

Public Document Pack



Democractic Service

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DATE: 9 February 2010

OUR REF:

YOUR REF:

Dear Councillor

**ENVIRONMENT AND PROSPERITY SCRUTINY COMMITTEE - THURSDAY, 11TH
FEBRUARY, 2010**

I refer to the Environment and Prosperity Scrutiny Committee agenda recently circulated and now enclose item 5 - Budget 2010/2011.

If you have any queries please do not hesitate to contact me

Yours sincerely

Democratic Services Officer

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Scrutiny Budget Meetings : 11th and 12th February 2010

Guide to Budget Papers

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CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting: 16 February 2010
Report of: Borough Treasurer and Head of Assets
Subject/Title: Budget Report 2010/2011
Portfolio Holder: Councillor Keegan

1.0 Report Summary

- 1.1 To introduce the Cheshire East Council Budget for 2010/2011, which has been produced following consultation on the Pre-Budget Report that was issued in January 2010.
- 1.2 The Budget Report sets out, in detail, the spending plans and income targets for the financial year starting 1st April 2010, as well as financial estimates for the 2011/2012 and 2012/2013 financial years.
- 1.3 The 2010/2011 Budget will be reported to Cabinet on 16th February 2010. Any changes made as part of this process will be amended in the final report made available to Members ahead of the Council meeting on 25th February 2010.

2.0 Decision Requested

- 2.1 Note the results of the Budget Consultation exercises undertaken by the Council (Appendix A).
- 2.2 Note the comments of the Borough Treasurer and Head of Assets (Chief Finance Officer), regarding the robustness of estimates and level of reserves held by the Council based on this budget (Appendix B, Foreword from Borough Treasurer) .
- 2.3 Recommend the 2010/2011 Budget Report to Council for approval (Appendix B).
- 2.4 Recommend the three-year Capital Programme for 2010/2011 to 2012/2013 to Council for approval (Appendix B, paras 72 to 73 and Annex 4).
- 2.5 Recommend a Band D Council Tax of £1,216.34 (1.7% increase over 2009/2010 of £1,196.01) to Council for approval.
- 2.6 Recommend the Reserves Policy & Strategy to Council for approval. (Appendix C).
- 2.7 Approve the appended schedule of fees and charges save to the extent that the setting of fees and charges is exercised by other Committees, Panels or individuals under the scheme of delegation or otherwise (Appendix B, para 199 and Annex 7).
- 2.8 Agree the 2010/2011 Specific Grants (excluding DSG) (Appendix B, paras 23 to 29) and agree that Portfolio Holders be authorised to agree any necessary amendment to particular grants within their area of responsibility in the light of

further information received from Government Departments or other funding bodies.

- 2.9 Agree the 2010/2011 Dedicated Schools Grant (DSG) of £200.2m (including central expenditure of £19.7m) and the associated policy proposals (Appendix B paras 20 to 22 and Annex 5).
- 2.10 Authorise the Children and Family Service Portfolio Holder to agree any necessary amendment to the DSG position in the light of further information received from DCSF, pupil number changes and the actual balance brought forward from 2009/2010.
- 2.11 Recommend the Prudential Indicators for Capital Financing to Council for approval. (Appendix B, paras 78 to 79 and Annex 3).
- 2.12 Note the risk assessment detailed in Appendix B, paras 64 to 66 of the report.

3.0 Reasons for Recommendations

- 3.1 In accordance with the Budget and Policy Framework Rules of Procedure, Cabinet will approve the Budget for 2010/2011 on 16th February 2010. At the same meeting, the Cabinet will receive the final Formula Grant Settlement and the draft Capital Programme. A copy of the budget report is attached in Appendix B.
- 3.2 The Borough Treasurer and Head of Assets (Chief Financial Officer) reports that, in accordance with Section 25 of the Local Government Act 2003 and Sections 32 and 43 of the Local Government Finance Act 1992, she is satisfied with the robustness of the estimates making up the Budget Requirement of £240,065,000, and she is satisfied with the adequacy of the financial reserves for the Council.

4.0 Wards Affected

- 4.1 Not applicable

5.0 Local Ward Members

- 5.1 Not applicable

6.0 Policy Implications including - Climate change - Health

- 6.1 The report contains policy proposals which will impact on service delivery.

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

- 7.1 None

8.0 Financial Implications 2009/2010 and beyond (Authorised by the Borough Treasurer)

- 8.1 The report includes detailed policy proposals which will affect service budgets from 2010/2011 onwards.

9.0 Legal Implications (Authorised by the Borough Solicitor)

- 9.1 The Medium Term Financial Strategy (MTFS) must be underpinned by robust estimates and the level of reserves maintained by the Authority must be adequate.
- 9.2 The Council must have a robust process for budget setting in order to fulfil its fiduciary duties.

10.0 Risk Management

- 10.1 The steps outlined in this report will address the main legal and financial risks to the Council's financial management:
 - a. The Council must set a balanced Budget
 - b. The Council must set a legal Council Tax for 2010/2011
 - c. The Council should provide high quality evidence to support submissions for external assessment. This can have the affect of reducing scrutiny, and audit charges that can be related to risk.
 - d. That Council borrowing will comply with the Treasury Management Strategy
- 10.2 A risk assessment for all individual proposals being put forward over £100,000 (growth or saving) has been carried out by each Directorate.

11.0 Background and Options

- 11.1 The report includes three Appendices:
 - A.** The Budget Consultation Report
 - B.** The Budget Report for 2010/2011
 - C.** The Reserve Strategy for 2010/2011

which provide all the detail behind the 2010/2011 Budget.

12.0 Overview of Year One and Term One Issues

- 12.1 The MTFS and the associated planning assumptions will impact on the first Term by setting a framework for the development of budgetary and policy options and Capital Schemes which will impact on service delivery and Council Tax levels.

13.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

| | |
|--------------|--|
| Name: | Lisa Quinn |
| Designation: | Borough Treasurer and Head of Assets |
| Tel No: | 01270 686628 |
| Email: | lisa.quinn@cheshireeast.gov.uk |

Background Documents:

Cabinet Reports:

- 14 July 2009 : Business Planning 2010-2013 incorporating Key Decision (CE09/10-04) – Capital Strategy 2009-2013.
- 3 November 2009 : Business Planning Process 2010-13.
- 22 December 2009 : Business Planning Process 2010-13.
- 16 February 2010 : Budget Report 2010/2011 and Treasury Management Strategy 2010/2011.

Appendix A

BUDGET CONSULTATION PROCESS

1. Cheshire East Council completed the Budget Consultation Events for the 2010/2011 Budget in January 2010, where it was able to share budget proposals with stakeholder groups and meet the relevant statutory and best practice requirements.

Background

2. Local authorities have a statutory duty to consult on their Budget with certain stakeholder groups such as the Schools Forum and businesses. In addition, the Council chose to consult other groups, including social care users / carers, third sector organisations, Trade Unions, Primary Care Trusts, members of the Local Strategic and Local Area Partnerships (LSPs/LAPs), Cheshire Police Authority and Cheshire Fire Authority.

Business Planning Process

3. In July 2009, the Cheshire East Cabinet agreed a comprehensive Business Planning Process, designed to align priorities with resource allocation. The process acknowledged the commitment to improving consultation arrangements over the next few years. A two stage approach was confirmed for 2010/2011:

Round 1 – held in November 2009

Round 2 – held in January 2010

4. The strap line of **‘Shaping Our Services’** was chosen for the events and further work was undertaken throughout the year to develop the format and content of the events.

Round 1

5. Round 1 of the Shaping Our Services consultation exercise was held in November at the following venues:

23rd November - Knutsford High School

24th November - Congleton Town Hall

26th November - Nantwich Civic Hall

It was agreed these meetings would be used to ask stakeholders for their views on service priorities. Therefore, they were presented with a list of 24 service areas (attached at **Annex A**) and asked to collectively and individually select:

3 service areas where we could “Do more”

7 service areas where we could “Do less”

4 service areas where we could “Stay the same”

6. The events were well attended and prompted some lively debates when opposing view points came together. In all 100 feedback forms were collected

from the first round of “Shaping our Services” consultation events; 50 from the event in Nantwich, 26 from the event in Congleton and 24 from the event in Knutsford. A detailed analysis of the results is shown at **Annex B**.

Round 2

7. Round 2 of the Shaping Our Services Consultation took place in January 2010 as follows

Tuesday 12th January – Schools Forum.

Wednesday 13th January – Business Breakfast

Monday 18th January – Town and Parish Councils

Wednesday 20th January – General People & Places event

Wednesday 20th January – Corporate Trade Unions

Thursday 21st January – Cheshire East Councillors

Friday 22nd January – Cheshire East Councillors

January Consultation Material

8. The key purpose of the January round was to consult on the Council’s first Pre Budget Report. This document goes some way to address the request of stakeholders for more detailed information and enables the Council to inform stakeholders of the expected service performance and delivery levels in 2010/2011. The Pre Budget Report was circulated in advance of the meetings and made available to delegates at each event.
9. The Pre Budget Report was placed on the Cheshire East Council website on 8th January and subsequently placed in libraries and the public areas of Council buildings. The document (at Chapter 6) and website included details of how to comment on the issues.

Format of the January Meetings

10. The three headline events took a similar format with presentations relating to:
- The profile of Cheshire East and achievements in its first year.
 - The financial issues, budget process and key policy proposals for revenue and capital
11. The Cheshire East Council Cabinet and Management Team were well represented, with the Leader of the Council and Chief Executive attending most of the events.

Feedback

12. A summary of feedback from the events is attached at **Annex C** in the format of "You said : We did".

Where Next?

13. Cabinet Members have given a clear undertaking to further improve consultation arrangements for the 2011/2012 budget and planning for this will start early in the new Financial year.

Conclusion

14. Cabinet Members reviewed all the feedback from the events and, where possible, have factored these into their detailed budget deliberations. Some of the feedback will assist with setting out proposals for the 2011/2012 Budget.

November 2009 - List of Services

- Collecting, recycling and disposing of waste
- Controlling car parking
- Educating our children and young people
- Helping carers
- Helping people on low incomes
- Improving housing conditions
- Maintaining and improving highways
- Maintaining and improving parks and open spaces
- Preventing anti-social behaviour
- Preventing homelessness
- Promoting active participation in local communities
- Promoting visitors and tourism to Cheshire East
- Protecting and caring for children
- Protecting and caring for vulnerable adults
- Protecting footpaths
- Protecting our towns and markets
- Providing activities for young people
- Providing one-stop service access for customers
- Providing reading and learning resources through libraries
- Providing sports and leisure opportunities
- Supporting businesses to grow
- Supporting lifelong learning
- Supporting people to maintain independence
- Taking care of our streets and towns

Council Spending

The three top services that respondents felt the Council should contribute more spending to, were:

1. Supporting people to maintain independence, 65%
2. Helping carers, 59%
3. Maintaining and improving highways, 54%

The top seven services that respondents felt the Council should contribute less spending to, were:

1. Controlling car parking, 68%
2. Providing one-stop service access for customers, 62%
3. Providing reading and learning resources through libraries, 55%
4. Supporting lifelong learning, 43%
5. Improving housing conditions, 41%
6. Protecting our towns and markets, 41%
7. Maintaining and improving parks and open spaces, 38%

The top four services that respondents felt the Council should contribute the same amount of spending to, were:

1. Collecting, recycling and disposing of waste, 76%
2. Educating our children and young people, 60%
3. Providing activities for young people, 54%
4. Providing sports and leisure opportunities, 50%

Council Tax

Over two thirds of respondents (68%) would be prepared to pay an increase in Council tax to protect or improve high priority services. Just over half of respondents (51%) would be prepared to pay an increase of 1-2%.

Comments from those who would not be prepared to pay any increase in council tax (23 respondents) included those who felt that they could not afford it, they pay too much already or that the money would just go to waste.

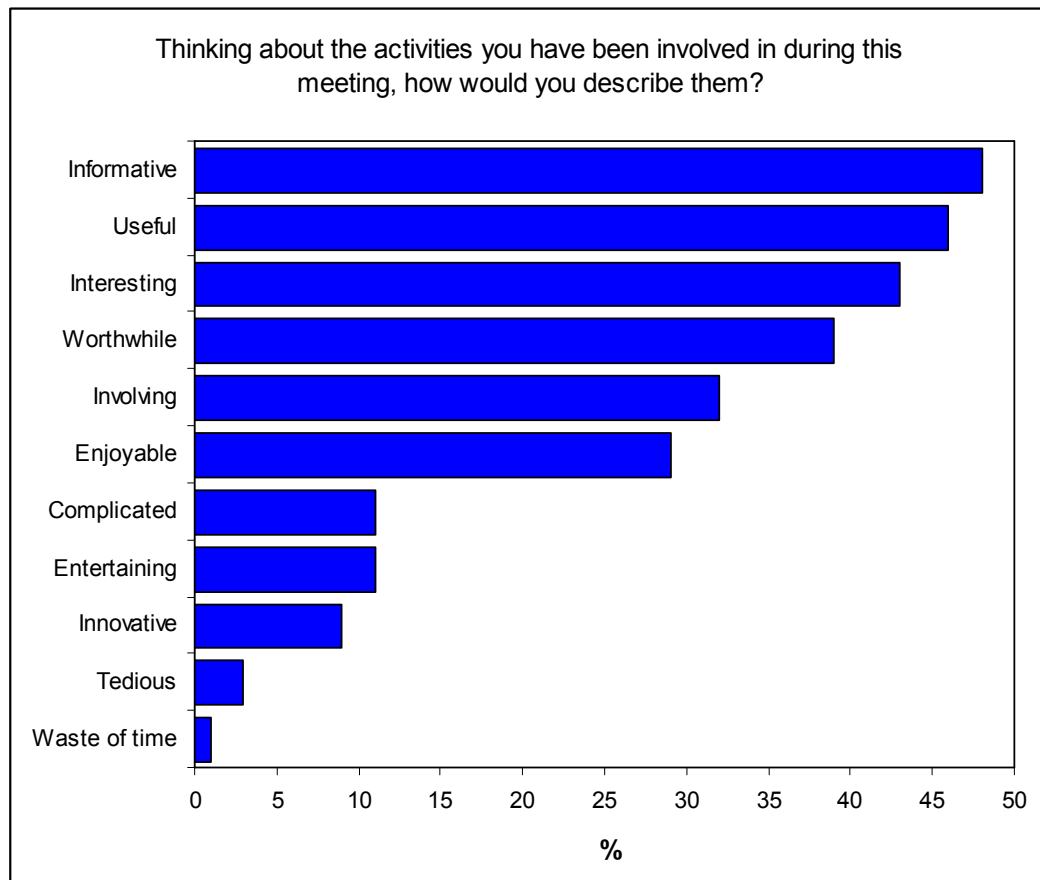
What did participants think about the events

When asked their views on the events, 74% thought it showed the difficulty of making decisions, 51% thought it helped them show their priorities and views about Council spending and 45% felt they had improved knowledge of Council spending.

What participants thought about the activities involved during the events

Just under half of respondents described the activities as informative (48%), useful (46%), and interesting (43%). Just 1 respondent felt they were a waste of

time and 3 respondents that it was Tedious, 10 respondents found the activities complicated.



Venue and Facilities

Overall, participants at the events agreed that the venue was easy to get to (77% agreed) and that the event was easy to understand (73%). 53% agreed that the refreshments were satisfactory and 76% disagreed that the venue was too small.

Shaping Our Services – Budget Consultation

Summary of Actions and Responses

This table sets out how the feedback the Council received through the two rounds of consultation has been actioned.

| You Said | We Did |
|--|--|
| | |
| Format Issues | |
| | |
| There needs to be a stronger link between the local people, local places and supporting service delivery text and the detailed policy proposals. | This has been addressed for the Budget Report. The text has been enhanced in the service chapters. |
| The background to the development of the policy proposals set out in Appendix 2 of the Pre Budget Report needs to be clear. | The section has been improved for the Budget Report and a table has been added to summarise the position. |
| Please provide more details on the Budget policy proposals | Where possible, the text has been improved to improve clarity and add detail. |
| Please circulate the slides from the consultation events. | The slides were placed on the Cheshire East website on 29 th January 2010. |
| Please extend the Consultation deadline. | The deadline of 29 th January was set for administration purposes. Feedback can be received up to the Council Meeting on 25 th February. The website was updated to reflect this on 1 st February 2010. |
| | |
| Schools Forum Issues | |
| | |
| It is acknowledged the Dedicated Schools Grant for Cheshire East is low. | Committed to continued lobbying of the Government for greater funding. |
| Raised concerns over funding levels in the Children and Families Service. | Additional funding of £0.8m has been made available to the service. |

| You Said | We Did |
|---|--|
| Could Council Tax be increased but with protection for those on fixed income? | Council Tax has been increased below inflation with specific additional funding for Children and Families. A targeted campaign will be funded to improve take up of eligible benefits. |
| | |
| Business Breakfast Issues | |
| | |
| Take on board feedback from round one of the Budget Consultation process and from residents over car parking charges. | The Cabinet has issued a press release to set out the way forward. This includes no changes in the areas of Alsager, Holmes Chapel, Middlewich and Sandbach. |
| Work with the East Cheshire Chambers Group to communicate tendering opportunities to local businesses. | This will be addressed by the Regeneration Service and the Procurement Team. |
| Regeneration Service to organise repeat event to advise businesses on tendering for Cheshire East work. | This will be organised by the Regeneration Service in April / May 2010. |
| Please consider local companies and the advantages they bring when awarding contracts. | While it is not possible to favour local companies they should set out advantages in tender documents. |
| Please keep Council Tax low. | Council Tax increases are below inflation. |
| Not an appropriate time to introduce a Supplementary Business Rate. | No Supplementary Business Rate has been put forward. |
| | |
| Town and Parish Council Issues | |
| | |
| What will happen to Double Taxation payments? | Payments have been continued for 2010/2011 in line with the 2009/2010 policy. Evidence of further Double Taxation should be sent to Councillor Keegan. |
| Please set out details of the Council Tax, Tax Base and Bandings in the report. | This information has been included in the Budget Report. |
| | |

| You Said | We Did |
|---|---|
| People and Places Issues | |
| | |
| Communication should be an ongoing process, not an event. | This will be addressed by the People and Places Directorates and consultation will be improved for the next Budget setting cycle. |
| There is a need to clarify the relationships between the Council and the third sector. | This will be addressed in 2010/2011. |
| Can additional funding raised through Council Tax be ring fenced to specific issues or used to close the funding gap? | This approach has been adopted with the gap being closed and £0.8m being made available for Children and Families. |
| There is a need for integration with the Health Service for Budget setting and procurement. | These issues will be fed into the development of the next Budget Setting Process for 2011/2012. |
| Please provide reassurance to the third sector there is long term business. | This will be reviewed by the People Directorate. |
| Talk to the third sector about improvements, better co-ordination and targeting funds. | This will be addressed in 2010/2011 |
| Please respond quickly to basic road maintenance issues and ensure the repairs last. | Discussions are underway with our Contractors. |
| There is a need to tackle inequalities of the highways service across the Borough. | Discussions are underway with our Contractors. |
| Support for a review of discretionary activities. | The area will be explored in detail in the next Budget setting cycle. |
| | |
| Feedback received through the Website | |
| Please do not reduce the Supported Employment Service | The proposal relates to an increase in income levels rather than a service reduction. |
| | |

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Budget Report

2010 / 2011

Shaping Our Services

February 2010

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Foreword by Cllr Frank Keegan



The Council's vision is to "Work together to improve community life" and this Budget for 2010/2011 takes us a step closer to achieving this despite the significant emerging pressure on public finances.

This report is the first Budget produced solely by Cheshire East Council elected Members and staff, and it represents seven months of listening and planning.

Services delivered by Cheshire East Council are adapting to the modern service user. And, through significant up front investment, we aim to build services that are suited to the needs of our local citizens and are focused on the outcome of service delivery. We are also well aware of the need to get the maximum value from the resources we have.

The Council is not well funded from central Government, so we must rely on local people to understand both the financial pressure faced by the Council and how we are meeting these demands. In November we asked key local stakeholders to tell us which relative priorities they valued more or less and in January we consulted on detailed budget proposals.

There was a clear message from the consultation meetings that local services were highly valued and that maintaining service levels was important even if that came at a cost to the taxpayer. The feedback we received from these events was positive and we were pleased that our local representatives felt well informed and engaged. Can I thank everyone who attended for their time and for their attention to these pressing matters.

The £2.7m funding gap in the Pre-Budget Report has been closed following the established approach of looking at economic factors, Council Tax, Reserves and managing income and expenditure. This process has been well informed by the feedback received.

The transformation of Children's Services is considered of such high priority that £0.8m is being allocated to bring this essential work forward to 2010/2011.

Also £0.1m will be allocated to promote Benefit take up to ensure that residents receive financial support where appropriate, particularly pensioners who represent 25% of the tax base.

These important changes and a review of inflation, following consultation actually reconfirmed the gap as £2.9m. This will be funded by a below inflation increase in Council Tax of 1.7% (equal to £2.9m).

This report focuses on local people, local places and supporting local service delivery. The report highlights the fine balance between local taxes, national taxes and charging for services that must be addressed in funding the delivery of local services.

Transforming services can be costly in the short term, and while the Council is reducing staffing numbers and refocusing the workforce there will be significant pressure on financial reserves. This continues to be managed through balancing up front investment against the assessment of risk.

Throughout 2010/2011 the Council will challenge whether certain discretionary services can continue to be provided in the current climate and whether these services offer the best value to local taxpayers.

This Budget represents another step in the right direction and we will continue to engage the community and carry on working towards services that meet customer expectations.

Cllr Frank Keegan
Resources Portfolio Holder

Comment from the Borough Treasurer



The Budget process for 2010/2011 was first reported as part of the overall Business Planning process in July 2009. Officers and Members have worked together since then to provide regular updates, to consult with

stakeholders and to finally balance the position between available resources and planned expenditure.

The final Budget is based on estimates. Income and expenditure must be forecast as they are not fixed. In accordance with S.25(1)(a) of the Local Government Act 2003, I am satisfied that these estimates are robust. I have reviewed the assumptions and a formal challenge process was carried out by the Portfolio Holder – Resources and I throughout October & November 2009. This process included meetings with all Portfolio Holders and all members of the Corporate Management Team.

It is difficult to judge past performance as the Council was only formed on 1st April 2009, however, budget pressures identified in the current year are reflected in the 2010/2011 budget, again adding to the quality of the estimates.

In accordance with Part (b), of the same legislation noted above, I have reviewed the level of reserves projected in the medium term. I conclude that reserves will be adequate based on a detailed risk assessment.

The Council has ambitious plans to transform services and this has impacted on the levels of reserves in the first year of operation when up front costs have been settled.

However, risks related to increasing service demands and emergencies, such as the heavy snowfall in January 2010, have been assessed and, where financial values can be determined, I am satisfied that reserves are being maintained at an appropriate level.

Overall the process to produce the 2010/2011 Budget has been open and inclusive. This approach improves accountability to local people and organisations and the aim is to develop this even further throughout 2010/2011 and beyond.

Lisa Quinn

Borough Treasurer & Head of Assets

Overview

This Budget Report outlines proposals to support the Council's vision whilst acknowledging new financial pressures. Cheshire East Council's vision is to

Work together to improve community life

Rising inflation, demographic changes to population, rising demand for key services, new legislation and the recession all impact on the Council's financial standing.

Key proposals within the Budget Report 2010/2011:

- Investing an **additional £5.4m** in services for **Children and Families** in Cheshire East to promote the think family strategy and to safeguard vulnerable young people.
- Launching a **three-year transformational programme** to redesign services for **Children and Families** in Cheshire East through the Council and through the Children's Trust, so that up to **£3.6m efficiencies** are realised.
- Realising **£3.7m efficiency** savings from the **transformation of Adult Services** across a range of activities such as hot meal provision, transport and direct service provision.
- Transforming **Health and Wellbeing Services** by reducing their level of direct involvement in service delivery, to yield **savings of up to £2.5m** over three years (£0.6m in 2010/2011).
- Providing an **additional £2.1m** for **Waste Minimisation and Recycling** recognising rising landfill costs.
- Exploring how transport within Cheshire East can be transformed through the **Total Transport** programme, which could create **savings of up to £0.5m**.
- **Local Area Partnerships** will be enhanced through an **additional £0.4m** of funding to provide support staff.
- **Economic Recovery** in the local area will be supported by **new funding of £0.3m**.
- Making a **further £36.4m** available for **capital expenditure** supporting new projects such as investment in schools, supporting the Local Transport Plan, managing assets and making enhancements in ICT.
- Increase **Council Tax by 1.7%**, (with **£0.8m** invested in transforming services to **children and families** plus **£0.1m** invested in promoting **Benefit take-up** particularly for pensioners).
- **No Supplementary Business Rates** are being levied in 2010/2011.
- **Income from charges** for Council services **will increase by an average of 2.5%**.
- General **reserves** will remain at an **appropriate level** according to assessed risks.
- **Capital expenditure** will be financed from **borrowing of £21.7m** of which £11.8m relates to new starts and £9.9m for ongoing schemes.
- The net **capital financing costs** have increased to £13.6m, **5.6% of the net revenue budget**.

Introduction – Getting the most from this report

This section helps you to make most effective use of the Budget Report by outlining the information contained within each chapter.

Main Report

| Chapter | What's in this Chapter |
|---------------------------------------|--|
| 1. Financial Stability | The detailed funding arrangements and related issues faced by the Council. The economic factors that impact on the revenue and capital budget proposals. |
| 2. Local People | The overall vision and approach taken in the People's Directorate to deliver services in the medium term. This is followed by details of the issues and proposals for the service areas of Children and Families, Adults Services and Health and Wellbeing. |
| 3. Local Places | The overall vision and approach taken in the Places Directorate to deliver services in the medium term. This is followed by details of the issues and proposals for the service areas of Environmental Services, Safer & Stronger Communities, Planning & Policy and Regeneration. |
| 4. Supporting Service Delivery | Information on the key support services such as Legal and Finance that assist the front line directorates. The chapter sets out the purpose, issues and proposals for each area. |
| 5. Budget Impact | This chapter provides a flavour as to the impact of the budget proposals on the Cheshire East area |
| 6. Summary of Feedback Process | Details of the budget consultation processes undertaken. |

Annexes

| Annex | What's in this Annex |
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| 1. A Profile of the Authority | A detailed statistical profile of the Council's administrative area. |
| 2. Annual Minimum Revenue Provision Statement 2010/2011 | Annual Minimum Revenue Provision Policy Statement 2010/2011 |
| 3. Prudential Borrowing Indicators 2010/11 to 2012/13 | The calculations and an explanation of the Council's Prudential Borrowing rationale. |
| 4. Balancing the Three Year Budget Position | Supporting financial data to chapter 1. |
| 5. Service Budget & Capital Detail | Detailed pages setting out the policy proposals and Capital Programme for 2010/2011 divided up into service areas. |
| 6. Staffing Analysis 2010/2013 | Details of the staffing changes resulting from the policy proposals. |
| 7. Charges to Service Users 2010/2011 | Detailed schedule of the proposed 2010/2011 levels of fees and charges compared to the 2009/2010 level. |

1. Financial Stability

Background

1. Cheshire East Council is a large unitary authority in the North West of England. The Council is the third largest in the area, behind Liverpool & Manchester City Councils. However, the rural nature of the area means the challenges are different. A detailed analysis of the local area, including population statistics, is provided at **Annex 1**.
2. The Council acts responsibly to balance the needs of local people against the finances available to pay for the service levels demanded. Revenue is generated from a number of sources, such as tax income, charges to service users, grants, investments and borrowing. Income and expenditure is also influenced by the economic climate in the United Kingdom, specifically interest rates and inflation. The Council estimates economic factors and potential local income over the next three years to support development of service plans.
3. The different sources of funding for local services are influenced by many factors. Approximately two thirds of funding comes from central Government but, for example, schools funding is affected by pupil numbers whereas other grants from Government may relate to meeting performance targets or the needs of local people relative to other local authority areas. Funding received directly from local citizens and businesses, however, will be affected by the ability to pay, the levels of service delivery and even market forces where there is competition or choice in services.
4. The current methods of calculating central Government financial support to the Council means very limited financial assistance is given due to the relative affluence of local people. The Council must therefore rely heavily on Council Tax payments to support service delivery. It is therefore highly accountable to local service users. This is positive in many ways as it can help to engage local residents in establishing how local services should be delivered.
5. This section of the Budget Report focuses on the local and national influences that will impact on how the Council estimates the funding available to support local services in the future.

Central Adjustments

6. The Council predicts the level of funding it will receive from Council Tax and Government grants to arrive at a total income figure. Several “central adjustments” are made to this total to withhold funding for items such as inflation, transfers to reserves etc. The total funding less central adjustments gives the amount available for service expenditure. Any items forming part of the central adjustments list have been clearly indicated as such in this report.

Grant Funding Of Council Expenditure

7. Cheshire East receives two main types of grants, Formula Grant and Specific Grants and these are defined below:

Formula Grant ~ Definition

This is a central Government allocation of Revenue Support Grant (RSG) plus income from redistributed business rates – National Non-Domestic Rates (NNDR).

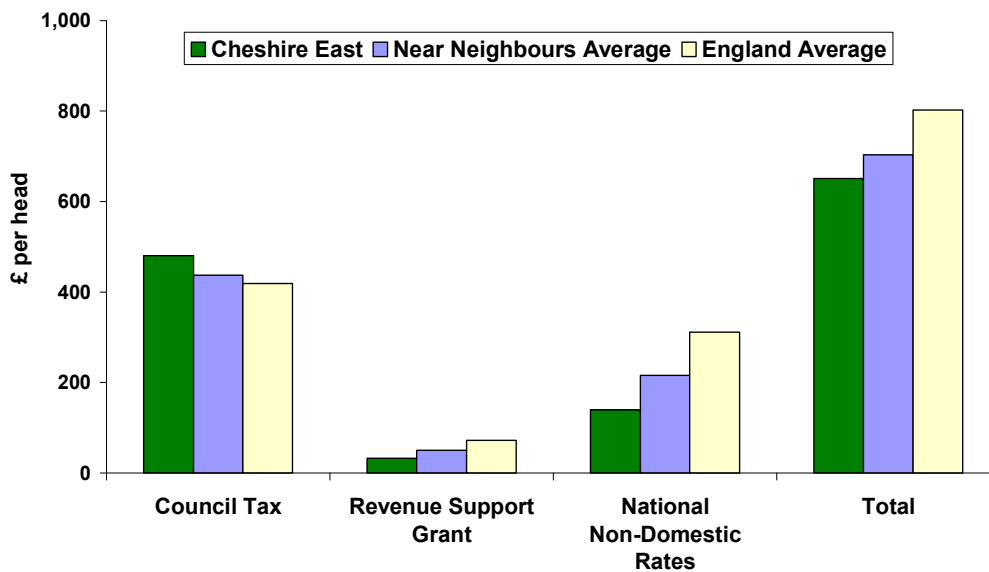
RSG is divided into four blocks:

- i. A needs assessment – relative needs formulae – is intended to reflect the relative cost of providing comparable services between different local authorities. It takes into account characteristics such as population and social structure.
- ii. A resources element – relative resources amount – takes into account the different capacity of different areas to raise income from Council Tax due to the differing mix of properties. It is a negative amount as it represents assumed income for local authorities.
- iii. A central allocation which is the same for all local authorities delivering the same services.
- iv. A floor 'damping block' in order to give every local authority a minimum grant increase. Grant increases to other Councils in the same class are scaled back in order to bring all local authorities up to the appropriate floor increase.

Specific Grants ~ Definition

This relates to targeted areas of Government financial support. Significant examples are the Dedicated Schools Grant and Area Based Grant.

8. Grant funding to Cheshire East is relatively low compared to other Councils. Even within a family group of councils, based on statistical similarities, Cheshire East receives significantly less support from grants than others. **Chart 1** (overleaf) sets out the position in relation to Council Tax, RSG (provided by central Government) and NNDR. It shows that Council Tax funding raised locally is just above our comparators and the England average, but we receive much lower levels of RSG and NNDR funding in comparison. The result is that total funding is below our near neighbours and significantly below the England average.

Chart 1: In 2009/2010 the overall funding of local services was low in Cheshire East

Source: CIPFA Council Tax Demands and Precepts Statistics 2009/2010

9. Cheshire East needs to find relatively more income from Council Tax to support local services compared to other local authorities.

Formula Grant

10. On 20th January 2009 the Department for Communities and Local Government (DCLG) announced the final Finance Settlement which sets out how much Formula Grant each local authority will receive for 2010/2011. The 2009/2010 Formula Grant represented 26% of the net Budget (that is the element of the Budget funded from Council Tax and Formula Grant) for Cheshire East Council, which was made up of 21% NNDR and 5% RSG. In terms of the gross budget, Formula Grant represented 9%, which was made up of 7% NNDR and 2% RSG.
11. The final Formula Grant for Cheshire East Council for 2010/2011 is exactly as predicted by DCLG last year at the time of the final 2009/2010 Formula Grant notification. The Formula Grant for Cheshire East and Cheshire West and Chester Councils was limited to the total amount of Formula Grant for the former authorities. Central Government calculated the indicative formula grant for the two new authorities and then apportioned the total amount of grant available between the authorities.
12. The split of Formula Grant for Cheshire East Council for 2009/2010 and 2010/2011 and the percentage change between the years is shown in table 1 overleaf:

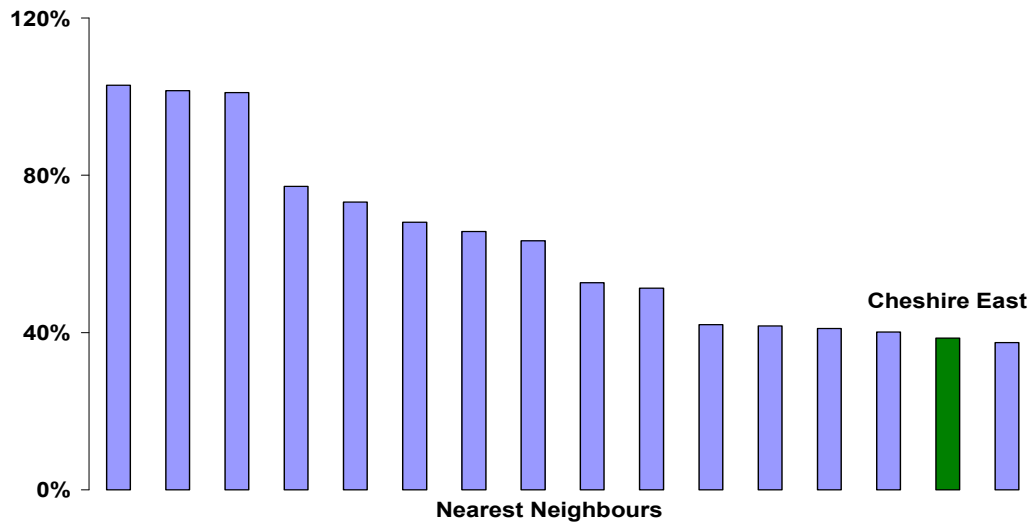
Table 1: Summary of Formula Grant Receivable

| | 2009/10 £m | 2010/11 £m | Change % |
|-----------------------------|---------------|---------------|-------------|
| Revenue Support Grant | 11.6 | 8.1 | -30.5 |
| National Non Domestic Rates | 50.2 | 55.4 | +10.5 |
| Total Formula Grant | 61.8 | 63.5 | +2.8 |

Source: CLG

13. Cheshire East's increase of 2.8% compares with an average increase of 2.6% for all authorities across England and an increase of 3.1% for shire unitary authorities.
14. However, Cheshire East's Formula Grant per head of £176.01 for 2009/2010 was the lowest within its group of comparable local authorities (Nearest Neighbour group). Bedford had the highest Formula Grant per head within this group at £349.25 per head.
15. There has been a decrease in the national proportion of Formula Grant coming from RSG compared to 2009/2010, from 18.8% in 2009/2010 to 12.7% in 2010/2011. The Cheshire East Council Formula Grant for 2010/2011 is split on this national proportion, with 12.7% coming from RSG.
16. NNDR is collected from businesses in Cheshire East based on their rateable value and the NNDR multiplier. This has been provisionally set by the DCLG at 41.4p in the pound for 2010/2011. The multiplier changes each year in line with inflation and to take account of the cost of small business rate relief.
17. For 2010/2011 there has been a revaluation of business properties and the multiplier has been adjusted accordingly to ensure the amount paid by businesses only increases by inflation each year. In 2009/2010 (before revaluation) the multiplier was 48.5p in the pound.
18. The amount collected is paid into a national pool and reallocated back to local authorities based on need. The element of NNDR funding retained by Cheshire East Council is low compared to the amount of NNDR collected. **Chart 2** overleaf compares the amount of rates retained against the nearest statistical neighbours.

Chart 2: In 2009/2010 only 39% of business rates collected in Cheshire East is retained for spending on Council services



Sources: CLG 2009/2010 NNDR1 returns, CIPFA Council Tax Demands and Precepts Statistics 2009/2010

19. The Formula Grant for all authorities is calculated as a whole. The actual split between RSG and NNDR does not affect the calculation of the formula grant.

Dedicated Schools Grant (DSG)

20. The Government has announced the indicative allocations of DSG for 2010/2011. They are based on Guaranteed Units of Funding per pupil. The Pupil numbers used in the calculation of the indicative grant were estimated by the Department for Children, Schools and Families (DCSF). On this basis the indicative 2010/2011 grant for Cheshire East is £200.2m. However, based on the October pupil census numbers, People Directorate is budgeting for DSG of £199.4m in 2010/2011. Final allocations of the 2010/2011 DSG will be based on actual pupil numbers in early 2010. Final allocations will not be known until May / June 2010.
21. Table 2 below shows the budgeted DSG for 2009/2010 and the estimated DSG for 2010/2011.

Table 2: DSG for Cheshire East Council

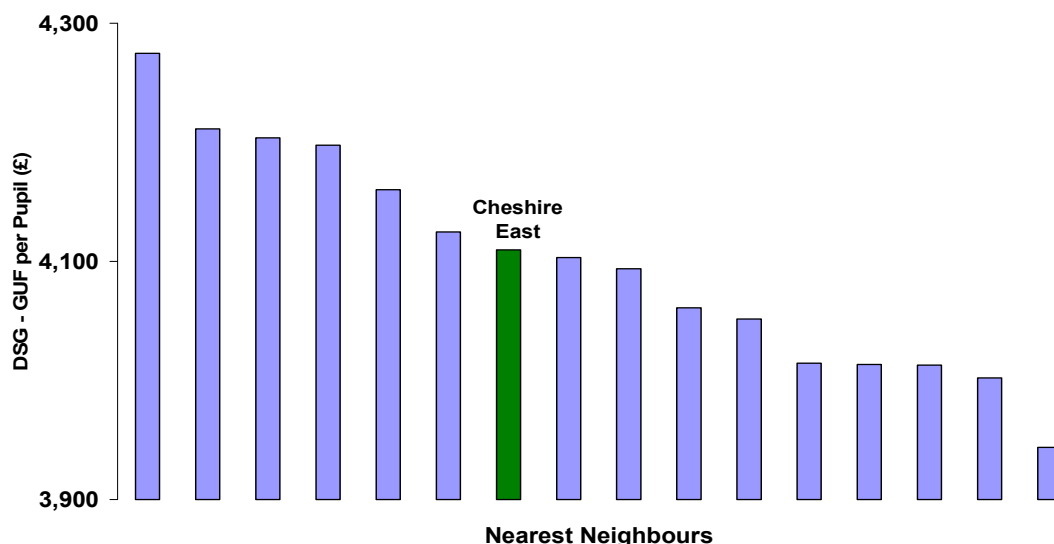
| | 2009/10 £m | 2010/11 £m |
|-------------------------|---------------|---------------|
| Dedicated Schools Grant | 194.1 | 199.4 |

Source: Teachernet.gov.uk

22. In the provisional DSG for 2010/2011, the Guaranteed Unit of Funding per pupil for Cheshire East Council is £4,110. When compared with the nearest neighbour group of 16 authorities, Cheshire East Council is ranked seventh highest. Cheshire West and Chester are in the highest

position with £4,275 per pupil. **Chart 3** below shows the comparative Guaranteed Units of Funding per pupil within the nearest neighbour group of authorities.

Chart 3 – Guaranteed Units of Funding per pupil 2010/2011 compared with Nearest Neighbour Authorities



Source: Teachernet.gov.uk

Specific Grants

23. In October 2008 Cheshire East and Cheshire West & Chester Councils agreed the split of the former County Council Specific Grants between the two new authorities for 2009/2010 and 2010/2011. For the majority of grants the split between East and West was made on the basis of the proposed central Government divisions.
24. However, for a number of grants, local agreements were made between Cheshire East and Cheshire West & Chester on the split of the grant.
25. There are a number of grants where the organisations that provide the service operate on a pan Cheshire basis. The organisations concerned are Connexions, Cheshire Youth Offending Team and Cheshire Drug & Alcohol Action Team. It was agreed that, although these specific grants would be split between the two authorities, they would be given directly to the organisations concerned.
26. The total estimated specific revenue grants for Cheshire East Council are as follows:

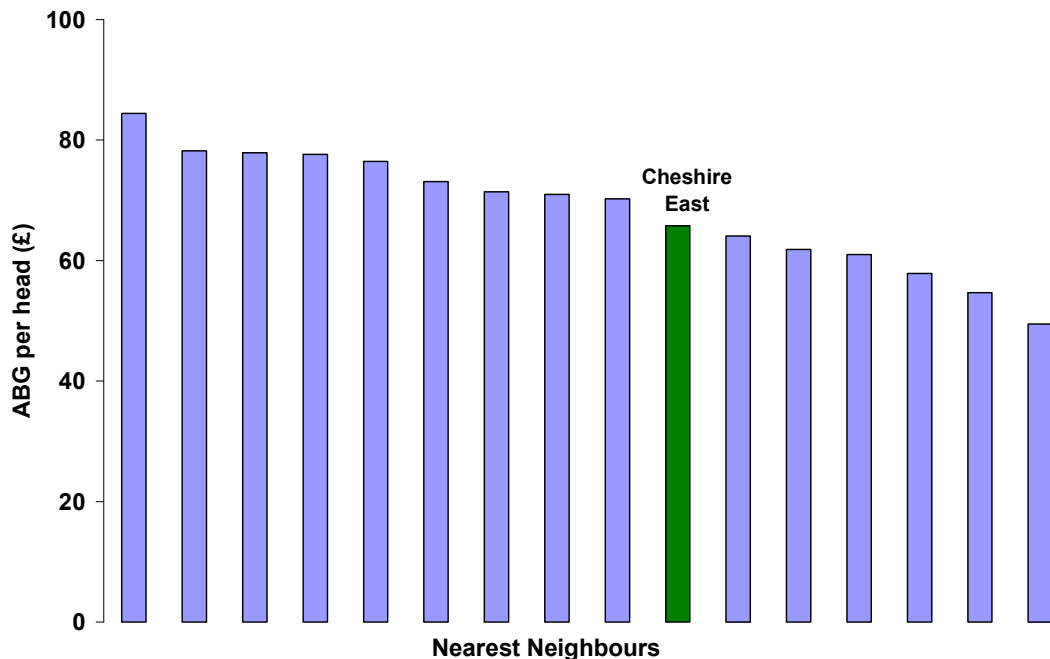
Table 3: Cheshire East Council Specific Grants

| | 2009/10 £m | 2010/11 £m |
|-------------------------|---------------|---------------|
| Area Based Grant | 14.9 | 24.0 |
| Specific Revenue Grants | 152.7 | 153.1 |

Source: CLG

27. In 2009/2010 the Supporting People Core Grant was treated as a specific grant by Central Government, but for 2010/2011 it has been moved into Area Based Grant. The movement of this £9.2m grant is the principal reason for the increase in Area Based Grant between 2009/2010 and 2010/2011.
28. There is a small net increase of £0.4m in specific revenue grants between 2009/2010 and 2010/2011. The reduction of £9.2m resulting from the movement of Supporting People Core grant into Area Based Grant is offset by estimated increases in Council Tax benefit subsidy (£1.7m), Mandatory Rent allowances subsidy (£3.9m), Early Years (£1.4m) and Sure Start (£1.2m) grants.
29. **Chart 4** (below) shows the Area Based Grant per head of population that Cheshire East will receive in 2010/2011 compared to our nearest neighbour authorities. At £66 per head of population, Cheshire East ranks 10th out of 16 authorities, compared with Herefordshire, for example, in first position (£84 per head).

Chart 4 – ABG per head 2010/2011 compared with Nearest Neighbour Authorities



Source: CLG Area Based Grant Website

Collecting Local Taxes

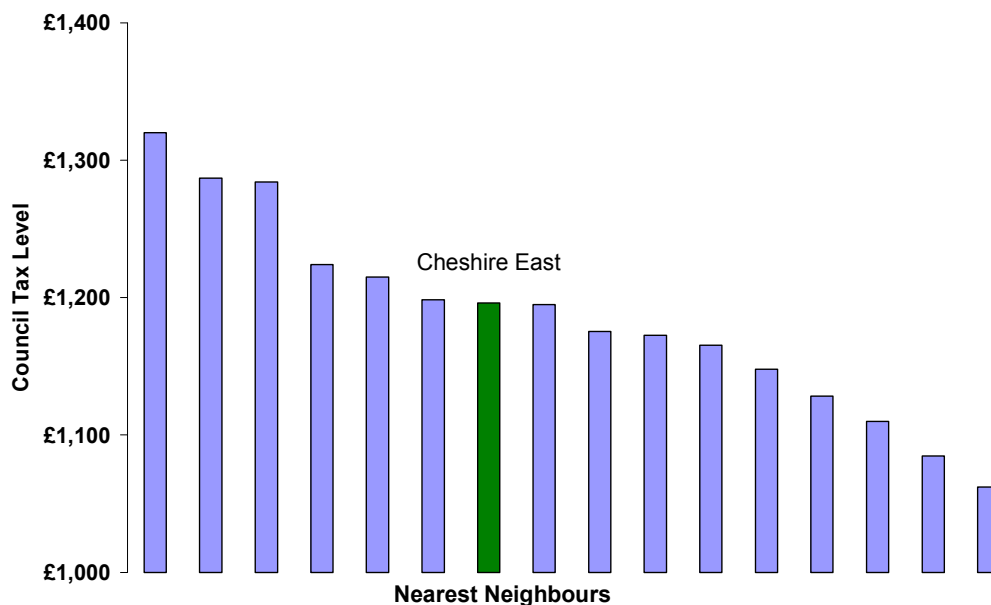
30. Council Tax provides 74% of the funding required to balance the net revenue budget and 24% of the Gross Budget. Changes to the level of Council Tax therefore have a significant impact on the available funding for services. For example a 1% change in Council Tax income equates to £1.7m of expenditure within services.

31. For the 2009/2010 budget, the level of Council Tax was harmonised based on the level in the former Macclesfield borough. This produced a very low average increase when compared to other local authorities. The Authority has managed significant cost pressures through ongoing efficiency savings and concentrating resources on priority areas.
32. The approach to Council Tax levels has been reviewed during January as part of the process to close the funding gap. The Authority is constrained by Government powers regarding the expected level of Council Tax in 2010/2011 as set out in a recent letter from Barbara Follett MP which stated :

“As I said in my statement to the House of Commons, I am pleased that the average Band D council tax increase this year was 3%. The Government anticipates this amount to fall further in 2010/2011 whilst authorities protect and improve front line services. In fact, we expect the average Band D council tax increase in England to achieve a 16 year low in 2010/2011. The Government remains prepared to take capping action against excessive increases by authorities and to require them to rebill households for a lower council tax if necessary.”

33. In terms of comparisons with nearest neighbours **Chart 5** (below) shows that the level of Cheshire East Council Tax is in the middle of the pack.

Chart 5: In 2009/2010 Band D Council Tax for Cheshire East was average when compared with Nearest Neighbours in 2009/2010



Source: CIPFA Council Tax Demands and Precepts Statistics 2009/2010

34. The table below sets out the final Budget level less Government support leaving the balance to be found from Council Tax.

