

# Cabinet Agenda

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**Date:** Tuesday, 16th February, 2010  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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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.

In order for an informed answer to be given, where a member of the public wishes to ask a question of a Cabinet Member three clear working days notice must be given and the question must be submitted in writing. It is not required to give notice of the intention to make use of public speaking provision but, as a matter of courtesy, a period of 24 hours notice is encouraged.

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

To approve the minutes of the meeting held on 1 February 2010.

5. **Increasing Customer Access Through Libraries** (Pages 5 - 10)

To consider the report of the Customer Services Manager and to endorse the policy proposal to increase customer access through libraries.

6. **Key Decision CE09/10-32 Business Planning Process 2010 - 2013** (Pages 11 - 208)

To consider the report of the Borough Treasurer and Head of Assets and the Budget Report for 2010/11.

7. **Treasury Management Strategy 2010/2011** (Pages 209 - 234)

To consider the report of the Borough Treasurer and Head of Assets and to recommend to Council the approval of the Treasury Management Strategy and the Minimum Revenue Provision Statement for 2010/2011.

8. **Risk Management and Strategic Risk Register** (Pages 235 - 250)

To consider the report of the Head of Internal Audit and Compliance, to note the identified strategic risks for the Council and the actions in place to mitigate these.

9. **Third Quarter Performance Report** (Pages 251 - 270)

To consider the report of the Head of Policy and Performance giving an overview of the third quarter performance for 2009/2010.

10. **Highways and Transportation - Links to Local Area Partnerships** (Pages 271 - 276)

To consider the report of the Strategic Director Places on the Notice of Motion submitted to the Council at its meeting on 17 December 2009.

11. **Managing Workforce Change - Severance Provision** (Pages 277 - 282)

To consider the report of the Head of Human Resources and Organisational Development on the current position and on arrangements from 1 April 2010.

12. **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 and 2 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**

13. **Managing Workforce Change** (Pages 283 - 292)

To consider the report of the Head of Human Resources and Organisational Development.

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**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Cabinet**  
held on Monday, 1st February, 2010 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor B Silvester (Vice-Chairman)

Councillors R Domleo, D Brown, P Findlow, F Keegan, A Knowles and J Macrae.

Councillors in attendance:

Councillors A Arnold, Rhoda Bailey, D Flude, D Hough, O Hunter, A Moran, B Moran, L Smetham and A Thwaite.

Officers in attendance:

Chief Executive, Borough Solicitor, Borough Treasurer and Head of Assets, Head of Safer and Stronger Communities, Human Resources Delivery Manager, Strategic Director People and Strategic Director Places.

**176 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors W Fitzgerald, P Mason and R Menlove.

**177 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**178 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no questions from members of the public. Mr L Murgatroyd made a statement to the Cabinet on the proposed car parking charges in Congleton, and on the public consultation that had been carried out.

**179 MINUTES OF PREVIOUS MEETING**

RESOLVED

That the minutes of the meeting held on 19 January 2010 be approved as a correct record.

**180 APPROPRIATION OF LAND FOR CAR PARKING PURPOSES**

*In accordance with Access to Information Procedure Rule 14 Members had been asked to note that this matter has not been included in the Forward Plan of Key Decisions to be taken between 1 January 2010 and 30 April 2010. Prompt action was, however, required in order to meet the*

*planned implementation date and it would be impracticable to defer the decision until it could be included in the next Forward Plan.*

*The Chairman of the Environment and Prosperity Scrutiny Committee had agreed that in accordance with Scrutiny Procedure Rule 13 this decision would be considered as urgent. The decision was therefore exempt from call-in on the basis that any delay caused by the call-in process would be likely to seriously prejudice the Council's or the public's interest and would mean that the Council's timetable for implementation of the proposed off-street parking places order could not be met.*

Consideration was given to the report of the Borough Treasurer and Head of Assets on the appropriation for car parking purposes of certain parcels of land belonging to the Council. The report included details of objections received to the proposed appropriation and these were considered by the Cabinet .

**RESOLVED**

For the reasons set out in the report: -

In accordance with section 122 of the Local Government Act 1972, and following consideration of the objections received in relation to the proposed appropriation of the land described within Appendix 1 to this report, that approval be given to the appropriation of the land for parking purposes.

**181 PROPOSED OFF-STREET PARKING PLACES ORDER FOR THE FORMER CONGLETON BOROUGH COUNCIL AREA**

*In accordance with Access to Information Procedure Rule 14 Members had been asked to note that this matter has not been included in the Forward Plan of Key Decisions to be taken between 1 January 2010 and 30 April 2010. Prompt action was, however, required in order to meet the planned implementation date and it would be impracticable to defer the decision until it could be included in the next Forward Plan.*

*The Chairman of the Environment and Prosperity Scrutiny Committee had agreed that in accordance with Scrutiny Procedure Rule 13 this decision would be considered as urgent. The decision would therefore be exempt from call-in on the basis that any delay caused by the call-in process would be likely to seriously prejudice the Council's or the public's interest and would mean that the Council's timetable for implementation of the proposed off-street parking places order could not be met.*

Consideration was given to the report of the Strategic Director Places. In the light of additional information the Cabinet was asked to consider amending its decision of 10 November 2009 in relation to the approval of an off street parking places order for the former Congleton Borough Council area.

Cabinet was requested to make the Order in part on the basis set out within Appendix 2 of the report.

RESOLVED

For the reasons set out in the report: -

That the decision of 10 November 2009 be substituted with the decision to authorise the Borough Solicitor to make the Cheshire East Borough Council (Off-Street Parking Places)(Congleton Area) Order 2010 on the basis set out within Appendix 2 of the report, and that a decision on the remainder of the proposals within Appendix 1 of the report be deferred.

182      **APPOINTMENT OF CABINET SUPPORT MEMBER**

Cabinet was requested to approve the appointment of Councillor D Stockton as Cabinet Support Member in place of Councillor Menlove. In addition it was proposed that a further Cabinet Support Member role be created to support Prosperity and that Councillor D Thompson be appointed to that position.

RESOLVED

1. That Councillor D Stockton be appointed as Cabinet Support Member in place of Councillor R Menlove.
2. That a further Cabinet Support Member role be created to support Prosperity and that Councillor D Thompson be appointed to the position.

183      **EXCLUSION OF PRESS AND PUBLIC**

RESOLVED

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972 and the public interest would not be served in publishing the information.

184      **MANAGING WORKFORCE CHANGE**

Consideration was given to the report of the Head of Human Resources and Organisational Development.

RESOLVED

For the reasons set out in the report: -

1. That the decision of the Chief Executive to release the employees whose roles are listed in Appendix A of the report under the arrangements agreed in relation to severance provisions for employees in the Council be supported.
2. That the employees, whose roles are listed in Appendix B of the report, who may become compulsorily redundant and would receive payments under the arrangements agreed in relation to severance provisions for employees in the Council, be noted.

The meeting commenced at 2.00 pm and concluded at 2.50 pm



CHESHIRE EAST COUNCIL

## REPORT TO: CABINET

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**Date of Meeting:** 16 February 2010  
**Report of:** Paul Bayley, Customer Services Manager  
**Subject/Title:** Increasing Customer Access through Libraries  
**Portfolio Holder:** Cllr David Brown, Cllr Andrew Knowles

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### 1.0 Report Summary

- 1.1 The formation of our unitary authority has created the opportunity to increase customer access to a wide range of Council services through libraries.
- 1.2 It will optimise the use of Council resources while also providing improved customer access through longer and more flexible opening hours, at a range of times to suit all residents.
- 1.3 It will reinforce the role of the libraries as the local community hub to access a range of Cheshire East services, and will help encourage customer adoption of web self service through the People's network.
- 1.4 It will also deliver financial benefits that will contribute to the Policy & Performance savings targets for 2010/11 and 2011/12.

### 2.0 Decision Requested

- 2.1 Cabinet endorse the policy proposal to increase customer access through libraries across Cheshire East with the relocation of Customer Service Points at Alsager, Congleton, Holmes Chapel, Knutsford, Middlewich, Poynton and Wilmslow.

### 3.0 Reasons for Recommendations

- 3.1 The Customer Access Strategy for Cheshire East aims to bring Council services closer to the customer. Specific objectives within this strategy include improving the accessibility of Council services in terms of locations, opening hours and access channels, and reducing the cost per contact across all customer access channels.
- 3.2 To support these objectives, Cheshire East is proposing to increase the range of Council services that can be accessed through the libraries during 2010.
- 3.3 In phase 1, the tier 2 customer access that is currently provided through the Customer Service Points (CSPs) at Alsager, Congleton, Holmes Chapel, Knutsford, Middlewich, Poynton and Wilmslow will be transferred to the local libraries. In nearly all cases, the proposal mean that opening hours will be significantly increased, and that access will be available during the evenings

for the first time. It will also support the improved utilisation of Council building assets. Details of the opening hours and average weekly customer volumes of these locations are provided in the appendix.

3.4 Also to improve accessibility, new Customer Service Kiosks will be piloted in a selection of libraries to provide direct face to face access via video conferencing to specialist back office resources to help resolve more complex enquiries. If the pilot proves successful, this technology will be extended across all libraries.

3.5 In phase 2, this same level of customer access will be extended across all remaining libraries in Cheshire East.

#### **4.0 Wards Affected**

4.1 All wards.

#### **5.0 Local Ward Members**

5.1 Not applicable.

#### **6.0 Policy Implications including - Climate change - Health**

6.1 Transferring tier 2 customer access into the libraries will reduce the Council's accommodation footprint and the associated energy usage.

#### **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 The projected annual revenue budget saving from relocating the tier 2 Customer Service Points is £350k. There will be additional asset savings from relocating the CSPs that are located within non-Cheshire East assets but these have not been quantified at this stage. There will be no immediate financial benefit where the CSPs are located within Cheshire East assets but they may be re-used for other purposes.

8.2 It is proposed that £100k of the 2010/11 saving is reinvested to the libraries budget to help fund the transition.

8.3 The 2010/11 benefit will contribute to the Policy & Performance savings target of £251k for 2010/11, with the deferred £100k contributing to the additional £251k savings target for 2011/12. Work will continue to identify further savings opportunities within Policy & Performance which may enable this initiative to deliver bottom line betterment to the Council.

8.4 The approval of the 2010/11 Capital bid to extend the RFID and Self Service technology into additional libraries to release staff capacity to handle the additional customer service enquiries is critical to ensure a smooth transition.

8.5 A re-evaluation of the library job descriptions reflecting the proposed changes is required, and there is a risk that this may have a small revenue budget implication if there are any changes in grade.

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

9.1 If redeployment or voluntary redundancy of any displaced staff is not possible, there is a risk that compulsory redundancy may be necessary.

## **10.0 Risk Management**

10.1 There is a risk that key stakeholders within the community will not support this proposal which could generate adverse publicity for the Council. A briefing paper was distributed to Town and Parish Councils and Ward Members for the locations affected by the initial transfer of services. Stakeholders were also invited to a consultation meeting on 4<sup>th</sup> February to discuss any outstanding concerns with the proposal. This meeting highlighted a number of concerns that will be addressed during the implementation, including:

- Reassurance there would be no degradation in the level of access and service provided in the libraries compared to the CSPs
- The effective transfer of the local knowledge and experience of the existing CSP staff to the library staff
- Sufficient resourcing within the libraries to cope with the increased customer demand
- Fit for purpose buildings, including facilities such as private interview rooms

10.2 The consultation also highlighted frustration with the inconsistent library opening hours and in particular Wednesday and lunchtime closing. A separate proposal will be developed to consider the budget impact of any changes to library opening hours.

10.3 Meetings have also been held with Town and Parish Councils to address specific operational issues, such as access to buildings that are currently shared, e.g. Alsager.

10.4 There is a risk of confusion amongst customers, in particular attempting to access Council services in the former customer service locations. A customer communication plan will be developed to mitigate this risk and ensure customers are fully informed of any changes to local access.

## **11.0 Background and Options**

11.1 In tier 2 customer access locations, Customer Advisors are expected to have a general knowledge of Council services in order to answer requests for

information and services. The majority of customers are seeking concessionary travel passes for bus or rail. Payments for a limited number of Council services can be taken. Advisors can assist customers to complete benefit claim forms and verify documents before being passed on to the back office for processing. Advisors may assist customers to access 'Planning Online' but will be unable to discuss individual applications.

- 11.2 The tier 1 Customer Service Centres located in Crewe Delamere House, Macclesfield Town Hall, Nantwich Civic Centre and Sandbach (Westfields) that provide one stop shop services will remain at their existing locations.
- 11.3 In tier 1 customer access locations, customer enquiries are resolved at first point of contact wherever possible, with a target of 80% resolution, with staff trained to deliver a wide range of council services. For example, Customer Service Advisors are trained to deal with in-depth benefit enquiries which include assistance to fill in claim forms, trial calculations, document verification, entitlements, and referrals in interviews that can take up to one hour. The Advisors are also trained to answer queries regarding planning applications such as objections, submission dates, appeals. There are private interview facilities at tier 1 locations, and customers are able to book appointments to meet with back office specialists.
- 11.4 Whilst unaffected by this policy proposal, Crewe Delamere House Customer Service Centre will be relocated to the Municipal Buildings for four months from January to April 2010 to enable refurbishment of the existing centre.
- 11.5 This policy proposal has been developed as part of the Customer Contact Strategy for Cheshire East. An alternative proposal would be to roll out additional Customer Service Points across the Borough. While increasing accessibility, this option would not reduce the cost per contact due to the additional building and resource costs.
- 11.6 The Council could choose not to extend face to face customer access, but this would reduce accessibility to Council services and be opposed to the agreed Customer Access Strategy.

## **12.0 Overview of Year One and Term One Issues**

- 12.1 There are additional issues with respect to Poynton CSP due to the lease and shared delivery arrangements that were developed with Macclesfield DC that will require further consultation.
- 12.2 The main implementation challenges will be the training of library staff in former District services and the alignment of IT systems.
- 12.3 Displaced staff as a result of the relocation of the Customer Service Points at Alsager, Congleton, Holmes Chapel, Knutsford, Middlewich, Poynton and Wilmslow will be redeployed or offered voluntary redundancy.

- 12.4 The introduction of RFID and Self Service Technology in the libraries will be a critical enabler to the success of this proposal. It enables library users to issue and return books themselves, and so will create staff capacity to manage the customer service enquiries. Five libraries are scheduled to have this technology in place by April 2010 – Macclesfield, Nantwich, Sandbach, Bollington and Holmes Chapel. A capital bid has been submitted for 2010/11 to extend this technology to a further ten libraries.

