

Cabinet Agenda

Date: Tuesday, 11th August, 2009
Time: 2.00 pm
Venue: The Capesthorpe Room - Town Hall, Macclesfield SK10 1DX

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**

2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests in any item on the agenda

3. **Public Speaking Time/Open Session**

In accordance with Procedure Rules Nos.11 and 35 a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work of the Committee.

Individual members of the public may speak for up to 5 minutes but the Chairman will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers.

Where a member of the public wishes to ask a question of a Cabinet Member three clear working days notice must be given to the Democratic Services Manager, and the question must be submitted in writing.

4. **Minutes of Previous meeting** (Pages 1 - 12)

To approve the minutes of the meeting held on 14 July 2009.

Please contact Cherry Foreman on 01270 529736
E-Mail: cherry.foreman@cheshireeast.gov.uk with any apologies or requests for further information or to give notice of a question to be asked by a member of the public

5. **Performance Report** (Pages 13 - 34)

To provide Cabinet members with an overview of performance for Cheshire East.

6. **Review of Transitional Costs at Outturn** (Pages 35 - 40)

To consider the outcome of the 2008/09 outturn position for transitional costs, excluding severance.

7. **Financial Update – Quarter 1 (Emerging Pressures)** (Pages 41 - 92)

To advise Cabinet of emerging financial pressures in the first quarter of the 2009-10 financial year.

8. **Think Family** (Pages 93 - 102)

To consider some of the dimensions of the Think Family agenda and how that agenda might be taken forward by Cheshire East Council and by the whole system in Cheshire East.

9. **Exclusion of the Press and Public**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2, 3 and 5 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

PART 2 – MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT

10. **Treasury Management Annual Report 2008-09** (Pages 103 - 116)

To consider an annual report on the performance of the Council's treasury management operation.

11. **Key Decision 09/10-24 Joint Waste Treatment PFI Project - Acquisition of Site for Waste Transfer Station Facilities** (Pages 117 - 124)

To report on progress to identify and acquire a site for waste transfer facilities in the Macclesfield area as part of the Waste Treatment PFI procurement.

12. **Key Decision 09/10-16 Football Facilities and Extra Care Housing Provision in Sandbach – Project Interdependencies** (Pages 125 - 146)

To inform members of the partnership working which has taken place between Cheshire East Council, Sandbach United Football Club and the Football Foundation to develop football facilities within the Sandbach area, and to seek a decision to take forward the opportunity to secure both leisure provision and Extra Care Housing for older people.

13. **Disposal of premises known as 63/65 Wheelock Street, Middlewich** (Pages 147 - 156)

To consider an interest in the acquisition of premises known as 63/65 Wheelock Street, Middlewich.

14. **Appeal against Decision Not to Award Hardship Relief** (Pages 157 - 162)

To consider an appeal against a decision not to award hardship relief.

15. **Managing Workforce Change** (Pages 163 - 166)

To consider a request for voluntary early retirement.

16. **County Hall** (Pages 167 - 176)

To consider the sale of County Hall and the transfer of the Council's interest in Castle Square car park.

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cabinet**
held on Tuesday, 14th July, 2009 at Council Chamber, Municipal Buildings,
Earle Street, Crewe CW1 2BJ

PRESENT

Councillor W Fitzgerald (Chairman)
Councillor B Silvester (Vice-Chairman)

Councillors R Domleo, D Brickhill, D Brown, P Findlow, F Keegan, J Macrae
and P Mason

Councillors in attendance:

Councillors Rhoda Bailey, G Baxendale, D Bebbington, S Bentley, R
Cartlidge, D Flude, M Hollins, D Hough, O Hunter, S Jones, A Moran, B
Moran, A Richardson, C Thorley, A Thwaite, G Walton, J Weatherill and R
Westwood.

Officers in attendance:

Chief Executive, Borough Treasurer, Democratic Services Manager, Head of
HR and Organisational Development, Head of Policy and Performance, Head
of Regeneration, Legal Services Manager and Strategic Director People.

48 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor A Knowles.

49 DECLARATIONS OF INTERESTMinute 56 (Key Decision 09/10-19 Crewe Masterplanning)

Councillor R Cartlidge, declared a personal interest in this item by virtue of
being a Ward Councillor and being employed by First Engineering Ltd. In
accordance with the Constitution he remained in the meeting during
consideration of this item.

Minute 66 (Economic Development Priorities and Partnership
Arrangements)

Councillors D Brown and J Macrae each declared a personal interest in
this item by virtue of being Directors of the organisation concerned. In
accordance with the Constitution they remained in the meeting during
consideration of this item.

Minute 68 (Economic Development Priorities and Partnership
Arrangements)

Councillors D Brown and J Macrae each declared a personal interest in
this item by virtue of being Directors of the organisation concerned. In
accordance with the Constitution they remained in the meeting during
consideration of this item.

Councillor B Moran declared a personal and prejudicial interest by virtue of being a Director of the organisation concerned. In accordance with the Constitution he left the meeting during consideration of this item.

50 PUBLIC SPEAKING TIME/OPEN SESSION

Mr B Evans made a statement in respect of the public speaking arrangements.

Mr W Goodall asked a question on behalf of Sandbach Town Council in respect of the car park strategy and the application of uniform car park charges across Cheshire East.

Note: Details of the questions and responses are available from the Council's Democratic Services team.

51 MINUTES OF PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 16 June were approved as a correct record.

52 KEY DECISION 09/10-02 BROKEN CROSS COMMUNITY SCHOOL CHANGE IN AGE RANGE

Consideration was given to a change in the age range at this School from 4-11 to 3-11, with effect from 1 September 2009, so as to allow the continuing operation of the maintained nursery unit.

The Portfolio Holder for Children and Family Services reported that initially the local Ward Members for Broken Cross had been consulted on this change but that this had now been extended to those for Macclesfield West as the School fell within that Ward. No objections had been raised.

RESOLVED

For the reasons set out in the report :-

1. That approval be given to the proposal to change the age range of Broken Cross Community School from 4-11 to 3-11 and to re-establish the maintained nursery unit with effect from 1 September 2009.
2. That approval be given to a permanent budget virement of £34,265 to the Individual Schools Budget from the Early Years Budget.

53 KEY DECISION 09/10-14 FREE EARLY YEARS EDUCATION AND CHILDCARE PILOT FOR TWO YEAR OLDS

Consideration was given to arrangements for the provision of free early years education and childcare to the most disadvantaged two year olds in Cheshire East from 1 September 2009.

RESOLVED

For the reasons set out in the report: -

That approval be given to the arrangements for the provision of free early years education and childcare to the most disadvantaged two year olds in Cheshire East from 1 September 2009.

54 KEY DECISION 09/10-15 EXTENSION OF FREE EARLY YEARS EDUCATION AND CHILDCARE FOR THREE AND FOUR YEAR OLDS

Approval was sought to proceed with arrangements for the delivery of the early years extended flexible free entitlement to 25% of the most disadvantaged three and four year olds in Cheshire East, from 1 September 2009.

RESOLVED

For the reasons set out in the report: -

That approval be given to proceed with arrangements for the delivery of the early years extended flexible free entitlement to 25% of the most disadvantaged three and four year olds in Cheshire East, from 1 September 2009.

55 KEY DECISION 09/10-16 TRANSFORMATION APPROACH

Consideration was given to a guiding transformational framework and integrated programme management approach for the transformation of services within Cheshire East Council, in order to achieve the sustainable improvement and efficiency savings associated with becoming a flagship authority.

RESOLVED

For the reasons set out in the report: -

That approval be given to the Transformation Framework (Appendix 1 to the report), to the outline Transformation Programme (Appendix 2 to the report), and to the next steps outlined in Section 17 of the report.

56 KEY DECISION 09/10-19 CREWE MASTERPLANNING

(Councillor R Cartlidge had declared a personal interest in this item. In accordance with the Constitution he remained in the meeting during its consideration.)

Consideration was given to the current position regarding the regeneration of Crewe, and to a proposed masterplanning process to be led by Cheshire East Council. The outcome of the work would be the development of a high level vision for Crewe and a business case for major public sector investment.

RESOLVED

For the reasons set out in the report: -

That approval be given to the overall approach to masterplanning in Crewe, and to underwrite £125,000 from balances to support the project if required.

57 KEY DECISION 09/10-20 LYCEUM SQUARE, CREWE

Approval was sought to enter into a contract with the North West Development Agency to deliver the refurbishment of Lyceum Square which was considered to be a key component of the wider regeneration of Crewe town centre.

RESOLVED

For the reasons set out in the report: -

That approval be given to enter into a contract with the North West Development Agency for up to £1.1 million to deliver the refurbishment of Lyceum Square, Crewe, subject to the approval of external funding by the Development Agency on the basis that the project complements the wider generation aspirations for Crewe.

58 BUSINESS AND FINANCIAL PLANNING 2010 - 2013 INCORPORATING KEY DECISION 09/10-04 CAPITAL STRATEGY

Consideration was given to the approach to corporate, business and financial planning for 2010 and beyond. The report included proposals to develop a Medium Term Financial Strategy, a budget planning process, and requested approval of the Capital Strategy for 2010-2013.

The Portfolio Holder for Finance informed the Cabinet that at its meeting on 13 July 2009 the Corporate Scrutiny Committee had considered the Medium Term Financial Strategy and its recommendations had been circulated to the Cabinet Members. It was confirmed that these had been noted and would be taken into account.

RESOLVED

For the reasons set out in the report: -

1. That the Medium Term Financial Strategy for 2010–13 be approved, and specifically that
 - a) the issues raised in the review of last year, set out in Appendix A to the report, be noted;
 - b) the financial process, set out in Appendix B to the report, be operated for a three year period and reviewed annually;
 - c) a four stage process be operated for budget setting for the Revenue Budget and the Dedicated Schools Grant, set out in Appendix B to the report;
 - d) the key planning assumptions, set out in Appendix C to the report, be agreed as the basis for scenario planning;
 - e) the current financial scenario treatment of the funding gap and allocation to departments, set out in Appendix D to the report, be agreed;
 - f) the issues raised in Appendix E to the report (Suggested Improvements to the Process) be approved;
 - g) the budget setting timetable for 2010-2013, set out in Appendix G to the report, be approved.

2. That approval be given to the Capital Strategy 2009-13, set out in Appendix F to the report.

59 CALL IN OF KEY DECISION 09/10-10 CAR PARKING CONTROL AND CHARGING IN THE AREA OF THE FORMER BOROUGH OF CONGLETON

At its meeting on 8 July 2009 the Environment and Prosperity Scrutiny Committee had considered the call in of this decision, made by the Cabinet at its meeting on 16 June 2009. The resolution of the Cabinet at that meeting was that : -

- (1) Subject to the Borough Solicitor taking action to remove any legal impediments regarding the affected landholdings, the list of car parks to be subject to control and charging be approved;*

- (2) the scale of parking charges and the controlled hours which are proposed as 8am to 6pm Monday to Saturday be approved;*

- (3) the Borough Solicitor, or his nominated officer, be authorised to advertise the intention to make an off-street car parking order in respect of car parks in the former Congleton Borough (as set out in the report) pursuant to the Road Traffic Regulation Act 1984. Following advertisement, the proposal be subject to the statutory 21 day consultation period during which objections may be submitted, any such objections to be considered by the Cabinet at a subsequent meeting; and*

(4) in the event of there being no objections to the proposed order received within the consultation period, the Borough Solicitor or any officer nominated by him be authorised to take all necessary actions to make the order.

Cabinet considered the advice put forward by the Environment and Prosperity Scrutiny Committee and also that contained in an update report prepared by the Strategic Director (Places) which provided a commentary on that advice, an appendix listing a revised schedule of car parks in the former Congleton Borough area, and an appendix detailing the proposed harmonised tariffs in tariff bands.

Cabinet resolved to confirm its decision of 16 June subject to amendments.

RESOLVED

1. That the Cabinet decision of 16 June 2009 be confirmed as amended by the following:
 - a) That the consultation period be extended from 21 to 35 days.
 - b) That the revised list of car parks, shown in Appendix 1 to the update report be approved.
 - c) That approval be given to the approach to the harmonisation of tariffs and the tariff bands in Appendix 2 of the update report but that it be noted that these would not be introduced until 2010/2011, and that these would form part of the budget consultation process.
2. That it be noted that the consultation to be initiated at this stage would not include Scotch Common, Sandbach, due to legal impediments that had not been removed, and that any proposals for those car parks would be consulted upon if and when such impediments were removed.

60 JOINTNESS BETWEEN THE COUNCIL AND THE PRIMARY CARE TRUST

Consideration was given work carried out to promote greater jointness between Cheshire East Council and the Central and Eastern Cheshire Primary Care Trust, and to a programme of further work.

RESOLVED

For the reasons set out in the report: -

1. That the Council should seek to achieve greater jointness between itself and Central and Eastern Cheshire Primary Care Trust and other players within the local NHS, where such jointness seems likely to be in the best interests of Cheshire East people.

2. That the Strategic Director (People) be authorised to negotiate with relevant NHS partners about the agenda of Jointness which is set out in Appendix 1 to the report.
3. That the Strategic Director (People) be required to report to the Health and Adult Social Care Scrutiny Committee on the progress of those negotiations, and to bring before the Cabinet any matters requiring significant decisions.

Councillor R Domleo left the meeting after consideration of this item and did not return.

61 LIFELONG LEARNING/ADULT AND COMMUNITY LEARNING GRANT

Cabinet was requested to approve a Supplementary Revenue Estimate for £814.823 to be fully funded by Adult Learning Grant from the Learning and Skills Council. It was noted that this was a regular grant received by the Local Authority but that it had not been included when settling the Cheshire East Children's Budget.

RESOLVED

For the reasons set out in the report: -

That approval be given to accept funds from the Learning and Skills Council, available up to 31 July 2010.

62 RISK MANAGEMENT AND BUSINESS CONTINUITY STRATEGIES

Consideration was given to the Risk Management and Business Continuity Strategies; this included a suggested framework and summarised roles and responsibilities.

The Portfolio Holder for Performance and Capacity reported that following consideration of a suggestion made by the Governance and Constitution Committee it was now proposed that he be included as a member of the Corporate Risk Management Group.

RESOLVED

For the reasons set out in the report and as now stated: -

1. That the Risk Management and Business Continuity Strategies, including the content of the appendices to the report, be approved.
2. That the Portfolio Holder for Performance and Capacity be included as a member of the Corporate Risk Management Group.

63 TOWN TWINNING ARRANGEMENTS

Consideration was given to the twinning arrangements of the four demised councils now within Cheshire East Council, and to the options available to the new authority on how it might approach twinning in the future.

The Portfolio Holder for Performance and Capacity reported that since the agenda had been circulated further consideration had been given to the request for grant assistance from Macclesfield Male Voice Choir and it was now proposed that he determine the request.

RESOLVED

For the reasons set out in the report and as now stated: -

1. That the Portfolio Holder for Performance and Capacity after appropriate consultation be requested to advise Cabinet further as to: -

- whether to administer all twinning directly by Council officers or through a twinning association(s) to which financial support is given;
- whether new twinning links appropriate to the size and profile of the Council should be developed and mechanisms for that ; and
- whether the continuation of existing international and twinning links should be supported by the Council in the future.

2. That the request for a grant from Macclesfield Male Voice Choir be determined by the Portfolio Holder for Performance and Capacity.

64 OUTSIDE ORGANISATIONS - NORTH WEST EMPLOYERS ORGANISATION

Consideration was given to Member representation on the North West Employers Organisation. In order to accord with the constitutional requirements of that organisation it was necessary to change the number of representatives from three to one.

RESOLVED

For the reasons set out in the report: -

That Councillor F Keegan be confirmed as the Council's representative on the North West Employers Organisation, and that this appointment supersede those that made by the Cabinet at its meeting on 3 March 2009.

65 PUBLIC AND MEMBER QUESTIONS AND STATEMENTS AT MEETINGS

Consideration was given to reviewing the arrangements for public and Member questions and speaking at meetings. Cabinet was requested to

make its recommendations to the Governance and Constitution Committee which would then consider what constitutional change recommendations it might wish to make to Council.

RESOLVED

For the reasons set out in the report: -

That the Governance and Constitution Committee be informed that the views of the Cabinet in relation to Public and member questions are as follows:

1. That the existing Planning and Licensing Protocols which override the member and public speaking and questioning provisions that apply to other committees, should be retained;
2. That the facility to allow questions by Members of the Public at meetings of Overview and Scrutiny Committees should be removed, but a period of 15 minutes be provided at the beginning of meetings to allow members of the Public to make a statement(s) on any matter that falls within the remit of the relevant committee, subject to individual speakers being restricted to 5 minutes each;
3. That whilst acknowledging that Planning and Licensing Committees have separate arrangements in place for public involvement, in all other cases, members of the Public should provide 3 clear working days notice, in writing, if they wish to ask a question at any other decision making meeting, in order for an informed answer to be given, but they should not be required to give notice of intention to make use of public speaking provision (although as a matter of courtesy, a period of 24 hours notice should be encouraged);
4. That members of the Council should, in accordance with the current rules, be required to provide 3 clear working days notice in writing if they wish to ask a question at a full Council meeting or Cabinet in order for an informed answer to be given;
5. That the existing provisions of the constitution relating to the way in which questions may be answered be preserved.

66 ECONOMIC DEVELOPMENT PRIORITIES AND PARTNERSHIP ARRANGEMENTS

(Councillors D Brown and J Macrae had each declared a personal interest in this item. In accordance with the Constitution they remained in the meeting during its consideration.)

Consideration was given to developing a comprehensive economic strategy for Cheshire East. The report detailed the proposed approach to developing the strategy, and to its delivery arrangements.

RESOLVED

For the reasons set out in the report: -

That approval be given to the development of an Economic Development Strategy for Cheshire East as set out in the report.

67 EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 3 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

68 ECONOMIC DEVELOPMENT PRIORITIES AND PARTNERSHIP ARRANGEMENTS

Councillors D Brown and J Macrae had declared personal interests in this item. In accordance with the Constitution they remained in the meeting during its consideration. Councillor B Moran had declared a personal and prejudicial interest. In accordance with the Constitution he left the meeting during its consideration.)

The report considered earlier on the agenda (Minute 65 refers) outlined a proposed approach to developing a comprehensive economic development strategy for Cheshire East. Consideration was now given to how the Council would deliver economic development and tourism activities across Cheshire East.

RESOLVED

For the reasons set out in the report: -

That approval be given to the recommendations set out in the report.

69 FUTURE USE OF COUNTY HALL

Consideration was given to the future use of County Hall. Following the circulation of the agenda the outstanding information awaited had been received and circulated to the Cabinet.

RESOLVED

1. That Members agree in principle that there may be merit in the sale of County Hall. However, considerable further effort needs to be made in order to satisfy them that their obligation under Section 123 of the Local Government Act 1972 will be met if the current offer is accepted.
2. In order to progress the sale Members consider that it may be necessary to market the property, in accordance with an approved development brief, in order to be satisfied in relation to their legal obligations under Section 123. In order to assist Members officers are asked to secure detailed advice about the timing of a sale.

The meeting commenced at 2.00 pm and concluded at 4.50 pm

W Fitzgerald (Chairman)

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CHESHIRE EAST

CABINET MEETING

Date of meeting: 11 August 2009
Report of: Head of Policy and Performance
Title: Performance Report
Portfolio holder: Councillor David Brown

1.0 Purpose of Report

1.1 The purpose of this paper is to provide Cabinet members with an overview of performance for Cheshire East. It provides a report of out-turn measures for 2008-09 reconfigured to Cheshire East from County Council and district councils' performance. It will help highlight issues inherited from predecessor authorities and also identify strengths to build on.

1.2 Attached as appendices are:

- A spreadsheet of 2008-09 performance against the National Indicator Set
- A summary of the Place Survey carried out to support the national indicators and to provide benchmark 'place' information

2.0 Decision required

2.1 Note the overview of performance detailed in appendix 1

2.2 Note the findings of the Place Survey and the proposal to carry out further analysis

3.0 Financial implications

3.1 A paper on the financial position for the first quarter is also being presented at Cabinet on 11 August. For mid-year it is proposed that an integrated performance and finance report will be submitted.

4.0 Legal implications

4.1 Cheshire East Council has a duty to formally submit performance data returns at timely intervals against national indicators.

5.0 National Indicators

5.1 The Government introduced a set of new national indicators for collection from

2008/09, replacing the previous Best Value indicators. Performance against each of these indicators is being used to benchmark and monitor performance nationally, particularly in relation to the new Comprehensive Area Assessment (CAA) agenda.

- 5.2 These indicators are intended to encourage closer partnership working with other local partners - including PCTs and the Police - and therefore strengthen opportunities to deliver joined-up outcomes and work more flexibly to tackle local issues, with improved focus on driving Local Area Agreement priorities.
- 5.3 Approximately half of the new national indicators are based on existing data sources, meaning the process of target setting and establishment of baseline data has been achievable for many indicators. However, for the remaining 'new' indicators, 2008/09 has served as the baseline year.
- 5.4 As in previous years, there are indicators where accurate outturn data is delayed by the mechanisms of external analysis (e.g. accurate waste tonnages), and indicators based on annual snapshot data which sits outside the traditional year-end timescales (e.g. Value For Money outturn will be submitted via the Data Hub in late July). Collection of a small number of the national indicators was deferred by CLG until 2009/10.
- 5.5 Within Cheshire in 2008/09, the majority of the national indicator set was pertinent for collection solely by the former Cheshire County Council (as the majority of indicators were applicable to single tier and county councils), but work has been undertaken to disaggregate 2008/09 data wherever possible to provide Cheshire East outturn results. Equally, for data applicable to and collected by former district councils in 2008/09, outturn results have been aggregated wherever possible to provide a Cheshire East baseline.
- 5.6 Appendix 1 shows baseline data for 2007/08, where it has been possible to make a calculation, and out-turns for 2008-09. A few gaps remain but most data have been successfully collected.

6.0 Comprehensive Area Assessment

- 6.1 The new Comprehensive Assessment regime, replacing Comprehensive Performance Assessment (CPA) became operational in April 2009. It is an area and organisational based process, focused on outcomes delivered by the Council and its partners.
- 6.2 The Audit Commission has produced an Area Assessment framework for the delivery of CAA and is applying this framework to develop an initial analysis of how the Council and partners understand and address local communities and their needs. The outcome of this is an 'Emerging Thoughts' document of their first assessment. .