Table 4 : Budget and Council Tax 2010/2011

| | | |
|---|------------------|---------------------------|
| | £ | £ |
| 2010-11 Revenue Budget | | 240,065,000 |
| LESS External Support : | | |
| NNDR | 55,437,042 | |
| RSG | <u>8,049,973</u> | 63,487,015 |
| Surplus / Deficit on collection funds | | 0 |
| Amount to be raised from Council Tax 2010-11 | | <u>176,577,985</u> |
| Divided by Band D taxbase | | 145,171.05 |
| = Band D Council Tax | | 1,216.34 |

Source : Cheshire East Finance

35. For 2010/2011 the Band D Council Tax for Cheshire East Council has been set at £1,216.34. This represents a 1.7% increase over the 2009/2010 level with a clear commitment to use £0.8m of the additional income raised for investment in the transformation of services to Children and Families. The level of Council Tax for each band is shown in the table below:

Table 5: Impact of Cheshire East Council Tax on each Band.

| Band | A | B | C | D | E | F | G | H |
|------------------|----------|----------|----------|-----------------|----------|----------|----------|----------|
| Council Tax £ | 810.89 | 946.04 | 1,081.19 | 1,216.34 | 1,486.64 | 1,756.94 | 2,027.23 | 2,432.68 |
| No Dwellings | 28,887 | 33,979 | 32,668 | 24,152 | 18,699 | 12,792 | 11,837 | 1,693 |

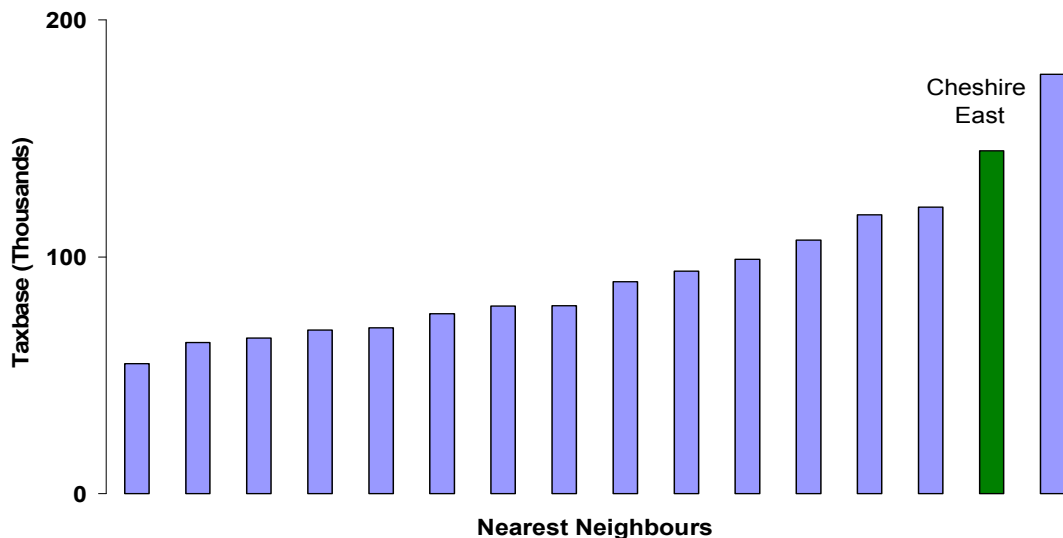
Source: Cheshire East Finance

36. During 2009/2010 a campaign to increase welfare Benefits was run by the Council. £1m of additional Benefits were paid to local residents as a consequence of this campaign. On the back of this success a further campaign will be funded in 2010/2011 with a targeted take up of £2m. The campaign will particularly focus on pensioner households.
37. A separate report will be taken to the Council meeting to set the Council Tax levels for the Council and in each Parish area.

Council Tax Base

38. The Council Tax Base represents the number of properties from which the Council is able to collect Council Tax. The Tax Base is always expressed in Band D equivalent number of domestic properties and is used to calculate the level of Council Tax.
39. The Authority formally approved the Council Tax Base in January 2010 and this will be applied in the setting of the Council Tax for 2010/2011. The gross tax base for 2010/2011 (before making an allowance for non-collection) is calculated as 146,637.42. After taking into account current collection rates, a non-collection rate was set at 1.0%. This results in a tax base after an allowance for bad debts of 145,171.05 Band D equivalent domestic properties.
40. The justification for setting the collection rate at 99.0% is that this mirrors the actual collection rates being achieved during 2009/2010.
41. In terms of comparisons with nearest neighbours, the chart below shows that Cheshire East has the second highest Council Tax Base. This is due to the much higher number of properties in Bands E to H in the Cheshire East area. This is a key factor in the low level of Government Grant received as the distribution formula assumes that the Council can raise additional funds locally. However, this does not align with the Council's wish to protect Council Tax payers.

Chart 6: in 2009/2010 the tax base is relatively high, reflecting the overall size of the Council



Source: CIPFA Council Tax Demands and Precepts Statistics 2009/2010

Collection Fund

42. The Collection Fund receives receipts from Council Tax payers and is distributed to all precepting organisations (Cheshire East Council, Fire & Police Authorities and Local Town & Parish Councils). A predicted deficit in the Collection Fund reduces revenue funding for the following year's budget (and vice versa in the case of a surplus).

43. The estimated balance on the Collection Fund has been calculated and a net nil position is forecast for 31st March 2010. This represents an improvement on the position last year when a deficit of £0.8m was forecast at 31st March 2009.

Council Tax on Second Homes

44. During 2006 the Cheshire Local Government Association agreed to reduce the level of discount on Second Homes across Cheshire from 50% to 25% on the basis that the additional funds would be utilised as follows :
- 50% to be retained by local authorities;
 - £47,500 to be paid into the Local Area Agreement (LAA) for supporting the delivery of shared outcomes;
 - the balance to be paid over to Local Crime and Disorder Reduction Partnerships (CDRPs) for local activities including the appointment of Community Support Officers.
45. A payment of £10,000 to each participating District Council was agreed to compensate for the additional costs involved in administering this policy change. Now that Cheshire East Council is a unitary authority, there are no administration charges between County and District Councils, but a small charge is being made to the Police and Fire authorities for administration costs incurred by Cheshire East Council.
46. The final figures cannot be calculated until each precepting authority has set its 2010/2011 Council Tax, and subsequently, the additional funding will legally flow to each billing / precepting authority pro rata to precept levels during the course of 2010/2011.
47. The provisional contributions from Cheshire East are estimated to be as follows:

Table 6: Summary of Council Tax on Second Homes Payments

| | 2010-11 Total £000 |
|--|-----------------------------------|
| Contribution to LAA | 19 |
| Contribution to CDRPs for the specific employment of Police Community Support Officers | 109 |
| Total Contribution by Cheshire East Council | 128 |

Source: Cheshire East Finance

Charges to Service Users

48. In some key service areas the Council makes a charge directly to the service user. The prices charged will often be set nationally, for example Planning Application Fees, but may also be related to recovering some of

the Council's costs in delivering discretionary services such as most leisure facilities.

49. Approximately 8% of the Council's gross income is received through Fees & Charges and the prices are reviewed annually. Prices in 2010/2011 still in part reflect legacy charging policies, but Cheshire East will fundamentally review this approach during 2010.
50. The Cheshire East Council pricing structure has over 1,500 different charges and provides a comprehensive schedule of the prices for 2010/2011. Chapter 6 of this report sets out further details of the impact of Fees and Charges and a detailed schedule is included later in the document.

Council Reserves (Central Adjustment)

51. The Council Reserves Strategy 2010/2013 states that the Council will maintain reserves to protect against risk and support investment. The Strategy identifies two types of reserves:
 - *General Reserves*
 - Balances in this category are not identified for specific purposes, but will be used to cushion against the impact of emerging events or genuine emergencies.
 - *Earmarked Reserves*
 - Balances in this category are set aside for specific projects where spending will occur outside of the usual annual spending pattern of the budget.
52. Sections 32 and 43 of the Local Government Finance Act 1992 require billing authorities to have regard to the level of reserves needed for meeting estimated future expenditure. When calculating the budget requirement. Section 25 of the Local Government Act 2003 requires the Chief Financial Officer to report on the robustness of the estimates included in the budget and the adequacy of the reserves and these comments can be found on page 3 of this report.
53. The Cheshire East Council Reserves Strategy is contained at **Appendix C to the main report**. When reviewing their Medium Term Financial Strategies (MTFS), and preparing their annual budgets, local authorities have to consider the establishment and maintenance of reserves.
54. To assess the adequacy of unallocated general reserves when setting the budget, the Chief Finance Officer takes account of the strategic, operational and financial risks facing the authority. Setting the level of general reserves is just one of several related decisions in the formulation of the MTFS and the budget for a particular year. Account has to be taken of the key financial assumptions underpinning the budget alongside a consideration of the Authority's financial management arrangements.

55. At 1st April 2010 Cheshire East Council is forecast to hold general reserves of £17.565m. This is significantly reduced from the balance inherited from April 2009 particularly due to the costs incurred in meeting transformational objectives.
56. Table 7 overleaf provides a forecast of the closing General Reserves balance as at 31st March 2011:

Table 7: Movement in General Reserves

| Detail of Movements | £000 | £000 |
|---|-------|---------------|
| Opening General Reserves at 1/4/10 | | 17,565 |
| <i>2010/11</i> | | |
| Projected Use of Reserves | | |
| - Transition Costs – Voluntary Redundancy & Staff Relocation (transferred to Earmarked) | | -1,500 |
| | | |
| Projected Addition to Reserves | | |
| - Contingent Asset (VAT reclaim) | 600 | |
| - Earmarked Reserves | 42 | |
| - Business Finance Loan Repayments | 278 | |
| - Repayment to Reserves | 4,288 | 5,208 |
| Closing Balance 31/3/11 | | 21,273 |

Source: Cheshire East Council Reserves Strategy 2010/2011 to 2012/2013

57. The reserves position for 2010/2011, as detailed in Table 7 below, demonstrates the aim of Cheshire East Council to repay Transitional Costs and Voluntary Redundancy costs over the three-year planning period. The pay back period will be assessed for any additional cases to ensure that, overall, the Council can replenish reserves to the required level over a three year period.
58. The Budget assumes a contribution to general reserves, which is mainly necessary to repay recent costs from the Local Government Reorganisation process. The amounts to be paid back are:

| | |
|-----------|---------|
| 2010/2011 | £4.288m |
| 2011/2012 | £5.192m |
| 2012/2013 | £6.063m |

59. Local Authorities have previously adopted a broad principle that General Fund Reserves would be prudent if equivalent to 5% of the net revenue budget requirement. Based on the budget for 2010/2011 this would equate to around £12.0m. As part of the Reserves Strategy (Appendix C to the main report), a more detailed risk assessment has been undertaken to establish the adequate level of reserves for Cheshire East Council. Risks taken into account include the financial impacts of incidents relating to:

- Health & Safety
 - Fire / Structural damage by flood etc
 - Budget Pressures
 - ICT & Security
 - Legal actions / Industrial relations / Failure of External organisations
 - A Strategic Reserve
60. From this detailed risk assessment, a current minimum reserves level of **£20.6m** has been calculated. However this does include a significant level of risk relating to the outturn position in 2009/2010, and the opening balance of general reserves disaggregated to Cheshire East Council. Should these items materialise then the forecast level of general reserves at 1 April 2010 would approximate to 5% of the net budget. The strategy will be subject to regular review during 2010/2011.
61. Earmarked reserves have also been reviewed to establish the likely balances held at April 2010. Most earmarked reserves were inherited from the predecessor authorities and have been reviewed based on both the Protocols established in the Strategy and the appropriateness for Cheshire East priorities. At 1st April 2010 Cheshire East Council is anticipated to hold earmarked reserves to the value of £9.9m.
62. From the evidence supporting this report and with regard to the current economic climate the Borough Treasurer & Head of Asset's (Chief Finance Officer's) assessment is that reserves levels at 1st April 2010 are within tolerance levels and can be considered adequate based on a detailed risk assessment. They are also considered to be adequate in terms of working balances.
63. The estimates contained within the Medium Term Financial Strategy are sufficiently robust to achieve the required repayment of reserves in the medium term following transition. The Borough Treasurer & Head of Assets (Chief Finance Officer) takes this view based on the assessment of risk particularly in regard to efficiency saving assumptions within the 2010/2011 Budget.

Corporate Risks

64. The Council manages risk by assessing the potential impacts, from future events, based on the likelihood that they may occur. Mitigating actions are then identified to reduce the exposure to risk, and appropriate plans are put in place.
65. There are five main legal and financial risks related to management of the Council's finances.
- The Council must set a balanced Budget
 - Mitigating Actions*
 - Well publicised financial planning process
 - Engagement of key members, staff and stakeholders
 - Reliable systems in place
 - Adequate in-year budget monitoring processes

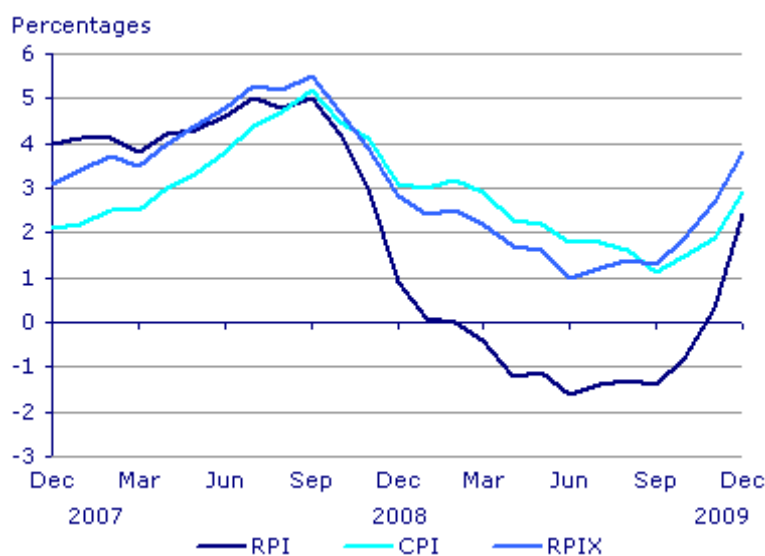
- The Council must maintain adequate reserves
Mitigating Actions
 - Establish Reserves Strategy
 - Use risk assessment to inform minimum level of reserves
 - Reflect necessary future changes in reserve levels within medium term financial planning
 - The Council must set a legal Council Tax for 2010/2011
Mitigating Actions
 - Democratic Services provide adequate processes and facilities to allow Council to meet and confirm decisions
 - The Council should provide high quality evidence to support submissions for external assessment. This can have the effect of reducing scrutiny, and audit charges that can be related to risk.
Mitigating Actions
 - Recording outcomes of budget setting process
 - Reconciling financial information to inform decision making
 - That Council borrowing will comply with the Treasury Management Strategy
Mitigating Actions
 - Establishing a Treasury Management Strategy and a Capital Strategy
 - Monitoring and reporting on the Capital Programme
 - Monitoring Prudential Borrowing Indicators
66. The approach to reporting and reviewing non-financial and performance related risk is being developed internally. Good practice from all previous authorities remains in place however, and services also carry out risk assessments of individual financial proposals in order to inform the corporate risk levels.

Economic Factors

67. The Council makes an assessment of its Financial position over the next three years by using a model known as the financial scenario. It is based on a series of planning assumptions (for example: estimated inflation rates). The planning assumptions were determined in July based on an assessment of their future values and are regularly reviewed throughout the process.

Inflation (Central Adjustment)

68. The 2009/2010 budget includes provision of £1.6m for inflation (2% for non-pay, 0% for pay). This is based on latest Consumer Price Index (CPI) forecasts to the end of 2010 and the current economic climate. **Chart 7** (overleaf) shows recent trends in inflation up to the end of 2009. CPI rose in December and is expected to rise further in the next few months due to higher commodity prices (VAT has reverted to 17.5% from January 2010), although it is not clear what impact this will have on forecasts to the end of 2010/2011.

Chart 7: Inflation rose towards the end of 2009

Source: Office of National Statistics

69. Exceptional inflation of £0.7m relating to Landfill Tax has been included within the budget for the Places Directorate. Other potential key inflation pressures relating to various contractual agreements e.g. Residential / Domiciliary Care, Roads Maintenance, Waste Management have not emerged for 2010/2011.

Employee Pensions (Central Adjustment)

70. Based on a current view of the Cheshire Pension Fund it is expected that there will be no increase for 2010/2011 and a relatively modest increase in pension costs of £0.646m in 2011/2012.

Interest Rates

71. The latest economic forecast predicts that the UK faces a long road to recovery and that growth will be modest in 2010. Growth is more likely to be slow and uneven, more “W” than “V” shaped. Most city economists predict that the central bank will not start tightening policy until late 2010 at the earliest, as the Bank of England has forecast that the weak economy will put downward pressure on inflation, pushing it below its 2% target by mid-2010. The CBI estimates the economy will grow by 1.2% next year and 2.5% in 2011, which is well below Government forecasts.

Capital Programme Funding

72. The total estimated level of capital expenditure in 2010/2011 and the proposed method of funding are set out table 8 below and further details are provided in Annex 4. A full review has been undertaken to ensure that only those schemes which meet the priorities of the Council are included in the programme.

Table 8: Capital Expenditure and Funding 2010/2011

| | £m |
|------------------------------------|---------------------|
| Total Capital Expenditure | <u>102.6</u> |
| FINANCING | |
| Non spec supported Borrowing | 14.2 |
| Ringfenced Supported Borrowing | 1.5 |
| Unsupported Borrowing - Prudential | 6.0 |
| Government Grants | 51.5 |
| Capital Receipts | 4.6 |
| Capital Reserve | 9.3 |
| Linked/earmarked Capital Receipts | 10.3 |
| External Contributions | 1.0 |
| Other Revenue Contributions | 4.2 |
| | <u>102.6</u> |

Source : Cheshire East Finance

73. A large part of the programme is funded from borrowing (21.7m), including £6m of Prudential Borrowing. The financing of capital expenditure from borrowing allows the cost to be spread over future years. This means that the cost of financing capital expenditure for schools, highway improvements and so forth is more likely to be met by those who use the assets than would be the case if the full cost of providing these facilities were to be met by taxpayers at the time of their construction.

Capital Financing Costs (Central Adjustment)

74. The capital financing budget for 2010/2011 is set out in the table overleaf and includes the following:
- amounts charged in respect of the repayment of outstanding debt;
 - direct revenue funding;
 - the amount of interest payable on the Council's portfolio of long term loans;
 - contributions from services towards the cost of prudential borrowing;
 - interest the Council anticipates earning from the temporary investment of its cash balances during the year.

Table 9: Capital Financing Budget 2010/2011

| | £m |
|--|--------------|
| Repayment of outstanding debt | 7.86 |
| Revenue Funding (net of service contributions) | 0.71 |
| Interest on long term loans | 7.83 |
| Contribution from services towards the cost of borrowing | (1.70) |
| Total Debt Repayment | 14.70 |
| <u>Less</u> Interest receivable on cash balances | (1.12) |
| Net Capital Financing Budget | 13.58 |

Source: Cheshire East Finance

75. The Local Government and Public Involvement in Health Act 2007 places a requirement of all councils to approve a policy on how the amount provided in respect of the repayment of debt is calculated prior to the start of the financial year concerned. The Policy for the year 2010/2011 is contained in **Annex 2**. The budgeted provision for the repayment of debt in the year 2010/2011 has been broadly calculated as 4% of the estimated outstanding debt at the end of the year 2009/2010 with a small number of exceptions. These exceptions comprise capital expenditure on capital projects that have been funded through prudential borrowing.
76. The amount charged in respect of the repayment of debt is currently just above the generally accepted prudent minimum. The amount provided for debt repayment is also below the amount of capital expenditure being funded from borrowing in each of the next few years and as a consequence the amount of debt outstanding is increasing each year. In order to stabilise the Council's borrowing position, the amount of Prudential Borrowing undertaken to finance new capital schemes has been limited to circumstances where the additional debt can be serviced by either revenue savings or efficiency gains.
77. The amount of interest paid on the Council's portfolio of long term loans is mainly at fixed rates of interest (circa 4.9%). This provides a degree of certainty to the capital financing budget. The rate of interest payable on the £21.7m of new long term loans that it is planned to raise during the year 2010/2011 is budgeted to be 4.5%. Currently long term interest rates are around 4.5%. However, the Council will use internal balances where possible to reduce the costs in the short term of external borrowing.
78. The rate of interest to be earned on the Council's cash balances that are temporarily invested pending their being used (estimated at £90m) is budgeted to be 1.25%. The investment of cash balances will be carried out in accordance with the Treasury Management Strategy.

Prudential Indicators

79. There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their Prudential Indicators. CIPFA issued a revised Code in November 2009.
80. Prudential Indicators are the means whereby local authorities are able to ensure decisions made on the mix between revenue and capital expenditure are made on an informed basis that is prudent (i.e., does not result in too high a level of external borrowings) whilst at the same time sustainable (i.e., does not result in excessively large increases in Council Tax bills). The Prudential Indicators for 2010/2011 to 2012/2013 are set out in **Annex 3**.

3C Waste (Central Adjustment)

81. Following the sale of 3C Waste by Cheshire County Council in 1998 the Authority has received income linked to the sale by way of royalties for the use of landfill sites. These royalties have diminished in recent years and will cease completely in Sept 2010 when the agreement for the use of the final site, Maw Green, runs out. Cheshire East Council inherited part of the 3C Waste income budget from the former County Council and the budget has been managed on an interim basis on behalf of the Authority by the Finance Service. An additional provision of £0.2m has been included in 2010/2011.

Transitional Costs (Central Adjustment)

82. To realise the significant benefits arising from re-organisation the Council has released staff through voluntary redundancy and early retirement. Further staff reductions and on-going actuarial costs need to be charged to the revenue budget. Therefore a provision of £6.5m has been created to meet these costs.

Phasing Adjustment for Savings (Central Adjustment)

83. This provision is intended to provide sufficient time to deliver the savings arising from re-organisation. The ICT service has identified several items and a balance of £0.2m has been made available.

Summary of Central Adjustments

84. A summary of the central adjustments described above is set out in table 10 below. These are deducted from available income to arrive at the amount available for service expenditure.

Table 10 : Summary of Central Adjustments 2010/2011

| | £m |
|-----------------------------------|-------------|
| Contribution To / (From) Reserves | 4.3 |
| Inflation | 1.6 |
| Capital Financing | 13.6 |
| 3C Waste (fallout of rent income) | 0.2 |
| Transitional Costs | 6.5 |
| Phasing Adjustment for Savings | 0.2 |
| Total | 26.4 |

Source: Cheshire East Finance

Development of Policy Proposals and the Capital Programme

85. The 2009 Pre Budget Report was presented with funding gaps for revenue and capital. Further work has been undertaken in January to arrive at the balanced position set out in this document.
86. A summary of the development of the policy proposals and the capital programme being incorporated in the Budget is set out in **Annex 4**.

Efficiency Savings

87. The Government has set a challenge for the public sector: to build on the progress already made in enhancing value for money and further embed a culture of innovation. All public services have been set a target of achieving at least 3% net cash-releasing value for money gains per annum over 2008/2009 to 2010/2011.
88. Councils no longer have an individual efficiency target, unless agreed as one of the Local Area Agreement (LAA) targets. Achievement is monitored by a single national indicator for Value for Money called NI179.
89. In addition to other reporting and scrutiny arrangements, Councils are required to show efficiency achievements against the NI179 measure on the face of Council Tax bills. This is intended to further increase public awareness and accountability. The figures quoted include data from 2008/2009 and therefore the performance of the predecessor authorities will be added to data from 2009/2010 and included on the next set of Council Tax bills for Cheshire East Council.

90. The Government has stated that there is considerable potential from effective harnessing of efficiency and innovation techniques, such as smart procurement and service redesign. There are also a number of national initiatives such as the Operational Efficiency Programme and Public Value Programme which can help to spread best practice.
91. In relation to the Business Planning Process for 2010/2013 Cheshire East did not set a specific target for efficiency savings from Directorates. This was justified on the basis that a significant level of efficiency savings were forecast to be delivered for 2009/2010 and the need to achieve savings of £5m to £6m in 2010/2011, before any growth pressures were factored in, would deliver a sufficient level of efficiency savings for NI179 purposes.
92. The policy proposals put forward later on in this document include efficiency savings of £7.7m in 2010/2011. Table 11 below summarises achievements to date for the three year period under review and shows the Council is making good progress

Table 11: Progress on efficiency savings

| Year | Current Position | £m |
|-------------------------|----------------------------------|-------------|
| 2008/2009 | Outturn (Cheshire East Share) | 7.6 |
| 2009/2010 | Forecast Outturn | 9.7 |
| 2010/2011 | Budget | 7.7 |
| Three Year Total | | 25.0 |

Source: Cheshire East Finance

93. The total savings in 2008/2009 and 2009/2010 of £17.3m will be shown on Council Tax demand notices together with the equivalent information for Cheshire Police and Cheshire Fire. The total for all three authorities will be expressed in Band D household equivalents.

2. Local People

Vision and Transformation

94. The Council's vision is to **work together to improve community life**. The People Directorate is a set of services committed to making their distinctive contribution, collectively and individually, to fulfilling that Vision.

95. The services in the People Directorate are varied, but they have coherence in a shared purpose, which is to:

Improve the wellbeing, health and care of all Cheshire East's people.

96. The staff and managers of the People Directorate are working hard to transform that set of services. Many services are already good, but if they are to be relevant to changing circumstances and expectations, they need to be transformed.

97. The task in transforming the services is to make them more:-

- **Local** Services more fully based out in localities and where appropriate, owned in those localities so that they are more easily accessible and more readily responsive to local people.
- **Joined Up** Services more extensively co-located with those of partners, and based out in non-Council settings locally.
- **Sustainable** A smaller set of services, built around the Council's core businesses and affordable with the resources likely to be available.
- **Focused on Outcomes** A more tightly focused set of services, directed towards achieving agreed objectives and outcomes.
- **Preventive** Services which give much higher priority to prevention, on the basis that increasing numbers and rising expectations cannot be addressed by continuing increases in expenditure, and that therefore the task will have to be much more about helping people to help themselves and about diverting them from, and delaying their take-up of, costly interventions.
- **Innovative.** Services which encourage their staff to use their experience, intelligence and creativity to solve problems and to improve the experiences of those who use the services.
- **High Quality** A set of services committed to enhancing quality, both in their own delivery, and in the delivery of those partners and players in respect of whom it has a commissioning, supportive or regulatory role.

Current Issues

98. Increasing numbers of people needing help, rising public expectations and reducing resources all mean that “more of the same” will not be sustainable. For that reason there are programmes of transformational work across the whole Directorate – work on the redesign of children’s services, on redesigning adult social care and on reviewing leisure services and library services.
99. Personalisation and prevention will be key themes running through that transformational work. Personalisation is all about giving people more choices and more control over the resources available to them. The prevention agenda becomes crucial, for it will become increasingly important to keep down care costs.
100. That analysis is shared by our partners within the NHS locally. The “Integrated Care Programme” initiative brings the Council and the NHS together around shared imperatives to improve the quality of services and reduce their costs. That initiative will initially focus upon three key areas - Children’s Services, those in need of urgent care and households whose needs are complex and expensive.
101. The challenging context is likely to require a shift in the balance between universal services and targeted services, towards the latter. That will be particularly evident within Health and Wellbeing Services. Spreading an even layer of services across the whole area is likely to prove more and more difficult.
102. Getting services to be more local will become an increasing pre-occupation. Locally based multi-professional teams will be developed in both Children’s Services and Adults Services. Case committees are to be developed on a locality basis bringing a wide range of professionals together to focus concerted attention upon individuals and families causing particular concern and expense. Directorate services will support and engage in locality commissioning, working constructively with Education Improvement Partnerships and local Primary Care clusters. In support of that Locality Commissioning, work will be done to improve understanding of local needs, particularly through the development of the Joint Strategic Needs Assessment. Where possible services, responsibilities, and resources will be shared with Parish and Town Councils.
103. It will become increasingly important to operate both on the horizontal dimension and the vertical dimension. Horizontally, opportunities will be sought to develop and pursue cross-cutting themes, given that people live their lives across services, not within them. A Think Family strategy is to be developed. Health and Wellbeing services will take the lead in developing a Health Improvement Strategy across the whole of the Council.
104. There is a heightened focus nationally upon the issue of safeguarding. While streams of transformational work are taken forward it will be crucial

to ensure that eyes are not taken off the “safeguarding” ball. The safeguarding of children and the safeguarding of vulnerable adults will be taken forward both through Council services and on a multi-agency basis through independently chaired boards.

SERVICES FOR CHILDREN AND FAMILIES

Emerging Pressures

105. An inherited overspend from the former County Council and a serious disaggregation deficit within the children’s residential sector have caused significant financial pressures from the outset with a budgetary impact in 2010/2011 of £0.7m.
106. A significant increase in the number of children in the cared for system, together with the associated staffing costs, have caused great financial pressure resulting in the budget required in 2010/2011 of £3.7m.
107. The numbers of referrals for service have increased. It is still not clear at what level demand will begin to plateau and how far it is realistic to expect to be able to contain that demand. Consequently, it has yet to be determined what level of resource in the social care part of the service is going to be necessary in the medium and longer term. That will impact upon the structure developed for Children’s Services.
108. Transforming the service to shift the focus to preventive action and early support, will reduce the need to make high cost specialist interventions and reduce the overall numbers of children who are Cared For, strengthen the Council’s ability to safeguard children, whilst also maintaining the vitally important universal services for children across the Borough. An investment of £0.8m has been included as a contribution to take this Transformation programme forward.
109. Some shortcomings have been identified in current practice through the external auditing work which was undertaken at the beginning of the Council’s life. Costs will therefore be incurred in supplementing the current workforce with interim posts and in undertaking remedial work helping to transform the service. The redesign and transformation of the service will result in a more focussed service that will allow an overall anticipated reduction in staffing costs from 2010/2011.
110. The costs of care are rising, which will demand ever tighter gate-keeping of access to expensive placements and resources.
111. There continues to be a surplus of school places, with a reduction in pupil numbers in 2010/2011 resulting £0.9m less funding being available to schools via the Dedicated Schools Grant. It will be crucial, in the context of the Children and Young Peoples Plan, to develop a coherent commissioning strategy for children’s learning. Many of our schools deliver excellent results, but some are not improving as much as they could, and a few have declining performance. It will be important to put the necessary resources into the task of raising school attainment.

112. Nationally there is to be a change in the funding regime for the post 16 education with an estimated £35m transferring to the Council from the Learning and Skills Council. The £35m grant will support schools and colleges for the 16 to 19 age group within the Cheshire East area. The budget proposals assume that all funding received will be passed onto the schools and colleges within the area.
113. It is intended to maximise the use of grant funding, and ensure that where appropriate schools are charged for service and support currently supported from the Council's base budgets, which will result in an overall reduction in the cost to the Council through these grant funded services of £0.7m in 2010/2011.
114. The Council faces a shortage of special needs provision for children, as a consequence of the disaggregation of former County Council resources. It will therefore be necessary to commission new provision within Cheshire East itself.
115. There is a need to reprofile the staffing requirements of the Service to more effectively target key areas of activity. This links to the other business proposals, in particular the focus upon early intervention, the residential review, and the move to ensure that support provided to schools is either found from within the Dedicated Schools Grant or is self-financed in some other way. There will be a reduction in the overall staffing complement of the Service with some targeted growth in key areas. This process is expected to result in savings of £2m.

SERVICES FOR ADULTS

Emerging Pressures

116. The pressures on services for adults arise both from increases in numbers and increases in the complexity of needs, resulting in an increase of £0.2m in 2010/2011.
117. The population of Cheshire East is older than the average population of England. It is also becoming older and consequently the number of older people within the population will increase very significantly. Those increases are particularly marked in the 85 years and older age category, which characteristically generates the greatest demand upon social care and health services, with increased costs of £0.2m reflected in the budget proposals.
118. A particular challenge arising from the increasing number of older people is that of Dementia. A modest start has been made on re-modelling the inherited Community Support Centres for older people in order to develop some specialist provision for older people with Dementia. The objective must be to ensure across the whole of Cheshire East an appropriate and adequate pattern of such specialist provision.
119. In the field of Services for Adults with Learning Disabilities there are similar pressures from increasing numbers. More and more of the

children who have learning disabilities are surviving early childhood and most of them eventually require services for the duration of their adult lives. Additionally, the length of those adult lives, with improving medical treatment, is increasing. There are also increases in the complexity of needs which require support and intervention.

120. The costs of care for adults are increasing greatly. The Council has inherited a Pooled Budget for Services for Adults with Learning Disabilities jointly with the Primary Care Trust. There has been a persisting pattern of overspending on that budget, which causes serious difficulties. It will become increasingly necessary to exercise tight gate-keeping to restrict access to very expensive, continuing care inputs.
121. Mental Health Services have suffered from relatively little investment over the years in comparison with other services to adults. However, it is increasingly apparent that mental health problems have an enormous impact upon the local economy. Re-engineering the local system in order to direct greater attention towards low key mental health problems will be a major challenge. Mental Health Services will be a focus of attention as the Think Family strategy is developed.
122. A large-scale transformational programme is under way to redesign Adult Social Care, which aims to reduce care costs by in excess of £4m per annum over the next three years. The push is to move away from traditional service responses – bussing large numbers of people to Council-run, building based services. This is a radical agenda, which fundamentally changes the dynamic between the Council and people who are looking for help. A great deal has already been invested to promote the necessary cultural change, to bring about substantial shifts in service design and to manage some of the workforce implications. Continuing investment will be needed to carry that programme forward to successful completion.
123. Key elements of the programme include :
 - Reducing care costs by proactive procurement negotiations. This reflects the deflationary impact of the recession and is consistent with the approach being adopted by key partners. A saving of £1m is included for 2010/2011.
 - A focus on reablement activity (reducing longer term needs) and the introduction of personal budgets which will encourage more ‘maintenance’ needs to be met by the independent sector. This will allow in-house services to be rationalised and streamlined, focussing on ‘last-resort’ and more complex service provision based in fewer centres serving fewer Service Users. A saving of £0.75m has been included in the Budget proposals.
 - Reviewing the overall staffing requirement to examine how Social Worker skills should be targeted (for instance, towards safeguarding vulnerable adults, quality monitoring, managing transitions from Children’s Services to Adult Services and doing complex case work), and ensure sufficient provision and appropriate management and support within each area to meet demands. A saving of £0.85m is proposed.

HEALTH AND WELLBEING

Emerging Pressures

124. The Health and Wellbeing Service faces significant challenges which arise both from currently declining income in some parts of the service and inherited income targets which are unrealistic in other parts of the service. There are also issues with increasing utility costs. The Budget includes growth of £0.55m to resolve these on-going issues. Moreover, the financial impact of the introduction of free swimming remains to be clarified, but will further worsen the income position currently estimated at £0.1m.
125. Several of the leisure centres within Cheshire East are in a relatively poor physical condition. Unless radical transformation of the leisure centre estate is undertaken, the Council will be obliged year after year to spend significant amounts upon repair and maintenance.
126. The Museums Service is relatively small and what resources are available are largely committed to supporting existing museums. The challenge will be over time to shift the focus of the service away from the maintenance of those building based collections, much more in the direction of making artefacts and materials available to the people of Cheshire East more widely across the area, in a much greater variety of settings.
127. There are transformational ambitions to bring the Council's Customer Contact Strategy and the Council's Library Services Strategy together, so that libraries can offer an effective customer contact service. However, to free up human resources in support of that transformation it will be necessary to continue to invest in the technology which enables self issue and self return of books.
128. The Council is looking at discretionary leisure and cultural services and challenging spending in this area. The Health & Wellbeing Service is currently involved in providing golf courses, a theatre and a cinema. Improving cost efficiency in these areas will not be easy but could result in annualised savings of £0.6m.
129. In this service area too, there will be the challenge of bringing about a shift in the balance between universal services and targeted services. If, for instance, health gain is to be effectively promoted it will be necessary to undertake more targeted outreach in terms of generating involvement in sport and exercise on the part of particularly deprived and vulnerable groups within the community.
130. A real challenge for Health and Wellbeing Services is their role in underpinning all that the Council does. It will be necessary therefore to develop effective, cross-cutting approaches. An example is the development for the whole authority of a Corporate Health Improvement Strategy.

Summary of the Revenue and Capital Position

131. The tables below summarise the Revenue Budget and Capital Programme for the People Directorate.

Table 12 : People Budget Summary 2010/2011 ~ see Annex 5

| | 2009/2010 | Policy | |
|-----------------------|--------------|-------------|--------------|
| Services | Budget | Proposals | Total |
| | £m | £m | £m |
| Children and Families | 43.1 | 1.8 | 44.9 |
| Adult Services | 72.5 | -3.0 | 69.5 |
| Health and Wellbeing | 15.1 | -0.6 | 14.5 |
| Total | 130.7 | -1.8 | 128.9 |

Source: Cheshire East Finance

Table 13: People Capital Programme Summary 2010/2011 – see Annex 5

| | 2010/2011 |
|---|-------------|
| | £m |
| People | |
| Committed schemes | |
| Children and Families | 23.3 |
| Adult Services | 3.9 |
| Health and Wellbeing | 3.7 |
| | 30.9 |
| New Starts | |
| Children and Families | 8.8 |
| Adult Services | 1.3 |
| Health and Wellbeing | 0.4 |
| | 10.5 |
| Total Capital Programme - People | 41.4 |

FINANCING

| | |
|------------------------------------|-------------|
| Non spec supported Borrowing | 3.2 |
| Ringfenced Supported Borrowing | 1.5 |
| Unsupported Borrowing - Prudential | 2.5 |
| Government Grants | 30.5 |
| Capital Receipts | 0.7 |
| Capital Reserve | 0.3 |
| Linked/earmarked Capital Receipts | 2.0 |
| External Contributions | 0.5 |
| Other Revenue Contributions | 0.2 |
| Total Sources of Funding | 41.4 |

Source: Cheshire East Finance

Annex 6 sets out the staffing impacts of the above proposals.

3. Local Places

Vision and Transformation

132. The Council's vision is to **work together to improve community life**. The Places Directorate is a set of services committed to making their distinctive contribution, collectively and individually, to fulfilling that vision.

133. The Places Directorate is responsible for the delivery of a wide range of varied services including Environmental Services, Safer and Stronger Communities, Regeneration and Planning and Policy, which have coherence in a shared purpose, which is to:

Create and maintain a quality environment to promote prosperity and wellbeing.

134. The Places Directorate faces many opportunities and challenges and is working hard to transform services to ensure they are more:

- **Local** Services more locally focussed and, where appropriate, are managed and delivered by local communities so that they are more easily accessible and more readily responsive to local people.
- **Joined Up** Services are more extensively co-located with those of partners.
- **Sustainable** A range of services, delivering the Council's responsibilities and ambitions in an affordable and efficient manner.
- **Focused on Outcomes** A more tightly focused set of services, directed towards achieving agreed objectives and outcomes.
- **Innovative** Services which encourage their staff to use their experience and creativity to solve problems, and to improve the experiences of customers.
- **High Quality** A range of services committed to enhancing quality, both in their own delivery, and in that of partners and suppliers.
- **Forward looking** Focusing on the major strategic challenges which will face Cheshire East in future years including demographic changes, climate change and economic conditions.
- **Customer focused** Committed to designing and delivering high quality services that meet the changing needs of customers whilst delivering high levels of customer satisfaction.

Current Issues

- 135. Developing local solutions and devolving service provision whilst both maintaining / improving quality and realising resource efficiencies.
- 136. Ensuring future services are flexible to meet the changing needs of customers. Increasingly providing greater levels of choice whilst maintaining a core level of service to all.
- 137. Ensuring that Cheshire East benefits from any upturn in the economy and that the Council can facilitate investment and encourage growth and prosperity.
- 138. Planning effectively for the future through the development of major strategic plans, including contributing to the Sustainable Community Strategy and leading on a new planning and transport investment framework.
- 139. Linking effectively with our key neighbours in Cheshire West and Chester and Greater Manchester to join up on major issues such as transport and housing.

ENVIRONMENTAL SERVICES**Emerging Pressures**

- 140. Cheshire East householders generate above average waste levels and this issue of consumption drives costs upwards and impacts on the Council's responsibilities for the wider environment, sustainability and carbon footprint. Increased landfill tax and additional cost factors will also provide pressures to the service next year, reflected in the £2.2m increased spending plans compared to budgeted resources for 2009/2010. A large-scale transformation in how we deliver waste services is underway.
- 141. The Council is working with Cheshire West and Chester Council to develop a long-term solution to managing residual household waste. At present the two Councils send to landfill approximately 190,000 tonnes of residual municipal solid waste per year. This is not sustainable in the long term and the Council is considering the potential for using a Private Finance Initiative to ensure that future landfill allowances are met and fines avoided. We are also seeking a solution that will deliver an infrastructure that will provide security for the future management of municipal waste.
- 142. The Council has a duty to maintain the safety of Cheshire East's road network and this is one of the key areas highlighted consistently through public consultation. One of the challenges facing the service is to ensure that more can be achieved within current investment levels through greater prioritisation and management of annual revenue budgets and Capital Programme resources.
- 143. To manage the overall pressure on the revenue budget there will be a temporary transfer of £0.75m of highway maintenance expenditure from the

revenue budget to the capital programme. There will also be a review of Highways Operations and the highways works team to generate savings of £0.3m.

144. Devolving service delivery through working with Local Area Partnerships of activities such as public toilets, street cleansing and grounds maintenance will require a major change in the way in which current services operate. This approach will need to be developed jointly with local partners and will need to be flexible to respond to local need and capacity. A corporate reserve of £625,000 has been earmarked to enable the development of local area working in respect of a range of Places and People services.

SAFER AND STRONGER COMMUNITIES SERVICE

Emerging Pressures

145. The Council will continue to develop its car parking policy which aims to provide adequate safe and secure off street car parking that helps encourage business activity and improves traffic flows through towns and suburbs. There are continuing pressures on car park income targets linked principally to the recession, as reflected in the reduction in income budget of some £645,000 for next year, 10% of the budgeted level in 2009/2010.
146. A major project for next year will be the integration of CCTV and traffic signal control systems to consolidate the equipment and management of a unit which will monitor our highway network and town centres. This will require capital investment of some £1.1m in the short term but will mean a more co-ordinated efficient service in the medium-term.
147. The Council will continue to support the Cheshire East Crime and Disorder Reduction Partnership and integrate service delivery with local policing policies. One of the challenges facing the service is to ensure the provision of Community Wardens is prioritised effectively.
148. Our Regulatory Services function will move towards a much more integrated approach over the next year, resulting in a more efficient service and creating a balance between prosperity and protection. This is aimed at supporting businesses, particularly during these difficult times. Together with a wider review of non-pay budgets and charges this will result in savings of £0.4m in 2010/2011.

PLANNING AND POLICY SERVICE

Emerging Pressures

149. In housing the economic down turn has slowed the delivery of affordable housing through conventional market housing developments. This comes at a time when rising unemployment and reduced incomes are increasing the demand for lower priced housing. The Council will need to find new and innovative ways of providing affordable homes, including enhanced partnership arrangements. Similarly the advent of the Homes & Communities Agency as a housing and regeneration funding body, also creates new opportunities but also demands additional Council input.

Funded by a new allocation of Housing & Planning Delivery Grant, £300,000 has been added to the Capital Programme, supplementing the significant resources in capital receipts and developers' contributions already earmarked for Affordable Housing initiatives.

150. In Development Management the current recession in the building industry continues to affect income, but without the proportionate drop in workload; a reduction in income of £1.2m, some 34% of that budgeted for 2009/2010, has been anticipated for next year. The service has also commenced a major transformation programme which aims to streamline the processes which previously underpin four disparate systems. This has potential to deliver significant improvements in efficiency and customer service, but requires short term resource to see through the change-programme, largely funded through Planning Delivery Grant inherited from the predecessor authorities and including some £500,000 on systems development. There is also a risk of disruption to customers whilst it is implemented.
151. In Building Control the service is similarly affected by recession with declining income derived from a stagnant building market. Unlike the planning functions, however this can be mitigated by winning market share, stimulating business and increasing income from partnering arrangements. New responsibilities around drainage coupled with new legislation may create workload pressures on the non-fee earning side of the function – at a time when the aim is to reduce that to 10% of the total service cost.
152. In spatial planning the coming year will be critical for the progression of the Core Strategy – the principal guiding document for all built and natural environment functions.
153. Across the Service savings of £0.4m will be delivered from a review of staffing structures and reductions to running costs in 2010/2011.

REGENERATION

Emerging Pressures

154. Supporting the local economy through the recession and ensuring Cheshire East is at the forefront of the upturn will remain a major priority for the coming year. The Council has led a great deal of activity in its first year in town centres, with local businesses and increasing benefit take up; a further £350,000 has been allocated for 2010/2011, funded by Housing & Planning Delivery Grant, to help support and stimulate the economic recovery via a range of initiatives and events. The challenge moving forward is to maintain the momentum of this activity but to engage more with local partners to co-ordinate efforts and bring in additional resources. Town centres will remain a major priority, supporting local independent retailers to survive and thrive in an increasingly difficult economic environment.
155. Leading major regeneration of Macclesfield and Crewe will remain a major priority for the Council. Redevelopment of the town centres in a difficult economic climate is a challenge however progress is anticipated linked to the development of a strong vision for the future. Our market towns also

require focus to ensure they are sustainable in the longer-term. We will be developing a Sustainable Towns Framework with local partners to address this important priority but there is limited resource to invest at a local level in partnerships to support this activity. The Council must position these important priorities within the emerging Regional Strategy to ensure that future funding and policies support our ambition.

156. The Council will build on the excellent links in place with the business community to ensure that they have a voice in developing strategy. The challenge for the Council is to maximise the investment from Government to support the entrepreneurial culture that exists locally.
157. Work will continue to shape future investment in our highway network and ensure that, in an environment where public sector investment is set to decrease, Cheshire East gains the maximum contribution via central Government through our new Local Transport Plan, which will be developed next year. Highways investment projects totalling some £12m have been included as new starts in the 2010/2011 Capital Programme. Overall co-ordination of the highway network to manage traffic flow and co-ordinate street works effectively will continue to be a priority. The Highways Development Management function is facing the same mismatch between income generation and the demands on the service as the core Development Management Service.
158. The Council currently provides support towards the maintenance and management of Tatton Park, a major visitor attraction which has over 800,000 visitors a year. The Council is working up proposals which can reduce the level of resources that support the attraction without losing the overall benefit to the local economy and tourism offer of Cheshire East. This approach may require short-term investment but provide long-term reward. Some £300,000 has recently been earmarked from existing capital resources to finance restoration of the Grade II listed conservatory and £290,000 has been included in the Capital Programme for 2010/2011 to enable development on an Invest to Save basis.
159. A review of the Strategic Highways and Transportation Service is underway and savings of £0.3m have been included in the budget as part of a review of staffing and service levels.
160. Across the Regeneration Service savings of £0.3m will be delivered from a review of staffing structures and reductions to running costs.

CARBON REDUCTION

Emerging Pressures

161. There is growing scientific evidence that the world's climate is changing and that the major cause is human activity increasing the concentration of greenhouse gases in the atmosphere. These changes will directly affect Cheshire East. Climate change is now considered by many to be the biggest challenge faced by local government.

162. Cheshire East Council will be central in leading the response to the challenge of climate change in its role as an estate manager, reducing greenhouse gas emissions from our own buildings, our vehicles and operations. We also have a central role as a provider of services where climate change resilience and greenhouse gas emissions can be influenced by Council services but which are not under our direct control, such as through education, housing, planning or transport policies, contracts and purchasing. We also have a role in leading the community, to persuade the residents and businesses of Cheshire East to take action to reduce their carbon emissions at home, at work, or at play, through working with our strategic partnership and local communities.
163. The Council needs a credible approach to climate change and we believe the best way to secure this is to develop a **Carbon Management Plan** as part of a comprehensive strategy. This will take some time to develop, but work is already underway in developing an interim Carbon Management Plan with the aim of setting a baseline and short to medium term targets next year. This will help ensure that Cheshire East takes a strategic and comprehensive approach to climate change.
164. One of the key actions for next year will be signing up to the Carbon Reduction Commitment which sets targets for carbon emissions linked to financial rewards and potential penalties. A major challenge to the Council will be to deliver actions to reduce our carbon emissions and therefore reduce the risk of financial penalties whilst developing our long-term approach.

Summary of the Revenue and Capital Position

165. The tables below summarise the Revenue Budget and Capital Programme for the Places Directorate.

Table 14: Places Budget Summary 2010/2011 ~ see Annex 5

| | 2009/2010 Budget £m | Policy Proposals £m | Total £m |
|------------------------------|---------------------------|---------------------------|-------------|
| Services | | | |
| Environmental Services | 33.7 | 0.9 | 34.6 |
| Safer & Stronger Communities | 0.6 | 0.2 | 0.8 |
| Planning & Policy | 3.1 | 0.7 | 3.8 |
| Regeneration | 10.5 | -0.7 | 9.8 |
| Total | 47.9 | 1.1 | 49.0 |

Source: Cheshire East Finance

Table 15: Places Capital Programme Summary 2010/2011 – see Annex 5

| | 2010/2011 £m |
|---|-----------------|
| Places | |
| Committed schemes | |
| Environmental Services | 18.7 |
| Safer & Stronger Communities | 0.0 |
| Planning & Policy | 0.0 |
| Regeneration | 4.9 |
| | 23.6 |
| New Starts | |
| Environmental Services | 11.5 |
| Safer & Stronger Communities | 1.5 |
| Planning & Policy | 2.1 |
| Regeneration | 2.3 |
| | 17.4 |
| Total Capital Programme - Places | 41.0 |

FINANCING

| | |
|------------------------------------|-------------|
| Non spec supported Borrowing | 10.2 |
| Ringfenced Supported Borrowing | 0.0 |
| Unsupported Borrowing - Prudential | 0.8 |
| Government Grants | 20.4 |
| Capital Receipts | 1.6 |
| Capital Reserve | 6.6 |
| Linked/earmarked Capital Receipts | 0.0 |
| External Contributions | 0.5 |
| Other Revenue Contributions | 0.9 |
| Total Sources of Funding | 41.0 |

Source: Cheshire East Finance

Annex 6 sets out the staffing impacts of the above proposals.

