Council	55,322	0	37,316	5,367	27,534	22,961	6,363	0	56,858	1,536
Overall Total Committed schemes approved by Council	251,959	179,722	53,667	12,528	46,800	18,143	4,424	1,615	249,380	-2,579
Total 2011-12 Programme for On-going & approved new starts	307,280	179,722	90,983	17,895	74,334	41,103	10,786	1,615	306,238	-1,043

					Virement FROM ...	
Capital Scheme	Starts Year	Amount Requested £'000	SCE/ Virement/ Reduction	Funding of SCE/Virement	Starts Year	Amount Requested £'000
Chief Officers for the service are asked to approve SCE and virements up to and including £100,000						
Highways - Environment Services						
SEMMMS - Cat & Fiddle	2002-03	5,799	Virement	Programme Development	2011-12	5,799
Alderley Edge Village Enhancements	2010-11	60,000	SCE	Funded by S106 contribution	2010-11	60,000
A523 Bosley - De Trunked Road	2011-11	40,646	Virement	Part 1 Claims	2011-12	26,643
			Virement	Programme Development	2011-12	14,003
Strategic Highways & Transportation						
Crewe Green Link Road	2004-05	92,362	Virement	Programme Development	2011-12	30,000
				Sustainable Transport Fund	2011-12	20,000
				Project Development	2010-11	24,005
				Alderley Edge Village Enhancements	2010-11	10,000
				Part 1 Claims	2011-12	8,357
Accessibility - Cycling	2011-12	55,000	SCE	Addition grant income from Sustrans	2011-12	55,000
Cycle Parking - Wilmslow	2011-12	11,000	SCE	Funded by S106 contribution	2011-12	11,000
LDF - Transport Infrastructure	2011-12	2,624	Virement	Programme Development	2011-12	2,624
Capital Co-ordination	2011-12	40,000	Virement	Programme Development	2011-12	40,000
Highways Improvement - Sherborne Estate, Crewe (Wulvern Housing)	2011-12	52,000	SCE	Capital Reserve	2011-12	52,000
Regeneration						
Tatton Park - Office Accomodation Ph2	2010-11	24,000	SCE	Funded by Tatton Revenue Contribution		24,000
Tatton Park - Stableyard Retail Improvement	2011-12	95,000	SCE	Funded by Tatton Revenue Contribution		95,000
Tatton Park - Farm Development	2011-12	80,000	SCE	Funded by Tatton Revenue Contribution		80,000
Planning & Housing						
Private Sector assistance Initiative	2009-10	11,624	SCE	External Income	2009-10	11,624
Assets						
Wildboardclough Flood Prot		80	Virement	AMS Block Funded from Capital Reserves	2011/12	80
AMS Block		35	Virement	Building Maintenance Funded from Prudential Borrowing	2010/11	35
Total SCE's & Virements		570,170				570,170

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**Matters for Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements**  
**Mid-Year Review 2011-12**

**ANNEX 2 APPENDIX 2b**

					Virement FROM ...	
Capital Scheme	Starts Year	Amount Requested £'000	SCE/ Virement/ Reduction	Funding of SCE/Virement	Starts Year	Amount Requested £'000
<b>SCE and Virements over £100,000 and up to and including £500,000</b>						
<b>Children &amp; Families</b>						
Residential Dev Programme 11-12	2011/12	350,000	SCE	Funded Prudential Unsupported Borrowing	2011/12	350,000
<b>Safer &amp; Stronger Communities</b>						
CCTV Rationalisation	2010-11	348,757	Virement	Parkgate - Regeneration	2008-09	100,000
				Highway Adoption - Talke Road	2008-09	6,800
				Highway Adoption - Springvale	2007-08	4,500
				Road Safety Schemes - Minor Works	2011-12	39,000
				Residents Parking Schemes	2010-11	198,457
						348,757
<b>Regeneration</b>						
Tatton Park - Conservatory/Orangery	2009-10	218,298	Virement	AMS Block		218,298
Poynton Revitalisation Scheme	2010-11	162,869	Virement	Programme Development	2011-12	7,574
				De-Trunked Rds - A51 Landslip, Wardle	2010-11	20,000
				Non Principal Roads Minor Works	2011-12	91,000
				Principal Roads Minor Works	2011-12	44,295
						162,869
<b>Total SCE's, Virements and Budget Reductions</b>		1,079,924				1,079,924