- 6.3 The new system will give 'areas' a scored assessment and will also highlight red flag and green flag areas. The former are areas of concern, the latter areas of exemplary performance. As part of 'Emerging Thoughts' the Audit Commission have identified some 'red tags'. These are future possible red flags for the final assessment. They include:
- Understanding our diverse communities
 - Health inequalities, in particular teenage pregnancy
 - Dealing with recession
 - Affordable housing
 - Understanding an ageing population
- 6.4 For 2009/10 as a new authority there will not be a scored organisational assessment. However the Commission have made few other concessions to the issues associated with local government review. They have received our initial responses to the 'Emerging Thoughts' and additional response is being drafted. A first draft of the assessment will be completed during August, beginning with the areas where there are known highlighted performance issues.
- 6.5 The Council needs to ensure that it deals with issues raised through red tagging, while acknowledging that there may be one or more red flags in the final assessment. Our aim must be to deal with these issues and ensure that the Council can show how it plans to improve these areas.

7.0 Place Survey

- 7.1 A first comparative analysis of the Place Survey is attached as appendix 2. This provides some important messages for the Council. It is proposed that the analysis be followed by further detailed investigation and reporting to support planning by services and in local areas.

8.0 Future performance reporting

- 8.1 It is the aim of Policy and Performance to keep Members and officers fully briefed about ongoing performance and issues that may need attention. We also intend the relationship between finance and performance to be a clear and explicit one with quarterly reporting linking achievements and resource use.
- 8.2 For the first quarter of 2009-10 there have been difficulties (linked to the nature of many of the new measures) in collecting national indicator data. However a full mid-year report will be produced for November Cabinet. A programme for Scrutiny engagement with performance management is also being drawn up which will ensure a strong overview of the Council's delivery.

9.0 For further information:

Portfolio holder:	Councillor David Brown
Officer:	Janis Grant, Planning and Performance Manager
Tel No.	01270 537396
Email	Janis.grant@cheshireeast.gov.uk

NI	Title	Council Priority	Emerging Thoughts Priority	Reporting Organisations	Cheshire Baseline (2007/08 unless specified)	Cheshire East Baseline 2007/08	Cheshire Outturn (2008/09)	Cheshire East Outturn 2008/09	Comments/Issues
1	% of people who believe people from different backgrounds get on well together in their local area			Council	66% (80% FTI) (06-07)	80% (06-07)		78.9%	Place Survey indicator. Unweighted results likely to be available early January 2009.
2	% of people who feel that they belong to their neighbourhood			Council				61.5%	Place Survey indicator. Unweighted results likely to be available early January 2009.
3	Civic participation in the local area	Yes	Yes	Council	66.0%			12.9%	Place Survey indicator. Unweighted results likely to be available early January 2009.
4	% of people who feel they can influence decisions in their locality	Yes	Yes	Council	35% (06-07)	33% (06-07)		24.2%	Place Survey indicator. Unweighted results likely to be available early January 2009.
5	Overall / general satisfaction with local area			Council	91% (79% FTI) (06-07)	77% (06-07)		84.6%	Place Survey indicator. Unweighted results likely to be available early January 2009.
6	Participation in regular volunteering			Council	38.0%			23.9%	Place Survey indicator. Unweighted results likely to be available early January 2009.
7	Environment for a thriving third sector			3RD PARTIES			16.4%	Unavailable	
8	Adult participation in sport and active recreation	Yes	Yes	Council	26.0%	23.2%		25.0%	Active People Survey carried out by Sport England - Annual survey reported in November each year
9	Use of public libraries			Council	73.0%	73% (Cheshire Baseline)	51.9%	53.1%	Active People Survey carried out by Sport England - Annual survey reported in November each year
10	Visits to museums and galleries			Council			56.7%	53.5%	Active People Survey carried out by Sport England - Annual survey reported in November each year
11	Engagement in the arts			Council			47.5%	47.8%	Active People Survey carried out by Sport England - Annual survey reported in November each year
13	Migrants' English language skills and knowledge			Council					It is not known when this information will be available.
14	Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer	Yes		Council	None set		9.3%	16.6%	
15	Serious violent crime	Yes		POLICE	0.32 (221)	0.27 (97)	0.3 (213)	0.3 (109)	Cheshire West population used of 325,000. Data shown expressed per 1,000 population
16	Serious acquisitive crime			POLICE	12.6 (8623)	11.9 (4279)	10.9 (7479)	10.2 (3665)	Cheshire West population used of 325,000. Data shown expressed per 1,000 population
17	Perceptions of anti-social behaviour	Yes		Council				16.3%	Place Survey indicator. Unweighted results likely to be available early January 2009. Cheshire Constabulary collect similar information through the British Crime Survey - collected continuously, rolling annual estimates reported quarterly
18	Adult re-offending rates for those under probation supervision	Yes	Yes	PROBATION	36% (06-07)	8.7%	8.6%	8.53% (predicted 8.74% based on cohort of 3318)	The result shown for Cheshire is that calculated using the latest information available which is December 2007. It compares the actual re-offending rate (8.4%) with the predicted re-offending rate (8.6%). Data will be available end of August 2009

NI	Title	Council Priority	Emerging Thoughts Priority	Reporting Organisations	Cheshire Baseline (2007/08 unless specified)	Cheshire East Baseline 2007/08	Cheshire Outturn (2008/09)	Cheshire East Outturn 2008/09	Comments/Issues
19	Rate of proven re-offending by young offenders			Council	43.20%		-17.8% at 6 months	Unavailable	Information available on a Cheshire East and West basis. Quarterly information only available three months after a quarter has passed in order to take account of any court proceedings.
20	Assault with injury crime rate	Yes	Yes	POLICE	6.71 (4573) (06-07)		6.0 (4134)	5.2 (1868)	Cheshire County Council population used: 681,500, Cheshire West 325,000 Performance for period 1 April 2008 to 30 September 2008 Disaggregated action plans now developed, specifically targeting Home Office classifications
21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	Yes	Yes	Council				25.4%	Place Survey indicator. Unweighted results likely to be available early January 2009. Cheshire Constabulary collect similar information through the British Crime Survey - collected continuously, rolling annual estimates reported quarterly
22	Perceptions of parents taking responsibility for the behaviour of their children in the area			Council	62% (06-07)	62% (06-07)		34.4%	Place Survey indicator. Unweighted results likely to be available early January 2009.
23	Perceptions that people in the area treat one another with respect and consideration			Council	48% (06-07)	47% (06-07)		25.6%	Place Survey indicator. Unweighted results likely to be available early January 2009.
26	Specialist support to victims of a serious sexual offence			POLICE					Implementation deferred until 2009/10. Included in DCLG NI consultation paper published September 2008
27	Understanding of local concerns about anti-social behaviour and crime by the local council and police	Yes		Council				25.0%	Place Survey indicator. Unweighted results likely to be available early January 2009. Cheshire Constabulary collect similar information through the British Crime Survey - collected continuously, rolling annual estimates reported quarterly
28	Serious knife crime rate			POLICE	0.64 (441)	0.54 (193)	0.5 (357)	0.4 (147)	Cheshire West population used of 325,000. Data shown expressed per 1,000 population
29	Gun crime rate			POLICE	0.09 (63)	0.06 (23)	0.1 (53)	0.1 (27)	Cheshire West population used of 325,000. Data shown expressed per 1,000 population
30	Re-offending rate of prolific and priority offenders	Yes	Yes	PROBATION	16.3% (06-07)	14.0%	Waiting for data to be provided by the Home Office	Unavailable	Data for NI30 will be collected by Ministry of Justice and this will be inaccurate, so we propose to collect our own data from the PNC using central Police resources. Q1 2008/09 data will be available end of July 2009.
32	Repeat incidents of domestic violence	Yes		POLICE	30.4% (06-07)	34.0%	26.5%	31.0%	Implementation deferred until 2009/10. Included in DCLG NI consultation paper published September 2008. Partners continuing to undertake work to refine the performance data gathering arrangements for this indicator.

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33a	Deliberate primary fires	Yes	Yes	FIRE	2919 (06-07)	per 100,000 population 9.01; actual raw number 325	882	per 100,000 population 6.68; actual raw number 241	Based on population of 360,800
33b	Deliberate secondary fires	Yes	Yes	FIRE	2919 (06-07)	per 100,000 population 18.54; actual raw number 669	882	per 100,000 population 11.14; actual raw number 402	Based on population of 360,800
34	Domestic violence - murder			POLICE	0.003 (2)	0.003 (1)	0.0 (1)	0.0 (1)	Cheshire West population used of 325,000. Data shown expressed per 1,000 population
35	Building resilience to violent extremism			POLICE			2	2	To be trialled and evaluated during 2008/09. Will not be published or used for assessment in APACS in 2008/09. Assessment framework published . Assessment against framework to be undertaken by Local Strategic Partnership
36	Protection against terrorist attack			POLICE					To be trialled and evaluated during 2008/09. Will not be published or used for assessment in APACS in 2008/09. It is not known when this information will be available. Rating scale is 1 to 5 with 5 being the highest rating - very high level of vulnerability. Although the reporting organisation is the Home Office, six month reviews to be undertaken by local Counter-Terrorist Security Advisers to assess whether current rating still applicable.
37	Awareness of civil protection arrangements in the local area			Council				11.0%	Place Survey indicator. Unweighted results likely to be available early January 2009.
38	Drug-related (Class A) offending	Yes		POLICE					Implementation deferred until 2009/10. Included in DCLG NI consultation paper published September 2008
39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm			PCT	394.4				Based on Western Cheshire PCT area.
40	Number of drug users recorded as being in effective treatment			PCT			1858		
41	Perceptions of drunk or rowdy behaviour as a problem	Yes		Council	32% (06-07)	35% (06-07)		29.5%	Place Survey indicator. Unweighted results likely to be available early January 2009. Cheshire Constabulary collect similar information through the British Crime Survey - collected continuously, rolling annual estimates reported quarterly
42	Perceptions of drug use or drug dealing as a problem	Yes		Council	45% (06-07)	43% (06-07)		26.0%	Place Survey indicator. Unweighted results likely to be available early January 2009. Cheshire Constabulary collect similar information through the British Crime Survey - collected continuously, rolling annual estimates reported quarterly
43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody			Council	6.4%		5.6% (Q3)		

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44	Ethnic composition of offenders on Youth Justice System disposals			Council	-1.10%		2007/08 All BME = -1.1% White = +1.1% Mixed = -0.2% Black/Black british = -0.2% Asian/Asian british = -0.3% Chinese/other = -0.4%		
45	Young offenders' engagement in suitable education, training and employment			Council	71.3%	69.2%	67.8% (Q3)		
46	Young Offenders' access to suitable accommodation			Council	100.0%	100.0%	99.4% (Q3)		
47	People killed or seriously injured in road traffic accidents	Yes	Yes	Council	537 (June 2007)	280 (June 2007)	2008 = 529 3 Yr/Av = 512 4.7% reduction	2008 = 311 3 Yr/Av = 277 1.1% reduction	Reliant on Police data / requires data checking
48	Children killed or seriously injured in road traffic accidents	Yes		Council	40	19	2008 = 43 3 Yr/Av = 38 5% reduction	2008 = 31 3 Yr/Av = 22 15.8%	Reliant on Police data / requires data checking
49a	Number of primary fires per 100,000			FIRE	1455	per 100,000 population 190.96; Actual raw number:689	Primary fires 1218	per 100,000 population 176.00; Actual raw number:635	Based on population of 360,800
49b	Number of primary fires related fatalities per 100,000			FIRE	1455	N/A	5 deaths	per 100,000 population 0.28; Actual raw number:1	Based on population of 360,800
49c	Number of primary fires related casualties per 100,000			FIRE	1455	per 100,000 population 4.71; Actual raw number:17	26 injuries	per 100,000 population 6.10; Actual raw number:22	Based on population of 360,800
50	Emotional health of children	Yes		Council			64%		TellUs Survey
51	Effectiveness of child and adolescent mental health (CAMHS) services			PCT				14	
52a	Take up of school lunches - Primary			Council	47.8%				
52b	Take up of school lunches - Secondary			Council	31.3%				
53a	Prevalence of breastfeeding 6-8 weeks from birth			PCT				97.8%	
53b	% of infants whose breastfeeding status is recorded			PCT				97.8%	
54	Services for disabled children			Council					Introduction 09/10 - survey of parents of disabled children
55	Obesity in primary school age children in Reception	Yes		PCT	8.20%				Available end of October 2009
56	Obesity in primary school age children in Year 6	Yes		PCT	16.50%	17.9% (2007)			Available end of October 2009. East/West split not available due to non contiguous boundaries between PCT's and new local authorities
57	Children and young people's participation in sporting opportunities			Council					Introduction 09/10 - Annual school sport survey and new DCSF survey
58	Emotional and behavioural health of looked after children	Yes	Yes	Council			15.4	15.2	
59	Percentage of initial assessments for children's social care carried out within 7 working days of referral	Yes		Council	64.9%	66.4%	71.3%	75.7%	
60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement.	Yes		Council	68.0%	63.9%	80.0%	80.1%	
61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption			Council	88.2%	100.0%	100.0%	100.0%	
62	Stability of placements of looked after children: number of placements	Yes		Council	10.2%	9.1%	9.9%	9.8%	
63	Stability of placements of looked after children: length of placement	Yes		Council	67.50%	73.6%	65.0%	68.0%	
64	Child Protection Plans lasting 2 years or more			Council	1.8%	2.9%	2.08%	0.0%	
65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	Yes		Council	9.2%	10.4%	9.0%	9.5%	

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66	Looked after children cases which were reviewed within required timescales			Council	98.4%	95.2%	93.5%	95.6%	
67	Percentage of child protection cases which were reviewed within required timescales	Yes		Council	100.0%	100.0%	99.4%	99.0%	
68	Percentage of referrals to children's social care going on to initial assessment	Yes	Yes	Council	46.6%	39.4%	79.0%	75.3%	
69	Children who have experienced bullying	Yes		Council			46.0%		TellUs Survey
70	Hospital admissions caused by unintentional and deliberate injuries to children and young people			PCT	147.0	Cong - 136.1, Crewe - 166.9, Macc - 12.0			Available end of July 2009
71	Children Missing from Home or Care			Council					Introduction 2009/10 - LA self assessment
72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal, Social and Emotional Development and Communication, Language and Literacy	Yes		Council	60.10%		60.10%	61.70%	08/09 Baseline figures not due until September 09. 2009/10 targets only available for CCC
73	Achievement at level 4 or above in both English and Maths at Key Stage 2	Yes		Council	76.0%	79.0%	77.0%	79.0%	
75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	Yes		Council	51.0%	54.0%	53.0%	57.0%	
76	Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2			Council	17			6	
78	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*- C grades at GCSE and equivalent including GCSEs in English and Maths			Council	5			1	
79	Achievement of a Level 2 qualification by the age of 19			Council	76.0%		76.0%		Available February 2010
80	Achievement of a Level 3 qualification by the age of 19			Council	51.7%		52.0%		Available February 2010
81	Inequality gap in the achievement of a Level 3 qualification by the age of 19			Council	35.80%		34.00%		Available February 2010
82	Inequality gap in the achievement of a Level 2 qualification by the age of 19			Council	49.7%		29.0%		Available February 2010
84	Achievement of 2 or more A*- C grades in Science GCSEs or equivalent			Council	55.3%	57.9%	56.1%	58.8%	
85a	Post 16 participation in Physics			Council	316		1509		Data source = National Pupil Database. Data available January 2010
85b	Post 16 participation in Chemistry			Council	466		1509		Data source = National Pupil Database. Data available January 2010
85c	Post 16 participation in Maths			Council	727		1509		Data source = National Pupil Database. Data available January 2010
86	Secondary schools judged as having good or outstanding standards of behaviour			Council		73.7%		68.4%	Data source = OFSTED.
87	Secondary school persistent absence rate	Yes		Council			5.9%	5.7%	
88	Percentage of schools providing access to extended services			Council	46%	48%	63%	62%	08/09 Baseline based upon September 08 Figures and Targets
89a	Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category			Council	2	0	2	1	
89b	Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category			Council	17	17	15	0	
90	Take up of 14-19 learning diplomas			Council			154	127	Data source - Diploma Aggregation Service. Data available October 2009
91	Participation of 17 year-olds in education or training	Yes		Council	79.30%				
92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	Yes		Council	33.5%		33.5%	31.9%	Available end of September 2009
93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Yes		Council	83.80%	84.30%	81.00%	82.00%	
94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Yes		Council	79%	81.40%	79%	81.00%	
99	Looked after children reaching level 4 in English at Key Stage 2	Yes		Council	52.0%		60.0%	73.7% (2007/08 Academic Year)	The outturn relates to the previous academic year i.e 07-08 relates to exams taken in May 08. The 07-08 figure is draft until end of November and submission of the OC2 on November 30th after this date the data can be confirmed.

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100	Looked after children reaching level 4 in mathematics at Key Stage 2	Yes		Council	50.0%		52.5%	57.9% (2007/08 Academic Year)	The outturn relates to the previous academic year i.e 07-08 relates to exams taken in May 08. The 07-08 figure is draft until end of November and submission of the OC2 on November 30th after this date the data can be confirmed
101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	Yes		Council	7.5%		8.0%	8.3% (2007/08 Academic Year)	This PI is different from the previous PI which did not specifically require the inclusion of English and Maths. The outturn relates to the previous academic year i.e 07-08 relates to exams taken in May 08. The 07-08 figure is draft until end of November and submission of the OC2 on November 30th after this date the data can be confirmed. It is not known when data will be available
102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2			Council	30.3%		30.3%		
102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4			Council	38.1%	38.2%	39.0%	39.0%	
103a	Special Educational Needs – statements issued within 26 weeks - excluding exceptions			Council	87.0%	87.0%	90.0%	92.0%	
103b	Special Educational Needs – statements issued within 26 weeks - including exceptions			Council	84.0%	84.0%	84.0%	89.0%	
104	The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold			Council			57.0%		We had a figure of 57% for Cheshire 2008-09 but this was based in children with Special Needs at the end of KS2 and we have since realised that the definition specifies children with Special Needs at the beginning of KS2. We haven't got this figure yet (big job to work out).
105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A* - C GCSE including English and Maths			Council	47.4%		49.3%		2007/08 data will be available end of December 2009
106	Young people from low income backgrounds progressing to higher education			3RD PARTIES					Data source - National Pupil Database and Higher Education Statistics Agency. 2006/07 data will be available end of November 2009
107	Key Stage 2 attainment for Black and minority ethnic groups			Council		N/A		N/A	Cheshire East does not have any cohorts of ethnic minorities larger than 30 pupils at KS2, therefore this indicator can not be calculated to the definition
108	Key Stage 4 attainment for Black and minority ethnic groups			Council			52.7%	N/A	
109	Delivery of Sure Start Children's Centres			Council	74%	60%	73%	60%	
110	Young people's participation in positive activities	Yes	Yes	CONNEXIONS			71%		*New survey, no baseline, no proxy at present. Survey due autumn 2008
111	First time entrants to the Youth Justice System aged 10 – 17	Yes	Yes	Council	1078	518			Data will be available end of September 2009
112	Under 18 conception rate	Yes	Yes	Council			4.1%	-8.1%	2008 data will be available February 2010
113a	% of 15-24 year olds accepting a test for Chlamydia			PCT					www.chlamydia-screening.nhs.uk/
113b	Chlamydia in under 25 year olds. Positive diagnosis			PCT					www.chlamydia-screening.nhs.uk/
114	Rate of permanent exclusions from school			Council	0.10%	0.10%	0.08%	0.07%	
115	Substance misuse by young people		Yes	Council			11.3%		
116	Proportion of children in poverty			3RD PARTIES					DWP data services. It is not known when data will be available
117	16 to 18 year olds who are not in education, employment or training (NEET)	Yes	Yes	CONNEXIONS	4.7% (2007)	5.2%	5.6%	5.9%	figure based on 3 month average of Nov, Dec & Jan figures, this is the figure used to monitor progress against targets
118	Take up of formal childcare by low-income working families			HMRC					

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119	Self-reported measure of people's overall health and wellbeing	Yes		Council				79.2%	
120a	All-age all cause mortality rate - Males	Yes	Yes	PCT	564.20	Cong - 529.1, Crewe - 610.2, Macc - 528.8			NHS Western Cheshire has calculated 2008 rates using 2008 data from our local files with 2007 population estimates; therefore, this is our provisional position.
120b	All-age all cause mortality rate - Females	Yes	Yes	PCT	564.20	Cong - 529.1, Crewe - 610.2, Macc - 528.8			NHS Western Cheshire has calculated 2008 rates using 2008 data from our local files with 2007 population estimates; therefore, this is our provisional position.
121	Mortality rate from all circulatory diseases at ages under 75	Yes	Yes	PCT	67.90	Cong - 59.7, Crewe - 81.9, Macc - 63.6			NHS Western Cheshire has calculated 2008 rates using 2008 data from our local files with 2007 population estimates; therefore, this is our provisional position.
122	Mortality rate from all cancers at ages under 75	Yes	Yes	PCT	117.20	Cong - 104.5, Crewe - 117.7, Macc - 111.6			Data will be available in December 2009.
123	Stopping smoking			PCT	821	East - 795, Cong - 885, Crewe - 888, Macc - 842			1. Rates have been incorrectly added together as they should be rate per 100,000. 2. Based on PCT boundaries. 3. Change of definition. Q4 data available end of June 2009
124	People with a long-term condition supported to be independent and in control of their condition	Yes		PCT	81%				2008/09 data will be available in October 2009.
125	Achieving independence for older people through rehabilitation / intermediate care	Yes	Yes	Council	78.0%	73.0%	67.2%	74.4%	
126	Early Access for Women to Maternity Services			PCT					Q3 - Q4 data available June 2009.
127	Self reported experience of social care users			Council					Deferred 2010/2011
128	User reported measure of respect and dignity in their treatment			Council					Deferred 2010/2011
129	End of life care – access to appropriate care enabling people to be able to choose to die at home			PCT	17.7 (FT1 17.7) (06-07)	Cong - 19.9%, Crewe - 20.0%, Macc - 17.2%			2008 data available November 2009.
130	Social Care clients receiving Self Directed Support	Yes	Yes	Council	180.1		284.7	275.1	Change of definition from 09/10.
131	Delayed transfers of care			PCT	13.3				Unsure who has set target, not Dept. Data available September 2009.
132	Timeliness of social care assessment (all adults)			Council	79.3%		68.2%	73.3%	Scores based on D55 results could be split E/W by 49% and 51%
133	Timeliness of social care packages following assessment			Council	93.0%		91.3%	90.2%	Scores based on D55 results could be split E/W by 49% and 51%
134	The number of emergency bed days per head of weighted population		Yes	PCT	0.41 (FT1 05-06)	3333			
135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	Yes	Yes	Council	45% (07-08)	45.0%	48.4%	46.4%	
136	People supported to live independently through social services (all adults)	Yes	Yes	Council	2845.4		3176.24	3130.38	Local indicator for OP numbers only included here. NI is new measure based on old helped to live at home Pls. Cheshire baseline for 05/06 excludes Grant Funded Services
137	Healthy life expectancy at age 65	Yes	Yes	PCT		15.1%			Change of definition. R&I trying to get guidance off GONW on calculation for combining male/female figures. 2002 data released in June 2009.