4. Supporting Service Delivery

Vision and Transformation

166. The Council groups services that will support all service delivery under the heading of Performance & Capacity. The aim of these services is to improve value by maintaining, or reducing, the costs of delivering services without impacting on actual service delivery standards.
167. Performance & Capacity has a major role in supporting the development of the Council's main plans and strategies. Cheshire East Council has a unique chance to shape a whole new vision for the newly formed Council based on the needs of local people and local places. Performance & Capacity provides the corporate co-ordination for initiatives such as the Transformation Programme and provides the policy and governance mechanisms that ensure that Cheshire East Council provides value for money services.
168. The major services within Performance & Capacity perform a number of roles:
- **Focused on Outcomes** Providing strategic review and analysis to develop the Council's Corporate Plan to produce a vision and priorities for the Council. The Corporate Plan directs the Council's performance and financial planning framework underpinning performance targets and the medium term financial position.
 - **Focused on Customers** Improving the customer experience and making customer contact simple, relevant and fit for purpose.
 - **Joined Up** Supporting the development of partnership and shared service opportunities which will assist the transformation of front line services and result in cost efficiencies for each partner.
 - **Sustainable** Supporting the development of the Council's new structure, developing the Council's workforce and protecting the Council against risks both legal and financial.
 - **High Quality** Supporting front line services as they strive to deliver transformational projects (for example Finance, Human Resources, ICT, Legal, Procurement and Property support are required for most projects).
 - **Forward Looking** Leading internal projects on behalf of the Council to further improve the Council's asset base and infrastructure.
169. The 2009/2010 budget set a significant challenge of delivering net savings of £11.4m in support services, a reduction of 24% on inherited budgets. Except for a couple of areas, these savings have been delivered

in full. Examples of major savings delivered include a £2.3m reduction of costs in Finance and Revenue and Benefits from streamlining teams and systems and £0.9m savings in Human Resources & Organisational Development from efficient working and the removal of duplication.

170. On top of the delivery of these savings the directorate has committed to delivering a further efficiency saving of £2.6m in 2010/2011.

Procurement

171. The Procurement Unit has ambitious targets to support the Council in the delivery of **savings of £2.7m over the next two years**. This will be achieved through the initiating and embedding of a Corporate Procurement Strategy in the organisation to drive down unit costs.
172. Savings will be achieved through the introduction of a category management approach to procurement, a tender and contract management system and the joining of sub regional procurement hubs.
173. The Procurement Unit will embark upon a structured approach to procurement activity that will deliver savings as a result of increased collaboration with other partners and greater visibility and control in all procurement activity across the Council.

Customer Access

174. The vision for customer access in Cheshire East is to deliver cost-effective and high quality services and **put our customers first** in the way we design and deliver everything we do to bring Council services closer to the customer.
175. The strategic approach to customer services will include developing more responsive customer services that anticipate customer need; reducing avoidable contact, by getting it **right first time** at the first point of contact; improving accessibility; a joined up approach to using resources, including working with community partners to deliver joined up customer access; and shifting the profile of customer contact to access channels that are more convenient to the customer and cost effective for the Council.
176. £206,000 of Efficiency savings will be achieved, starting in 2010/2011, through the harmonisation of our operations and improved utilisation of our existing resources.

Assets

177. The Council understands its asset base and has developed a strategic approach to asset management which is integrated with corporate and service planning.
178. The office accommodation strategy, which is already well underway, is providing **modern open-plan offices** that support and enhance flexible styles of working. It is providing staff with a range of working environments that suit the changing requirements of customers. Nearly 1,000 office

based staff have already been successfully moved to facilities that are fit for the purpose of delivering modern services.

179. A major element of the Council's Transformation Programme is the Asset Challenge. This was launched in January 2010 and involves a comprehensive review of the Council's existing property assets and their usage and an analysis of the Council's future property needs. This work will underpin the transformation of front line services and will ensure that Cheshire East will have an asset base in the medium term that will deliver services where and how they are needed by the Cheshire East communities.
180. A key aspect of the asset challenge is the links with our partners and the delivery of services from joint facilities where appropriate. The Capital Programme reflects an investment of up to £6m in 2010/2011 in the upkeep of Council properties and an additional revenue allocation of £500,000 to ensure that the Council is meeting its legislative and regulatory responsibilities in the management of its property assets. The expectation of the Asset Challenge project is that it will result in significant efficiencies and savings over the next three years.

Partnerships & Local Area Working

181. Local area working in Cheshire East is focused around seven Local Area Partnerships (LAPs). The Partnerships are bringing together people who have an interest and a responsibility for delivering improvements in the area, so that communities are empowered to do things for themselves.
182. £375,000 is included in the 2010/2011 budget to provide managers for the LAP areas who will work with residents and partners to develop action plans. The Council will engage residents and businesses and work with partner organisations such as Police, Fire and Health to ensure local priorities are addressed. All partners will be encouraged to think big as we transform how our services are delivered in each of our communities so that we meet local needs and deliver value for money.
183. As well as local area partnerships we will continue to work with our partners from the public, private, community and voluntary sectors through the Cheshire East Local Strategic Partnership. Together we will seek ways to provide more joined-up, efficient services as well as enhance our partnership communication and engagement with local communities.
184. £625,000 has been earmarked from general reserves for investment in the aim to devolve some current Council services to Town and Parish Councils. The transfer to local service delivery will be managed through the LAPs. The aim of this work is to provide services tailored to local needs providing excellent value for money.

Information & Communications Technology

185. The ICT service will continue to exploit new developments to deliver savings in the operational running cost of major systems such as Oracle,

Microsoft and PARIS. This will include reviewing new models of product licensing, rationalisation of products and the delivery of support to these systems.

186. Appropriate technology will be put in place so that the Council's policy on flexible and mobile working can be delivered. Improved capacity for flexible and mobile working is a key pre-requisite for the delivery of the accommodation strategy and delivery of efficiency improvements in services.
187. Significant service improvements and greater efficiency will be delivered through centralised management and greater standardisation of PCs, laptops, mobiles devices and telephones. This project is already underway within the service, and therefore tangible benefits should start being delivered in early 2010/2011. The Capital Programme includes a significant investment in the essential replacement of core ICT infrastructure over the next three years of up to £2.4m, which demonstrates the Council's commitment to the maintenance and improvement of its ICT capability.
188. In November 2009, the Council launched a major initiative with a range of public, private and third sector partners to reduce operating costs of ICT through greater sharing of facilities, such as data centres, and the elimination of duplication and excess capacity. This will be facilitated by a £250,000 growth bid to enhance partnership working. Some small projects have already been delivered and major proposals are now being developed for 2010/2011.

Finance

189. The core financial system optimisation project will change business processes and service levels within Finance and Shared Service teams to deliver cashable savings. The project will see a capital investment of up to £4m and will deliver revenue savings of £276,000 over the period 2010/2011 to 2012/2013 in Finance and £92,000 in Shared Services. Further savings will be delivered in Human Resources & Organisational Development and across the organisation as lean systems and processes are embedded.
190. The first priority will be to streamline the process for dealing with scanned invoices. The second tranche of work will be to deliver a standard suite of financial reports to be delivered direct to managers' desktops through a much clearer 'dashboard' that includes key facts 'at-a-glance'. In addition, improvements will be made to payments and debt management.
191. To support transformation within Cheshire East an additional resource of £250,000 will be made available. This additional funding will enhance the availability of financial management support to major projects.

Human Resources & Organisational Development

192. The HR and OD Team are working with senior managers to develop the Council's capacity to continually improve the services which the Council provides to the people of Cheshire East and to truly transform how those services are delivered. This approach will help to deliver the Council's ambition of being a flagship authority.
193. True transformation and improvement will only be achieved by fully engaging the entire Council workforce in developing fit for purpose services for the 21st Century. The Council has therefore committed additional funding of £150,000 to support leadership development and to develop the core skills of the workforce in managing change and service improvement / development. As part of this all of our key processes will be reviewed and updated so that our services are delivered in the simplest slickest and most relevant ways that meet the needs of the people of Cheshire East.
194. The Council has committed additional funding of £247,000 to develop an Apprenticeship Scheme and Graduate Development Programme. This will help the Council to build organisational capacity to achieve its aspiration of being a flagship Council, as well as helping local young people to develop new skills and take their first step onto the employment ladder. This will help young people gain meaningful employment in the current difficult economic climate and help address the Council's ageing workforce profile, skills gaps within services and long-term succession planning

Legal Services

195. The Council must protect itself against risk (such as legal action being taken against the Council) and ensure services are delivered to proper frameworks. The legal services team must therefore be properly resourced to support services in their work. A net £444,000 will be included in the 2010/2011 budget to both re-focus and increase current staffing levels, and enhance support for this important area.

Summary of the Revenue and Capital Position

196. The tables overleaf summarise the Revenue Budget and Capital Programme for Performance and Capacity.

Table 16 : Performance & Capacity Budget Summary 2010/2011 ~ see Annex 5

| Services | 2009/2010 | Policy | Total |
|------------------------------------|------------------|------------------|--------------|
| | Budget | Proposals | |
| | £m | £m | £m |
| Borough Solicitor | 5.3 | 0.4 | 5.7 |
| Borough Treasurer & Head of Assets | 22.1 | -0.1 | 22.0 |
| HR & Organisational Development | 2.9 | 0.4 | 3.3 |
| Policy & Performance | 9.0 | 0.4 | 9.4 |
| Total | 39.3 | 1.1 | 40.4 |

Source: Cheshire East Finance

Table 17: Performance & Capacity Capital Programme Summary 2010/2011 ~ see Annex 5

| | 2010/2011 |
|---|------------------|
| | £m |
| Performance & Capacity | |
| Committed schemes | |
| Borough Solicitor | 0.1 |
| Borough Treasurer & Head of Assets | 10.9 |
| HR & Organisational Development | 0.0 |
| Policy & Performance | 0.7 |
| | 11.7 |
| New Starts | |
| Borough Solicitor | 0.0 |
| Borough Treasurer & Head of Assets | 8.4 |
| HR & Organisational Development | 0.0 |
| Policy & Performance | 0.1 |
| | 8.5 |
| Total Capital Programme - Performance & Capacity | 20.2 |

FINANCING

| | |
|------------------------------------|-------------|
| Non spec supported Borrowing | 0.8 |
| Ringfenced Supported Borrowing | 0.0 |
| Unsupported Borrowing - Prudential | 2.7 |
| Government Grants | 0.6 |
| Capital Receipts | 2.3 |
| Capital Reserve | 2.4 |
| Linked/earmarked Capital Receipts | 8.3 |
| External Contributions | 0.0 |
| Other Revenue Contributions | 3.1 |
| Total Sources of Funding | 20.2 |

Source: Cheshire East Finance

Annex 6 sets out the staffing impacts of the above proposals.

Cross Cutting savings 2010/2011

Performance and Capacity includes several proposals which they are leading on but the savings will come from Directorate Budgets. These are referred to as cross cutting items. A provisional allocation of these items across Directorates is shown below:

Initial Allocation of Cross Cutting savings 2010/2011

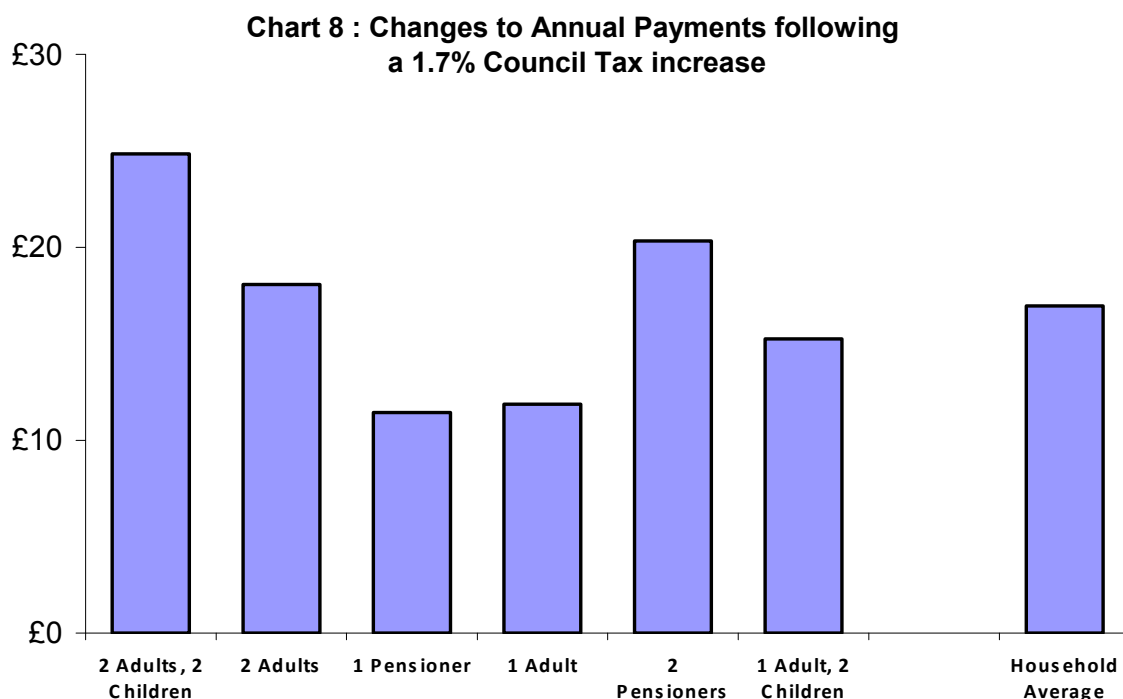
| | Policy Proposals | | | |
|--|------------------|-----------------|-----------------|----------------|
| | Total £'000 | People £'000 | Places £'000 | P & C £'000 |
| Procurement savings (new for 2010/2011) | (1,275) | (922) | (250) | (103) |
| Procurement savings (from 2009/2010) | (558) | (403) | (110) | (45) |
| Energy Savings (new for 2010/2011) | (50) | (14) | (28) | (8) |
| Energy Savings (from 2009/2010) | (500) | (141) | (283) | (76) |
| Assets savings from Office accommodation changes | (100) | (60) | (22) | (18) |
| ICT Flexible & Mobile working costs | (150) | (108) | (23) | (19) |
| HR/OD savings from recruitment & selection | (50) | (21) | (16) | (13) |
| Savings from Reed Contract | (20) | (10) | (3) | (7) |
| Savings from Childcare vouchers | (45) | (13) | (12) | (20) |
| Total | (2,748) | (1,692) | (747) | (309) |

Note:

P&C budgets currently include £2.7m of cross cutting savings that are to be shared across the whole Authority. Above is an indicative allocation across the three directorates based primarily on 2009/2010 spending patterns. It will be refined and finalised before the start of the new financial year.

5. Budget Impact

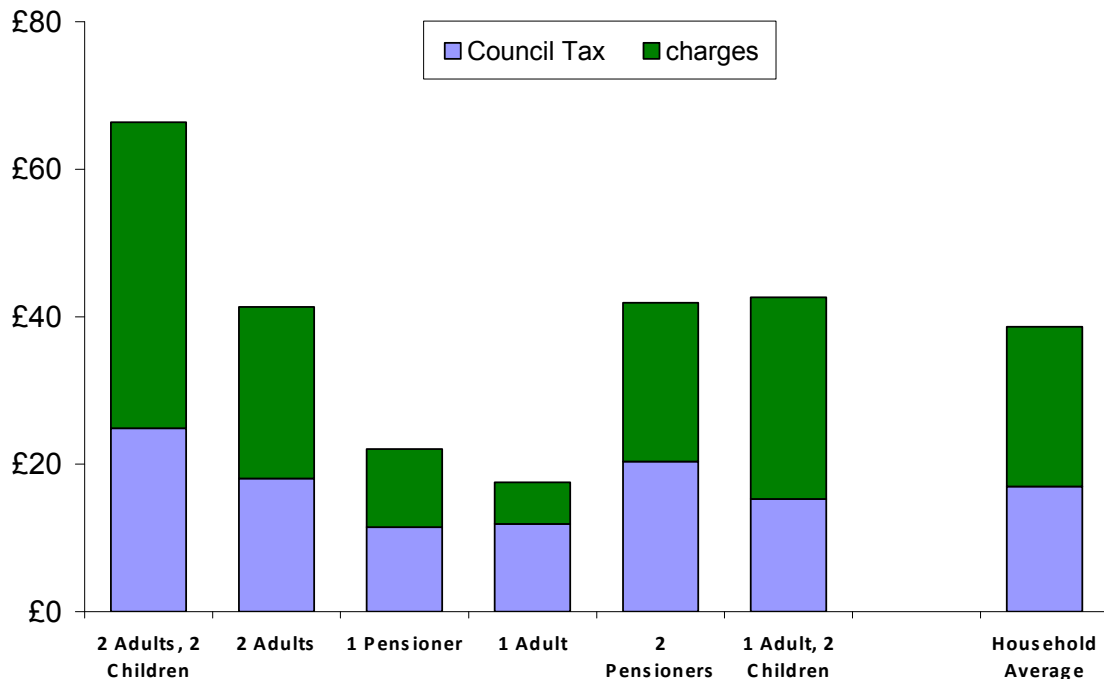
197. The 2010/2011 Budget Report is the result of a major process to set a balanced budget that can meet the needs of local people in the local environment. The details of the Budget have been set out in previous chapters in terms of financial stability etc. This section considers the impact of the Budget on typical groups of service users in terms of the changes they may see and the charges they may pay.
198. This is the first time such an approach has been adopted and it is intended that this section will be enhanced year on year. The first step is to consider the impact of Council Tax rises on typical households from within the Cheshire East area and then the combined effect of increases in typical fees and charges.
199. A number of assumptions must be made in relation to property sizes and service usage. The Council uses existing data to inform this process, but will develop fresh specific data in time to improve this process.
200. The impact of Council Tax rises on typical households is demonstrated in **Chart 8** below. This shows in particular how the single person discount reduces the impact on single adult households.



Source : Cheshire East Finance

201. The next step is to demonstrate how the prices of key services would impact on service users. This is shown as a combined effect in **Chart 9** below.



Chart 9 : Changes to Annual Payments following a 1.7% Council Tax increase plus proposed increases in charges in 2010/2011






Source : Cheshire East Finance

202. **Chart 9** above now shows how the impact of proposed charges in this budget will not impact badly on pensioner households where fixed incomes could often cause hardship. The impact of social care costs, however, will fall mostly on Pensioner Households so this suggests the Council's approach is appropriate at the moment but there is further development to come in the overall strategy on charges.
203. Further details are set out in **table 18** overleaf.
204. **Annex 7** to this report sets out the full fees and charges schedule for 2010/2011 compared to 2009/2010.

Table 18: Impacts of the 2010/2011 Budget Proposals

| Example Groups | Annual impact +/- £ | Service Impacts |
|--|--|---|
| <p>2 Adults 2 Dependant Children</p>  <p>Typical Household Facts:</p> <p>Adults both working (full or part time) with combined net income of £41,000pa</p> <p>Children attending local schools</p> <p>Living in a Band E Property</p> | <p>Council Tax</p> <p>Fees & Charges</p> <p>School Meals (190 meals x 2) £19.00</p> <p>Car Parking (2 hours a week) £4.80</p> <p>Adult weekly Swim £9.60</p> <p>Children's swimming Free</p> <p>Leisure Centre Membership £5.16</p> <p>Other spending on services (Bulky Waste, Badminton, Library CD Rental) £2.95</p> <p>Total Increase in 2010/2011</p> <p>£66.36</p> | <p>£24.85 Families will be supported, especially in difficult times or when starting out. The Council is investing in private sector housing improvements and will provide Affordable Housing Assisted Purchase scheme loans. £4.5m is being provided to manage & transform Children's Services and re-focus the service at prevention</p> <p>Free Swimming will continue to be encouraged and subsidised by the Council</p> <p>Access to Council services will be enhanced through improved web-access</p> <p>Responsibility for education of 16-19 years olds will be with the Council from 1st April 2010 and younger people entering work will now also have the opportunity to access the Council's apprentice scheme</p> <p>Council funding will support a local 2012 Olympics co-ordinator to ensure legacy benefits are realised in Cheshire East</p> <p>Car parking charges have been frozen at 2009 levels</p> |
| <p>Pensioner Couple</p>  <p>Typical Household Facts:</p> <p>Private pension with combined net income of £19,000pa</p> <p>Living in a Band D property</p> | <p>Council Tax</p> <p>Fees & Charges</p> <p>Swimming Free</p> <p>Car Parking (2 hour a week) £3.84</p> <p>Aqua Fit (2 sessions a week) £10.40</p> <p>Other spending on services (Bulky Waste, renting a DVD monthly) £1.04</p> <p>Total Increase in 2010/2011</p> <p>£35.61</p> | <p>£20.33 The Council is funding another Benefit Take-Up campaign and this time focusing on pensioners in Cheshire East. Ensuring local people receive the income they are entitled to can help with many social and community aspects of life</p> <p>Over £1m is being invested in the CCTV network to improve safety in the local area</p> <p>The library service is being enhanced to improve access to all Council services. This will make services more accessible both in location and in terms of longer and more flexible opening hours</p> <p>£1m of further funding is being provided for Disabled Facilities Grants, helping people to live in their own homes</p> <p>The Council will continue to invest in restoration of Tatton Park, one of the UK's most complete historic estates</p> <p>Health options will be improved through a more joined up approach with the PCT.</p> |

| | | |
|---|--|--|
| <p>Local Businesses</p>  <p>Typical Facts Non Domestic Rates set by Government Supplementary Rates set by Cheshire East Liable to pay some Fees & Charges (for example licensing)</p> | <p>Inflation adjustment per September RPI (-1.4%) so most rates bills will reduce</p> <p>No Supplementary Rates in 2010/2011</p> <p>Some small increases in fees in-line with current inflation</p> <p>Start of a £3m town centres regeneration programme</p> <p>Highways maintenance and new start capital improvements will be funded by £20m of capital invest in 2010/2011</p> | <p>Following the success of the Recession Task Group a further £0.4m is being set aside for Economic Recovery projects</p> <p>The planning process is receiving major investment to speed up the application process</p> <p>Tendering for Council business will be made more accessible through better communication and information via the website and Business events in 2010</p> <p>Further investment in technology will help to streamline the process for paying invoices received by the Council</p> <p>Council Regulatory Services have been re-organised to streamline processes. We are working with Government and local businesses to reduce the burden of regulation</p> |
| <p>Council Partners & Stakeholders</p>  <p>For Example: Town & Parish Councils, PCT, Fire, Police, Schools, Local Area Partnerships</p> | <p>Many of our contributions to town & parish councils and community and voluntary groups will continue as they did in 2009/2010</p> <p>Local Area Partnership support will be funded (@ £375,000pa) and have access to Reserves of £625,000 to enable devolving of services</p> <p>ICT Partnership Proposal with a range of local public, private and third sector partners will be funded with an additional £250,000 investment</p> | <p>LAP Managers will ensure co-ordinated support to neighbourhood groups, town and parish councils, voluntary organisations and other partners and to ensure that services are joined up and provide value for money.</p> <p>The LAP Reserves of £625,000 will support local groups, particularly town and parish councils, to run services in their local area.</p> <p>Cheshire East Council aims to work with a number of Public and Private Sector partners to reduce running costs of ICT systems as well as improve efficiencies and resilience in the delivery of ICT services</p> |
| <p>The Local Environment</p>  | <p>The Council is making a £400,000 investment in energy efficiency from a specific invest-to-save reserve.</p> <p>The Carbon Reduction Commitment will be fully funded (approximately £480,000) and targets set to ensure maximum payback from this challenge</p> | <p>In 2010 the Council will develop a Carbon Management Plan that will set baselines and targets for Carbon Reduction</p> <p>The Council will be signing up to the Carbon Reduction Commitment in 2010. This major financial investment sets challenging targets, that could incur financial penalties if not achieved</p> <p>The Council will improve the focus in waste collection on minimisation and recycling</p> |

Source: Cheshire East Finance

6. Summary of Feedback Process

To develop this report and the budget proposals and capital schemes Cheshire East Council undertook two rounds of consultation:

- Round 1 – held in November
- Round 2 – held in January

Round 1

The first round of the Shaping Our Services consultation exercise was held in November at the following venues:

- 23rd November Knutsford High School
- 24th November Congleton Town Hall
- 26th November Nantwich Civic Hall

Stakeholders were presented with a list of 24 service areas and asked to collectively select:

- 3 service areas where we could “Do more”
- 7 service areas where we could “Do less”
- 4 service areas where we could “Stay the same”

Round 2

The second round of Shaping Our Services Consultation was held in January 2010 as follows:

- | | |
|-------------------------------------|---|
| - Thursday 7th January | - Trades Unions via Staffing Committee. |
| - Tuesday 12th January | - Schools Forum. |
| - Wednesday 13th January | - Business Breakfast |
| - Monday 18th January | - Town and Parish Councils |
| - Wednesday 20th January | - General People & Places event |
| - Wednesday 20th January | - Corporate Trades Unions |
| - Thursday 21 st January | - Elected Members. |
| - Friday 22 nd January | - Elected Members. |

The Pre- Budget Report was also available on the Cheshire East website, in libraries and public areas of Council buildings.

Feedback

All the feedback received has been reported to Cabinet and Council in February 2010 and available on the Website.



Annexes to Budget Report 2010 / 2011

Shaping Our Services

Annex 1 - A Profile of the Authority

1. The Unitary Council of Cheshire East, in the North West of England, serves an area previously served by the Councils of Congleton, Crewe and Nantwich, and Macclesfield. Cheshire East is bounded by Cheshire West and Chester to the west, the Manchester conurbation to the north and east, Stoke-on Trent to the south and the Peak District / Derbyshire and Staffordshire Moorlands to the east.

Geography of the Area

2. Cheshire East presents an area of contrasting character, ranging from the highland and lowland rural areas to the more densely populated areas in the north east and south west of the authority. The boundary is part of the Peak District National Park which rises significantly higher than the rest of the Council area.
3. Cheshire East is characterised by countryside facilities such as Teggs Nose Country Park, The Cloud and the Gritstone Trail, as well as splendid historic towns and major national visitor attractions such as Tatton Park and castles built of the distinctive local sandstone.
4. The main rivers of Cheshire East are the Bollin and the Dane which flow into the Mersey. A number of canal systems (Trent and Mersey, Macclesfield canals) form significant features of Cheshire East.
5. The Weaver Valley Regional Park builds on these assets, particularly the market towns, rivers, canals and the salt industry heritage of mid Cheshire. It runs through central Cheshire, from Runcorn (the mouth of the River Weaver) in the north to Audlem in the south.
6. There are excellent rail links both with Manchester and other parts of the country through the main West Coast routes from London through Crewe and Macclesfield to the north. The M6 is the main north-south road route, but important east-west links are established by the M56. Another main trunk road running through Cheshire East is the A556 from Knutsford to Bowden which connects people to Manchester.

Cheshire East and its Citizens

7. Cheshire East Council covers an area of 116,638 hectares. The population is 360,700 (2007), making it the 3rd largest authority in the North West and 12th largest in England. Principal concentrations of population are in the towns of Macclesfield (50,160). Crewe (49,250) and Wilmslow (30,070). Other mains towns within Cheshire East are Congleton (26,580), Sandbach (17,880), Poynton (14,350), Nantwich (13,880), Middlewich (13,390), Knutsford (12,570) and Alsager (12,460).
8. Cheshire East has a diverse rural / urban profile. Nearly 40% of the population live in areas classed as rural. Crewe and Macclesfield are the largest urban areas. The other eight towns, although urban, have outskirts which contain areas classified as more rural than urban.
9. The population in Cheshire East has steadily increased over the past fifteen years, from 340,500 in 1991 to 360,700 in 2007. This increase in the total population is

mainly due to migration into the area. The age structure of Cheshire East is slightly older than that of England & Wales. In 2007, 5% of Cheshire East's residents were aged under 5, 12% were aged 5 to 14 and 18% were aged 65 or more. The age structure of the population in Cheshire East has changed since 1991. The number of older people (aged 65+) has increased by 20% from around 54,200 in 1991 to 64,800 in 2007. The increase is greater in Congleton (29%) than either Crewe & Nantwich (19%) or Macclesfield (15%).

10. The number of children (aged 0-15) is the same in 2007 as it was in 1991 (66,800) in Cheshire East; however, whilst numbers have increased by 8% in Crewe & Nantwich they have decreased by 1% in Congleton and 5% in Macclesfield. It is forecast that by 2026 there will be around 6% fewer children living in Cheshire East than there were in 2006 whilst the number of people aged 85 or above will have doubled within the same period.
11. Cheshire East has a strong local economy which contributes 5.3% to the North West region's total population and 7.0% to regional output. Average household income is above the national average. However, Cheshire East is not immune from the national economic recession and unemployment has been rising rapidly. The population aged 16-64 is expected to fall by 4% between 2006 and 2026, so limiting the capacity to expand the labour supply.
12. Residents also enjoy better health than elsewhere in the region and nationally. For example, life expectancy is above the national average and incidence of smoking cigarettes is lower.
13. Educational attainment among school pupils in terms of achieving five or more GCSE grades A-C is above the national average.
14. The crime rate in Cheshire East is one of the lowest in the country and residents are less concerned about anti-social behaviour than elsewhere. However, there is significant anxiety about victimisation.
15. The South Cheshire housing market contains the two towns of Crewe and Nantwich and a number of rural villages. Crewe is identified as being a key regional town and a gateway to the North West. It has both housing and employment ties crossing regional boundaries into the North Staffordshire and Potteries areas, and it is to this area more than Manchester that this housing area looks.
16. In the Communities of Cheshire survey 2008, the majority (93%) were satisfied with their home as a place to live and 85% were satisfied with their local area. But while the residents of Cheshire East generally enjoy good quality of life there are significant inequalities, with some areas experiencing poorer health, educational attainment and economic well being than elsewhere. There are 14 lower super output areas which are among the 20% most deprived in England, according to the national measure 'Index of Deprivation'. These contain 6% of the population of the Council area.

Annex 2 ~ Annual Minimum Revenue Provision Statement 2010/2011

Introduction

Under 2003 Regulations¹, local authorities are required to charge to their revenue account for each year a Minimum Revenue Provision (MRP) to account for the cost of their debt in that financial year.

Debt is created where capital expenditure has been financed by borrowing or other credit arrangements (e.g. finance leases); it may be self-financed or Government-supported. Supported Capital Expenditure means expenditure taken into account by Government in the calculation of the Revenue Support Grant due to the authority.

Prior to its amendment by the 2008 Regulations², the method authorities were required to follow in calculating MRP was prescribed. For the financial year 2007/2008 and subsequent years, the detailed calculation has been replaced with a requirement that local authorities calculate an amount of MRP which they consider to be “prudent”.

At the same time the Secretary of State issued guidance³ on the duty to make a prudent provision and local authorities are legally obliged to “have regard” to this guidance.

Authorities are required to prepare an annual statement of their policy on making MRP for submission to their Full Council. The aim is to give elected Members the opportunity to scrutinise the proposed use of freedoms conferred by the arrangements, following a shift in emphasis from regulations to guidance.

Meaning of “Prudent Provision”

The broad aim of a prudent provision is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant. The Secretary of State considers that the methods of making prudent provision include the options set out below.

For capital expenditure incurred before 1 April 2008 and incurred on or after that date if it forms part of Government-Supported Capital Expenditure:

Option 1: Regulatory Method - MRP is equal to the amount determined in accordance with the 2003 Regulations (as amended), as if they had not been revoked by the 2008 Regulations

This calculation would include any technical adjustments, as statutorily required.

Option 2: CFR Method - MRP is equal to 4% of the Capital Financing Requirement (CFR), as derived from the balance sheet at the end of the preceding financial year

This produces a similar MRP charge to Option 1, but is technically simpler.

¹ Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 2003/3146, as amended]

² Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 [SI 2008/414]

³ Guidance on Minimum Revenue Provision, issued by the Secretary of State for Communities and Local Government, under Section 21(1A) of the Local Government Act 2003, 28 February 2008

Option 3: Asset Life Method - MRP is determined by reference to the life of the asset, by equal instalment method or annuity method

MRP should commence in the financial year following the one in which expenditure was incurred, or the year following the one in which the asset becomes operational.

Option 4: Depreciation Method - MRP is to be equal to the provision required in accordance with depreciation accounting

For capital expenditure incurred on or after 1 April 2008 and which does not form part of Government-Supported Capital Expenditure, only *Options 3 and 4* are considered prudent under the guidance issued by the Secretary of State.

The 2009 SORP and IFRS may result in PFI schemes and leases being brought on balance sheet. Where this is the case the CFR will increase, which will lead to an increase in the MRP charge to revenue. MRP for these items will match the annual principal repayment for the associated deferred liability.

Finance Leases

In the case of finance leases, the MRP is equal to the amount that goes to write down the Balance Sheet liability; thus *Option 3* will apply in a modified form.

Policy Statement

The Council adopts the following policies in respect of calculating its annual Minimum Revenue Provision (MRP) for 2010/2011 and subsequent years.

For capital expenditure incurred before 1 April 2008 and incurred on or after that date if it forms part of Government-Supported Capital Expenditure: **Option 2 (CFR Method)**

For capital expenditure incurred **before 1 April 2008** and which does not form part of Government-Supported Capital Expenditure: **Option 2 (CFR Method) AND / OR Option 3: Asset Life Method**

For capital expenditure incurred **on or after 1 April 2008** and which does not form part of Government-Supported Capital Expenditure: **Option 3: Asset Life Method** - where MRP is charged in equal annual instalments over the estimated useful life of the asset, commencing in the financial year following the one in which expenditure was incurred, or the year following the one in which the asset becomes operational

Other approaches may be developed, but they will be fully consistent with the statutory duty to make prudent revenue provision. These may relate to large, complex or novel schemes. Legal advisors and external auditors will be consulted if significant departures from the guidance are proposed and any alternative approaches developed will be incorporated in future annual policy statements, for approval by Council prior to application.

Annex 3 ~ Prudential Indicators 2010/11 to 2012/13

1 Background:

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their Prudential Indicators. It should be noted that CIPFA undertook a review of the Code in early 2008, and issued a revised Code in November 2009.

2. Net Borrowing and the Capital Financing Requirement:

This is a key indicator of prudence. In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that the net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

The Borough Treasurer & Head of Assets reports that the authority had no difficulty meeting this requirement in 2009/2010, nor are there any difficulties envisaged for future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

3. Estimates of Capital Expenditure:

3.1 This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax.

| No. 1 | Capital Expenditure | 2009/10 Approved £m | 2009/10 Revised £m | 2010/11 Estimate £m | 2011/12 Estimate £m | 2012/13 Estimate £m |
|----------|---------------------|---------------------------|--------------------------|---------------------------|---------------------------|---------------------------|
| | Total | 97 | 105 | 103 | 29 | 15 |

3.2 Capital expenditure will be financed as follows:

| Capital Financing | 2009/10 Approved £m | 2009/10 Revised £m | 2010/11 Estimate £m | 2011/12 Estimate £m | 2012/13 Estimate £m |
|------------------------|---------------------------|--------------------------|---------------------------|---------------------------|---------------------------|
| Capital receipts | 15 | 16 | 24 | 4 | 4 |
| Government Grants | 44 | 54 | 52 | 20 | 10 |
| External Contributions | 7 | 6 | 1 | 0 | 0 |
| Revenue contributions | 3 | 4 | 4 | 0 | 0 |
| Supported borrowing | 14 | 12 | 16 | 4 | 1 |
| Unsupported borrowing | 14 | 13 | 6 | 1 | 0 |
| Total | 97 | 105 | 103 | 29 | 15 |

Note: the element to be financed from borrowing impacts on the movement in the Capital Financing Requirement.

4. Ratio of Financing Costs to Net Revenue Stream:

4.1 This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs. The definition of financing costs is set out at paragraph 87 of the Prudential Code.

4.2 The ratio is based on costs net of investment income.

| No. 2 | Ratio of Financing Costs to Net Revenue Stream | 2009/10 Approved | 2009/10 Revised | 2010/11 Estimate | 2011/12 Estimate | 2012/13 Estimate |
|----------|---|---------------------|--------------------|---------------------|---------------------|---------------------|
| | Total | 5.26% | 5.35% | 5.64% | 6.32% | 6.59% |

5. Capital Financing Requirement:

- 5.1 The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and its financing. It is an aggregation of the amounts shown for Fixed and Intangible assets, the Revaluation Reserve, the Capital Adjustment Account, Government Grants Deferred and any other balances treated as capital expenditure**.

| No. 3 | Capital Financing Requirement | 2009/10 Approved £m | 2009/10 Revised £m | 2010/11 Estimate £m | 2011/12 Estimate £m | 2012/13 Estimate £m | ** |
|----------|----------------------------------|---------------------------|--------------------------|---------------------------|---------------------------|---------------------------|----|
| | Total CFR | 153 | 170 | 184 | 192 | 197 | |

in line with CIPFA's guidance, any investments or other items not falling within the classification of fixed or intangible assets, but financed from capital resources must be included within the CFR for the purposes of this calculation.

6. Actual External Debt:

- 6.1 This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

| No. 4 | Actual External Debt as at 31/03/2009 | £m |
|----------|---------------------------------------|------------|
| | Borrowing | 136 |
| | Other Long-term Liabilities | - |
| | Total | 136 |

7. Incremental Impact of Capital Investment Decisions:

- 7.1 This is an indicator of affordability that shows the impact of capital investment decisions on Council. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

| No. 5 | Incremental Impact of Capital Investment Decisions | 2009/10 Approved £ | 2010/11 Estimate £ | 2011/12 Estimate £ | 2012/13 Estimate £ |
|----------|---|--------------------------|--------------------------|--------------------------|--------------------------|
| | Increase in Band D Council Tax | 3.10 | 3.27 | 8.31 | 11.53 |

8. Authorised Limit and Operational Boundary for External Debt:

- 8.1 The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.
- 8.2 The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) for the Council. It is measured on a daily basis against all external borrowing items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). This Prudential Indicator separately identifies borrowing from other long term liabilities such

as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

8.3 The Authorised Limit has been set on the estimate of the most likely, prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.

8.4 The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

| No. 6 | Authorised Limit for External Debt | 2009/10 Approved £m | 2009/10 Revised £m | 2010/11 Estimate £m | 2011/12 Estimate £m | 2012/13 Estimate £m |
|----------|---------------------------------------|---------------------------|--------------------------|---------------------------|---------------------------|---------------------------|
| | Borrowing | 218 | 180 | 195 | 210 | 225 |
| | Other Long-term Liabilities | - | - | - | - | - |
| | Total | 218 | 180 | 195 | 210 | 225 |

8.5 The **Operational Boundary** links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

8.6 The Borough Treasurer & head of Assets has delegated authority, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long-term liabilities. Decisions will be based on the outcome of financial option appraisals and best value considerations. Any movement between these separate limits will be reported to the next meeting of the Council.

| No. 7 | Operational Boundary for External Debt | 2009/10 Approved £m | 2009/10 Revised £m | 2010/11 Estimate £m | 2011/12 Estimate £m | 2012/13 Estimate £m |
|----------|---|---------------------------|--------------------------|---------------------------|---------------------------|---------------------------|
| | Borrowing | 210 | 170 | 185 | 200 | 215 |
| | Other Long-term Liabilities | - | - | - | - | - |
| | Total | 210 | 170 | 185 | 200 | 215 |

9. Adoption of the CIPFA Treasury Management Code:

9.1 This indicator demonstrates that the Council has adopted the principles of best practice.

No. 8 Adoption of the CIPFA Code of Practice in Treasury Management

The Council approved the adoption of the CIPFA Treasury Management Code at its Shadow Council meeting on 24 February 2009

The Council has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices.

10. Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure:

10.1 These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. This Council calculates these limits on net principal outstanding sums, (i.e. fixed rate debt net of fixed rate investments).

10.2 The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments

| | | 2009/10 Approved % | 2009/10 Revised % | 2010/11 Estimate % | 2011/12 Estimate % | 2012/13 Estimate % |
|---------------|--|--------------------------|-------------------------|--------------------------|--------------------------|--------------------------|
| No. 9 | Upper Limit for Fixed Interest Rate Exposure | 100 | 100 | 100 | 100 | 100 |
| No. 10 | Upper Limit for Variable Interest Rate Exposure | 100 | 100 | 100 | 100 | 100 |

10.3 The limits above provide the necessary flexibility within which decisions will be made for drawing down new loans on a fixed or variable rate basis; the decisions will ultimately be determined by expectations of anticipated interest rate movements as set out in the Council's treasury management strategy.

11. Maturity Structure of Fixed Rate borrowing:

11.1 This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

11.2 It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.

| No. 11 | Maturity structure of fixed rate borrowing | Lower Limit % | Upper Limit % |
|---------------|---|--------------------------|--------------------------|
| | under 12 months | 0 | 25% |
| | 12 months and within 24 months | 0 | 25% |
| | 24 months and within 5 years | 0 | 35% |
| | 5 years and within 10 years | 0 | 35% |
| | 10 years and within 20 years | 0 | 100% |
| | 20 years and within 30 years | 0 | 100% |
| | 30 years and within 40 years | 0 | 100% |
| | 40 years and within 50 years | 0 | 100% |
| | 50 years and above | 0 | 100% |

12. Upper Limit for total principal sums invested over 364 days:

12.1 The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

| No. 12 | Upper Limit for total principal sums invested over 364 days | 2009/10 Approved % | 2009/10 Revised £m | 2010/11 Estimate £m | 2011/12 Estimate £m | 2012/13 Estimate £m |
|---------------|--|-----------------------------------|-----------------------------------|------------------------------------|------------------------------------|------------------------------------|
| | | 40% | 20.0 | 20.0 | 20.0 | 20.0 |

Note: Original approved limit expressed as a % of total investments. Revised and future estimates stated as maximum value.

Annex 4 - Balancing the Three Year Budget Position

Development of the 2010/2011 Revenue Budget

1. In July 2009 the Cheshire East Cabinet reviewed the high level financial scenario and set a series of financial targets for each Directorate.
2. Directorate responses were subject to challenge by a panel chaired by Cllr Keegan. The outcome of the challenge was to establish the variance at £13.8m in 2010/2011 due to significant growth pressures, particularly in Children and Families, Services to Adults and Waste.
3. Five measures were identified to address this position:
 - Measure 1 ~ Challenge Funding Assumptions
 - Measure 2 ~ Increase Council Tax
 - Measure 3 ~ Use General Reserves
 - Measure 4 ~ Reduce Expenditure
 - Measure 5 ~ Increase Income

More details on the actions taken are set out below.

Measure 1 ~ Challenge Funding Assumptions

4. The July Cabinet report set out a number of key planning assumptions including: the repayment of reserves; inflation levels; contingency levels; and Capital Financing estimates. These assumptions were challenged with key adjustments as follows:
 - **Forecast Base Budget** ~ the starting point for calculating expenditure commitments is to take the previous year's base and adjust for permanent changes such as inflation and policy proposals that will change expenditure levels. The original calculation included the previous year's base with pay inflation for 2009/2010 at a higher level than was finally agreed (2.5% compared to 1.5%). A further adjustment was also identified for chief officers pay which was not increased in that year. These reduced the funding gap by **£1.6m** in 2010/2011.
 - **Inflation** ~ the original assumptions have been challenged with the following results :
 - **Inflation** ~ the original assumption was to budget for a 2.5% increase. This has been reduced to 2% to align with the expected level of the Consumer Prices Index and resulted in a saving of **£0.4m**. The provision for pay inflation is 0%.
 - **Composition of the Base Budget** ~ a review of the composition of the base budget has altered the percentage split used to calculate inflation. This has resulted in a saving of **£0.3m**.
 - **Exceptional inflation** ~ with generally low inflation levels there are no separate bids for exceptional inflation over and above items included in the service policy proposals. Therefore, this provision has been removed giving a saving of **£1.7m**.

The total impact of these changes to inflation is a reduction of **£2.4m**.

- **Capital Financing** provides for the necessary repayments of Capital and interest. The provision for Capital Financing was based on calculations made during the development of the 2009/2012 Capital Programme. Given issues with affordability, slippage in delivery and capacity, the 2010/2011 Capital Financing provision has been reduced by **£1.7m**.
- **Revenue Support Grant** ~ a grant provided annually by central Government. The original assumption was a freeze at 2010/2011 levels as they had been previously confirmed and the expectation that later years funding would not increase in real terms. Given the current messages regarding public sector expenditure the amount of grant expected for years two and three has been reduced by 2.5% per annum. This equates to a further £0.4m shortfall over the three year period.
- **Contingency** ~ this was originally set at 1% of the Base Budget (at £2.1m). After a review of the overall reserves position, and confirmation these were at the risk assessed minimum level, it was agreed a separate contingency was no longer required and this has been removed. A saving of **£2.1m**.
- **Phasing Adjustment** ~ this was originally set at £1m to provide sufficient time to deliver the savings arising from re-organisation. However, good progress has been made and a balance of only £0.2m is now required for ICT schemes. This gives a saving of **£0.8m**.
- **Transitional costs** ~ to realise the significant benefits arising from re-organisation the Council has released staff through voluntary redundancy and early retirement. Further staff reductions and on-going actuarial costs need to be charged to the revenue budget. Therefore a provision of **£6.5m** has been created.

The overall impact of these changes is a £2m reduction in the net funding gap in 2010/2011.

Measure 2 ~ Increase Council Tax

5. Council Tax ~ several amendments have been made :

- **Council Tax increase** ~ the original planning assumption was no change in Council Tax. Given the significant cost pressures facing the Authority this has been amended to a 1.7% increase. This increases funding and reduces the funding gap by **£2.9m**.
- **Collection Fund** ~ the original assumption was a deficit of £0.5m. The forecast year end position is net nil resulting in a saving of **£0.5m**.
- **Council Tax Base** ~ the original assumption was an increase of 0.3%. The actual increase is 0.28%. This increases costs by **£0.03m**.

The overall impact of these changes is a £3.4m reduction in the net funding gap in 2010/2011.

Measure 3 ~ Use General Reserves

6. The Council's Reserves Strategy uses risk assessment to inform the prudent level of reserves. This complies with the requirement to maintain adequate reserves (see the Borough Treasurer's comments on page 3).
7. The current financial position includes a commitment to repay in to reserves to ensure the Authority maintains a risk assessed minimum level following re-payment of transitional costs from the re-organisation process. (The contribution is contained within the Central Adjustments figure). The level of risk has been amended to reflect the uncertainty over levels of inflation in the current economic conditions.

The overall impact of these changes is a £2.5m reduction in the net funding gap in 2010/2011.

Measure 4 ~ Reduce Expenditure & Measure 5 ~ Increase Income

Challenge Process and Consultation

8. Revised service responses were produced by Directors & Portfolio Holders following the initial challenge phase. These revised responses reduced the net funding gap and the proposals were challenged again in late November with the following total impact in 2010/2011 :

a. People:

- Revised response: additional savings of **£0.7m** through additional staff reductions, income generation and transport savings.
- Challenge round 2: additional **£1.8m** savings in 2010/2011 through bringing forward and making additional efficiencies.
- Total additional savings: **£2.5m**.

b. Places:

- Revised response: additional savings of **£3.2m** through charging highway maintenance spend to capital and transport savings.
- Challenge round 2: an additional £0.5m saving from Waste over 2011/2012 and 2012/2013.
- Total additional savings: **£3.2m**.

c. Performance and Capacity:

- Revised response: additional savings of **£1.7m** through increased procurement savings.
- Challenge round 2: additional **£0.3m** savings mainly from removal of a transitional funding item.
- Total additional savings: **£2.0m**.

The overall impact of these changes is further savings of £7.7m in 2010/2011.

Adjustments Post Pre-Budget Report

9. Following the publication of the Pre-Budget Report and the January consultation process a number of further amendments have been made to the policy proposals going forward for 2010/2011:

- a. People:** Additional investment in the transformation of services to children of **£0.8m**.
- b. Places:** Additional growth of **£0.5m** arising from reduced levels of car parking income less additional grant monies in the Regeneration Service.
- c. Performance and Capacity:** Additional **£0.6m** growth from investment in the employment of young people, additional Member support and promoting the take up of benefits.

The overall impact of these changes is growth of £1.9m in 2010/2011.

The total of changes to the policy proposals is £5.8m.

Summary of Changes

10. Overall total changes of £13.8m have been made.

11. The table overleaf summarises the changes set out above to reach a balanced position for each Directorate and the Authority as a whole.

Table 19 : Impact of Measures to Balance the Budget

| Revenue | 2010-11 Impact £m | 2010-11 Totals £m |
|---|----------------------------------|----------------------------------|
| Potential Budget Gap reported at 3rd November 2009 | | 13.8 |
| Measure 1 ~ Challenge Funding Assumptions | | |
| - Forecast Base Budget | (1.6) | |
| - Inflation | (2.4) | |
| - Capital Financing | (1.7) | |
| - Revenue Support Grant | - | |
| - Contingency | (2.1) | |
| - Phasing Adjustment | (0.8) | |
| - Transitional costs | 6.5 | |
| Sub total - Measure 1 | | (2.1) |
| Measure 2 ~ Increase Council Tax | | |
| - Council Tax Increase | (2.9) | |
| - Collection Fund and Council Tax Base | (0.5) | |
| Sub total - Measure 2 | | (3.4) |
| Measure 3 ~ Use General Reserves | | |
| - Transfer to general reserves | | (2.5) |
| Measure 4 ~ Reduce Expenditure & Measure 5 ~ Increase Income | | |
| People | | |
| ▪ Challenge Process | (2.5) | |
| ▪ Post Pre-Budget Report (£0.8m investment in services to Children) | 0.8 | |
| Places | | |
| ▪ Challenge Process | (3.2) | |
| ▪ Post Pre-Budget Report | 0.5 | |
| P&C | | |
| ▪ Challenge Process | (2.0) | |
| ▪ Post Pre-Budget Report (including £0.1m for benefit take up) | 0.6 | |
| Sub total - Measures 4 and 5 | | (5.8) |
| Total - All Measures | | (13.8) |
| Revised Current Net Funding Gap | | 0 |

Source: Cheshire East Finance

Summary

12. The results of these changes have reduced the funding gap from £13.8m to nil.
13. Table 20 overleaf summarises the three year financial scenario position after these changes.