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**Matters for Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements**  
**Mid-Year Review 2011-12**

**ANNEX 2 APPENDIX 2c**

					Virement FROM ...	
Capital Scheme	Starts Year	Amount Requested £'000	SCE/ Virement/ Reduction	Funding of SCE/Virement	Starts Year	Amount Requested £'000
Cabinet are asked to recommend that Council approves SCE and Virements over £1,000,000						
Children & Families						
Church Lawton School Specialist Provision	2011/12	1,617,000	Virement	Schools Modernisation Programme Targetted Capital Funding (TCF) 14 - 19 Diploma	2010/11 2010/11	1,026,000 591,000
Total SCE/ Virements over £1,000,000		1,617,000				1,617,000

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Scheme	Approved Budget £	Revised Approval £	Reduction £	Reason
<b>PEOPLE</b>				
<b>Adults</b>				
CAF Phs 2 Demonstrator	2,634,925	2,585,045	49,880	To balance the Approved Cost Budget the the actual amount of available DoH grant funding.
<b>Health &amp; Wellbeing</b>				
Nantwich Pool Enhancements (part-funding)	1,385,000	1,074,250	310,750	To be partly funded from DDA Monies and Planned Maintenance budgets - no virement required
Cranage Bowling Green & Pavilion refurbishment	20,000	1,000	19,000	To be funded by the Local Serve Delivery Reserve
	<b>4,039,925</b>	<b>3,660,295</b>	<b>379,630</b>	
<b>Children &amp; Familes</b>				
Primary School & YOT Extension repairs	93,000	85,000	8,000	Scheme underspent - as per Sep 2011 Financial Status report
Poynton HS	3,300,000	3,150,000	150,000	£150k DFC Funding - no longer available
	<b>3,393,000</b>	<b>3,235,000</b>	<b>158,000</b>	
<b>PLACES</b>				
<b><u>Strategic Highways &amp; Transportation</u></b>				
Tipkinder Park Cyclepath	140,000	100,000	40,000	Re-align Approval with funding from Sustrans
	<b>140,000</b>	<b>100,000</b>	<b>40,000</b>	
<b>Totals</b>	<b>7,572,925</b>	<b>6,995,295</b>	<b>577,630</b>	

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## **2011/12 Mid-year Performance Report**

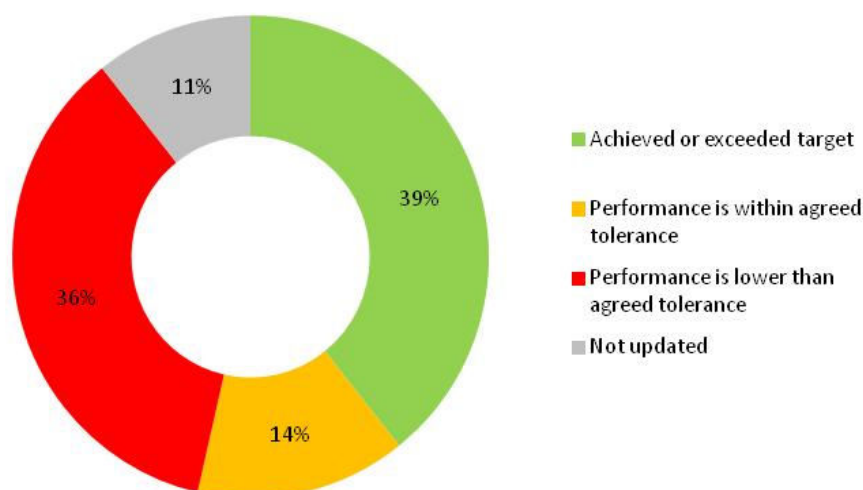
### **1.0 YEAR END PERFORMANCE UPDATE**

- 1.0.1 This section provides a high level summary of the key performance headlines at the end of the first half of 2011/12.
- 1.0.2 During 2011/12, the Performance & Partnerships Team are centrally monitoring a range of measures underpinning service objectives across the organisation. Many of these are newly developed local performance measures, and these will be developed and managed internally throughout 2011/12 in order to establish baseline data to inform future target-setting.
- 1.0.3 For external reporting purposes, the Council will report on a basket of measures retained within service plans from the former National Indicator Set, and former Best Value performance measures – 41 measures in total. Of these 41 measures, 28 can be reported on a quarterly basis.