### **13.0 Access to Information**

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

- Customer Access Vision 2009 – 2013
- Cheshire East Contact Strategy

Name:	Paul Bayley
Designation:	Customer Services Manager
Tel No:	(01606 2)71567
Email:	Paul.Bayley@cheshireeast.gov.uk

**Appendix – Details of tier 2 Customer Access Locations and Local Libraries**

<b>Customer Service Point</b>	<b>Average weekly customer volumes</b>	<b>CSP Opening hours</b>	<b>Library Opening Hours</b>
Alsager	275	Mon to Fri 09.00-13.00	Mon 09.00-17.00 Tue 09.00-19.00 Wed closed Thu 09.00-17.00 Fri 09.00-19.00 Sat 09.30-13.00
Congleton	338	Mon to Fri 09.00-17.00	Mon 09.30-20.00 Tue 09.30-17.30 Wed closed Thu 09.30-20.00 Fri 09.30-17.30 Sat 09.00-16.00
Holmes Chapel	27	Mon 14.00-17.30 Tue 09.30-13.00 Wed closed Thu 09.30-13.30 Fri 09.30-13.00	Mon 14.00-19.00 Tue 09.30-13.00, 14.00-17.00 Wed closed Thu 09.30-13.00, 14.00-19.00 Fri 09.30-13.00, 14.00-17.00 Sat 09.30-13.00
Knustford	180	Mon to Thu 08.45-17.00 Fri 08.45-16.30 Sat 09.00-13.00	Mon 09.00-17.00 Tue 09.00-19.00 Wed 09.00-13.00 Thu 09.00-19.00 Fri 09.00-17.00 Sat 09.30-13.00
Middlewich	146	Mon to Fri 09.00-13.00	Mon 14.00-19.30 Tue 09.30-13.00, 14.00-17.00 Wed closed Thu 09.30-13.00, 14.00-19.30 Fri 09.30-13.00, 14.00-17.00 Sat 09.30-13.00
Poynton	184	Mon to Thu 09.00-17.00 Fri 09.00-16.30 Sat 09.00-13.00	Mon 09.30-17.00 Tue 09.30-20.00 Wed closed Thu 09.30-17.00 Fri 09.30-20.00 Sat 09.30-13.00
Wilmslow	296	Mon to Thu 08.45-17.00 Fri 08.45-16.30 Sat 09.00-13.00	Mon 09.30-20.00 Tue 09.30-17.30 Wed 09.30-13.00 Thu 09.30-20.00 Fri 09.30-17.30 Sat 09.30-13.00

## CHESHIRE EAST COUNCIL

### REPORT TO: CABINET

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

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#### 1.0 Report Summary

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

#### 2.0 Decision Requested

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

further information received from Government Departments or other funding bodies.

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

### **3.0 Reasons for Recommendations**

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

### **4.0 Wards Affected**

- 4.1 Not applicable

### **5.0 Local Ward Members**

- 5.1 Not applicable

### **6.0 Policy Implications including - Climate change - Health**

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

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

- 7.1 None

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

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



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

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

## **10.0 Risk Management**

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

## **11.0 Background and Options**

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

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

## **12.0 Overview of Year One and Term One Issues**

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

## **13.0 Access to Information**

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

Name:	Lisa Quinn
Designation:	Borough Treasurer and Head of Assets
Tel No:	01270 686628
Email:	<a href="mailto:lisa.quinn@cheshireeast.gov.uk">lisa.quinn@cheshireeast.gov.uk</a>

## **Background Documents:**

### Cabinet Reports:

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

## Appendix A

### BUDGET CONSULTATION PROCESS

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

#### Background

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

#### Business Planning Process

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

Round 1 – held in November 2009

Round 2 – held in January 2010

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

#### Round 1

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

23rd November - Knutsford High School

24th November - Congleton Town Hall

26th November - Nantwich Civic Hall

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

3 service areas where we could "Do more"

7 service areas where we could "Do less"

4 service areas where we could "Stay the same"

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

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

## Round 2

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

Tuesday 12th January – Schools Forum.

Wednesday 13th January – Business Breakfast

Monday 18th January – Town and Parish Councils

Wednesday 20th January – General People & Places event

Wednesday 20th January – Corporate Trade Unions

Thursday 21st January – Cheshire East Councillors

Friday 22nd January – Cheshire East Councillors

## January Consultation Material

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

## Format of the January Meetings

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

## **Feedback**

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

## **Where Next?**

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

## **Conclusion**

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

**November 2009 - List of Services**

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

## Council Spending

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

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

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

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

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

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

## Council Tax

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

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

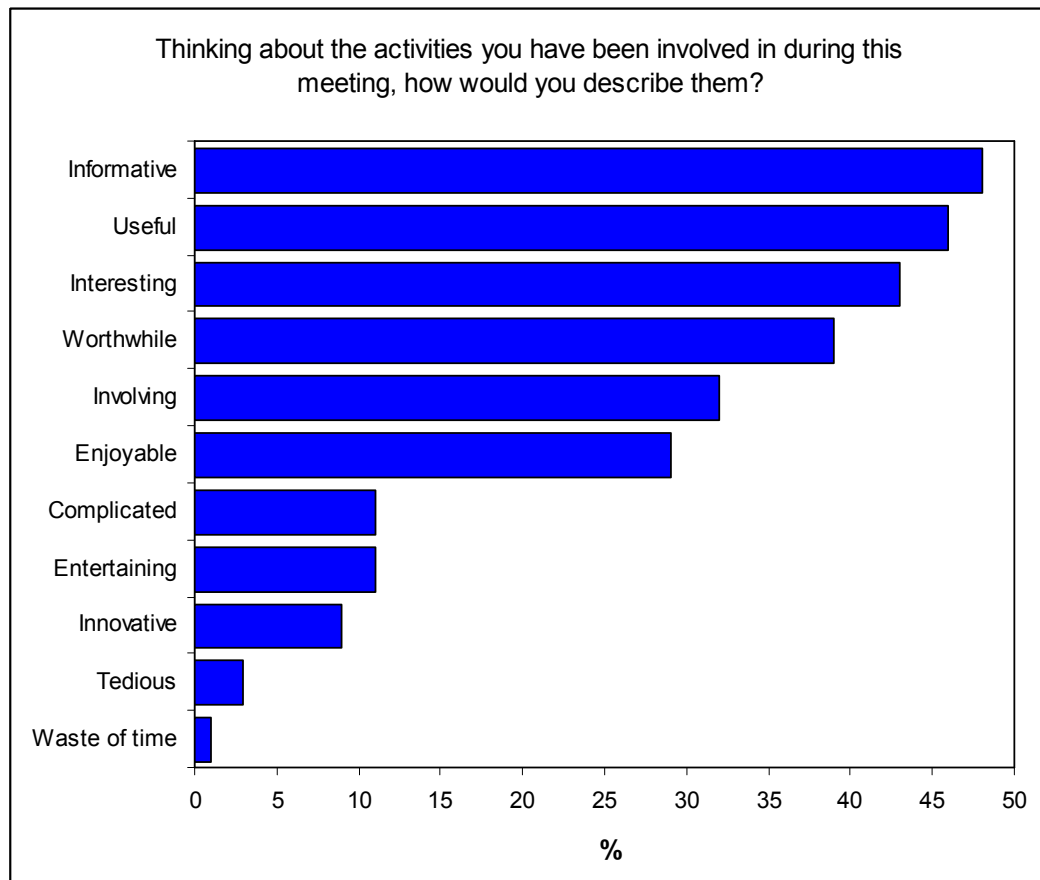
## What did participants think about the events

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

## What participants thought about the activities involved during the events

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

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



## Venue and Facilities

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



## Shaping Our Services – Budget Consultation

### Summary of Actions and Responses

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

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

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

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

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# **Budget Report**

## **2010 / 2011**

***Shaping Our Services***

**February 2010**

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## Foreword by Cllr Frank Keegan



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

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

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

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

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

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

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

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

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

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

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

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

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

*Cllr Frank Keegan*  
Resources Portfolio Holder

## Comment from the Borough Treasurer



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

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

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

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

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

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

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

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

*Lisa Quinn*

Borough Treasurer & Head of Assets



# Overview

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

## Work together to improve community life

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

Key proposals within the Budget Report 2010/2011:

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

## Introduction – Getting the most from this report

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

### Main Report

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

## Annexes

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

# 1. Financial Stability

## Background

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

## Central Adjustments

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

## Grant Funding Of Council Expenditure

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

### Formula Grant ~ Definition

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

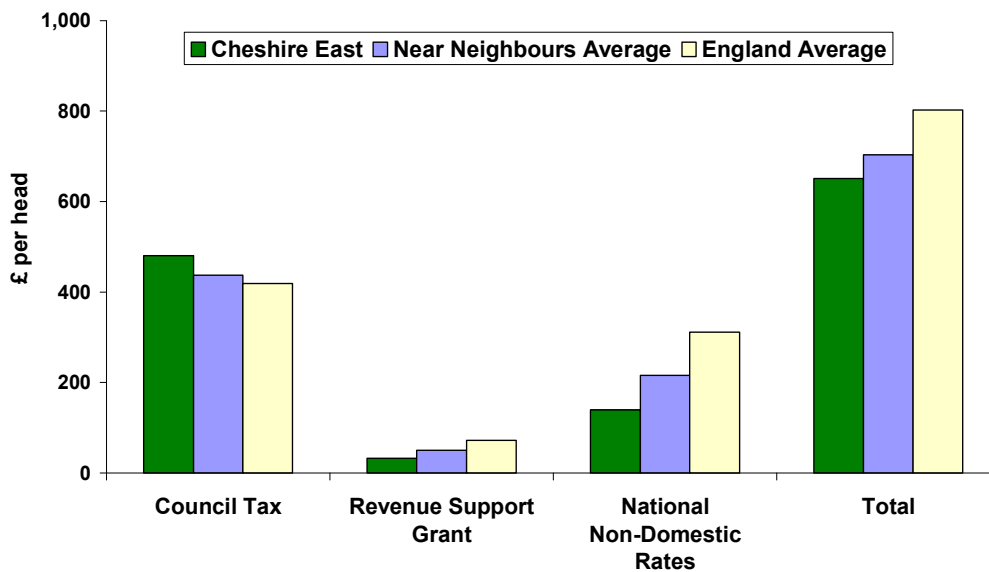
RSG is divided into four blocks:

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

### Specific Grants ~ Definition

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

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

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

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

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

### Formula Grant

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

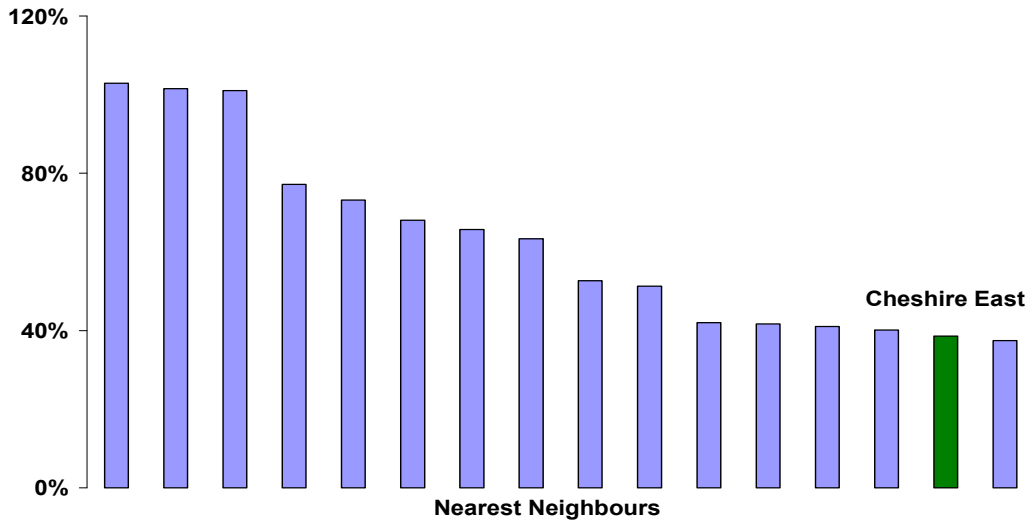
Table 1: Summary of Formula Grant Receivable

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

*Source: CLG*

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

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



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

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

### **Dedicated Schools Grant (DSG)**

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

21. Table 2 below shows the budgeted DSG for 2009/2010 and the estimated DSG for 2010/2011.

Table 2: DSG for Cheshire East Council

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

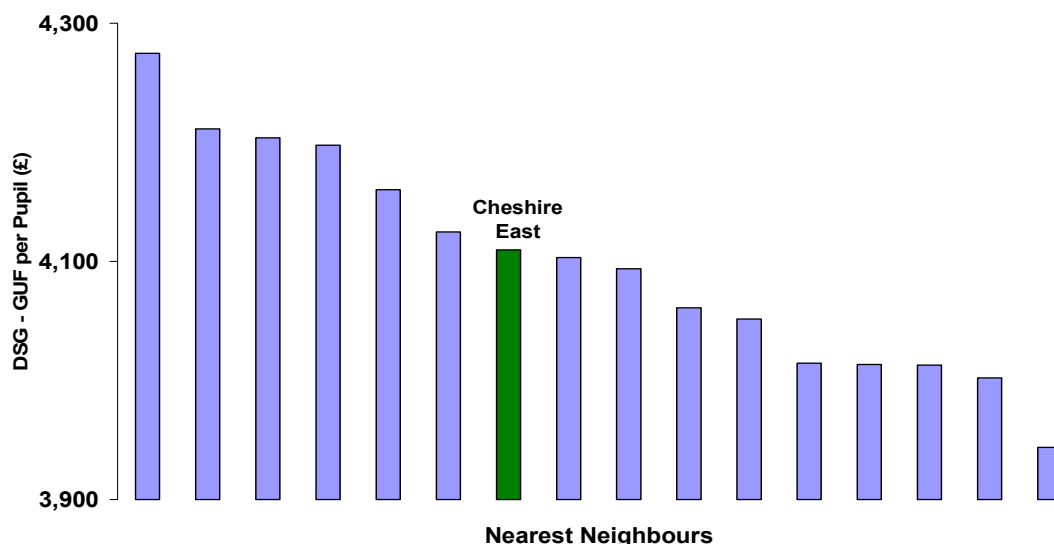
Source: Teachernet.gov.uk

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



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

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



Source: Teachernet.gov.uk

### Specific Grants

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

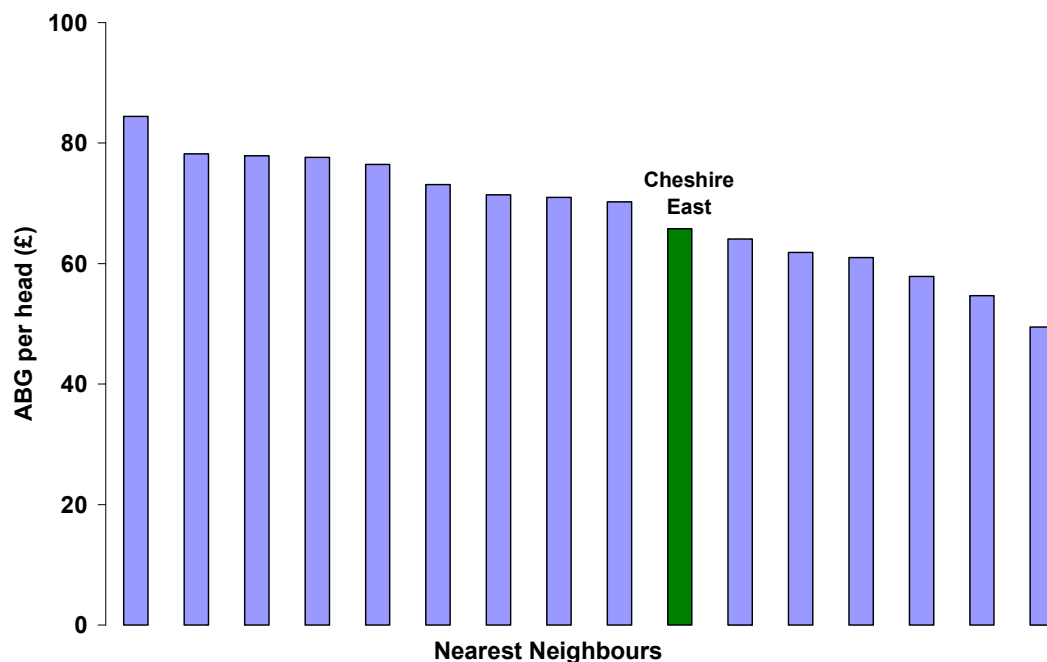
Table 3: Cheshire East Council Specific Grants