Table 20 : Summary of Financial Position for 2010/2013

| | 2010/2011 | | Financial Impact 2011/2012 | | 2012/2013 | |
|---|---------------|------------------|-------------------------------|------------------|---------------|------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| INCOME | | | | | | |
| Council Tax | (176,578) | | (177,108) | | (177,639) | |
| Less Surplus / Deficit on Collection Fund | 0 | | 0 | | 0 | |
| Grant Funding (RSG and NNDR) | (63,487) | | (63,286) | | (63,090) | |
| Less: Central Adjustments (see note 1) | <u>27,130</u> | | <u>35,278</u> | | <u>34,615</u> | |
| TOTAL INCOME | | (212,935) | | (205,116) | | (206,114) |
| EXPENDITURE | | | | | | |
| People Directorate | | | | | | |
| Base Budget (see note 2) | 124,772 | | 123,886 | | 122,643 | |
| Policy Options | | | | | | |
| Children & Families | 1,772 | | (1,650) | | (2,000) | |
| Adults Services | (2,995) | | (1,650) | | (1,350) | |
| Health & Wellbeing | <u>(610)</u> | | <u>(1,475)</u> | | <u>(462)</u> | |
| Sub total | | 122,939 | | 119,111 | | 118,831 |
| Places Directorate | | | | | | |
| Base Budget (see note 2) | 48,350 | | 49,815 | | 49,547 | |
| Policy Options | | | | | | |
| Environmental Services | 964 | | (769) | | 444 | |
| Safer & Stronger Communities | 190 | | (150) | | (350) | |
| Planning & Policy | 651 | | (470) | | (270) | |
| Regeneration | <u>(725)</u> | | <u>(300)</u> | | <u>0</u> | |
| Sub total | | 49,430 | | 48,126 | | 49,371 |
| Performance and Capacity | | | | | | |
| Base Budget (see note 2) | 39,466 | | 40,994 | | 39,047 | |
| Policy Options | | | | | | |
| Borough Solicitor | 444 | | (156) | | (155) | |
| Borough Treasurer & Head of Assets | (52) | | (2,593) | | (611) | |
| HR & Organisational Development | 355 | | (115) | | (118) | |
| Policy & Performance | <u>353</u> | | <u>(251)</u> | | <u>(251)</u> | |
| Sub total | | 40,566 | | 37,879 | | 37,912 |
| TOTAL EXPENDITURE | | 212,935 | | 205,116 | | 206,114 |
| FUNDING GAP | | <u>0</u> | | <u>0</u> | | <u>0</u> |

Notes:

1 : The Central Adjustment figure is made up of £26.4m (para 84) adjusted for corporately held budgets of £0.7m to give £27.1m.

2 : The Base Budget figure shown is an estimate based on the previous year's Budget adjusted for permanent changes such as inflation and the impact of agreed policy proposals.

3 : Revenue Budget of £240.065m = total expenditure of £212.935m plus central adjustments of £27.130m.

Development of the 2010/2011 Capital Programme

1. The Capital Strategy was approved by Cabinet on 14 July 2009 as part of the Medium Term Financial Strategy 2010-2013. The strategy sets out the process for the development of the Capital Programme and the main criteria for the evaluation of proposed new schemes
2. In September 2009 a draft capital programme was compiled from the submitted business cases and following an initial assessment for viability, the schemes were then considered against estimated resources and the following corporate issues.
 - Deliverability – can the proposed capital schemes be delivered in terms of timescale and sufficient resources given the level of slippage in the current year's programme.
 - Review and rationalisation of the asset base – a comprehensive review of the existing property assets and their usage is to be undertaken in 2010 and will consider joint usage of sites with partner authorities.
 - Available Capital Receipts – the forecast for future capital receipts is currently limited due to the economic climate and the downturn in the property market, however a review of the surplus asset list has identified potential receipts in 2010/2011 and brought forward capital receipts are available from the predecessor Councils of Cheshire East.
 - The available Capital Pot to fund Corporate and Cross-Cutting schemes.
 - The current level of debt – the level of outstanding debt is increasing year on year as the amount of debt repayment is less than the amount raised in new borrowing each year.
3. The initial funding gap in the draft Capital Programme was identified as £21.4m, following a series of Challenge Sessions proposed schemes were prioritised in terms of their fit with the Corporate Objectives of:
 - Transformation –does the scheme contribute towards the corporate transformation goals.
 - Infrastructure – does the scheme support the ICT infrastructure and asset base.
 - Compliance – does the scheme contribute towards compliance with statutory, legislative and health and safety requirements.
4. As part of the challenge process an exercise was undertaken to identify those schemes which can be considered as core programme, i.e., schemes which are necessary for the day to day delivery and operation of the Council. The proposed new ICT schemes have been assessed and prioritised in accordance with the ICT Strategy and any schemes relating to the on-going maintenance and improvement of assets have been reviewed by the Asset Management department and considered against a strategic view of assets and the Corporate Accommodation Strategy.
5. The overall impact of the Challenge Process resulted in a prioritised draft Capital Programme with a funding gap of £10.8m over three years, £4.6m relating to capital expenditure within 2010/2011. This will be funded from available capital receipts.
6. In order to stabilise the Council's borrowing position, the amount of Prudential Borrowing undertaken to finance new capital schemes has been limited to schemes where efficiency savings within the service will meet the cost of repayments.
7. A summary of the Capital Programme is provided in the following table, further details are provided within **Annex 5** by service area.

Table 21: Capital Programme Summary

| | 2010-11 £000 | 2011-12 £000 | 2012-13 £000 | Total £000 |
|--|-----------------|-----------------|-----------------|----------------|
| People | | | | |
| Committed schemes | | | | |
| Children and Families | 23,284 | 2,538 | 50 | 25,872 |
| Adult Services | 3,864 | 1,633 | 0 | 5,497 |
| Health and Wellbeing | 3,751 | 700 | 385 | 4,836 |
| | 30,899 | 4,871 | 435 | 36,205 |
| New Starts | | | | |
| Children and Families | 8,767 | 4,773 | 537 | 14,077 |
| Adult Services | 1,329 | 1,000 | 0 | 2,329 |
| Health and Wellbeing | 400 | 400 | 400 | 1,200 |
| | 10,496 | 6,173 | 937 | 17,606 |
| Total Capital Programme - People | 41,395 | 11,044 | 1,372 | 53,811 |
| Places | | | | |
| Committed schemes | | | | |
| Environmental Services | 18,668 | 3,237 | 0 | 21,905 |
| Safer & Stronger Communities | 0 | 0 | 0 | 0 |
| Planning & Policy | 0 | 0 | 0 | 0 |
| Regeneration | 4,932 | 374 | 0 | 5,306 |
| | 23,600 | 3,611 | 0 | 27,211 |
| New Starts | | | | |
| Environmental Services | 11,543 | 8,949 | 8,949 | 29,441 |
| Safer & Stronger Communities | 1,508 | 160 | 160 | 1,828 |
| Planning & Policy | 2,100 | 0 | 0 | 2,100 |
| Regeneration | 2,280 | 2,900 | 1,230 | 6,410 |
| | 17,431 | 12,009 | 10,339 | 39,779 |
| Total Capital Programme - Places | 41,031 | 15,620 | 10,339 | 66,990 |
| Performance & Capacity | | | | |
| Committed schemes | | | | |
| Borough Solicitor | 60 | 0 | 0 | 60 |
| Borough Treasurer & Head of Assets | 10,968 | 1,283 | 0 | 12,251 |
| HR & Organisational Development | 0 | 0 | 0 | 0 |
| Policy & Performance | 655 | 185 | 0 | 840 |
| | 11,683 | 1,468 | 0 | 13,151 |
| New Starts | | | | |
| Borough Solicitor | 0 | 0 | 0 | 0 |
| Borough Treasurer & Head of Assets | 8,388 | 1,704 | 2,954 | 13,046 |
| HR & Organisational Development | 0 | 0 | 0 | 0 |
| Policy & Performance | 90 | 10 | 0 | 100 |
| | 8,478 | 1,714 | 2,954 | 13,146 |
| Total Capital Programme - P & C | 20,161 | 3,182 | 2,954 | 26,297 |
| Total Committed schemes | 66,182 | 9,950 | 435 | 76,567 |
| Total New Starts | 36,405 | 19,896 | 14,230 | 70,531 |
| Total Capital Expenditure | 102,587 | 29,846 | 14,665 | 147,098 |
| FINANCING | | | | |
| Non spec supported Borrowing | 14,238 | 4,035 | 300 | 18,573 |
| Ringfenced Supported Borrowing | 1,514 | 0 | 0 | 1,514 |
| Unsupported Borrowing - Prudential | 5,959 | 619 | 0 | 6,578 |
| Government Grants | 51,494 | 20,912 | 10,186 | 82,592 |
| Capital Receipts | 4,597 | 2,529 | 3,634 | 10,760 |
| Capital Reserve | 9,323 | 280 | 0 | 9,603 |
| Linked/earmarked Capital Receipts | 10,304 | 700 | 385 | 11,389 |
| External Contributions | 1,008 | 586 | 160 | 1,754 |
| Other Revenue Contributions | 4,150 | 185 | 0 | 4,335 |
| Total Sources of Funding | 102,587 | 29,846 | 14,665 | 147,098 |

Annex 5 - Service Budget and Capital Details

| Total All Directorates | | | | | |
|---|-------------------|------------------------------|-------------------------|------------------|-----------------------|
| Objective Analysis of Services provided in 2009/2010 | | | | | |
| Directorates | Employees £000 | Other Expenditure £000 | Gross Budget £000 | Income £000 | Net Budget £000 |
| People | 234,301 | 243,451 | 477,752 | (346,991) | 130,761 |
| Places | 36,300 | 70,699 | 106,999 | (59,190) | 47,809 |
| Performance and Capacity | 33,408 | 90,616 | 124,024 | (84,689) | 39,335 |
| Total Budget | 304,009 | 404,766 | 708,775 | (490,870) | 217,905 |
| Summary of Policy Proposals for 2010/2011 Budget | | | | | |
| | | | | | £000 |
| People | | | | | (1,833) |
| Places | | | | | 1,080 |
| Performance and Capacity | | | | | 1,100 |
| Financial Impact of 2010/2011 Policy Proposals | | | | | 347 |

| |
|---------------------------|
| People Directorate |
|---------------------------|

| |
|---|
| Objective Analysis of Services provided in 2009/2010 |
|---|

| | Employees | Other | Gross | Income | Net |
|-----------------------|----------------|----------------|----------------|------------------|----------------|
| | | Expenditure | Budget | | Budget |
| Services | £000 | £000 | £000 | £000 | £000 |
| Children and Families | 177,973 | 115,815 | 293,788 | (250,692) | 43,096 |
| Adult Services | 43,205 | 114,376 | 157,581 | (85,046) | 72,535 |
| Health and Wellbeing | 13,123 | 13,260 | 26,383 | (11,253) | 15,130 |
| Total Budget | 234,301 | 243,451 | 477,752 | (346,991) | 130,761 |

| |
|--|
| Key Policy Proposals for 2010/2011 Budget |
|--|

| | £000 |
|-----------------------|-------------|
| Children and Families | 1,772 |
| Adult Services | (2,995) |
| Health and Wellbeing | (610) |

| | |
|---|----------------|
| Financial Impact of 2010/2011 Policy Proposals | (1,833) |
|---|----------------|

Children and Families

Objective Analysis of Services provided in 2009/2010

| | Employees | Other | Gross | Income | Net |
|---------------------|-----------------------|-----------------------|-----------------------|-------------------------|----------------------|
| | £000 | Expenditure | Budget | £000 | Budget |
| Services Provided : | £000 | £000 | £000 | £000 | £000 |
| Schools (ISB) | 145,296 | 30,713 | 176,009 | (176,009) * | 0 |
| Learning | 17,182 | 68,714 | 85,896 | (66,256) * | 19,640 |
| Social Care | 12,034 | 12,874 | 24,908 | (1,452) | 23,456 |
| School Catering | 3,461 | 3,514 | 6,975 | (6,975) | 0 |
| Total Budget | <u>177,973</u> | <u>115,815</u> | <u>293,788</u> | <u>(250,692)</u> | <u>43,096</u> |

(* - Note the income above includes £194.101m of Dedicated Schools Grant, shown overleaf)

Key Policy Proposals for 2010/2011 Budget

| | £000 | £000 |
|---|----------|---------------------|
| Increases in Net Budget | | |
| Increased expenditure on looked after children | 3,700 | |
| Investment in transformation of services | 788 | |
| Post 16 funding transfer (former Learning Skills Council) | 35,000 | |
| Post 16 (Grant Funding) | (35,000) | |
| Project Management to Children's Services Redesign | 100 | |
| Increased expenditure on care for homeless 16 / 17 year olds | 100 | |
| Impact of 2009/2010 outturn costs for Children's Homes | 709 | |
| Sub total | | 5,397 |
| Decreases in Net Budget | | |
| Further efficiencies from direct / commissioned services | (300) | |
| Reducing Out of Borough Placements (Special Educational Needs) | (150) | |
| Further staff reductions (in addition to 2009/2010) | (2,000) | |
| Review of Family Centres / Children Centres | (150) | |
| Children Services Redesign / Early Intervention | (100) | |
| Review of Transport (reducing subsidies) | (100) | |
| Review Residential Care Provision through exploring preventative activity | (150) | |
| Further more effective use of Grant Funding | (300) | |
| Income / charges from Schools | (375) | |
| Sub total | | (3,625) |
| Financial Impact of 2010/2011 Policy Proposals | | <u>1,772</u> |

| |
|--|
| Children and Families - Dedicated Schools Grant (DSG) |
|--|

| |
|-----------------------------|
| Net Budget 2009/2010 |
|-----------------------------|

| | £000 | Net Budget £000 |
|---------------------------------|--------|--------------------|
| Services Provided : | | |
| Individual Schools Budget (ISB) | | |
| Primary | 82,729 | |
| Secondary | 87,925 | |
| Special | 5,124 | 175,778 |
| Central Spend | | 18,323 |
| Total Budget | | 194,101 * |

(* - Note: this is an element of the Children and Families Service (previous page) showing the DSG part of the budget).

| |
|--|
| Key Policy Proposals for 2010/2011 Budget |
|--|

| | £000 | £000 |
|--|--------|----------|
| Increases in Net Budget | | |
| Inflation requirement | 4,002 | |
| Ministerial priorities for personalised learning and special educational needs (net figure after applying decreases required to balance to the available grant) | 1,582 | |
| Special educational needs | 600 | |
| Increase in the number of free school meals | 490 | |
| Funding of specialist nurseries | 61 | |
| Revenue impact of capital schemes | 130 | |
| Continued phasing in of Individual Pupil Funding | 159 | |
| Phased changes to Special Schools funding formula | 70 | |
| Sandbach High School inflation and pupil number changes | 170 | |
| | | 7,264 |
| Decreases in Net Budget | | |
| Pupil number reductions | -913 | |
| Net revenue savings arising from Cheshire County Council's Transforming Learning Communities Programme | -207 | |
| Additional DSG anticipated for 2010/2011 | -6,144 | -7,264 |
| | | 0 |

Note : the above figures are subject to review in the light of the latest pupil number figures which will impact on the anticipated DSG receivable.

| |
|-----------------------|
| Adult Services |
|-----------------------|

| |
|---|
| Objective Analysis of Services provided in 2009/2010 |
|---|

| | Employees | Other Expenditure | Gross Budget | Income | Net Budget |
|----------------------------|---------------|----------------------|-----------------|-----------------|---------------|
| | £000 | £000 | £000 | £000 | £000 |
| Services Provided : | | | | | |
| Joint Commissioning | 6,221 | 62,043 | 68,264 | (38,101) | 30,163 |
| Individual Commissioning | 9,635 | 50,619 | 60,254 | (17,882) | 42,372 |
| Social Care Provision | 27,349 | 1,714 | 29,063 | (29,063) | 0 |
| Total Budget | 43,205 | 114,376 | 157,581 | (85,046) | 72,535 |

| |
|--|
| Key Policy Proposals for 2010/2011 Budget |
|--|

| | £000 | £000 |
|--|---------|----------------|
| Increases in Net Budget | | |
| Extra Care Housing (unachievable economies) | 200 | |
| Impact of increasing population and complex packages of care (net cost and income) | 400 | |
| Consultation, participation and engagement | 125 | |
| Sub total | | 725 |
| Decreases in Net Budget | | |
| Improve care cost procurement | (1,000) | |
| Review third sector commissioning | (250) | |
| Review of transport provision | (170) | |
| Review building based services / Provider Services | (750) | |
| Rationalisation of hot meals | (100) | |
| Supported Employment | (200) | |
| Rationalisation of Direct Payments | (300) | |
| Review staffing requirement | (850) | |
| Additional income from service users | (100) | |
| Sub total | | (3,720) |
| Financial Impact of 2010/2011 Policy Proposals | | (2,995) |

| |
|-----------------------------|
| Health and Wellbeing |
|-----------------------------|

| |
|---|
| Objective Analysis of Services provided in 2009/2010 |
|---|

| | Employees | Other | Gross | Income | Net |
|---------------------------------|----------------------|----------------------|----------------------|------------------------|----------------------|
| | | Expenditure | Budget | | Budget |
| Services Provided : | £000 | £000 | £000 | £000 | £000 |
| Leisure and Green Space | 8,135 | 9,767 | 17,902 | (8,441) | 9,461 |
| Libraries and Cultural Services | 4,891 | 3,413 | 8,304 | (2,776) | 5,528 |
| Health Improvement | 97 | 80 | 177 | (36) | 141 |
| Total Budget | <u>13,123</u> | <u>13,260</u> | <u>26,383</u> | <u>(11,253)</u> | <u>15,130</u> |

| |
|--|
| Key Policy Proposals for 2010/2011 Budget |
|--|

| | £000 | £000 |
|---|----------------|---------------------|
| Increases in Net Budget | | |
| Free Swimming Scheme | 100 | |
| Deliver Arts, Heritage & Museums Strategy | 63 | |
| 2012 Co-ordinator (Cheshire East Council part contribution) | 12 | |
| Training and Development | 25 | |
| Impact of 2009/2010 Budget Outturn Pressures | 550 | |
| Sub total | <u>750</u> | 750 |
| Decreases in Net Budget | | |
| Additional Service Review in addition to 2009/2010 | (200) | |
| Reduction in grounds maintenance provision | (160) | |
| Reduce funding for festivals | (10) | |
| Reduce third sector funding | (20) | |
| Review and rationalise Library Services | (150) | |
| Review Civic Halls and Community Facilities | (190) | |
| Review / outsource discretionary Leisure & Culture Services | (230) | |
| Further staffing restructure | (400) | |
| Sub total | <u>(1,360)</u> | (1,360) |
| Financial Impact of 2010/2011 Policy Proposals | | <u>(610)</u> |

CAPITAL PROGRAMME 2010/11 - 2012/13

| People | Total Approved Budget £000 | Prior Year Spend | 2010-11 Expenditure £000 | 2011-12 Expenditure £000 | 2012-13 Expenditure £000 |
|---|-------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|
| People | | | | | |
| Ongoing Schemes | | | | | |
| Children & Families | | | | | |
| Devolved Formula Capital 07-08 East | 5,170 | 4,999 | 171 | | |
| TLC Dean Oak's PS | 3,187 | 3,157 | 30 | | |
| TLC Sir William Stanier Comm S | 21,598 | 21,383 | 215 | | |
| TLC Vernons PS Amalgamation | 3,753 | 3,553 | 200 | | |
| Integrated Children's Systems (ICS) 08-09 East | 922 | 266 | 656 | | |
| Devolved Formula Cap 08-09 East | 5,131 | 2,806 | 1,958 | 367 | |
| Gorseley Bank Floor Repair | 1,768 | 1,697 | 71 | | |
| ICT Childrens Centres Ph3 East | 125 | 59 | 66 | | |
| East Cheshire Minor Works Ph3 | 330 | 198 | 132 | | |
| Sandbach Childrens Centres Ph3 | 717 | 0 | 717 | | |
| East Rural Programme Ph3 | 150 | 0 | 150 | | |
| Brine Leas Sixth Form | 7,311 | 3,964 | 3,347 | | |
| Alsager Highfields Toilet adaption | 215 | 200 | 15 | | |
| Kings Grove High School, Crewe | 150 | 120 | 30 | | |
| Schools - Minor Works (Basic Need) | 582 | 109 | 473 | | |
| VA Contributions 09-10 | 50 | 0 | 50 | | |
| Land Block 09-10 | 50 | 0 | 50 | | |
| Land Drainage MWK 09-10 | 77 | 57 | 20 | | |
| Schools - Access Initiative | 668 | 253 | 415 | | |
| Devolved Formula Capital | 5,693 | 1,500 | 2,500 | 1,693 | |
| Extended Schools | 363 | 100 | 263 | | |
| Springfield Spec School | 120 | 90 | 30 | | |
| Harnessing Technology | 801 | 467 | 334 | | |
| 14-19 diploma | 1,000 | 300 | 700 | | |
| SureStart Aiming High for Disabled Children | 168 | 66 | 102 | | |
| Primary Capital Programme | 324 | 0 | 324 | | |
| Cledford TLC Scheme | 3,289 | 830 | 2,459 | | |
| Contact Point / Further Dev of Children's Hub/ e-CAF | 382 | 100 | 231 | 51 | |
| Wilmslow Specialist Sports College | 616 | 5 | 611 | | |
| Capital for Kitchen & Dining Facilities | 600 | 200 | 400 | 0 | |
| Devolved Formula Capital in Advance | 2,277 | 620 | 1,180 | 427 | 50 |
| Primary School & YOT Extension repairs | 230 | 40 | 190 | | |
| Kings Grove Mobile Replacement | 790 | 70 | 720 | | |
| Stapely Broad Lane PS - Replacement of temp accomodation. | 906 | 70 | 836 | | |
| Offley Primary School | 845 | 57 | 788 | | |
| Christ the king Catholic & C of E PS | 3,039 | 189 | 2,850 | | |
| Total Children & Families | 73,397 | 47,525 | 23,284 | 2,538 | 50 |
| Adults | | | | | |
| 2008-09 Building Review Block | 192 | 90 | 102 | | |
| Extra Care Housing | 3,067 | 530 | 1,969 | 568 | |
| Modernising ICT Delivery | 638 | 498 | 140 | | |
| Building Review | 180 | 0 | 180 | | |
| Mental Health Capital | 99 | 33 | 66 | | |
| Social Care IT Infrastructure | 96 | 11 | 85 | | |
| Common Assessment Framework - Demonstrator Bid | 2,234 | 169 | 1,000 | 1,065 | |
| National Dementia Strategy - Lincoln House | 1,000 | 850 | 150 | | |
| Community Support Centre (CSC) Misters | 280 | 108 | 172 | | |
| Total Adults | 7,786 | 2,289 | 3,864 | 1,633 | 0 |
| Health & Wellbeing | | | | | |
| Crangan Bowling Green & Pavilion refurbishment | 20 | 10 | 10 | | |
| Nantwich Pool Enhancements (part-funding) | 1,385 | 0 | 300 | 700 | 385 |
| Bridges and other structures on Middlewood Way | 828 | 725 | 103 | | |
| Middlewood Way Viaduct Repairs | 546 | 488 | 58 | | |
| Springfield Road Allotments | 36 | 0 | 36 | | |
| Alsager Skate Park/Milton Park | 27 | 9 | 18 | | |
| Sandbach Park Building Refurbish | 29 | 9 | 20 | | |
| Improvements to Congleton Park | 35 | 0 | 35 | | |
| Play Capital | 1,100 | 473 | 627 | | |
| Sandbach United Football complex | 2,200 | 0 | 2,200 | | |
| Swim for Free Capital | 128 | 108 | 20 | | |
| Sandbach Park | 128 | 0 | 128 | | |
| Lower Heath Play Space Renewal, | 120 | 6 | 114 | | |
| Congleton Park Improvements - Town Wood | 82 | 0 | 82 | | |
| Total Health & Wellbeing | 6,664 | 1,828 | 3,751 | 700 | 385 |
| Total Ongoing Schemes | 87,847 | 51,642 | 30,899 | 4,871 | 435 |

| Capital Programme - People | Total Approved Budget | Prior Year Spend | 2010-11 Expenditure | 2011-12 Expenditure | 2012-13 Expenditure |
|---|-----------------------|------------------|---------------------|---------------------|---------------------|
| | £000 | | £000 | £000 | £000 |
| People | | | | | |
| New Starts 2010-11 | | | | | |
| Children & Families | | | | | |
| Schools - Basic Need | 1,005 | 0 | 604 | 401 | |
| Schools - Access Initiative | 668 | 0 | 501 | 167 | |
| Childrens Social Care | 35 | 0 | 35 | | |
| Extended Schools | 276 | 0 | 276 | | |
| Devolved Formula Capital | 3,582 | 0 | 1,970 | 1075 | 537 |
| Schools Modernisation Programme | 3,546 | 0 | 1,773 | 1773 | |
| Specialist Schools | 300 | 0 | 198 | 102 | |
| Harnessing Technology | 765 | 0 | 510 | 255 | |
| Primary Capital Programme (PCP) | 134 | 0 | 134 | | |
| Targetted Capital Funding (TCF) 14 - 19 Diploma | 3,000 | 0 | 2,100 | 900 | |
| Sure Start Aiming Higher | 391 | 0 | 391 | | |
| Electronic Social Care Records (ESCR) | 350 | 0 | 250 | 100 | |
| PCT Access to Child Protection Data | 25 | 0 | 25 | | |
| Total Children & Families | 14,077 | 0 | 8,767 | 4,773 | 537 |
| Adults | | | | | |
| Adults Social Care | 180 | 0 | 180 | | |
| Mental Health Capital | 99 | 0 | 99 | | |
| Adult CAF demonstrator | 2,000 | 0 | 1,000 | 1000 | |
| Adults Protection into Paris | 50 | 0 | 50 | | |
| Total Adults | 2,329 | 0 | 1,329 | 1,000 | 0 |
| Health & Wellbeing | | | | | |
| Radio Frequency Identification (RFID) | 1,200 | 0 | 400 | 400 | 400 |
| Total Health & Wellbeing | 1,200 | 0 | 400 | 400 | 400 |
| Total New Starts 2010-11 | 17,606 | 0 | 10,496 | 6,173 | 937 |
| Total People Programme | 105,453 | 51,642 | 41,395 | 11,044 | 1,372 |

| |
|---------------------------|
| Places Directorate |
|---------------------------|

| |
|---|
| Objective Analysis of Services provided in 2009/2010 |
|---|

| | Employees | Other | Gross | Income | Net |
|------------------------------|---------------|---------------|----------------|-----------------|---------------|
| | | Expenditure | Budget | | Budget |
| Services Provided : | £000 | £000 | £000 | £000 | £000 |
| Environmental Services | 15,897 | 37,116 | 53,013 | (19,323) | 33,690 |
| Safer & Stronger Communities | 5,281 | 3,430 | 8,711 | (8,155) | 556 |
| Planning & Policy | 6,191 | 2,372 | 8,563 | (5,500) | 3,063 |
| Regeneration | 8,931 | 27,781 | 36,712 | (26,212) | 10,500 |
| Total Budget | 36,300 | 70,699 | 106,999 | (59,190) | 47,809 |

| |
|--|
| Key Policy Proposals for 2010/2011 Budget |
|--|

| | £000 |
|------------------------------|-------|
| Environmental Services | 964 |
| Safer & Stronger Communities | 190 |
| Policy & Planning | 651 |
| Regeneration | (725) |

| | |
|---|--------------|
| Financial Impact of 2010/2011 Policy Proposals | 1,080 |
|---|--------------|

| |
|-------------------------------|
| Environmental Services |
|-------------------------------|

| |
|---|
| Objective Analysis of Services provided in 2009/2010 |
|---|

| | Employees | Other | Gross | Income | Net |
|---------------------------|---------------|---------------|---------------|-----------------|---------------|
| | | Expenditure | Budget | | Budget |
| Services Provided : | £000 | £000 | £000 | £000 | £000 |
| Waste & Recycling | 6,521 | 21,411 | 27,932 | (6,733) | 21,199 |
| Highways Operations | 3,787 | 10,556 | 14,343 | (4,260) | 10,083 |
| Streetscape & Bereavement | 5,589 | 5,149 | 10,738 | (8,330) | 2,408 |
| Total Budget | 15,897 | 37,116 | 53,013 | (19,323) | 33,690 |

| |
|--|
| Key Policy Proposals for 2010/2011 Budget |
|--|

| | £000 | £000 |
|--|-------|-------|
| Increases in Net Budget | | |
| Waste & Recycling: | | |
| Contract budget pressures | 1,787 | |
| Waste disposal - increased running costs | 167 | |
| Green waste - increased running costs | 260 | |
| Highways Operations: | | |
| Street Lighting - growth in costs | 100 | |
| Streetscape & Bereavement: | | |
| Cremations - equipment replacement costs | 30 | |
| Verge Maintenance & Public Conveniences - deferred structure savings | 125 | |
| Sub total | | 2,469 |

Decreases in Net Budget

| | | |
|---|-------|--------|
| Waste & Recycling: | | |
| Environmental Wardens - review of service delivery | (75) | |
| Highways Operations: | | |
| Urban Traffic Control - realisation of efficiencies in service delivery | (80) | |
| Highways Operations - structure review | (200) | |
| Review of geotechnical lab | (40) | |
| Adjustment to operational highways budgets | (750) | |
| Streetscape & Bereavement: | | |
| Transport Transformation Project | (200) | |
| Review of operation of highways works team | (100) | |
| Cremations - increased income | (30) | |
| Roundabout sponsorship - increased income | (30) | |
| Sub total | | -1,505 |

| | |
|---|------------|
| Financial Impact of 2010/2011 Policy Proposals | 964 |
|---|------------|

| |
|---|
| Safer & Stronger Communities |
|---|

| |
|---|
| Objective Analysis of Services provided in 2009/2010 |
|---|

| | Employees | Other | Gross | Income | Net |
|----------------------------|--------------|--------------|--------------|----------------|------------|
| | | Expenditure | Budget | | Budget |
| | £000 | £000 | £000 | £000 | £000 |
| Services Provided : | | | | | |
| Community Safety | 1,381 | 1,029 | 2,410 | (539) | 1,871 |
| Regulatory Services | 2,967 | 616 | 3,583 | (1,153) | 2,430 |
| Parking | 933 | 1,785 | 2,718 | (6,463) | (3,745) |
| Total Budget | 5,281 | 3,430 | 8,711 | (8,155) | 556 |

| |
|--|
| Key Policy Proposals for 2010/2011 Budget |
|--|

| | £000 | £000 |
|---|-------|------------|
| Increases in Net Budget | | |
| Community Safety: | | |
| Reduction in penalty notice income | 30 | |
| Parking: | | |
| Reduced car parking Income due to current recession | 645 | |
| Sub total | | 675 |
| Decreases in Net Budget | | |
| Non pay budget efficiency savings | (110) | |
| Review of charges | (50) | |
| Community Safety: | | |
| Rationalisation of CCTV services | (40) | |
| Increased allocation of ring-fenced income | (40) | |
| Regulatory Services: | | |
| Review of Regulatory Services | (120) | |
| Licensing Services - staffing structure savings | (45) | |
| Environmental Health - reduction in running costs | (40) | |
| Parking: | | |
| Harmonisation of on-street parking enforcement | (40) | |
| Sub total | | (485) |
| Financial Impact of 2010/2011 Policy Proposals | | 190 |

| |
|------------------------------|
| Planning & Policy |
|------------------------------|

Objective Analysis of Services provided in 2009/2010

| | Employees | Other | Gross | Income | Net |
|------------------------|--------------|--------------|--------------|----------------|--------------|
| | | Expenditure | Budget | | Budget |
| Services Provided : | £000 | £000 | £000 | £000 | £000 |
| Spatial Planning | 781 | 331 | 1,112 | (14) | 1,098 |
| Building Control | 995 | 130 | 1,125 | (1,357) | (232) |
| Development Management | 3,346 | 870 | 4,216 | (3,645) | 571 |
| Housing Strategy | 1,069 | 1,041 | 2,110 | (484) | 1,626 |
| Total Budget | 6,191 | 2,372 | 8,563 | (5,500) | 3,063 |

Key Policy Proposals for 2010/2011 Budget

| | £000 | £000 |
|--|-------|-------|
| Increases in Net Budget | | |
| Development Management: | | |
| Planning & Land Charges reduction in income | 1,235 | |
| Transformation & GIS projects | 50 | |
| Sub total | | 1,285 |
| Decreases in Net Budget | | |
| Spatial Planning: | | |
| Reduction in running costs | (115) | |
| Housing & Planning Delivery Grant income | (148) | |
| Building Control: | | |
| Reduction in share of costs / time to non-fee earning activity | (56) | |
| Development Management: | | |
| Reduction in running costs | (100) | |
| Structure review | (120) | |
| Housing & Planning Delivery Grant income | (50) | |
| Housing Strategy: | | |
| Provide homelessness services in-house | (25) | |
| Reduction in running costs & additional income | (20) | |
| Sub total | | (634) |

Financial Impact of 2010/2011 Policy Proposals

651

| |
|---------------------|
| Regeneration |
|---------------------|

Objective Analysis of Services provided in 2009/2010

| | Employees | Other Expenditure | Gross Budget | Income | Net Budget |
|-------------------------------------|--------------|----------------------|-----------------|-----------------|---------------|
| | £000 | £000 | £000 | £000 | £000 |
| Services Provided : | | | | | |
| Strategic Highways & Transportation | 4,573 | 24,678 | 29,251 | (23,347) | 5,904 |
| Visitor Economy | 2,209 | 1,444 | 3,653 | (2,431) | 1,222 |
| Economic Development | 1,333 | 792 | 2,125 | (225) | 1,900 |
| Performance Improvement Unit | 816 | 867 | 1,683 | (209) | 1,474 |
| Total Budget | 8,931 | 27,781 | 36,712 | (26,212) | 10,500 |

Key Policy Proposals for 2010/2011 Budget

| | £000 | £000 |
|---|-------|------|
| Increases in Net Budget | | |
| Strategic Highways & Transportation: | | |
| Adjustment for 2009/2010 budget outturn pressures | 160 | |
| Economic Development: | | |
| Recession / Economic recovery projects | 300 | |
| Nantwich Food Festival pump-priming | 20 | |
| Visitor Economy: | | |
| Tatton Biennial pump-priming | 30 | |
| Sub total | <hr/> | 510 |

Decreases in Net Budget

| | | |
|---|-------|---------|
| Strategic Highways & Transformation: | | |
| Transport Transformation Project | (300) | |
| Reduction in running costs | (149) | |
| Review of structure | (100) | |
| Supported bus network - reduced running costs | (51) | |
| Street Works - increased income | (70) | |
| Economic Development: | | |
| Review of 3rd party Service Level Agreements | (150) | |
| Housing & Planning Delivery Grant income | (320) | |
| Visitor Economy: | | |
| Reduction in contributions to projects | (50) | |
| Review of 3rd party Service Level Agreement | (15) | |
| Housing & Planning Delivery Grant income | (30) | |
| Sub total | <hr/> | (1,235) |

Financial Impact of 2010/2011 Policy Proposals

(725)

| Capital Programme - Places | Total Approved Budget | Prior Year Spend | 2010-11 Expenditure | 2011-12 Expenditure | 2012-13 Expenditure |
|---|-----------------------|------------------|---------------------|---------------------|---------------------|
| | £000 | | £000 | £000 | £000 |
| Ongoing Schemes | | | | | |
| Environmental Services | | | | | |
| A538 Altrincham Rd, Wilmslow-Cycle path & Assoc Wks | 200 | 100 | 100 | | |
| Alderley Edge By-Pass Scheme Implementation | 51,600 | 33,078 | 15,340 | 3,182 | |
| Queens Park Restoration | 6,477 | 3,588 | 2,889 | | |
| Crewe and Macc HWRCs | 870 | 853 | 17 | | |
| Street Furniture | 31 | 29 | 2 | | |
| Crematorium Plant Repairs | 275 | 165 | 55 | 55 | |
| LTP - Road Safety Grant | 220 | 220 | 0 | | |
| LTP - Local Area Programmes - North | 219 | 175 | 44 | | |
| LTP - SEMMMS - Environment Services allocation | 1,158 | 937 | 221 | | |
| Total Environmental Services | 61,050 | 39,145 | 18,668 | 3,237 | 0 |
| Regeneration | | | | | |
| Section 278 Agreements (2007-08) | 148 | 30 | 2 | 116 | |
| Section 278 Agreements (2004-05) | 200 | 175 | 12 | 13 | |
| Section 278 Agreements (2003-04) | 222 | 199 | 7 | 16 | |
| Crewe Town Squares/ Shopping Facilities Refurbishment & Toilets | 3,146 | 1,846 | 1,300 | | |
| Crewe Town Squares - Lyceum Square | 1,866 | 1,266 | 600 | | |
| Parkgate | 2,381 | 322 | 2,059 | | |
| Section 278 Agreements - (2008-09) | 357 | 60 | 83 | 214 | |
| LTP - Crewe Infrastructure Project | 594 | 394 | 200 | | |
| LTP - Crewe Green Link Road | 8,383 | 8,293 | 90 | | |
| LTP - A533 Middlewich Eastern By Pass | 825 | 475 | 350 | | |
| LTP - Safer Routes to Schools | 266 | 190 | 76 | | |
| LTP - Bus Quality Partnerships/Public Transport Inf | 285 | 200 | 85 | | |
| LTP - Demand Management | 24 | 0 | 24 | | |
| Section 278's - 09-10 New Starts | 41 | 12 | 14 | 15 | |
| Transport Asset Management Grant | 162 | 132 | 30 | | |
| Total Regeneration | 18,900 | 13,594 | 4,932 | 374 | 0 |
| Total Ongoing Schemes | 79,950 | 52,739 | 23,600 | 3,611 | 0 |
| New Starts 2010-11 | | | | | |
| Environmental Services | | | | | |
| LTP - Maintenance & Bridges | 17,242 | 0 | 6,442 | 5,400 | 5,400 |
| LTP - Integrated Transport | 9,234 | 0 | 2,594 | 3,320 | 3,320 |
| LTP - Road Safety Grant | 687 | 0 | 229 | 229 | 229 |
| LTP - Detrunked Road | 950 | 0 | 950 | | |
| Crematoria - Replacement cremators | 450 | 0 | 450 | | |
| Waste Infrastructure Capital Grant (WICG) | 242 | 0 | 242 | | |
| Replacement Bin Stock | 36 | 0 | 36 | | |
| Cemetery road and path improvements | 100 | 0 | 100 | | |
| Waste PFI Procurement | 500 | 0 | 500 | | |
| Total Environmental Services | 29,441 | 0 | 11,543 | 8,949 | 8,949 |
| Safer & Stronger | | | | | |
| Residents Parking Schemes | 480 | 0 | 160 | 160 | 160 |
| Car Park Improvements | 225 | 0 | 225 | | |
| CCTV Rationalisation | 815 | 0 | 815 | | |
| Urban Traffic Control Rationalisation | 308 | 0 | 308 | | |
| Total Safer & Stronger | 1,828 | 0 | 1,508 | 160 | 160 |
| Planning & Policy | | | | | |
| Private Sector Housing Assistance Initiative | 800 | 0 | 800 | | |
| Disabled Facilities Grant | 1,000 | 0 | 1,000 | | |
| Affordable Housing - Assisted Purchase Scheme | 300 | 0 | 300 | | |
| Total Planning & Policy | 2,100 | 0 | 2,100 | 0 | 0 |
| Regeneration | | | | | |
| LTP - SEMMMS | 575 | 0 | 575 | | |
| LTP - Crewe Infrastructure | 900 | 0 | 300 | 300 | 300 |
| Crewe Green Link Road | 300 | 0 | 300 | | |
| Town Centres Spatial Regeneration | 845 | 0 | 250 | 315 | 280 |
| Tatton - Visioning feasibility | 50 | 0 | 50 | | |
| Tatton - Development | 240 | 0 | 55 | 185 | |
| Poynton Revitalisation Scheme | 3,500 | 0 | 750 | 2,100 | 650 |
| Total Regeneration | 6,410 | 0 | 2,280 | 2,900 | 1,230 |
| Total New Starts 2010-11 | 39,779 | 0 | 17,431 | 12,009 | 10,339 |
| Total Places Programme | 119,729 | 52,739 | 41,031 | 15,620 | 10,339 |

| |
|---------------------------------|
| PERFORMANCE AND CAPACITY |
|---------------------------------|

| |
|---|
| Objective Analysis of Services provided in 2009/2010 |
|---|

| | Employees | Other | Gross | Income | Net |
|------------------------------------|---------------|---------------|----------------|-----------------|---------------|
| | | Expenditure | Budget | | Budget |
| Services : | £000 | £000 | £000 | £000 | £000 |
| Borough Solicitor | 3,305 | 2,889 | 6,194 | (858) | 5,336 |
| Borough Treasurer & Head of Assets | 18,928 | 85,472 | 104,400 | (82,266) | 22,134 |
| HR & Organisational Development | 3,878 | 305 | 4,183 | (1,318) | 2,865 |
| Policy & Performance | 7,297 | 1,950 | 9,247 | (247) | 9,000 |
| Total Directorate Budget | 33,408 | 90,616 | 124,024 | (84,689) | 39,335 |

| |
|--|
| Key Policy Proposals for 2010/2011 Budget |
|--|

| | £000 |
|---|--------------|
| Borough Solicitor | 444 |
| Borough Treasurer & Head of Assets | (52) |
| HR & Organisational Development | 355 |
| Policy & Performance | 353 |
| Financial Impact of 2010/2011 Policy Proposals | 1,100 |

| |
|--------------------------|
| Borough Solicitor |
|--------------------------|

| Objective Analysis of Services provided in 2009/2010 | | | | | |
|--|--|--|--|--|--|
|--|--|--|--|--|--|

| | Employees | Other | Gross | Income | Net |
|------------------------------------|--------------|--------------|--------------|--------------|--------------|
| | | Expenditure | Budget | | Budget |
| Services Provided : | £000 | £000 | £000 | £000 | £000 |
| Democratic & Registration Services | 1,850 | 2,625 | 4,475 | (716) | 3,759 |
| Legal Services | 1,455 | 264 | 1,719 | (142) | 1,577 |
| Total Budget | 3,305 | 2,889 | 6,194 | (858) | 5,336 |

| Key Policy Proposals for 2010/2011 Budget | | |
|---|--|--|
|---|--|--|

| | £000 | £000 |
|--|------|------|
| Increases in Net Budget | | |
| Impact of 2009/2010 Outturn with Democratic Services | 264 | |
| Legal Services restructure (relates to outturn and compliance needs) | 250 | |
| Mayor's attendant service | 21 | |
| Additional Scrutiny officer | 36 | |
| Sub total | | 571 |

Decreases in Net Budget

| | | |
|---|------|-------|
| Registration income generation / reduction in Civic expenditure | (89) | |
| Reduction in professional legal staff | (38) | |
| Sub total | | (127) |

Financial Impact of 2010/2011 Policy Proposals

| |
|------------|
| 444 |
|------------|

| |
|---|
| Borough Treasurer & Head of Assets |
|---|

| |
|---|
| Objective Analysis of Services provided in 2009/2010 |
|---|

| | Employees | Other | Gross | Income | Net |
|-----------------------|---------------|---------------|----------------|-----------------|---------------|
| | £000 | Expenditure | Budget | £000 | Budget |
| Services Provided : | £000 | £000 | £000 | £000 | £000 |
| Building Maintenance | 0 | 3,428 | 3,428 | (12) | 3,416 |
| The Farms Estate | 97 | 382 | 479 | (553) | (74) |
| Facilities Management | 2,866 | 748 | 3,614 | (2,750) | 864 |
| Finance | 4,141 | 3,610 | 7,751 | (1,454) | 6,297 |
| ICT | 4,471 | 3,281 | 7,752 | (1,715) | 6,037 |
| Procurement | 887 | 1,279 | 2,166 | (2,441) | (275) |
| Property Services | 3,043 | 4,411 | 7,454 | (2,457) | 4,997 |
| Revenue & Benefits | 3,423 | 68,333 | 71,756 | (70,884) | 872 |
| Total Budget | 18,928 | 85,472 | 104,400 | (82,266) | 22,134 |

| |
|--|
| Key Policy Proposals for 2010/2011 Budget |
|--|

| | £000 | £000 |
|---|---------|-------------|
| Increases in Net Budget | | |
| Asset Management - Statutory & legislative requirements | 500 | |
| Impact of 2009/2010 outturn in ICT | 755 | |
| Finance support to major projects | 250 | |
| Procurement staffing | 223 | |
| ICT support for projects that will enhance Partnership Working | 250 | |
| Improve take up of Benefits | 100 | |
| Sub total | | 2,078 |
| Decreases in Net Budget | | |
| ICT income & savings from partnership working and rationalisation | (455) | |
| Asset Management - Staffing Reductions/efficiencies | (211) | |
| Asset Management - Energy Saving from Climate Change projects * | (50) | |
| Savings from system optimisation and rationalisation within Finance | (139) | |
| Savings from targeted and collaborative procurement activity * | (1,275) | |
| Sub total | | (2,130) |
| Financial Impact of 2010/2011 Policy Proposals | | (52) |

* Cross Cutting

| |
|--|
| HR and Organisational Development |
|--|

| |
|---|
| Objective Analysis of Services provided in 2009/2010 |
|---|

| | Employees | Other | Gross | Income | Net |
|--------------------------------------|--------------|-------------|--------------|----------------|--------------|
| | £000 | Expenditure | Budget | £000 | Budget |
| Services Provided : | £000 | £000 | £000 | £000 | £000 |
| HR Delivery | | | | | |
| - Non-Shared Services | 950 | 95 | 1,045 | (346) | 699 |
| - Shared Services | 1,204 | 63 | 1,267 | (591) | 676 |
| HR Strategy and Policy | | | | | |
| - Non-Shared Services | 871 | 69 | 940 | (101) | 839 |
| - Shared Services | 266 | 65 | 331 | (235) | 96 |
| Organisation & Workforce Development | 587 | 13 | 600 | (45) | 555 |
| Total Budget | 3,878 | 305 | 4,183 | (1,318) | 2,865 |

| |
|--|
| Key Policy Proposals for 2010/2011 Budget |
|--|

| | £000 | £000 |
|---|------|------------|
| Increases in Net Budget | | |
| Develop employee and organisational capability and capacity | 150 | |
| Supporting Organisational restructuring | 111 | |
| Employing Young People | 247 | |
| Sub total | | 508 |
| Decreases in Net Budget | | |
| Funding from Invest to save provision relating to redeployment post | (38) | |
| Reduction in recruitment costs following staff development * | (50) | |
| Savings from Agency contracts and Childcare scheme * | (65) | |
| Sub total | | (153) |
| Financial Impact of 2010/2011 Policy Proposals | | 355 |

* Cross cutting

| |
|---------------------------------|
| Policy & Performance |
|---------------------------------|

| |
|---|
| Objective Analysis of Services provided in 2009/2010 |
|---|

| | Employees | Other | Gross | Income | Net |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|
| | | Expenditure | Budget | | Budget |
| Services Provided : | £000 | £000 | £000 | £000 | £000 |
| Audit | 936 | 68 | 1,004 | 0 | 1,004 |
| Chief Executive & Partnerships | 1,153 | 1,212 | 2,365 | (52) | 2,313 |
| Communications | 1,113 | 178 | 1,291 | (67) | 1,224 |
| Customer Services | 3,171 | 346 | 3,517 | (66) | 3,451 |
| Planning & Performance | 924 | 146 | 1,070 | (62) | 1,008 |
| Total Budget | 7,297 | 1,950 | 9,247 | (247) | 9,000 |

| |
|--|
| Key Policy Proposals for 2010/2011 Budget |
|--|

| | £000 | £000 |
|---|-------|------------|
| Increases in Net Budget | | |
| Supporting Local Area Partnership Working | 375 | |
| Impact of 2009/2010 staffing outturn | 61 | |
| Attendance at Cheshire Shows | 40 | |
| Partnership Grants | 83 | |
| Sub total | | 559 |
| Decreases in Net Budget | | |
| Harmonisation of Customer Services resources | (206) | |
| Sub total | | (206) |
| Financial Impact of 2010/2011 Policy Proposals | | 353 |

| Capital Programme - Performance & Capacity | Total Approved Budget £000 | Prior Year Spend | 2010-11 Expenditure £000 | 2011-12 Expenditure £000 | 2012-13 Expenditure £000 |
|--|-------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|
| Ongoing Schemes | | | | | |
| Borough Solicitor | | | | | |
| Integrated Legal ICT System | 60 | 0 | 60 | | |
| Total Borough Solicitor | 60 | 0 | 60 | 0 | 0 |
| Borough Treasurer & Head of Assets | | | | | |
| Building Alteration & Improvements | 155 | 129 | 26 | | |
| County Farms 2008-09 | 362 | 255 | 107 | | |
| Municipal buildings - Reg accommodation | 200 | 0 | 200 | | |
| Urgent Safety Works | 19 | 18 | 1 | | |
| Fixed Electrical Installation | 153 | 68 | 85 | | |
| Office Accommodation Strategy | 9,450 | 2,969 | 6,481 | 0 | |
| Farms Estates Reorganisation & Reinvestment | 1,410 | 160 | 1,250 | | |
| Building Maintenance Programme | 5,645 | 5,445 | 200 | | |
| Septic Tanks-Rural Properties | 315 | 235 | 40 | 40 | |
| Single Revenue & Benefits Systems | 444 | 150 | 294 | | |
| Transforming Cheshire - Information Management | 1,484 | 745 | 36 | 703 | |
| Transforming Cheshire - Improving Oracle (Shared Services) | 1,770 | 1,132 | 638 | | |
| Government Connect | 290 | 118 | 172 | | |
| Essential Replacement of Core ICT Infrastructure | 891 | 713 | 178 | | |
| ICT Security & Research | 209 | 167 | 42 | | |
| Enterprise Content Management proposal | 500 | 200 | 300 | | |
| Flexible & Mobile Working | 1,425 | 292 | 593 | 540 | |
| Data Centre Macclesfield | 495 | 170 | 325 | | |
| Total Borough Treasurer & Head of Assets | 25,217 | 12,966 | 10,968 | 1,283 | 0 |
| Policy & Performance | | | | | |
| Transforming Cheshire - Customer Access | 428 | 243 | 0 | 185 | |
| Capital Investment Scheme Grants | 400 | 300 | 100 | | |
| Customer Relationship Management & Telephone System | 1,705 | 1,150 | 555 | | |
| Total Policy & Performance | 2,533 | 1,693 | 655 | 185 | 0 |
| Total Ongoing Schemes | 27,810 | 14,659 | 11,683 | 1,468 | 0 |
| New Starts 2010/11 | | | | | |
| Borough Treasurer & Head of Assets | | | | | |
| Building Maintenance | 6,075 | 0 | 6,075 | 0 | 0 |
| Corporate Minor Works | 300 | 0 | 300 | | |
| Oracle Optimisation/Back Office Transformation | 3,960 | 0 | 990 | 990 | 1,980 |
| Essential Replacement of Core ICT Infrastructure | 2,384 | 0 | 696 | 714 | 974 |
| ICT Security Programme | 185 | 0 | 185 | | |
| Internet Service Provision (renewal) | 142 | 0 | 142 | | |
| Total Borough Treasurer & Head of Assets | 13,046 | 0 | 8,388 | 1,704 | 2,954 |
| Policy & Performance | | | | | |
| Performance Management IT System | 100 | 0 | 90 | 10 | |
| Total Policy & Performance | 100 | 0 | 90 | 10 | 0 |
| Total New Starts 2010/11 | 13,146 | 0 | 8,478 | 1,714 | 2,954 |
| Total Performance & Capacity Programme | 40,956 | 14,659 | 20,161 | 3,182 | 2,954 |

Annex 6 ~ Staffing Analysis 2010/2013**Staffing Analysis 2010/2013**

| | | Staffing Impact | | | |
|------------------------------------|---------|-----------------|---------|-------|--|
| | 2010/11 | 2011/12 | 2012/13 | TOTAL | |
| | FTE | FTE | FTE | FTE | |
| Directorate / Service | | | | | |
| People Directorate | | | | | |
| Children & Families | (29) | (3) | 0 | (32) | |
| Adults Services | (37) | (17) | (17) | (71) | |
| Health & Wellbeing | (25) | (15) | (7) | (47) | |
| Sub total | (91) | (35) | (24) | (150) | |
| Places Directorate | | | | | |
| Environmental Services | (13) | (27) | 0 | (40) | |
| Safer & Stronger Communities | (1) | (1) | 0 | (2) | |
| Planning & Policy | (5) | (10) | (4) | (19) | |
| Regeneration | (8) | 0 | 0 | (8) | |
| Sub total | (27) | (38) | (4) | (69) | |
| Performance and Capacity | | | | | |
| Borough Treasurer & Head of Assets | (7) | (8) | (4) | (19) | |
| HR & Organisational Development * | 32 | (3) | (3) | 26 | |
| Borough Solicitor | 9 | (1) | (1) | 7 | |
| Policy & Performance | (1) | 0 | 0 | (1) | |
| Sub total | 33 | (12) | (8) | 13 | |
| Total - All Directorates | | | | | |
| | (85) | (85) | (36) | (206) | |

Note

FTE = Full Time Equivalent

* includes apprentice scheme - staff will be based in Directorates

Annex 7 ~ Charges to Service Users 2010/2011

1. Charges for services represent approximately 8% of total revenue income to Cheshire East Council. The approach to setting fees & charges is to generate income from discretionary and statutory services that can reasonably reduce the impact on council tax payers in the local area whilst making sure services remain accessible to those who will benefit most from them.
2. In reaching the current budgeted position there has been an underlying assumption that income from fees & charges would increase by 2.5% compared to 2009/2010 levels.
3. The attached Pricing Schedule for Cheshire East Council mirrors the 2009/2010 prices with the addition of the proposed prices for 2010/2011. Directors and Heads of Service were asked to calculate prices to reflect feedback from users and members and to reflect the growth in costs and statutory restrictions.
4. Additional information was also requested from Directorates on the target users and the likely level of income. This additional information will support the larger review of pricing which will be undertaken during 2010/2011.