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138	Satisfaction of people over 65 with both home and neighbourhood			Council	79.0%			87.8%	
139	The extent to which older people receive the support they need to live independently at home	Yes		Council				31.0%	
140	Fair treatment by local services			Council				72.5%	Place Survey indicator. Unweighted results likely to be available early January 2009.
141	Percentage of vulnerable people achieving independent living	Yes	Yes	Council	66.90%	66.90%	63.26%	55.07%	Hilary Latimer will provide the data
142	Percentage of vulnerable people who are supported to maintain independent living	Yes	Yes	Council	98.70%	98.70%	97.15%	97.68%	Hilary Latimer will provide the data
143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence			PROBATION	78.0%	84.0%	79.6%	82.8%	
144	Offenders under probation supervision in employment at the end of their order or licence			PROBATION	51.0%	55.0%	45.5%	42.6%	
145a	Adults with learning disabilities in settled accommodation - Males			Council			48.6%	37.3%	
145b	Adults with learning disabilities in settled accommodation - Females			Council			48.6%	37.3%	
146	Adults with learning disabilities in employment	Yes		Council	6.9%		5.5%	6.4%	Scores calculated for LAA purposes - due to indicator being new, data is not available in PARIS. Year end should rectify this, we can then base future targets on more reliable numbers.
147	Care leavers in suitable accommodation			Council	92.5%	90.7%	97.6%	95.2%	
148	Care leavers in education, employment or training			Council	52.5%	40.5%	56.1%	52.4%	
149	Adults in contact with secondary mental health services in settled accommodation			PCT					2008/09 data available in July 2009.
150	Adults in contact with secondary mental health services in employment			PCT					2008/09 data available in July 2009.
151	Overall Employment rate (working-age)	Yes		JOBCENTRE PLUS	77.9%	80.4%	78.2%	76.6%	
152	Working age people on out of work benefits			JOBCENTRE PLUS	8.9%	7.8%		6311 (128% increase)	
153	Working age people claiming out of work benefits in the worst performing neighbourhoods	Yes	Yes	JOBCENTRE PLUS	29.1%	26.3%		6785 (128% increase)	
154	Net additional homes provided	Yes	Yes	Council	2121 (06-07)	East - 1273 Cong - 194.0, Crewe - 805.0, Macc - 362.0			
155	Number of affordable homes delivered (gross)	Yes	Yes	Council	350	East - 130 Cong - 50, Crewe - 110, Macc - 60		325	
156	Number of households living in temporary accommodation	Yes	Yes	Council	364 (Dec 2004)	East - 231 Cong - 11, Crewe - 19, Macc - 4		20	Calender Year
157a	Processing of planning applications 'major'			Council	CCC - 71.43%	70.59%	CCC -61.36%	60.00%	
157b	Processing of planning applications 'minor'			Council	CCC - 71.43%	70.59%	CCC -61.36%	75.79%	
157c	Processing of planning applications 'other'			Council	CCC - 71.43%	70.59%	CCC -61.36%	86.84%	
157d	Processing of 'County Matter' planning applications			Council	CCC - 71.43%	70.59%	CCC -61.36%		
158	% non-decent council homes			Council	Ellesmere Port and Neston return only		Ellesmere Port and Neston return only	N/A	2008/09 result is an estimate of the % non-decency at 1 April 2009 NO RETURN FOR EAST NO COUNCIL PROPERTIES
159	Supply of ready to develop housing sites			Council		Congleton 136%			

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160	Local authority tenants' satisfaction with landlord services			Council	Ellesmere Port and Neston return only		Ellesmere Port and Neston return only		NO RETURN FOR EAST NO COUNCIL PROPERTIES / TENANTS
161	Number of Level 1 qualifications in literacy (including ESOL) achieved			LSC	2318				
162	Number of Entry Level qualifications in numeracy achieved			LSC	253				
163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	Yes	Yes	LSC	73.3%	East - 73.9%, Cong - 77.8%, Crewe - 67.5%, Macc - 80.4%			2008 data available end of November 2009
164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher	Yes	Yes	LSC	52.7%	East - 53.2%, Cong - 57.0%, Crewe - 41.0%, Macc - 60.4%			2008 data available end of October 2009
165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher			Council	36.1%	East - 34.6%, Cong - 42.5%, Crewe - 23.1%, Macc - 43.4%	36.1%	36.6%	
166	Median earnings of employees in the area			Council	£454.2	Cong - £412.0, Crewe - £414.8, Macc - £492.5	£460.7		
167	Congestion – average journey time per mile during the morning peak	Yes		Council					LTP Indicator - LTP 2 . DfT collect journey time data. Awaiting release of data by DfT in order to calculate Baselines / Targets. Links to Local LTP indicators LT2, LT3.
168	Principal roads where maintenance should be considered	Yes	Yes	Council	4%	5%	4%	5%	BVPI 223 / LTP
169	Non-principal classified roads where maintenance should be considered	Yes	Yes	Council	6%	9%	6%	8%	BVPI 224a / LTP
170	Previously developed land that has been vacant or derelict for more than 5 years			Council	1.21 (FT1 2006)	Cong - 1.70%, Crewe - 0.10%, Macc - 0.50%			
171	New business registration rate	Yes		Council	69.6	East - 134.2%, Cong - 70.7, Crewe - 53.3, Macc - 92.1	N/A	134.2% (71.1)	Should be a number
172	Percentage of small businesses in an area showing employment growth	Yes		Council	12.7%	Cong - 12%, Crewe - 13%, Macc - 11.9%			2008 data available end of December 2009
173	Flows on to incapacity benefits from employment			Council		Cong - 0.4, Crewe - 0.7, Macc - 0.3	Q3 - Cong - 0.2, Crewe - 0.7, Macc - 0.4		
174	Skills gaps in the current workforce reported by employers			Council	13.0%	12.1%	13.0%	12.1%	

NI	Title	Council Priority	Emerging Thoughts Priority	Reporting Organisations	Cheshire Baseline (2007/08 unless specified)	Cheshire East Baseline 2007/08	Cheshire Outturn (2008/09)	Cheshire East Outturn 2008/09	Comments/Issues
175	Access to services and facilities by public transport, walking and cycling	Yes		Council					2008/09 data available end of July 2009. LTP Indicator - LTP 1 . NI 175 follows the definition used for indicator LTP 1 in the local authority's Accessibility Strategy, which is part of the second Local Transport Plan. Cheshire's Accessibility Strategy is currently under review, including the 'LTP 1 Accessibility indicator'. The new indicator will follow DfT / National Indicator definition guidance.
176	Working age people with access to employment by public transport (and other specified modes)	Yes		Council	84.2% (FTI 2005)				DfT calculate and produce return for this indicator annually.
177	Local bus and light rail passenger journeys originating in the authority area			Council	2320000 (06/07)		25920000	9130000	Data reliant on co-operation from bus companies or DfT approved on-board passenger surveys
178a	Bus services running on time % of non frequent services on time			Council	91%		85%	84%	Data reliant on co-operation from bus companies with local authority spot checks
178b	Bus services running on time - excess waiting time of frequent services			Council	91%		85%	84%	Data reliant on co-operation from bus companies with local authority spot checks
179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	Yes		Council	£26,685,000		12,100 (£12.1m) of which Cheshire East 6,111 (£6,111,000)	7,544 (£7.5m)	
180	The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.			Council	N/A		N/A		Data published by DWP on its web site on a monthly basis Good performance is a figure above the target set
181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events			Council	N/A		N/A		Good performance is a figure lower than the target set
182	Satisfaction of business with local authority regulatory services	Yes		Council/Council	Not defined		76%	76%	
183	Impact of local authority trading standards services on the fair trading environment	Yes		Council	Not defined		1.39%	1.25%	No half-year return as data required from external sources to calculate indicator not available. Uncertain whether will be able to disaggregate data east and west due to reliance on third parties to supply data eg. Consumer Direct. Queries raised with them to ascertain whether they are examining Cheshire data disaggregation prior to 1 April 2009
184	Food establishments in the area which are broadly compliant with food hygiene law			Council	District Council indicator only		District Council indicator only	84%	Ellesmere Port and Neston do not have the systems in place to report against this indicator in-year
185	CO2 reduction from local authority operations	Yes		Council			Unavailable	Unavailable	2008/09 data available end of August 2009
186	Per capita reduction in CO2 emissions in the LA area	Yes	Yes	Council	9.81 tonnes per capita (2005)	8.8	Unavailable	Unavailable	Meeting with Paul Stowers (GONW) 28 Nov 08. Data available November/December 2009
187a	% of people receiving income based benefits living in homes with a low energy efficiency rating			Council				SAP less than 35 = 16%	Districts: Chester / EP & VR doing survey this year to establish baseline * updated by Email Gill Rogerson - 02/04/09
187b	% of people receiving income based benefits living in homes with a high energy efficiency rating			Council				SAP of 65 or greater = 17%	Districts: Chester / EP & VR doing survey this year to establish baseline * updated by Email Gill Rogerson - 02/04/09
188	Planning to Adapt to Climate Change	Yes		Council	Level 0	Level 0	Level 0	Level 0	Subjective self assessment by local authority
189	Flood and coastal erosion risk management			3RD PARTIES			100%		Environment Agency is the reporting organisation to Hub - Needs a CCC or District Lead Officer

NI	Title	Council Priority	Emerging Thoughts Priority	Reporting Organisations	Cheshire Baseline (2007/08 unless specified)	Cheshire East Baseline 2007/08	Cheshire Outturn (2008/09)	Cheshire East Outturn 2008/09	Comments/Issues
190	Achievement in meeting standards for the control system for animal health			Council					Implementation deferred until 2009/10. Included in DCLG NI consultation paper published September 2008
191	Residual household waste per household	Yes	Yes	Council	787Kg	721Kg		(NB: estimated) 586.89kg/ household (estimated)	Awaiting tonnage confirmation - available by end of July 2009
192	Percentage of household waste sent for reuse, recycling and composting	Yes	Yes	Council	40.00%	42.56%		(NB: estimated) 49.7% (estimated)	Data available by end of July 2009
193	Percentage of municipal waste landfilled	Yes		Council	64% (06-07) 59% (07-08)	59.00%		(NB: estimated) 49.3% (estimated)	Data available by end of July 2009
194	Air quality - % reduction in NOx and primary PM10 emissions through local authority's estate and operations			Council					2008/09 data available end of July 2009
195a	Improved street and environmental cleanliness (levels of litter)	Yes		Council	17.00%			4% (estimated)	
195b	Improved street and environmental cleanliness (levels of detritus)	Yes		Council	6.00%			11% (estimated)	
195c	Improved street and environmental cleanliness (levels of graffiti)	Yes		Council	4.00%			2% (estimated)	
195d	Improved street and environmental cleanliness (levels of fly posting)	Yes		Council				0% (estimated)	
196	Improved street and environmental cleanliness – fly tipping			Council				2 (estimated)	
197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	Yes		Council			30%	29%	Lack of a Local Sites Partnership in place to collect the information
198a	Travel to school age 5-10 Vans & taxis			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
198b	Travel to school age 5-10 Car share			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
198c	Travel to school age 5-10 Public transport			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
198d	Travel to school age 5-10 Walking			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
198e	Travel to school age 5-10 Cycling			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
198f	Travel to school age 5-10 Other			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
198g	Travel to school - age 11-16 Vans & taxis			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
198h	Travel to school - age 11-16 Car share			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
198i	Travel to school - age 11-16 Public transport			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
198j	Travel to school - age 11-16 Walking			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
198k	Travel to school - age 11-16 Cycling			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
198l	Travel to school - age 11-16 Other			Council	32.8% (2007) 34.5% (2008)	34.0%	33.9%	33.3%	Data available mid Aug 09
199	Children and young people's satisfaction with parks and play areas			Council			40.7%		

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The national Place Survey – results for Cheshire East

Introduction

This paper reports on results for the Place survey in Cheshire East prior councils and compares them to national and regional results.

Recommendations

This paper is for noting. However it raises a number of issues about perceptions of predecessor councils that Cabinet may wish to consider in terms of future responses and engagement with local people.

The Place Survey

The Place Survey was developed by the Department of Communities and Local Government and carried out by local councils in September to December 2008. The survey questionnaire, sampling and survey methods and analytical approaches were all laid down by DCLG. Cheshire County Council Research and Intelligence unit carried out the postal survey in both Cheshire East and Cheshire West areas. Results from the survey were completed by February. However reporting has awaited DCLG statistical review and the production of comparative data which have recently been released.

The survey is intended to provide both local information and comparative benchmark information. A number of questions form part of the new National Indicator Set. The government's aim has been to measure how well its priorities are being delivered by local government and partnerships. The Place Survey provides feedback about local services and information about people's perceptions of their local area. It follows national Best Value Surveys, most recently 2006/07.

A list of National Indicators collected through the Place Survey is shown below.

NI number	Description
NI 1	% of people who believe that people from different backgrounds get on well in their area
NI 2	% of people who feel that they belong to their neighbourhood
NI 3	Civic participation in local area
NI 4	% of people who feel they can influence decisions in their locality
NI 5	Overall/general satisfaction with local area
NI 6	Participation in regular volunteering
NI 17	Perceptions of anti-social behaviour
NI 21	Dealing with local concerns about anti-social behaviour
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area
NI 23	Perceptions that people in the area treat one another with respect and

	consideration
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police
NI 37	Awareness of civil protection arrangements in the local area
NI 41	Perceptions of rowdy or drunk behaviour as a problem
NI 42	Perceptions of drug use or drug dealing as a problem
NI 119	Self-reported measures of people's overall health and wellbeing
NI 138	Satisfaction of people 65 and over with both home and neighbourhood
NI 139	The extent to which older people receive the support they need to live independently
NI 140	Fair treatment by local services

Details for all these NIs are included on the national indicator table.

Findings and comparisons

A summary and comparison of main survey findings, including both national indicator and other results are given below.

The local area

% either very or fairly satisfied with area as a place to live – NI 5		
Cheshire East	North West	England
84.6	77	80

% very or fairly strongly believe they belong to immediate neighbourhood – NI 2		
Cheshire East	North West	England
61.5	60	59

Public services

Comparisons about the services provided by the council, which referred to the County Council and District Councils' services, show that residents' views tend to be less favourable than in the region or all England. Further detailed analysis of response will aim to build a clearer understanding of the factors underpinning local views.

% very and fairly satisfied with, taking everything into account, the way the council Cheshire County Council and your District Council run things		
Cheshire East	North West	England
40.1	43	45

% strongly or tend to agree that the local council provides value for money?		
Cheshire East	North West	England
23.5	32	33

Satisfaction with services

% very or fairly satisfied with following services		
Service	Cheshire East	England
Keeping public land clear of litter and refuse	51.4	57
Refuse collection	69.2	78
Doorstep re-cycling	63.7	70
Local tips/household waste recycling centres	70.6	71
Local transport information	38.7	48
Local bus services	41.9	55
Sports/ leisure facilities	45.8	46
Libraries	76.3	69
Museums/ galleries	30.1	41
Theatres/ concert halls	33.7	43
Parks and open spaces	62.3	69

Other aspects of services

The survey asked whether older people get the support they need to live at home and whether people feel they are treated with respect and consideration. Cheshire east compared favourably in relation to these aspects of service delivery.

% think older people receive the support they need to live independently – NI 139		
Cheshire East	North West	England
31	32	30

% agree or tend to agree that they were treated with respect and consideration by local services – NI 140		
Cheshire East	North West	England
72.8	70	72

Local decision making

Cheshire East residents are less likely to believe they can influence decisions, but also less likely to want to be involved.

% definitely or tend to agree that they can influence decisions in their local area – NI 4		
Cheshire East	North West	England
24.2	27	29

% generally speaking would like to be involved		
Cheshire East	North West	England
25.3	27	27

Helping out

The survey asked about unpaid help that people gave, outside of anything that was the requirement of a job. Cheshire East residents have slightly higher involvement in giving help than residents in the region or England.

% who had given unpaid help to any groups, clubs or organisations at least once per month, in the previous 12 months		
Cheshire East	North West	England
23.9	22	23

Getting involved

% In the last 12 months of people who have belonged to groups that make decisions\ affecting the local area		
Cheshire East	North West	England
13	13	14

Respect and consideration

The Place Survey also aimed to explore some issues of community cohesion. Cheshire East residents' responses indicate that people have stronger views about living together as communities than in the region or England. However some 46% of residents indicated that they do not think parents take enough responsibility for their children and only one in five think that people not treating each other with respect and consideration is not a problem.

% definitely or tend to agree that people from different backgrounds get on well together in the local area – NI 1		
Cheshire East	North West	England
78.9	74	76

% who think people not treating each other with respect and consideration is a big or fairly big problem – NI 23		
Cheshire East	North West	England
25.6	34	31

% definitely or tend to agree that parents in the local area take responsibility for the behaviour of their children – NI 22		
Cheshire East	North West	England
34.6	27	30

Community Safety

The Place Survey collected some detailed information about peoples' perceptions of crime and anti-social behaviour in their local area and the extent to which they felt the police and other local services were dealing with these problems. Overall residents have fewer concerns about community safety issues than in the region or England generally.

Area	% agree that anti-social behaviour was a very or fairly big problem	% think drunk or rowdy behaviour a big fairly big problem	% seeing drug use or drug-dealing as a very or fairly big problem
Cheshire East	16.5	29.5	26.0
North West	23	32	35
England	20	29	31

Self reported health

Finally the survey asked people to assess whether their general health was good, fair or bad. Overall Cheshire east residents are more likely than average to assess their health as good or very good.

% Describing health in general as very good or good - NI 119		
Cheshire East	North West	England
78	73	76

Further analysis

The Place Survey was completed by 6378 residents from 15,000 questionnaires sent out (response rate 42.6%). Analysis has been rigorously overseen across the country and the findings represent some good evidence about the local communities and their perceptions. Further analysis is ongoing to provide information about:

- issues relevant for services
- different geographical communities
- the needs of different groups of people in the local population
- relationships between perceptions and experiences.

There is strong national evidence, supported over a number of years, about the relationship between local authorities' promotion of their services, clear identification of what they do and positive public perceptions. Findings from this survey indicate that the council has a clear opportunity to gain from promoting a public perception of Cheshire East.

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CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting: 11th August 2009
Report of: Borough Treasurer and Head of Assets
Subject/Title: Review of Transitional Costs at Outturn
Portfolio Holder: Cllr Frank Keegan

1.0 Report Summary

- 1.1 The report considers the outcome of the 2008/09 outturn position for transitional costs, excluding severance.
- 1.2 This report provides details of the final 2008/09 outturn position for transitional costs and sources of funding for Cheshire East. It provides information on a number of changes since the Three Quarter Year Review. It also identifies issues regarding changing patterns of expenditure, and the comparison of costs spent on behalf of Cheshire East based upon agreed sharing principles, with the actual costs incurred by the individual Councils in 2008/09. It identifies the requirement to adjust for this difference in costs as part of the disaggregation of the Cheshire County Council balance sheet. This is the fourth full review of the programme since the budget was approved by Cabinet in June 2008.

2.0 Decision Requested

- 2.1 Members are asked to note the final 2008/09 position on transitional costs at Outturn.

3.0 Reasons for Recommendations

- 3.1 This report summarises the outturn position for transitional costs for 2008/09 with some variances from the projections at the three quarter year review position. In disaggregating the County Council's Balance Sheet the relative expenditure and funding will be taken into account to ensure a fair and appropriate allocation in accordance with the cost sharing methodology agreed below.

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 Not applicable

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

7.1 See section 8.0 below.

8.0 The Funding of Transitional Costs

8.1 The following approach to the funding of transitional costs was adopted by the demising authorities:

- a) separate budgets for Cheshire East and Cheshire West and Chester to reflect the fact that the two Shadow Authorities would in some areas adopt different policies and approaches with different cost implications.
- b) where it is necessary to share arrangements, shared budgets split equally between the two Councils.
- b) the District Council element of cost to be shared pro rata to tax base.
- c) the County Council to bear 45% of the costs for both Cheshire East and Cheshire West and Chester.

8.2 This approach resulted in the following cost-sharing proportions:

Cheshire County Council	45%	(East and West)
Congleton Borough Council	13.6%	(East only)
Crewe & Nantwich Borough Council	15.7%	(East only)
Macclesfield Borough Council	25.7%	(East only)

8.3 It was recognised that the financial position of existing Authorities regarding reserves and cash flow differs and therefore a pragmatic approach was taken to ensure that an Authority did not experience cash flow difficulties or have a negative reserves position at the end of the financial year.

8.4 As a result a significant proportion of the costs, higher than the agreed 45%, has been incurred during 2008/09 by the County Council on behalf of the District councils. The costs incurred will now be reallocated between the two new authorities based upon the above cost sharing proportions as part of the balance sheet disaggregation exercise.

9.0 The Management of Transitional Costs

9.1 Block and Workstream Leads, and appointed managers, were empowered to procure and deploy resources as required, to ensure the timely delivery of their agreed work programmes, provided they operated within agreed budgets and the appropriate financial and procurement procedures. A range of operating principles and procedures were also agreed including nominated block, project and finance leads.

10.0 First Quarter Review and Changes Approved

10.1 Following the approved guidance and processes, the first quarter update concluded that the programme agreed, to facilitate a smooth transition, was in place and managers across the Councils were working together to deliver the individual transition projects. There were a few changes to forecasts, with a total forecast net spend remaining at £8.9m across the East and West, although a small overspend of £130k was being reported by managers. Managers reported that they were likely to spend the allocations provided by the year end.