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

Source: CLG

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

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



Source: CLG Area Based Grant Website

### Collecting Local Taxes

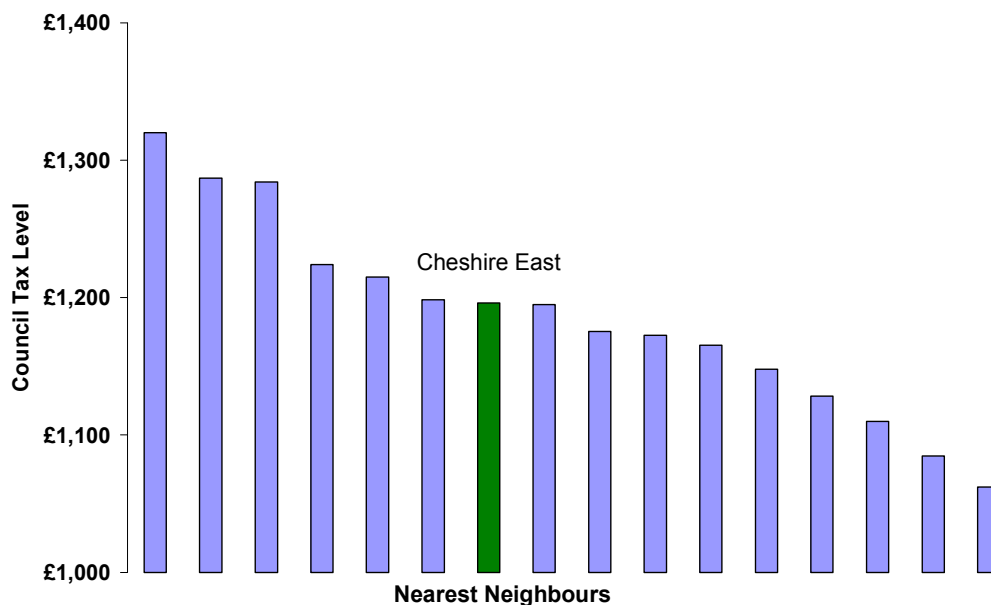
30. Council Tax provides 74% of the funding required to balance the net revenue budget and 24% of the Gross Budget. Changes to the level of Council Tax therefore have a significant impact on the available funding for services. For example a 1% change in Council Tax income equates to £1.7m of expenditure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

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

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

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

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



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

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

**Table 4 : Budget and Council Tax 2010/2011**

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

*Source : Cheshire East Finance*

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

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

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

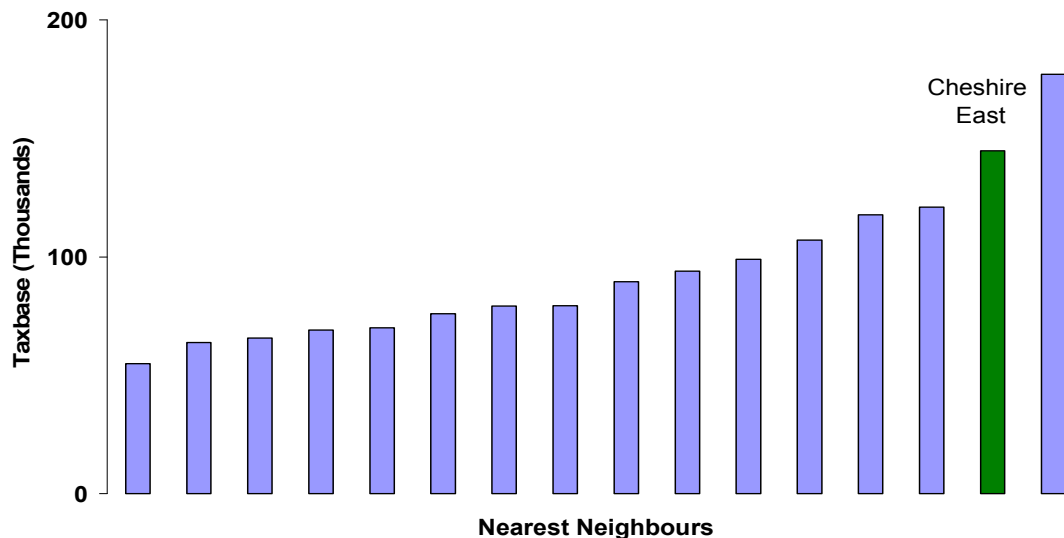
*Source: Cheshire East Finance*

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

## Council Tax Base

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

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



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

## Collection Fund

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

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

### **Council Tax on Second Homes**

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

Table 6: Summary of Council Tax on Second Homes Payments

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

Source: Cheshire East Finance

### **Charges to Service Users**

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

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

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

### **Council Reserves (Central Adjustment)**

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

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

**Table 7: Movement in General Reserves**

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

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

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

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

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



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

### Corporate Risks

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

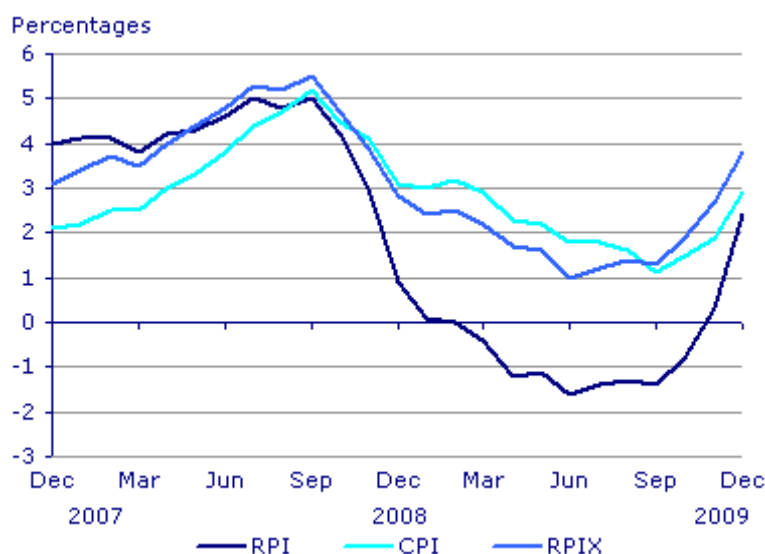
- The Council must maintain adequate reserves  
*Mitigating Actions*
    - Establish Reserves Strategy
    - Use risk assessment to inform minimum level of reserves
    - Reflect necessary future changes in reserve levels within medium term financial planning
  - The Council must set a legal Council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

### **Economic Factors**

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

### **Inflation (Central Adjustment)**

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

**Chart 7: Inflation rose towards the end of 2009**

Source: Office of National Statistics

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

### **Employee Pensions (Central Adjustment)**

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

### **Interest Rates**

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

### **Capital Programme Funding**

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

**Table 8: Capital Expenditure and Funding 2010/2011**

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

Source : Cheshire East Finance

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

#### **Capital Financing Costs (Central Adjustment)**

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

**Table 9: Capital Financing Budget 2010/2011**

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

*Source: Cheshire East Finance*

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

**Prudential Indicators**

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

**3C Waste (Central Adjustment)**

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

**Transitional Costs (Central Adjustment)**

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

**Phasing Adjustment for Savings (Central Adjustment)**

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

## Summary of Central Adjustments

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

**Table 10 : Summary of Central Adjustments 2010/2011**

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

Source: Cheshire East Finance

## Development of Policy Proposals and the Capital Programme

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

## Efficiency Savings

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

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

Table 11: Progress on efficiency savings

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

Source: Cheshire East Finance

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



## 2. Local People

### Vision and Transformation

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

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

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

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

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

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

**Current Issues**

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

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

## **SERVICES FOR CHILDREN AND FAMILIES**

### **Emerging Pressures**

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

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

## **SERVICES FOR ADULTS**

### **Emerging Pressures**

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

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

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

## HEALTH AND WELLBEING

### Emerging Pressures

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

## Summary of the Revenue and Capital Position

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

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

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

Source: Cheshire East Finance

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

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

### FINANCING

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

Source: Cheshire East Finance

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

# 3. Local Places

## Vision and Transformation

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

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

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

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

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



**Current Issues**

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

**ENVIRONMENTAL SERVICES****Emerging Pressures**

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

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

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

## **SAFER AND STRONGER COMMUNITIES SERVICE**

### **Emerging Pressures**

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

## **PLANNING AND POLICY SERVICE**

### **Emerging Pressures**

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

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

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

## **REGENERATION**

### **Emerging Pressures**

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

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

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

## **CARBON REDUCTION**

### **Emerging Pressures**

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

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

### Summary of the Revenue and Capital Position

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

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

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

Source: Cheshire East Finance

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

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

**FINANCING**

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

Source: Cheshire East Finance

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

# 4. Supporting Service Delivery

## Vision and Transformation

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

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

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

### Procurement

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

### Customer Access

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

### Assets

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



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

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

### **Partnerships & Local Area Working**

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

### **Information & Communications Technology**

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

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

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

## **Finance**

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

**Human Resources & Organisational Development**

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

**Legal Services**

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

**Summary of the Revenue and Capital Position**

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

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

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

Source: Cheshire East Finance

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

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

**FINANCING**

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

Source: Cheshire East Finance

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

## Cross Cutting savings 2010/2011

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

### Initial Allocation of Cross Cutting savings 2010/2011

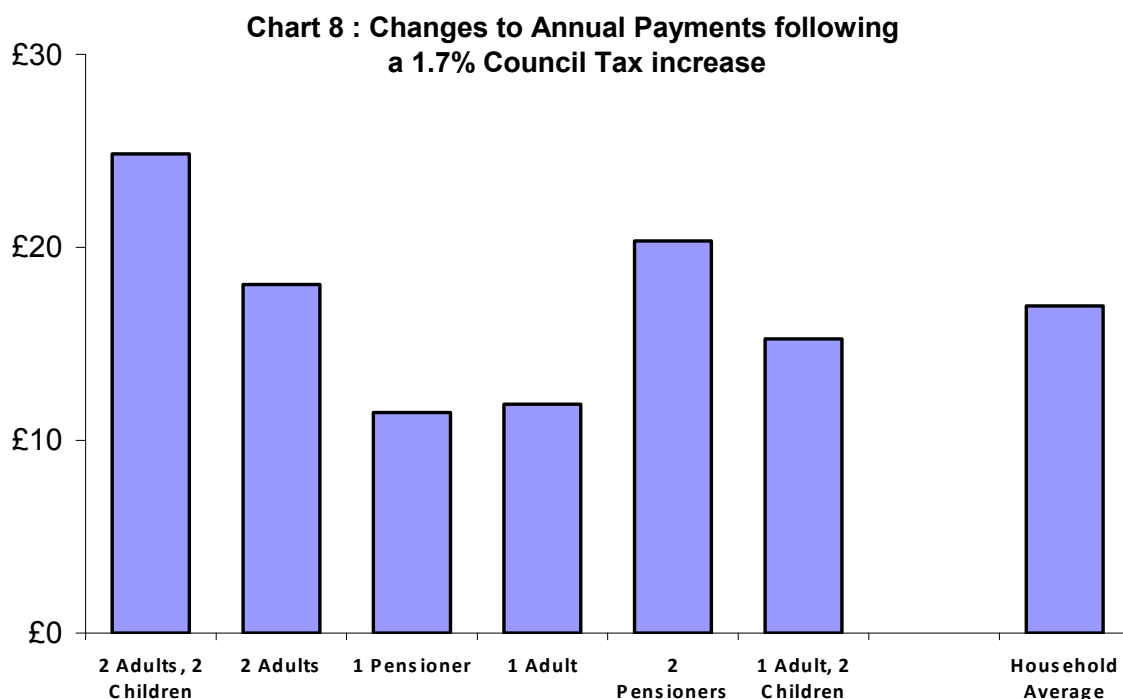
	Policy Proposals			
	Total £'000	People £'000	Places £'000	P & C £'000
Procurement savings (new for 2010/2011)	(1,275)	(922)	(250)	(103)
Procurement savings (from 2009/2010)	(558)	(403)	(110)	(45)
Energy Savings (new for 2010/2011)	(50)	(14)	(28)	(8)
Energy Savings (from 2009/2010)	(500)	(141)	(283)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

**Note:**

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

# 5. Budget Impact

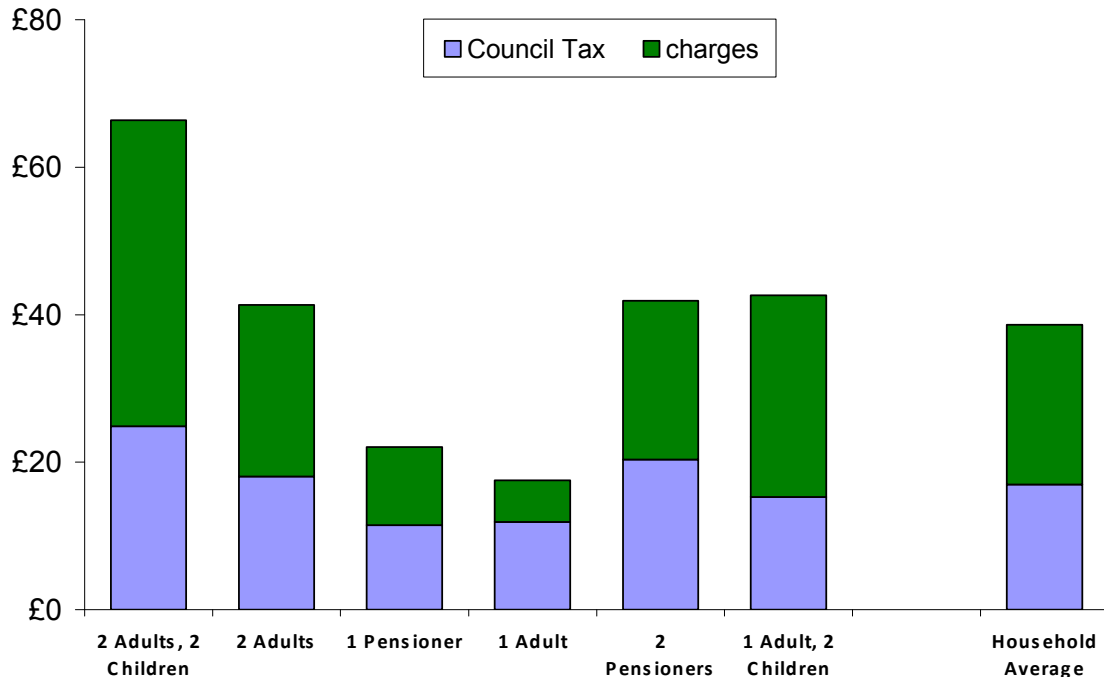
197. The 2010/2011 Budget Report is the result of a major process to set a balanced budget that can meet the needs of local people in the local environment. The details of the Budget have been set out in previous chapters in terms of financial stability etc. This section considers the impact of the Budget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



Source : Cheshire East Finance

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



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






Source : Cheshire East Finance

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

**Table 18: Impacts of the 2010/2011 Budget Proposals**

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



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

Source: Cheshire East Finance

# 6. Summary of Feedback Process

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

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

## Round 1

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

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

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

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

## Round 2

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

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

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

## Feedback

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



# **Annexes to Budget Report 2010 / 2011**

***Shaping Our Services***

## **Annex 1 - A Profile of the Authority**

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

### ***Geography of the Area***

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

### ***Cheshire East and its Citizens***

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

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

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

## Annex 2 ~ Annual Minimum Revenue Provision Statement 2010/2011

### Introduction

Under 2003 Regulations<sup>1</sup>, local authorities are required to charge to their revenue account for each year a Minimum Revenue Provision (MRP) to account for the cost of their debt in that financial year.

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

Prior to its amendment by the 2008 Regulations<sup>2</sup>, the method authorities were required to follow in calculating MRP was prescribed. For the financial year 2007/2008 and subsequent years, the detailed calculation has been replaced with a requirement that local authorities calculate an amount of MRP which they consider to be “prudent”.

At the same time the Secretary of State issued guidance<sup>3</sup> on the duty to make a prudent provision and local authorities are legally obliged to “have regard” to this guidance.