### **PERFORMANCE AGAINST TARGET**

Performance assessments (red; amber; green) have been made based on performance against target.

**Actual vs Target**



The 36% of measures which did not achieve their quarterly target were:

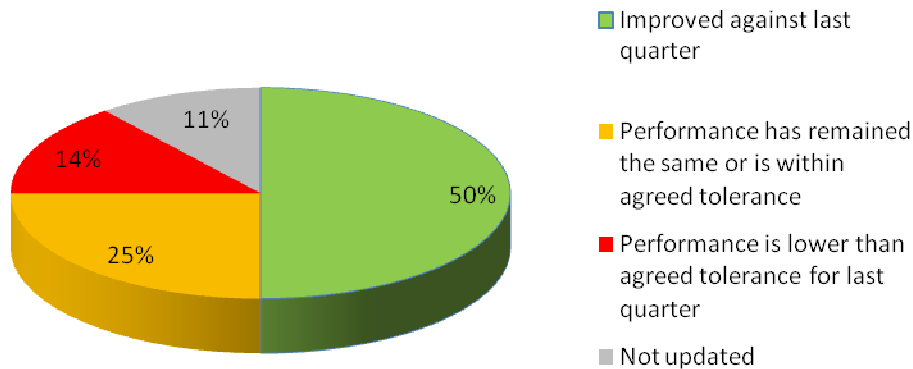
- NI 059 Initial assessments for children's social care carried out within 7 working days of referral
- NI 060 Core assessments for children's social care that were carried out within 35 working days of their commencement
- NI 065 Children becoming the subject of a Child Protection Plan for a second or subsequent time

- NI 068 Referrals to children's social care going on to initial assessment
  - NI 117 16 to 18 year olds who are not in education, training or employment (NEET)
  - NI 146 Adults with learning disabilities in employment
  - NI 157a Processing of planning applications (major)
  - NI 157b Processing of planning applications (minor)
  - NI 157c Processing of planning applications (other)
  - BV 12 Working days lost due to sickness absence
- (See Annex 3 Appendix 1 for further detail)

## QUARTER ON QUARTER PERFORMANCE

Performance assessments (red; amber; green) have been made based on current performance compared to the previous quarter's data.

### Jun 11 vs Sept 11



The 14% which did not meet the same level of performance as last quarter comprises:

- NI 060 Core assessments for children's social care that were carried out within 35 working days of their commencement
  - NI 065 Children becoming the subject of a Child Protection Plan for a second or subsequent time
  - NI 068 Referrals to children's social care going on to initial assessment
  - BV 12 Working days lost due to sickness absence
- (See Annex 3 Appendix 1 for further detail)

### 1.1 Performance Measure Tolerances (Red/Amber/Green ratings)

The Council's electronic Monitoring and Performance System (CorVu) was pre-populated with a five percent tolerance against the targets set by service areas, meaning that the system assigns a 'red' assessment to performance data 5% (or more) short of the target, an 'amber' assessment to data within



5% of the target, and a 'green' assessment to data performing on or above target.

Where strong cases are made for the revision of tolerances in 2011/12 (e.g. where a 5% tolerance is not appropriate due to a measure's data return format), the Team revised tolerances to support individual targets. In all other circumstances, the 5% tolerance will remain in place for performance measure reporting in 2011/12.