10.2 Following approval of the budget for transitional costs in June 2008, Members agreed a number of changes, which took the total maximum allocated net sum to £4.1m.

11.0 Three Quarter Year Review of Expenditure

11.1 At the Three Quarter Year Review, managers were forecasting net spending levels of £4.050m against the approved allocation of £4.088m. Table 1 below provides a summary.

Table 1	Net Budget	Forecast	Variance
	£'000	£'000	£'000
People	663	280	(383)
Places	0	0	0
Performance & Capacity	1,904	1,756	(148)
HR - Appointment of key senior positions	200	680	480
<u>Cross Cutting (50% share)</u>			
Human Resources	135	146	11
ICT & Knowledge Management	950	961	11
Finance	(41)	0	41
Information Management	0	0	0
Customer Access	277	227	(50)
Total	4,088	4,050	(38)

12.0 Outturn Expenditure position

12.1 At outturn the actual expenditure is £3.462m against the approved allocation of £4.088m, a reduction of £588k since the forecast at Three Quarter Year Review. Table 2 below provides a summary.

Table 2	Gross Budget	Funding	Net Budget	Gross Actual	Actual Funding	Net Actual	Net Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
People	698	35	663	161	161	0	(663)
Places	110	110	0	3	0	3	3
Performance & Capacity	2,808	904	1,904	2,309	512	1,797	(107)
HR - Appointment of key senior positions	200	0	200	750	0	750	550
<u>Cross Cutting (50% share)</u>							
Human Resources	148	13	135	138	0	138	3
ICT & Knowledge Management	4,223	3,273	950	2,039	1,348	691	(259)
Finance	126	167	(41)	83	83	0	41
Information Management	499	499	0	355	355	0	0
Customer Access	657	380	277	83	0	83	(194)
Total	9,469	5,381	4,088	5,921	2,459	3,462	(626)

12.2 There has been a reduction in the forecast spend in a number of areas:

- People have spent £280k less than the forecast at Three Quarter Review (TQR).
- ICT and Knowledge management have spent £270k less than forecast at TQR.
- Customer Access have spent £144k less than forecast at TQR.

12.3 These under spends have been partially offset by increased expenditure in other areas:

- Performance and Capacity have spent £41k more than the forecast due to higher than estimated elections expenditure offset by lower than estimated expenditure on support for members.
- HR has spent £63k more than the forecast at TQR, due to higher costs on the appointment of key senior positions.

12.4 In order to ensure that no authority experienced cash flow difficulties or negative reserve positions at the end of 2008/09, the County Council incurred costs in respect of Cheshire East district Councils of £2.034m as well as its own costs of £2.664m. As part of the disaggregation of the County balance sheet in 2009/10 an adjustment will take place to reallocate the amounts incurred on behalf of both Cheshire West and Chester and Chester East to the two new authorities.

13.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

- 13.1 In evaluating transitional costs officers have sought to avoid short-term approaches which minimise costs in 2008-09 but increase future costs and do not secure value for money over the medium term.
- 13.2 This report focuses primarily on transitional costs in 2008-09 (i.e. up to 1st April 2009) but there will be additional costs setting up the new Councils. Some activities such as the adaptation of properties and ICT systems will continue beyond 1st April 2009 and are likely to incur additional costs in 2009-10 and perhaps beyond, which will need to be funded from delivered savings. Costs will also be incurred in 2009-10 on severance, staff training and relocation.
- 13.3 Approximately £2.3m of the existing budgets being used to fund transitional costs are capital budgets which are financed by borrowing. The resulting debt will need to be serviced beyond 2008-09 by the new Authorities. This is particularly true of the County Council's contribution to ICT costs but this expenditure was planned as part of the Capital programme and fully financed through the Medium Term Financial Strategy. It is therefore expenditure that has been redirected to meet the priority needs of LGR rather than additional expenditure. At year end, within the total gross actual spend by Cheshire East of £5.921m, £1.540m was capital expenditure, and capital funding of £1.284m was used to bring the net capital cost funded by reserves to £256k.

14.0 Legal Implications (Authorised by the Borough Solicitor)

- 14.1 The Cheshire (Structural Changes) Order 2008 Article 9 (7) indicates that:

The total of the expenditure properly incurred by the shadow authorities shall be divided among, and paid by, the County Council, the East Cheshire councils and the West Cheshire councils in such proportion as may be agreed between them.

Details of the agreement are provided in Section 8.

15.0 Risk Management

- 15.1 No issues.

16.0 Background and Options

- 16.1 In April 2008 the lead officers for the various blocks (People, Places, Performance and Capacity) and cross-cutting workstreams (Finance, ICT, HR etc) were asked to identify transitional costs and existing sources of funding for Cheshire East and Cheshire West and Chester.

Their responses were subject to two rounds of evaluation and review by the Interim Chief Finance Officers, the Block and Workstream Leads and Finance officers assigned to each of the areas.

- 16.2 Revised proposals from Block and Workstream Leads were considered by the Cabinet in June 2008 where the position was summarised as a potential gross cost for Cheshire East of £9.3m, with estimated funding from existing sources of £5.4m, resulting in potential net transitional costs of £3.9m. Similar levels of funding and costs had been identified and agreed for Cheshire West and Chester.

17.0 Overview of Year One and Term One Issues

- 17.1 Please see section 13 above.

18.0 Access to Information

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

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Designation: Borough Treasurer and Head of Assets

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CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting: 11th August 2009
Report of: Borough Treasurer and Head of Assets
Subject/Title: Financial Update – Quarter 1 (Emerging Pressures)
Portfolio Holder: Cllr Frank Keegan

1.0 Report Summary

- 1.1 This report advises Cabinet of emerging financial pressures in the first quarter of the 2009-10 financial year.
- 1.2 The report particularly focuses upon areas of high financial risk to the Council and includes updates on Treasury Management, the Capital Programme, in-year collection rates for Council Tax and Business Rates and an update on the Reserves strategy.

2.0 Decision Requested

- 2.1 Cabinet is requested to note and comment as appropriate on the following:
- emerging pressures on the Council's revenue budget in the first quarter of 2009-10, detailed in Section 11 and the proposed remedial action.
 - the Treasury Management update detailed in Section 12
 - the Council's in-year collection rates for Council Tax and Business Rates, detailed in Section 13
 - Progress to date on delivering the 2009-10 capital programme, detailed in Section 14
 - Schemes on the capital project deferred list, as shown in Appendix 7
 - An update on the joint Waste PFI scheme, as shown in Appendix 2
 - Delegated Decisions approved by Directors, as shown in Appendix 4
 - the updated Reserves position detailed in Section 15 and Appendix 8
- 2.2 Cabinet is requested to approve the following:
- The revised in-year capital budget for 2009-10 as set out in Section 14, including;
 - Supplementary Capital Estimates (SCE)/Virements over £100,000 and up to and including £500,000, as shown in Appendix 3; (in future these will be approved by Directors, under delegated powers in consultation with the relevant Cabinet Member and Cabinet Member for Resources);
 - Supplementary Capital Estimates (SCE)/Virements over £500,000 and up to and including £1.0m, as shown in Appendix 3;

- Reductions in approved budgets, as shown in Appendix 5;
- Changes in funding sources, as shown in Appendix 6;

2.3 Cabinet is requested to recommend to Council the following supplementary estimates exceeding £1m:

- A Supplementary Capital Estimate of £1,150,000 for the Modernisation Grant 09/10 as detailed in Appendix 3 of the report.
- A Supplementary Capital Estimate of £2,277,195 for the Devolved Formula Capital Grant in Advance as detailed in Appendix 3 of the report.

2.4 Cabinet is requested to recommend to Council that Cheshire East Borough Council enters into a partnership with Cheshire West & Chester Borough Council and Warrington Council to deliver a sub regional Future Jobs fund programme and approves the Supplementary Revenue Estimate of £1.440m, as detailed in Section 11, paragraphs 11.2.25 – 11.2.27 of the report.

3.0 Reasons for Recommendations

3.1 This is the first budget of Cheshire East Council with a number of significant challenges, in accordance with good practice members should receive a quarterly report on the financial position of the Council. This is the first report for the 2009-10 financial year.

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 None.

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

7.1 None.

8.0 Financial Implications 2009-10 and beyond (Authorised by the Borough Treasurer)

8.1 As covered in the report.

9.0 Legal Implications (Authorised by the Borough Solicitor)

9.1 There are no specific legal implications related to the issues raised in this report.

10.0 Risk Management

10.1 Financial risks are assessed on a regular basis and will be reported to members quarterly. Remedial action will be taken if and when required. Section 15 of this report updates the financial risk assessment reported to Council when the 2009-10 budget was set in February.

11.0 Revenue Budget 2009-10

11.1 PEOPLE DIRECTORATE

11.1.1 The Directorate is facing extensive emerging pressures with a projected potential impact in 2009/10 of £4.7m. These primarily arise from external sources, particularly within Children and Families with increased numbers of children being looked after. Delivering the budget reductions planned for 2009-10 is also presenting challenges as Services continue to be established, with particular pressure being experienced within Health and Wellbeing.

Summary Figures

Service	Net Budget £000	Budgeted Savings £000	Emerging * Pressures £000
Children and Families	35,251	298	3,200
Adults	72,237	3,923	500
Health and Wellbeing	15,276	1,153	1,000
Total	122,764	5,374	4,700

* Figures show projected potential impact in 2009/10.

Impact from the 2008-09 Outturn

11.1.2 The County Council's outturn generated an under spend of over £12m on services linked to the People's Directorate, the largest proportion of which relates to unused grants returned to reserves of approximately £8m. A change in accounting practice surrounding accruing for pay and expenses has also contributed to this under spend. Finally, partly as a result of LGR, but also partly related to underlying trends, under spends and reduced overspends were reported in a number of areas, with the majority already factored into the 2009-10 base budgets. There will be a small positive impact on the 2009-10 budget overall but it is estimated to be no more than £0.2m to £0.3m.

Delivering the Budget / Emerging Pressures

Children and Families (£3.2m overspend)

- 11.1.3 Whilst the overspend on Children's Social Care was reducing towards the latter part of 2008-09, primarily due to one off grant surpluses, the impact of national and local pressures (such as for example the Baby Peter case) has resulted in a 20% increase in looked after children (LAC) since January, with an early estimate forecasting a £2.1m overspend at year end. Linked and associated with increased LAC numbers, an over spend on the Children's Social Care staffing of £0.5m is anticipated. This is the largest pressure being experienced within the Department at the current time.
- 11.1.4 Home to School transport contracts are renewed annually to reflect changing travel requirements arising from the new school year and more precise forecasts only become available in the autumn. However, based on the historic costs compared to the current year budget, a shortfall of £0.5m is anticipated.
- 11.1.5 The School Catering Service, with an annual turnover of £7m, is anticipating a small overspend of £0.1m, related in part to continued difficulties maintaining income levels.

Adults (£0.5m overspend)

- 11.1.6 The Social Care Redesign transformation plans, which form a major element of the budget reductions this year of £3.9m, are continuing to gather momentum. This initiative is supported, following Member approval, by £6.9m of social care grants, which will facilitate delivery, for example contributing towards redundancy costs. Good progress is being made on a number of elements of the transformation, with the staffing changes within Provider Service contributing to the planned reductions.
- 11.1.7 Inherited care costs across Adults, for example within the Learning Disability (LD) Pool are adding significant pressures to the budget. The pool which is shared by the Central and Eastern PCT, West Cheshire PCT, Cheshire West & Chester and Cheshire East has £4m of budgetary pressures and target savings in excess of £4m aiming to remain within existing resources. There have been concerns about the management of the LD Pool, but a simple cash limited approach has been agreed, which passes the risk to the partners, with potential pressures within the Service. Accessing accurate trend information is challenging, although from the information available the current anticipated impact of the spending pressure is likely to be £0.5m.
- 11.1.8 Other pressures around Reablement, Family Based Carers and the Community Equipment Store are being experienced, with no current forecast, but this could change as managers gain a better understanding of their budgets.

Health and Wellbeing (£1.0m overspend)

- 11.1.9 The Service is making progress towards delivering the £0.5m restructuring budget reduction for 2009-10, but is facing significant challenges delivering these reductions. Continued work is in hand to review the staffing structures aiming to deliver as much of the target reduction as possible, although at this point in time a shortfall of £0.3m is being forecast.
- 11.1.10 There are substantial difficulties delivering the £0.1m supplies and services budget reductions at the Lyceum, because a large proportion of this budget area is used to fund payments to play producers, which is directly linked to production income. Whilst other budget reductions are being explored a shortfall is still anticipated.
- 11.1.11 Library and Leisure income have both fallen, with a £0.2m shortfall (£0.1m from each) anticipated. Falling income levels and an inability to achieve ambitious income targets were issues for the predecessor Councils, with the current financial climate exacerbating the situation. The Swim Free Initiative is unbudgeted and anticipated to result in a shortfall of £0.1m for the year.
- 11.1.12 Finally energy and other premises costs have continued to rise above budgeted levels, with an anticipated shortfall of £0.2m and other general pressures such as the Macclesfield Fun Day (£15k) and grants generally making up the balance of £0.1m.

Action Planning

- 11.1.13 Whilst continuing to maintain a tight control of expenditure is helping to mitigate some of the above spending pressure, it will only make a small overall contribution. More significant options are being considered and developed, including contributing to the emerging transformation agenda which will help to develop wider strategic change across the Directorate. It is likely that the options being considered will have a part year effect during the remainder of this year with the full year impact being felt next year, which should help contribute to delivering not only this year's but also next year's budgets.
- 11.1.14 Across the Directorate remedial measures are being considered that will help to reduce the current forecast, through for example, developing the in house foster care agency to reduce unit costs, reducing grounds maintenance costs across leisure facilities and reviewing the provision of transport to adults. Further remedial measures will need to be considered and developed to help reduce the emerging pressures.

Conclusion

- 11.1.15 There are significant emerging budgetary pressures being experienced across the Directorate, especially within Children and Families following the impact of Baby Peter on care practice within the Service. Whilst these pressures are emerging and as such likely to be worst case forecasts, the

significance is such that action must be taken. Managers are continuing to maintain a tight discipline on expenditure, which operated following LGR, but are also considering the viability of a range of other options that will require Member consideration once worked up. It is likely that such options, once approved and implemented, will not only help in contributing towards delivering a smaller overspend this year but also contribute towards delivering next year's budget and support the wider transformation agenda.

11.2 PLACES DIRECTORATE

11.2.1 The Places Directorate has an approved net budget for 2009-10 of £50m against which at this stage in the financial year it is reporting emerging pressures with a projected net impact of £2.9m at year end. It should be highlighted that this includes a favourable pay variance of £0.869m (projected underspend), which is based on the current "As Is" staffing levels continuing through to March 2010. However, as the new Places Directorate structures are populated this position will vary.

11.2.2 As part of the budget determination for 2009-10, £7.4m in savings were included across Places Services budgets. Whilst good progress is being made in realising many of the cost saving/ efficiency items, the report describes the challenges of managing certain cost pressures (e.g. in waste disposal) and also the adverse effects on income levels due to the economic downturn. The following table provides the annual projected impact of emerging issues in 2009-10.

Summary Figures 2009-10

Service	Net Budget £000	Budgeted Savings £000	Emerging* Pressures £000
Environmental Services	31,053	5,467	2,515
Safer & Stronger Communities	5,487	348	47
Planning & Policy	3,666	518	557
Regeneration	9,867	1,111	(237)
Total	50,073	7,444	2,882

* Figures show projected potential impact in 2009/10.

Impact from the 2008-09 Outturn

11.2.3 The downturn in the economy is having an impact on the Directorate's capacity to generate income, principally through car parking charges and planning fees. In addition, private sector development is declining, leading to a fall off in s278 and s106 contributions which will limit the recharging of staff time to capital projects. Services will continue to explore ways to mitigate the impact on the outturn.

Delivering the Budget / Emerging PressuresEmployee costs

Service	Net Budget	Forecast	Outturn
	£000	£000	Variance
			£000
Environmental Services	16,712	17,314	602
Safer & Stronger Communities	4,773	4,195	(578)
Planning & Policy	6,550	6,019	(531)
Regeneration	4,677	4,315	(362)
Total	32,712	31,843	(869)

The above figures currently exclude the budgeted and forecast costs for the Integrated Transport Service (ITS) shared service arrangement and the Performance & Improvement Unit/Business Services, which are in the process of being reviewed.

- 11.2.4 The current forecast outturn for “as is” pay is £31.8m, a net underspend of £869k. Any further changes to the Places Directorate structures following development and consultation will be reflected in the budget prior to Mid Year Review reporting.

Environmental Services

Environmental Services	Net Budget	Forecast	Outturn
	£000	£000	Variance
			£000
Highways Maintenance	10,055	10,055	0
Household & Recyclate Collection Costs	90	386	296
Landfill & Household Waste Recycling Centres	9,480	11,097	1,617
Total	17,222	19,135	1,913

Highways Maintenance

- 11.2.5 At the first quarter review spending is in line with the £10m Highways Maintenance budget. Whilst actual expenditure in the first quarter reflects just over 12% of the total budget for the year, it does not yet take into account some significant commitments in relation to energy costs and winter maintenance which are programmed to take effect later in the year.

- 11.2.6 Two potential areas of concern are the level of expenditure incurred on drainage and carriageway defect, which as a consequence of recent weather conditions, are higher than anticipated at this stage in the financial year. The Service will continue to keep these areas under review and report on them at Mid Year.

Household and Recyclate waste collection costs

- 11.2.7 At the first quarter review the Waste Collection and Recycling (WCR) function is forecasting a potential budget overspend of £296k (2.9%) against a £10.2m net budget. The WCR budget includes a £90k net growth target for 2009/10 as shown below:

<i>WCR- (savings)/growth targets</i>	<i>Net Budget</i> £000	<i>Forecast</i> £000	<i>Outturn Variance</i> £000
<i>Alternate Weekly Collections</i>	(230)	(153)	77
<i>Roll Out Green Waste - Growth</i>	600	619	19
<i>Route Optimisation</i>	(280)	(80)	200
Total	90	386	296

- 11.2.8 With regard to the alternate weekly collections and the green waste roll-out (net budget of £370k) aimed at harmonising waste collection throughout Cheshire East, it is forecast that the Service will overspend by £96k. Whilst the implementation of both schemes has been delayed until August 2009 (as reported to Cabinet on 18th June 2009), the forecast take-up of the green waste roll-out is higher than originally envisaged, incurring additional pay, transport and material processing costs.
- 11.2.9 The remainder of the savings in this area relate to the route optimisation project (£280k), aimed at delivering savings from staff and transport costs. Whilst procurement of the software/consultancy to deliver the review is in progress, the actual review is unlikely to commence until later in the financial year, with the forecast savings not being realised until 2010/11.
- 11.2.10 It is hoped that the outcome of the review will identify savings greater than the £280k originally envisaged; however that will not be known with any certainty until later in the year. The Service is optimistic that it can regain some of this deferred saving in 2009/10 having reorganised recycling rounds in the former Macclesfield area in April. A saving of £80,000 on transport through a review of vehicles in the WCR fleet has been forecast.

Greencycle

- 11.2.11 In addition to the forecast overspend of £296k reported above, since approval of the 2009/10 budget in February 2009, the former contract provider for Congleton Borough Council's kerbside recyclate collections (Greencycle) went into administration on 23rd March 2009. Due to the

immediate requirement to ensure continuity of service, Congleton agreed to bring the operation in-house. The 38 Greencycle employees are currently in the process of being transferred to Cheshire East Council under TUPE Regulations.

- 11.2.12 Having brought the operation in-house it is forecast that the cost of the service will be £811k which compared to the £426k kerbside recycling budget for 2009/10 in the former Congleton Borough area, gives a projected overspend of £385k (see note under Employee Costs above re absorption of overspend in pay forecast).

Landfill & Household Waste Recycling Centres (HWRCs)

- 11.2.13 At the first quarter the Service is forecasting a £1.6m overspend against budget for 2009-10, broken down as follows:

Waste Disposal Contracts	Net Budget £000	Forecast £000	Outturn Variance £000
Landfill	7,047	8,289	1,242
HWRCs	2,433	2,808	375
Total	9,480	11,097	1,617

- 11.2.14 The costs of both these contracts are dependent on the tonnage of waste passing through them. Waste tonnage figures for 2009-10 are only currently available for two months, April and May. These show marked variations on those for 2008/09 and are not a sound basis for estimating a yearly outturn position. However, as an indication the above figures are based on a comparison of April and May data for the two years and a projection of this for the year.

- 11.2.15 Waste disposal budgets incorporated some £2.8m in savings to be achieved; £2m based upon the County Council's estimates for the 2008/09 year in respect of waste levels; £806k additional saving plus "non-allowance" for inflation (on landfill tax and other factors). The forecast outturn shown here reflects both the cost pressures of exceptional inflation and also the potential triggering of a compensation payment, under the guaranteed minimum tonnage (GMT) obligation in the landfill contract.

Landfill

- 11.2.16 The cost of the gate fee and landfill tax are both showing above inflation increases in 2009-10; e.g. landfill tax has increased by £8 per tonne (25%) on 2008/09.
- 11.2.17 In recent years there have been large decreases in the residual tonnage going to landfill, due to increases in recycling at the kerbside and HWRCs, decreases in waste arisings resulting from waste minimisation initiatives and latterly the selling off of trade waste businesses by the former District Councils and also the effects of the recession. Consequently it is currently

forecast that there will be a requirement for a GMT compensation payment this year and this has been reflected in the above figures. The current outturn forecast shows an overspend of £1.242m.

HWRC

11.2.18 HWRC costs are based on tonnages passing through the sites. Again as above, fees are showing above inflation increases (from the transport of residual waste to landfill sites, site service fees, a management fee and an annual bonus based on performance). The current outturn forecast shows an overspend of £0.375m.

Safer & Stronger Communities

Car Parking income

Safer & Stronger Communities	Net Budget £000	Forecast £000	Outturn Variance £000
Car Park income	(6,394)	(5,769)	625

11.2.19 The income budget for Car Parking is £6.4m for pay and display fees and penalty fines, including £0.375m for the introduction of parking charges in Congleton with effect from July 2009. However, achievement of this budget may be influenced by the downturn in the economy and the later than anticipated commencement of Civil Parking Enforcement in Congleton.

11.2.20 The current forecast for all Parking Services is a net overspend of £0.625m, arising from a shortfall in income, partly due to the later than anticipated introduction of charging in the Congleton area. It should be noted that both Crewe & Nantwich BC and Macclesfield BC reported a decline in car parking income in 2008/09 totalling £0.410m.