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|---------------|-------|
| | £ | £ | |
| TRANSPORT - CHILDREN'S SERVICES | | | |
| 16+ Charges for Transport to School | | | |
| * Term 1 (Sept) | 155.00 | 160.00 | |
| * Term 2 (Jan) | 155.00 | 160.00 | |
| Term 3 (Apr) | 90.00 | 95.00 | |
| Spare seats for ineligible on school transport contracts | | | |
| U16 in zone | | | |
| * Term 1 (Sept) | 92.00 | 95.00 | |
| * Term 2 (Jan) | 92.00 | 95.00 | |
| Term 3 (Apr) | 61.00 | 62.00 | |
| U16 out of zone | | | |
| * Term 1 (Sept) | 133.00 | 135.00 | |
| * Term 2 (Jan) | 133.00 | 135.00 | |
| Term 3 (Apr) | 96.00 | 100.00 | |
| O16 on zone | | | |
| * Term 1 (Sept) | 180.00 | 185.00 | |
| * Term 2 (Jan) | 180.00 | 185.00 | |
| Term 3 (Apr) | 105.00 | 108.00 | |
| O16 out of zone | | | |
| * Term 1 (Sept) | 245.00 | 250.00 | |
| * Term 2 (Jan) | 245.00 | 250.00 | |
| Term 3 (Apr) | 170.00 | 175.00 | |
| Denominational charges | | | |
| (for pupils ineligible under standard policy but eligible on denominational grounds) | | | |
| * Term 1 (Sept) | 100.00 | 103.00 | |
| * Term 2 (Jan) | 100.00 | 103.00 | |
| Term 3 (Apr) | 91.00 | 93.00 | |
| Replacement of passes lost/damaged | 12.00 | 13.00 | |
| * Charges are set in advance of the academic year - Sept 2009 and Jan 2010 charges to be reviewed | | | |
| SCHOOL MEALS | | | |
| Individual schools can set their own prices for paid meals, and the advisory prices set by the Catering Manager are currently being reviewed. However, the intention is to limit the increase to no more than 2.5%. The figures below are indicative only. They reflect a possible increase of 2.5% (rounded to the nearest 5p). However, it may be decided to go for an increase below 2.5% for operational and commercial reasons. | | | |
| Secondary Per meal | 2.15 | 2.20 | |
| Primary Per meal | 2.00 | 2.05 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|--|
| | £ | £ | |
| ADULT SOCIAL CARE | | | |
| CHARGES NOT SUBJECT TO ASSESSMENT | | | |
| Community Meals | | | |
| Frozen Meals | 2.51 | n/a | No longer offered in 2010/11 |
| Hot Meals | 3.03 | TBA | Contract re-tendered, results not back yet |
| Luncheon Clubs | | | |
| Charges to District Councils per meal | 2.84 | See notes | Unidentified charge, drop from list |
| Occasional Charges | | | |
| Visiting Officer, relatives/guests of residents and flatlet tenants | | | |
| Overnight Stay | 8.25 | See notes | Unidentified charge, drop from list |
| Breakfast | 2.08 | See notes | Unidentified charge, drop from list |
| Dinner / Main Meal | 3.61 | See notes | Unidentified charge, drop from list |
| Tea / Snack | 2.66 | See notes | Unidentified charge, drop from list |
| | | | |
| Day Centres for Children | | | This is a guide only, actual charge set by individual centres |
| Playgroup Session | 1.55 | 1.60 | |
| Transport to and from Day Centres | | | |
| | | | |
| Charge per one way trip | 1.63 | 2.00 | Full cost significantly higher, full transport review underway, service to be removed wherever possible, £2.00 considered the highest acceptable figure for 2010/11 |
| Meals for Clients | | | |
| Adults - for meals in Day Centres | | | |
| Elderly People - for meals in Community Support Centres, Day Centres | | | |
| Children - for day care (inc nurseries/playgroups) | | | |
| | | | |
| | | | |
| Breakfast For a light breakfast | 1.13 | 1.25 | There is a Member-approved decision to remove subsidy within Social Care Redesign and recover full costs. Full cost for provision of meals in day centres is not known, however it is likely to be significantly higher than the current charges, therefore these increases are considered reasonable in terms of market rates. Subsidy reduced rather than eliminated |
| | | | |
| For a full cooked Breakfast | 1.75 | 1.95 | |
| Dinner For a light meal | 1.64 | 1.75 | |
| For a full meal | 3.03 | 3.25 | |
| Tea For a light meal | 1.50 | 1.75 | |
| | | | |
| For a high tea | 1.97 | 2.25 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|---|
| | £ | £ | |
| ADULT SOCIAL CARE (continued) | | | |
| CHARGES WHICH ARE SUBJECT TO AN ASSESSMENT OF MEANS | | | |
| Community Based Services | | | |
| Home Care (per hour) | 17.76 | 19.80 | £19.80 represents full cost recovery for hourly rate (if divided by 4 to give quarter-hour charge, this would not recover full cost) |
| Day Care (per session) | 26.98 | 32.00 | £32 represents full cost recovery for OP Day Care (LD Day Care is avg. £42 a day, PD Day Care £58) |
| Waking Night Service (per night) | 91.70 | 94.00 | |
| Sleep in Service (per night) | 64.73 | 69.00 | Match to current DP rate, inflate by 2.5%, and round up |
| Extra Services Housing (per week) | | | |
| Band 1 0 - 2.25 hrs per week | 17.91 | 18.36 | Contract uplift with Housing21 not until August, then contract is up for review |
| Band 2 2.5 - 10 hrs per week | 134.60 | 137.97 | Contract uplift with Housing21 not until August, then contract is up for review |
| Band 3 over 10 hrs per week | 231.70 | 237.49 | Contract uplift with Housing21 not until August, then contract is up for review |
| 24 hour care services (internal networks) | 231.70 | 237.49 | This hides significant subsidy, however further work needed to mitigate the impact of this on charge payers, so leave matched to ECH Band 3 for now with an indication that this will be reviewed in-year |
| Charges for Telecare Service | 9.71 | 9.95 | |
| Residential Services | | | |
| Long / Short Stay Residential Care (per week) | | | |
| Basic Residential | 376.74 | 386.19 | Uplift likely to be less than 2.5%, however suggest that we should be looking to achieve greater income as this is not full cost recovery on Band 3 where additional Home Care sometimes goes |
| Residential EMI | 467.10 | 478.80 | |
| Long / Short Stay Nursing Care (per week) | | | |
| Nursing | 433.07 | 443.87 | See above |
| Nursing EMI | 467.10 | 478.80 | See above |
| Learning Disability Respite Care | 503.44 | 516.04 | See above |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|---|
| | £ | £ | |
| ADULT SOCIAL CARE (continued) | | | |
| CHARGES FOR SERVICE USERS RECEIVING DIRECT PAYMENTS | | | |
| Rates are set to match off with payments to Service Users | | | |
| Home Care (employing worker) | | | All Direct Payment (DP) rates will be superseded by the introduction of a formula-based Resource Allocation System (RAS) in late 2009/10, therefore these are not applicable in 2010/11. Clients in receipt of DPs will have these converted into a Personal Budget (PB) on 1st April 2010, charge payers will then have deductions from that amount based on financial assessment rules and not units of service |
| 15 minute | 4.86 | n/a | |
| 30 minute | 6.70 | n/a | |
| 45 minute | 9.41 | n/a | |
| 60 minute | 10.38 | n/a | |
| Home Care (agency rate) West & Central | | | |
| 15 minute | 5.52 | n/a | |
| 30 minute | 7.67 | n/a | |
| 45 minute | 9.92 | n/a | |
| 60 minute | 11.22 | n/a | |
| Home Care (agency rate) East only | | | |
| 15 minute | 5.77 | n/a | |
| 30 minute | 8.03 | n/a | |
| 45 minute | 11.41 | n/a | |
| 60 minute | 12.55 | n/a | |
| Day Care (per session) | 26.98 | n/a | |
| Waking Nights (per night) | 85.06 | n/a | |
| Sleep Ins (per night) | 66.90 | n/a | |
| FAMILY PLACEMENT SCHEME | | | |
| PAYMENTS TO CARERS | | | |
| The amount the client receives in benefits is made up by the Council to the full payment rate to the Carer | | | |
| Long Stay Standard Rate per week | 316.75 | 321.44 | Family Based Care is a pay-cost related service, hence set at 1.5%. There is a review in progress re the strategic future for this service, therefore this appears to be the most appropriate increase at the present time As we make more FBC payments than receive charges, this will cost the Authority less than increasing fees by 2.5% |
| Enhanced Rate | 339.36 | 344.47 | |
| Short Stay Standard Rate per day | 45.25 | 45.92 | |
| Enhanced Rate | 48.48 | 49.21 | |
| Day Care - one to one support 3 hr session | 17.53 | 17.79 | |
| In service users home 6 hr session | 35.06 | 35.58 | See above |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | | 2009/2010 | 2010/2011 | Notes |
|---|-------------------------------------|-----------|-----------|---|
| | | £ | £ | |
| ADULT SOCIAL CARE (continued) | | | | |
| | 9 hr session | 52.59 | 53.37 | |
| CHARGES TO CLIENTS | | | | |
| | | | | |
| Day Care - support to multiple users | 3 hr session | 11.69 | 11.87 | See above |
| In carers home | 6 hr session | 23.38 | 23.74 | See above |
| | 9 hr session | 35.07 | 35.61 | |
| | | | | |
| Carer Boards in (per night) | | 28.00 | 28.42 | See above |
| | | | | |
| Day Care lunch | | 3.03 | 3.10 | No longer matched to in-house meals provision as cost base is different |
| Day Care tea | | 1.50 | 1.54 | No longer matched to in-house meals provision as cost base is different |
| Day Care high tea | | 1.97 | 2.02 | No longer matched to in-house meals provision as cost base is different |
| | | | | |
| Residential Care | Maximum charge to client (per week) | | | |
| Actual charge depends on a financial assessment in accordance with residential charging rules | | | | |
| | | | | |
| Long Stay | Standard Rate per week | 316.75 | 321.44 | Matched to payment (see above) |
| | Enhanced Rate | 339.36 | 344.47 | Matched to payment (see above) |
| | | | | |
| Short Stay | Standard Rate per day | 45.25 | 45.92 | Matched to payment (see above) |
| | Enhanced Rate | 48.48 | 49.21 | Matched to payment (see above) |
| | | | | |
| Day Care - one to one support | Any session | 26.98 | 32.00 | Matched to in-house provision cost (see above) |
| Day Care - support to multiple users | Any session | 26.98 | 32.00 | Matched to in-house provision cost (see above) |
| | | | | |
| Night Care in Clients home | | 28.00 | | |
| | | | | |
| Day Care lunch | | 3.03 | 3.11 | Matched to payment (see above) |
| Day Care tea | | 1.50 | 1.54 | Matched to payment (see above) |
| Day Care high tea | | 1.97 | 2.02 | Matched to payment (see above) |
| | | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|---|
| | £ | £ | |
| LIBRARIES | | | |
| Multimedia Loan Charges | | | |
| * Talking books and Language Courses - Adults per 3 weeks | 1.37 | 1.40 | |
| Talking books and Language Courses - Adults per 3 weeks - Cheshire Leisure Card Holder (CLCH) rate | 1.00 | 1.00 | |
| * Talking books and Language Courses - Children per 3 weeks | 0.73 | 0.70 | |
| Talking books and Language Courses - Children per 3 weeks - CLCH rate | 0.58 | 0.55 | |
| no charge for people who have difficulty reading print or handling books | | | |
| * CD's - per week | 1.37 | 1.00 | |
| CD's - per week - CLCH rate | 1.00 | 0.75 | |
| * DVD's, titles classified 12, 15 & 18 - per week | 2.73 | 2.50 | |
| DVD's, titles classified 12, 15 & 18 - per week - CLCH rate | 2.00 | 1.75 | |
| * DVD's, titles classified Ex, Uc, U & PG - per week | 1.37 | 1.00 | |
| DVD's, titles classified Ex, Uc, U & PG - per week - CLCH rate | 1.00 | 0.75 | |
| * Videos, titles classified 12, 15 & 18 - per week | 2.73 | 2.50 | |
| Videos, titles classified 12, 15 & 18 - per week - CLCH rate | 2.00 | 1.75 | |
| * Videos, titles classified Ex, Uc, U & PG - per week | 1.37 | 1.00 | |
| Videos, titles classified Ex, Uc, U & PG - per week - CLCH rate | 1.00 | 0.75 | |
| * Computer Games - Wii, PS3 | | 2.50 | |
| Computer Games - Wii, PS3- CLCH rate | | 2.00 | |
| Computer Games - Other Formats & Software, including Language Courses | | 2.00 | |
| Computer Games - Other formats & Software, including Language Courses- CLCH rate | | 1.75 | New charge |
| * Computer Games | 3.36 | | |
| Computer Games - CLCH rate | 2.47 | | |
| * CD-ROMS including Language Courses on CD-ROM | 3.36 | | |
| CD-ROMS including Language Courses on CD-ROM - CLCH rate | 2.47 | | Charge replaced |
| Overdue Items | | | |
| Books: | | | |
| * Adult - per item per day (up to maximum) | 0.14 | 0.15 | |
| * Adult - per item (maximum charge) | 5.60 | 6.00 | |
| Children - per item per day (up to maximum) | 0.07 | 0.07 | |
| Children - per item (maximum charge) | 1.40 | 1.40 | |
| CLCH - per item per day (up to maximum) | 0.07 | 0.07 | |
| CLCH - per item (maximum charge) | 2.10 | 2.10 | |
| Multimedia Items | | | |
| * Adult - per item per day (up to maximum) | 0.27 | 0.30 | |
| * Adult - per item (maximum charge) | 5.40 | 6.00 | |
| Children - per item per day (up to maximum) | 0.14 | 0.15 | |
| Children - per item (maximum charge) | 2.80 | 3.00 | |
| CLCH - per item per day (up to maximum) | 0.20 | 0.20 | |
| CLCH - per item (maximum charge) | 4.00 | 4.00 | |
| Administration charge for overdue reminder | 0.31 | 0.32 | |
| Music Scores and Choral Sets | | | |
| 1 - 20 items | 7.35 | 10.00 | Increase agreed & implemented 19/11/09 |
| 21 - 40 items | 14.70 | 20.00 | Increase agreed & implemented 19/11/09 |
| 41 - 60 items | 22.05 | 30.00 | Increase agreed & implemented 19/11/09 |
| 61 - 80 items | | | Charge replaced |
| 81 - 100 items | | | Charge replaced |
| Each additional copy | | 1.00 | New charge agreed & implemented 19/11/09 |
| Orchestral sets | 10.00 | 15.00 | In operation, but not listed in 2009/10 spreadsheet |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|------------------------------|
| | £ | £ | |
| LIBRARIES (continued) | | | |
| Reservations | | | |
| Items from Within Cheshire (East and West) | 0.84 | 1.00 | |
| Items from Within Cheshire (East and West) - CLCH rate | 0.47 | 0.50 | |
| Items from Uk libraries outside Cheshire | 1.78 | 2.50 | |
| Items from Uk libraries outside Cheshire - CLCH rate | 0.89 | 1.25 | |
| Item from UK libraries outside Cheshire- Children | | 1.25 | New charge |
| Items from outside UK | 15.75 | 16.00 | |
| Note: children may reserve items free of charge unless obtained from UK outside Cheshire | | | |
| No charge for people who have difficulty reading print or handling books | | | |
| Personal Computer Bookings | | | |
| Computer bookings - 1 hour per day (subject to availability) | free | free | |
| Adult (after 1 hour) - per hour or part hour | 1.54 | 1.60 | |
| Adult (after 1 hour) - per hour or part hour - CLCH rate | 0.77 | 0.80 | |
| Children (after 1 hour) - per hour or part hour | 0.77 | 0.80 | |
| Printing: | | | |
| Black & White - per page | 0.13 | 0.15 | |
| Black & White - per page (children & CLCH) | 0.07 | 0.08 | |
| Colour - per page | 0.53 | 0.60 | |
| Colour - per page (children & CLCH) | 0.26 | 0.30 | |
| | | | |
| | | | |
| Photocopying | | | |
| Black & White | | | |
| Photocopies - A4 | 0.10 | 0.10 | |
| Photocopies - A4 (if supplied by staff) | | | charge deleted |
| Photocopies - A3 | 0.20 | 0.20 | |
| Colour | | | |
| Photocopies - A4 | | | facility no longer available |
| Photocopies - A3 | | | facility no longer available |
| | | | |
| Fax Charges | | | |
| Fax - per sheet received | 0.57 | 0.60 | |
| * Fax (UK) - for first sheet | 1.13 | 1.15 | |
| Fax (UK) - for first sheet - CLCH rate | 0.57 | 0.60 | |
| * Fax (UK) - per sheet after first sheet | 0.57 | 0.60 | |
| Fax (UK) - per sheet after first sheet - CLCH rate | 0.31 | 0.30 | |
| * Fax (to the world) - for first sheet | 2.25 | 2.30 | |
| Fax (to the world) - for first sheet - CLCH rate | 1.13 | 1.15 | |
| * Fax (to the world) - per sheet after first sheet | 1.13 | 1.15 | |
| Fax (to the world) - per sheet after first sheet - CLCH rate | 0.57 | 0.60 | |
| | | | |
| Lost & Damaged Items | | | |
| * Lost Borrower Tickets - Adult | 1.58 | 1.50 | |
| Lost Borrower Tickets - CLCH rate | 0.79 | 0.75 | |
| Lost Borrower Tickets - Children | 0.79 | 0.75 | |
| | | | |
| Lost / damaged items - minimum charge per item | 2.20 | 2.30 | |
| Administrative charge deducted from refund | 2.20 | 2.30 | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|-------|
| | £ | £ | |
| LIBRARIES (continued) | | | |
| Meeting Room Hire | | | |
| Community use per hour - weekdays before 10pm | 12.60 | 12.60 | |
| Community use per hour - weekdays after 10pm & weekends | 17.85 | 17.85 | |
| Commercial use per hour - weekdays before 10pm | 22.05 | 22.05 | |
| Commercial use per hour - weekdays after 10pm & weekends | 31.50 | 31.50 | |
| Small Advertisements | | | |
| Postcard size - per week | 0.26 | 0.30 | |
| Postcard size - per year | 10.50 | 11.00 | |
| Larger than postcard size - per week | 1.30 | 1.35 | |
| Larger than postcard size - per year | 52.50 | 53.00 | |
| * denotes services where discounts are available for Cheshire Leisure Card Holders available to persons receiving benefits | | | |
| CREWE POOL | | | |
| Free swimming will be available to children under 17 years old and senior citizens Aged 60 or over subject to registration. If not registered then charges will apply. Applies to Casual Swimming Only | | | |
| Swimming (Casual Sessions) | | | |
| ** Adult | 3.30 | 3.40 | |
| Junior (if not registered for free swim) | 2.25 | 2.30 | |
| OAP (if not registered for free swim) | 2.25 | 2.30 | |
| Children under 3 | free | free | |
| Family Swim- minimum 1, maximum 2 adults & minimum 2, maximum 3 Juniors (if children not registered for free swim) | 8.30 | 8.50 | |
| Swimming (Fun Sessions) | | | |
| ** Adult | 3.30 | 3.40 | |
| Junior | 2.25 | 2.30 | |
| Family Swim - minimum 1, maximum 2 adults & minimum 2, maximum 3 Juniors | 8.30 | 8.50 | |
| Club | | | |
| Adult | 2.80 | 2.90 | |
| Junior | 1.85 | 1.90 | |
| School Swim | | | |
| Primary School | 1.10 | 1.20 | |
| High School | 1.20 | 1.20 | |
| Swimming Instruction per hour | 15.40 | 15.80 | |
| Spectators | 0.55 | 0.60 | |
| Swimming Instruction (12 week courses) | | | |
| Adult | 54.40 | 55.80 | |
| ** Adult - Options (low income and 60+ categories) | 27.20 | 27.90 | |
| Junior - Stages One and Two | 51.40 | 52.70 | |
| Junior - Stages Three and above | 48.20 | 49.40 | |
| ** Junior - Stages One and Two - Options (low income categories) | 25.70 | 26.30 | |
| ** Junior - Stages Three and above - Options (low income categories) | 24.10 | 24.70 | |
| Parent & Baby swim | 3.20 | 3.30 | |
| ** Aqua Fit | 4.10 | 4.20 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|-----------|------------------------------------|
| | £ | £ | |
| CREWE POOL (continued) | | | |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| Sauna | | | |
| ** Adult | 5.15 | 5.30 | |
| OAP | 3.10 | 3.20 | |
| Hire of Pools | | | |
| Main indoor pool (exclusive use) | | | |
| per hour - casual | 78.90 | 80.90 | |
| Learners pool | | | |
| per hour - casual | 49.25 | 50.50 | |
| ** Denotes Activities available for discount with the Options Card. | | | |
| NANTWICH POOL | | | |
| Free swimming will be available to children under 17 years old and senior citizens apply. Casual swimming only | | | |
| Swimming Indoor & Outdoor (Casual) | | | |
| ** Adult | 3.30 | 3.40 | |
| Junior (if not registered for free swim) | 2.25 | 2.30 | |
| OAP (if not registered for free swim) | 2.25 | 2.30 | |
| Children under 3 | free | free | |
| Family Swim - minimum 1, maximum 2 adults & minimum 2, maximum 3 Juniors (if children not registered for free swim) | 8.30 | 8.50 | |
| Swimming (Fun Session) | | | |
| ** Adult | 3.30 | 3.40 | |
| Junior | 2.25 | 2.30 | |
| Family Swim- minimum 1, maximum 2 adults & minimum 2, maximum 3 Juniors | 8.30 | 8.50 | |
| Club | | | |
| Adult | 2.80 | 2.90 | |
| Junior | 1.85 | 1.90 | |
| School Swim | | | |
| Primary School | 1.10 | 1.20 | |
| High School | 1.20 | 1.20 | |
| Swimming Instruction per hour | 15.40 | 15.80 | |
| Spectators | 0.55 | 0.60 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|------------------------------------|
| | £ | £ | |
| NANTWICH POOL (continued) | | | |
| Swimming Instruction (12 week course) | | | |
| Adult | 54.40 | 55.80 | |
| ** Adult - Options (low income and 60+ categories) | 27.20 | 27.90 | |
| Junior - Stages One and Two | 51.40 | 52.70 | |
| Junior - Stages Three and above | 48.20 | 49.40 | |
| ** Junior - Stages One and Two - Options (low income categories) | 25.70 | 26.30 | |
| ** Junior - Stages Three and above - Options (low income categories) | 24.10 | 24.70 | |
| Parent & Baby swim | 3.20 | 3.30 | |
| | | | |
| ** Aqua Fit | 4.10 | 4.20 | |
| | | | |
| Aqua Natal | 3.70 | 3.80 | |
| | | | |
| Serious Swimming Hour | 4.20 | 4.30 | Note VAT Exempt |
| | | | |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| | | | |
| Hire of Pool | | | |
| Main indoor pool (exclusive - per hour - casual) | 78.90 | 80.90 | |
| Learners pool (exclusive use - per hour - casual) | 49.25 | 50.50 | |
| | | | |
| ** Denotes Activities available for discount with the Options Card. | | | |
| | | | |
| ALSAGER LEISURE CENTRE | | | |
| | | | |
| Options Card Annual Fee | New | 5.00 | New Line |
| | | | |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| | | | |
| Swimming (Casual) | | | |
| Free swimming will be available to children under 17 years old and senior citizens aged 60 or over subject to registration. If not registered then charges will apply. | | | |
| | | | |
| ** Adult | 3.60 | 3.70 | |
| Junior (if not registered for free swim) | 2.45 | 2.50 | |
| OAP (if not registered for free swim) | 2.45 | 2.50 | |
| Children under 3 | free | free | |
| Family Swim - minimum 1, maximum 2 adults and minimum 2, maximum 3 junior | 9.95 | 10.20 | |
| | | | |
| Hire of Pool (Exclusive Use) | | | |
| Main Indoor Pool - Casual | 57.25 | 58.70 | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|------------------------------------|
| | £ | £ | |
| ALSAGER LEISURE CENTRE (continued) | | | |
| Swimming Instruction | | | |
| ** Adult Swim Lessons | 6.20 | 6.40 | |
| ** Junior Swim Lessons | 4.10 | 4.20 | |
| Toddlers & Advanced Toddlers (age 3-5) | 4.50 | 4.60 | |
| Personal Survival & Lifesaving | 5.60 | 5.70 | |
| ** Aqua Fit | 3.50 | 3.60 | |
| | | | |
| School Swim | | | |
| Instruction per hour | 12.00 | 12.30 | |
| | | | |
| ** Sauna | 4.70 | 4.80 | |
| | | | |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| | | | |
| Squash (per court) | | | |
| ** Adult - peak | 6.95 | 7.10 | |
| Adult - off peak | 5.75 | 5.90 | |
| Junior - off peak only | 4.40 | 4.50 | |
| Family - off peak only | 5.15 | 5.30 | |
| | | | |
| Badminton (per court) | | | |
| ** Adult - peak | 9.20 | 9.40 | |
| Adult - off peak | 7.80 | 8.00 | |
| Junior - off peak only | 5.95 | 6.10 | |
| Family - off peak only | 7.40 | 7.60 | |
| | | | |
| Table Tennis (per table) | | | |
| ** Adult | 6.15 | 6.30 | |
| Junior | 4.10 | 4.20 | |
| Family | 4.70 | 4.80 | |
| | | | |
| Indoor Sports Hall | | | |
| Full Hall - Adult | 46.00 | 47.20 | |
| Full Hall - Junior (off peak only) | New | 31.00 | |
| | | | |
| Half Sports Hall - Adult | New | 30.00 | New Line Description |
| Half Sports Hall - Junior | New | 20.00 | New Line Description |
| | | | |
| Minor Hall - Adult | 27.10 | 27.80 | |
| Minor Hall - Adult off peak | 22.50 | 23.10 | |
| Minor Hall - Junior/OAP | 17.40 | 17.80 | |
| | | | |
| Football / Hockey - Synthetic/Astroturf Pitches | | | |
| Winter (Peak): | | | |
| Full Pitch - Adults | 58.75 | 60.20 | |
| Full Pitch - Junior | 46.50 | 47.70 | |
| 1/3 Pitch - Adults | NEW | 40.00 | New Line Description |
| 1/3 Pitch - Junior | NEW | 23.00 | New Line Description |
| Summer (Off-Peak): | | | |
| Full Pitch - Adults | 53.65 | 55.00 | |
| Full Pitch - Junior | 41.40 | 42.40 | |
| 1/3 Pitch - Adults | NEW | 35.00 | New Line Description |
| 1/3 Pitch - Junior | NEW | 20.00 | New Line Description |
| | | | |
| ** Denotes Activities available for discount with the Options Card | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|------------------------------------|
| | £ | £ | |
| CONGLETON LEISURE CENTRE | | | |
| Options Card Annual Fee | New | 5.00 | New Line |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| Swimming - General | | | |
| Free swimming will be available to children under 17 years old and senior citizens aged 60 or over subject to registration. If not registered then charges will apply. | | | |
| ** Adult | 3.60 | 3.70 | |
| Junior (if not registered for free swim) | 2.45 | 2.50 | |
| OAP (if not registered for free swim) | 2.45 | 2.50 | |
| Children under 3 | free | free | |
| Family Swim - minimum 1, maximum 2 adults and minimum 2, maximum 3 junior | 9.95 | 10.20 | |
| Hire of Pool (Exclusive Use) | | | |
| Main Indoor Pool - Casual | 57.25 | 58.70 | |
| Swimming Instruction | | | |
| ** Adult Swim Lessons | 4.70 | 4.80 | |
| ** Junior Swim Lessons | 4.10 | 4.20 | |
| Toddlers & Advanced Toddlers (age 3-5) | 4.10 | 4.20 | |
| Personal Survival & Lifesaving | 4.10 | 4.20 | |
| ** Aqua Fit | 3.50 | 3.60 | |
| School Swim | | | |
| Primary School | 0.43 | 0.50 | |
| High School | New | 1.20 | |
| Instruction per hour | 12.00 | 12.30 | |
| ** Sauna | 4.70 | 4.80 | |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|-------|
| | £ | £ | |
| CONGLETON LEISURE CENTRE (continued) | | | |
| Squash (per court) | | | |
| ** Adult - peak | 6.95 | 7.10 | |
| Adult - off peak | 5.75 | 5.90 | |
| Junior - off peak only | 4.40 | 4.50 | |
| Family - off peak only | 5.15 | 5.30 | |
| Badminton (per court) | | | |
| ** Adult - peak | 9.20 | 9.40 | |
| Adult - off peak | 7.80 | 8.00 | |
| Junior - off peak only | 5.95 | 6.10 | |
| Family - off peak only | 7.40 | 7.60 | |
| Table Tennis (per table) | | | |
| ** Adult | 6.15 | 6.30 | |
| Junior - off peak only | 4.10 | 4.20 | |
| Family - off peak only | 4.70 | 4.80 | |
| Indoor Sports Hall | | | |
| Full Hall - Adult | 45.00 | 46.10 | |
| Full Hall - Junior - Off Peak only | New | 31.00 | |
| Hall / Room Hires | | | |
| Half Sports Hall - Adult | 31.70 | 32.50 | |
| Half Sports Hall - Junior - off peak only | 19.65 | 20.10 | |
| Minor Hall - Adult | 27.10 | 27.80 | |
| Minor Hall - Adult off peak | 22.50 | 23.10 | |
| Minor Hall - Junior/OAP | 17.40 | 17.80 | |
| ** Denotes Activities available for discount with the Leisure Pass | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|------------------------------------|
| | £ | £ | |
| SANDBACH LEISURE CENTRE | | | |
| Options Card Annual Fee | New | 5.00 | New Line |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| Swimming - General | | | |
| Free swimming will be available to children under 17 years old and senior citizens aged 60 or over subject to registration. If not registered then charges will apply. | | | |
| ** Adult | 3.60 | 3.70 | |
| Junior (if not registered for free swim) | 2.45 | 2.50 | |
| OAP (if not registered for free swim) | 2.45 | 2.50 | |
| Children under 3 | FREE | free | |
| Family Swim- minimum 1, maximum 2 adults & minimum 2, maximum 3 Juniors | 9.95 | 10.20 | |
| Hire of Pool (Exclusive Use) | | | |
| Main Indoor Pool - Casual | 57.25 | 58.70 | |
| Swimming Instruction | | | |
| ** Adult Swim Lessons - 1/2 hour | 4.60 | 4.70 | |
| ** Junior Swim Lessons - 1/2 hour | 4.10 | 4.20 | |
| Parents and Babes | 4.30 | 4.40 | |
| Dolphin Club | 3.80 | 3.90 | |
| Lifesaving | 4.20 | 4.30 | |
| ** Aqua Fit | 3.50 | 3.60 | |
| School Swim | | | |
| Instruction per hour | 12.00 | 12.30 | |
| Squash (per court) | | | |
| ** Adult - peak | 6.95 | 7.10 | |
| Adult - off peak | 5.75 | 5.90 | |
| Junior - off peak only | 4.40 | 4.50 | |
| Family - off peak only | 5.15 | 5.30 | |
| Badminton (per court) | | | |
| ** Adult - peak | 9.20 | 9.40 | |
| Adult - off peak | 7.80 | 8.00 | |
| Junior - off peak only | 5.95 | 6.10 | |
| Family - off peak only | 7.40 | 7.60 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|---|
| | £ | £ | |
| SANDBACH LEISURE CENTRE (continued) | | | |
| Table Tennis (per table) | | | |
| ** Adult | 6.15 | 6.30 | |
| Junior - off peak only | 4.10 | 4.20 | |
| Family - off peak only | 4.70 | 4.80 | |
| Indoor Sports Hall | | | |
| Full Hall - Adult | 46.00 | 47.20 | |
| Full Hall - Junior - off peak only | NEW | 31.00 | |
| Minor Hall - Adult | 27.10 | 27.80 | |
| Minor Hall - Adult off peak | 22.50 | 23.10 | |
| Minor Hall - Junior/OAP | 17.40 | 17.80 | |
| Tennis | | | |
| ** Adult - per court | 5.55 | 5.70 | |
| Adult - per court off peak | NEW | 4.00 | |
| Junior - per court off peak only | 3.80 | 3.90 | |
| Family - per court off peak only | 4.50 | 4.60 | |
| Netball (Outdoor) | | | |
| Adult - per Court per hour | 15.35 | 15.70 | |
| Junior - per Court per hour | 10.25 | 10.50 | |
| ** Denotes Activities available for discount with the Leisure Pass | | | |
| HOLMES CHAPEL LEISURE CENTRE | | | |
| Options Card Annual Fee | New | 5.00 | New Line |
| Pay as you go Fitness Suite | | | |
| ** Induction - Adult | 15.00 | 15.40 | |
| ** Adult | 5.15 | 5.30 | |
| Junior | 3.60 | 3.70 | |
| Fitness Activities | | | |
| ** Fitness Class - Adult | 3.10 | 3.20 | Rename Line to "Fitness Class - Adult" |
| Fitness Class - Junior | 2.40 | 2.50 | Rename Line to "Fitness Class - Junior" |
| Badminton (per court) | | | |
| ** Adult - peak | 9.20 | 9.40 | |
| Adult - off peak | 7.80 | 8.00 | |
| Junior - off peak only | 5.95 | 6.10 | |
| Family - off peak only | 7.40 | 7.60 | |
| Table Tennis (per table) | | | |
| ** Adult | 6.15 | 6.30 | |
| Junior - off peak only | 4.10 | 4.20 | |
| Family - off peak only | 4.70 | 4.80 | |
| Indoor Sports Hall | | | |
| Full Hall - Adult | 46.00 | 47.20 | |
| Full Hall - Junior - off peak only | New | 31.00 | |
| Cricket | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|----------------------|
| | £ | £ | |
| HOLMES CHAPEL LEISURE CENTRE (continued) | | | |
| Netball (Outdoor) | | | |
| Adult | 15.35 | 15.70 | |
| Junior / Senior Citizen | 10.25 | 10.50 | |
| Hall / Room Hires | | | |
| ** Half Sports Hall - Casual | | | New Line Description |
| ** Half Sports Hall - Junior | | | New Line Description |
| ** Minor Hall - Adult | 27.10 | 27.80 | |
| ** Minor Hall - Adult off peak | 22.50 | 23.00 | |
| ** Minor Hall - Junior/OAP | 17.40 | 17.80 | |
| Tennis | | | |
| ** Adult - per court | 5.55 | 5.70 | |
| Adult - per court off peak | NEW | 4.00 | |
| ** Junior - per court off peak only | 3.80 | 3.90 | |
| ** Family - per court off peak only | 4.50 | 4.60 | |
| ** Denotes Activities available for discount with the Leisure Pass | | | |
| MIDDLEWICH LEISURE CENTRE | | | |
| Options Card Annual Fee | New | 5.00 | New Line |
| Pay as you go Fitness Suite | | | |
| ** Induction - Adult | 15.00 | 15.40 | |
| ** Admittance - Adult | 5.15 | 5.30 | |
| Admittance - Junior/Senior Citizen | 3.60 | 3.70 | |
| Badminton (per court) | | | |
| ** Adult - peak | 9.20 | 9.40 | |
| Adult - off peak | 7.80 | 8.00 | |
| Junior - off peak only | 5.95 | 6.10 | |
| Family - off peak only | 7.40 | 7.60 | |
| Table Tennis (per table) | | | |
| ** Adult | | | |
| Junior - off peak only | 4.10 | 4.20 | |
| Family - off peak only | 4.70 | 4.80 | |
| Indoor Sports Hall | | | |
| Full Hall - Adult | 46.00 | 47.20 | |
| Full Hall - Junior - off peak only | New | 31.00 | |
| Hall / Room Hires | | | |
| Half Sports Hall, Casual - Adult | 31.70 | 32.50 | |
| Half Sports Hall - Junior - off peak only | 19.65 | 20.10 | |
| Tennis | | | |
| ** Adult - per court | 5.55 | 5.70 | |
| Adult - per court off peak | NEW | 4.00 | |
| Junior - per court off peak only | 4.40 | 4.50 | |
| Family - per court off peak only | 4.50 | 4.60 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|------------------------------------|
| | £ | £ | |
| MIDDLEWICH LEISURE CENTRE (continued) | | | |
| Football / Hockey - Synthetic/Astroturf Pitches | | | |
| Winter (Peak) | | | |
| Full Pitch - Adults | 58.75 | 60.20 | |
| Full Pitch - Junior | 46.50 | 47.70 | |
| 1/3 Pitch - Adults | 49.05 | 50.30 | |
| 1/3 Pitch - Junior | 36.80 | 37.70 | |
| Summer (Off Peak) | | | |
| Full Pitch - Adults | 53.65 | 55.00 | |
| Full Pitch - Junior | 41.40 | 42.50 | |
| 1/3 Pitch - Adults | 43.95 | 45.00 | |
| 1/3 Pitch - Junior | 31.70 | 32.50 | |
| Denotes Activities available for discount with the Leisure Pass | | | |
| KNUTSFORD LEISURE CENTRE | | | |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| *Junior and OAP charges to be reviewed due to availability of free swimming Free swimming will be available to children under 17 years old and senior citizens aged 60 or over subject to registration. If not registered then charges will apply. | | | |
| | | | |
| | | | |
| Swimming (Casual Sessions) | | | |
| ** Adult | 2.90 | 3.00 | |
| Junior - if not registered for free swim | 1.90 | 2.00 | |
| Children under 3 | Free | free | |
| Family Swim - minimum 1, maximum 2 adults and minimum 2, maximum 3 junior | 7.90 | 8.10 | |
| Options Card Annual Fee | New | 5.00 | New Line |
| Spectators | 1.05 | 1.10 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|----------------------|
| | £ | £ | |
| KNUTSFORD LEISURE CENTRE (continued) | | | |
| Pool Hire (Exclusive Use) | | | |
| Main Indoor Pool - Casual | 52.15 | 53.50 | |
| Swimming Instruction (per block of 11 lessons) | | | |
| ** Adult Swim Lessons | NEW | 51.70 | New Line Description |
| ** Junior Swim Lessons | NEW | 49.60 | New Line Description |
| Aqua-fit | 4.20 | 4.30 | |
| Sauna | | | |
| ** Standard rate | 3.60 | 3.70 | |
| Fitness Activities | | | |
| Fitness Class Adult | 4.30 | 4.40 | |
| Fitness Class Junior | 3.20 | 3.30 | |
| 50+ Fitness Session | 1.90 | 2.00 | |
| Adult - peak | 6.20 | 6.40 | |
| Adult - off peak | 4.40 | 4.50 | |
| Junior - off peak only | New | 4.50 | |
| Family - off peak only | New | 5.30 | |
| Badminton (per court) | | | |
| Adult - peak | 10.50 | 10.80 | |
| Adult Off-Peak | 6.30 | 6.50 | |
| Junior - off peak only | 6.30 | 6.50 | |
| Family - off peak only | 6.30 | 6.50 | |
| Badminton Lesson - Junior | 4.10 | 4.20 | |
| Table Tennis (per table) | | | |
| Adult | 3.70 | 3.80 | |
| Junior - off peak only | 2.65 | 2.70 | |
| Family - off peak only | New | 3.50 | |
| Indoor Sports Hall | | | |
| Full Hall - Adult | 51.10 | 52.40 | |
| Full Hall - Junior - off peak only | NEW | 31.00 | |
| Half Hall - Adult | New | 30.00 | New Line |
| Half Hall - Junior | New | 20.00 | New Line |
| Trampolining | | | |
| Lesson | 4.10 | 4.20 | |
| Tennis (per court) | | | |
| Adult | 4.70 | 4.80 | |
| Adult - off peak | New | 4.00 | |
| Junior - off peak only | 3.80 | 3.90 | |
| Family - off peak only | New | 4.60 | |
| Synthetic Pitch | | | |
| Winter (Peak): | | | |
| Full Pitch - Adults | New | 58.00 | |
| Full Pitch - Junior | New | 44.00 | |
| 1/3 Pitch - Adults | New | 40.00 | |
| 1/3 Pitch - Junior | New | 23.00 | |
| Summer (Off-Peak): | | | |
| Full Pitch - Adults | New | 48.00 | |
| Full Pitch - Junior | New | 32.00 | |
| 1/3 Pitch - Adults | New | 35.00 | |
| 1/3 Pitch - Junior | New | 20.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|------------------------------------|
| | £ | £ | |
| MACCLESFIELD LEISURE CENTRE | | | |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| | | | |
| *Junior and OAP charges to be reviewed due to availability of free swimming Free swimming will be available to children under 17 years old and senior citizens aged 60 or over subject to registration. If not registered then charges will apply. | | | |
| | | | |
| Swimming (Casual Sessions) | | | |
| Adult | 2.90 | 3.00 | |
| Junior - if not registered for free swim | 1.90 | 2.00 | |
| Children under 3 | free | free | |
| Family Swim- minimum 1, maximum 2 adults & minimum 2, maximum 3 Junior | 7.90 | 8.10 | |
| | | | |
| Options Card Annual Fee | New | 5.00 | New Line |
| | | | |
| Spectators | 1.05 | 1.10 | |
| | | | |
| Hire of Pool (Exclusive Use) | | | |
| Main Pool | 101.70 | 104.20 | |
| Learner Pool - Casual | 57.75 | 59.20 | |
| | | | |
| Swimming Instruction (per block of 11 lessons) | | | |
| ** Adult Swim Lessons | NEW | 51.70 | New Line Description |
| ** Junior Swim Lessons | NEW | 49.60 | New Line Description |
| Parent & Baby Swim | 2.80 | 2.90 | |
| Masters Swim | 3.00 | 3.10 | |
| Aqua-fit | 4.20 | 4.30 | |
| | | | |
| School Swim Primary | 1.05 | 1.10 | |
| School Swim Secondary | New | 1.20 | |
| Swimming instruction per hour | New | 16.00 | |
| | | | |
| Fitness Activities | | | |
| Fitness Class - Adult | 4.30 | 4.40 | |
| Fitness Class- Junior | 3.10 | 3.20 | |
| Soft play session | 2.15 | 2.20 | |
| Pilates | 5.90 | 6.00 | |
| 50+ Fitness Class | 2.90 | 3.00 | |
| 50+ Fitness Session | 2.70 | 2.80 | |
| | | | |
| Squash (per court) | | | |
| Adult | 6.20 | 6.40 | |
| Adult - off peak | New | 5.90 | |
| Junior - off peak only | 4.40 | 4.50 | |
| Family - off peak only | New | 5.30 | |
| Squash School | 3.65 | 3.70 | |
| Squash Lesson - Adult | 4.05 | 4.20 | |
| Squash Lesson - Junior | 3.30 | 3.40 | |
| | | | |
| Badminton (per court) | | | |
| Adult | 8.40 | 8.60 | |
| Adult - off peak | New | 7.00 | |
| Junior - off peak only | 5.30 | 5.40 | |
| Family - off peak only | New | 6.40 | |
| Badminton Lesson - Adult | 4.55 | 4.70 | |
| Badminton Lesson - Junior | 3.95 | 4.10 | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|------------------------------------|
| | £ | £ | |
| MACCLESFIELD LEISURE CENTRE (continued) | | | |
| Table Tennis (per table) | | | |
| Adult | 4.30 | 4.40 | |
| Junior - off peak only | 2.65 | 2.70 | |
| Family - off peak only | New | 3.50 | |
| Indoor Sports Hall | | | |
| Half Hall - Adult | 41.90 | 43.00 | |
| Half Hall - Junior | New | 31.00 | |
| Trampolining | | | |
| Lesson - Adult | 4.40 | 4.50 | |
| Lesson - Junior | 4.15 | 4.30 | |
| Childrens Activities | | | |
| Schools curriculum | 1.95 | 2.00 | |
| Athletics Track & In-Field | | | |
| Track Adult | 3.10 | 3.20 | |
| Track Junior | 1.65 | 1.70 | |
| Track Club - per hour | 36.40 | 37.30 | |
| School - per hour | 28.85 | 29.60 | |
| Athletics Meet - per hour | 45.00 | 46.10 | |
| POYNTON LEISURE CENTRE | | | |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| *Junior and OAP charges to be reviewed due to availability of free swimming Free swimming will be available to children under 17 years old and senior citizens aged 60 or over subject to registration. If not registered then charges will apply. | | | |
| Swimming (Casual Sessions) | | | |
| ** Adult | 2.90 | 3.00 | |
| Junior - if not registered for free swim | 1.90 | 2.00 | |
| Children under 3 | free | free | |
| Family Swim - minimum 1, maximum 2 adults & minimum 2, maximum 3 juniors | 7.90 | 8.10 | |
| Options Card Annual Fee | New | 5.00 | New Line |
| Spectators | 1.05 | 1.10 | |
| Pool Hire (Exclusive Use) | | | |
| Pool Hire - Private | 54.15 | 55.50 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|----------------------|
| | £ | £ | |
| POYNTON LEISURE CENTRE (centre) | | | |
| Swimming Instruction (per block of 11 lessons) | | | |
| ** Junior Swim Lessons | NEW | 49.60 | New Line Description |
| AquaFit | 4.10 | 4.20 | |
| Fitness Activities | | | |
| Fitness Class - Adult | 4.30 | 4.40 | New Line Description |
| Fitness Class - Junior | 3.20 | 3.30 | New Line Description |
| Pilates | 4.50 | 4.60 | |
| 50+ Fitness Class | 2.70 | 2.80 | |
| 50+ Fitness Session | 2.70 | 2.80 | |
| Squash (per court) | | | |
| Adult | 6.20 | 6.40 | |
| Adult - off peak | NEW | 5.90 | |
| Junior - off peak only | 4.40 | 4.50 | |
| Family - off peak only | NEW | 5.30 | |
| Badminton (per court) | | | |
| Adult - peak | 8.40 | 8.60 | |
| Adult - off peak | 5.30 | 5.40 | |
| Junior - off peak only | 5.30 | 5.40 | |
| Family - off peak only | New | 6.40 | |
| Badminton Lesson - Junior | 3.60 | 3.70 | |
| Table Tennis (per table) | | | |
| Adult | 3.70 | 3.80 | |
| Junior - off peak only | 2.65 | 2.70 | |
| Family - off peak only | New | 3.50 | |
| Indoor Sports Hall | | | |
| Full Hall - Adult | 56.20 | 57.60 | |
| Full Hall - Junior | New | 31.00 | |
| Trampolining | | | |
| Lesson - Junior | 4.30 | 4.40 | |
| Half Sports Hall - Adult | 41.90 | 43.00 | |
| Half Sports Hall - Junior | 20.95 | 21.50 | |
| Tennis (per court) | | | |
| Adult - peak | 3.70 | 3.80 | |
| Adult - off peak | New | 4.00 | |
| Junior - off peak only | 3.20 | 3.30 | |
| Family - off peak only | New | 4.60 | |
| Outdoor Tarmac Area | 18.00 | 18.50 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|-----------|------------------------------------|
| | £ | £ | |
| WILMSLOW LEISURE CENTRE | | | |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| | | | |
| *Junior and OAP charges to be reviewed due to availability of free swimming. Free swimming will be available to children under 17 years old and senior citizens aged 60 or over subject to registration. If not registered then charges will apply. | | | |
| | | | |
| Swimming (Casual Sessions) | | | |
| ** Adult | 2.90 | 3.00 | |
| Junior - if not registered for free swim | 1.90 | 2.00 | |
| Children under 3 | free | free | |
| Family Swim - minimum 1, maximum 2 adults & minimum 2, maximum 3 juniors | 7.90 | 8.10 | |
| | | | |
| Options Card Annual Fee | New | 5.00 | New Line |
| Spectators | 1.05 | 1.10 | |
| | | | |
| Hire of Pool (Exclusive Use) | | | |
| Pool Hire - Private | 57.25 | 58.70 | |
| | | | |
| Other Sessions | | | |
| | | | |
| Swimming Instruction (per block of 11 lessons) | | | |
| ** Adult Swim Lessons | NEW | 51.70 | New Line Description |
| ** Junior Swim Lessons | NEW | 49.60 | New Line Description |
| Parent & Baby Swim | 2.80 | 2.90 | |
| Drop-in Swim Coaching | 4.50 | 4.60 | |
| AquaFit | 4.30 | 4.40 | |
| | | | |
| School Swim | | | |
| Primary School | 1.00 | 1.10 | |
| High School | New | 1.20 | |
| Swimming instruction per hour | New | 16.00 | |
| | | | |
| Fitness Activities | | | |
| Spin Cycling | 4.95 | 5.10 | |
| Fitness Class - Adult | 4.30 | 4.40 | |
| Fitness Class - Junior | 3.10 | 3.20 | |
| Yoga | 4.80 | 4.90 | |
| Pilates (per class) | 5.60 | 5.70 | |
| 50+ Fitness Class | 2.70 | 2.80 | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|-------|
| | £ | £ | |
| WILMSLOW LEISURE CENTRE (continued) | | | |
| Squash (per court) | | | |
| Adult - peak | 6.20 | 6.40 | |
| Adult - off peak | New | 5.90 | |
| Junior - off peak only | 4.40 | 4.50 | |
| Family - off peak only | New | 5.30 | |
| Squash School | 3.50 | 3.60 | |
| Squash Lesson - Adult | 3.80 | 3.90 | |
| Squash Lesson - Junior | 3.00 | 3.10 | |
| | | | |
| Badminton (per court) | | | |
| Adult - peak | 8.40 | 8.60 | |
| Adult - off peak | 5.30 | 5.40 | |
| Junior - off peak only | 5.30 | 5.40 | |
| Family - off peak only | New | 6.40 | |
| School rate | 3.60 | 3.70 | |
| Badminton Lesson - Adult | 4.30 | 4.40 | |
| Badminton Lesson - Junior | 3.30 | 3.40 | |
| | | | |
| Table Tennis (per table) | | | |
| Adult | 4.30 | 4.40 | |
| Junior - off peak only | 2.65 | 2.70 | |
| Family - off peak only | New | 3.50 | |
| | | | |
| Indoor Sports Hall | | | |
| Full Hall - Adult | 41.40 | 42.50 | |
| Full Hall - Junior | New | 31.00 | |
| | | | |
| Trampolining | | | |
| Lesson - Adult | 4.20 | 4.30 | |
| Lesson - Junior | 4.10 | 4.20 | |
| | | | |
| Multi Use Games Area (MUGA) | | | |
| Adult - Winter | 37.80 | 38.80 | |
| Adult - Summer | 28.65 | 29.40 | |
| Junior | 18.40 | 18.90 | |
| | | | |
| Cricket | | | |
| Cricket Pitch - per match | 30.90 | 31.70 | |
| Cricket Practice - per season | 80.00 | 82.00 | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|-----------|------------------------------------|
| | £ | £ | |
| SHAVINGTON LEISURE CENTRE | | | |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| | | | |
| Fitness Activities | | | |
| ** Spin cycling | 3.90 | 4.00 | |
| ** Fitness Class - Adult | 3.60 | 3.70 | |
| Fitness Class - Junior | New | 2.50 | |
| Ladies recreation | 2.70 | 2.80 | |
| Pilates | 3.50 | 3.60 | |
| | | | |
| Badminton | | | |
| Adult - peak | New | 9.40 | New Line Descriptions |
| Adult - off peak | New | 7.00 | New Line Descriptions |
| Junior - off peak only | New | 5.90 | New Line Descriptions |
| Family - off peak only | New | 6.40 | New Line Descriptions |
| | | | |
| Tennis (Outdoor, Per Court) | | | |
| Adult - Peak | New | 5.50 | New Line Descriptions |
| Adult - off peak | New | 4.00 | New Line Descriptions |
| Junior - off peak only | New | 3.00 | New Line Descriptions |
| Family - off peak only | New | 4.60 | New Line Descriptions |
| | | | |
| Table Tennis | | | |
| Adult | 3.20 | 3.30 | |
| Junior - off peak only | 2.15 | 2.20 | |
| Family - off peak only | New | 3.50 | |
| | | | |
| Indoor Sports Hall | | | |