## **2.0 KEY DIRECTORATE ACHIEVEMENTS**

### **2.1 Children & Adults**

- 2.1.1 Consultation in relation to a standardised set of school term dates with parents and schools received good feedback from nearly 900 people, as well as discussions and representations at a number of face-to-face events across the Borough. The changes aim to provide an even teaching pattern, improved attendance, assist schools and parents with forward planning and align school terms with neighbouring authorities. The proposed changes due to be implemented by the majority of schools in September 2012 include:
- Autumn half term will always be the last full week in October
  - Spring half term will always be the third full week in February
  - Easter break will always be the first two full weeks in April (schools will always be closed on Good Friday and Easter Monday)
- 2.1.2 Pupils at our schools excelled to deliver impressive GCSE results again in 2011 when compared to 2010. Provisional results illustrate a 2% increase (65%) in pupils achieving five or more A\*-C grades including English and Mathematics and a 3% increase (83%) in pupils achieving five A\*-C grades in any subject. This builds on the sixth formers outstanding A-level pass rate results, where 98.1% was achieved in 2011 a 0.5% increase when compared to 2010.
- 2.1.3 Our primary schools are also amongst the best in the country with this year's SAT results. 81% of pupils attained Level 4+ in both English and Mathematics out-stripping the national average figure of 74% and a 1% improvement on 2010. Improvement has also been accomplished with the two significant measures related to the Early Years Foundation stage as 68% of pupils gained at least 78 points, which is 10% higher than last year. And secondly, the gap between the lowest achieving 20% and the rest of the stage has reduced by 7% to 26%. This excellent achievement places Cheshire East primary schools joint 4<sup>th</sup> as "best performing region in the country" and joint 2<sup>nd</sup> in the North West according to the Department of Education league tables.
- 2.1.4 £250,000 additional funding has been awarded from the Department for Education to Cheshire East Council and a range of partners. From April 2012 this funding will enable trained therapists to work with young people aged 11-17 years of age, who have serious problems with aggressive or criminal behaviour, drug or alcohol problems, truancy and running away from home issues, as well as other high risk behaviours like self harm. Numerous studies have proved that this intensive approach reduces arrest rates by 70% and

out-of-home placement by 64% thereby breaking the cycle of crime and anti-social behaviour by keeping young people at home, in school and out of trouble.

## **2.2 Places & Organisational Capacity**

- 2.2.1 The July Nantwich Show saw the Council scoop first prize in the Trade Stand category. The stand promoted the wide range of outdoor activities available across the borough including walking and cycling; nature and conservation; the ranger services; gardens, parks and play areas' and days out in Cheshire and included:
- Scaled down recreation of Tatton Park's Japanese Garden
  - Willow weaver, artist demonstration and badge making
  - A children's play area demonstrating the equipment used in redeveloped parks and play areas
- 2.2.2 Success followed at the RHS Tatton Flower Show with 2 Gold Medals. One for the Council's flower bed display which depicted the restored iconic Queens Park clock tower in Crewe styled as a pop-up book and another for Tatton Park's recreation of its 100 year old Japanese Garden.
- 2.2.3 3014 residents from across the Borough were recruited throughout July and August to the Council's new Citizen Panel called "Influence Cheshire East". With the youngest member being 18 and the older member being 98, the panel will have the opportunity to influence services including education, social care and the environment. The first consultation exercise will be undertaken in quarter three.
- 2.2.4 £12,000 of Council funds has been invested in three unstaffed railway stations across the Borough ensuring residents feel safe and are well informed. Customers waiting for trains at Chelford, Goostrey and Holmes Chapel stations can now access the state-of-the-art help points 24 hours a day to be connected to a central information desk.
- 2.2.5 Sandbach cemetery gained the coveted Green Flag award in August and six other locations across the Borough retained their Green Flag awards for another year including Tatton Park, Teggs Nose Country Park, Brereton Heath Local Nature Reserve, The Moor in Knutsford, Congleton Park and Bollington Recreation Ground. The cemetery is the first in the country to receive this award, which is usually issued to parks and open spaces. The award demonstrates the cemetery is well maintained and well managed and has excellent facilities.
- 2.2.6 An investment of £6,000 (£3,000 from the Council's Recession Recovery Group and £3,000 from Knutsford Town Council) has provided Knutsford with an information point aimed at revitalising its visitor economy. The user friendly Information Pod similar to an iPad enables residents and visitors to access tourist information about Knutsford and the surrounding area.

# Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
Adults	NI 125	Achieving independence for older people through rehabilitation/intermediate care	MONTHLY	High	76.80%	78.30%	78.30%	86.90%	This measure is exceeding target and has improved significantly over the last two months. However, fluctuation in performance was a feature of this measure in the previous year; therefore, we need to see if this increase becomes a steady trend.
	NI 130	Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	MONTHLY	High	40.70%	60.00%	43.80%	43.00%	Maximum possible target for 10/11 was 64% (calculated by discounting those clients ineligible for this indicator), so target for 11/12 set at 60%.  This indicator is showing a sustained increase in the uptake of Personal Budgets.
	NI 131	Delayed transfers of care from hospitals	MONTHLY	Low	10.00 number	10.00 number	10.00 number	9.20 number	This measure is showing improvement from 2010/11. This is a joint measure between the NHS and Social Care. The rate attributable to Social Care is only 0.17 - this compares to 0.46 at the same point last year.
	NI 132	Timeliness of social care assessment	MONTHLY	High	80.00%	88.00%	88.00%	89.60%	This indicator continues to be on target. This is a significant improvement in performance from the previous year, outturn for 10/11 was 79.5%
	NI 133	Timeliness of social care packages	MONTHLY	High	90.40%	93.00%	93.00%	91.70%	An improvement of only 24 records out of more than 1800 would equate to this indicator being at target.

# Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 135	Carers receiving needs assessment or review and a specific carers service, or advice and information	MONTHLY	High	10.20%	28.00%	13.40%	20.90%	Due to a major push on carers assessments being completed, figures made a significant rise in the second half of 10/11. This has continued into the new reporting year and as a result we are now exceeding the estimated numerator for this time of year to hit an ambitious target set for this indicator compared to 10/11 outturn. Occupational Therapists will be completing carer assessments as of the 17th of October which should contribute towards achieving this target. New method of reporting means that we would expect this indicator to climb throughout the year, and to give a more accurate measure of exactly how this indicator is reporting at any given time.
	NI 141	Percentage of vulnerable people achieving independent living	QUARTERLY	High	72.51%	65.00%	65.00%	75.68%	Performance is above target. There has been a notable increase in the number of planned move-on from short term services.
	NI 142	Percentage of vulnerable people who are supported to maintain independent living	QUARTERLY	High	99.13%	98.70%	98.70%	99.24%	Performance is now above target. There had been a slight reduction in the number of service users being supported to maintain independent living in the previous quarter, mainly due to seasonal fluctuations but this has now settled and improved.

## Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 145	Adults with learning disabilities in settled accommodation	MONTHLY	High	35.33%	45.00%	24.10%	23.50%	This indicator is still climbing at a rate that, if it continued, should see this indicator hit target at the end of the reporting year. With learning disability clients reviews being highlighted as a priority we should expect the percentage to increase more rapidly.

# Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 146	Adults with learning disabilities in employment	MONTHLY	High	6.28%	6.90%	3.54%	2.44%	The monthly percentage figures do not yet reflect the true number of outcomes for the following reasons: * Customer reviews tend to be done in batches and will not have caught up yet with the employment outcomes being achieved * A number of referrals have been received via PARIS and work allocated to officers - in many cases employment outcomes have been achieved - however, there are a number of these cases where the PARIS recording (allocations) has not yet caught up with this * There are also some cases where the employment status box has not yet been updated. All key relevant staff have now been on an updated PARIS training and all above recording issues being resolved. Support has been put in place via the Team Support Service to ensure that any potential recording issues that are hindering performance against this indicator are identified and rectified. The actual NI146 count will be in line with the required percentage in time for the final count.

# Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
Children & Families	NI 19	Rate of proven re-offending by young offenders	QUARTERLY	None	Not Recorded	Not Set	Not Set	Not Updated	
	NI 59	Initial assessments for childrens social care carried out within 7 working days of referral	QUARTERLY	High	56.00%	75.00%	75.00%	59.00%	This indicator is now being monitored on a 7 and 10 day time frame as per the revised guidelines prior to the indicators being removed. Sign off for the 10 days is at 70%.
	NI 60	Core assessments for childrens social care that were carried out within 35 working days of their commencement	QUARTERLY	High	63.00%	70.00%	70.00%	57.00%	Core assessment time frames remains broadly static with an average in 2011-12 of 60% completion within time frame.  As the children’s assessment team have now picked up core assessments within their remit before passing to CIN/CP teams, there is further work around ensuring that where conference decisions are for a further core assessment to be completed, these can be accommodated within the 35 day time frames

# Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 63	Stability of placements of looked after children: length of placement	QUARTERLY	High	70.00%	85.00%	85.00%	Not Updated	Our long term stability figures remain fairly static and the strategy of maintaining stability wherever possible continues.  The placement service is now fully operational and placement matching is more robust. This will ultimately result in an improvement in this figure but will obviously take some time before it is reflected in the figures as this only relates to long term placement.
	NI 64	Child protection plans lasting 2 years or more	QUARTERLY	Low	2.00%	5.00%	5.00%	0.00%	
	NI 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time	QUARTERLY	Low	13.00%	15.00%	15.00%	20.00%	This figure is higher than in previous quarters and reflects the fact we are now picking up Children that had a previous plan under Cheshire County Council. This figure is being monitored closely to ensure there are no reasons for concern linked to the slightly rased figure.
	NI 67	Child protection cases which were reviewed within required timescales	MONTHLY	High	96.50%	100.00%	100.00%	100.00%	Of the 36 cases reviewed between the 1st and 30th September all were reviewed in timescales.



# Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 68	Referrals to childrens social care going on to initial assessment	QUARTERLY	High	79.00%	100.00%	100.00%	70.00%	This figure is comparable with the outturn for 2010/11. Work continues around ensuring that all referrals into the council that are true requests for service are appropriately recorded as an 'information and referral' contact type within the ICS system.
	NI 111	First time entrants to the Youth Justice System aged 10 to 17	QUARTERLY	None	204 number	Not Set	Not Set	Not Updated	
	NI 117	16 to 18 year olds who are not in education, training or employment (NEET)	QUARTERLY	Low	5.80%	4.90%	4.90%	6.40%	Slightly higher than desired however a substantial amount of work is ongoing to address this.
HR & OD	BV012	Working days lost due to sickness absence	MONTHLY	Low	8.19 days	9.00 days	2.80 days	3.94 days	Actual for September is 0.73. HR Delivery has rolled out Team and Service-specific training on absence management. Further training and management guidance will be rolled out. Dashboard trigger alerts have been delayed until end November due to system amendment requirements.
Places & Organisational Capacity	NI 155	Number of affordable homes delivered (gross)	QUARTERLY	High	290 number	300 number	75 number	74 number	The annual target of 300 affordable homes delivered in 2011/12 is unlikely to be acheived. Completion dates for a number of HCA funded affordable housing schemes being developed by housing associations have slipped to 2012/13.

# Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 157a	Processing of planning applications as measured against targets for major application types	QUARTERLY	High	60.71%	67.00%	67.00%	40.48%	The Service continues to improve the processing of major applications received. All indications are that this improving trend will continue, with a marked improvement anticipated by year end. Current high target relates to National Target set prior to establishment of National Indicator set, and therefore does not reflect current economic climate. Cheshire East Targets will be revised in 2012/13.
	NI 157b	Processing of planning applications as measured against targets for minor application types	QUARTERLY	High	68.80%	83.00%	83.00%	31.41%	Performance with minor applications during Q2 effectively doubled that of Q1 (38% in Q2 alone), and given the significant increase in applications shows clear signs of improvement. Current high target relates to National Target set prior to establishment of National Indicator set, and therefore does not reflect current economic climate. Cheshire East Targets will be revised in 2012/13.

# Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Sep-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 157c	Processing of planning applications as measured against targets for other application types	QUARTERLY	High	80.88%	89.00%	89.00%	38.14%	The volume of 'other' applications received was more than 5 times those of Q1, with performance of 49% for Q2. This demonstrates that the focus on improvement is producing steady, but tangible benefits in moving forward. Current high target relates to National Target set prior to establishment of National Indicator set, and therefore does not reflect current economic climate. Cheshire East Targets will be revised in 2012/13.
	NI 191	Residual household waste per head	QUARTERLY	Low	566 kgs	543 kgs	543 kgs	536 kgs	Data is lagged. 536kg relates to Q1 result 134kg multiplied by 4 to provide yearend forecast.
	NI 192	Household waste recycled and composted	QUARTERLY	High	49.00%	52.00%	52.00%	54.70%	Data is lagged. 54.7% relates to Q1 result.
	NI 193	Municipal waste land filled	QUARTERLY	Low	47.80%	44.00%	44.00%	41.70%	Data is lagged. 41.7% realtes to Q1 result.

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