Planning & Policy

Planning & Policy	Net Budget £000	Forecast £000	Outturn Variance £000
Planning Fee income	(2,813)	(2,013)	800
Land Charge Fees income	(763)	(475)	288
Total	(3,576)	(2,488)	1,088

Fee income

11.2.21 Both Planning Fee and Land Charges income will be affected by the downturn in economic activity. In relation to Planning Applications, despite developers' interest being maintained and a number of recent major applications being accompanied by significant fees, the Division is still anticipating a shortfall in the region of £0.800m against a budget of £2.8m.

Income from Land Charges is also forecast to be under by £0.288m against a budget of £0.763m; this also is due to the economic climate and the new regulations, which came into force on 6th April 2009

Regeneration

Regeneration	Net Budget £000	Forecast £000	Outturn Variance £000
Integrated Transport Service (shared service)	4,369	4,494	125
Total	5,257	5,382	125

Integrated Transport Service shared service

- 11.2.22 At the first quarter review the Integrated Transport Service (ITS) shared service has identified a potential budget overspend of £125k against the Cheshire East £4.4m net budget. The ITS budget includes a £276k savings target for 2009/10, comprising £126k from the final year of the Bus Services Route and Branch review and £150k from the Council's Medium Term Financial Scenario.
- 11.2.23 With regard to the Route and Branch review, bus service efficiencies with a full year effect of £31,800 have been realised (£29,400 in 2009-10). Operation of new contracts from October and other savings identified bring total savings achieved to £94,650; the Service is optimistic of finding the further £31,350 required.
- 11.2.24 The ability to deliver the remaining savings of £150,000 from reductions in local bus services are limited by the need to undertake consultation on any withdrawal of services and the related legal processes. Further work will be required to develop options to achieve these savings.

Future Jobs Programme

- 11.2.25 Cabinet is requested to recommend to Council the draw down of £1.3 million of external funding from the Department of Work and Pensions (DWP) to deliver a Future Jobs fund programme in the Cheshire East area. The Future Jobs Fund is a new £1.2 billion Government initiative to help generate jobs for young people who are approaching 12 months unemployment or live in areas of high unemployment. The maximum contribution available is £6,500 per job created and must cover the costs of 6 months employment for a minimum of 25 hours per week at a national minimum wage or more plus any material and supervision costs required to undertake the job. This can be supplemented by funding from other sources.

- 11.2.26 Working with local partners, the Regeneration Service of Cheshire East Council will deliver 200 new jobs over 17 months starting in October 2009. The thrust of these jobs will be to provide young people with a practical work experience supplemented by training and mentoring support to lead to a permanent position. The Council will also work in partnership with Cheshire West & Chester Council and Warrington Council to deliver a sub regional Future Jobs Fund programme.
- 11.2.27 £1.3 million of Future Jobs Funding will be made available to Cheshire East to support 200 jobs for six months (£6,500 per job created). The nature of the Cheshire East bid is unique in that it includes 20 jobs within the engineering industry. Due to the complex nature of these jobs, the employers feel that the placements should be extended to 12 months. As the DWP fund can only cover 6 months of employment, an approach has been made to the Northwest Development Agency for £100,000 of additional funding to top up the Future Jobs Fund allocation. The Recession Task Group has already approved £40,000 from its budget to be allocated to the programme.

Action Planning

- 11.2.28 The Directorate is managing the delivery of its policy proposals (budgeted savings) for 2009/10 and is also maintaining tight control of expenditure to manage its budget effectively and mitigate the impact of the pressures identified.
- 11.2.29 In addition to developing its new structure, the Directorate is progressing a series of initiatives to realise the required savings and identify opportunities for further efficiencies (e.g. through reviewing and reorganising fleet, depot and other operations).
- 11.2.30 The Places Directorate will continue to monitor these significant budget pressures and review potential remedial actions in order to mitigate their effect on the 2009-10 Outturn.

Conclusion

- 11.2.31 At this stage of reporting in the financial year the Places Directorate has identified potential emerging pressures totalling a net £2.9m (5.75%) against an approved net budget of £50m
- 11.2.32 The pressures facing the Directorate are as anticipated at the time the budget was approved in February, particularly in relation to increased costs of Waste Management and a reduction in fees and charges (Planning, Land Charges and Car Parking).

11.3 PERFORMANCE & CAPACITY DIRECTORATE

The following table provides the annual projected impact of emerging issues in 2009-10.

Emerging pressures £5.0m

Service	Net Budget £000	Budgeted Savings £000	Emerging pressures in 2009-10*
Head of BTHOA **	101	460	0
Assets	8,799	1,065	150
Revs & Bens	991	616	0
Finance (Non R & B)	4,658	1,817	500
Procurement	(276)	604	350
ICT	6,052	3,420	2,340
Total BTHOA	20,325	7,982	3,340
Policy & Performance	7,572	1,188	768
Borough Solicitor	5,429	1,083	242
HR & OD	2,688	954	736
Total P & C	36,014	11,207	5,086

* Figures show projected potential impact in 2009/10

** Note that the budgeted savings of £250k for telephony are commented on in the ICT service comments.

Note the above net budgets do not reflect recent adjustments between services agreed earlier this month, but this has no material effect on the issues identified below.

- 11.3.1 The approved 2009-10 budget included transitional funding of £5.1m to recognise the fact that the P & C efficiency savings of over £10m could not all be delivered immediately. The total transitional bids received to date (including the 2009-10 element of Invest to Save bids) can be contained within the available funding.

Borough Treasurer Head of Assets - £3.34m

- 11.3.2 This is mainly due to ICT where although some savings will be achieved from the rationalisation of telephony systems, these will be significantly less than the £0.25m identified. It is also clear that the savings of £0.5m on user driven systems will not be achieved. Harmonisation savings of £0.94m are also not achievable immediately as access to key legacy systems is required this year. Future delivery will depend critically on the ability of the ICT Shared Service to decommission all significant legacy systems during

the current year. There will also be an additional cost of £0.5m for the cost of labour to support these systems with the remaining pressure of £0.15m being the cost of the 2 partnership teams in 2009/10 whilst they strive to become self financing.

- 11.3.3 The emerging pressure in Finance relates to the Shared Service Back Office area where the proposed charges exceed the available budget by £0.5m. Transitional funding will be required to cover this shortfall while alternative solutions are explored.
- 11.3.4 Due to delays in resourcing and the introduction of the necessary technology to analyse price and volume metrics within Cheshire East, it is likely that the full saving in Procurement will not be realised in 2009-10 by approximately £0.35m.
- 11.3.5 Further pressures totalling £0.15m exist in Assets relating to proposed energy savings that will be hard to realise in this financial year due to the necessary planning and implementation of such an initiative.

Policy & Performance - £0.77m

- 11.3.6 Pressures in this service relate to the required resource levels in the Partnership team to adequately support Local Area Working (additional funding of £0.375m provisionally agreed). In addition, inherited budgets are insufficient to fund the promotional and communications activity necessary to promote and publicise Cheshire East in its first year £0.31m. Salary pressures also exist in the service that will be difficult to contain in 2009-10.

Borough Solicitor - £0.24m

- 11.3.7 The emerging pressure in this department relates to the staffing levels needed in Solicitor to meet both the corporate objectives and statutory requirements that exist in Cheshire East.

HR & OD - £0.74m

- 11.3.8 This is due to a combination of the ring fenced shared services budgets in OHU and Back office being exceeded by £0.2m and the current staffing levels in HR being higher than the permanent structure by £0.250m.
- 11.3.9 In addition, the service has submitted additional Invest to Save bids totalling £0.286m to support Transformation and staff redeployment across the authority. It is proposed that for 2009-10, these bids are funded from within the £5.1m transitional funding budget.

Action Planning

- 11.3.10 Some of the emerging budget pressures identified above necessarily reflect estimated budgets (particularly in Shared Services) due to virements still being finalised, and monitoring arrangements still needing to be properly

established. In particular, additional work is required before the mid year to ensure that areas of compensating savings and other remedial action have been fully explored. Performance and Capacity services will continue to monitor the identified budget pressures and review potential remedial actions in order to mitigate their effect on the 2009/10 Outturn

Conclusion

11.3.11 The total emerging pressures within Performance and Capacity in 2009-10 can be met from the transitional funding included in the approved budget for this purpose. However, it is estimated that these pressures will have a potential impact in 2010-11 of £2.6m and this will have to be considered as part of the broader financial scenario for 2010-11 and will increase the overall affordability gap previously assessed at £5.3m to £7.9m.

12.0 Treasury Management

12.1 Investment income based upon the current economic climate is estimated to be in line with the original budget of £0.9m.

- The rate of interest to be earned on the Council's cash balances is budgeted to be 0.65%
- The average lend position (the 'cash balance') during the first quarter was £81.6m.

The Council's average interest rate for the first quarter in 2009-10 was 0.88%. This is favourable when compared to the London Inter-bank Bid Rate for 7 days 0.49% and the budgeted outturn of 0.65%. The base rate remained at 0.50% for the quarter.

Comparator	Average Rate Q1
CEBC	0.88%
LIBID 7 Day Rate	0.49%
LIBID 3 Month Rate	1.26%
Base Rate	0.50%

13 Collection Rates

13.1 The Council Tax collection rate for the first quarter is 30.89%.

The National Non-Domestic Rates collection rate for the first quarter is 30.37%.

13.2 These figures compare to collection rates of other Cheshire unitary authorities (29.08% for Council Tax and 32.04% for Business Rates).

14 Capital Programme

- 14.1 In February 2009 Council approved the first Capital Programme for Cheshire East. This consisted of forecast expenditure of £97.244m in 2009-10, £66.663m in 2010-11 and £52,949m in 2011-12. Details by department are shown below in Table 1. Members should note that new starts for 2010-11 and 2011-12 which were included within the Budget Report are not included in the Table below, or any other tables contained within this report.

Table 1 – Original Capital Expenditure Forecasts

Department	Forecast Expenditure		
	2009-10	2010-11	2011-12
	£000	£000	£000
People			
New Starts	11,290	5,144	1,931
On-going Schemes	25,972	9,298	395
	37,262	14,442	2,326
Places			
New Starts	16,510	229	-
On-going Schemes	24,235	14,272	9,440
	40,745	14,501	9,440
Performance & Capacity			
New Starts	16,059	3,500	4,440
On-going Schemes	3,178	80	932
	19,237	3,580	5,372
Total			
New Starts	43,859	8,873	6,371
On-going Schemes	53,385	23,650	10,767
	97,244	32,523	17,138

- 14.2 The programme consists of on-going legacy schemes (£53.385m) and new starts (£43.859m). The new starts include a number of schemes which form part of a 'core' programme, including essential maintenance, Local Transport Plan (LTP) schemes within Environment, and Devolved Formula Capital (DFC) allocations for schools. In addition, Members approved new schemes which met the Authorities priorities.
- 14.3 The programme was funded from both direct (grants, external, linked capital receipts), and in-direct (borrowing approvals, revenue contributions, capital reserve, non-applied receipts) income. Details are shown below in Table 2.

Table 2 – Funding Sources

Funding Source	Forecast Expenditure		
	2009-10	2010-11	2011-12
	£000	£000	£000
Grants	44,208	22,668	9,686
External Contributions	6,388	100	0
Linked/earmarked Capital Receipts	13,102	4,329	3,944
Supported Borrowing	13,957	1,602	1,924
Non-supported Borrowing	14,230	2,586	1,294
Revenue Contributions	3,258	0	0
Capital Reserve	2,101	1,238	290
Total	97,244	32,523	17,138

- 14.4 2009-10 is a unique year for the Authority, and therefore limited information is available at this stage. Opening balances for on-going legacy schemes have not yet been loaded into the financial system for Cheshire East, and until this is complete the full position will not emerge. This exercise should be completed by the end of August, resulting in a more informative position at the financial update at Mid Year Review (October).
- 14.5 Departments have updated forecasts as requested, and there are a number of proposed changes to the original programme, resulting in increased forecasts of £22.723m for 2009-10, £7.402m for 2010-11 and a reduction of £5.282m in 2011-12.
- 14.6 Details of the variances between the original and revised forecasts for 2009-10 are shown separately in Appendix 1. Information is also included on funding sources.
- 14.7 Revised forecasts for 2009-10 and later years are shown below in Table 3. These changes include the following:
- New schemes approved to start by either Director or Members
 - New schemes awaiting Director/Member approval
 - Slippage and/or reprofiling of previously reported on-going schemes
 - Slippage on a number of legacy schemes, which were due to complete in 2008-09 but for various reasons have slipped into 2009-10. These have not been reported on previously.

Table 3 – First Quarter Review Revised Expenditure Forecasts

Department	Revised Forecast Expenditure		
	2009-10	2010-11	2011-12
	£000	£000	£000
People			
New Starts	14,937	7,163	1,971
Ongoing Schemes	29,455	8,575	1,320
	44,392	15,738	3,291
Places			
New Starts	17,726	229	0
Ongoing Schemes	37,685	20,407	3,237
	55,411	20,636	3,237
Performance & Capacity			
New Starts	16,144	3,515	4,440
Ongoing Schemes	4,020	36	888
	20,164	3,551	5,328
Total			
New Starts	48,807	10,907	6,411
Ongoing Schemes	71,160	29,018	5,445
	119,967	39,925	11,856

- 14.8 The original forecasts for 2009-10 were based on information supplied by Departments at the Three Quarter Year stage last year (November/December). It is acknowledged that these forecasts will be largely out of date, and Departments were asked as part of the First Quarter Review exercise, to review 2009-10 expenditure forecasts in the light of the final outturn position, updating where necessary.
- 14.9 Members are now asked to approve the revised 2009-10 forecasts which will then become the in-year budget. Future reports to Members will identify any major variances from this revised position. Further details are contained within Appendix 1.
- 14.10 During the 2009-12 planning process, a number of capital schemes were identified, but due to limited resources were either deferred or put on hold. These schemes are included within Appendix 7 for Members to note.
- 14.11 Funding
- The current programme is fully funded, although more work is necessary to determine the opening balances for capital receipts and reserves. This information will be known in advance of the 2010-11 planning cycle, which will enable Members to make decisions around new starts in 2010-11 which meet the priorities of the new Authority.

14.12 Key Issues facing departments (Including requests for Supplementary Capital Estimates (SCE's))

People

14.12.1 Transforming Learning Communities schemes (TLC).

Revised estimates for capital receipts which part fund the TLC programme have now been provided by Property. Due to the current climate, this has meant a reduction in the amount due and a delay to the date the receipt was expected. The impact of which is a cash flow problem in 2009-10 which will need to be addressed. Officers are currently looking at different solutions and once a suitable option is found, will report back to Members.

14.12.2 Vernons PS Amalgamation

The original forecast for 2009-10 was £1.806m. This has now increased although the scheme is still due to complete within the original budget. The scheme re-design revealed issues which were not picked up at the original feasibility stage, resulting in a scheme which would progress a lot quicker than originally anticipated.

14.12.3 Modernisation Grant

This grant is allocated annually to Children & Families. Its purpose is the upgrading and building of new schools and facilities in line with priorities within the local asset management plan. Previously, allocations have been used to implement the TLC programme, and the majority of this year's allocation is also used to fund TLC expenditure, reducing the amount of Prudential Borrowing required. Revenue savings, (from closed/amalgamated schools) over and above what have been used to finance Prudential Borrowing costs (for TLC schemes) have been made and Schools Forum have agreed that £114,000 can be released to fund additional Prudential Borrowing of £1.688m. This would 'free up' an identical amount of Modernisation grant which could then be used to fund a number of improvement schemes within schools. An SCE is included in Appendix 3, fully funded from ringfenced borrowing approvals for £1.150m, as Members have previously approved an SCE for Gorse Bank, using £538,000 of this funding.

14.12.4 Devolved Formula Capital (DFC) – Drawdown in Advance

Each year, schools have an amount of DFC devolved directly to them. The allocation can be used for smaller schemes, or 'saved' towards funding larger schemes at the school site. Schools have 3 years and 5 months to spend each years allocation. Central Government have announced an early drawdown of 2010-11 DFC, encouraging schools to commit to construction projects during the recession. An SCE is included within Appendix 3 for £2.277m fully funded from grant.

14.12.5 Libraries RFID scheme

This scheme, to install self serve terminals in libraries, is to be removed from the 2009-10 capital programme. The scheme was due to be funded from Prudential Borrowing, with the service finding savings within their revenue

budgets to support the financing costs. However, due to current pressures on the revenue budget, the service are unable to commit to revenue savings of around £160,000 for the next 5 years to pay for the cost of the scheme.

14.12.6 Community Support Centre (CSC) Misters

There is an urgent need for a more robust system of fire safety precautions, especially overnight, in the Council's Community Support Centres (CSC's). There is a high risk to people's lives of not increasing safety precautions in the CSC's increased by the fact that many of the units are for specialist dementia. Cheshire Fire and Rescue Service have confirmed that it is the responsibility of East Cheshire Council to have arrangements in place in each CSC to evacuate service users in the event of a fire and have cited the Regulatory Reform (Fire Safety) Order 2006. Installation of misters in the bedrooms, which would be operated by the presence of fire, would mean the fire could be quickly extinguished thereby increasing the survival chances of the occupant, and reducing the need to evacuate the rest of the building. It is proposed to install misters in 4 CSC's at a total cost of £280,000. A Supplementary Capital Estimate for £0.280m is requested in Appendix 3, fully funded from revenue grant.

14.12.7 Sandbach United Football Complex

This scheme was deferred by Members in February, and is not currently included within the approved programme. Since then, further options regarding the capital receipt have been proposed, and a revised scheme is included within another item on the agenda.

14.12.8 Redsands

The appropriation of the Redsands site from Children's to Adults Services has been noted by the Head of Property and Assets and Cabinet approval is now required to approve the appropriation of the site and the relevant internal transfer of funds, further details in Appendix 6. A proposal to redevelop Redsands into a purpose built accommodation for Adults with Learning Disabilities, in conjunction, with a relevant Registered Social Landlord (RSL) is being developed and will be reported to Cabinet at a future date. Part of the proposal will involve the Council granting the RSL a long term lease on a peppercorn basis, which is necessary for them to be able to unlock and invest the required capital funds, in turn resulting in permanent revenue savings for the Council. No further capital investment is envisaged from the Council.

Places

14.12.9 Crewe & Macclesfield Household Waste Recycling Centres

Works on the Crewe site are almost complete and although the final account has not yet been received there are unlikely to be any financial issues arising. With regards to the Macclesfield site, although the final ground investigation report has only recently been received there could be some emerging issues regarding complex drainage problems. Rectifying these drainage issues could potentially cost a further £500,000 if the only viable solution is the most costly. Further discussions are ongoing with stakeholders and further reports will be

presented to Members before any action is taken which may result in costs exceeding the current approval.

14.12.10 A537 Macclesfield to Buxton road

The A537 Macclesfield to Buxton road, known as the Cat and Fiddle has a continuing problem with fatal accidents and serious injuries. Significant resources have already been committed to the road and a further proposal is to install average speed cameras along the full length of the A537 between Macclesfield and Buxton. Additions to this installation include four linked units on the A54 from its junction with the Cat and Fiddle.

A Road Safety Partnership Grant award of £566,900 from the Department for Transport (Dft) has been stipulated for capital use in 2009-10. Council contributions to the scheme from the Local Transport Programme are £135,000 in 2009-10 and £135,000 in 2010/11 as noted within the 2009-10 Capital Programme and Highway Maintenance Revenue budget reported to Cabinet on 19 May 2009. A Supplementary Capital Estimate of 0.567m funded by Dft grant is included in Appendix 3, once approved the grant will be accepted by the Borough Treasurer and Head of Assets.

14.12.11 Vehicle Replacement Programme

The vehicle replacement process starts around February each year with the advert in the EU Journal and usually in June/ July the Authority would be placing orders for specialist vehicles/ bodywork, to ensure delivery within the financial year.

Prudential Borrowing has been identified as the source of funding for the vehicle replacement programme, however, a cost-benefit analysis is currently underway to compare the cost of leasing vs. borrowing (purchase), to inform decisions, help ensure best value and minimise the impact on the Revenue Account.

14.12.12 Appendix 2 contains an update on the joint Cheshire East and Cheshire West and Chester Waste PFI scheme.

Performance & Capacity

14.12.13 ICT schemes

The Cheshire East ICT capital programme includes a number of joint projects with Cheshire West & Chester (CW&C) covering areas such as essential replacement and security. CW&C has included some funding in the current year's capital programme which was approved by their Executive on 15 July 2009. This should enable work to continue for the interim on the joint projects. The intention is that the CW&C ICT capital programme will be revisited once the ICT strategy has been further developed. At this stage it is not possible to determine whether there will be any impact on the joint ICT projects within the Cheshire East programme.

14.12.14 County Farms

An established policy exists whereby 25% of receipts generated by the disposal of farm properties can be reinvested into the farms estate for the reorganisation of the service in order to deliver an improved structure for farming opportunities and improved financial and environmental performance. Following the final outturn position, the retained capital receipts were less than expected, which meant that the County Farms reinvestment strategy had to be reduced. As a result, Members are asked to approve a reduction in the original approved budgets for the on-going schemes. With the continuing global recession, capital receipts are being closely monitored and if receipts are likely to be less than originally forecast in 2009-10, the investment strategy will be reduced accordingly, so that planned in year expenditure can and will be managed without prejudicing short term targets. Members will be kept informed through the quarterly reviews.

14.12.15 Development Management System

The Development Control services (now Development Management) of the former district authorities have been working closely together to design and implement an integrated ICT solution to meet the needs of the Cheshire East Planning Service and a business case is currently being prepared. Agreement was reached with Congleton Borough Council prior to vesting day that £200,000 of Capital money would be ring fenced from Planning Delivery Grant to ensure delivery of this project and included all the associated costs of back scanning, data migration, training and purchase of equipment, hardware, software and licenses. A Supplementary Capital Estimate for £0.200m is included within Appendix 3.

14.13 **Conclusion – Capital Programme**

Members have been presented with a revised 2009-10 capital programme, after Departments have updated expenditure forecasts following the final outturn. This includes the impact of slippage from 2008/09, new opportunities for investment and withdrawal of schemes which can no longer be funded due to budgetary constraints and reduced capital receipt projections. Members are asked to approve a revised 2009-10 in-year budget, and material variances from this revised position will be reported back to Members at quarterly reviews.