| Full Hall - Adult | 44.05 | 45.20 | |
| Full Hall - Junior | New | 31.00 | |
| | | | |
| Half Sports Hall - Adult | 26.70 | 27.40 | New Line Description |
| Half Sports Hall - Junior | New | 20.00 | New Line Description |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|------------|------------|----------------------|
| | £ | £ | |
| SHAVINGTON LEISURE CENTRE (continued) | | | |
| Spectators | 0.55 | 0.60 | |
| Synthetic Grass Pitch - Football | | | |
| Winter (Peak) | | | |
| Full Pitch - Adults | New | 58.00 | New Line Description |
| Full Pitch - Junior | New | 44.00 | New Line Description |
| 1/3 Pitch - Adults | New | 40.00 | New Line Description |
| 1/3 Pitch - Junior | New | 23.00 | New Line Description |
| Summer (Off-Peak) | | | |
| Full Pitch - Adults | New | 48.00 | New Line Description |
| Full Pitch - Junior | New | 32.00 | New Line Description |
| 1/3 Pitch - Adults | New | 35.00 | New Line Description |
| 1/3 Pitch - Junior | New | 20.00 | New Line Description |
| Winter season = 1st September to 30th April | | | |
| Summer season = 1st May to 31st August | | | |
| | | | |
| ** Denotes Activities available for discount with the Options Card. | | | |
| | | | |
| VICTORIA COMMUNITY CENTRE | | | |
| OAKLEY | | | |
| Spectators | 0.55 | 0.60 | |
| Fitness Suite | | | |
| ** Adult - peak | 3.30 | 3.40 | |
| Junior | 2.05 | 2.10 | |
| Fitness Activities | | | |
| ** Fitness Class - Adult | 3.00 | 3.10 | New Line Description |
| 50+ Fitness Session | 2.80 | 2.90 | |
| Badminton | | | |
| Adult - peak | 9.85 | 10.10 | |
| Adult - off peak | 6.75 | 7.00 | New Line Description |
| Junior - off peak only | 4.40 | 4.50 | New Line Description |
| Family - off peak only | 5.55 | 5.70 | New Line Description |
| Table Tennis | | | |
| ** Adult | 3.20 | 3.30 | |
| Junior - off peak only | 2.15 | 2.20 | |
| Family - off peak only | New | 3.50 | |
| Bowling/ Long Mat Bowls | | | |
| Long Mat Bowling per mat - Adult | 12.60 | 12.90 | |
| Long Mat Bowling per mat - OAP | 10.55 | 10.80 | |
| Short Mat Bowling per mat - Adult | 9.20 | 9.40 | |
| Short Mat Bowling per mat - OAP | 8.60 | 8.80 | |
| Short Mat Social Bowls (inc woods) | 3.10 | 3.20 | |
| Bowls league | negotiable | negotiable | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|-----------|------------------------|
| | £ | £ | |
| VICTORIA COMMUNITY CENTRE (continued) | | | |
| OAKLEY (continued) | | | |
| Indoor Sports Hall | | | |
| Full Hall - Adult | 34.85 | 35.70 | |
| Full Hall - Junior | 23.10 | 23.70 | |
| Minor Hall (Sport) | | | |
| Movement Area | 14.85 | 15.20 | |
| Activity Area | 7.70 | 7.90 | |
| Complete | 21.60 | 22.10 | |
| Outdoor - Floodlit area - Casual Use | | | |
| Adult - Peak | 12.30 | 12.60 | |
| Junior - Peak | 6.15 | 6.30 | |
| Adult - Off peak | 7.70 | 7.90 | |
| Junior - off peak | 5.15 | 5.30 | |
| Tennis | | | |
| Adult - Peak | 5.15 | 5.30 | New Line Description |
| Adult - off peak | 3.30 | 3.40 | New Line Description |
| Junior - off peak only | 2.25 | 2.30 | New Line Description |
| Family - off peak only | 2.90 | 3.00 | New Line Description |
| Courses and Activities | | | |
| ** Playscheme - per full day | 10.25 | 10.50 | |
| ** Playscheme - per 2 hour session | 5.15 | 5.30 | |
| Facilities Hires (non commercial) | | | |
| Main Hall | | | |
| ** Denotes Activities available for discount with the Options Card. | | | |
| LUDFORD | | | |
| Pre School per session | 4.50 | 4.60 | |
| Courses and Activities | | | |
| ** Music & Movement | 2.20 | 2.30 | |
| Music & Movement - Concessions | 1.50 | 1.50 | |
| ** Fitness Class - Adult | 3.50 | 3.60 | New Line Description - |
| ** Denotes Activities available for discount with the Options Card. | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|------------|------------|-------|
| | £ | £ | |
| CUMBERLAND | | | |
| Track and In-Field Meetings and Club Hire | | | |
| Weekdays - Adult per hour (minimum 5 hours) | 51.30 | 52.60 | |
| Weekdays - Junior per hour (minimum 5 hours) | 33.85 | 34.70 | |
| Weekends - Adult per hour (minimum 5 hours) | 61.55 | 63.10 | |
| Weekends - Junior per hour (minimum 5 hours) | 43.05 | 44.10 | |
| Bank Holidays per hour (minimum 5 hours) | 87.15 | 89.30 | |
| Regional and national meetings, school meetings, club sessions, courses and clinics | negotiable | negotiable | |
| Groups entering a concession with outside caterers | negotiable | negotiable | |
| Football - 3rd Generation Astroturf Pitch | | | |
| 11-a-side | | | |
| Winter Peak (after 5pm Monday to Friday & weekend) | | | |
| Adult per hour | 63.55 | 65.10 | |
| Junior | 43.05 | 44.10 | |
| Winter Off-peak (before 5pm Monday to Friday) | | | |
| Adult | 42.00 | 43.10 | |
| Junior | 25.65 | 26.30 | |
| Summer Peak (after 5pm Monday to Friday and weekends) | | | |
| Adult | 53.35 | 54.70 | |
| Junior | 34.85 | 35.70 | |
| Summer Off Peak (before 5pm Monday to Friday) | | | |
| Adult | 43.05 | 44.10 | |
| Junior | 23.60 | 24.20 | |
| 7-a-side | | | |
| Winter Peak (after 5pm Monday to Friday & weekends) | | | |
| Adult | 39.95 | 41.00 | |
| Junior | 22.60 | 23.20 | |
| Winter Off-peak (before 5pm Monday to Friday) | | | |
| Adult | 29.75 | 30.50 | |
| Junior | 15.35 | 15.70 | |
| Summer Peak (after 5pm Monday to Friday and weekends) | | | |
| Adult | 32.80 | 33.60 | |
| Junior | 17.50 | 17.90 | |
| Summer Off Peak (before 5pm Monday to Friday) | | | |
| Adult | 25.65 | 26.30 | |
| Junior | 12.80 | 13.10 | |
| Football Leagues | negotiable | negotiable | |
| Winter season = 1st September to 30th April | | | |
| Summer season = 1st May to 31st August | | | |
| Grass Soccer Pitches | | | |
| Cumberland Arena - Main Pitch Casual (AA Grade) | 76.85 | 78.80 | |
| Cumberland Arena - Main Pitch Regular (AA Grade) | 61.55 | 63.10 | |
| Cumberland Arena - Main Pitch Regular (AA Grade) with floodlights | NEW | 65.00 | |
| Cumberland Arena - Main Pitch Junior (AA Grade) | 35.90 | 36.80 | |
| Cumberland Arena - Main Pitch Junior (AA Grade) with floodlights | NEW | 38.00 | |
| Razzer - Junior | 23.60 | 24.20 | |
| Razzer - Adult (B Grade) | 40.50 | 41.50 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|-----------|----------------------|
| | £ | £ | |
| COPPENHALL LEISURE CENTRE | | | |
| Spectators | 0.55 | 0.60 | |
| Badminton | | | |
| ** Adult - peak | 9.85 | 10.10 | New Line Description |
| Adult - off peak | 6.75 | 6.90 | New Line Description |
| Junior - off peak only | 4.40 | 4.50 | New Line Description |
| Family - off peak only | 5.55 | 5.70 | New Line Description |
| Table Tennis | | | |
| ** Adult | 3.20 | 3.30 | |
| Junior - off peak only | 2.15 | 2.20 | |
| Family - off peak only | New | 3.50 | |
| Indoor Sports Hall | | | |
| Full Hall - Adult | 44.05 | 45.20 | |
| Full Hall - Junior | New | 31.00 | |
| Half Hall - Adult | 24.65 | 25.30 | |
| Half Hall - Junior | New | 20.00 | |
| Rollerdisco/ skating | | | |
| Rollerdisco | | | |
| ** Adult | 4.30 | 4.40 | |
| Junior | 2.80 | 2.90 | |
| Rollerskating general | | | |
| ** Adult | 3.50 | 3.60 | |
| Junior | 2.55 | 2.60 | |
| Beginners | | | |
| ** Adult | 2.70 | 2.80 | |
| Junior | 1.55 | 1.60 | |
| Family "Roller" Ticket | | | |
| 1 Adult/ 1 Junior | 4.60 | 4.70 | |
| 4 incl. 1 Adult minimum | 8.20 | 8.40 | |
| Under 5's | Free | free | |
| Hire of skates | 0.75 | 0.80 | |
| Roller skating | | | |
| Playschemes | | | |
| ** per 2 hour session | 5.15 | 5.30 | |
| ** Full day | 10.25 | 10.50 | |
| Grass Soccer Pitch - Adult (B Grade) | 40.50 | 41.50 | |
| Astro Turf | | | New line |
| Peak (Monday to Friday) | | | New line |
| Adult | New | 30.50 | New line |
| Junior | New | 21.10 | New line |
| Off Peak (Weekend) | | | New line |
| Adult | New | 19.10 | New line |
| Junior | New | 13.70 | New line |
| ** Denotes Activities available for discount with the Options Card. | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|-----------|------------------------------------|
| | £ | £ | |
| BARONY SPORTS COMPLEX | | | |
| Everybody Memberships | | | Everybody Memberships - new lines: |
| ** Induction (Casual Members) | New | 15.00 | Exempt from VAT |
| ** Casual Use | New | 5.50 | Inclusive of VAT |
| Single Month to Month by Direct Debit (Peak) | New | 34.00 | Inclusive of VAT |
| Single Annual Agreement by Monthly Direct Debit (Peak) | New | 28.00 | Inclusive of VAT |
| Joint Month to Month by Direct Debit (Peak) | New | 55.00 | Inclusive of VAT |
| Joint Annual Agreement by Monthly Direct Debit (Peak) | New | 50.00 | Inclusive of VAT |
| Options Month to Month by Direct Debit (Off-Peak) | New | 24.00 | Inclusive of VAT |
| Options Annual Agreement by Monthly Direct Debit (Off-Peak) | New | 19.00 | Inclusive of VAT |
| Lost Card Fee | New | 5.00 | Inclusive of VAT |
| Football / Hockey - Astro Turf | | | |
| Winter Peak (after 5pm Monday to Friday) | | | |
| Adult | 29.75 | 30.50 | |
| Junior | 21.60 | 22.10 | |
| Winter Off-peak (before 5pm Mon to Fri & weekend) | | | |
| Adult | 18.50 | 19.00 | |
| Junior | 11.25 | 11.50 | |
| Summer Peak (after 5pm Monday to Friday) | | | |
| Adult | 23.60 | 24.20 | |
| Junior | 11.25 | 11.50 | |
| Summer Off-peak (before 5pm Mon to Fri & weekend) | | | |
| Adult | 14.30 | 14.70 | |
| Junior | 8.20 | 8.40 | |
| Winter season = 1st September to 30th April | | | |
| Summer season = 1st May to 31st August | | | |
| Football - Grass Pitches | | | |
| A Grade | | | |
| Adult - peak | 46.10 | 47.30 | |
| Adult - off-peak | 43.05 | 44.10 | |
| Junior | 23.60 | 24.20 | |
| Other | | | |
| ** Floodlit tarmac area - Juniors | 5.15 | 5.30 | |
| Tennis | | | |
| Adult - peak | 5.15 | 5.30 | New Line description |
| Adult - off peak | 4.10 | 4.20 | New Line description |
| Junior - off peak only | 2.55 | 2.60 | New Line description |
| Family - off peak only | 3.10 | 3.20 | New Line description |
| Bowls | | | |
| ** Adult per hour | 2.45 | 2.50 | |
| Junior per hour | 1.55 | 1.60 | |
| OAP | 1.85 | 1.90 | |
| ** Denotes Activities available at a reduced price with the Options Card. | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|----------------------|----------------------|-------|
| | £ | £ | |
| NANTWICH CIVIC HALL | | | |
| ** 50+ Club | 2.80 | 2.90 | |
| ** Tea Dances | 3.00 | 3.10 | |
| Table Tennis | | | |
| ** Adult - per table per hour | 3.20 | 3.30 | |
| ** Junior - per table per hour | 2.20 | 2.25 | |
| ** Family - per table per hour | 3.20 | 3.30 | |
| Clubs | | | |
| Table Tennis - per person | 1.80 | 1.85 | |
| ** Short Mat Bowling | 1.80 | 1.85 | |
| Main Hall Hire - Minimum Charges | | | |
| Evenings | | | |
| Monday/ Tuesday/ Wednesday/ Thursday | 170.00 | 174.25 | |
| Friday | 280.00 | 287.00 | |
| Saturday | 320.00 | 328.00 | |
| Sunday | 165.00 | 169.00 | |
| Morning/ Afternoon | | | |
| Weekdays | 90.00 | 92.25 | |
| Weekends | 165.00 | 169.00 | |
| Peggy Killick Suite Hire - if booked with Main Hall | | | |
| Mornings or Afternoons - all days | 50.00 | 51.25 | |
| Evenings | | | |
| With Bar - over 50 guests | Free | Free | |
| With Bar - under 50 guests | 90.00 | 92.25 | |
| Without Bar (until 9pm) Monday - Thursday | 55.00 | 56.40 | |
| Without Bar (until midnight) Monday - Thursday | 130.00 | 133.25 | |
| Without Bar (until midnight) Friday - Sunday | 145.00 | 148.65 | |
| Additional Charges | | | |
| Use of Hall for Rehearsals | price on application | price on application | |
| Door Keepers | as invoiced | as invoiced | |
| Catering - Use of Full Kitchen Facilities | 145.00 | 149.00 | |
| ** Denotes Activities available for discount with the Options Card. | | | |
| THE GABLES | | | |
| Hire of Rooms - maximum 3 hour sessions | 26.00 | 26.65 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|-------|
| | £ | £ | |
| LYCEUM THEATRE | | | |
| Commercial Hires | | | |
| Per Day - Monday - Friday | 2960.00 | 3034.00 | |
| Per Day - Saturday, Sunday or Public Bank Holidays | 3690.00 | 3782.25 | |
| Full Week - Monday - Saturday inclusive | 14865.00 | 15236.63 | |
| Community Hires | | | |
| Per Day - Monday - Friday | 1155.00 | 1184.00 | |
| Per Day - Saturday, Sunday or Public Bank Holidays | 1305.00 | 1338.00 | |
| Full Week - Monday - Saturday inclusive | 5230.00 | 5360.75 | |
| GRASS SOCCER PITCHES | | | |
| CREWE & NANTWICH AREA | | | |
| King George V Playing Fields, Crewe & Barony Park, Nantwich | | | |
| Grass Soccer Pitch (A Grade) - Peak | 46.10 | 47.30 | |
| Grass Soccer Pitch (A Grade) - Off Peak | 43.05 | 44.10 | |
| Grass Soccer Pitch (B Grade) (Audlem, Brookhouse, Wybunbury, Brookfield, McLaren Street & Haslington) - Peak | 40.50 | 41.50 | |
| - Off Peak | 35.90 | 36.80 | |
| Grass Soccer Pitch - Junior | 23.60 | 24.20 | |
| Peak - Sat afternoons, Sun mornings & Midweek Evenings | | | |
| Off Peak - Sat mornings, Sun afternoons | | | |
| CONGLETON AREA | | | |
| Sutton Lane & Back Lane (inc changing facility): | | | |
| * Adult - per match | 58.25 | 59.70 | |
| * Junior - per match | 34.75 | 35.60 | |
| Forge Fields, Wheelock (inc changing facility): | | | |
| Junior - per season | 280.00 | 287.00 | |
| * Junior - per match | 23.50 | 24.10 | |
| Newall Ave, Sandbach (inc changing facility): | | | |
| * Adult - per match | 40.90 | 41.90 | |
| * Junior - per match | 25.55 | 26.20 | |
| Other Pitches without changing: | | | |
| Adult - per season | 224.80 | 230.40 | |
| Junior - per season | 140.00 | 143.50 | |
| * Adult - per match | 36.80 | 37.70 | |
| * Junior - per match | 22.00 | 22.60 | |
| Pitch overmarking (except Sutton Lane & Back lane): | | | |
| Adult - per season | 97.10 | 99.50 | |
| Junior - per season | 76.65 | 78.60 | |
| * charge includes standard rate VAT - for block bookings these are exempt from Vat and the charge reduced accordingly. | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|------------|------------|-------|
| | £ | £ | |
| GRASS SOCCER PITCHES (continued) | | | |
| MACCLESFIELD AREA | | | |
| Adult per season (alternate weeks) | 214.90 | 220.30 | |
| Changing | 128.00 | 131.20 | |
| Junior | 85.00 | 87.10 | |
| Changing | 85.00 | 87.10 | |
| Single match without changing | 45.20 | 46.30 | |
| Single match with changing | 60.90 | 62.40 | |
| | | | |
| MACCLESFIELD PARKS | | | |
| Tennis | | | |
| Adult per person per half hour | 1.70 | 1.80 | |
| Junior per person per half hour | 1.15 | 1.20 | |
| Adult per person per hour | 2.80 | 2.90 | |
| Junior per person per hour | 1.60 | 1.70 | |
| Club use | negotiable | negotiable | |
| | | | |
| Tennis Racket Hire | 1.60 | 1.70 | |
| Tennis Racket Hire (deposit) | 11.35 | 11.70 | |
| | | | |
| Hockey | | | |
| Pitch per season | 242.80 | 248.90 | |
| Changing | 118.75 | 121.80 | |
| | | | |
| Table Tennis | | | |
| Table tennis per person, per hour (West Park only) | 1.15 | 1.20 | |
| Table tennis bat hire (West Park only) | 1.15 | 1.20 | |
| Table tennis bat hire (deposit) (West Park only) | 5.55 | 5.70 | |
| | | | |
| Bowls | | | |
| Adult - per hour | 2.15 | 2.20 | |
| Concessionary OAP and league junior - per hour | 1.45 | 1.50 | |
| Junior - per hour | 1.45 | 1.50 | |
| | | | |
| Adult - per season | 27.90 | 28.60 | |
| Junior - per season | 13.35 | 13.70 | |
| | | | |
| Golf | | | |
| Pitch & Putt - 18 holes | 2.35 | 2.40 | |
| Putting & Novelty Golf | 1.30 | 1.40 | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|------------|------------|-------|
| | £ | £ | |
| MACCLESFIELD PARKS (continued) | | | |
| Cricket | | | |
| Per Wicket | 44.20 | 45.30 | |
| Per Wicket including changing | 56.30 | 57.70 | |
| Bollington CC - Junior Games | 25.40 | 26.00 | |
| Bollington CC - use of wicket and changing | 49.20 | 50.50 | |
| Bollington CC - use of cricket field for practice | 24.25 | 24.90 | |
| Bollington CC - use of changing facilities only | 12.15 | 12.50 | |
| Pavillions (non sporting use) | | | |
| Monday to Thursday per hour, minimum of 2 hours | 14.95 | 15.30 | |
| Friday, Saturday & Sunday | 17.15 | 17.60 | |
| Association - excluding Summer - Monday to Thursday 1pm - 4.30pm | 12.80 | 13.10 | |
| Per session (Senior Citizens) etc. Friday 1pm - 4pm | 12.80 | 13.10 | |
| Miscellaneous Charges | | | |
| Hire of trestle tables (per table) | 1.85 | 1.90 | |
| Hire of band chairs (per chair) | 1.15 | 1.20 | |
| Transport on tables and charges at cost + vat | negotiable | negotiable | |
| Hire of parks (fair or circus per day) | 424.25 | 434.90 | |
| Deposit (fair or circus - returnable if site left in tidy condition) | 576.80 | 591.30 | |
| Other site hire (smaller events) | negotiable | negotiable | |
| Deposit for other sites | 106.40 | 109.10 | |
| Middlewood Way | 33.55 | 34.40 | |
| MALKINS BANK GOLF COURSE | | | |
| 18 Hole - Summer | | | |
| Weekend all users exc juniors | 15.55 | 15.90 | |
| Weekday Adult | 13.00 | 13.30 | |
| Weekday Junior | 6.45 | 6.60 | |
| Weekday over 60/ Pass | 8.80 | 9.00 | |
| Weekend Juniors | 8.30 | 8.50 | |
| 9 Hole - Summer | | | |
| Weekend all users exc juniors | 11.45 | 11.70 | |
| Weekday Adult | 9.95 | 10.20 | |
| Weekday Junior | 5.45 | 5.60 | |
| Weekday over 60/ Pass | 6.85 | 7.00 | |
| Weekend Juniors | 6.25 | 6.40 | |
| Season Tickets - All Users (no daily fees) | | | |
| 7 day Adult / Over 60 / Pass - annual | 475.15 | 487.00 | |
| 7 day Junior - annual | 127.75 | 130.90 | |
| 5 day Adult - annual | 372.95 | 382.30 | |
| 5 day Junior - annual | 97.10 | 99.50 | |
| 5 day Over 60/ Pass - annual | 286.10 | 293.30 | |
| Practice Ground | | | |
| One Hour | 3.10 | 3.20 | |
| Society Booking Fee (additional charge) | 5.15 | 5.30 | |
| 18 Hole - Winter 2008/09 | | | |
| Weekend all users exc juniors | 15.55 | 16.00 | |
| Weekday Adult | 12.50 | 13.00 | |
| Weekday Junior | 5.95 | 6.10 | |
| Weekday over 60/ Pass | 7.50 | 7.70 | |
| Weekend Juniors | 6.25 | 6.40 | |
| 9 Hole - Winter 2008/09 | | | |
| Weekend all users exc juniors | 10.45 | 10.70 | |
| Weekday Adult | 8.80 | 9.00 | |
| Weekday Junior | 5.05 | 5.20 | |
| Weekday over 60/ Pass | 6.45 | 6.60 | |
| Weekend Juniors | 5.05 | 5.20 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|-----------|-------|
| | £ | £ | |
| QUEENS PARK | | | |
| Bowls | | | |
| ** Bowls - Adult, half hour | 3.10 | 3.18 | |
| ** Bowls - Junior, half hour | 1.80 | 1.85 | |
| Bowls - OAP | 1.80 | 1.85 | |
| Bowls - OAP Permit | 17.60 | 18.04 | |
| Bowls Options - Adult & Junior | 1.60 | 1.64 | |
| Putting | | | |
| ** Putting - single round | 1.50 | 1.54 | |
| Putting Options - Adult & Junior | 0.80 | 0.82 | |
| Giant Chess/Draughts | | | |
| ** Giant Chess/Draughts | 1.50 | 1.54 | |
| Giant Chess/Draughts Options - Adult & Junior | 0.80 | 0.82 | |
| Boules | | | |
| ** Boules - 1 hr | 3.10 | 3.18 | |
| ** Boules - 1/2 hr | 1.80 | 1.85 | |
| Boules - OAP | 1.80 | 1.85 | |
| Boules Options - Adult & Junior | 1.60 | 1.64 | |
| Boats - Hire period for all boats: Monday to Saturday 40mins, Sunday 30mins | | | |
| Adult Boats - Row Boats & Large Canoes(Per Adult) | 3.30 | 3.38 | |
| Family Charge - Max. 6 persons | 6.40 | 6.56 | |
| Junior Boats - Paddle Boats, Pelican Boats and Junior Canoes(Per child) | 1.70 | 1.74 | |
| Deposit returnable | 2.10 | 2.15 | |
| ** Boating Options - Adult | 1.70 | 1.74 | |
| ** Boating Options - Junior | 1.70 | 1.74 | |
| Fishing | | | |
| Adult | 6.20 | 6.36 | |
| Junior | 3.10 | 3.18 | |
| Matches | 6.20 | 6.36 | |
| 2nd Rod | 3.10 | 3.18 | |
| ** Denotes Activities discounted with the Options Card. | | | |
| FAIRS & CIRCUSES | | | |
| Tipkinder per operational day | 256.30 | 262.80 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|-------|
| | £ | £ | |
| ALSAGER CIVIC HALL | | | |
| Hall / Room Hires | | | |
| Main Hall - per Hour | 30.50 | 31.25 | |
| Main Hall (from 5pm Friday to end of function Saturday evening) - per hour | 40.00 | 41.00 | |
| preparation of hall - 50% of the above charges | | | |
| Bar / Lounge per hour | 13.00 | 13.35 | |
| Meeting Room - per hour | 21.00 | 21.55 | |
| Meeting Room for other events - per hour | 24.60 | 25.25 | |
| Meeting Room (Catering Lounge) - per hour | 12.50 | 12.80 | |
| Kitchen tea/coffee making - per session | 6.70 | 6.90 | |
| Kitchen cold food preparation - per session | 17.00 | 17.43 | |
| Kitchen hot food preparation - per session | 28.00 | 28.70 | |
| MIDDLEWICH CIVIC HALL | | | |
| Hall / Room Hires | | | |
| Main Hall - per Hour | 25.00 | 25.65 | |
| Main Hall (Saturday evenings after 5pm) - per hour | 30.00 | 30.75 | |
| Bar / Lounge - per hour | 12.00 | 12.30 | |
| Kitchen tea/coffee making - per session | 6.70 | 6.90 | |
| Kitchen cold food preparation - per session | 11.30 | 11.60 | |
| Kitchen hot food preparation - per session | 23.00 | 23.60 | |
| SANDBACH TOWN HALL | | | |
| Hall / Room Hires | | | |
| Main Hall - per Hour | 25.00 | 25.65 | |
| Main Hall (Saturday evenings after 5pm) - per hour | 30.00 | 30.75 | |
| Other Rooms | | | |
| Bar / Lounge per hour | 12.00 | 12.30 | |
| Boardroom - per hour | 19.50 | 20.00 | |
| Kitchen tea/coffee making - per session | 6.70 | 6.90 | |
| Kitchen cold food preparation - per session | 17.00 | 17.45 | |
| Kitchen hot food preparation - per session | 28.00 | 28.70 | |
| BOLLINGTON CIVIC HALL | | | |
| Hall Hire | | | |
| Main Hall weekdays (9.00 - 6.00) - per hour | 9.05 | 9.30 | |
| Main Hall weekdays (other times) - per hour | 17.35 | 17.80 | |
| Main Hall weekend (9.00 - 6.00) - per hour | 14.05 | 14.40 | |
| Main Hall weekend (other times) - per hour | 28.70 | 29.45 | |
| Main Hall (Xmas eve & NewYears eve) - per hour | 53.20 | 54.55 | |
| Other Rooms | | | |
| Large Room weekdays (9.00 - 6.00) - per hour | 5.85 | 6.00 | |
| Large Room weekdays (other times) - per hour | 9.05 | 9.30 | |
| Large Room weekend (9.00 - 6.00) - per hour | 9.05 | 9.30 | |
| Large Room weekend (other times) - per hour | 13.85 | 14.20 | |
| Small Room - per hour | 3.20 | 3.30 | |
| Use of Room as bar | 53.20 | 54.55 | |
| Kitchen light catering - per session | 6.35 | 6.50 | |
| Kitchen full catering - per session | 31.95 | 32.75 | |
| Weddings | | | |
| Hire of Rooms for Weddings | 266.00 | 272.65 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|-------|
| | £ | £ | |
| ST JOHN'S WOOD MILLENIUM COMMUNITY CENTRE | | | |
| Hall Hire (Room 9) | | | |
| Main Hall weekdays - per hour | 16.05 | 16.45 | |
| Main Hall weekend (9.00 - 5.00) - per hour | 15.00 | 15.40 | |
| Main Hall weekend (other times) - per hour | 22.10 | 22.65 | |
| Large Rooms (Rooms 7 & 9) | | | |
| Weekdays (12 noon - 5.00) - per hour | 5.80 | 5.95 | |
| Weekdays (other times) - per hour | 8.85 | 9.10 | |
| Weekends (9.00 - 5.00) - per hour | 8.85 | 9.10 | |
| Weekends (other times) - per hour | 14.05 | 14.40 | |
| Large Rooms (Rooms 5 & 6) | | | |
| Weekdays (9.00 - 5.00) - per hour | 5.80 | 5.95 | |
| Weekdays (other times) - per hour | 8.85 | 9.10 | |
| Weekends (9.00 - 5.00) - per hour | 8.85 | 9.10 | |
| Weekends (other times) - per hour | 14.05 | 14.40 | |
| Offices - per hour | 5.35 | 5.50 | |
| Other Charges | | | |
| Kitchen - General | 5.35 | 5.50 | |
| Service Charge for office rooms - per week | 8.50 | 8.70 | |
| Service Charge for Large Rooms - per week | 13.85 | 14.20 | |
| DISLEY COMMUNITY CENTRE | | | |
| Hire of large Rooms | | | |
| Weekdays (9.00 - 6.00) - per hour | 5.80 | 6.00 | |
| Weekdays (other times) - per hour | 8.75 | 9.00 | |
| Weekends (9.00 - 6.00) - per hour | 8.90 | 9.20 | |
| Weekends (other times) - per hour | 13.55 | 14.00 | |
| Hire of Small Rooms | | | |
| Weekdays (any time) - per hour | 4.20 | 4.30 | |
| Weekends (any time) - per hour | 5.35 | 5.50 | |
| Other Charges | | | |
| Kitchen - General | 5.35 | 5.50 | |
| Use of Room as bar | 53.20 | 54.55 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|-----------|-------|
| | £ | £ | |
| WESTON COMMUNITY CENTRE | | | |
| Hall Hire | | | |
| Weekdays (9.00 - 6.00) - per hour | 6.25 | 6.45 | |
| Weekdays (other times) - per hour | 9.70 | 9.95 | |
| Weekends (9.00 - 6.00) - per hour | 10.80 | 11.10 | |
| Weekends (other times) - per hour | 14.90 | 15.30 | |
| Xmas eve & NewYears eve - per hour | 38.30 | 39.25 | |
| | | | |
| Library Room | | | |
| Weekdays (any time) - per hour | 4.25 | 4.40 | |
| Weekends (any time) - per hour | 5.45 | 5.60 | |
| | | | |
| Other Charges | | | |
| Kitchen light catering - per session | 5.45 | 5.60 | |
| Kitchen full catering - per session | 10.05 | 10.30 | |
| Use of Room as bar | 53.20 | 54.55 | |
| | | | |
| KNUTSFORD CIVIC CENTRE | | | |
| Studio Cinema - film use | | | |
| Evening Adult | 5.65 | 5.80 | |
| Evening concession | 4.65 | 4.80 | |
| Matinee adult | 4.30 | 4.40 | |
| Matinee concession | 3.75 | 3.85 | |
| | | | |
| Studio Cinema - Lectures and Other Uses | | | |
| Weekdays (9.00 - 6.00) - per hour | 12.80 | 13.15 | |
| Weekdays (Other Times) - per hour | 30.85 | 31.65 | |
| Weekend (9.00 - 6.00) - per hour | 18.10 | 18.55 | |
| Weekend (other times) - per hour | 38.35 | 39.40 | |
| | | | |
| Cranford Suite | | | |
| Weekdays (9.00 - 6.00) - per hour | 9.70 | 9.95 | |
| Weekdays (Other Times) - per hour | 33.00 | 33.85 | |
| Weekend (9.00 - 6.00) - per hour | 16.50 | 17.00 | |
| Weekend (other times) - per hour | 44.70 | 45.85 | |
| Room Xmas / New Year | 335.20 | 343.60 | |
| | | | |
| Tatton Room | | | |
| Weekdays (9.00 - 6.00) - per hour | 6.65 | 6.85 | |
| Weekdays (Other Times) - per hour | 9.60 | 9.85 | |
| Weekend (9.00 - 6.00) - per hour | 8.85 | 9.10 | |
| Weekend (other times) - per hour | 15.45 | 15.85 | |
| | | | |
| Other Charges | | | |
| Meeting Room (weekdays) - per hour | 6.40 | 6.55 | |
| Meeting Room (weekend) - per hour | 9.60 | 9.85 | |
| Kitchen light catering - per session | 6.40 | 6.55 | |
| Kitchen full catering - per session | 31.95 | 32.75 | |
| Stage Production | 79.80 | 81.80 | |
| Use of Room as bar | 53.20 | 54.55 | |
| | | | |
| Weddings | | | |
| Hire of Cranford Suite for Weddings | 372.40 | 382.00 | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|-----------|-------|
| | £ | £ | |
| HONFORD HALL | | | |
| Hall Hire | | | |
| Weekdays (9.00 - 6.00) - per hour | 9.80 | 10.00 | |
| Weekdays (Other Times) - per hour | 19.60 | 20.10 | |
| Weekend (9.00 - 6.00) - per hour | 14.05 | 14.40 | |
| Weekend (other times) - per hour | 27.95 | 28.65 | |
| Room Xmas / New Year | 38.30 | 39.25 | |
| Other Charges | | | |
| Kitchen - General | 16.50 | 17.00 | |
| MACCLESFIELD SENIOR CITIZENS HALL | | | |
| Hall Hire | | | |
| Weekday morning / afternoon | 45.80 | 47.00 | |
| Weekday evenings | 91.10 | 93.50 | |
| Weekend morning / afternoon | 85.10 | 87.25 | |
| Weekend evenings | 159.60 | 163.60 | |
| Additional Hours - weekdays - day | 11.60 | 12.00 | |
| Additional Hours - weekdays - evening | 23.10 | 23.70 | |
| Additional Hours - weekend - day | 17.25 | 17.70 | |
| Additional Hours - weekend - evening | 39.90 | 40.90 | |
| Xmas / New Years Eve | 266.00 | 272.65 | |
| Commercial Hire Charge (08.00 - 17.00) | 319.20 | 327.20 | |
| Committee Room | | | |
| Weekday morning / afternoon | 17.70 | 18.20 | |
| Weekend morning / afternoon | 18.60 | 19.10 | |
| Additional hours (daytime) - weekdays | 6.05 | 6.20 | |
| Additional hours (daytime) - weekends | 6.75 | 6.95 | |
| Evening - per hour (min 2 hours) - Weekdays | 6.05 | 6.20 | |
| Evening - per hour (min 2 hours) - Weekends | 6.75 | 7.00 | |
| Other Charges | | | |
| Kitchen light catering | 5.60 | 5.75 | |
| Kitchen full catering | 21.30 | 21.85 | |
| Use of Room as bar | 53.20 | 54.55 | |
| Stage Production | 74.50 | 76.40 | |
| Weddings | | | |
| Hire of Hall for Weddings | 338.25 | 347.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|------------------|-------------------|--------------|
| | £ | £ | |
| ALLOTMENTS | | | |
| Congleton | | | |
| Annual rent per square metre | 0.22 | 0.23 | |
| Crewe & Nantwich | | | |
| Annual rental of single plot | 22.60 | 23.20 | |
| Annual rental of single plot (OAP/Registered Disabled) | 13.30 | 13.65 | |
| Macclesfield - Annual rental per square metre | | | |
| Without water or roads * | 0.72 | 0.74 | |
| With either water or roads * | 1.13 | 1.16 | |
| With both water and roads * | 1.44 | 1.48 | |
| Without water or roads - senior citizens | 0.36 | 0.37 | |
| With either water or roads - senior citizens | 0.56 | 0.57 | |
| With both water and roads - senior citizens | 0.72 | 0.74 | |
| * charges reduced by 30% for Allotment Association | | | |
| REFUSE AND RECYCLING | | | |
| Special Collection (vehicle, driver & loader-assume 1/2 tonne collected) - per hour | 112.80 | 115.60 | |
| Hire of Mechanical Sweeping Vehicle (Vehicle & driver per hour, min 2 hours inc disposal of waste) | 127.40 | On Request | |
| Removal of Fly Tipping (charged to person responsible where prosecution not possible) | | | |
| Sale of 240 litre wheeled bin | 28.00 | 28.70 | |
| Refuse Charges - domestic collections | | | |
| Collection of bulky domestic items (3 max) | 25.20 | 26.00 | |
| Note: Persons receiving one of the following benefits qualify for a concessionary rate | | | |
| Benefit (not single resident), Housing Benefit | | | |
| Collection of bulky domestic items (3 max) | 12.60 | 13.00 | |
| Garden Waste - Additional bin collection | 20.00 | 20.50 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|--|--|-------|
| | £ | £ | |
| HIGHWAYS | | | |
| <u>Provision of Data / Information to External Bodies</u> | | | |
| Adopted Highway Extents Enquiries | | | |
| Type 1 - Defining the highway boundary for sale or purchase of single property. No development potential apparent. Per road enquiry. | 62.00 | 64.00 | |
| Type 2 - Defining the highway boundary in relation to the sale or purchase for development purposes. | | 150 for first 150m thereafter £20 per 150m | |
| Extra over highway adoption status enquiry for provision of information held by the council in respect of proposals referred to in form con29 per question | | 10.00 | |
| Traffic Signal Data - per site | 60.00 | 62.00 | |
| Traffic Signal Data - additional sites | 16.00 | 17.00 | |
| <u>Traffic Counts:</u> | | | |
| Link Count | 88.00 | 100.00 | |
| T Junction | 111.00 | 125.00 | |
| Crossroads | 165.00 | 185.00 | |
| Video | 220.00 | 250.00 | |
| Supply of data on accidents on receipt of a completed application form | | | |
| Basic Search | 111.00 | 115.00 | |
| Large Search | 220.00 | 226.00 | |
| Provision of plans, data and research work etc. for members of the public or for commercial purposes. | | | |
| | Full cost recovery | Full cost recovery | |
| Traffic Modelling | Full cost recovery | Full cost recovery | |
| Environment reports | Full cost recovery | Full cost recovery | |
| <u>Provision of Aids to Movements</u> | | | |
| Provision of direction signs to establishments and village name | Cost of sign plus 20% Admin and 25% for future maintenance | Cost of sign plus 20% Admin and 25% for future maintenance | |
| Tourism Signs - initial inspection | 88.00 | 90.00 | |
| Provision of access protection markings e.g. H Bars | 77.00 | 80.00 | |
| <u>Fixed Charges Relating to Use / Obstruction of part of Highway</u> | | | |
| Skip licence - consideration of an application for permission to deposit a skip on the highway. | | | |
| | 28.00 | 29.00 | |
| Temporary Traffic Regulation (TTR) Order | | | |
| Temporary Notice (21 days) Avoidance of danger | 386.00 | 396.00 | |
| Temporary Order | £325 plus advertising costs plus 8% admin. | £333 plus advertising costs plus 8% admin. | |
| Temporary Notice (5 days) | 149.00 | 153.00 | |
| Temporary Road Closure under Town Police Clauses Act | | | |
| Event is organised by a non-profit making group | | No Charge made. | |
| Event is organised by a profit making group | | 600.00 | |
| <u>Pavement Café Licence</u> | | | |
| Initial Licence | 264.00 | 271.00 | |
| Annual Renewal | 67.00 | 69.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|--|---|-------|
| | £ | £ | |
| HIGHWAYS (continued) | | | |
| Plastic highway edge markers | Full cost recovery | Full cost recovery | |
| Furniture placed on the highway – (benches/ memorials or similar within the highway). | Full cost recovery | Full cost recovery | |
| Scaffolding / Hoarding licence - Consideration of an application for a licence to erect scaffolding / hoarding etc on or over the highway: | | | |
| per visit per week (minimum 2 weeks) | 44.00 | 45.00 | |
| admin cost for setting up the licence | 55.00 | 56.00 | |
| Cables and bunting over Highway | 292.00 | 300.00 | |
| Crane Over-sailing highway | 18.00 | 19.00 | |
| <u>Charges for Publications</u> | | | |
| Housing Roads Design Aid | 30.00 | 30.00 | |
| "The Zone" – Road Safety Magazine (per copy) | Free to Schools | Free to Schools | |
| Up to 1,000 | 0.34 | 0.35 | |
| 1,000 - 5,000 | 0.32 | 0.33 | |
| over 5,000 | 0.30 | 0.31 | |
| <u>Charges for Services Relating to New Development</u> | | | |
| Section 38 road making agreements including approval or vetting of agreement plans | 8.5% of estimate price of construction. Minimum flat fee £2,000 | 8.5% of estimate price of construction. Minimum flat fee £2,000 | |
| Licence to construct a bridge over the Highway | Full cost recovery | Full cost recovery | |
| Licence to construct a building over a Highway | Full cost recovery | Full cost recovery | |
| Section 278 road improvement. | Full cost recovery | Full cost recovery | |
| Amending Section 38 Agreement | Legal Services may charge for amendments to an agreement | Legal Services may charge for amendments to an agreement | |
| Re-inspection of site (over and above those covered in Section 38 agreement) | 83.00 | 85.00 | |
| Extension of Agreement | Charges may be raised for specific requests to extend agreements | Charges may be raised for specific requests to extend agreements | |
| Commuted sum | 16 x estimated cost of annual maintenance | 16 x estimated cost of annual maintenance | |
| Street Lighting Design | Full cost recovery | Full cost recovery | |
| Section S106 | Negotiable | Negotiable | |
| <u>Charges Relating to Damage to Highway Infrastructure / Equipment</u> | | | |
| Claims against 3rd parties for damage to Highway structures | Full cost recovery | Full cost recovery | |
| Recovery of costs of making safe dangerous land or retaining walls | Full cost recovery | Full cost recovery | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|---|--|--------------|
| | £ | £ | |
| HIGHWAYS (continued) | | | |
| <u>Other Charges</u> | | | |
| Recovery of costs of carrying out drainage works to maintain flow in a watercourse upon default by owner/occupier | | | |
| | Full cost recovery | Full cost recovery | |
| Drain Clearance | Full cost recovery | Full cost recovery | |
| Section 228 adoptions + Deed of Dedications | No Charge made. | Full cost recovery | |
| Switching off and bagging over traffic signals/pelican crossings: | | | |
| General switch off/on signal junction or crossing | 200.00 | 205.00 | |
| Switch off/on plus bagging over crossing heads and buttons | 292.00 | 300.00 | |
| Switch off/on plus bagging over small junction heads | 349.00 | 360.00 | |
| Switch off/on plus bagging over large junction heads | 420.00 | 430.00 | |
| Vehicle crossing applications | 67.00 | 69.00 | |
| Footway / Vehicular crossings as part of improvement scheme - only as part of a footway scheme | Recovery of any additional costs incurred. | Recovery of any additional costs incurred. | |
| Utility Defects | Nationally set charges | Nationally set charges | |
| Section 74 NRSWA | As per table of standard charges | As per table of standard charges | |
| Storage of Materials - consideration of an application for consent to temporarily deposit materials etc on the highway or to make temporary excavations, and for carrying out site inspections to monitor compliance with the consent - per month | 55.00 | 57.00 | |
| Sponsorship on roundabouts | 1,025.00 (minimum) | 1,025.00 (minimum) | |
| Planting Licences | No Charge | 50.00 | |
| Installation of new apparatus in c/w or f/w | £165.00 admin plus 3 inspections at £25.00 each | £169.00 admin plus 3 inspections at £50.00 each | |
| Maintain existing apparatus in c/w or f/w - per inspection (min 3 inspections) | £50 each | £50 each | |
| Stopping Up Orders | Deposit of £513.00 (plus VAT) plus legal and advertising costs Full cost Recovery | Deposit of £526.00 (plus VAT) plus legal and advertising costs Full cost Recovery | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|---------------|-------|
| | £ | £ | |
| CAR PARKING | | | |
| | | | |
| Former Cheshire County Car Parks: | | | |
| Crewe Civic Centre car park - daily | 2.50 | 2.50 | |
| Crewe Civic Centre car park - annual permit | 400.00 | 400.00 | |
| | | | |
| Crewe & Nantwich Area | | | |
| Charges for 2009/2010 are subject to further review by the Parking Task Group | | | |
| | | | |
| Car Park Fees | | | |
| 0 - 1 Hours | 0.70 | 0.70 | |
| 1 - 2 Hours | 1.00 | 1.00 | |
| 2 - 4 Hours | 1.50 | 1.50 | |
| 4 - 5 Hours | 2.20 | 2.20 | |
| 4 - 10 Hours | 2.20 | 2.20 | |
| | | | |
| Except: | | | |
| | | | |
| Delamere Street | | | |
| 0 - 1 Hours | 0.70 | 0.70 | |
| 1 - 2 Hours | 1.50 | 1.50 | |
| | | | |
| Railway Street, | | | |
| 0 -10 Hours | 3.00 | 3.00 | |
| | | | |
| Crewe Alexandra | | | |
| 0 -10 Hours | 2.50 | 2.50 | |
| | | | |
| Pedley Street | | | |
| 0 - 1 Hours | 0.70 | 0.70 | |
| 1 - 2 Hours | 1.00 | 1.00 | |
| 2 -10 Hours | 3.00 | 3.00 | |
| | | | |
| Lyceum Square (Maximum stay - 3 Hours) | | | |
| Mon & Wed (3pm - 6pm) + Tues & Thurs (8am - 6pm) | | | |
| 0 - 1 Hours | 0.70 | 0.70 | |
| 1 - 2 Hours | 1.50 | 1.50 | |
| 2 - 3 Hours | 1.60 | 1.60 | |
| | | | |
| Church Lane. Market Area Manor Road. | | | |
| 0 - 1 Hours | 0.70 | 0.70 | |
| 1 - 2 Hours | 1.50 | 1.50 | |
| | | | |
| Dysart Buildings | | | |
| 0 - 1 Hours | 0.70 | 0.70 | |
| 1 - 2 Hours | 1.00 | 1.00 | |
| 2 - 4 Hours | 1.50 | 1.50 | |
| 4 - 5 Hours | 2.20 | 2.20 | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|---------------|-------|
| | £ | £ | |
| CAR PARKING (continued) | | | |
| Sunday Charging. | | | |
| All day parking on all pay and display car parks except:- | 0.50 | 0.50 | |
| Christchurch West, Church Lane, Bowling Green, Bowers Row. | | | |
| Annual Permits <i>Annual</i> | 400.00 | 400.00 | |
| <i>Quarterly</i> | 110.00 | 110.00 | |
| available on selected long stay car parks: | | | |
| Civic Centre (Library) Chester Street | | | |
| Edleston Road Gatefield Street | | | |
| Oak Street Wood St East | | | |
| Wrexham Terrace | | | |
| | | | |
| Macclesfield area | | | |
| Tariff A | | | |
| 0 - 1 Hours | 0.60 | 0.60 | |
| 1 - 2 Hours | 1.00 | 1.00 | |
| 2 - 3 Hours | 2.20 | 2.20 | |
| 3 - 4 Hours | 3.00 | 3.00 | |
| 4 - 6 Hours | 3.80 | 3.80 | |
| Over 6 Hours | 4.90 | 4.90 | |
| Season Ticket - Quarterly | 260.00 | 260.00 | |
| Season Ticket - Annual | 980.00 | 980.00 | |
| Tariff B | | | |
| 0 - 1 Hours | 0.50 | 0.50 | |
| 1 - 2 Hours | 0.90 | 0.90 | |
| 2 - 3 Hours | 2.00 | 2.00 | |
| 3 - 4 Hours | 2.70 | 2.70 | |
| 4 - 6 Hours | 3.40 | 3.40 | |
| Over 6 Hours | 3.80 | 3.80 | |
| Season Ticket - Quarterly | 200.00 | 200.00 | |
| Season Ticket - Annual | 760.00 | 760.00 | |
| Tariff C | | | |
| 0 - 1 Hours | 0.40 | 0.40 | |
| 1 - 2 Hours | 0.80 | 0.80 | |
| 2 - 3 Hours | 1.70 | 1.70 | |
| 3 - 4 Hours | 2.20 | 2.20 | |
| 4 - 6 Hours | 2.70 | 2.70 | |
| Over 6 Hours | 2.90 | 2.90 | |
| Season Ticket - Quarterly | 155.00 | 155.00 | |
| Season Ticket - Annual | 570.00 | 570.00 | |
| Tariff D | | | |
| 0 - 1 Hours | 0.30 | 0.30 | |
| 1 - 2 Hours | 0.70 | 0.70 | |
| 2 - 3 Hours | 1.60 | 1.60 | |
| 3 - 4 Hours | 1.90 | 1.90 | |
| 4 - 6 Hours | 2.30 | 2.30 | |
| Over 6 Hours | 2.50 | 2.50 | |
| Season Ticket - Quarterly | 135.00 | 135.00 | |
| Season Ticket - Annual | 495.00 | 495.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|---------------|-------|
| | £ | £ | |
| CAR PARKING (continued) | | | |
| Penalty Charges (Statutory fees): | | | |
| Higher Level Contraventions | 70.00 | 70.00 | |
| Reduced if paid within 14 days of date of contravention to | 35.00 | 35.00 | |
| Lower Level Contraventions | 50.00 | 50.00 | |
| Reduced if paid within 14 days of date of contravention to | 25.00 | 25.00 | |
| | | | |
| The CARRS | | | |
| Mondays to Fridays (excluding Bank Holidays) 8am – 6pm | | | |
| 0-2 hours | N/A | 0.20 | |
| 2-3 hour (maximum) | N/A | 0.50 | |
| No return within 2 hours | | | |
| Saturdays and Bank Holidays | | | |
| 0-2 hours | N/A | 0.20 | |
| 2-3 hours | N/A | 0.50 | |
| 3-5 hours | N/A | 0.80 | |
| Over 5 hours | N/A | 1.00 | |
| | | | |
| Congleton Town Centre Long Stay | | | |
| Chapel Street 0-2 Hours | N/A | 0.50 | |
| Chapel Street 2-4 Hours | N/A | 1.00 | |
| Chapel Street 4-10 Hours | N/A | 1.50 | |
| Back Park Street 0-2 Hours | N/A | 0.50 | |
| Back Park Street 2-4 Hours | N/A | 1.00 | |
| Back Park Street 4-10 Hours | N/A | 1.50 | |
| West Street 0-2 Hours | N/A | 0.50 | |
| West Street 2-4 Hours | N/A | 1.00 | |
| West Street 4-10 Hours | N/A | 1.50 | |
| Park Street 0-2 Hours | N/A | 0.50 | |
| Park Street 2-4 Hours | N/A | 1.00 | |
| Park Street 4-10 Hours | N/A | 1.50 | |
| | | | |
| Congleton Town Centre Short Stay | | | |
| Princess street 0-1 Hour | N/A | 0.30 | |
| Princess street 1-2 Hour | N/A | 0.50 | |
| Princess street 2-3 Hour | N/A | 1.00 | |
| Antrobus Street 0-1 Hour | N/A | 0.30 | |
| Antrobus Street 1-2 Hour | N/A | 0.50 | |
| Antrobus Street 2-3 Hour | N/A | 1.00 | |
| Fairground 0-1 Hour | N/A | 0.30 | |
| Fairground 1-2 Hour | N/A | 0.50 | |
| Fairground 2-3 Hour | N/A | 1.00 | |
| | | | |
| Annual Permits <i>Annual</i> | N/A | 300.00 | |
| <i>Quarterly</i> | N/A | 80.00 | |
| available on selected long stay car parks: | | | |
| Chapel St, West St, Park St | | | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|----------------|---------------|---------------|
| | £ | £ | |
| CREWE RETAIL MARKET | | | |
| Stall rental | | | |
| Fri - Full day Covered mkt - Shed trestle | 30.00 | 30.75 | |
| Mon - 1/2 day Covered mkt - Shed trestle | 18.20 | 18.70 | |
| Sat - Full day Covered mkt - Shed trestle | 32.00 | 32.80 | |
| Outside Market - rent calculated based on area. Charges are as follows: | | | |
| | approx | | |
| | 2009/10 £/Sq m | approx £/sqft | approx £/sqft |
| Sat Up to 46.45 sqm (500sqft) - Single Pitch | 0.59 | 0.06 | 0.06 |
| 46.45- 90.90 sqm (501 - 1000sqft) | 0.41 | 0.04 | 0.04 |
| 90.90 sqm + (over 1000sqft) | 0.29 | 0.03 | 0.03 |
| Service charge | | 10.25 | 10.50 |
| Fri Up to 46.45 sqm (500sqft) - Single Pitch | 0.54 | 0.05 | 0.05 |
| 46.45- 90.90 sqm (501 - 1000sqft) | 0.38 | 0.04 | 0.04 |
| 90.90 sqm + (over 1000sqft) | 0.27 | 0.03 | 0.03 |
| Service charge | | 10.25 | 10.50 |
| Mon Up to 46.45 sqm (500sqft) - Single Pitch | 0.40 | 0.04 | 0.04 |
| 46.45- 90.90 sqm (501 - 1000sqft) | 0.27 | 0.03 | 0.03 |
| 90.90 sqm + (over 1000sqft) | 0.27 | 0.03 | 0.03 |
| Service charge | | 6.60 | 6.80 |
| Car Boot income | | | |
| Car boot half trestle - 1/2 day | 11.06 | 11.30 | |
| Car boot shed trestle - 1/2 day | 21.00 | 21.50 | |
| Car boot outside pitch - 1/2 day | 9.70 | 10.00 | |
| New Shed Trestle - 1/2 day | 11.50 | 11.80 | |
| Table Hire - 1/2 day | 2.80 | 2.90 | |
| | approx | | |
| Shop style trading units | 2009/10 £/Sq m | approx £/sqft | approx £/sqft |
| Per area / week | 6.91 | 0.64 | 0.66 |
| Per length frontage/week | 2.41 | 0.73 | 0.75 |
| Electricity recharges | | | |
| recharge of trader usage - per unit | | 0.125 | 0.128 |
| recharge of trader usage - standing charge | | 15.00 | 15.40 |
| Note that for the first six months of 2010 the stalls that constitute Crewe Outdoor Market have been relocated from Lyceum Square to Market Street. The impact of this move is that many of the traders are trading on different size stalls. As a result an amended scale of charges, based on what each trader was paying previously, has been implemented. | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|----------------|---------------|---------------|
| | £ | £ | |
| NANTWICH RETAIL MARKET | | | |
| area. Charges are as follows: | | | |
| Outside Market - rent calculated based on area. Charges are as follows: | | | |
| | approx | | |
| Stall income | 2009/10 £/Sq m | approx £/sqft | approx £/sqft |