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

### Meaning of “Prudent Provision”

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Finance Leases**

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

### **Policy Statement**

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

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

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

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

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

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

### 1 Background:

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

### 2. Net Borrowing and the Capital Financing Requirement:

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

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

### 3. Estimates of Capital Expenditure:

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

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

3.2 Capital expenditure will be financed as follows:

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

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

### 4. Ratio of Financing Costs to Net Revenue Stream:

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

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



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

## 5. Capital Financing Requirement:

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

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

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

## 6. Actual External Debt:

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

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

## 7. Incremental Impact of Capital Investment Decisions:

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

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

## 8. Authorised Limit and Operational Boundary for External Debt:

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

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

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

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

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

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

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

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

## 9. Adoption of the CIPFA Treasury Management Code:

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

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

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

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

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

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

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

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

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

#### 11. Maturity Structure of Fixed Rate borrowing:

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

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

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

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

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

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

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

## Annex 4 - Balancing the Three Year Budget Position

### Development of the 2010/2011 Revenue Budget

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

More details on the actions taken are set out below.

#### Measure 1 ~ Challenge Funding Assumptions

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

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

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

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

## **Measure 2 ~ Increase Council Tax**

### **5. Council Tax** ~ several amendments have been made :

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

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

### **Measure 3 ~ Use General Reserves**

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

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

### **Measure 4 ~ Reduce Expenditure & Measure 5 ~ Increase Income**

#### **Challenge Process and Consultation**

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

#### **a. People:**

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

#### **b. Places:**

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

#### **c. Performance and Capacity:**

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

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

## **Adjustments Post Pre-Budget Report**

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

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

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

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

## **Summary of Changes**

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

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

**Table 19 : Impact of Measures to Balance the Budget**

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

Source: Cheshire East Finance



## Summary

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

**Table 20 : Summary of Financial Position for 2010/2013**

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

**Notes:**

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

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

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

## Development of the 2010/2011 Capital Programme

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

Table 21: Capital Programme Summary

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

## Annex 5 - Service Budget and Capital Details

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

<b>People Directorate</b>
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<b>Objective Analysis of Services provided in 2009/2010</b>
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	Employees	Other	Gross	Income	Net
		Expenditure	Budget		Budget
<b>Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Children and Families	177,973	115,815	293,788	(250,692)	<b>43,096</b>
Adult Services	43,205	114,376	157,581	(85,046)	<b>72,535</b>
Health and Wellbeing	13,123	13,260	26,383	(11,253)	<b>15,130</b>
<b>Total Budget</b>	<b>234,301</b>	<b>243,451</b>	<b>477,752</b>	<b>(346,991)</b>	<b>130,761</b>

<b>Key Policy Proposals for 2010/2011 Budget</b>
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	<b>£000</b>
Children and Families	1,772
Adult Services	(2,995)
Health and Wellbeing	(610)

**Financial Impact of 2010/2011 Policy Proposals**

**(1,833)**

<b>Children and Families</b>
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<b>Objective Analysis of Services provided in 2009/2010</b>
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	Employees	Other	Gross	Income	Net
		Expenditure	Budget		Budget
Services Provided :	£000	£000	£000	£000	£000
Schools (ISB)	145,296	30,713	176,009	(176,009) *	0
Learning	17,182	68,714	85,896	(66,256) *	19,640
Social Care	12,034	12,874	24,908	(1,452)	23,456
School Catering	3,461	3,514	6,975	(6,975)	0
<b>Total Budget</b>	<b>177,973</b>	<b>115,815</b>	<b>293,788</b>	<b>(250,692)</b>	<b>43,096</b>

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

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

<b>Children and Families - Dedicated Schools Grant (DSG)</b>
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<b>Net Budget 2009/2010</b>
-----------------------------

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

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

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

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



<b>Adult Services</b>
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Objective Analysis of Services provided in 2009/2010					
--	--	--	--	--	--

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

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

<b>Health and Wellbeing</b>
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<b>Objective Analysis of Services provided in 2009/2010</b>
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	Employees	Other	Gross	Income	Net
		Expenditure	Budget		Budget
<b>Services Provided :</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Leisure and Green Space	8,135	9,767	17,902	(8,441)	<b>9,461</b>
Libraries and Cultural Services	4,891	3,413	8,304	(2,776)	<b>5,528</b>
Health Improvement	97	80	177	(36)	<b>141</b>
<b>Total Budget</b>	<b><u>13,123</u></b>	<b><u>13,260</u></b>	<b><u>26,383</u></b>	<b><u>(11,253)</u></b>	<b><u>15,130</u></b>

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

## CAPITAL PROGRAMME 2010/11 - 2012/13

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

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

<b>Places Directorate</b>
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**Objective Analysis of Services provided in 2009/2010**

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

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**Key Policy Proposals for 2010/2011 Budget**

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

<b>Financial Impact of 2010/2011 Policy Proposals</b>	<b>1,080</b>
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<b>Environmental Services</b>
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Objective Analysis of Services provided in 2009/2010					
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	Employees	Other	Gross	Income	Net
		Expenditure	Budget		Budget
Services Provided :	£000	£000	£000	£000	£000
Waste & Recycling	6,521	21,411	27,932	(6,733)	21,199
Highways Operations	3,787	10,556	14,343	(4,260)	10,083
Streetscape & Bereavement	5,589	5,149	10,738	(8,330)	2,408
<b>Total Budget</b>	<b>15,897</b>	<b>37,116</b>	<b>53,013</b>	<b>(19,323)</b>	<b>33,690</b>

Key Policy Proposals for 2010/2011 Budget		
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	£000	£000
<b>Increases in Net Budget</b>		
<b>Waste &amp; Recycling:</b>		
Contract budget pressures	1,787	
Waste disposal - increased running costs	167	
Green waste - increased running costs	260	
<b>Highways Operations:</b>		
Street Lighting - growth in costs	100	
<b>Streetscape &amp; Bereavement:</b>		
Cremations - equipment replacement costs	30	
Verge Maintenance & Public Conveniences - deferred structure savings	125	
Sub total		2,469

**Decreases in Net Budget**

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

<b>Financial Impact of 2010/2011 Policy Proposals</b>	<b>964</b>
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<b>Safer &amp; Stronger Communities</b>
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<b>Objective Analysis of Services provided in 2009/2010</b>
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	Employees	Other	Gross	Income	Net
		Expenditure	Budget		Budget
	£000	£000	£000	£000	£000
<b>Services Provided :</b>					
Community Safety	1,381	1,029	2,410	(539)	1,871
Regulatory Services	2,967	616	3,583	(1,153)	2,430
Parking	933	1,785	2,718	(6,463)	(3,745)
<b>Total Budget</b>	<b>5,281</b>	<b>3,430</b>	<b>8,711</b>	<b>(8,155)</b>	<b>556</b>

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

<b>Planning &amp; Policy</b>
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Objective Analysis of Services provided in 2009/2010
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	Employees	Other	Gross	Income	Net
		Expenditure	Budget		Budget
Services Provided :	£000	£000	£000	£000	£000
Spatial Planning	781	331	1,112	(14)	1,098
Building Control	995	130	1,125	(1,357)	(232)
Development Management	3,346	870	4,216	(3,645)	571
Housing Strategy	1,069	1,041	2,110	(484)	1,626
<b>Total Budget</b>	<b>6,191</b>	<b>2,372</b>	<b>8,563</b>	<b>(5,500)</b>	<b>3,063</b>

Key Policy Proposals for 2010/2011 Budget
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	£000	£000
<b>Increases in Net Budget</b>		
<b>Development Management:</b>		
Planning & Land Charges reduction in income	1,235	
Transformation & GIS projects	50	
Sub total		1,285
<b>Decreases in Net Budget</b>		
<b>Spatial Planning:</b>		
Reduction in running costs	(115)	
Housing & Planning Delivery Grant income	(148)	
<b>Building Control:</b>		
Reduction in share of costs / time to non-fee earning activity	(56)	
<b>Development Management:</b>		
Reduction in running costs	(100)	
Structure review	(120)	
Housing & Planning Delivery Grant income	(50)	
<b>Housing Strategy:</b>		
Provide homelessness services in-house	(25)	
Reduction in running costs & additional income	(20)	
Sub total		(634)

**Financial Impact of 2010/2011 Policy Proposals**

<b>651</b>
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<b>Regeneration</b>
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**Objective Analysis of Services provided in 2009/2010**

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

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**Key Policy Proposals for 2010/2011 Budget**

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

**Decreases in Net Budget**

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

**Financial Impact of 2010/2011 Policy Proposals**

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**(725)**

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

<b>PERFORMANCE AND CAPACITY</b>
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<b>Objective Analysis of Services provided in 2009/2010</b>
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	Employees	Other	Gross	Income	Net
		Expenditure	Budget		Budget
Services :	£000	£000	£000	£000	£000
Borough Solicitor	3,305	2,889	6,194	(858)	5,336
Borough Treasurer & Head of Assets	18,928	85,472	104,400	(82,266)	22,134
HR & Organisational Development	3,878	305	4,183	(1,318)	2,865
Policy & Performance	7,297	1,950	9,247	(247)	9,000
<b>Total Directorate Budget</b>	<b>33,408</b>	<b>90,616</b>	<b>124,024</b>	<b>(84,689)</b>	<b>39,335</b>

<b>Key Policy Proposals for 2010/2011 Budget</b>
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	£000
Borough Solicitor	444
Borough Treasurer & Head of Assets	(52)
HR & Organisational Development	355
Policy & Performance	353
<b>Financial Impact of 2010/2011 Policy Proposals</b>	<b>1,100</b>

<b>Borough Solicitor</b>
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Objective Analysis of Services provided in 2009/2010					
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	Employees	Other	Gross	Income	Net
		Expenditure	Budget		Budget
Services Provided :	£000	£000	£000	£000	£000
Democratic & Registration Services	1,850	2,625	4,475	(716)	3,759
Legal Services	1,455	264	1,719	(142)	1,577
<b>Total Budget</b>	<b>3,305</b>	<b>2,889</b>	<b>6,194</b>	<b>(858)</b>	<b>5,336</b>

Key Policy Proposals for 2010/2011 Budget		
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	£000	£000
<b>Increases in Net Budget</b>		
Impact of 2009/2010 Outturn with Democratic Services	264	
Legal Services restructure (relates to outturn and compliance needs)	250	
Mayor's attendant service	21	
Additional Scrutiny officer	36	
Sub total		571

**Decreases in Net Budget**

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

**Financial Impact of 2010/2011 Policy Proposals**

<b>444</b>
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<b>Borough Treasurer &amp; Head of Assets</b>
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<b>Objective Analysis of Services provided in 2009/2010</b>
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	Employees	Other	Gross	Income	Net
		Expenditure	Budget		Budget
Services Provided :	£000	£000	£000	£000	£000
Building Maintenance	0	3,428	3,428	(12)	3,416
The Farms Estate	97	382	479	(553)	(74)
Facilities Management	2,866	748	3,614	(2,750)	864
Finance	4,141	3,610	7,751	(1,454)	6,297
ICT	4,471	3,281	7,752	(1,715)	6,037
Procurement	887	1,279	2,166	(2,441)	(275)
Property Services	3,043	4,411	7,454	(2,457)	4,997
Revenue & Benefits	3,423	68,333	71,756	(70,884)	872
<b>Total Budget</b>	<b>18,928</b>	<b>85,472</b>	<b>104,400</b>	<b>(82,266)</b>	<b>22,134</b>

<b>Key Policy Proposals for 2010/2011 Budget</b>
--

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

\* Cross Cutting

<b>HR and Organisational Development</b>
--

<b>Objective Analysis of Services provided in 2009/2010</b>
---

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

<b>Key Policy Proposals for 2010/2011 Budget</b>
--

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

\* Cross cutting

<b>Policy &amp; Performance</b>
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<b>Objective Analysis of Services provided in 2009/2010</b>
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	Employees	Other	Gross	Income	Net
		Expenditure	Budget		Budget
Services Provided :	£000	£000	£000	£000	£000
Audit	936	68	1,004	0	1,004
Chief Executive & Partnerships	1,153	1,212	2,365	(52)	2,313
Communications	1,113	178	1,291	(67)	1,224
Customer Services	3,171	346	3,517	(66)	3,451
Planning & Performance	924	146	1,070	(62)	1,008
<b>Total Budget</b>	<b>7,297</b>	<b>1,950</b>	<b>9,247</b>	<b>(247)</b>	<b>9,000</b>

<b>Key Policy Proposals for 2010/2011 Budget</b>
--

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

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



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

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

**Note**

FTE = Full Time Equivalent

\* includes apprentice scheme - staff will be based in Directorates

## **Annex 7 ~ Charges to Service Users 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

## SCALE OF FEES AND CHARGES 2010/2011

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

## SCALE OF FEES AND CHARGES 2010/2011

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

## SCALE OF FEES AND CHARGES 2010/2011

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

## SCALE OF FEES AND CHARGES 2010/2011

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



## SCALE OF FEES AND CHARGES 2010/2011

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

## SCALE OF FEES AND CHARGES 2010/2011

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

## SCALE OF FEES AND CHARGES 2010/2011

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

## SCALE OF FEES AND CHARGES 2010/2011

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

## SCALE OF FEES AND CHARGES 2010/2011

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



**SCALE OF FEES AND CHARGES 2010/2011**

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

## SCALE OF FEES AND CHARGES 2010/2011

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

## SCALE OF FEES AND CHARGES 2010/2011

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

## SCALE OF FEES AND CHARGES 2010/2011

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

## SCALE OF FEES AND CHARGES 2010/2011

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

## SCALE OF FEES AND CHARGES 2010/2011

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



**SCALE OF FEES AND CHARGES 2010/2011**

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

## SCALE OF FEES AND CHARGES 2010/2011

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

## SCALE OF FEES AND CHARGES 2010/2011

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

## SCALE OF FEES AND CHARGES 2010/2011

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

## SCALE OF FEES AND CHARGES 2010/2011

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

**SCALE OF FEES AND CHARGES 2010/2011**

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



**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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



**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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



**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

## SCALE OF FEES AND CHARGES 2010/2011

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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



**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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



**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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

**SCALE OF FEES AND CHARGES 2010/2011**

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



# **Reserves Strategy**

**2010-2013**

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## Executive Summary

Cheshire East Council will maintain reserves for two main purposes:

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

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

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

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

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

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

*Lisa Quinn*

Borough Treasurer & Head of Assets  
Cheshire East Council

# 1. Introduction

## Types of Reserves

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

### General Reserves (see Section 2)

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

#### Increasing General Reserves

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

#### Decreasing General Reserves

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

### Earmarked Reserves (see Section 3)

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

## Assessing the Adequacy of Reserves

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



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

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

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

Source: CIPFA ~ LAAP Bulletin 55, 2003

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

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

## 2. General Fund Reserves (Revenue)

### Purpose

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

### Opening Balances

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

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

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

Source: Cheshire East Finance - February 2010

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

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

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

### **Estimated Movement in Reserves (2010/2011 onwards)**

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

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

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

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

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

Source: Cheshire East Finance ~ February 2010

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

### **General Fund Reserves - Risk Assessment**

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

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

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

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

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

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

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

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

	Insurance claims create rising premiums or cost to insurance reserves	Budget growth to cover premiums or self insurance costs / Good claims management	£25,000
<b>Budget Pressures</b>	Efficiency savings challenged by changing priorities, and reduced income from economic downturn	Impact of 2009/2010 projected outturn / Robust remedial plans and monitoring of progress	£5,120,000
	Disaggregated Balances vary from current predictions	Impact on opening balances / apply prudent assumptions to opening balances	£2,500,000
	Income from fees and charges affected by economic downturn	Loss of income from fees & charges from local economic pressures / prudent income targets; close monitoring	£550,000
	Higher than anticipated inflation arising in year	Increased inflation on contracts and services / contract management and robust remedial plans	£1,200,000
	Efficiency savings challenged by changing priorities	In-Year emerging issues / Robust remedial plans and monitoring of progress	£2,400,000
<b>ICT &amp; Security</b>	Court Fine and need to improve security	Up to 10% fine on turnover / robust security processes	£250,000
	Data corruption	ICT service days to repair, loss of service / robust security policies and firewalls	£50,000
<b>Legal actions / Industrial relations / Failure of External organisations</b>	Disruption to service and/or costs of arbitration / tribunal / damages	Loss of income, costs of providing essential services or direct costs of resolution, reduced pay budget / emergency planning	£50,000
<b>Strategic Reserve</b>		Strategic/Emergency risk cover, potential further invest to save options and future pay structure changes	£7,700,000
<b>OVERALL RISKS</b>			<b>£20,579.000</b>
<b>% of Net Revenue Budget</b>			<b>8.6%</b>