15 Reserves Position

- 15.1 Cheshire East Council's opening balance for revenue reserves has been updated following closure of the predecessor authority accounts. There is still some scope for amendments, following audit and final agreement on disaggregation of the County Council balance sheet, so figures are still provisional at this stage.
- 15.2 The 2009-10 Budget included the Reserves Strategy, and this report updates the figures within that strategy and highlights a number of issues that will form the basis of a revised strategy to be presented in September 2009.

General Reserves Balances

- 15.3 In February 2009, the predecessor councils to Cheshire East, provided an estimated closing general fund balance of £15.882m. Table 1 (below) shows a significantly improved closing position, most of which related to an improved outturn for the former Cheshire County Council.
- 15.4 Table 1 also highlights the additional earmarked reserves created by Cheshire East Council when setting the 2009-10 budget.

Table 1: General Reserves are higher than predicted but are still subject to audit.

	General Reserves £000
Closing Balance for Predecessor Authorities	25,168
Less Additional Earmarked Reserves (Budget 2009)	(1,096)
Opening Balance for Cheshire East Council	24,072

Source: Cheshire council's financial statements (June 2009)
Cheshire East Council Budget 2009-10

- 15.5 The council has budgeted for changes to the reserves position, allowing for items such as transitional costs, and for their repayment. Since 1st April 2009 the cabinet has determined two additional items that may require funding from reserves:
- a. Recession Group
 - b. Crewe Gateway
- 15.6 Table 2 shows the latest projected position in terms of the movement on general reserves during 2009-10.

Table 2: Projected Movement on Reserves 2009-10

Detail of Movements	£000	£000
Opening General Reserves at 1st April 2009		24,072
Projected Use of Reserves		
Transition Costs - Staff Relocation	(3,000)	
Voluntary Redundancy - Actuarial Costs	(1,600)	
Recession Task Group Funding ^(Provisional Allocation)	(331)	
Crewe Gateway ^(Provisional Allocation)	(125)	
Projected Addition to Reserves		
Repayment of Transition Costs (Budget 2009-10)	2,750	
Business Finance Loan Repayments	392	
Contingent Asset (VAT)	4,000	
Net Changes in 2009-10		2,086
Estimated Closing Balance at 31st March 2010		26,158

Source: Cheshire East Finance ~ Financial Scenario July 2009

- 15.7 Work has been undertaken to assess the adequacy of these reserves within the context of the council's predicted outturn. The outcome is detailed below.

General Fund Reserves - Risk Assessment

- 15.8 The desired level of reserves is substantiated by a detailed risk assessment. This approach allows the council to take account of the circumstances around current structural changes, emerging pressures and economic circumstances.
- 15.9 Risks are categorised and potential values applied to them, the actual exposure to the risk is then considered. Appendix 8 shows the risk areas and the level of reserves the council might reasonably retain to mitigate that risk. This is to some extent a matter of judgement but best practice requires a prudent approach to this assessment. The assessment completed in February 2009 is included for comparison.
- 15.10 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 £23.193m. The increase in risk relates to a number of key areas including the following:
- a. In year emerging budget pressures
 - b. Possible additional Voluntary Redundancy payments
 - c. Medium Term Financial Position
 - d. Pump priming requirements for invest to save projects
 - e. Swine flu epidemic

- 15.11 Some risks have however been downgraded or removed from the assessment. This reflects changing conditions or more robust mitigating action, for example:
- a. Stabilisation in investments markets and banking
 - b. Greater certainty of opening balances

Adequacy of General Reserves

- 15.12 The Chief Finance Officer has a duty to comment on the adequacy of financial reserves and uses various data sources to inform that comment.
- 15.13 The improved opening balances, and budgeted intention to repay costs incurred from Local Government Reorganisation, appear sufficient to protect the council against the identified risks at this stage. The increase in risks is not unexpected following such a major change programme, but is therefore prudent to retain high levels of reserves until outstanding issues have been resolved.

Earmarked Reserves

- 15.14 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 necessary to review balances frequently to ensure that they are still appropriate, relevant and adequate for the intended purpose.
- 15.15 Cheshire East Councils earmarked reserves are valued at c.£13m. These will need to be reviewed to assess the extent to which they are required/justified, or indeed can be used to further mitigate cost pressures identified by services. The conclusions from this review will be reported in September, with a further update on the overall Reserves Strategy and risk position. Recommendations will be proposed in September 2009.

16 Access to Information

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

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Department/Scheme	Department	Total Approved Budget	Prior Year Spend	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
		£000's	£000's	2009-10 £000's	2010-11 £000's	2011-12 £000's	2012-13 £000's	£000's	£000's
People									
Ongoing Schemes									
Devolved Formula Capital 07-08 East	Children & Families	5,328	3,738	950	482			5,170	-158
Replacement to Mobile Classrooms East	Children & Families	0	0	0				0	0
Oakenclough PS	Children & Families	0	0	0				0	0
TLC Dean Oak's PS	Children & Families	3,183	2,324	863				3,187	4
TLC Sir William Stanier Comm S	Children & Families	21,154	13,043	8,462	79			21,584	430
TLC Vernons PS Amalgamation	Children & Families	3,753	174	3,079	500			3,753	0
Devolved Formula Capital 06-07 East	Children & Families	5,026	4,492	273				4,765	-261
Macc Reorg Rebuild Park Lane	Children & Families	15,175	15,057	0				15,057	-118
Integrated Children's Systems (ICS) 08-09 East	Children & Families	922	112	567	243			922	0
Children's Workforce Dev Sys East	Children & Families	90	0	70				70	-20
Adults workforce Census East	Children & Families	38	0	38				38	0
Devolved Formula Cap 08-09 East	Children & Families	5,370	1,764	2,000	1,000	367		5,131	-239
Gorsey Bank Floor Repair	Children & Families	1,768	210	1,558				1,768	0
Repairs to Mobile Classroom Ext Schs East	Children & Families	100	0	100				100	0
Feasibility Studies 08-09 East	Children & Families	0	0	0				0	0
Land Drainage 08-09 East	Children & Families	57	37	20				57	0
Partnership/ H & S East	Children & Families	69	57	13				70	1
Harnessing Technology East	Children & Families	1,091	357	734				1,091	0
Access Initiative 08-09 East	Children & Families	177	40	137				177	0
Childrens Homes Rationisation	Children & Families	1,000	939	61				1,000	0
Childrens Centres Ph3 East	Children & Families	188	0	188				188	0
ICT Childrens Centres Ph3 East	Children & Families	125	0	104	21			125	0
Shavington Childrens Centres Ph3	Children & Families	559	11	549				560	1
Wilmslow Library Childrens Centres Ph3	Children & Families	95	0	95				95	0
Holmes Chapel Library Childrens Centres Ph3	Children & Families	5	0	5				5	0
Mablins Lane Childrens Centres Ph3	Children & Families	745	13	733				746	1
Daven Childrens Centres Ph3	Children & Families	347	32	315				347	0
East Cheshire Minor Works Ph3	Children & Families	331	0	198	132			330	-1
Sandbach Childrens Centres Ph3	Children & Families	717	0	100	617			717	0
East Rural Programme Ph3	Children & Families	150	0	0	150			150	0
Brine Leas Sixth Form	Children & Families	7,000	314	2,922	4,076			7,312	312
Brine Leas HS - Sports Hall	Children & Families	416	410	0				410	-6
2008-09 Building Review Block	Adults	174	72	102				174	0
CA ICT Schemes 08	Adults	46	46	0				46	0
Extra Care Housing	Adults	3,137	150	1,850	569	568		3,137	0
Libraries Facilities	Health & Wellbeing	500	60	440				500	0
Modernising ICT Delivery	Adults	833	291	542	0			833	0
Enabling Model of Social Care	Adults	88	30	58				88	0
Cranage Bowling Green & Pavilion refurbishment	Health & Wellbeing	20	1	19				20	0
Nantwich Pool Enhancements (part-funding)	Health & Wellbeing	1,385	0	0	700	335	350	1,385	0
Shavington Community Health & Fitness Centre	Health & Wellbeing	360	6	354				360	0
Queens Park Restoration (HLF-supported)	Health & Wellbeing	0	0	0				0	0
Crematorium Plant Repairs	Health & Wellbeing			0				0	0
Bridges and other structures on Middlewood Way	Health & Wellbeing	828	590	135	6			731	-97
Community Development Grants	Health & Wellbeing	50	0	0	0	50		50	0
		82,400	44,370	27,635	8,575	1,320	350	82,250	-150

Department/Scheme	Department	Total Approved Budget	Prior Year Spend	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
		£000's	£000's	2009-10 £000's	2010-11 £000's	2011-12 £000's	2012-13 £000's	£000's	£000's
Additional ongoing Schemes since Original approval									
Home Access for Targeted groups East	Children & Families	0	0	132				132	132
Alsager Highfields Toilet adaptations	Children & Families	215	7	208				215	0
Alsager Health Centre Ph3	Children & Families	11	0	11				11	0
SCP Childrens Services	Children & Families	31	16	36				52	21
Kings Grove High School, Crewe	Children & Families	150	20	130				150	0
Redesignation of Specialist Schools	Children & Families	50	0	100				100	50
IS for Parents & Providers East	Children & Families	18	9	9				18	0
Manor Park PS	Children & Families	734	719	15				734	0
TLC 2006-07 East	Children & Families	346	246	100				346	0
TLC Oakefield Prim&Nursery Sch	Children & Families	2,037	2,028	8				2,036	-1
Playground Mark Phase1 NOF East	Children & Families	116	98	18				116	0
Refurb Day Cent Mountview	Adults	40	3	37				40	0
Maint Old Peoples Centres	Adults	55	50	5				55	0
Mayfield Centre	Adults	10	4	6				10	0
Mental Health Provider	Adults	354	274	79				353	-1
Cypress House CSC Misters 08-09	Adults	75	0	75				75	0
Countryparks Footpaths	Health & Wellbeing	20	3	17				20	0
Middlewood Way Fencing	Health & Wellbeing	69	45	24				69	0
Middlewood Way Footpath Repairs	Health & Wellbeing	20	4	16				20	0
Middlewood Way Viaduct Repairs	Health & Wellbeing	546	460	86				546	0
Macclesfield Canal Footbridge	Health & Wellbeing	30	0	30				30	0
Bollington Rec Ground - Green Flag Status	Health & Wellbeing	140	135	5				140	0
The Moor, Knutsford - Green Flag Status	Health & Wellbeing	112	99	13				112	0
Alderley Park Tennis Courts	Health & Wellbeing	28	26	2				28	0
Springfield Road Allotments	Health & Wellbeing	36	0	36				36	0
Bromley Farm "Kick About" Area	Health & Wellbeing	47	25	22				47	0
Lawton Green Landscaping	Health & Wellbeing	8	0	8				8	0
Alsager Skate Park	Health & Wellbeing	9	2	7				9	0
Allotment Improvements	Health & Wellbeing	15	12	3				15	0
Play Area Improvements	Health & Wellbeing	100	80	20				100	0
Congleton Park Community Store	Health & Wellbeing	65	6	59				65	0
Sandbach Park Building Refurbish	Health & Wellbeing	29	9	20				29	0
Legionella Works (Joint Use)	Health & Wellbeing	26	14	12				26	0
Improving Leisure Facilities	Health & Wellbeing	55	46	9				55	0
Alsager LC - Electrical Dist Board	Health & Wellbeing	13	9	3				12	-1
Cumberland Infield Floodlighting	Health & Wellbeing	72	4	68				72	0
Barony Park Astro-turf	Health & Wellbeing	60	5	55				60	0
BMX Track (Drainage & Improvements)	Health & Wellbeing	54	44	10				54	0
Playgrounds	Health & Wellbeing	64	43	21				64	0
Crewe Pool Health & Safety Works	Health & Wellbeing	270	0	270				270	0
Improvements to Congleton Park	Health & Wellbeing	35	0	35				35	0
		6,165	4,545	1,820	0	0	0	6,365	200
Total On-going schemes		88,565	48,915	29,455	8,575	1,320	350	88,615	50

Department/Scheme	Department	Total Approved Budget	Prior Year Spend	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
		£000's	£000's	2009-10 £000's	2010-11 £000's	2011-12 £000's	2012-13 £000's	£000's	£000's
New Starts 2009-10									
Schools - Minor Works (Basic Need)	Children & Families	1,005	0	288	401			689	-316
Schools - Access Initiative	Children & Families	668	0	501	167			668	0
Children's Social Care	Children & Families	32	0	32				32	0
Devolved Formula Capital	Children & Families	5,860	0	2,500	1,500	1,693		5,693	-167
Extended Schools	Children & Families	533	0	100	263			363	-170
Specialist Schools	Children & Families	150	0	150				150	0
Harnessing Technology	Children & Families	1,638	0	630	170			800	-838
14-19 diploma	Children & Families	1,000	0	700	300			1,000	0
SureStart Aiming High for Disabled Children	Children & Families	168	0	168				168	0
Primary Capital Programme	Children & Families	564	0	0	564			564	0
Cledford TLC Scheme	Children & Families	3,289	0	1,219	2,069			3,288	-1
Contact Point / Further Dev of Children's Hub/ e-CAF	Children & Families	612	0	459	102	51		612	0
Building Review	Adults	180	0	180				180	0
Mental Health Capital	Adults	99	0	99				99	0
Social Care IT Infrastructure	Adults	97	0	97				97	0
Common Assessment Framework	Adults	50	0	50				50	0
Community Services Flexible and Mobile working	Adults	650	0	650				650	0
Play Capital	Health & Wellbeing	1,100	0	473	627			1,100	0
Leisure Centre General Equipment	Health & Wellbeing	45	0	45				45	0
Libraries RFID - Self service	Health & Wellbeing	719	0	0				0	-719
LTP - Public Right of Way Improvements	Health & Wellbeing	24	0	24				24	0
Total 2009-10 New Starts		18,459	0	8,365	6,163	1,744	0	16,272	-2,211
New 09-10 Schemes Approved since Original programme agreed									
National Dementia Strategy - Lincoln House 09-10	Adults	1,000	0	1,000	0			1,000	0
National Dementia Strategy - Hollins View 12-13	Adults	2,000	0	0	0		2,000	2,000	0
Total 2009-10 New Starts Approved since Original programme agreed		3,000	0	1,000	0	0	2,000	3,000	0
Total People Programme			48,915	38,820	14,738	3,064	2,350	107,887	-2,161
New 09-10 Schemes to be approved									
Devolved Formula Capital in Advance	Children & Families	0	0	1,000	1,000	227		2,227	2,227
Primary School & YOT Extension repairs	Children & Families	0	0	230				230	230
Schools - Modernisation Programme	Children & Families	0	0	1,150				1,150	1,150
Additional Schools - Minor Works (Basic Need)	Children & Families	0	0	84				84	84
The Dingle Refurbishment	Children & Families	0	0	172				172	172
Community Support Centre (CSC) Misters	Adults	0	0	280				280	280
Sandbach United Football complex	Health & Wellbeing	0	0	2,400				2,400	2,400
Swim for Free Capital	Health & Wellbeing	0	0	128				128	128
Sandbach Park	Health & Wellbeing	0	0	128				128	128
Total 2009-10 New Starts to be approved		0	0	5,572	1,000	227	0	6,799	6,799
Total People programme including SCE's			48,915	44,392	15,738	3,291	2,350	114,686	4,638

Department/Scheme	Department	Total Approved Budget	Prior Year Spend	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
		£000's	£000's	2009-10 £000's	2010-11 £000's	2011-12 £000's	2012-13 £000's	£000's	£000's
Places									
Ongoing Schemes									
Section 278 Agreements	Regeneration	151	22	61	45			128	-23
A538 Altrincham Rd, Wilmslow-Cycle path & Assoc Wks	Environmental Services	200	0	100	100			200	0
Section 278 Agreements	Regeneration	470	113	357				470	0
Alderley Edge By-Pass Scheme Implementation	Environmental Services	51,600	6,178	24,930	17,310	3,182		51,600	0
Section 278 Agreements	Regeneration	72	56	16				72	0
Section 278 Agreements	Regeneration	71	45	26				71	0
Section 278 Agreements	Regeneration	191	179	12				191	0
Section 278 Agreements 2001-02	Regeneration	34	33	1				34	0
Section 278 Agreements pre 2001-02	Regeneration	1,534	1,411	123				1,534	0
Septic Tanks-Rural Properties	Environmental Services	315	173	41	40			254	-61
Improvements to Chapel Street Car Park	Planning & Policy	165	3	162				165	0
Choice Based Lettings	Environmental Services	232	59	173				232	0
Queens Park Restoration	Regeneration	6,277	2,232	4,239				6,471	194
Crewe Town Squares/ Shopping Facilities Refurbishment & Toilets	Regeneration	1,363	35	0	1,328			1,363	0
Crewe Town Squares - Lyceum Square	Regeneration	1,859	159	1,360	340			1,859	0
Crewe and Macc HWRCs	Environmental Services	870	117	736	17			870	0
Road Safety Schemes - Minor Works	Environmental Services	125	0	125				125	0
Connect2 - Crewe & Nantwich Greenway	Regeneration	530	0	530				530	0
Parkgate	Regeneration	1,245	72	0	1,172			1,244	-1
		67,304	10,887	32,992	20,352	3,182	0	67,413	109

Department/Scheme	Department	Total Approved Budget	Prior Year Spend	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
		£000's	£000's	2009-10 £000's	2010-11 £000's	2011-12 £000's	2012-13 £000's	£000's	£000's
Additional ongoing Schemes since Original approval									
Section 278 Agreements - 2008-09 Starts	Regeneration	347	34	216				250	-97
Flowerpot Junction Improvements	Environmental Services	1,032	926	73				999	-33
Claims	Regeneration	27	0	27				27	0
Bus Quality Partnership/Public Transport Improvements	Regeneration	120	100	20				120	0
Piggenshaw Brook	Regeneration	56	6	50				56	0
Tatton Park - Farm Entrance	Regeneration	29	20	10				30	1
Tatton Park - Boundary Fence	Regeneration	198	201	2				203	5
Pyms Lane Closed Landfill Site	Environmental Services	77	5	42				47	-30
Alsager Closed Landfill Site	Environmental Services	100	0	100				100	0
Closed Landfill Sites - Maint & Improvements	Environmental Services	2	0	2				2	0
Newgate Gas Works	Environmental Services	227	172	85				257	30
Merelake Way Bridge Repairs	Environmental Services	54	25	28				53	-1
St Peters Retaining Wall	Environmental Services	113	91	22				113	0
Dane Embankment Repairs	Environmental Services	470	419	51				470	0
Air Quality Monitoring Equipment	Safer & Stronger Communities	40	28	12				40	0
Holmes Chapel Toilets	Environmental Services	74	5	69				74	0
Art in a Roundabout way	Safer & Stronger Communities	32	12	20				32	0
Street Furniture	Environmental Services	5	0	5				5	0
Highway Adoption - Talke Road	Environmental Services	7	0	7				7	0
Antrobus Street Car Park	Environmental Services	80	25	55				80	0
The Crescent - Car Park Provision	Environmental Services	7	5	2				7	0
HRA Grants	Planning & Policy	324	163	0				163	-161
Empty Homes	Planning & Policy	469	319	0				319	-150
Highway Adoption - Springvale	Environmental Services	18	14	5				19	1
Vehicle & Plant Replacement	Regeneration	415	378	26				404	-11
Crematorium Plant Repairs	Environmental Services	275	110	55	55	55		275	0
Jordangate MSCP	Environmental Services	564	524	40				564	0
Alderley Edge CCTV	Safer & Stronger Communities	66	9	57				66	0
South Drive Car Park	Environmental Services	100	0	100				100	0
Spring Street Car Park	Environmental Services	2,669	2,669	0				2,669	0
Disabled Facilities Grants	Planning & Policy	1,368	1,020	348				1,368	0
Victoria Street Car Park Lighting Renovation	Environmental Services	30	11	19				30	0
Outdoor Market Covered Stand	Environmental Services	200	0	200				200	0
Car Park Works and Pay & Display Thomas St Car Park (East)	Environmental Services	128	2	126				128	0
Nantwich Market Doors Replacement	Environmental Services	20	0	20				20	0
Market Square, Crewe - Interim Improvements	Regeneration	150	99	51				150	0
West Street Environmental Improvements	Environmental Services	520	3	517				520	0
Social Housing Grants/ Enabling Affordable Housing	Planning & Policy	1,062	0	1,062				1,062	0
Affordable Housing Initiatives	Planning & Policy	597	401	196				597	0
Alley Gating	Environmental Services	497	468	29				497	0
CCTV Control Room Relocation	Safer & Stronger Communities	290	0	290				290	0
CCTV Cameras	Safer & Stronger Communities	65	7	58				65	0
New Cemetery Land/ Infrastructure - Pyms Lane	Environmental Services	107	87	20				107	0
New Cemetery Land/ Infrastructure - Weston	Environmental Services	144	0	144				144	0
Housing Energy Efficiency Grants	Planning & Policy	101	98	3				101	0
Leighton Brook Park	Regeneration	385	136	248				384	-1
Capital Projects Management	Regeneration	20	1	19				20	0
PDG Capital Expenditure	Planning & Policy	22	22	162				184	162
		13,703	8,615	4,693	55	55	0	13,418	-285
Total On-going schemes		81,007	19,502	37,685	20,407	3,237	0	80,831	-176