| Single Stall - Full day Thur | 2.21 | 0.21 | 0.22 |
| Single Stall - Full day Sat | 2.21 | 0.21 | 0.22 |
| Single Pitch - Full day Thur | 0.64 | 0.06 | 0.06 |
| Single Pitch - Full day Sat | 0.64 | 0.06 | 0.06 |
| Service Charge Per pitch only | 10.30 | 10.60 | |
| Note - Average Charge per Outside Unit | 25.94 | 26.59 | |
| Rent of collapsible stall units | | | |
| Stall Units measure 3.05m x 2.44m or 10ft x 8ft | | | |
| Saturday - Per stall per day (incl boards & cover) | 15.66 | 16.05 | |
| Thursday - Per stall 1/2 day (incl boards & cover) | 15.46 | 15.85 | |
| Tuesday (1/2 day) - Per stall per day (incl boards & cover) | 9.90 | 10.15 | |
| INSIDE | 2009/10 £/Sq m | approx £/sqft | approx £/sqft |
| Standard trestle (3.7m x 2.5m - Full day Thur | 2.21 | 0.21 | 0.22 |
| Standard trestle (3.7m x 2.5m - Full day Sat | 2.21 | 0.21 | 0.22 |
| Average Trestle charge | 20.55 | 21.06 | |
| | approx | | |
| | 2009/10 £/Sq m | approx £/sqft | approx £/sqft |
| Standard trestle (3.7m x 2.5m - 1/2 day Tues | 2.10 | 0.20 | 0.21 |
| Shop style trading units | | | |
| Per area /week | 3.66 | 0.34 | 0.35 |
| Per length frontage /week | 5.86 | 0.54 | 0.55 |
| Note Average charge per Trading Unit | 53.75 | 55.09 | |
| | approx | | |
| | 2009/10 £/Sq m | approx £/sqft | approx £/sqft |
| Rent storage space - Toilet block (per area) per week | 0.33 | 0.34 | |
| <i>Alternative</i> Fee per unit per week | 5.35 | 5.48 | |
| Farmers Market | 34.00 | 35.00 | |
| Electricity recharges | | | |
| recharge of trader usage - per unit | 0.125 | 0.128 | |
| recharge of trader usage - standing charge | 5.350 | 5.48 | |
| ALSAGER RETAIL MARKET | | | |
| Annual rent from Managing Agent to 31/07/09 (Managed by Cheshire East from 01/8/09) | 3450.00 | N/A | |
| Outdoor stalls - per stall per day (Wednesday) | | | |
| Rent of collapsible stall units | | | |
| Stall Units measure 3.05m x 3.05m or 10ft x 10ft | 20.00 | 20.50 | |
| Stall Units measure 3.05m x 3.05m or 10ft x 10ft | 40.00 | 41.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|-------|
| | £ | £ | |
| CONGLETON RETAIL MARKET | | | |
| Annual rent from Managing Agent to Aug 2010 (Contract with City Markets due to expire Aug 2010). | 11000.00 | N/A | |
| Electricity recharge of trader usage - per unit | 0.10 | 0.11 | |
| Other stalls | 800.00 | 820.00 | |
| MIDDLEWICH RETAIL MARKET | | | |
| Annual rent from Managing Agent to 31/07/09 (Managed by Cheshire East from 01/8/09) | 1520.00 | N/A | |
| Outdoor stalls - per stall per day (Tuesday) | | | |
| Rent of collapsible stall units | | | |
| Stall Units measure 3.05m x 3.05m or 10ft x 10ft | 20.00 | 20.50 | |
| Stall Units measure 3.05m x 3.05m or 10ft x 10ft | 40.00 | 41.00 | |
| SANDBACH RETAIL MARKET | | | |
| Annual rent from Managing Agent to 31/07/09 (Managed by Cheshire East from 01/08/09) | 39550.00 | N/A | |
| Rent of shop units to 31/07/09 (new contract to be arranged from 31/7/09) | 15700.00 | N/A | |
| Outdoor stalls - per stall per day (Thursday & Saturday) | | | |
| Rent of collapsible stall units | | | |
| Stall Units measure 3.05m x 3.05m or 10ft x 10ft | 23.00 | 23.60 | |
| Stall Units measure 3.05m x 3.05m or 10ft x 10ft | 44.00 | 45.00 | |
| Electricity recharge of trader usage - per unit to 31/07/09 (new contract TBA from 31/7/09) | 0.12 | 0.12 | |
| NOTE: The contracts with Managing Agents at Alsager, Middlewich and Sandbach ended on 31st July 2009 and are now managed by Cheshire East. 2010. | | | |
| MACCLESFIELD RETAIL MARKET | | | |
| Stall rental | | | |
| Indoor - Individual stalls assessed separately | various | various | |
| Electricity recharges | | | |
| recharge of trader usage - per unit | 0.07 | 0.07 | |
| Outdoor stalls - per stall per day Tuesday, Friday, Saturday) | 16.00 | 16.40 | |
| Street Trader licence - per week | 100.00 | N/A | |
| Street Trader licence - per day | 20.00 | N/A | |
| Note - Street Trader Licences are under Licensing wef 2010/11 | | | |
| KNUTSFORD RETAIL MARKET | | | |
| Stall rental | | | |
| Indoor - Individual stalls assessed separately | various | various | |
| Outdoor stalls - per stall per day - Tuesday | 9.00 | 9.25 | |
| Outdoor stalls - per stall per day - Friday, Saturday | 13.30 | 13.70 | |
| Farmers Market stalls - per stall - 1st Saturday each month | 16.00 | 16.40 | |
| WILMSLOW RETAIL MARKET | | | |
| Stall rental | | | |
| Outdoor stalls - per stall | 16.00 | 16.40 | |
| Street Trader licence - per week | 100.00 | N/A | |
| Street Trader licence - per day | 20.00 | N/A | |
| Note - Street Trader Licences are under Licensing wef 2010/11 | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|---------------|-------|
| | £ | £ | |
| CEMETERIES AND CREMATORIUM | | | |
| Cremation Fees | | | |
| Adult | 369.00 | 378.50 | |
| Child under 16yrs | 92.00 | 94.30 | |
| Surcharge for after hours cremation (e.g. Saturday AM) | 738.00 | 756.50 | |
| Cremation of body parts exc Chapel Hire | 92.00 | 94.50 | |
| Cremation of blocks & slides | 33.00 | 34.00 | |
| Cremation of NVF | 6.00 | 6.50 | |
| Medical Referee (subject to national agreement) | 18.50 | 20.00 | |
| Removal of cremated remains (inc certificate and suitable container) | 19.00 | 19.50 | |
| Placement of cremated remains from other Crematoria | 44.00 | 45.50 | |
| Cremation certificate | 11.00 | 11.50 | |
| Storage of cremated remains per month to be applied after 28 days | 39.00 | 40.00 | |
| Postage of cremated remains (inc labelling, packaging, certificate etc) | 53.00 | 54.50 | |
| Exhumation of cremated remains | 88.00 | 90.50 | |
| Cremated remains collected within 24 hours of cremation | 31.00 | 32.00 | |
| Service over runs (after 40 minutes at Crewe, 30 minutes at Macclesfield) | 60.00 | 61.50 | |
| Burial Fees | | | |
| Class "A" grave - Resident (including the right to erect a memorial) | 863.00 | 884.50 | |
| Class "C" grave - Resident (including the right to erect a memorial) | 572.00 | 586.50 | |
| Class "D" grave - Resident (cremated remains plot - inc right for memorial) | 349.00 | 358.00 | |
| Teddies (including either burial or cremation of an infant) | 649.00 | 665.50 | |
| Exclusive Rights of Burial - family plot - 2 caskets (inc right to erect a memorial) | 199.00 | 204.00 | |
| Exclusive Rights of Burial - single plot - 1 caskets (inc right to erect a memorial) | 129.00 | 132.50 | |
| Renewal of Right Of Burial | 234.00 | 240.00 | |
| Renewal of Right Of Burial (caskets) | 38.00 | 39.00 | |
| Columbaria for two | 397.00 | 407.00 | |
| Columbaria for four | 793.00 | 813.00 | |
| Tower with plaque and posey holder | 141.00 | 144.50 | |
| Ash Vaults | 564.00 | 578.00 | |
| 1st Interment - Macclesfield | 787.00 | 807.00 | |
| 2nd interment - Macclesfield; 1st Congleton | 666.00 | 683.00 | |
| 3rd interment - Macclesfield; 2nd Congleton, 1st Crewe & Nantwich | 535.00 | 548.50 | |
| 4th interment - Macclesfield; 3rd Congleton, 2nd Crewe & Nantwich | 434.00 | 445.00 | |
| Public Graves - Child under 17 | 236.00 | 242.00 | |
| Burial of body parts, tissues, etc | 158.00 | 162.00 | |
| Interment of cremated remains in a wooden casket | 158.00 | 162.00 | |
| Interment of Cremated Remains in a plot space | 158.00 | 162.00 | |
| Right of Burial for cremated remains in Wall of Remembrance - Macclesfield | 346.00 | 355.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|----------------------|----------------------|-------|
| | £ | £ | |
| CEMETERIES AND CREMATORIUM (continued) | | | |
| General Fees | | | |
| Supply of oak casket | 35.00 | 36.00 | |
| Supply of poly urn | 31.00 | 32.00 | |
| Eco container | 19.00 | 19.50 | |
| Use of chapel for burial service up to 40 minutes | 84.00 | 86.50 | |
| Grave gardening - topsoil and general tidy up | 16.00 | 16.50 | |
| Winter and summer planting of graves with annuals | 47.00 | 48.50 | |
| Grave maintenance scheme | price on application | price on application | |
| Copy deed for right of burial | 41.00 | 42.00 | |
| Transfer of ownership to non resident of borough | 41.00 | 42.00 | |
| Reservation of adjoining grave space | 65.00 | 67.00 | |
| Extract from Register per single grave space | 41.00 | 42.00 | |
| Search fee if year unknown | 33.00 | 34.00 | |
| Papers not received in accordance with rules and regulations | 41.00 | 42.00 | |
| Incorrect coffin size - for burial purposes | 86.00 | 88.50 | |
| Late arrival of burials - applies after 15 minutes | 86.00 | 88.50 | |
| Service overruns | 60.00 | 61.50 | |
| Mercury emissions | 45.00 | 46.50 | |
| Music System - Crewe Crematorium | 10.00 | 10.50 | |
| Memorials | | | |
| Right to memorial plaque inc fitting | 121.00 | 124.00 | |
| Right for every additional inscription on headstone, tomb or monument | 35.00 | 36.00 | |
| Headstone including foundation - Childrens Cemetery, Macclesfield | 333.00 | 341.50 | |
| Inscriptions per letter (columbaria, petals, teddies) | 4.00 | 4.50 | |
| Inscriptions per design (columbaria, petals, teddies) | 32.00 | 33.00 | |
| Memorial Kerbs | | | |
| Provision of lettered kerbs, mowing, stone & vase (for 10 years) | 211.00 | 216.50 | |
| Provision of blank kerb for future lettering, mowing stone & vase | 211.00 | 216.50 | |
| Rear mowing stone if purchased separately | 44.00 | 45.50 | |
| Flower vase for rear mowing stone | 12.00 | 12.50 | |
| Double rear mowing stone | 72.00 | 74.00 | |
| Babies kerbstone, lettering, vase and mowing stone | 108.00 | 111.00 | |
| Cleaning and repointing letters on memorial kerbstone | 37.00 | 38.00 | |
| Cleaning rear mowing stone | 27.00 | 28.00 | |
| Moving kerbstone | 27.00 | 28.00 | |
| Kerbstone Formal Garden Remembrance inc inscription& vase | 310.00 | 318.00 | |
| Wall mounted english oak | 111.00 | 114.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|----------------------|-----------------------------|-------|
| | £ | £ | |
| CEMETERIES AND CREMATORIUM (continued) | | | |
| Book of Remembrance | | | |
| Two line entry | 61.00 | 62.50 | |
| Each additional line | 12.00 | 12.50 | |
| Five line entry | 97.00 | 99.50 | |
| Eight line entry | 133.00 | 136.50 | |
| Floral emblem (only with min 5 line entry) | 51.00 | 52.50 | |
| Full Coat of Arms (only with min 5 line entry) | 74.00 | 76.00 | |
| Miniature Book of Remembrance | | | |
| Two line entry | 53.00 | 54.50 | |
| Each additional line | 12.00 | 12.50 | |
| Floral emblem (only with min 5 line entry) | 51.00 | 52.50 | |
| Full Coat of Arms (only with min 5 line entry) | 74.00 | 76.00 | |
| Token entry | 21.50 | 22.00 | |
| Memorial Cards | | | |
| Two line entry | 26.00 | 27.00 | |
| Each additional line | 12.00 | 12.50 | |
| Floral emblem (only with min 5 line entry) | 51.00 | 52.50 | |
| Full Coat of Arms (only with min 5 line entry) | 74.00 | 76.00 | |
| Childrens Book of Remembrance | | | |
| Two line entry | 18.00 | 18.50 | |
| Each additional line | 4.00 | 4.50 | |
| Five line entry | 30.00 | 31.00 | |
| Eight line entry | 42.00 | 43.00 | |
| Illustration - Teddy/Cherub etc | 30.00 | 31.00 | |
| Memorial Garden of Remembrance | | | |
| Leather panel memorial ten year lease (includes inscription) | 172.00 | 176.50 | |
| Seats and Plaques (inc VAT and installation) | price on application | price on application | |
| Trees and Plaque | 223.00 | 228.50 | |
| Rose and Plaque | 154.00 | 158.00 | |
| Granite Bench | 584.00 | 599.00 | |
| Wall plaque | 211.00 | 216.50 | |
| Granite boulder | 256.00 | 280.00 | |
| Book Plaque | 154.00 | 158.00 | |
| Commemorative plaque | 83.00 | 85.00 | |
| Memorial vase & tablet (5 year) | 302.00 | 309.50 | |
| Memorial vase & tablet (10 year) | 419.00 | 429.50 | |
| Recycled wooden seat and plaque (subject to manufacturers cost) | 1249.00 | 1281.00 | |
| Bird or Bat Box and nameplate: | | | |
| 3 year lease | 33.00 | N/A | |
| 6 year lease | 51.00 | N/A | |
| 10 year lease | 69.00 | N/A | |
| Note - Bird/Bat Boxes are no longer provided | | | |
| PUBLIC CONVENIENCES | | | |
| APC | 0.20 | 0.20 | |
| Radar Keys | 4.50 | 4.50 | |
| DOG CONTROL | | | |
| Returning of Stray Dog | 40.00 | 41.00 | |
| Combined Dog release Fee including Kennelling | 80.00 | 82.00 | |
| Rates for 2010/2011 will be dependent on kenneling costs incurred by the Council | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-------------------------------------|--------------------------|-------|
| | £ | £ | |
| PEST CONTROL | | | |
| Commercial | | | |
| Contracts per hour | 50.00 | 51.25 | |
| Charge Per Hour - non contractual | 50.00 | 51.25 | |
| Out of Hours Nuisance Treatments | 79.10 | 81.08 | |
| Cancellation Charge (at time of visit) | 25.60 | 26.24 | |
| Contracts (regular visits) - per hour | 51.40 | 52.69 | |
| Domestic - per treatment | | | |
| Wasps Nests | 50.00 | 51.25 | |
| Ants | 50.00 | 51.25 | |
| Mice | 50.00 | 51.25 | |
| Rats | free | free | |
| Fleas | 50.00 | 51.25 | |
| Bed Bugs | free | free | |
| Cluster Flies | 50.00 | 51.25 | |
| Cockroaches | free | free | |
| House Crickets | 50.00 | 51.25 | |
| Insects of PH Significance | 50.00 | 51.25 | |
| Hire of Squirrel trap + emptying | 50.00 | 51.25 | |
| Note: Congleton BC had outsourced its pest control service but is responsible for the costs in respect of rats. | | | |
| ENVIRONMENTAL HEALTH CHARGES | | | |
| Food Safety | | | |
| Food Health Certificates For Exported Food | 55.00 | 56.38 | |
| Food Safety Training | 50.00 | 51.25 | |
| Voluntary surrender of food - per hour + disposal costs | 35.00 | 35.88 | |
| Environmental Permitting Charges | | | |
| All fees set by Statute | | | |
| Private water supply | 51.50 + analysis & courier costs | Set by Statute | |
| Swimming pool sampling (resamples) | Recharge of costs | Recharge of costs | |
| Provision of Information | | | |
| Freedom of information | to be confirmed | Free | |
| Environmental information requests | 25.00 | 25.63 | |
| Contaminated Land requests | 25.00 | 25.63 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|---------------|-------|
| | £ | £ | |
| LICENSING | | | |
| Proposed Fees for Cheshire East: | | | |
| Adult Gaming Centre Initial Application | 900.00 | 922.50 | |
| Adult Gaming Centre Annual Fee | 600.00 | 615.00 | |
| Betting Shops Initial Application | 900.00 | 922.50 | |
| Betting Shops Annual Fee | 600.00 | 615.00 | |
| Bingo Initial Application | 900.00 | 922.50 | |
| Bingo Annual Fee | 600.00 | 615.00 | |
| Track Betting Initial Application | 600.00 | 615.00 | |
| Track Betting Annual Fee | 600.00 | 615.00 | |
| Family Entertainment Centre Initial Application. | 900.00 | 922.50 | |
| Family Entertainment Centre Annual Fee | 600.00 | 615.00 | |
| Club Gaming Permits Initial Application | 150.00 | 153.75 | |
| Club Gaming Permits Annual Fee | 50.00 | 51.25 | |
| Licensed premises gaming machine permits initial appl | 150.00 | 153.75 | |
| Licensed premises gaming machine permits annual fee | 50.00 | 51.25 | |
| Gambling Permits - All permit fees are set statutorily: | | | |
| Gambling - gaming machine permits (in alcohol licensed premises) | | | |
| New - 3 or more machines | 150.00 | 153.75 | |
| New - Max of 2 machines - one off fee | 50.00 | 51.25 | |
| Variation - 3 or more machines | 100.00 | 102.50 | |
| Transfer | 25.00 | 25.63 | |
| First annual fee - 3 or more machines | 50.00 | 51.25 | |
| Annual fee - 3 or more machines | 50.00 | 51.25 | |
| Copy of permit | 15.00 | 15.38 | |
| Change of name | 25.00 | 25.63 | |
| Gambling - gaming machine notification (in alcohol licensed premises) | 50.00 | 51.25 | |
| Gambling - gaming machine permit (in unlicensed FEC) | | | |
| New | 300.00 | 307.50 | |
| Renewal | 300.00 | 307.50 | |
| Gambling - prize gaming permit | | | |
| New | 300.00 | 307.50 | |
| Renewal | 300.00 | 307.50 | |
| Gambling - club gaming permit 10 yr duration | | | |
| New | 200.00 | 205.00 | |
| Renewal | 200.00 | 205.00 | |
| Annual fee | 50.00 | 51.25 | |
| Gambling - club machine permit 10 yr duration | | | |
| New | 200.00 | 205.00 | |
| Renewal | 200.00 | 205.00 | |
| Annual fee | 50.00 | 51.25 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|------------------|-------|
| | £ | £ | |
| LICENSING (continued) | | | |
| Fees relating to vehicle and private hire operator licences, marked (*) below are subject to consultation and approval by the Licensing Committee. Charges are proposed to be the same throughout the Cheshire East area although the licensing zones will remain as the previous District boundaries until a further review in 2009/2010. | | | |
| Hackney Carriage and Private Hire Vehicles | | | |
| * Hackney Carriage - 1 year | 290.00 | 297.25 | |
| * Private Hire Vehicle - 1 year | 290.00 | 297.25 | |
| * Hackney Carriage/ Private Hire 6 month test (vehicles over 7) | 75.00 | 76.88 | |
| Joint Hackney Carriage/ Private Hire Driver - 3 years | 210.00 | 214.35 | |
| * Private Hire Operator - 2 years, 1-4 vehicles | 290.00 | 297.25 | |
| * Private Hire Operator - 5 years | 335.00 | 343.38 | |
| Criminal Records Bureau check (in addition to above fees) | Inc above | Inc above | |
| Replacement Driver Badge | 15.00 | 15.38 | |
| Replacement Plates | 20.00 | 20.50 | |
| Replacement window stickers | 10.00 | 10.25 | |
| Transfer of licence | 25.00 | 25.63 | |
| Street Traders | 364.00 | 373.10 | |
| Sex Shop - 1 year | | | |
| Grant (initial) | 2260.00 | 2316.50 | |
| Renewal | 1130.00 | 1158.25 | |
| Motor Salvage Operators | 72.00 | 73.80 | |
| Animal Health | | | |
| Dog Breeders (+ vet fee) | 74.00 | 75.85 | |
| Home Boarding - Licence (+ vet fee) | 74.00 | 75.85 | |
| Animal Boarding Establishments (+ vet fee) | 74.00 | 75.85 | |
| Pet Shops (+ vet fee) | 74.00 | 75.85 | |
| Riding Establishments (+ vet fee) | 74.00 | 75.85 | |
| Zoo Licence | | | |
| General (per hour + vet and expert fees - min £300.00) | 35.00 | 35.88 | |
| 1st application & 4 year licence (per hour + vet and expert fees - min £300.00) | 35.00 | 35.88 | |
| renewal 6 year duration (per hour + vet and expert fees - min £300.00). | 35.00 | 35.88 | |
| Dangerous Wild Animals (Domestic Premises) (+ vet fee) | 74.00 | 75.85 | |
| Dangerous Wild Animals (Commercial Premises) - plus vets fees | 74.00 | 75.85 | |
| Public Health (Registration) | | | |
| Ear Piercing, acupuncture, tattooist | | | |
| Personal | 40.00 | 41.00 | |
| Personal - additional person once premises licence granted | 40.00 | 41.00 | |
| Premises & initial applicant | 75.00 | 76.88 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|------------------|-------|
| | £ | £ | |
| LICENSING (continued) | | | |
| Liquor Licences (Statutory Fees) | | | |
| Premises | | | |
| Rateable value | | | |
| £0 to £4300 - New | 100.00 | 102.50 | |
| - Annual Fee | 70.00 | 71.75 | |
| £4301 to £33000 - New | 190.00 | 194.75 | |
| - Annual Fee | 180.00 | 184.50 | |
| £33001 to £87000 - New | 315.00 | 322.88 | |
| - Annual Fee | 295.00 | 302.38 | |
| £87001 to £125000 - New | 450.00 | 461.25 | |
| - Annual Fee | 320.00 | 328.00 | |
| £125000 + - New | 635.00 | 650.88 | |
| - Annual Fee | 350.00 | 358.75 | |
| Additional fees for exceptionally large events of a temporary nature | | | |
| Number of persons present | | | |
| 5000 - 9999 - New | 1,000.00 | 1,025.00 | |
| - Annual fee | 500.00 | 512.50 | |
| 10000 - 14999 - New | 2,000.00 | 2,050.00 | |
| - Annual fee | 1,000.00 | 1,025.00 | |
| 15000 - 19999 - New | 4,000.00 | 4,100.00 | |
| - Annual fee | 2,000.00 | 2,050.00 | |
| 20000 - 29999 - New | 8,000.00 | 8,200.00 | |
| - Annual fee | 4,000.00 | 4,100.00 | |
| 30000 - 39999 - New | 16,000.00 | 16,400.00 | |
| - Annual fee | 8,000.00 | 8,200.00 | |
| 40000 - 49999 - New | 24,000.00 | 24,600.00 | |
| - Annual fee | 12,000.00 | 12,300.00 | |
| 50000 - 59999 - New | 32,000.00 | 32,800.00 | |
| - Annual fee | 16,000.00 | 16,400.00 | |
| 60000 - 69999 - New | 40,000.00 | 41,000.00 | |
| - Annual fee | 20,000.00 | 20,500.00 | |
| 70000 - 79999 - New | 48,000.00 | 49,200.00 | |
| - Annual fee | 24,000.00 | 24,600.00 | |
| 80000 - 89999 - New | 56,000.00 | 57,400.00 | |
| - Annual fee | 28,000.00 | 28,700.00 | |
| 90000 and over - New | 64,000.00 | 65,600.00 | |
| - Annual fee | 32,000.00 | 32,800.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|------------------|------------------|--------------|
| | £ | £ | |
| LICENSING (continued) | | | |
| | | | |
| Notification of change of name or address of premises licence holder or club | 10.50 | 10.76 | |
| Application to vary to specify individual as designated premises supervisor | 23.00 | 23.58 | |
| Notification of change of address of designated premises supervisor | 10.50 | 10.76 | |
| Notification of alteration of club rules | 10.50 | 10.76 | |
| Application to transfer premises licence | 23.00 | 23.58 | |
| Interim authority notice | 23.00 | 23.58 | |
| | | | |
| Application for copy or summary | 10.50 | 10.76 | |
| Application for making of a provisional statement | 315.00 | 322.88 | |
| | | | |
| Personal | | | |
| Application for grant | 37.00 | 37.93 | |
| Application for copy | 10.50 | 10.76 | |
| Notification of change of name or address | 10.50 | 10.76 | |
| | | | |
| Temporary Event Notice | | | |
| Notification of a temporary event | 21.00 | 21.53 | |
| Application for copy | 10.50 | 10.76 | |
| | | | |
| Lottery | | | |
| Grant (initial) | 40.00 | 41.00 | |
| Renewal | 20.00 | 20.50 | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|----------------------|-------|
| | £ | £ | |
| TRADING STANDARDS - WEIGHTS & MEASURES FEES | | | |
| These charges have been set in conjunction with Cheshire West & Chester Council and cannot be changed without their approval. | | | |
| Calibration of weights 1mg to 25kg, per weight | 17.75 | £51.13 p.Hour | |
| Calibration & adjust: Weights 1mg to 25kg, per weight | 18.96 | £51.13 p.Hour | |
| Calibration of weights >25kg<50kg, per weight | 27.21 | £51.13 p.Hour | |
| Calibration of weights >50kg<500kg, per weight | 54.16 | £51.13 p.Hour | |
| Calibration of weights >500kg <1000kg | 54.16 | £51.13 p.Hour | |
| Calibration of glass volumetric flask | 49.71 | £51.13 p.Hour | |
| Calibration of glass measuring cylinder | 49.71 | £51.13 p.Hour | |
| Calibration of glass measuring cylinder - each additional graduation | 12.42 | £51.13 p.Hour | |
| Calibration of glass graduated pipette | 73.98 | £51.13 p.Hour | |
| Calibration of glass graduated pipette - each additional graduation | 12.42 | £51.13 p.Hour | |
| Calibration of glass graduated burette | 73.98 | £51.13 p.Hour | |
| Calibration of glass graduated burette - each additional graduation | 12.42 | £51.13 p.Hour | |
| Calibration of bubble flow meter | 47.36 | £51.13 p.Hour | |
| Calibration of checkpump measures (2,5,10,20 or 25 litre) incl adjustment | 50.23 | £51.13 p.Hour | |
| Calibration of length bar up to 5 metres | 20.13 | £51.13 p.Hour | |
| Calibration of rigid measure up to 5 metres | 24.27 | £51.13 p.Hour | |
| Calibration of tapes up to 5 metres | 29.29 | £51.13 p.Hour | |
| Calibration of tapes over 5 metres | 34.34 | £51.13 p.Hour | |
| Hire of Weighbridge Test Unit Mon - Friday 9am to 5pm, per day | 441.26 | Set by CWAC | |
| Hire of Weighbridge Test Unit Mon - Friday before 9am after 5pm, per hour | 68.37 | Set by CWAC | |
| Hire of Weighbridge Test Unit Saturday 9am to 5pm, per day | 495.08 | Set by CWAC | |
| Hire of Weighbridge Test Unit Saturday before 9am after 5pm, per hour | 74.03 | Set by CWAC | |
| Hire of Weighbridge Test Unit Sunday 9am to 5pm, per day | 551.04 | Set by CWAC | |
| Hire of Weighbridge Test Unit Sunday before 9am after 5pm, per hour | 79.11 | Set by CWAC | |
| Hire of Weighbridge Test Unit requiring overnight stop by Operator, per night | 64.58 | Set by CWAC | |
| Hire of Weighbridge Test Unit Local Auth Mon - Friday 9am to 5pm, per day | 389.87 | Set by CWAC | |
| Hire of Weighbridge Test Unit LA Mon - Friday before 9am after 5pm, per hour | 32.80 | Set by CWAC | |
| Hire of Weighbridge Test Unit Local Auth Saturday 9am to 5pm, per day | 438.03 | Set by CWAC | |
| Hire of Weighbridge Test Unit Local Auth Saturday before 9am after 5pm, per hour | 54.33 | Set by CWAC | |
| Hire of Weighbridge Test Unit Local Auth Sunday 9am to 5pm, per day | 487.00 | Set by CWAC | |
| Hire of Weighbridge Test Unit Local Auth Sunday before 9am after 5pm, per hour | 61.35 | Set by CWAC | |
| Hire of Weighbridge Test Unit LA requiring overnight stop by Operator, per night | 64.58 | Set by CWAC | |
| Hire of Bulk Fuel Reference Meter Mon- Friday 9am to 5pm, per day | 344.40 | Set by CWAC | |
| Hire of Bulk Fuel Reference Meter Mon- Friday before 9am after 5pm, per hour | 53.81 | Set by CWAC | |
| Hire of Bulk Fuel Reference Meter Saturday, per day | 386.43 | Set by CWAC | |
| Hire of Bulk Fuel Reference Meter Local Auth Mon- Friday 9am to 5pm, per day | 291.66 | Set by CWAC | |
| Hire of Bulk Fuel Reference Meter Mon- Friday before 9am after 5pm, per hour | 45.10 | Set by CWAC | |
| Hire of Bulk Fuel Reference Meter Saturday, per day | 324.93 | Set by CWAC | |
| Hire of Weights per tonne, per day | 66.63 | Set by CWAC | |
| Hire of weights per tonne, per week | 312.63 | Set by CWAC | |
| Hire of Boxed Weights Set (1g to 2kg), per day | 48.43 | Set by CWAC | |
| Verification Fee Linear measure ,3 metres | 15.97 | Set by CWAC | |
| Verification Fee Capacity Measures without divisions <1 litre | 7.72 | Set by CWAC | |
| Verification Fee Capacity Measures without divisions >1 litre & Measures with divs | 13.79 | Set by CWAC | |
| Verification Fee Cubic Ballast Measure | 158.16 | Set by CWAC | |
| Verification Fee Liquid Capacity Measure (avg quantity) | 27.57 | Set by CWAC | |
| Verification Fee Templet per scale, first item | 44.30 | Set by CWAC | |
| Verification Fee Templet per scale, subsequent item | 17.04 | Set by CWAC | |
| Verification Fee Weights between 1mg up to and incl 25 kg | 7.72 | Set by CWAC | |
| Verification Fee Meas. Instr Intoxication Liquor < 5 fl oz / 140 ml | 17.04 | Set by CWAC | |
| Verification Fee Meas. Instr Intoxication Liquor > 5 fl oz / 140 ml | 19.27 | Set by CWAC | |
| Verification Fee Meas. Instr Intoxication Liquor > 5 fl oz / 140 ml 10-79 items | 7.72 | Set by CWAC | |
| Verification Fee Meas. Instr Intoxication Liquor > 5 fl oz / 140 ml 80+ items | 6.50 | Set by CWAC | |
| Verification Fee Weighing Inst < 50kg | 48.45 | Set by CWAC | |
| Verification Fee Weighing Inst > 50kg to 250kg | 57.61 | Set by CWAC | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|-----------|-------------------------|-------|
| | £ | £ | |
| TRADING STANDARDS - WEIGHTS & MEASURES FEES (continued) | | | |
| Verification Fee Weighing Inst > 250kg to 1 tonne | 95.84 | Set by CWAC | |
| Verification Fee Weighing Inst > 1 tonne to 10 tonne | 157.08 | Set by CWAC | |
| Verification Fee Weighing Inst > 10 tonne to 30 tonne | 329.61 | Set by CWAC | |
| Verification Fee Weighing Inst > 30 tonne to 60 tonne | 479.50 | Set by CWAC | |
| Verification Fee Auto / Totalising Weighing Machine & in motion per officer/ per hour | 67.91 | Set by CWAC | |
| Verification Fee - Statistical sampling, est cal curves for templet, templets in ml | 67.91 | Set by CWAC | |
| Verification Fee Liquid Fuel Meas Inst - container, not subdivided, per inst | 66.03 | Set by CWAC | |
| Verification Fee Liquid Fuel Meas Inst - 1 meter | 98.61 | Set by CWAC | |
| Verification Fee Liquid Fuel Meas Inst - 2 meters | 186.80 | Set by CWAC | |
| Verification Fee Liquid Fuel Meas Inst - 3 meters | 302.03 | Set by CWAC | |
| Verification Fee Liquid Fuel Meas Inst - 4 meters | 313.05 | Set by CWAC | |
| Verification Fee Liquid Fuel Meas Inst - 5 to 10 meters, per meter | 72.20 | Set by CWAC | |
| Verification Fee Liquid Fuel Meas Inst - 11 to 20 meters, per meter | 67.78 | Set by CWAC | |
| Verification Fee Liquid Fuel Meas Inst - additional meters (min of 20 tested) per meter | 42.17 | Set by CWAC | |
| Verification Fee Road Tankers, wet hose system 2 liquids | 210.02 | Set by CWAC | |
| Verification Fee Road Tankers, wet hose system 3 liquids | 245.26 | Set by CWAC | |
| Verification Fee Road Tankers, dry hose system 2 liquids | 232.59 | Set by CWAC | |
| Verification Fee Road Tankers, dry hose system 3 liquids | 267.83 | Set by CWAC | |
| Verification Fee Road Tankers, wet & dry hose system 2 liquids | 326.52 | Set by CWAC | |
| Verification Fee Road Tankers, wet & dry hose system 3 liquids | 350.49 | Set by CWAC | |
| Verification Fee Dipstick System < 7,600 litres, per compartment | 156.56 | Set by CWAC | |
| Verification Fee Dipstick System > 7,600 litres, additional hourly rate | 67.91 | Set by CWAC | |
| Verification Fee Initial Dipstick | 19.27 | Set by CWAC | |
| Verification Fee Spare Dipstick | 18.21 | Set by CWAC | |
| Verification Fee Replacement Dipstick | 38.60 | Set by CWAC | |
| Test /other services re Community obligation (non-EC initial) per officer, per hour | 67.91 | Set by CWAC | |
| | | | |
| Note: All the above Weights and measures fees quoted net of VAT | | | |
| | | | |
| Explosives - (fees set by statute) | | | |
| Licence - New | 175.00 | Set by Statute 31/03/10 | |
| Licence - Renewal | 82.00 | Set by Statute 31/03/10 | |
| Registration - New | 103.00 | Set by Statute 31/03/10 | |
| Registration - Renewal | 51.00 | Set by Statute 31/03/10 | |
| Transfer/Variation or replacement | 34.00 | Set by Statute 31/03/10 | |
| Fireworks sold all year | 500.00 | Set by Statute 31/03/10 | |
| | | | |
| Petroleum - (fees set by statute) | | | |
| Not exceeding 2,500L | 41.00 | Set by Statute 31/03/10 | |
| Exceeding 2,500L but not 50,000L | 57.00 | Set by Statute 31/03/10 | |
| Exceeding 50,000L | 118.00 | Set by Statute 31/03/10 | |
| Request for search of petroleum files | 50.00 | Set by Statute 31/03/10 | |
| Transfer of licence | 8.00 | Set by Statute 31/03/10 | |
| | | | |
| Other Fees | | | |
| Poisons - New | 53.30 | 54.63 | |
| Poisons - Renewal | 25.00 | 25.63 | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|------------------|------------------|--------------|
| | £ | £ | |
| LAND CHARGES | | | |
| Standard and Personal Search Fees | | | |
| Standard Local Search (Residential) | 96.00 | 98.00 | |
| Standard Local Search (Commercial) | 150.00 | 154.00 | |
| Standard Local Search (Residential property within Peak District National Park) | 118.00 | 120.00 | |
| Standard Local Search (Commercial property within Peak District National Park) | 172.00 | 176.00 | |
| Register Search | | | |
| Register Search (Property within Peak District National Park) | | | |
| Personal Search (statutory fee) | 11.00 | 22.00 | |
| Personal Search (statutory fee) (Property within Peak District National Park) | 22.00 | 33.00 | |
| Copy of each register entry (excludes copy of document/ agreement) | 1.50 | 2.00 | |
| Certificate of Search (LLC1) | 24.00 | 24.00 | |
| Certificate of Search (LLC1) (Property within Peak District National Park) | 35.00 | 35.00 | |
| Additional Parcels (LLC1) | 1.00 | 1.00 | |
| Part 1 Enquiries (CON 29) - Residential | | | |
| One Parcel Of Land | 72.00 | 74.00 | |
| One parcel of land (Property within Peak District National Park) | 94.00 | 96.00 | |
| Additional Parcels Of Land | 15.00 | 15.50 | |
| Part 1 Enquiries (CON 29) - Commercial | | | |
| One Parcel Of Land | 126.00 | 130.00 | |
| One parcel of land (Property within Peak District National Park) | 148.00 | 152.00 | |
| Additional Parcels Of Land | 15.00 | 15.50 | |
| Submitted with a full search | | | |
| Printed Enquiry (within Form Con29) excl Question 22 | 12.00 | 12.50 | |
| Printed Enquiry (within Form Con29) Question 22 | 20.00 | 20.50 | |
| Submitted without a full search | | | |
| Booking In & Validation fee | 13.00 | 13.50 | |
| Each printed enquiry (within CON29 form) excl Question 22 | 12.00 | 12.50 | |
| Printed enquiry (within CON29 form) Question 22 | 20.00 | 20.50 | |
| Miscellaneous Enquiries | | | |
| Each Additional Enquiry | 35.00 | 36.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|---------------------------------------|---------------------------------------|--------------|
| | £ | £ | |
| PLANNING AND BUILDING CONTROL: | | | |
| Planning Application Fees | prescribed | prescribed | |
| * 15% Non refundable PROCESSING/ADMINISTRATION FEE - see condition | N/A | 15% of prescribed fee. | |
| Building Regulation Fees | LGA charge Scheme | LGA charge Scheme | |
| Document Charges | | | |
| B.Reg. Compliance letter | n/a | 35.00 | |
| B.Reg. Exempt confirmation | n/a | 35.00 | |
| | | | |
| Administration charge on withdrawn applications (B.Reg.) | 15% of Building Regulation Fee | 15% of Building Regulation Fee | |
| | | | |
| Plan Printing | | | |
| A0 per copy | 25.00 | 25.50 | |
| A1 per copy | 20.00 | 20.50 | |
| A2 per copy | 15.00 | 15.50 | |
| A3 per copy | 10.00 | 10.50 | |
| A4 per copy | 5.00 | 5.00 | |
| | | | |
| Document Copies | | | |
| Decision Notices | 20.00 | 20.50 | |
| Documents (1st page of any item - all paper sizes) | 5.00 | 5.50 | |
| Documents (2nd and subsequent pages - all paper sizes) | 1.00 | 1.00 | |
| Tree Preservation Orders | 30.00 | 40.00 | |
| Bldg Regs - Completion Notice | 30.00 | 35.00 | |
| Bldg Regs - Same Day Completion Notice | 50.00 | 55.00 | |
| Bldg Regs - Inspection Records | N/A | 100.00 | |
| | | | |
| Permitted Development Enquiries | 35.00 | 40.00 | |
| Development Briefs | Free | Free | |
| Validation Service (new service initiative) NEW | | TBC | |
| | | | |
| | | | |
| PLANNING HISTORY SEARCH REQUESTS (RESIDENTIAL) | | | |
| Planning History search from (1999 to present) NEW | | 35.00 | |
| Planning History search from 1998 to oldest found) NEW | | 65.00 | |
| | | | |
| PLANNING HISTORY SEARCH REQUESTS (COMMERCIAL) | | | |
| Planning History search from (1999 to present) NEW | | 50.00 | |
| Planning History search from 1998 to oldest found) NEW | | 100.00 | |
| | | | |
| Supplementary Planning Documents (planning briefs) | Free | Free | |
| Advice on condition compliance - per hour | 55.00 | 56.50 | |
| Inspection Of Planning Files | Free | Free | |
| High hedge complaint | 400.00 | 410.00 | |
| Other - Inspectors Reports, Other Studies, documents, etc | various | various | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|----------------|-------|
| | £ | £ | |
| PLANNING AND BUILDING CONTROL (continued) | | | |
| PLANNING POLICY DOCUMENTS: | | | |
| Land Availability | | | |
| Residential | 40.00 | 45.00 | |
| Employment | 40.00 | 45.00 | |
| Local Plan (P&P extra unless otherwise stated) | | | |
| Congleton | 50.00 | 55.00 | |
| Crewe & Nantwich | 65.00 | 68.00 | |
| Macclesfield | 100.00 | 100.00 | |
| HOUSING | | | |
| Home Improvement Agency fees for private works (5% of cost of works) | various | various | |
| Home improvement Agency fees for grants and loans (10% of cost of works) | various | various | |
| Private sector housing loan fees (5% of cost of works) | various | various | |
| Assisted Purchase Scheme admin fee | 350.00 | 350.00 | |
| Accident Prevention Scheme | 10.00 | 10.00 | |
| Houses in Multiple Occupation licensing - up to 6 rooms | 425.00 | 425.00 | |
| Houses in Multiple Occupation licensing - up to 8 rooms | 440.00 | 440.00 | |
| Houses in Multiple Occupation licensing - up to 10 rooms | 460.00 | 460.00 | |
| Houses in Multiple Occupation licensing - 11 or more rooms | 475.00 | 475.00 | |
| Service of notices under Housing Act 2004 | 60.00 | 60.00 | |
| Plot fees for Astbury Marsh Caravan Site (varies by size of plot) | various | various | |
| Temporary accommodation | various | various | |
| CONCESSIONARY TRAVEL | | | |
| Railcard | 16.00 | 18.00 | |
| Bus Pass (life) | free | free | |
| Bus Pass (replacement for lost pass - 1st) | 5.00 | 5.00 | |
| Bus Pass (replacement for lost pass - 2nd onwards) | 10.00 | 10.00 | |
| Bus Pass (replacement for stolen pass) | free | free | |
| Disabled Railcard | 11.00 | 11.00 | |
| Disabled parking - blue badges | 2.05 | 2.10 | |
| TRANSPORT PUBLICITY | | | |
| Charge for full set of timetables | 5.00 | 5.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|--------------|-------|
| | £ | £ | |
| TATTON PARK | | | |
| | | | |
| Authority for setting Fees and charges for Tatton Park is delegated to the General Manager of Tatton Park within the policy framework approved by the Tatton Select Panel | | | |
| | | | |
| Totally Tatton Tickets | | | |
| Adult | 7.00 | 7.00 | |
| Child | 3.50 | 3.50 | |
| Family | 17.00 | 17.00 | |
| Group Adult | 5.60 | 5.60 | |
| Group Child | 2.80 | 2.80 | |
| | | | |
| Attractions | | | |
| Mansion | | | |
| National Trust members | free | free | |
| Adult | 4.50 | 4.50 | |
| Child | 2.50 | 2.50 | |
| Family | 11.50 | 11.50 | |
| Group Adult | 3.60 | 3.60 | |
| Group Child | 2.00 | 2.00 | |
| Guided Tours - up to group of 10 | 60.00 | 60.00 | |
| Guided Tours - per head over 10 | 6.00 | 6.00 | |
| | | | |
| Gardens | | | |
| National Trust members | free | free | |
| Adult | 4.50 | 4.50 | |
| Child | 2.50 | 2.50 | |
| Family | 11.50 | 11.50 | |
| Group Adult | 3.60 | 3.60 | |
| Group Child | 2.00 | 2.00 | |
| Guided Tours - up to group of 10 | 60.00 | 60.00 | |
| Guided Tours - per head over 10 | 6.00 | 6.00 | |
| | | | |
| Old Hall | | | |
| Adult | 4.50 | 4.50 | |
| Child | 2.50 | 2.50 | |
| Family | 11.50 | 11.50 | |
| Guided Tours - up to group of 10 | 60.00 | 60.00 | |
| Guided Tours - per head over 10 | 6.00 | 6.00 | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|---|------------------|------------------|--------------|
| | £ | £ | |
| TATTON PARK (continued) | | | |
| | | | |
| Farm | | | |
| Adult | 4.50 | 4.50 | |
| Adult - National Trust member | 2.25 | 2.25 | |
| Child | 2.50 | 2.50 | |
| Child - National Trust member | 1.25 | 1.25 | |
| Family | 11.50 | 11.50 | |
| Family - National Trust member | 5.75 | 5.75 | |
| Group Adult | 3.60 | 3.60 | |
| Group Child | 2.00 | 2.00 | |
| Guided Tours - up to group of 10 | 60.00 | 60.00 | |
| Guided Tours - per head over 10 | 6.00 | 6.00 | |
| | | | |
| * Park Entry | | | |
| Cars, Motor Cycles & Horse Drawn Vehicles | 4.50 | 5.00 | |
| Horse & Rider | 3.50 | 4.00 | |
| Disabled Cars, etc | 2.50 | 2.50 | |
| Annual Season | 90.00 | 100.00 | |
| Disabled Annual Season | 45.00 | 50.00 | |
| Quarterly Season | 30.00 | 31.00 | |
| Monthly Season | 12.50 | 12.50 | |
| | | | |
| * TGS Members | 3.50 | 3.50 | |
| * Mansion Tour - Adult | 3.00 | 3.00 | |
| * Mansion Tour - Child | 1.50 | 1.50 | |
| * Japanese Garden Tour - Adult | 1.50 | 1.50 | |
| * Japanese Garden Tour - Child | 0.50 | 0.50 | |
| | | | |
| * Sailing | | | |
| Annual Permit | 30.00 | 33.00 | |
| Full Day (without permit) | 16.00 | 17.00 | |
| Full Day (with permit) | 8.00 | 8.50 | |
| After 15.00 (without permit) | 8.00 | 8.50 | |
| After 15.00 (with permit) | 4.00 | 4.00 | |
| | | | |
| * Fishing | | | |
| Adult | 6.00 | 6.00 | |
| Child | 3.00 | 3.00 | |
| | | | |
| * these prices are subject to further review in line with the business plan and market conditions | | | |
| | | | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|---------------|---------------|-------|
| | £ | £ | |
| REGISTRATION | | | |
| Authority for setting non-statutory fees and charges is delegated to the | | | |
| | | | |
| Marriage & Partnership Fees (fixed to March 2010) | | | |
| Marriages at Approved Premises Mon-Thursday | 250.00 | NOT RELEVANT | |
| Marriages at Approved Premises <i>Monday to Friday</i> | 270.00 | 385.00 | |
| Marriages at Approved Premises Saturday | 330.00 | 460.00 | |
| <i>Marriages at Approved Premises Saturday 2pm</i> | <i>330.00</i> | <i>600.00</i> | |
| Marriages at Approved Premises Sunday & Bank Holidays | 320.00 | 500.00 | |
| <i>Marriages at Approved Premises New Bank Holidays</i> | <i>0.00</i> | <i>800.00</i> | |
| Civil Partnership at Approved Premises Mon-Thursday | 250.00 | NOT RELEVANT | |
| Civil Partnership at Approved Premises Monday Friday | 270.00 | 385.00 | |
| Civil Partnership at Approved Premises Saturday | 330.00 | 460.00 | |
| <i>Civil Partnership at Approved Premises Saturday 2pm</i> | <i>330.00</i> | <i>600.00</i> | |
| Civil Partnership at Approved Premises Sunday & Bank Holidays | 320.00 | 500.00 | |
| <i>Civil Partnership at Approved Premises New Bank Holidays</i> | <i>0.00</i> | <i>800.00</i> | |
| Naming Ceremonies | | | |
| Naming Ceremony at Register Office Mon-Fri | 80.00 | 80.00 | |
| Naming Ceremony at Register Office Saturday | 105.00 | 105.00 | |
| Naming Ceremony at Approved Premises Mon - Fri | 140.00 | 140.00 | |
| Naming Ceremony at Approved Premises Saturday | 160.00 | 160.00 | |
| Naming Ceremony at Approved Premises Sunday | 170.00 | 170.00 | |
| Naming Ceremony at Home or other Premises Mon-Fri | 185.00 | 185.00 | |
| Naming Ceremony at Home or other Premises Saturday | 195.00 | 195.00 | |
| Naming Ceremony at Home or other Premises Sunday | 205.00 | 205.00 | |
| Renewal of Vows | | | |
| Renewal of Vows at Register Office Mon-Fri | 80.00 | 80.00 | |
| Renewal of Vows at Register Office Saturday | 105.00 | 105.00 | |
| Renewal of Vows at Approved Premises Mon - Fri | 140.00 | 140.00 | |
| Renewal of Vows at Approved Premises Saturday | 160.00 | 160.00 | |
| Renewal of Vows at Approved Premises Sunday | 170.00 | 170.00 | |
| Renewal of Vows at Home or other Premises Mon-Fri | 185.00 | 185.00 | |
| Renewal of Vows at Home or other Premises Saturday | 195.00 | 195.00 | |
| Renewal of Vows at Home or other Premises Sunday | 205.00 | 205.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|-----------|-----------|-------|
| | £ | £ | |
| REGISTRATION (continued) | | | |
| Funerals | | | |
| Civil Funeral (meet at Register Office) | 135.00 | 135.00 | |
| Civil Funeral (meet at Client's home) | 175.00 | 175.00 | |
| Civil Funeral (scatter ashes) | 65.00 | 65.00 | |
| Premises | | | |
| Approved Premises 3 year licence | 480.00 | 1440.00 | |
| Approved Premises alteration to existing licence, admin fee | 20.00 | NO CHARGE | |
| Approved Premises additional site visit due to change in existing licence | 80.00 | NO CHARGE | |
| Citizenship | | | |
| Private Citizenship Ceremony | 34.00 | 50.00 | |
| Private Citizenship Ceremony - per additional applicant | 17.00 | 25.00 | |
| Group Citizenship Ceremony - per applicant (stat fee recov'd from Home Office) | 80.00 | 80.00 | |
| Statutory Fees | | | |
| Civil Partnership Notice | 30.00 | 30.00 | |
| Marriage Notice | 30.00 | 30.00 | |
| Marriage or Civil Partnership at the Register Office (includes certificate) | 43.50 | 43.50 | |
| Copy of birth Certificate from current Register SHORT | 3.50 | 3.50 | |
| Copy of birth Certificate from current Register LONG | 3.50 | 3.50 | |
| Copy of birth Certificate from deposited Register SHORT | 5.50 | 5.50 | |
| Copy of birth Certificate from deposited Register LONG | 7.00 | 7.00 | |
| Copy of Certificate (death, marriage) from current Register | 3.50 | 3.50 | |
| Copy of Certificate (death, marriage) from deposited Register | 7.00 | 7.00 | |
| Copy of Certificate (civil partnership) ordered in advance | 3.50 | 3.50 | |
| Copy of Certificate (civil partnership) ordered after the date | 7.00 | 7.00 | |
| Registration of building for worship | 28.00 | 28.00 | |
| Registration of building for solemnization of marriage | 120.00 | 120.00 | |
| General Search (indexes) | 18.00 | 18.00 | |
| Attendance for Housebound notice of marriage/civil partnership | 47.00 | 47.00 | |
| Attendance for Housebound marriage/civil partnership | 47.00 | 47.00 | |
| Entering notice of marriage/civil partnership Registrar General's Licence | 3.00 | 3.00 | |
| Attending marriage/civil partnership by Registrar General's Licence | 2.00 | 2.00 | |
| Other Fees | | | |
| Nationality Checking Service Single Application (adult) | 40.00 | 40.00 | |
| NCS Husband and Wife Application (apply at same time) | 60.00 | 60.00 | |
| NCS Family (Husband & Wife and up to 2 children) (apply at same time) | 70.00 | 70.00 | |
| NCS Family (One parent and up to 2 children) (apply at same time) | 65.00 | 65.00 | |
| NCS Family (One parent and up to 3 children) (apply at same time) | 70.00 | 70.00 | |
| NCS Family (Extra children on parents) | 15.00 | 15.00 | |
| NCS Applicant under 18 who apply separately from parent | 15.00 | 15.00 | |