Source: Cheshire East Finance Feb 2010

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

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

### Adequacy of General Reserves

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



### 3. Earmarked Reserves (Revenue)

#### Purpose

30. The purpose of earmarked reserves is:

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

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

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

**Table 5: All earmarked reserves should have a clear rationale**

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

Source: CIPFA ~ LAAP Bulletin 55, 2003

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

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

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

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

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

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

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

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

Source: Cheshire East Finance review January 2010

## **4. Capital Reserves**

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

## **5. Conclusion**

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



## **Background Papers**

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

General Fund Reserves ~ Risk Assessment Working Papers 2010

Final Accounts 2009/2010:

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

Cheshire East Council Budget 2010/2011

## Annex A

### Protocol & Controls

#### The Existing Legislative/Regulatory Framework

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

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

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

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

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

#### The Role of the Chief Finance Officer

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

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

### **Good Governance**

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

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

### **A New Reporting Framework**

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

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

### **CIPFA recommended that:**

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

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

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**CHESHIRE EAST COUNCIL****REPORT TO: CABINET**

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**Date of Meeting:** 16 February 2010  
**Report of:** Borough Treasurer and Head of Assets  
**Subject/Title:** Treasury Management Strategy 2010/11  
**Portfolio Holder:** Councillor Keegan

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**1.0 Report Summary**

- 1.1 To present the Treasury Management Strategy for 2010/11 to 2012/13 including the prudential indicators and limits required under Part 1 of the Local Government Act 2003 and the Annual Investment Strategy 2010/11 and Annual Policy Statement on Minimum Revenue Provision (MRP) for the redemption of debt 2010/11.

**2.0 Decision Requested**

- 2.1 Cabinet is requested to recommend to Council the approval of the Treasury Management Strategy and the MRP Statement for 2010/11. The Strategy includes the Department for Communities and Local Government (DCLG) reporting requirements in accordance with the Local Government Investments Guidance under Section 15(1)(a) of the Local Government Act 2003 (Appendix A).

**3.0 Reasons for Recommendations**

- 3.1 The Treasury Management Strategy details the activities of the Treasury Management function in the forthcoming year 2010/11. The Strategy for 2010/11 reflects the views on interest rates of leading market forecasts provided by Arlingclose, the Council's advisor on treasury matters. It also includes the Prudential Indicators relating to Treasury Management.
- 3.2 The CIPFA Code of Practice on Treasury Management, when adopted by a local authority, gives it the status of 'a code of practice made or approved by or under enactment' and hence proper practices under the provision of the Local Government and Housing Act 1989.

**4 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 None

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

8.1 Effective Treasury Management provides support towards the achievement of service priorities, it allows the Council to invest in capital projects without any limit as long as it can demonstrate that its capital expenditure plans are affordable, external borrowing is prudent and sustainable and treasury decisions are taken in accordance with good practice.

**9.0 Legal Implications (Authorised by the Borough Solicitor)**

9.1 It is a requirement of the CIPFA Code of Practice for Treasury Management in The Public Sector, that Council receives an Annual Report on its Treasury Strategy, that Council sets Prudential Indicators for the next three years and approves an Annual Investment Strategy and an Annual MRP Policy Statement. There are stringent legislative requirements in place which dictate the way that a local authority deals with financial administration.

**10.0 Risk Management**

10.1 The steps outlined in this report will significantly mitigate the main legal and financial risk to the council's financial management:

- a. That council borrowing will comply with the Treasury Management Strategy

**11.0 Background and Options**

11.1 The Local Government and Public Involvement in Health Act 2007 places a requirement on all councils to approve a policy on how the amount provided in respect of the repayment of debt is calculated prior to the start of the financial year concerned. The Policy for the year 2010/11 is contained in Appendix A. The budgeted provision for the repayment of debt in the year 2010/11 has been broadly calculated as 4% of the estimated outstanding debt at the end of the year 2009/10 with a small number of exceptions. These exceptions comprise capital expenditure on capital projects that has been funded through unsupported borrowing.

11.2 The amount charged in respect of the repayment of debt is currently just above the generally accepted prudent minimum. The amount provided is also below the amount of capital expenditure being funded from borrowing in each of the next few years. As a consequence the amount of debt outstanding is increasing each year. As the level of outstanding debt increases the amount that needs to be provided for the repayment of debt in future years also increases.

11.3 In order to stabilise the Council's borrowing position, the amount of Prudential Borrowing undertaken to finance new capital schemes has been limited to those schemes where efficiency savings within the service will meet the cost of repayments. Capital receipts of £4.6m will be made available to fund new schemes within the 2010/11 programme which will reduce the charge to the Revenue Account.

**11.4 Capital Financing Budget 2010-11**

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

- 11.5 The amount of interest paid on the Council's portfolio of long term loans is mainly at fixed rates of interest (circa 4.9%). This provides a degree of certainty to the capital financing budget. The rate of interest payable on the £21.5 million of new long term loans that it is planned to raise during the year 2010/11 is budgeted to be 4.5%. Currently long term interest rates are around 4.5%. However, within the Treasury Management Strategy, the Council will use internal balances where possible to reduce the costs in the short term of external borrowing.
- 11.6 The rate of interest to be earned on the Council's cash balances that are temporarily invested pending their being used (estimated at £90 million) is budgeted to be 1.25%.

**12.0 Access to Information**

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

Name: Lisa Quinn  
 Designation: Borough Treasurer and Head of Assets  
 Tel No: 01270 686628  
 Email: [lisa.quinn@cheshireeast.gov.uk](mailto:lisa.quinn@cheshireeast.gov.uk)

**Appendices:**

*Appendix A – Treasury Management Strategy Statement & Investment Strategy 2010/11-2012/13*

**Treasury Management Strategy Statement  
and Investment Strategy 2010/11 to 2012/13**

**Contents**

- 1. Background**
- 2. Balance Sheet and Treasury Position**
- 3. Outlook for Interest Rates**
- 4. Borrowing Requirement and Strategy**
- 5. Debt Rescheduling**
- 6. Investment Policy and Strategy**
- 7. Balanced Budget Requirement**
- 9. Reporting**
- 10. Other Items**

**Annexes**

- A. Prudential Indicators**
- B. Interest Rate Outlook**
- C. Specified Investments for use by the Council**
- D. Non- Specified Investments for use by the Council**



**1. Background**

- 1.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") requires local authorities to determine the Treasury Management Strategy Statement (TMSS). This statement also incorporates the Investment Strategy as required under the Communities and Local Government (CLG) Investment Guidance. Together, these cover the financing and investment strategy for the forthcoming financial year.

In response to the financial crisis in 2008 and the collapse of the Icelandic banks, CIPFA revised the TM Code and Guidance Notes as well as the Prudential Indicators in late November 2009. CLG has produced draft revisions to Investment Guidance. In the event that the official guidance differs from the draft, changes required to be made to this Strategy and/or documentation will be placed before members for consideration at the next appropriate Cabinet meeting.

- 1.2 CIPFA has defined Treasury Management as:

*"the management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."*

- 1.3 The Council is responsible for its treasury decisions and activity. No treasury management activity is without risk. The successful identification, monitoring and control of risk is an important and integral element of its treasury management activities. The main risks to the Council's treasury activities are:

- Liquidity Risk (Inadequate cash resources)
- Market or Interest Rate Risk (Fluctuations in interest rate levels)
- Inflation Risk (Exposure to inflation)
- Credit and Counterparty Risk (Security of Investments)
- Refinancing Risk (Impact of debt maturing in future years)
- Legal & Regulatory Risk

- 1.4 The strategy also takes into account the impact of the Council's Revenue Budget and Capital Programme on the Balance Sheet position, the Prudential Indicators (Annex A) and the outlook for interest rates (Annex B).

- 1.5 The purpose of this Treasury Management Strategy Statement is to approve:
- Treasury Management Strategy for 2010-11 (Borrowing - Section 4, Debt Rescheduling - Section 5, Investments - Section 6)
  - Prudential Indicators – Annex A (NB - PI No. 6 - The Authorised Limit is a statutory limit)
  - Use of Specified and Non-Specified Investments – Annexes C & D

## 2. **Balance Sheet and Treasury Position**

- 2.1 The underlying need to borrow for capital purposes as measured by the Capital Financing Requirement (CFR) together with Balances and Reserves are the core drivers of Treasury Management Activity. The estimates, based on the current Revenue Budget and Capital Programmes, are set out below:

	<b>31 Mar 10 Estimate £m</b>	<b>31 Mar 11 Estimate £m</b>	<b>31 Mar 12 Estimate £m</b>	<b>31 Mar 13 Estimate £m</b>
CFR	170.2	183.8	191.6	197.0
Balances & Reserves	(55.9)	(40.9)	(43.7)	(34.6)
<b>Net Balance Sheet Position</b>	114.3	142.9	147.9	162.4

- 2.2 The Council's level of physical debt and investments is linked to these components of the Balance Sheet. Market conditions, interest rate expectations and credit risk considerations will influence the Council's strategy in determining the borrowing and investment activity against the underlying Balance Sheet position.
- 2.3 As the CFR represents the level of borrowing for capital purposes and revenue expenditure cannot be financed from borrowing, net physical external borrowing should not exceed the CFR other than for short term cash flow requirements. It is permissible under the Prudential Code to borrow in advance of need up to the level of the estimated CFR over the term of the Prudential Indicators. Where this takes place the cash will form part of its invested sums until the related capital expenditure is incurred. This being the case net borrowing should not exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years other than in the short term due to cash flow requirements. The draft revisions to the CLG's Investment Guidance recommend that the Strategy should state the authority's policies on investing money borrowed in advance of need.
- 2.4 The move to International Financial Reporting Standards (IFRS) has implications for the Capital Financing Requirement components on the Balance Sheet. Analysis of the Council's Private Finance Initiative (PFI) schemes and Operating leases against IFRS requirements may result in the related long term assets and liabilities being brought onto the Council's Balance Sheet. The estimates for the CFR and Long Term Liabilities will therefore need to take into account such items. This will influence the determination of the Council's Affordable Borrowing Limit and Operational Boundary.
- 2.5 The estimate for interest payments in 2010/11 is £7.8m and for interest receipts is £1.1m.

## 3. **Outlook for Interest Rates**

- 3.1 The economic interest rate outlook provided by the Council's treasury advisor, Arlingclose Ltd, is attached at Annex B. Financial markets remain reasonably volatile as the structural changes necessary within economies and the banking system evolve. This volatility provides opportunities for active treasury management. The Council will reappraise its strategy from time to time and, if needs be, realign it with evolving market conditions and expectations for future interest rates.

## 4. **Borrowing Requirement and Strategy**

- 4.1 The Council's underlying need to borrow for capital purposes is measured by reference to its Capital Financing Requirement (CFR) – see Annex A. The CFR represents the cumulative capital expenditure of the local authority that has not been financed. To

ensure that this expenditure will ultimately be financed, local authorities are required to make a Minimum Revenue Provision for Debt Redemption (MRP) from within the Revenue budget each year.

- 4.2 Capital expenditure not financed from internal resources (i.e. Capital Receipts, Capital Grants and Contributions, Revenue or Reserves) will produce an increase in the CFR (the underlying need to borrow) and in turn produce an increased requirement to charge MRP in the Revenue Account.
- 4.3 Physical external borrowing may be greater or less than the CFR, but in accordance with the Prudential Code, the Council will ensure that net external borrowing does not, except in the short term, exceed the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years.
- 4.4 The cumulative estimate of the maximum long-term borrowing requirement is estimated by comparing the projected CFR with the profile of the current portfolio of external debt and long term liabilities over the same financial horizon, as follows:

	31/03/2010 Estimate £m	31/03/2011 Estimate £m	31/03/2012 Estimate £m	31/03/2013 Estimate £m
<b>Capital Financing Requirement</b>	170.2	183.8	191.6	197.0
<b>Less:</b> Existing Profile of Borrowing and Other Long Term Liabilities	(135.5)	(135.5)	(135.5)	(135.5)
<b>Cumulative Maximum External Borrowing Requirement</b>	34.7	48.3	56.1	61.5
Balances & Reserves	(55.9)	(40.9)	(43.7)	(34.6)
<b>Cumulative Net Borrowing Requirement/Investments</b>	<b>(21.2)</b>	<b>7.4</b>	<b>12.4</b>	<b>26.9</b>

- 4.5 The Council's strategy is to maintain maximum control over its borrowing activities as well as flexibility on its loans portfolio. Capital expenditure levels, market conditions and interest rate levels will be monitored during the year in order to minimise borrowing costs over the medium to longer term. A prudent and pragmatic approach to borrowing will be maintained to minimise borrowing costs without compromising the longer-term stability of the portfolio, consistent with the Council's Prudential Indicators.
- 4.6 In conjunction with advice from its treasury advisor, Arlingclose Ltd, the Council will keep under review the options it has in borrowing from the PWLB, the market and other sources identified in the Treasury Management Practices Schedules up to the available capacity within its CFR and Affordable Borrowing Limit (defined by CIPFA as the Authorised Limit).
- The outlook for borrowing rates:***
- 4.7 Short-dated gilt yields are forecast to be lower than medium- and long-dated gilt yields during the financial year. Despite additional gilt issuance to fund the UK government's support to the banking industry, short-dated gilts are expected to benefit from expectations of lower interest rates as the economy struggles through a recession. Yields for these maturities will fall as expectations for lower interest rates mount.
- 4.8 The differential between investment earnings and debt costs, despite long term borrowing rates being around historically low levels, remains acute and this is expected to remain a feature during 2010/11. The so-called "cost of carry" associated with long term borrowing compared to temporary investment returns means that the appetite for new long term

borrowing brings with it additional short-term costs. It is not surprising that the use of internal resources in lieu of borrowing has been the most cost effective means of financing capital expenditure but, at some stage, internal resources will become depleted and require topping up.

- 4.9 PWLB variable rates have fallen below 1%. They are expected to remain low as the Bank Rate is maintained at historically low levels to enable the struggling economy emerge from the recession. Against a backdrop of interest rates remaining lower for longer and a continuation of the cost of carry backdrop, then a passive borrowing strategy i.e. borrow long term funds as they are required may remain appropriate. Equally, variable rate funds (that avoid the cost of carry) or EIP (equal instalments of principal) that mitigate the impact are both active considerations.
- 4.10 Decisions to borrow at low, variable rates of interest will be taken after considering the absolute level of longer term interest rate equivalents and the extent of variable rate earnings on the Council's investment balances. When longer term rates move below the cost of variable rate borrowing any strategic exposure to variable interest rates will be reviewed and, if appropriate, reduced.
- 4.11 The PWLB remains the preferred source of borrowing given the transparency and control that its facilities continue to provide.
- 4.12 The Council has £17m loans which are LOBO loans (Lender's Options Borrower's Option) all of which are currently in their option state in FY 2010-11. In the event that the lender exercises the option to change the rate or terms of the loan, the Council will consider the terms being provided and also repayment of the loan without penalty. The Council may utilise cash resources for repayment or may consider replacing the loan(s) by borrowing from the PWLB.
- 4.12 The Council will undertake a financial options appraisal process to establish how it has arrived at its 'value for money' judgement in the use of resources.