Department/Scheme	Department	Total Approved Budget	Prior Year Spend	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
		£000's	£000's	2009-10 £000's	2010-11 £000's	2011-12 £000's	2012-13 £000's	£000's	£000's
New Starts 2009-10									
Building Safer Communities Fund	Safer & Stronger Communities	80	0	80				80	0
Alley Gating	Environmental Services	25	0	25				25	0
LTP - Principal Roads Maintenance	Environmental Services	1,401	0	1,401				1,401	0
LTP - Non Principal Roads Maintenance	Environmental Services	2,700	0	2,700				2,700	0
LTP - Crewe Rail Gateway	Regeneration	250	0	250				250	0
LTP - Crewe Green Link Road	Regeneration	300	0	300				300	0
LTP - A533 Middlewich Eastern By Pass	Regeneration	400	0	400				400	0
LTP - East Cheshire Transport Study	Regeneration	150	0	150				150	0
LTP - Road Safety Schemes	Environmental Services	256	0	256				256	0
LTP - Road Safety Schemes - Rail incursion measures	Environmental Services	100	0	100				100	0
LTP - Safer Routes to Schools	Regeneration	333	0	333				333	0
LTP - Bus Quality Partnerships/Public Transport Inf	Regeneration	285	0	285				285	0
LTP - Demand Management	Regeneration	24	0	24				24	0
LTP - Project Development Schemes - Minor Schemes	Regeneration	89	0	89				89	0
LTP - Local Area Programmes - North	Environmental Services	275	0	275				275	0
LTP - Local Area Programmes - South	Environmental Services	475	0	475				475	0
LTP - Local Area Programmes - South - Nantwich Directional Signing	Environmental Services	160	0	160				160	0
LTP - SEMMMS - Regeneration allocation	Regeneration	234	0	234				234	0
LTP - SEMMMS - Environment Services allocation	Regeneration	740	0	1,307				1,307	567
LTP - SEMMMS - Transport element	Regeneration	200	0	200				200	0
LTP - Detrunked Roads Maintenance	Environmental Services	790	0	790				790	0
LTP - Bridge Maintenance	Regeneration	1,570	0	1,567				1,567	-3
LTP - Road Safety Grant	Environmental Services	449	0	220	229			449	0
LTP - Highway Maintenance	Environmental Services	968	0	968				968	0
Waste Infrastructure Capital Grant	Environmental Services	658	0	658				658	0
Disabled Facilities Grants	Planning & Policy	1,070	0	1,070				1,070	0
Private Sector Assistance Initiative	Planning & Policy	1,170	0	1,481				1,481	311
Affordable Housing - Assisted Purchase Scheme	Planning & Policy	600	0	600				600	0
Vehicle Replacement	Regeneration	500	0	500				500	0
Development of land at Alderley Edge Cemetery	Environmental Services	100	0	100				100	0
Car Park Charges Congleton and Crewe & Macc	Environmental Services	160	0	160				160	0
Thomas Street Car Park	Environmental Services	105	0	105				105	0
CCTV System review	Safer & Stronger Communities	50	0	50				50	0
East UTC System	Environmental Services	50	0	50				50	0
Total 2009-10 New bids approved		16,717	0	17,363	229	0	0	17,592	875
Total Places Programme		97,724	19,502	55,048	20,636	3,237	0	98,423	699
New 09-10 Schemes to be approved									
Transport Asset Management Grant	Regeneration	0	0	162				162	162
Cheshire Safer Roads Partnership	Environmental Services	0	0	201				201	201
Total 2009-10 New Starts to be approved		0	0	363	0	0	0	363	363
Total Places programme including SCE's		97,724	19,502	55,411	20,636	3,237	0	98,786	1,062

Department/Scheme	Department	Total Approved Budget	Prior Year Spend	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
		£000's	£000's	2009-10 £000's	2010-11 £000's	2011-12 £000's	2012-13 £000's	£000's	£000's
Borough Solicitor (Monitoring Officer)									
2009-10 New Starts									
Integrated Legal ICT System	Legal Services	60	0	45	15			60	0
Total 2009-10 New Starts		60	0	45	15	0	0	60	0
Total Borough Solicitor Programme		60	0	45	15	0	0	60	0
Borough Treasurer & Assets									
Ongoing schemes									
Disability Compliance Work	Assets	498	469	29				498	0
Building Alteration & Improvements	Assets	155	77	78				155	0
ICT Investment	ICT	248	148	100				248	0
Transforming Cheshire - Information Management	ICT	1,484	521	224	36	703		1,484	0
County Farms 2008-09	Assets	498	124	238				362	-136
County Farms 2007-08	Assets	1,110	696	0				696	-414
Transforming Cheshire - Improving Oracle (Shared Services)	ICT	2,455	732	1,038				1,770	-685
Data Centre	ICT	1,125	752	542				1,294	169
Delamere house - Reg accomadation	Assets	200	0	200				200	0
Network Optimisation	ICT	90	0	90				90	0
New Developments - Schemes under £100k	ICT	5	0	5				5	0
Transforming Cheshire - Information Management	ICT	0	0	0				0	0
		7,869	3,519	2,544	36	703	0	6,802	-1,066
Additional ongoing Schemes since Original approval									
Transforming Cheshire - County Farms Disp	Assets	360	184	0				184	-176
County Farms 2005-06	Assets	1,493	1,476	0				1,476	-17
Internet	ICT	70	0	70				70	0
CRAG Phase 4	ICT	10	0	10				10	0
Shared Services	ICT	5	0	5				5	0
e-Payments	ICT	6	0	6				6	0
UPS for Core CCC	ICT	12	0	12				12	0
CLI for 999 calls	ICT	2	0	2				2	0
Network Readiness	ICT	69	50	19				69	0
MS Projects Server	ICT	6	0	2				2	-4
Time Recording using Business Objects	ICT	2	0	2				2	0
Internet Extension to districts	ICT	3	0	3				3	0
Archiving and Managing Legacy	ICT	35	17	18				35	0
Windows 2003 Corp Serv Upgrade	ICT	377	215	30				245	-132
Upgrade to Corporate Telephone	ICT	1,643	1,607	36				1,643	0
CSBS	ICT	1,197	862	37				899	-298
NHS LINK / Connected Cheshire	ICT	80	69	11				80	0
Real Time Monitoring	ICT	68	23	45				68	0
Electronic Social Care	ICT	47	11	36				47	0
Integrated Children's Centre	ICT	367	334	33				367	0
Wheelock St	Assets	100	12	100				112	12

Department/Scheme	Department	Total Approved Budget	Prior Year Spend	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
		£000's	£000's	2009-10 £000's	2010-11 £000's	2011-12 £000's	2012-13 £000's	£000's	£000's
Urgent Safety Works	Assets	37	18	19				37	0
Fixed Electrical Installation	Assets	200	68	132				200	0
Asbestos Remedial Works	Assets	64	60	4				64	0
Premise Improvement Works	Assets	310	303	7				310	0
Westfields Entrance Improvement Works	Assets	9	0	9				9	0
Fire Risks Assesment	Assets	306	230	76				306	0
Church Walls	Assets	60	12	48				60	0
CRM Integration	ICT	7	0	7				7	0
Customer First - Remote Sites	ICT	17	0	17				17	0
Telephone IP Extension to Remote Sites	ICT	5	0	5				5	0
Backup Switchboard	ICT	6	0	6				6	0
Server Replacement	ICT	163	144	19				163	0
Fluency Changes & Reporting	ICT	10	0	10				10	0
Disability Discrimination Act Improvements/ Adaptations	Assets	264	121	143				264	0
		7,409	5,817	979	0	0	0	6,796	-613
Total On-going schemes		15,278	9,336	3,523	36	703	0	13,598	-1,680
2009-10 New Bids									
Office Accommodation Strategy	Assets	9,450	0	2,350	3,200	3,900		9,450	0
Farms Estates Reorganisation & Reinvestment	Assets	1,410	0	1,410				1,410	0
Single Revenue & Benefits Systems	Finance	444	0	444				444	0
Building Maintenance Programme	Assets	5,645	0	5,645				5,645	0
Development Management System	ICT	80	0	280				280	200
ICT Transitional Development Programme	ICT	1,500	0	1,500				1,500	0
Click into Cheshire	ICT	39	0	39				39	0
Government Connect	ICT	590	0	490				490	-100
Essential Replacement of Core ICT Infrastructure	ICT	891	0	891				891	0
ICT Security & Research	ICT	209	0	209				209	0
Enterprise Content Management proposal	ICT	500	0	500				500	0
Flexible & Mobile Working	ICT	1,425	0	585	300	540		1,425	0
Oracle Migration/Cutover Activities	ICT	51	0	51				51	0
Total 2009-10 New bids		22,234	0	14,394	3,500	4,440	0	22,334	100
Total Borough Treasurer & Assets Programme		37,511	9,336	17,917	3,536	5,143	0	35,932	-1,579
Policy & Performance									
On-going schemes									
Transforming Cheshire - Customer Access	Customer Services	428	207	36		185		428	0
Transforming Cheshire - Customer Access	Customer Services	262	188	74				262	0
		690	395	110	0	185	0	690	0
Additional ongoing Schemes since Original approval									
Excelcis	Planning & Performance	10	0	10				10	0
Capital Investment Scheme Grants	Customer Services	400	23	377				400	0
		410	23	387	0	0	0	410	0
Total On-going schemes		1,100	418	497	0	185	0	1,100	0
2009-10 New Bids									
Customer Relationship Management & Telephone System	Customer Services	1,705	0	1,705				1,705	0
Total 2009-10 New bids		1,705	0	1,705	0	0	0	1,705	0
Total Policy & Performance Programme		2,805	418	2,202	0	185	0	2,805	0

Department/Scheme	Department	Total Approved Budget	Prior Year Spend	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
		£000's	£000's	2009-10 £000's	2010-11 £000's	2011-12 £000's	2012-13 £000's	£000's	£000's
<i>Total Original Committed schemes approved by Council (includes changes)</i>		158,263	59,171	63,281	28,963	5,390	350	157,155	-1,107
<i>Total Additional Committed schemes to 09-10 programme</i>		27,687	19,000	7,879	55	55	0	26,989	-698
<i>Total New bids 09-10 - Approved by Council</i>		59,175	0	41,872	9,907	6,184	0	57,963	-1,236
<i>Total News Bids approved since original programme agreed</i>		3,000	0	1,000	0	0	2,000	3,000	0
Total 2009-10 Programme for On-going & approved new starts		248,124	78,171	114,032	38,925	11,629	2,350	245,107	-3,041
Total 2009-10 New bids to be approved		0	0	5,935	1,000	227	0	7,162	7,162
Total Cheshire East 2009-10 Capital Programme		248,124	78,171	119,967	39,925	11,856	2,350	252,269	4,121

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Summary of Cheshire East Capital Programme - First Quarter Review 2009-10

Appendix 1a

	Revised Forecasts			Original Forecast 2009-10 £000	Variance £000
	2009-10 £000	2010-11 £000	2011-12 £000		
People					
2009-10 New Starts approved at Council	8,365	6,163	1,744	11,290	-2,925
New Schemes approved since original programme agreed	1,000	0	0	0	1,000
New Schemes to be approved	5,572	1,000	227	0	5,572
Original Committed schemes approved by Council (includes changes)	27,635	8,575	1,320	25,972	1,663
Additional Committed schemes to 09-10 programme	1,820	0	0	0	1,820
Total Capital Programme - People	44,392	15,738	3,291	37,262	8,453
Places					
2009-10 New Starts approved at Council	17,363	229	0	16,510	853
New Schemes approved since original programme agreed	0	0	0	0	0
New Schemes to be approved	363	0	0	0	363
Original Committed schemes approved by Council (includes changes)	32,992	20,407	3,237	24,235	8,757
Additional Committed schemes to 09-10 programme	4,693	0	0	0	4,693
Total Capital Programme - Places	55,411	20,636	3,237	40,745	14,666
Performance & Capacity					
2009-10 New Starts approved at Council	16,144	3,515	4,440	16,059	85
New Schemes approved since original programme agreed	0	0	0	0	0
New Schemes to be approved	0	0	0	0	0
Original Committed schemes approved by Council (includes changes)	2,654	36	888	3,178	-524
Additional Committed schemes to 09-10 programme	1,366	0	0	0	1,366
Total Capital Programme - Performance & Capacity	20,164	3,551	5,328	19,237	1,058
Total Capital expenditure					
<i>Total 2009-10 New Starts approved at Council</i>	<i>41,872</i>	<i>9,907</i>	<i>6,184</i>	<i>43,859</i>	<i>-1,987</i>
<i>Total New Schemes approved since original programme agreed</i>	<i>1,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,000</i>
<i>Total New Schemes to be approved</i>	<i>5,935</i>	<i>1,000</i>	<i>227</i>	<i>0</i>	<i>5,935</i>
<i>Total Original Committed schemes approved by Council (includes changes)</i>	<i>63,281</i>	<i>29,018</i>	<i>5,445</i>	<i>53,385</i>	<i>9,896</i>
<i>Total Additional Committed schemes to 09-10 programme</i>	<i>7,879</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>7,879</i>
Total Capital Expenditure	119,967	39,925	11,856	97,244	22,723
Non specific supported Borrowing - BCA	10,681	750	1,924	10,682	
Non specific supported Borrowing - Slipped BCA	499	832	0	-	270
Ringfenced Supported Borrowing - SCA	4,168	0	0	3,545	
Unsupported Borrowing - Prudential	16,814	2,145	1,862	14,230	
Government Grants	56,962	29,756	3,545	44,208	
Capital Reserve	10,098	2,601	290	2,101	
Linked/earmarked Capital Receipts	6,714	8,520	4,235	13,102	
External Contributions	5,275	100	0	6,388	
Other Revenue Contributions	3,636	340	0	3,258	
	114,848	45,044	11,856	97,244	

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Update on Projects led by Cheshire West & Chester Council**Appendix****JOINT WASTE TREATMENT PFI CONTRACT - PROJECT ADMINISTRATION COSTS**

- 1 The Joint Waste Board, comprising representatives of Cheshire East and Cheshire West & Chester Councils, is overseeing the development of a Waste Treatment PFI Contract, which is at an advanced stage of procurement under the EU Competitive Dialogue Procedure. Cheshire West and Chester Council is currently the lead authority, administering the £4m capital budget transferred from Cheshire County Council, but under the terms of the Waste Inter Authority Agreement any further costs of administering shared contracts will be split between the authorities on a 50:50 basis.
- 2 The table below summarises project expenditure incurred up to 13th July 2009:

	Funding Approval (£)	Costs to 13.07.09 (£)	Forecast Total for Project (£)
In-House Staff	-	422,206	600,000
External Advisors	-	2,339,974	3,150,000
Other Costs *	-	71,426	250,000
Total	4,000,000	2,833,606	4,000,000

* Includes costs associated with meetings, site visits and investigations, document management system, etc.

- 3 The latest expenditure projection (based on Financial Close in April 2010) is shown in the table below:

Year	Latest Profile of Expenditure (£)	Cumulative Expenditure (£)
2005/06 (actual)	246,000	246,000
2006/07 (actual)	745,000	991,000
2007/08 (actual)	754,000	1,745,000
2008/09 (actual)	907,000	2,652,000
2009/10 (estimated)	1,248,000	3,900,000
2010/11 (estimated)	100,000	4,000,000
Total	4,000,000	-

- 4 There is remaining budgetary provision of £1,166,394 which is likely to be adequate to meet project costs up to Financial Close currently scheduled for April 2010. However if Call for Final Tenders were to be delayed and/or Financial Close were to extend beyond that date it is very likely that additional resources will be needed to complete the project. Budget forecasts will be reviewed in light of any update to the project timetable and reported, together with an estimate of any additional funding needed.

Matters for Decision - Requests for Supplementary Capital Estimates (SCEs) & Virements

Appendix 3

Capital Scheme	Starts Year	Amount Requested £	SCE/ Virement	Funding of SCE/Virement	Virement FROM ...	
					Starts Year	Amount Requested £
Cabinet are asked to approve SCE and Virement requests over £100,000 and up to and including £500,000 (In future these will be approved by Chief Officers in consultation with the relevant Cabinet Member and Cabinet Member for Resources)						
People						
<u>Children & Young People</u>						
Home Access to ICT for Targeted Groups	2008-09	131,580	SCE	Central Government Grant		131,580
The Dingle Refurbishment	2009-10	172,000	Virement SCE	Minor Works 09-10 Devolved Formula Capital	2009-10	86,000 86,000
Primary School & YOT Extension repairs	2009-10	230,349	Virement	Minor Works 09-10	2009-10	230,349
Brine Leas Sixth Form	2008-09	311,032	SCE	External Grant		311,032
Sir William Stanier	2007-08	429,503	Virement	Minor Works 09-10	2009-10	429,503
<u>Adults</u>						
Community Support Centre (CSC) Mistery	2009-10	280,000	SCE	Revenue Grant		280,000
<u>Health & Wellbeing</u>						
Sandbach Park	2009-10	128,000	SCE	S106 Contribution		128,000
Swim for Free	2009-10	128,000	SCE	Central Government Grant		128,000
Places						
<u>Environmental Services</u>						
Cheshire Safer Roads Partnership	2009-10	201,000	SCE	External Contribution Revenue contribution		149,000 52,000
<u>Planning & Policy</u>						
Private Sector Assistance Grant	2009-10	311,000	Virement	Home Repair Assistance Empty Homes		161,000 150,000
PDG Capital Expenditure	2007-08	161,956	SCE	External Grant		161,956
<u>Regeneration</u>						
Transport Asset Management	2008-09	162,000	SCE	Central Government Grant	2008-09	162,000
Performance & Capacity						
<u>ICT</u>						
Essential Replacement	2006-07	113,257	Virement	Windows 2003 Corp Serv upgrade	2006/07	113,257
Data Centre	2007/08	169,290	Virement	CSBS Telephone Upgrade	2006/07 2006/07	93,366 75,924
Development Management System	2009-10	200,000	SCE	Planning Delivery Grant		200,000
Cabinet are asked to approve SCE and Virements over £500,000 and up to and including £1.0m						
People						
<u>Children & Young People</u>						
Minor Works 09-10	2009-10	514,328	Virement	Children's Workforce Dev Sys Brine Leas HS - Sports Hall County Minor Works 08-09	2008-09 2006-07 2008-09	20,000 5,926 488,402
Targeted Capital for School Kitchen & Dining Facilities	2009-10	599,571	SCE	Central government Grant		599,571
Places						
<u>Regeneration</u>						
A537 Cat and Fiddle Motorcycle Casualty Reduction Scheme	2009-10	566,900	SCE	Central government Grant		566,900
Performance & Capacity						
<u>ICT</u>						
LGR Supplier	2008-09	889,542	Virement	CSBS TC IMPROVING ORACLE	2006/07 2006/07	204,687 684,855
Council are asked to approve SCE and Virements over £1.0m						
People						
<u>Children & Young People</u>						
Modernisation Grant 09-10	2009-10	1,150,000	SCE	Ring fenced borrowing (SCA)		1,150,000
Devolved Formula Capital - grant in advance	2009-10	2,277,195	SCE	Central government grant		2,277,195
Total value of Supplementary Capital Estimates/Virements		9,126,503				9,126,503

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Delegated Decisions - Requests for Supplementary Capital/Revenue Estimates & Virements

Appendix 4

Capital Scheme	Starts Year	Amount Requested £000	SCE/SRE Virement	Funding of SCE/Virement	Virement FROM ...	
					Starts Year	Amount Requested £000
Members are asked to note Director approval of the following SCE, SRE and Virement requests						
People						
<u>Children & Young People</u>						
DFC 2007-08	2007-08	3,000	SCE	School contributions		3,000
Dean Oaks	2007-08	4,390	SCE	Travelplan grant		4,390
DFC 2008-09		34,587	SCE	School contributions		34,587
Redesignation of Specialist Schools	2008-09	50,000	SCE	Central Government Grant School contribution		25,000 25,000
SCP Childrens Services	2008-09	21,451	Virement	Childrens (Social Services Block) 07/08		21,451
Places						
<u>Environmental Services</u>						
Newgate Gas Works	2006-07	30,000	Virement	CLS Pyms Lane, Crewe	2008-09	30,000
<u>Planning & Policy</u>						
Private Sector Assistance Grant CBC	2008-09	60,000	Virement	Home Repair Assistance Empty Homes	2008-09 2008-09	56,000 4,000
<u>Regeneration</u>						
Tatton Park - Farm Entrance	2006-07	1,000	SCE	Revenue Contribution from Tatton Park		1,000
Tatton Park - Boundary Fence	2005-06	5,000	SCE	Revenue Contribution from Tatton Park		5,000
A537 Cat & Fiddle Motorcycle Casualty Reduction Scheme	2009-10	30,000	SCE	Revenue Grant		30,000
Performance & Capacity						
<u>Assets</u>						
Wheelock St Relocation	2008-09	12,000	Virement	Minor works	2007-08	12,000
Minor works 2008/09	2008-09	14,364	Virement	Minor works	2007-08	14,364
<u>ICT</u>						
Fleet Vehicle Control Sys Cap	2004/05	4,231	Virement	MS Projects Server	2007/08	4,231
Engineering Schemes Manager	2006/07	5,442	Virement	Windows 2003 Corp serv Upgrade	2006/07	5,442
Sec Tools to Protect & Monitor	2006/07	1,967	Virement	Windows 2003 Corp serv Upgrade	2006/07	1,967
Essential replacement of Servers	2006/07	12,767	Virement	Windows 2003 Corp serv Upgrade	2006/07	12,767
Total Delegated Decisions		290,199				290,199

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Matters for Decision - Requests for reductions in Approved Budgets

Scheme	Approved Budget	Revised Approval	Reduction	Reason
	£	£	£	
People				
Devolved Formula Capital 06-07	5,025,845	4,765,276	- 260,569	Reduction due to allocations being used as contributions to major schemes
Devolved Formula Capital 07-08 **	5,330,066	5,169,279	- 160,787	Reduction due to allocations being used as contributions to major schemes
Devolved Formula Cap 08-09 *	5,405,147	5,131,048	- 274,099	Reduction due to allocations being used as contributions to major schemes
Devolved Formula Cap 09-10 (east)	5,860,081	5,692,987	- 167,094	Changes in allocation from DCSF
Harnessing Technology 09-10	1,638,291	800,770	- 837,521	Element of grant devolved directly to Schools
Libraries RFID - Self service	719,000	-	- 719,000	Removed as requested by service as no funding available to finance scheme
Performance & Capacity				
County Farms 2008-09	498,000	362,000	- 136,000	Capital reserve position updated at year end 2008/09. Funds not available.
County Farms 2007-08	1,110,000	696,000	- 414,000	Capital reserve position updated at year end 2008/09. Funds not available.
Transforming Cheshire - County Farms Disp	360,000	184,000	- 176,000	Capital reserve position updated at year end 2008/09. Funds not available.
County Farms 2005-06	1,493,000	1,476,000	- 17,000	Capital reserve position updated at year end 2008/09. Funds not available.
ICT Investment	100,000	-	- 100,000	External funding not available therefore project is not proceeding
Government Connect	590,000	490,000	- 100,000	External funding not available therefore project is reducing by same amount
Totals	28,129,430	24,767,360	- 3,362,070	