SCALE OF FEES AND CHARGES 2010/2011

| SERVICE | 2009/2010 | 2010/2011 | Notes |
|--|------------------|------------------|--------------|
| | £ | £ | |
| MUNICIPAL BUILDINGS, CREWE | | | |
| Charitable organisations receive free room hire up to a maximum of 4 times per 6 month period | | | |
| Room Hire | | | |
| Weekdays | | | |
| Council Chamber - half day | 62.00 | 63.55 | |
| Council Chamber - full day | 103.00 | 105.58 | |
| Council Chamber - evening | 88.00 | 90.20 | |
| East Committee Room - half day | 41.00 | 42.03 | |
| East Committee Room - full day | 62.00 | 63.55 | |
| East Committee Room - evening | 52.00 | 53.30 | |
| West Committee Room - half day | 41.00 | 42.03 | |
| West Committee Room - full day | 62.00 | 63.55 | |
| West Committee Room - evening | 52.00 | 53.30 | |
| Committee Room No 3 - half day | 26.00 | 26.65 | |
| Committee Room No 3 - full day | 36.00 | 36.90 | |
| Committee Room No 3 - evening | 31.00 | 31.78 | |
| Saturdays | | | |
| Council Chamber - half day | 170.00 | 174.25 | |
| Council Chamber - full day | 380.00 | 389.50 | |
| East Committee Room - half day | 98.00 | 100.45 | |
| East Committee Room - full day | 216.00 | 221.40 | |
| West Committee Room - half day | 98.00 | 100.45 | |
| West Committee Room - full day | 216.00 | 221.40 | |
| Committee Room No 3 - half day | 62.00 | 63.55 | |
| Sundays and Bank Holidays | | | |
| Council Chamber - half day | 190.00 | 194.75 | |
| Council Chamber - full day | 420.00 | 430.50 | |
| East Committee Room - half day | 98.00 | 100.45 | |
| East Committee Room - full day | 216.00 | 221.40 | |
| West Committee Room - half day | 98.00 | 100.45 | |
| West Committee Room - full day | 216.00 | 221.40 | |
| Hire of rooms for weddings | 240.00 | 246.00 | |
| DELAMERE HOUSE, CREWE | | | |
| Room Hire | | | |
| Floor 2 conference room | 50.00 | 51.25 | |
| Floor 3 conference room | 36.00 | 36.90 | |
| LOCAL TAX COLLECTION COSTS | | | |
| Proposed fees are subject to approval by the Magistrates Court and could be changed | | | |
| Summons | 50.00 | 50.00 | |
| Liability Orders | 40.00 | 40.00 | |
| GENERAL NOTES | | | |
| Prices quoted include VAT, where applicable, at the standard rate of 15% unless otherwise stated | | | |



Reserves Strategy

2010-2013

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Executive Summary

Cheshire East Council will maintain reserves for two main purposes:

- 1. to protect against risk, and;**
- 2. to support investment**

The Reserves Strategy presents information about the requirements to maintain adequate financial reserves and provides statements on the types of reserves and current and predicted balances.

This strategy sets out a clear purpose for the holding of reserves, using risk assessments and setting out principles for the management of balances for the period 2010 – 2013.

The report follows guidance issued by the Chartered Institute of Public Finance & Accountancy ~ *LAAP Bulletin 55 – February 2003: Guidance Note on Local Authority Reserves and Balances*. Compliance with the guidance is recommended in the Institute's 2003 Statement on the Role of the Finance Director in Local Government and the regulatory framework and role of the Chief Finance Officer are set out in **Annex A**.

The opening balances for Cheshire East Council reserves come from the information supplied on the balance sheets of the 4 predecessor local authorities in Cheshire east area. It is important to recognise that, although the overall total of the former Cheshire County Council reserves will not change, the allocation between Cheshire East and Cheshire West & Chester is still subject to ongoing review.

This strategy represents the latest position, following further review of the balances previously held, to ensure they meet the needs of Cheshire East Council.

Lisa Quinn

Borough Treasurer & Head of Assets
Cheshire East Council

1. Introduction

Types of Reserves

1. When reviewing medium term financial plans and preparing annual budgets the Council must consider the establishment and maintenance of reserves. Two types of Revenue Reserves will be held:

General Reserves (see Section 2)

This represents the non-ringfenced balance of Council funds. There are two main purposes to general reserves: firstly to operate as a **working balance** to help manage the impact of uneven cash flows and avoid unnecessary temporary borrowing, and; secondly to provide a **contingency** to cushion the impact of emerging events or genuine emergencies. The level of reserves retained will be risk based. General Reserves must be adequate and will increase and decrease as follows:

Increasing General Reserves

- *Planned repayment* as set-out in the budgeting process, usually to recover to an adequate level in relation to a detailed risk assessment, or to prepare in advance for future risks
- Allocation of an *operating surplus* at the close of the financial year

Decreasing General Reserves

- *Planned draw-down* of reserves to create investment, and to counteract the possibility of over-taxing in any financial year
- Allocation of an *operating deficit* at the close of the financial year

Earmarked Reserves (see Section 3)

This provides a means of building up funds, for use in a later financial year, to meet known or predicted policy initiatives. Discipline is required around setting up and maintaining earmarked reserves, and this strategy sets out the Council's approach to this. Earmarked reserves will increase through decisions of the Council and will decrease as they are spent on specific intended purposes.

Assessing the Adequacy of Reserves

2. In order to assess the adequacy of unallocated general reserves when setting the budget, the Borough Treasurer will take account of the strategic, operational and financial risks facing the Authority. The Council will therefore adopt formal risk management processes. The Audit Commission Codes of Audit Practice make it clear that it is the responsibility of the audited body to identify and address its operational and financial risks, and to develop and implement proper arrangements to manage them, including adequate and effective systems of internal control. The financial risks will be assessed in the context of the Authority's overall approach to risk management.

3. There is now a requirement for local authorities to include an Annual Statement of Governance with the Statement of Accounts. The Chief Finance Officer will ensure that the Authority has put in place effective arrangements for internal audit of the control environment and systems of internal control, as required by professional standards.
4. Setting the level of general reserves is just one of several related decisions in the formulation of the medium term financial strategy and the budget for a particular year. Account will also be taken of the key financial assumptions underpinning the budget alongside a consideration of the Authority's financial management arrangements.
5. **Table 1** (below) sets out the significant budget assumptions that are relevant when considering the adequacy of reserves that are in addition to the issue of cashflow:

Table 1: Holding adequate reserves will depend on a number of key factors

| Budget Assumptions | Financial Standing & Management |
|--|--|
| The treatment of inflation and interest rates | The overall financial standing of the Authority (level of borrowing, debt outstanding, council tax collection rates etc) |
| Estimates of the level and timing of capital receipts | The Authority's track record in budget and financial management including the robustness of the medium term plans |
| The treatment of demand led pressures | The Authority's capacity to manage in-year budget pressures |
| The treatment of planned efficiency savings/productivity gains | The strength of the financial information and reporting arrangements |
| The financial risks inherent in any significant new funding partnerships, major outsourcing arrangements or major capital developments | The Authority's virement and end of year procedures in relation to budget under/overspends at authority and departmental level |
| The availability of other funds to deal with major contingencies and the adequacy of provisions | The adequacy of the Authority's insurance arrangements to cover major unforeseen risks |

Source: CIPFA ~ LAAP Bulletin 55, 2003

6. These factors can only be assessed properly at local level. A considerable degree of professional judgment is required. The Borough Treasurer may choose to express advice on the level of balances in cash and/or as percentage of budget (to aid understanding) so long as that advice is tailored to the circumstances of the Authority for that particular year.

7. Advice will be set in the context of the Authority's Medium Term Financial Strategy and not focus on short term considerations, although balancing the annual budget by drawing on general reserves may be a legitimate short term option. However, where reserves are to be deployed to finance recurrent expenditure this should be made explicit, and will occur only to pump prime investment and not to regularly support such costs. Advice should be given on the adequacy of reserves over the lifetime of the Medium Term Financial Strategy.
8. The current guidance requires the purpose, usage and the basis of transactions of earmarked reserves to be identified clearly. A review of the levels of earmarked reserves will be undertaken as part of annual budget preparation.
9. Capital reserves will be maintained as part of the Capital Strategy monitoring and review. Such balances will inform decisions on borrowing and general management of the capital programme.

2. General Fund Reserves (Revenue)

Purpose

10. The purpose of general reserves is to minimise the possible financial impacts to the Authority from:
 - Emergencies;
 - In-year emerging issues;
11. Finance Procedure Rules allows the use of general reserves, with the following limitations:
 - a. Estimates for unfunded use of reserves must be approved by Council
 - b. Fully funded estimates may be approved as follows:
 - Up to £0.1m Chief Officers
 - £0.1m to £0.5m Chief Officers in consultation with Cabinet Member and Cabinet Member for Resources
 - £0.5m to £1m Cabinet
 - Over £1m Council
12. The in-year use of general reserves requires Council approval and must not be used for any level of recurring spending, unless that spending will be included in revenues budgets in the following financial year or a suitable payback period is agreed in advance.
13. In all cases the use of reserves should be approved by the Borough Treasurer.

Opening Balances

14. At 1st April 2010, Cheshire East Council is anticipated to hold general reserves of £17.565m. This balance takes account of sums transferred from predecessor authorities, approved contributions from earmarked reserves and unbudgeted income in 2009/2010, offset by approved contributions to earmarked reserves (eg Invest to Save) and approved schemes, and estimated costs of voluntary redundancy and transitional costs during 2009/2010. This can be summarised as shown in **Table 2** overleaf.

Table 2: Transforming services during 2009/2010 is causing a reduction in general reserves

| Detail of Movements | £000 | £000 |
|---|----------|----------------|
| Estimated Opening General Reserves at 1st April 2009 | | 24,449 |
| Increases in Reserves | | |
| Transfer from Earmarked and Capital Reserves | 5,219 | |
| Unbudgeted Income (incl VAT reclaim) | 4,189 | |
| Decreases in Reserves | | |
| Schemes approved in year | (2,039) | |
| Transfers to Earmarked Reserves : | | |
| Invest to Save & other items | (2,753) | |
| Voluntary Redundancy costs | (11,500) | |
| Net Changes in 2009/2010 | | (6,884) |
| Estimated Closing Balance at 31st March 2010 | | 17,565 |

Source: Cheshire East Finance - February 2010

15. The following principles are adopted for Voluntary Redundancy and other Transitional costs:

- Significant levels of Voluntary Redundancy payments are being met centrally, including all associated severance costs.
- Where one-off severance costs are paid centrally, then the actuarial costs are also allowed for centrally. This supports the corporate commitment to invest in service transformation.
- Actuarial costs should be recovered from reserves or from services over three years (although in cash terms they will be paid over 5 years).
- Only relocation costs incurred by ex Cheshire County Council staff now travelling from West to East will be met from reserves. All other disturbance costs are to be met from services.

16. The opening balance reflects current estimates and it is important to note that there is still some scope for amendments, following final agreement on disaggregation of the County Council balance sheet, so figures are still provisional at this stage.

Estimated Movement in Reserves (2010/2011 onwards)

17. **Table 3** (overleaf) summarises the current estimated movements in general reserves from 2010 to 2013. This position makes a clear assumption that any

recently identified in-year, or future, emerging financial pressures will be met from within the Council's funding envelope.

18. In addition the level of reserves needed will be assessed each year according to the risks facing the Authority (see Risk Assessment below).

Table 3: Reserves should remain higher than the 'Risk Assessed Minimum Level'

| Detail | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 |
|---|-----------------|-----------------|-----------------|
| Estimated Balance @ 1st April | 17,565 | 21,273 | 26,653 |
| Projected Increases in Reserves | | | |
| - Contingent Asset (VAT reclaim) net of fees | 600 | | |
| - Business Finance Loan Repayments | 278 | 146 | |
| - Contribution from Earmarked Reserves | 42 | 42 | |
| - Planned Contribution to Reserves | 4,288 | 5,192 | 6,063 |
| Projected Use of Reserves | | | |
| - Impact of Transitional & Voluntary Redundancy Costs (transferred to earmarked reserves) | -1,500 | | |
| Forecast General Reserves @ 31st March | 21,273 | 26,653 | 32,716 |
| Risk Assessed Minimum Level | 20,579 | | |
| Un-Allocated Balance | 694 | | |

Source: Cheshire East Finance ~ February 2010

19. Transitional costs, from local government reorganisation, have been met from general reserves, and by making a contribution from revenue income each year those reserves will be replaced. The reserves position for 2010/2011, as detailed in **Table 3** (above), reflects the aim of Cheshire East Council to repay Transitional Costs and Voluntary Redundancy costs over the three-year planning period.

General Fund Reserves - Risk Assessment

20. Local Authorities have often adopted a broad principle that General Fund Reserves would be prudent if equivalent to 5% of the net revenue budget requirement. However, the risks facing each local area will vary, and in the case of Cheshire East, the recent impact of reorganisation combined with the economic climate and pressure on public services still presents the potential for significant emerging risk.
21. The desired level of reserves is therefore substantiated by a detailed risk assessment. This approach allows the Council to take account of the circumstances around current structural changes and economic circumstances.
22. Where specific financial liability has not been established, or where outcomes from emerging pressures cannot be detailed, the Council will assume a level of

risk. This reduces the possibility that the Council will be exposed to financial pressure and smoothes the impact on citizens.

23. Risks are categorised, and potential values are applied to them, this presents the potential exposure to financial risk. **Table 4** (below) shows the risk areas and the level of reserves the Council should retain to mitigate that risk. In each case the value of the risk retained has been calculated as a % of the potential impact. The % is based on the likelihood of the risk actually achieving that total impact.

24. It is possible that a number of events could happen in a single year. It is also possible that the Council could be exposed to new unidentified risks. For this reason the analysis also contains a Strategic Reserve calculated as a % of the net revenue budget.

25. Risks will be included and managed using the following basic principles:

- a. The risk may impact within the medium term
- b. Risks are potential one-off events
- c. The risk will have genuine financial consequences
- d. Mitigating actions will be in place to minimise the potential requirement for financial support
- e. If a risk becomes 100% likely it should be allocated to earmarked reserves
- f. Emerging risks will be addressed from in-year surplus or virement before any request to allocate general reserves

Table 4: A robust level of reserves is guided by an assessment of potential risks

| Class of Risk | Knock on Effects | Effect on budget / Mitigating action | Value of risk retained |
|--|-----------------------|---|------------------------|
| Health & Safety | Major loss of service | Increased cost to reduce further risk of breach / Robust risk assessments | £100,000 |
| | Loss of income | Substantial disruption to income streams / Robust disaster recovery | £50,000 |
| | Lost reputation | Cost of new advertising to regain confidence / Effective Communication Plans | £10,000 |
| | Effect on recruitment | Additional advertising costs to attract staff / Employment options on standby | £20,000 |
| Fire / Structural damage by flood etc | Major loss of service | Premises not operational / Robust disaster recovery plan | £100,000 |
| | Epidemic | High staff sickness & absence costs / raise awareness of safety measures and introduce robust emergent response plans | £304,000 |
| | Severe Weather | Additional staffing, transport and materials costs / robust emergency plans | £150,000 |
| Class of Risk | Knock on Effects | Effect on budget / Mitigating action | Value of risk retained |

| | | | |
|---|---|--|--------------------|
| | Insurance claims create rising premiums or cost to insurance reserves | Budget growth to cover premiums or self insurance costs / Good claims management | £25,000 |
| Budget Pressures | Efficiency savings challenged by changing priorities, and reduced income from economic downturn | Impact of 2009/2010 projected outturn / Robust remedial plans and monitoring of progress | £5,120,000 |
| | Disaggregated Balances vary from current predictions | Impact on opening balances / apply prudent assumptions to opening balances | £2,500,000 |
| | Income from fees and charges affected by economic downturn | Loss of income from fees & charges from local economic pressures / prudent income targets; close monitoring | £550,000 |
| | Higher than anticipated inflation arising in year | Increased inflation on contracts and services / contract management and robust remedial plans | £1,200,000 |
| | Efficiency savings challenged by changing priorities | In-Year emerging issues / Robust remedial plans and monitoring of progress | £2,400,000 |
| ICT & Security | Court Fine and need to improve security | Up to 10% fine on turnover / robust security processes | £250,000 |
| | Data corruption | ICT service days to repair, loss of service / robust security policies and firewalls | £50,000 |
| Legal actions / Industrial relations / Failure of External organisations | Disruption to service and/or costs of arbitration / tribunal / damages | Loss of income, costs of providing essential services or direct costs of resolution, reduced pay budget / emergency planning | £50,000 |
| Strategic Reserve | | Strategic/Emergency risk cover, potential further invest to save options and future pay structure changes | £7,700,000 |
| OVERALL RISKS | | | £20,579,000 |
| % of Net Revenue Budget | | | 8.6% |

Source: Cheshire East Finance Feb 2010

26. The outcome of this analysis has been to place an estimated total value on the range of risks that may arise and which are not covered by insurance. This is equivalent in total to £20.6m

27. It should be noted that these risks include significant sums relating to the final disaggregated balances position and the 2009/2010 outturn forecast, which if they should materialise would considerably reduce the actual general reserves position shown above (albeit that the risk would then be reduced also).

Adequacy of General Reserves

28. A duty of the Chief Finance Officer is to comment on the adequacy of financial reserves (**see Annex A**).
29. The estimates contained within the Medium Term Financial Strategy must be sufficiently robust to achieve certainty that reserves are adequate. The Chief Finance Officer will comment specifically in the annual Budget report on the robustness of estimates and, therefore, the adequacy of reserves.

3. Earmarked Reserves (Revenue)

Purpose

30. The purpose of earmarked reserves is:

- a. To prevent an uneven impact from policy options, by allowing balances to be set aside for future year expenditure
- b. To set aside amounts for projects that extend beyond 1 year

31. Once Earmarked reserves have been established by Council it is the responsibility of Chief Officers, in consultation with the Borough Treasurer to ensure balances are spent in line with their purpose.

32. **Table 5** (below) identifies the most commonly established earmarked reserves and the rationale behind why such reserves are created and maintained.

Table 5: All earmarked reserves should have a clear rationale

| Category of Earmarked Reserve | Rationale |
|---|---|
| Sums set aside for major schemes, such as capital developments or asset purchases, or to fund major reorganisations | Where expenditure is planned in future accounting periods, it is prudent to build up resources in advance |
| Insurance reserves | Self-insurance is a mechanism used by a number of local authorities |
| Reserves of trading and business units | Surpluses arising from in-house trading may be retained, or may have to be retained by statute to cover potential losses in future years, or to finance capital expenditure |
| Reserves retained for service departmental use | Increasingly authorities have internal protocols that permit year-end surpluses at departmental level to be carried forward |
| School Balances | These are unspent balances of budgets delegated to individual schools |

Source: CIPFA ~ LAAP Bulletin 55, 2003

33. For each earmarked reserve held by Cheshire East Council there will be a clear protocol setting out:

- the purpose of the reserve
- how and when the reserve can be used
- procedures for the reserve's management and control
- a process and timescale for review of the reserve to ensure continuing relevance and adequacy
- clear indication of payback periods and approach (if applicable)

34. When establishing reserves, Cheshire East Council will ensure that it complies with the Code of Practice on Local Authority Accounting in the United Kingdom and in particular the need to distinguish between reserves and provisions.
35. The protocol for Cheshire East Council earmarked reserves is set out below. The Borough Treasurer will monitor adherence to these protocols. Details of each reserve will be held to demonstrate compliance with the protocols.
36. Earmarked Reserves will be:
- Set up by Full Council, on recommendation by the Borough Treasurer
 - Supported by a business case
 - Held for a maximum of 3 years, except where the business case justifies a longer retention.
 - Subject to a minimum value, set initially at £60,000 (unless business case supports lower level)
 - Be reviewed at least annually
37. Services may also carry forward balances strictly in accordance with Financial Procedure Rules.
38. At 1st April 2010 it is anticipated that the balances on existing earmarked reserves held by Cheshire East Council will be £9.9m. **Table 6** (overleaf) shows the position on each earmarked reserve. The approved balance at the last review of strategy in November 2009 takes account of opening balances from each contributing local authority, the impact of the decisions taken by Council on creating new earmarked reserves for Invest-to-Save projects, Local Area working and People into Jobs, and the return of £4.6m of earmarked balances into general reserves.
39. Earmarked Reserves have been further reviewed, and estimates made of the likely use of the reserves in 2009/2010. Reserves have also been aggregated where appropriate.
40. Earmarked reserves have the effect of transferring the tax burden across financial years as current taxpayers' funds are being used to support future years' spending. It is therefore recommended that the Council's earmarked reserves are subject to annual review, at least as part of the budget-setting process to ensure that they are still appropriate, relevant and adequate for the intended purpose.

Table 6: Earmarked Reserves can pump prime initiatives that may deliver future savings

| Directorate / Description | Approved Revised Balance November 2009 £000 | Estimated movement in 2009-10 £000 | Estimated Opening Balance 1 April 2010 £000 | Reason / Use |
|---|---|------------------------------------|---|--|
| PERFORMANCE & CAPACITY | | | | |
| Borough Treasurer | | | | |
| Invest-to-Save Projects | 2,000 | 0 | 2,000 | Central reserve to support invest-to-save projects |
| Insurance Reserve | 737 | 597 | 1,334 | To settle insurance claims |
| Interest Free Loans | 242 | -42 | 200 | Full amount will be returned to General Reserves as debtor balances are paid |
| Deferred VR Payments | 222 | -222 | 0 | To be paid in 2009/2010 |
| Public Buildings repair & maintenance | 210 | 0 | 210 | £145,000 Condition Survey-led repairs, £65,000 General |
| Environmental Warranties | 168 | 1,582 | 1,750 | Self-insurance for possible claims from Cheshire Peaks and Plains, related to LSVT |
| Collection Fund Discretionary Relief | 139 | 0 | 139 | Balance used for discretionary relief on business rates |
| Commuted Community Sums | 82 | -82 | 0 | Deferred Grants related to S.106 funding |
| Crewe Business Park - Marketing Office rent | 46 | -21 | 25 | Approved for repairs / costs in the event of transfer of management of Park |
| Repairs/Renewals Fund | 38 | 0 | 38 | Outstanding payment due in 2009/2010 |
| Benefits Appeals | 0 | 400 | 400 | Reinstatement of reserve to meet potential appeal costs |
| HR & OD | | | | |
| Job Evaluation | 300 | 0 | 300 | Intended to be used to offset final protected pay in 2009/2010 |
| Single status/ job evaluation | 186 | 0 | 186 | Intended to be used to offset final protected pay in 2009/2010 |
| Policy & Performance | | | | |
| Ward budgets | 7 | -7 | 0 | Crewe Wards allocation for community spend in 2009/2010 |
| Enabling Local Working | 625 | 0 | 625 | Available to promote local working |
| Partnerships & Grants Support | 156 | 0 | 156 | Funding issued to groups who meet the Council's criteria. |

| Directorate / Description | Approved Revised Balance November 2009 £000 | Estimated movement in 2009-10 £000 | Estimated Opening Balance 1 April 2010 £000 | Reason / Use |
|---|---|------------------------------------|---|--|
| Cheshire Community Action Grant Funding | 67 | -67 | 0 | Allocated in 2009/2010 to support work in rural communities and the development of parish plans. |
| PEOPLE | | | | |
| Children's – Extended Schools Services | 573 | -573 | 0 | Underspent Area Based grant |
| Education All Risks | 308 | 0 | 308 | Carried forward surplus of premiums paid by schools ~ operated as a trading account |
| S117 Reserve | 130 | 0 | 130 | Based on Population |
| LPSA Reserve (continuation funding) | 128 | -128 | 0 | Continuation Funding Improving Quality of life for older people, includes accrued funding for 2009/2014 |
| Long Term Sickness | 96 | 0 | 96 | LTS Insurance Scheme, surplus premiums paid by schools ~ operated as a trading account |
| LPSA Reserve (continuation funding) | 62 | -62 | 0 | Continuation Funding Employment opportunities for people with disabilities, includes accrued funding for 2009/2012 |
| Part-time Rangers (H & W) | 62 | 0 | 62 | Earmarked for spending on additional hours for ranger service |
| LPSA Reserve (continuation funding) | 43 | 0 | 43 | Continuation Funding Increasing safety from domestic abuse, includes accrued funding for 2009/2015 |
| Cumberland pitch renewal | 30 | 0 | 30 | Following major investment, using annual additional surplus to build a fund to renew in future |
| Leisure | 124 | -23 | 101 | Various commitments, including premises repairs |
| Fluctuation in School Days | 0 | 223 | 223 | To meet annual changes in School transport costs due to varying dates of the Easter period |
| PLACES | | | | |
| Economic Development Projects | 842 | -765 | 77 | Various economic and business development projects |
| Economic Development | 650 | -650 | 0 | Used in 2009/2010 for statutory and development requirements |
| Building Control | 581 | -250 | 331 | Ring-fenced surplus (could be used to offset service deficit, if applicable) |

| Directorate / Description | Approved Revised Balance November 2009 £000 | Estimated movement in 2009-10 £000 | Estimated Opening Balance 1 April 2010 £000 | Reason / Use |
|--------------------------------------|--|---|--|--|
| Town centre improvements | 326 | -326 | 0 | Used to meet costs during Crewe town centre redevelopment |
| Crematoria | 279 | 0 | 279 | Investment in improved cremation facilities (funds built up via ringfenced income for mercury emissions abatement) |
| Local Development Framework | 192 | - 25 | 167 | To manage peaks in LDF spending |
| Housing Stock Condition Survey | 170 | -50 | 120 | Utilising part of the LPSA2 Performance Reward Grant |
| Markets | 154 | -25 | 129 | Displacement of market during Lyceum Square development, and maintenance/improvement initiatives |
| People into Jobs | 138 | -138 | 0 | Per Cabinet Report February 2009 |
| Disturbance Payments | 122 | -50 | 72 | Covering costs from relocation of staff due to office centralisation (also funding shuttle bus service) |
| Tatton Park | 120 | -20 | 100 | Ring-fenced surplus on Tatton Park trading account |
| Community Safety | 109 | -109 | 0 | To provide additional capacity in 2009/2010, which will enable invest to save options to be adapted for future years |
| Waste Management | 105 | -105 | 0 | Contract delay and acquisition of plant/equipment |
| On-Street Parking | 90 | -90 | 0 | Fund for repayment of set-up costs for DPE |
| Climate Change & Sustainability | 85 | -20 | 65 | Continuation Funding creating sustainable communities |
| Queens Park Restoration Project | 84 | -20 | 64 | Occupant relocation costs and contingency re project management/delivery |
| Footways & Street Lighting | 78 | -10 | 68 | Continuation Funding tackling poor footways and street lighting |
| Safer Communities | 74 | -30 | 44 | PCSOs/ ASB Co-ordinator commitments; maintenance of alley gates |
| Trading Standards | 60 | -60 | 0 | To protect against possible shortfall in essential service during 2009-10 |

| Directorate / Description | Approved Revised Balance November 2009 £000 | Estimated movement in 2009-10 £000 | Estimated Opening Balance 1 April 2010 £000 | Reason / Use |
|---|--|---|--|--|
| Local Infrastructure Survey | 52 | -52 | 0 | Survey of minor bridges, lighting etc to ascertain ownership / maintenance liability |
| Environmental Improvements | 36 | -36 | 0 | Local Community led small environmental improvement projects |
| Community Wardens - Fixed penalties | 34 | 0 | 34 | Statutorily ring-fenced for improving cleanliness of public spaces |
| Places General Reserve | 160 | -160 | 0 | Street Lighting and various minor reserves |
| Totals | 11,322 | -1,416 | 9,906 | |

Source: Cheshire East Finance review January 2010

4. Capital Reserves

41. The purpose of capital reserves is to:
- a. Minimise risk from potential emergency spending requirements on assets
 - b. Support investment in tangible and intangible assets
 - c. Hold committed balances, where spending is restricted to capital schemes, to support cashflow and investment income
42. The capital reserves held by each former authority of Cheshire East have been reviewed and in the main the reserves contain the funding for committed capital schemes.
43. Departments have reviewed the current capital programme with a view to rationalising schemes where possible, and removing any which do not meet the aims and objectives of Cheshire East. Funding held in capital reserves can then be released to fund new capital schemes.
44. In considering the available funding for the capital programme, schemes will be cross referenced to Section 106 agreements and commuted sums and where possible funded from this source.

5. Conclusion

45. Overall the Council is holding relatively high reserve balances due to the significant risks from creating a new authority and the current economic climate. This recognises local issues and allows the Borough Treasurer to comment favourably on the adequacy of reserves.
46. The establishment of protocols around the use of balances improves control and increases openness in financial reporting and management. This should reflect well in external assessment of the Council's financial standing.
47. The review of capital and earmarked reserves has been completed, and their rationalisation should simplify the presentation and understanding of the Council's reserves position. Reserves' positions will continue to be reviewed throughout the financial year.

Background Papers

CIPFA, Local Authority Accounting Panel: Bulletin 55, Local Authority Reserves & Balances (2003)

General Fund Reserves ~ Risk Assessment Working Papers 2010

Final Accounts 2009/2010:

- Cheshire County Council
- Congleton Borough Council
- Crewe & Nantwich Borough Council
- Macclesfield Borough Council

Cheshire East Council Budget 2010/2011

Annex A

Protocol & Controls

The Existing Legislative/Regulatory Framework

Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

There are three significant safeguards in place that militate against local authorities over-committing themselves financially:

1. The balanced budget requirement
2. Chief Finance Officers' S114 powers
3. The External Auditor's responsibility to review and report on financial standing.

The balanced budget requirement is reinforced by section 114 of the Local Government Finance Act 1988 which requires the Chief Finance Officer to report to all the Authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the Authority will not have the resources to meet its expenditure in a particular financial year. The issue of a section 114 notice cannot be taken lightly and has serious operational implications. The Authority's full Council must meet within 21 days to consider the S114 notice and during that period the Authority is prohibited from entering into new agreements involving the incurring of expenditure.

While it is primarily the responsibility of the local authority and its Chief Finance Officer to maintain a sound financial position, External Auditors have a responsibility to review the arrangements in place to ensure that financial standing is soundly based. In the course of their duties External Auditors review and report on the level of reserves taking into account their local knowledge of the Authority's financial performance over a period of time. However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves for individual authorities or authorities in general.

The Role of the Chief Finance Officer

It is the responsibility of the Chief Finance Officer to advise local authorities about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. There is no statutory minimum.

Local authorities, on the advice of their Chief Finance Officers, are required to make their own judgements on the level of reserves taking into account all the relevant local circumstances. Such circumstances vary. A well-managed authority, for example, with a prudent approach to budgeting should be able to operate with a relatively low level of general reserves. There is a broad range within which authorities might reasonably operate depending on their particular circumstances.

Good Governance

It is important that Members take responsibility for ensuring the adequacy of reserves and provisions when they set the budget. CIPFA recommend that the respective roles of officers and Councillors in relation to reserves should be codified locally and given due recognition in the Constitutions. This codification should:

- state which council bodies are empowered to establish reserves
- set out the responsibilities of the Chief Finance Officer and Councillor – or group of Councillors – responsible for finance
- specify the reporting arrangements

A New Reporting Framework

The Chief Finance Officer has a fiduciary duty to local taxpayers, and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.

The level and utilisation of reserves will be determined formally by the Council, informed by the advice and judgement of the Chief Finance Officer. To enable the Council to reach its decision, the Chief Finance Officer should report the factors that influenced his or her judgement and ensure that the advice given is recorded formally. Where the advice is not accepted this should be recorded formally in the minutes of the Council meeting.

CIPFA recommended that:

The budget report to the Council should include a statement showing the estimated opening general reserve fund balance for the year ahead, the addition to/withdrawal from balances, and the estimated end of year balance. Reference should be made as to the extent to which such reserves are to be used to finance recurrent expenditure this should be accompanied by a statement from the Chief Finance Officer on the adequacy of the general reserves and provisions in respect of the forthcoming financial year and the Authority's medium term financial strategy.

A statement reporting on the annual review of earmarked reserves should also be made at the same time to the Council. The review itself should be undertaken as part of the budget preparation process. The statement should list the various earmarked reserves, the purposes for which they are held and provide advice on the appropriate levels. It should also show the estimated opening balances for the year, planned additions/withdrawals and the estimated closing balances.

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