## **5. Debt Rescheduling**

- 5.1 The Council will continue to maintain a flexible policy for debt rescheduling. Market volatility and the steep yield curve may provide opportunities for rescheduling debt from time to time. The rationale for rescheduling would be one or more of the following:
  - Savings in interest costs with minimal risk
  - Balancing the volatility profile (i.e. the ratio of fixed to variable rate debt) of the debt portfolio
  - Amending the profile of maturing debt to reduce any inherent refinancing risks.
- 5.2 In September 2009, the PWLB issued a Consultation document, entitled 'PWLB Fixed Rates', where the PWLB is reviewing the frequency of rate setting (currently daily) and could move to a live pricing basis. The deadline for the consultation period was 08/01/2010. The likely outcome of this is a reduction in the extent of the margins between premature repayment and new borrowing rates, particularly for longer maturities.
- 5.3 Any rescheduling activity will be undertaken within the Council's treasury management policy and strategy. The Council will agree in advance with Arlingclose the strategy and framework within which debt will be repaid/rescheduled if opportunities arise. Thereafter the Council's debt portfolio will be monitored against equivalent interest rates and available refinancing options on a regular basis. As opportunities arise, they will be identified by Arlingclose and discussed with the Council's officers.
- 5.4 All rescheduling activity will comply with the accounting requirements of the local authority SORP and regulatory requirements of the Capital Finance and Accounting Regulations (SI 2007 No 573 as amended by SI 2008/414).
- 5.5 Borrowing and debt rescheduling activity will be reported to the next Cabinet meeting.

## 6. **Investment Policy and Strategy**

### **Background**

- 6.1 Guidance from CLG on Local Government Investments in England requires that an Annual Investment Strategy (AIS) be set.

### **Investment Policy**

- 6.2 To comply with the CLG's guidance, the Council's general policy objective is to invest its surplus funds prudently. The Council's investment priorities are:

- security of the invested capital;
- liquidity of the invested capital;
- an optimum yield which is commensurate with security and liquidity.

The CLG's recent (draft) revised Guidance on investments reiterates security and liquidity as the primary objectives of a prudent investment policy. The speculative procedure of borrowing purely in order to invest is unlawful.

- 6.3 Investments are categorised as 'Specified' or 'Non Specified' investments based on the criteria in the CLG Guidance. Potential instruments for the Council's use within its investment strategy are contained in Annex C.

- 6.4 The credit crisis has refocused attention on the treasury management priority of security of capital monies invested. The draft revisions to the CLG's Investment Guidance state that a specified investment is one made with a body or scheme of "high credit quality". The Council will continue to maintain a counterparty list based on these criteria and will monitor and update the credit standing of the institutions on a regular basis. This assessment will include credit ratings and other alternative assessments of credit strength as outlined in paragraph 6.12. The CLG's Draft revisions to its Guidance on local government investments recommend that the Investment Strategy should set out the procedures for determining the maximum periods for which funds may prudently be committed. Such decisions will be based on an assessment of the authority's Balance Sheet position with the limit being set in Prudential Indicator 12 - Upper Limit for total principal sums invested over 364 days.

- 6.5 The CLG's Draft revisions to its Guidance on local government investments recommend that the strategy should state the authority's policies on investing money borrowed in advance of spending needs. This statement should identify any measures to minimise such investments, including any limits on:

- amounts borrowed and
- periods between borrowing and expenditure.

The statement should also comment on the management of risks, including the risk of loss of the borrowed capital and the risk associated with interest rate changes.

Limits on the amount borrowed in advance of need are identified in the Cumulative Maximum External Borrowing Requirement for future financial years set out in the table at paragraph 4.4. This also sets the periods between borrowing and expenditure. The management of risks, including the risk of loss of the borrowed capital are identical to all forms of investment as set out in this strategy. The risk associated with interest rate changes are based on the Interest Rate forecast at Annex B and the current cost of carry referred to in section 4 above.

### **Investment Strategy**

- 6.6 The global financial market storm in 2008 and 2009 has forced investors of public money to reappraise the question of risk versus yield. Income from investments is a key support in the Council's budget.

6.7 The UK Bank Rate has been maintained at 0.5% since March 2009. **Short-term money market rates are likely to remain at very low levels which will have a significant impact on investment income.** The Council's strategy must however be geared towards this development whilst adhering to the principal objective of security of invested monies.

6.8 The Borough Treasurer and Head of Assets, under delegated powers, will undertake the most appropriate form of investments in keeping with the investment objectives, income and risk management requirements and Prudential Indicators. Decisions taken on the core investment portfolio will be reported to the Cabinet meeting.

**Investments managed in-house:**

6.9 The Council's shorter term cash flow investments are made with reference to the outlook for the UK Bank Rate and money market rates.

6.10 In any period of significant stress in the markets, the default position is for investments to be made with the Debt Management Office.

6.11 Currently the Council has restricted its investment activity to:

- The Debt Management Agency Deposit Facility (The rates of interest from the DMADF are below equivalent money market rates. However, the returns are an acceptable trade-off for the guarantee that the Council's capital is secure)
- AAA-rated Money Market Funds with a Constant Net Asset Value (CNAV)
- Deposits with other local authorities
- Business reserve accounts and term deposits. *These have been primarily restricted to UK institutions that are rated at least A+ long term (or equivalent), and have access to the UK Government's 2008 Credit Guarantee Scheme (CGS)\**
- Bonds issued by Multilateral Development Banks  
*Please see Annex C for a breakdown of current counterparties, instruments and limits used.*

*\*Eligible Institutions can issue new guaranteed debt under the CGS until 28/02/2010, after which only existing guaranteed debt can be rolled over.*

6.12 Conditions in the financial sector have begun to show signs of improvement, albeit with substantial intervention by government authorities. In order to diversify the counterparty list, the use of comparable non-UK Banks for investments is now considered appropriate.

The sovereign states whose banks are to be included are Australia, Canada, Finland, France, Germany, Netherlands, Spain, Switzerland and the US. These countries, and the Banks within them (see Annex C/D), have been selected after analysis and careful monitoring of:

- Credit Ratings (minimum long-term A+)
- Credit Default Swaps
- GDP; Net Debt as a Percentage of GDP
- Sovereign Support Mechanisms / potential support from a well-resourced parent institution
- Share Price

The Council has also taken into account information on corporate developments and market sentiment towards the counterparties. The Council and its Treasury Advisors, Arlingclose, will continue to analyse and monitor these indicators and credit developments on a regular basis and respond as necessary to ensure security of the capital sums invested.

We do remain in a heightened state of sensitivity to risk. Vigilance is key. This modest expansion of the counterparty list is an incremental step. In order to meet requirements of the revised CIPFA Treasury Management Code the Council is focusing on a range of indicators (as stated above), not just credit ratings.

Limits for Specified Investments are set out in Annex C.

- 6.13 To protect against a prolonged period of low interest rates, 1-year deposits and longer-term secure investments will be actively considered within the limits the Council has set for Non-Specified Investments (see Annex D). The longer-term investments will be likely to include:
- **Supranational bonds (bonds issued by multilateral development banks):** The joint and individual pan-European government guarantees in place on these bonds provide security of the principal invested. Even at the lower yields likely to be in force, the return on these bonds will provide certainty of income against an outlook of low official interest rates.
  - **UK government guaranteed bonds and debt instruments issued by banks/building societies:** The UK Government's 2008 Credit Guarantee Scheme permits specific UK institutions to issue short-dated bonds with an explicit government guarantee. The bonds are issued at a margin over the underlying gilt and would be a secure longer-term investment option. *(Please note that these bonds would, under existing statute, be capital expenditure investments.)*

### **Investments managed externally**

#### Funds managed on a segregated basis

- 6.14 The Council's funds are also managed on a discretionary basis by Investec. The fund's remit allows the managers scope to add value through the use of investments contained in Annex C and within the parameters and guidelines set for the Council's fund. Performance is monitored and measured against the benchmark set for the fund, prevailing economic conditions and investment opportunities. External investment managers are contractually required to comply with the Investment Strategy.
- 6.15 The fund manager's expectation on the range of returns is based on their economic outlook and their forecasts for gilt/bond yields and money market rates.

#### Collective Investment Schemes (Pooled Funds):

- 6.16 The Council has evaluated the use of Pooled Funds and determined the appropriateness of their use within the investment portfolio. Pooled funds enable the Council to diversify the assets and the underlying risk in the investment portfolio and provide the potential for enhanced returns.
- 6.17 Investments in pooled funds will be undertaken with advice from Arlingclose. The Council does not currently have investments in a Pooled Fund although this is currently being considered. The performance and continued suitability of these funds in meeting the Council's investment objectives are regularly monitored.

## **7. Balanced Budget Requirement**

- 7.1 The Council complies with the provisions of S32 of the Local Government Finance Act 1992 to set a balanced budget.

### **2010/11 MRP Statement**

- 8.1 The Local Authorities (Capital Finance and Accounting)(England)(Amendment) Regulations 2008 (SI 2008/414) place a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003.

- 8.2 The four MRP options available are:  
Option 1: Regulatory Method  
Option 2: CFR Method  
Option 3: Asset Life Method  
Option 4: Depreciation Method

*NB This does not preclude other prudent methods.*

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

- 8.3 MRP in 2010/11: Options 1 and 2 may be used only for supported expenditure. Methods of making prudent provision for self financed expenditure include Options 3 and 4 (which may also be used for supported expenditure if the Council chooses).
- 8.4 The MRP Statement will be submitted to Council before the start of the 2010/11 financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to Council at that time.
- 8.5 The Council will apply Option 2 in respect of supported capital expenditure and Option 3/Option 4 in respect of unsupported capital expenditure.

## **9. Reporting on the Treasury Outturn**

The Borough Treasurer & Head of Assets will report to the Cabinet on treasury management activity / performance as follows:

- (a) Quarterly against the strategy approved for the year.
- (b) The Council will produce an outturn report on its treasury activity no later than 30<sup>th</sup> September after the financial year end.
- (c) The Cabinet will be responsible for the scrutiny of treasury management activity and practices.

## **10. Other items**

### **Training**

CIPFA's revised Code requires the *responsible officer* to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

The CLG's Draft revisions to its Guidance on local government investments recommend that the Investment Strategy should state what process is adopted for reviewing and addressing the needs of the authority's treasury management staff for training in investment management.

Treasury management staff will have regular access to training opportunities to ensure they are fully up-to-date with developments. This will be delivered by a combination of workshops provided by Arlingclose and CIPFA technical updates.

Treasury management for those members charged with governance will also be arranged during the 2010/11 financial year.

### **Investment Consultants**

The CLG's Draft revisions to its Guidance on local government investments recommend that the Investment Strategy should state:



- Whether and, if so, how the authority uses external contractors offering information, advice or assistance relating to investment and
- How the quality of any such service is controlled.

Cheshire East BC has appointed Arlingclose Ltd to advise on investments following a joint tender exercise carried out with Cheshire West and Chester Council. The Council expects to be kept regularly informed on any changes in opinion on potential counterparties with immediate notification of potential problems with any counterparties. A regular review is carried out by Arlingclose on all aspects of Cheshire East's investment activities.

### **Publication**

The CLG's Draft revisions to its Guidance on local government investments recommend that the initial strategy and any revised strategy should, when approved, be made available to the public free of charge, in print or online.

Once approved the Treasury Management Strategy will be made available for public access on the Councils internet site.

**PRUDENTIAL INDICATORS 2010/11 TO 2012/13****1 Background:**

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

**2. Net Borrowing and the Capital Financing Requirement:**

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

The Borough Treasurer & Head of Assets reports that the authority had no difficulty meeting this requirement in 2009/10, nor are there any difficulties envisaged for future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

**3. Estimates of Capital Expenditure:**

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

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

- 3.2 Capital expenditure will be financed as follows:

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

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

**4. Ratio of Financing Costs to Net Revenue Stream:**

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

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

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

## 5. Capital Financing Requirement:

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

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

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

5.2 The year-on-year change in the CFR is due to the following

Capital Financing Requirement	2009/10 Approved £m	2009/10 Revised £m	2010/11 Estimate £m	2011/12 Estimate £m	2012/13 Estimate £m
<b>Balance B/F</b>	<b>153</b>	<b>151</b>	<b>170</b>	<b>184</b>	<b>192</b>
Capital expenditure financed from borrowing (per 3.2)		25	22	17	15
Revenue provision for debt Redemption.		-6	-8	-9	-10
Other items: <i>(specify)</i>					
Deferred Liability					
Add : PFI brought on B/S	-	-	-	-	-
Less : PFI Principal Repayment	-	-	-	-	-
Deferred Liability					
+Operating Lease brought on B/S	-	-	-	-	-
-Operating Lease Principal Repayment	-	-	-	-	-
<b>Balance C/F</b>	<b>153</b>	<b>170</b>	<b>184</b>	<b>192</b>	<b>197</b>

## 6. Actual External Debt:

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

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

**7. Incremental Impact of Capital Investment Decisions:**

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

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

**8. Authorised Limit and Operational Boundary for External Debt:**

- 8.1 The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.
- 8.2 The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) for the Council. It is measured on a daily basis against all external borrowing items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities. This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.
- 8.3 The Authorised Limit has been set on the estimate of the most likely, prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.
- 8.4 The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

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

- 8.5 The **Operational Boundary** links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.
- 8.6 The Borough Treasurer & head of Assets has delegated authority, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long-term liabilities. Decisions will be based on the outcome of financial option appraisals and best value considerations. Any movement between these separate limits will be reported to the next meeting of the Council.

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

**9. Adoption of the CIPFA Treasury Management Code:**

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

<b>No. 8</b>	<b>Adoption of the CIPFA Code of Practice in Treasury Management</b>
	The Council approved the adoption of the CIPFA Treasury Management Code at its Shadow Council meeting on 24 February 2009

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

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

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

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

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

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

**11. Maturity Structure of Fixed Rate borrowing:**

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

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

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

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

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

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

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

**Arlingclose's Economic and Interest Rate Forecast**

	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13
Official Bank Rate													
Upside risk			+0.25	+0.25	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50
Central case	0.50	0.50	0.50	1.00	1.50	2.00	2.50	3.00	3.00	3.00	3.00	3.00	3.00
Downside risk				-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
1-yr LIBID													
Upside risk			+0.25	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50
Central case	1.25	1.25	1.50	1.75	2.25	3.00	3.50	4.00	4.00	4.00	4.00	4.00	4.00
Downside risk				-0.25	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
5-yr gilt													
Upside risk	+0.25	+0.25	+0.25	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50
Central case	2.70	2.80	2.90	3.00	3.25	3.50	3.75	4.00	4.25	4.25	4.25	4.25	4.25
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
10-yr gilt													
Upside risk		+0.25	+0.25	+0.25	+0.25	+0.25	+0.25	+0.25	+0.25	+0.25	+0.50	+0.50	+0.50
Central case	3.75	3.75	4.00	4.00	4.25	4.25	4.50	4.50	4.75	5.00	5.00	5.00	5.00
Downside risk		-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
20-yr gilt													
Upside risk	+0.25	+0.50	+0.50	+0.50	+0.25	+0.25	+0.25	+0.25	+0.25	+0.25	+0.50	+0.50	+0.50
Central case	4.25	4.50	4.75	4.75	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
50-yr gilt													
Upside risk	+0.25	+0.25	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50
Central case	4.25	4.50	4.50	4.50	4.75	4.75	4.75	4.75	4.75	5.00	5.00	4.75	4.75
Downside risk		-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25

- The recovery in growth is likely to be slow and uneven, more “W” than “V” shaped. The Bank of England will stick to its lower-for-longer stance on policy rates.
- Gilt yields will remain volatile; yields have been compressed by Quantitative Easing and will rise once QE tapers off and if government debt remains at record high levels.
- The path of the base rate has been downgraded to reflect the fragile state of the recovering economy and the severe fiscal correction that will be coming post General Election that will dampen aggregate demand and cut household cash flow. Expectations of Central Bank exit strategies and their timing will increase volatility in sovereign bond yields and equities.
- There are significant threats to the forecast from potential downgrades to sovereign ratings and/or political instability.