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Changes in Funding Source

Appendix 6

Department/Scheme	Funding £000's	Original Funding source	Changed Funding £000's	Changed Funding source	Reason for change
People					
TLC Sir William Stanier Comm S	1,150	Ringfenced borrowing	1,150	Unsupported borrowing (Prudential)	As detailed in the report (paragraph 14.12.3)
Children's Home Rationalisation	165	Grant	165	Appropriation from Revenue accounts	As detailed in the report (paragraph 14.12.8)
Places					
Private Sector Assistance Initiative	80	Unsupported borrowing (Prudential)	1,170	Grant	Grant has become available to fund scheme reducing prudential borrowing requirements
	1,090	External Contribution			
	1,170				
Affordable Housing - Assisted Purchase Scheme	600	Unsupported borrowing (Prudential)	600	Grant	Grant has become available to fund scheme reducing prudential borrowing requirements
Disabled Facilities Grants	592	Unsupported borrowing (Prudential)	592	Grant	Grant has become available to fund scheme reducing prudential borrowing requirements

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Schemes previously deferred from 2009-10 Capital Programme

Appendix 7

Department/Scheme	Decision	Total Scheme	Forecast	Total	Unsupported	Capital	Forecast	Total	Unsupported
		Costs	Expenditure	Funding	Borrowing	Reserve	Expenditure	Funding	Borrowing
		£000's	2009-10 £000's	2009-10 £000's	(Prudential) 2009-10 £000's	2009-10 £000's	2010-11 £000's	2010-11 £000's	2010-11 £000's
Reserve List									
QA plus replacement	Reserve list - No savings shown on Business Case - Statutory req to pay NEG	51	51	51	51			0	
King George V playing Fields - Pitch Imp & Changing room	Reserve list - No Business Case - Income generated in later yrs for hire of pitches	125	125	125	125			0	
Deva Close Playing Field Drainage	Reserve list - No Business Case - Income generated in later yrs for hire of pitches	71	71	71	71			0	
Oracle - Galaxy Interface	Reserve list - No Business Case	20	20	20	20			0	
Implement PARIS & Integration with external systems	Reserve list - No Business Case	75	75	75	75			0	
Wi-Fi in libraries	Reserve list - No Business Case	20	20	20	20			0	
Archive indexes and databases	Reserve list - No Business Case	20	20	20	20			0	
Online genealogical resources	Reserve list - Not Statutory - £7.5kpa income expected in following 3 yrs from sale of images	30	30	30	30			0	
Community Development Grants	Reserve list - No savings shown on Business Case - Not Statutory	50	50	50		50		0	
Environmental Schemes	Reserve list - No savings shown on Business Case - Not Statutory	20	20	20	20			0	
Royal Macclesfield Forest	Reserve list - No savings shown on Business Case - Not Statutory	10	10	10	10			0	
Local Development Framework Consultation Software	Reserve list - £21k savings expected, but £36k rev costs. Complies with PARASOL standards - Not Statutory	49	49	49	49			0	
Streetscene Furniture replacement and enhancement	Reserve list - No savings shown on Business Case - Statutory	50	50	50	50			0	
Parish Lighting Improvement Scheme	Reserve list - No savings shown on Business Case - Not Statutory - Possible match funding from parish	100	100	100	100			0	
Street name plate replacement	Reserve list - No savings shown on Business Case - Not Statutory	20	20	20	20			0	
Public Convenience Refurbishments	Reserve list - No savings shown on Business Case - Not Statutory - Possible H&S issue	86	86	86	86			0	
Crewe Pool/ New Leisure Complex (part-funding)		3,700	1,750	1,750	1,750		1,950	1,950	1,950
Leisure Review Set-aside	All of these schemes removed from programme. A review of leisure facilities is on-going, and a report will be produced in due course. Capital schemes identified in the report will be brought back to Members for approval	3,210	3,210	3,210	3,210			0	
Congleton Leisure Centre		9,600	9,600	9,600	9,600			0	
Congleton Rugby Club Relocation		300	300	300	300			0	
Malkins Golf Course Irrigation		200	200	200	200			0	
Building Maintenance Programme - reduction	Reduction	1,420	1,420	1,420	1,420			0	
		19,227	17,277	17,277	17,227	50	1,950	1,950	1,950

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Appendix 8

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

Risk Assessment to inform Cheshire East General Reserves ~ 2009/2010			
Class of Risk	Affect on budget / mitigating Action	August 2010 Update £	2009/2010 Budget £
Health & Safety	Increased cost to reduce further risk of breach / Robust risk assessments	£100,000	£100,000
	Substantial disruption to income streams / Robust disaster recovery	£50,000	£50,000
	Cost of new advertising to regain confidence / Effective Communication Plans	£10,000	£10,000
	Additional advertising costs to attract staff / Employment options on standby	£20,000	£20,000
Fire / Structural damage / Epidemic	Premises not operational / Robust disaster recovery plan	£100,000	£100,000
	High staff sickness & absence costs / raise awareness of safety measures	£920,000	-
	Budget growth to cover premiums or self insurance costs / Good claims management	£25,000	£25,000
Budget Pressures	Fall of rates by 1% / manage long and short term investment strategy	£0	£60,000
	Up to 5% loss of income from fees & charges from local economic pressures / prudent income targets, close in year monitoring	£1,400,000	£1,000,000
	Reduced cashflow / prudent cashflow projections, sound recovery strategy	£54,000	£81,000
	0.5% increase in spending in People Block / lean working Sept 2009: Now reflected as In-Year emerging issues below	£0	£936,000
	In-Year emerging issues / Robust plans and monitoring of progress	£7,500,000	£750,000
	Reduction in reserves / targeted staff reductions Sept 2009: Further Voluntary Redundancy	£4,000,000	-
	Loss of the maximum value held with one institution / strong counterparty management	£0	£2,500,000
	Heritable Bank Investment	£0	£4,000,000
	Impact on opening balances / apply prudent assumptions to opening balances	£180,000	£1,800,000
	Budgets overspend / Robust plans and monitoring of savings progress Sept 2009: now reflected as In-Year emerging issues above	£0	£401,000
	Sept 2009: Potential shortfall in medium term financial strategy / early planning and consultation	£2,650,000	

	Increase in exceptional inflation items / good contract management	£0	<i>£523,000</i>
ICT & Security	Up to 10% fine on turnover / robust security processes	£234,000	<i>£468,000</i>
	ICT service days to repair, loss of service / robust security policies and firewalls	£50,000	<i>£50,000</i>
Industrial relations / External organisations failure	Loss of income, costs of providing essential services or direct costs of resolution, reduced pay budget / emergency planning	£50,000	<i>£50,000</i>
Strategic Reserve	Sept 2009: Extended due to potential need for further invest to save options	£5,850,000	<i>£4,680,000</i>
	OVERALL RISKS	£23,193,000	<i>£17,604,000</i>
	% of Net Revenue Budget	9.9%	7.5%

Source: Budget 2009/2010, Cheshire East Finance July 2009

CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting: 11th August, 2009
Report of: John Weeks, Strategic Director - People
Subject/Title: Think Family
Portfolio Holder: Councillor Paul Findlow

1.0 Report Summary

- 1.1 This report identifies some of the dimensions of the Think Family agenda.
- 1.2 It then recommends how that agenda might be taken forward by Cheshire East Council and by the whole system in Cheshire East.

2.0 Decisions Required

Cabinet are recommended that

- (1) a Think Family Strategy be developed by Cheshire East Council;
- (2) the Strategic Director (People) be required to take the lead in developing that strategy in collaboration with colleagues across the whole Authority; and
- (3) that work be shared with partners in the Local Strategic Partnership and the Local Area Partnerships.

3.0 Reasons for Recommendations

- 3.1 Think Family was one of the Big Ideas which underpinned the proposals for establishing two new Unitary Authorities in Cheshire.
- 3.2 Several strands were apparent within that Big Idea:
 - 3.2.1 It was felt that the organising principles often used by Councils when they set up Departments were artificial and irrelevant.
 - 3.2.2 There was an ambition to bring services together not on the basis of the ideas of the professionals, but more on the basis of the experiences and the perceptions of the people who use those services.
 - 3.2.3 In particular, it was believed that a fundamental experience of most people is that of being, or of having been, part of a family.

3.3 There is no doubt that those who put together the “People and Places” bid in support of reorganisation into two new Unitary Councils were influenced by the example of Councils which had brought Children’s Services and Services for Adults together under a single Strategic Director. The East Riding of Yorkshire was one such Council whose arrangements were scrutinised.

3.4 Those who put that bid together wanted not just a new structure, but new ways of working. They were determined to put in place arrangements which would support corporate rather than Departmental commitment, and an orientation to working on themes and programmes rather than simply on services.

3.5 The Think Family agenda is a classic example of the new way of working which Cheshire East Council and its partners should be taking forward.

4.0 Wards Affected

4.1 The ideas set out in this report, if implemented, would be relevant to the whole of Cheshire East.

5.0 Local Ward Members

5.1 The Think Family agenda is relevant to all Members of the Council.

6.0 Policy Implications including - Climate change - Health

6.1 A Think Family Strategy, if agreed and implemented would contribute to and would need to connect with all of the objectives and priorities agreed by the Council in its Corporate Plan for 2009/10 – Children and Young People, Adult Health and Wellbeing, Stronger Communities, Safe Communities, Exclusion and Equality, Economic Development and the Environment.

6.2 It would also underpin and contribute to the Council’s Transformation Programme.

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

7.1 There are not likely to be any implications for Transitional Costs.

8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

8.1 Some specific resources have been made available by central government, through the Department for Children, Schools and Families (DCSF). Those are detailed below in paragraph 11.22.

8.2 It can be anticipated that if the Think Family approach is effectively implemented, not only will it improve the experiences and wellbeing of families,

it will also have preventive impact and reduce duplication. At this stage, however, it is not possible to estimate the consequent savings.

9.0 Legal Implications (Authorised by the Borough Solicitor)

9.1 There are not likely to be significant legal implications.

10.0 Risk Management

10.1 There is a risk of wastage and ineffectiveness if the range of interventions currently made with families is not better orchestrated.

10.2 There is also a risk that our assessment of need and our planning upon that basis may be flawed if it does not see individuals in the context of family and if it does not sufficiently support the strengths and the resilience which can often be found within families.

11.0 Background and Options

11.1 "Think Family" is a slogan. There is a danger that as its use becomes widespread, assumptions are made that everybody knows what it means and that we are all using the phrase in the same way.

11.2 It may be helpful first of all to define the concept of family.

11.3 There are some who are concerned that the term, "family", may have the effect of excluding some people. Not everybody, it is argued, lives together under a single roof with partners, children and siblings.

11.4 In fact, that is a narrow use of the term and a particularly recent one, heavily influenced by our modern emphasis upon the nuclear family.

11.5 For most of our history "family" has had a much more inclusive meaning, referring to people connected either by blood or affinity, whether or not they happen to live together.

11.6 There are certainly some who have no current experience of family. An obvious example is single, homeless men whose contact with relatives has been completely severed. Most of them, though, would have experienced family life of some kind in the past.

11.7 One of the most striking demographic changes during the last quarter of the twentieth century was the increase in the number of single person households. Many of those were households of Older People.

11.8 However, it is impossible to respond sensitively to the needs of an Older Person living alone without acknowledging their family and their family history.

- 11.9 This is particularly relevant to Cheshire East, for we have a larger than average Older Person population. For many years our younger people have been obliged to pursue Higher Education well beyond our borders, and many of our working age population have been mobile. As a consequence we have many Older People living on their own in Cheshire East, who have family elsewhere in England and the world. The care needs of those Older People cannot be planned in isolation from the contributions, opinions and interests of their distant families. That calls for a distinctive way of working on our part.
- 11.10 The point being made here is that we should use “family” in an embracing and inclusive way.
- 11.11 As for the phrase “Think Family”, it seems possible to distinguish a **general** and a **particular** usage.
- 11.12 In general terms, Think Family is an aspiration to get Local Authorities to move away from responding to needs narrowly and instead to put their activities and services together in ways which much more relevantly reflect the ways in which people live their lives.
- 11.13 Underpinning that aspiration there is usually a belief in the importance of strengthening families. For some that belief rests upon religious or political values. For others it is associated with the challenge of building social capital – the argument is that if there is an objective to develop capacity in local communities, a good place to start is in the family, the building block of communities. Think Family offers the opportunity to give more emphasis to the need to build and build upon the resilience of our children and their families.
- 11.14 On that **general dimension**, Think Family would embrace families of every sort. One example can illustrate this. The People Directorate has recently submitted a bid, in the context of the National Dementia Strategy, to become a Demonstrator Site for the development of Peer Support Networks:-
- 11.14.1 The idea is to develop Peer Support Networks in Cheshire East, to benefit people with Dementia and those who care for them. The idea is felt to be particularly relevant to isolated people and those living in rural areas.
- 11.14.2 In particular, the proposed pilot will take a new approach, by testing the extent to which ICT can play a part in helping people to communicate with one another, sharing experiences, finding information and getting mutual support.
- 11.14.3 Support to dementia sufferers and their carers is not a novelty. However, the Directorate has decided to adopt a Think Family approach. Part of the pilot will be about seeking to involve grandchildren and great-grandchildren in these networks and

groups. Older People with dementia live within families. They have grandchildren and great grandchildren. Increasing numbers of children and young people will have experience of seeing an elderly relative develop dementia. They can be helped to understand what is happening, to respond in appropriate ways, and to retain positive feelings and memories about the relative whose personality is slowly eroding away. Continued contact with children and young people can also be very positive for Older People with dementia.

- 11.14.4 That specific orientation in our bid exemplifies the general “Think Family” agenda. Our services have traditionally focused upon the dementia sufferer and their carer. “Think Family” is about widening the field of vision, to take in much more of the whole of that person’s experience.
- 11.15 **The particular dimension** of “Think Family” has its origins within the Social Exclusion Task Force and the Department for Children, Schools and Families. It is focused upon vulnerable children and young people, but it seeks to see them and to respond to them with their family context.
- 11.16 Along that dimension, “Think Family” is defined as an initiative to reform the systems and services in both Children’s Services and Adults’ Services to ensure they work together to:
 - 11.16.1 Identify families at risk, so that they can provide support at the earliest opportunity.
 - 11.16.2 Meet the full range of needs within each family they are supporting or working with.
 - 11.16.3 Develop services which can respond effectively to the most challenging families.
 - 11.16.4 Strengthen the ability of family members to provide care and support to each other.
- 11.17 There are four strands to that particular Think Family initiative:
 - 11.17.1 Continuing the momentum of the Think Family programme and drawing both corporate and whole system players into it.
 - 11.17.2 Setting up Youth Crime Family Intervention Projects (FIPs), to provide intensive support to those families in the greatest difficulty.
 - 11.17.3 Establishing Parenting Early Intervention Programmes (PEIPs), to help mothers and fathers of children (aged 8-13) at risk of poor outcomes to improve their parenting skills.

- 11.17.4 Sustaining Parenting Experts, an existing programme.
- 11.18 Think Family is not just something for the People Directorate to get on with. If Cheshire East is genuinely committed to putting people at the heart of all it does, then Think Family must be prominently on the agendas of every part of the Council.
- 11.19 Nor is it only part of the Council's service orientation. Think Family has relevance to our staff, as much as it does to our service users and general public. One example will be sufficient. Many of our staff, as family members, have significant informal caring responsibilities for children, for partners with long-term conditions or disabilities, and for elderly relatives. Our workforce strategy should set out the ways in which we will be a family friendly employer. In particular it should explicitly address the issues of informal caring undertaken by staff. There are examples from other Authorities which can be borrowed. A starting point would be to identify, through self-referral, those colleagues who are willing to acknowledge that they have significant informal caring responsibilities.
- 11.20 Think Family extends well beyond the Council into the whole system of Cheshire East. The Guidance published by the Cabinet Office makes it very clear that changes arising from the implementation of the Think Family agenda should impact not just upon Council services for children and adults, but upon the whole local system. That guidance identifies the following players as "Delivery Partners":-
- The NHS
 - The Third Sector
 - The Youth Offending Team
 - Connexions
 - The Police
 - Housing
 - Regeneration

Obviously, the Cheshire East Children's Trust will play a key role in bringing those players together on the children side, and the Health and Wellbeing Thematic Partnership of the LSP on the adult side.

- 11.21 Some illustration of the potential scope of a Think Family Strategy is given in Appendix 1 to this paper, where a number of Think Family issues are listed, in no order of priority.
- 11.22 For the specific Think Family initiative the Department for Children, Schools and Families has made some additional resources available:
- £100,000 was already allocated to the Parenting Experts programme, and that will continue.
 - £237,991 has been allocated as new funding from 1st April, 2009. Of that, £143,000 is to go into Parenting

Early Intervention Programmers, and the remainder will resource Youth Crime Family Intervention Projects and the general Think Family programme.

- 11.23 Of course, the resources available are far greater than that. One of the potential benefits of having, and of generating ownership of, a Think Family strategy is the scope which it gives for lining up lots of resources more coherently in support of the implementation of agreed objectives. There are significant resources, for instance, in the hands of the Education Improvement Partnerships (EIPs). In some EIPs resources are already being used in support of the Think Family agenda. EIP resources are deployed, for example, to employ Family Support Workers. In others more could be done to take the agenda forward.
- 11.24 There are significant mainstream resources, and it will be important to review whether they are being used effectively to advance the Think Family programme. Within Services for Children and Families there is some evidence of fragmentation of service, with separate sectors not connecting as much as they should with others. The working relations between schools and Children's Centres are not always as positive as they ought to be. In many situations the need may be to get better value out of the existing resources by ensuring that they really do wrap around families. The Children's Trust has recently agreed the development of Multi-Agency Prevention Teams and they will make a vital contribution to this agenda.
- 11.25 The universal services have their part to play – Library services, Leisure services, Arts services, Museums, Green spaces. One of the challenges in implementing a Think Family Strategy will be that of “flexing the universal services” – getting those services to own their part in implementing the strategy and to reprioritise their activities so that they offer more to support it. And the universal services are, of course, by their nature relevant to all children and families, not just those with particular challenges in their lives. There is work to be done in joining up those universal services, making them better known and making access to them easier. One of our aspirations in terms of access to services is that there should be “No Wrong Door”.
- 11.26 A key mechanism in this will be the Case Committees, which are to be developed as part of the Local Area Partnerships (LAPs). Those Case Committees will be looking at specific cases and posing fundamental questions about the ways in which local resources might be used differently to get better results. In essence the Case Committee will be an important arena for the practice of locality commissioning, and it will be crucial for them to be imbued with the Think Family ethos.

12.0 Overview of Year One and Term One Issues

- 12.1 As this work is taken forward during Year One it will be necessary to ensure that all the parts of the Council become engaged with it and also that it is appropriately connected with the Thematic Partnerships of the Local Strategic Partnership and with the Local Area Partnerships.
- 12.2 It should be anticipated that during Term One a Cheshire East Think Family Strategy will have been agreed by the Council, that it will have been supported by the Local Strategic Partnership and that a first phase of implementation will have been completed.

13.0 Access to Information

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

Name: John Weeks

Designation: Strategic Director - People

Tel No: 01270 686028

Email: john.weeks@cheshireeast.gov.uk

Specific Think Family material can be found on the website of the Department for Children, Schools and Families – dcsf.gov.uk – and of the Cabinet office – cabinet_office.gov.uk

Think Family Issues

- 1. Commissioning.**
Traditionally commissioning has been done separately, on the basis of user groups – children, adults with learning disabilities, adults with mental health problems and so on. Adopting a Think Family approach, we would weave those separate strands together. And as commissioners address their task, a Think Family orientation ought to help them to break down and think across the boundaries and demarcations which have developed between services over the years.
- 2. Young Carers.**
Young Carers provide support to adults with needs. A recent survey showed, for instance, that 30% of young carers were supporting an adult with mental health problems.
- 3. Volunteering.**
A lot of our volunteering is based on the 1:1 model. Some of the experience of foster care shows how positive it can be to introduce a family to a family.
- 4. Building Schools for the Future.**
If this programme is still running when Cheshire East's turn comes, there will be an opportunity to implement it not just by upgrading some school buildings but through a radical rethink of the potential offer of schools to local families and local communities.
- 5. Domestic Abuse**
Debates have taken place as to whether Domestic Abuse is a Children's Services issue because we are primarily concerned about the children in those situations, or an Adults' Services issue because we are concerned about the safety of women. A thorough Family approach renders those debates irrelevant.
- 6. Transitions.**
Children with disabilities have experienced a "care precipice" when they move into services for adults. They and their families, having enjoyed the very much higher funding level of Children's Services, are shocked when they learn how poorly Adults' Services are resourced by comparison.
- 7. Housing.**
If we want to improve the experiences of those who live in our more troubled estates, that can only be done by taking a whole family approach.

8. Joint Strategic Needs Assessment.

The Joint Strategic Needs Assessment would get much closer to informing our understanding of what it is like to live and grow up in Crewe, or Macclesfield or Alsager if it was organised around the theme of family rather than by age-groups, medical conditions or problems.

9. Obesity.

We do a great deal already to address obesity, particularly amongst children. Good work is done in schools, for instance, to get children to grow, prepare and eat vegetables. But that work is undermined if it focuses only upon the child and not upon their family. Organic broccoli at school will achieve little if the diet at home is chips, cola and chocolate.

10. Library Services.

We have Rhyme Time for young children in our libraries. We organise Reading Groups for older customers. Do we know how many grandparents take their grandchildren with them when they visit a library? As with many universal services, Library Services can assist positively in support of those who need targeted interventions. One example would be the input in relation to literacy, which can be particularly fruitful if it is made in a way which brings together the generations of a family. Parents reading to and with their children help their children and they help themselves.

11. Safeguarding.

At present we maintain pretty rigid separation between the Safeguarding of Children and the Safeguarding of Vulnerable Adults. One or two Local Authorities have now taken the step of developing generic Safeguarding Units.

12. Inter-Generational Work.

In one part of Cheshire work was done to bring Older People into school playgrounds to get them to share with the present generation some of the playground games which they enjoyed many years ago.

13. Teenage Conceptions.

We are relatively poor performers in terms of our numbers of teenage conceptions. We know from the research that here is a very significant family dimension to this phenomenon. Many young women who conceive during their teenage years are the daughters of mothers who did the same themselves.

14. Crime and Anti-Social Behaviour.

Part of the Think Family approach is about reinforcing parental responsibility for the behaviour of their young people. The Department for Communities and Local Government is keen to encourage Housing Providers to apply for Parenting Orders, where that sort of response seems likely to be effective.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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