**Assumptions**

- The Bank of England has signalled an end to **Quantitative Easing** (QE) which injected £200bn to insure against the downside risks to growth and stimulate the economy. We estimate that QE has depressed gilt yields by around 70bs (0.7%)
- The Bank forecasts **GDP** to grow by 4% in 2011 but concedes growth could be impeded by corporate and consumer balance sheet adjustments, restrictions in bank credit and consumers' cautious spending behaviour. This is an optimistic forecast in our view; evidence of recovery is scant with weak real economic data and rising unemployment. Q4 2009 grew by just 0.1%.
- Looming bank regulation and liquidity and capital requirements will curb banking lending activity. The Bank retains the option to reduce the rate on commercial banks' deposits to encourage them to lend. But FSA regulations will force banks to buy more Gilts which could help slow the rise in yields in 2010/11.

- The **employment** outlook remains uncertain. Pay freezes, short hours, job cuts and a migration toward part time employment will continue into 2010 keeping the headline unemployment number down.
- **Inflation** is not an immediate worry for the Bank's which forecasts CPI to rise due to higher commodity prices and VAT reverting to 17.5%. Commodity prices and VAT will push inflation over 3% prompting a letter from the Bank's Governor to the Chancellor in Q1 2010.
- The **UK fiscal deficit** remains acute. Cuts in public spending and tax increases are now inevitable and more likely to be pushed through in 2010 by a new government with a clear majority, however a hung parliament cannot be ruled out and would be potentially disruptive to financial markets.
- The net supply of gilts will rise to unprecedented levels in 2010. Failure to articulate and deliver on an urgent and credible plan to lower government borrowing to sustainable levels over the medium term will be negative for gilts.
- The Federal Reserve Chairman Bernanke's diagnosis of a weak U.S. economy and labour market signal that the Fed's "extended period" of low rates may get even longer. The outlook for the Eurozone is more optimistic but the European Central Bank will only increase rates after a durable upturn in growth.



### **Specified and Non Specified Investments**

***Please note the CLG is in the process of undertaking a review of the Investment Guidance for Local Authorities in England and this section would therefore be subject to review and amendment***

#### **Specified Investments identified for use by the Council**

Specified Investments will be those that meet the criteria in the CLG Guidance, i.e. the investment

- is sterling denominated
- has a maximum maturity of 1 year
- meets the “high” credit criteria as determined by the Council or is made with the UK government or is made with a local authority in England, Wales and Scotland.
- the making of which is not defined as capital expenditure under section 25(1)(d) in SI 2003 No 3146 (i.e. the investment is not loan capital or share capital in a body corporate).

“Specified” Investments identified for the Council’s use are:

- Deposits in the DMO’s Debt Management Account Deposit Facility
- Deposits with UK local authorities
- Deposits with banks and building societies
- \*Certificates of deposit with banks and building societies
- \*Gilts : (bonds issued by the UK government)
- \*Bonds issued by multilateral development banks
- AAA-rated Money Market Funds with a Constant Net Asset Value (Constant NAV)
- Other Money Market Funds and Collective Investment Schemes– i.e. credit rated funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

1. *\* Investments in these instruments will be on advice from the Council’s treasury advisor.*
2. *The use of the above instruments by the Council’s fund manager(s) will be by reference to the fund guidelines contained in the agreement between the Council and the individual manager.*

For credit rated counterparties, the minimum criteria will be the short-term/long-term ratings assigned by various agencies which may include Moody’s Investors Services, Standard & Poor’s, Fitch Ratings:

*Long-term minimum: A1 (Moody’s) or A+ (S&P) or A+(Fitch)*

*Short-term minimum: P-1 (Moody’s) or A-1 (S&P) or F1 (Fitch).*

The Council will also take into account information on corporate developments of and market sentiment towards investment counterparties.

New specified investments will be made within the following limits:

<b>Instrument</b>	<b>Country</b>	<b>Counterparty</b>	<b>Maximum Limit of Investments %/£m</b>
Term Deposits	UK	DMADF, DMO	No limit
Term Deposits/Call Accounts	UK	Other UK Local Authorities	No limit
Term Deposits/Call Accounts	UK	Abbey (Santander (UK) )	25% up to £20m
Term Deposits/Call Accounts	UK	Bank of Scotland/Lloyds	25% up to £20m
Term Deposits/Call Accounts	UK	Barclays	25% up to £20m
Term Deposits/Call Accounts	UK	Clydesdale (inc Yorkshire Bank)	25% up to £20m
Call Accounts	UK	Co-Operative Bank	25% up to £10m
Term Deposits/Call Accounts	UK	HSBC	25% up to £20m
Term Deposits/Call Accounts	UK	Nationwide Building Society	25% up to £20m
Term Deposits/Call Accounts	UK	Royal Bank of Scotland	25% up to £20m
Term Deposits/Call Accounts	Australia	Australia and NZ Banking Group	15% up to £15m
Term Deposits/Call Accounts	Australia	Commonwealth Bank of Australia	15% up to £15m
Term Deposits/Call Accounts	Australia	National Australia Bank Ltd	15% up to £15m
Term Deposits/Call Accounts	Australia	Westpac Banking Corp	15% up to £15m
Term Deposits/Call Accounts	Canada	Bank of Montreal	15% up to £15m
Term Deposits/Call Accounts	Canada	Bank of Nova Scotia	15% up to £15m
Term Deposits/Call Accounts	Canada	Canadian Imperial Bank of Commerce	15% up to £15m
Term Deposits/Call Accounts	Canada	Royal Bank of Canada	15% up to £15m
Term Deposits/Call Accounts	Canada	Toronto-Dominion Bank	15% up to £15m

Term Deposits/Call Accounts	Finland	Nordea Bank Finland	15% up to £15m
Term Deposits/Call Accounts	France	BNP Paribas	15% up to £15m
Term Deposits/Call Accounts	France	Calyon (Credit Agricole Group)	15% up to £15m
Term Deposits/Call Accounts	France	Credit Agricole SA	15% up to £15m
Term Deposits/Call Accounts	Germany	Deutsche Bank AG	15% up to £15m
Term Deposits/Call Accounts	Netherlands	Rabobank	15% up to £15m
Term Deposits/Call Accounts	Spain	Banco Bilbao Vizcaya Argentaria	15% up to £15m
Term Deposits/Call Accounts	Spain	Banco Santander SA	15% up to £15m
Term Deposits/Call Accounts	Switzerland	Credit Suisse	15% up to £15m
Term Deposits/Call Accounts	US	JP Morgan	15% up to £15m
Gilts	UK	DMO	No limit
Bonds	EU	European Investment Bank/Council of Europe	25% up to £20m
AAA rated Money Market Funds	UK/Ireland/Luxembourg	CNAV MMFs	25% up to £20m per fund Limit of 50% in all funds
Other MMFs and CIS	UK	Collective Investment Schemes	25% up to £20m

A limit of 40% of total investments to apply to investments in non-UK banks at any one time with a limit of 25% of total investments in any one non-UK country.

Where practical any investments in Money Market Funds should be spread between at least two funds.

*NB Any existing deposits outside of the current criteria will be reinvested with the above criteria on maturity.*

**Non-Specified Investments determined for use by the Council**

Having considered the rationale and risk associated with Non-Specified Investments, the following have been determined for the Council's use:

	In-house use	Use by fund managers	Maximum maturity	Max % of portfolio	Capital expenditure?
<ul style="list-style-type: none"> <li>▪ Deposits with banks and building societies</li> <li>▪ Certificates of deposit with banks and building societies</li> </ul>	<div>✓</div> <div>✓</div>	<div></div> <div>✓</div>	5 yrs	25% in aggregate	No
Gilts and bonds <ul style="list-style-type: none"> <li>▪ Gilts</li> <li>▪ Bonds issued by multilateral development banks</li> <li>▪ Bonds issued by financial institutions guaranteed by the UK government, e.g. GEFCO</li> <li>▪ Sterling denominated bonds by non-UK sovereign governments</li> </ul>	<div>✓ (on advice from treasury advisor)</div>	<div>✓</div>	10 years	75% in aggregate	No
Money Market Funds and Collective Investment Schemes (pooled funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573) but which are not credit rated	<div>✓ (on advice from treasury advisor)</div>	<div>✓</div>	These funds do not have a defined maturity date	50%	No
Government guaranteed bonds and debt instruments (e.g.	<div>✓</div>	<div>✓</div>	10 years	£20m	Yes

floating rate notes) issued by corporate bodies (e.g. govt bonds issued by HBOS / RBS / Nationwide, etc)					
Non-guaranteed bonds and debt instruments (e.g. floating rate notes) issued by corporate bodies	✓	✓	10 years	£20m	<b>Yes</b>
Collective Investment Schemes (Pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573	✓ (on advice from treasury advisor)	✓	These funds do not have a defined maturity date	£20m	<b>Yes</b>

1. In determining the period to maturity of an investment, the investment should be regarded as commencing on the date of the commitment of the investment rather than the date on which funds are paid over to the counterparty.
2. The use of the above instruments by the Council's fund manager(s) will be by reference to the fund guidelines contained in the agreement between the Council and the individual manager.
3. Where investments are made in banks for periods of greater than one year then the following minimum ratings will apply to the counterparty:

	<b>Long-term</b>	<b>Short-term</b>
<b>Fitch</b>	AA- (AA minus)	F1+
<b>Moody's</b>	Aa3	P-1
<b>S&amp;P</b>	AA- (AA minus)	A-1+

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## CHESHIRE EAST COUNCIL

### REPORT TO: CABINET

**Date of Meeting:** 16 February, 2010  
**Report of:** Head of Internal Audit & Compliance  
**Subject/Title:** Risk Management and Strategic Risk Register  
**Portfolio Holder:** Councillor David Brown

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#### **1.0 Report Summary**

- 1.1 The aim of the report is to update Cabinet on Risk Management, in order that the strategic risks can be noted and discussed as necessary

#### **2.0 Decision Requested**

- 2.1 That Cabinet notes the identified strategic risks for the Council and the actions in place to mitigate these.

#### **3.0 Reasons for Recommendations**

- 3.1 Risk Management is a fundamental element of Corporate Governance and a key contributor to ensuring a strong internal control environment. It is an integral part of the management of the Authority in supporting delivery of its objectives and outcomes. This report aims to update Cabinet on risk management within the Authority and, in particular, the Strategic Risk Register.

#### **Wards Affected**

- 4.1 All

#### **5.0 Local Ward Members**

- 5.1 N/A

#### **6.0 Policy Implications including - Climate change - Health**

- 6.1 Risk Management is integral to the overall management of the authority and, therefore, considerations regarding key policy implications and their effective implementation are considered within departmental risk registers and, where necessary, as part of the Strategic Risk Register.

#### **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 None

**9.0 Legal Implications (Authorised by the Borough Solicitor)**

9.1 There are a variety of reasons why the authority should manage risk. From a legal perspective it is important as it helps to reduce the likelihood of successful challenges and/or claims.

**10.0 Risk Management**

10.1 This report relates to risk management.

**11.0 Background and Options**

11.1 Appendix A provides an update on management of risk within the Authority and a copy of the current Strategic Risk Register.

**12.0 Overview of Year One and Term One Issues**

12.1 N/A

**13.0 Access to Information**

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

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Designation: Head of Internal Audit and Compliance  
Tel No: 01270 685859  
Email: [vivienne.quayle@cheshireeast.gov.uk](mailto:vivienne.quayle@cheshireeast.gov.uk)



## MANAGING RISKS

### 1. Background

- 1.1 A Risk Management Strategy and Framework was developed in June 2009, to ensure that risk management is integral to, and incorporated into, all areas of the Council's activities. Following consultation with the Corporate Management Team and Governance and Constitution Committee, its adoption and implementation was thoroughly discussed at a Cabinet Briefing and then approved by Cabinet on 14<sup>th</sup> July, 2009.

The Corporate Risk Management Group (CRMG), which includes Councillor David Brown, and which plays a key role in the implementation of the Risk Management Framework, was subsequently established and has met on a number of occasions since June.

In addition to reporting to Corporate Management Team, regular updates have also been provided to Governance and Constitution Committee.

### 2. Corporate Risk Management Group

- 2.1 The Corporate Risk Management Group is a small, focused and very experienced group of Senior Managers with responsibility for:
- implementing the framework
  - developing, monitoring and reviewing the Strategic Risk Register, and reporting on this to Cabinet, Corporate Management Team and Governance and Constitution Committee.
  - individually representing their Departments on risk management, and helping to ensure that risk is embedded within all services.
  - assisting in providing guidance on Partnership and Project Risk Management.

### 3. Strategic Risk Register

- 3.1 A copy of the current Strategic Risk Register is attached (**Appendix 1**), together with a summary of the mitigating actions for each risk, and a 'score' to quantify each risk. The score is a combination of the likelihood of the risk occurring and the impact, should it occur. The scores identified on Appendix 1 are the 'net' scores, i.e. the risks with the current controls in place. **Appendix 2** outlines the scoring matrix.
- 3.2. **Appendix 3** provides further details of a number of the risks, as examples of the way in which each risk is profiled. For each risk there is a fuller

## APPENDIX A

explanation of the risk, how it links to strategic priorities and objectives, the consequences should it materialise, and the controls and mitigating actions in place.

- 3.3 Having discussed this risk register with Cabinet, it has been requested to include a risk around reputational impact, which is to be owned by Cabinet. This will be fed back into the risk management process and discussed at the next Corporate Risk Management Group.

### 4 Training

- 4.1 The Corporate Risk Management Group received training in Risk Management at its meeting on 14<sup>th</sup> December, 2009, and Governance and Constitution Committee received training on 21<sup>st</sup> January, 2010. Training is currently being planned for Cabinet and for Corporate Management Team before the end of March.

### 5 Reporting

- 5.1 Progress on actions to mitigate and manage the strategic risks will continue to be reported to Cabinet, Corporate Management Team and Governance and Constitution Committee on a regular basis.

### 6 Performance Management

- 6.1 In order to fully integrate risk management into planning and performance management, regular discussions have taken and continue to take place with the Performance Management Team. Plans are in place to link the risk management process to the performance management system which is being developed. Risk management continues to be an integral part of Service Planning and it will be a key element within the current development of the Corporate Plan for 2010/11.

### 7 Recommendation

- 7.1 It is recommended that Cabinet:
- note the good progress made towards implementing an effective Risk Management Framework throughout the Council.
  - note, and discuss as appropriate, the current list of strategic risks.

Vivienne Quayle  
21.01.10.

# STRATEGIC RISKS AS AT 11<sup>th</sup> JANUARY 2010

# APPENDIX 1

AREA	RISK	MITIGATING ACTIONS	LIKELIHOOD	IMPACT	NET SCORE
1. IT	Failure of ICT Shared Services to deliver to an appropriate standard, resulting in front-line service failure and/or slow delivery of new developments	Agreements, protocols and procedures in place with Shared Service at both strategic and operational levels. Ongoing review and reprioritisation of work programme priorities with key departmental stakeholders. Regular joint reviews with ICT Shared Service to review provision to date and flow of new work requests.	2	4	8
2. FINANCE	Failure to maintain proper financial control, resulting in the inability of the Council to set a legal budget and the possibility of it being subject to fraudulent activity.	Controls established to restrict access to council funds and promote good housekeeping (Constitution, Finance and Contract Procedure Rules, Schemes of Delegation, Annual spending plans). Processes to support these controls: Internal Financial Monitoring, Core financial computer system security, Internal Audit (including S151 Officer powers and responsibilities), External Audit, Use of Resources Assessment	2	3	6
3. FINANCE	Failure to maintain adequate reserves, resulting in: <ul style="list-style-type: none"> <li>the Borough Treasurer having to issue a S.114 notice, preventing engagement in further contractual arrangements</li> <li>the Council being unable to meet its liabilities and needing to stop discretionary expenditure, impacting on service users, or stop statutory expenditure, risking legal challenge.</li> </ul>	Reserves Strategy setting out principles behind approach to risk. Minimum level of general reserves is reviewed quarterly and reported to Cabinet, using up to date financial data and forecasts.	2	4	8
4. LOCALISM	Failure to achieve effective local area working across the region, with the result that local needs are not identified or addressed.	Clear definition and model for local area working in place which enables each service to build in a local dimension to planning and delivery. Area profiles provide an evidence base for each local area. Ensure partner organizations are fully involved in local area working. Regular review of structures and processes for local area working to ensure they are fit for purpose.	2	4	8
5. PLACES	Waste – failure to achieve proposed waste reduction and recycling targets, leading to non-achievement of statutory Landfill Allowance required by Government Landfill Allowance Reduction Scheme, resulting in need	Plans in place to achieve recycling rates of 50% by 2010 and 54% by 2013/14. Plan to achieve reduction in annual waste growth to 0% by 2010. Seek to treat all residual waste to minimise landfill. Mechanical biological treatment facilities to be used to pre-treat residual waste.	2	3	6

# **STRATEGIC RISKS AS AT 11<sup>th</sup> JANUARY 2010**

# **APPENDIX 1**

AREA	RISK	MITIGATING ACTIONS	LIKELIHOOD	IMPACT	NET SCORE
	to purchase landfill permits, or large fines.	Waste Treatment contract expected to be in place from 2011, with new waste treatment facilities to be operational in 2013.			
6. PLACES	Emergency Response - Failure to respond effectively to a major weather/transport event.	Major Emergency Response Plan and Joint Cheshire Emergency Planning team in place. Emergency planning exercises and training conducted. Flood Risk Team established. Business Continuity plans in place for Priority 1 and 2 activities. Strong partnership arrangements in place through Local Resilience Forum (including Police, Fire and Rescue, Ambulance Service, Utilities, voluntary organisations, etc.)	2	3	6
7. PLACES	Failure to deliver the Sustainable Community Strategy, including the LDF Core Strategy Deadlines and Local Transport Plan	Comprehensive Borough Wide programme in place to deliver against current Local Transport Plan, and development of future LTP (to commence in 2011) closely integrated with development of Sustainable Community Strategy and LDF Core Strategy.	2	3	6
8. PLACES	Failure to deliver Strategic Housing strategy, and ensure strategic housing function is fit for purpose.	Affordable Housing - economic downturn has affected conventional sources of supply through market led developments. Options being examined to increase supply by other means. Also working on a joint bid to Homes and Communities Agency for further resources. Revised target also being agreed with GONW. Homeless Service - now working with the three RSL's to bring service in house, with target date for completion of 31st March. Work also underway to carry out stock condition survey and improve our understanding of the private housing sector. The housing team has a robust business plan which has recently been updated and reviewed	2	3	6
9. PLACES	Failure to lead, promote and deliver regeneration activity, including Crewe Master Plan	Development of new Economic Development Strategy underway (Interim Draft by end of March 2010). Engagement with regional bodies (incl. NWDA, GONW, AGMA) in relation to development and implementation of strategic priorities, through Regional Strategy, etc. Close sub-regional inter-agency working through LSP, LAP's and other fora. Development of Business Engagement Strategy to build on existing engagement with businesses, investors and developers. Close member engagement and strong communication with the public.	2	3	6
10. PEOPLE	Ineffective delivery of strategies for safeguarding children and adults, resulting in harm to service users.	Safeguarding Boards set up in both Children's and Adult Services. Tiered approach in place which matches level of expertise to complexity of need. Trained and qualified staff, policies and procedures which define a framework for assessing risk to individuals and appropriate levels of management support available for key decisions.	2	4	8

# STRATEGIC RISKS AS AT 11<sup>th</sup> JANUARY 2010

# APPENDIX 1

AREA	RISK	MITIGATING ACTIONS	LIKELIHOOD	IMPACT	NET SCORE
11. PEOPLE	Failure to rebalance and redesign Children's Services, resulting in inability to ensure that services are targeted appropriately for better outcomes.	Significant redesign under way of services which deliver directly to children and their families. Project Manager to lead this commenced 11/1/10. Member engagement planned with forthcoming meetings in January and February. Budget proposals recognize growth and resourcing requirements in this area.	2	4	8
12. PEOPLE	Adult Services - Failure of Social Care Redesign programme, leading to non-personalised services and failure to control increasing care costs.	Well-resourced and experienced Management Team and Project Management Team. Regular reports to Members. Close monitoring of each element of programme as it is rolled out. Separation of work into individual projects allowing additional effort to be focused on any problem areas, and short-term contingency options initiated where necessary.	2	3	6
13. PEOPLE	Adult Services – Failure of market for external provision	Work underway with external providers to alert them to opportunities and help them shape and grow the market. Developing a Resource Directory to support individuals in finding and choosing services. Promoting opportunities for community to develop local support groups. Phasing reduction in internal provision to align with external growth. Part of national scheme run by DEMOS (agency to address market stimulation and better understand individual requirements).	2	4	8
14. ASSETS	Failure to maintain value of property assets, resulting in accommodation which is not fit for purpose and which does not facilitate the delivery of services to the local community in accordance with the objectives set out in the Service Plans.	Capital planned maintenance programme in place informed by detailed property surveys. Reaction response maintenance team and funding in place. Asset Challenge process is being rolled out which will lead to rationalisation of property portfolio.	2	2	4

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## Risk Scoring

LIKELIHOOD ↓				
Very Likely 4	LOW 4	MEDIUM 8	HIGH 12	HIGH 16
Likely 3	LOW 3	MEDIUM 6	MEDIUM 9	HIGH 12
Unlikely 2	LOW 2	LOW 4	MEDIUM 6	MEDIUM 8
Very Unlikely 1	LOW 1	LOW 2	LOW 3	LOW 4
IMPACT →	Minor 1	Significant 2	Serious 3	Major 4

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<b>Risk Number</b> 5	<b>Description</b> Failure to achieve proposed waste reduction and recycling targets, leading to non-achievement of statutory Landfill Allowance required by Government Landfill Allowance Reduction Scheme, resulting in need to purchase landfill permits, or large fines.	<b>Rating:</b>	MEDIUM
<b>Explanation of Risk</b> Financial incentives to divert waste from landfill have been introduced through UK measures to implement the EU Landfill Directive. The Landfill Directive sets targets for the UK to reduce the amount of biodegradable municipal waste (BMW) it sends to landfill, compared to 1995 levels, by 25% in 2010, 50% in 2013 and 65% in 2020.  Under UK law, the requirements of this EU Directive have been passed on to all Waste Disposal Authorities in England via the Landfill Allowance Trading Scheme (LATS). Individual WDAs have been set a declining amount of BMW that they are permitted to send to landfill in any year. These allowances have been set for each year from 2005/06 to 2019/20. The annual allowances are statutory and failure to meet them could incur financial penalties of £150 per tonne. In order to ensure that Cheshire East meets its allowances and avoids potential annual fines in the millions, targets for waste reduction, improving recycling and procuring new residual waste treatment facilities have been set. The Council could also mitigate the risk by trading allowances with other authorities; saving them for future years (bank) or using some of its future allowances in advance (borrow).  The Council regularly reviews the LATS trading policy to ensure that it meet its LATS allowances. However, even by achieving high levels of recycling and composting there will still be a significant amount of residual waste remaining. This can no longer be sent directly to landfill and will require some form of treatment in order to meet LATS allowances. <b>Mitigation</b> <ul style="list-style-type: none"> <li>• Plan to achieve recycling rates of 50% by 2010 and 54% by 2013/14.</li> <li>• Plan to achieve a reduction in annual waste growth to 0% by 2010.</li> <li>• Seek to treat all residual waste in order to minimise landfilling</li> <li>• Locate new treatment facilities at more than one site, phasing in new facilities over time as required.</li> <li>• Use one or two mechanical biological treatment (MBT) facilities to pre-treat Cheshire's residual waste in order to increase recycling and produce a refuse derived fuel (RDF). <ul style="list-style-type: none"> <li>○ Waste Treatment Contract is expected to be in place from 2011 with new waste treatment facilities expected to be operational in 2013. Cheshire East may need to either purchase spare allowances from other authorities or find alternative ways to meet its allowance targets in this interim period. (PFI project credits of £40m to improve &amp; build waste treatment plants)</li> </ul> </li> </ul>		<b>Likelihood:</b>	2
		<b>Impact:</b>	3
		<b>Risk Manager:</b>	Phil Sherratt
<b>Consequence</b>  Typically characterized by significant financial penalties.			

<b>Link To Strategic Priorities / Objectives</b>  We will provide an attractive and sustainable environment which communities can be proud of. Assist the Council in meeting Carbon reduction commitments through reduction of biodegradable waste to landfill. (Top level link is to the objectives and priorities expressed in the Council's corporate plan in relation to environmental sustainability e.g. 7.12 Managing waste and 7.13 Tackling climate change.)	
<b>Notes</b>  <b>Private Finance Initiative</b> The Private Finance Initiative (PFI) provides an additional and different route for local authorities to secure the use of a physical capital asset. It offers a form of public-private partnership in which local authorities can pay for the use of new or improved capital assets (and some associated services) rather than buying the assets themselves. They do this by entering into a contract with the private sector which will design, build, finance and operate the asset. It therefore represents an addition to capital investment for local government and is funded in part by central government a PFI credit is "issued" to an authority once a contract for the project has been signed. The PFI credit measures the capital value of a project which government will support.	

<b>Risk Number</b> 3	<b>Description</b> Failure to maintain adequate reserves, resulting in the Council being unable to meet its liabilities.	<b>Rating:</b>	Medium
<b>Explanation of Risk</b> The council must not over commit itself financially. It must have regard to the level of financial reserves when calculating the monetary needs from estimated future expenditure plans.		<b>Likelihood:</b>	2
		<b>Impact:</b>	4
<b>Consequence</b> If the Council fails to maintain adequate reserves: <ul style="list-style-type: none"> <li>- the Borough Treasurer may have to issue a S.114 notice, preventing engagement in further contractual arrangements and requiring full council to meet and consider the content of the notice</li> <li>- the council may not be able to meet its liabilities and will have to stop discretionary expenditure, impacting on service users or stop statutory expenditure, risking legal challenge</li> <li>- external assessments on the financial standing of the council would be poor, attracting higher audit focus and possible intervention</li> </ul>		<b>Risk Manager:</b>	Christine Mann
<b><u>Mitigating Actions</u></b>  To support this requirement: <ul style="list-style-type: none"> <li>- The Borough Treasurer and Head of Assets (S.151 Officer) must comment on 'adequacy' of reserves in the annual budget report</li> <li>- The Council must balance the revenue budget each financial year</li> <li>- The BT has significant powers under S.114 of the LGFA 1988 to prevent unlawful expenditure and cause Council to address the financial circumstances of the authority</li> </ul> To assist the Borough Treasurer, an opinion is formed on the minimum level of general reserves which is supported by a risk assessment. The risk assessment is prepared by the Financial Strategy Team using basic criteria to assess possible financial impacts from external and internal influences. The Reserves Strategy sets out the principles behind the approach to risk. The minimum level of general reserves is reviewed quarterly and reported to cabinet, using up to date financial data and forecasts.			

<b>Link to Strategic Priorities / Objectives:</b>  This risk is linked to all the strategic objectives, but particularly to the following objective:  We will build a Council that is responsive to changing needs and delivers value for money.		
<b>Notes</b>		

<b>Risk Number</b> 12	<b>Description</b> FAILURE OF ADULTS SOCIAL CARE REDESIGN (ASCR) CHANGE PROGRAMME	<b>Rating:</b>	Medium
<b>Explanation of Risk</b> The ASCR programme is a major change initiative radically changing the way we assess, fund and deliver social care. It will also result in significant changes to staffing structures.  The programme is partly funded by the Government and it is now well developed and has been in rollout phase since June 2009. It has been driven by the following key imperatives: <ul style="list-style-type: none"><li>• The national drive towards giving more freedom and control (personalisation) to individuals needing social care support.</li><li>• The need to shift emphasis to preventative and re-ablement services.</li><li>• The financial position of the Authority which requires us to think afresh about how we can continue to meet our obligations within a tightening budget envelope</li></ul>		<b>Likelihood:</b>	2
		<b>Impact:</b>	3
<b>Consequence</b> Should the programme fail, then there will be a number of major consequences: <ul style="list-style-type: none"><li>• Users and carers not receiving the best outcome from the Social Care Services available.</li><li>• The need for cuts in order to balance the budget, potentially meaning that we do not fulfil our 'duty of care' obligations.</li><li>• Inability to deliver on promises made to individuals about their future.</li></ul>		<b>Risk Manager</b>	Phil Lloyd
<b>Mitigation</b> The risk is being managed by: <ul style="list-style-type: none"><li>• Close monitoring of each element of the programme as it is rolled-out</li><li>• The separation of work into individual projects which means that additional effort can be focussed on any problem areas and short-term contingency options initiated where necessary</li><li>• Regular reports to Members</li><li>• Well-resourced, experienced and motivated Management and Project Teams</li></ul>			

<b>Link to Strategic Priorities / Objectives:</b>  We will improve the wellbeing, health and care of people in Cheshire East. We will enable people to have a good quality of life irrespective of where they live or their social or economic background.	
<b>Notes</b>	

## CHESHIRE EAST COUNCIL

### REPORT TO: CABINET

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<b>Date of Meeting:</b>	16 February 2010
<b>Report of:</b>	Head of Policy and Performance
<b>Subject/Title:</b>	Third Quarter Performance Report
<b>Portfolio Holder:</b>	Cllr. David Brown

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#### 1.0 Report Summary

1.1 This paper provides Cabinet Members with an overview of 2009 – 2010 third quarter performance for Cheshire East Council.

A summary of the performance for October to December against indicators included in the Local Area Agreement is attached as Appendix 1. Performance for all indicators is available as a background document.

#### 2.0 Decision Requested

2.1 To note the overview of performance and consider issues raised in the report in relation to potential underperformance against targets and how these will be addressed. In particular:

- Performance against the 34 Local Area Agreement targets;
- Performance against the nine non-designated LAA local priority indicators

#### 3.0 Reasons for Recommendations

3.1 To ensure that the Cabinet has a clear view of performance across the Council and the local area and that issues of underperformance are addressed, particularly in respect of targets included in the Local Area Agreement. Cabinet also needs to make sure that the National Indicator Set is appropriately performance managed through the setting of local targets against which performance can be developed and assessed.

#### 4.0 Wards Affected

4.1 All

#### 5.0 Local Ward Members

5.1 All

#### 6.0 Policy Implications including - Climate change - Health

6.1 Performance management supports delivery of all key Council policies including climate change and health

**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 There are no direct financial implications from this report

**9.0 Legal Implications (Authorised by the Borough Solicitor)**

9.1 The Council is required to report to Government on its performance against measures in the National Indicator Set

**10.0 Risk Management**

10.1 Services are required to carry out risk assessments as part of their performance planning.

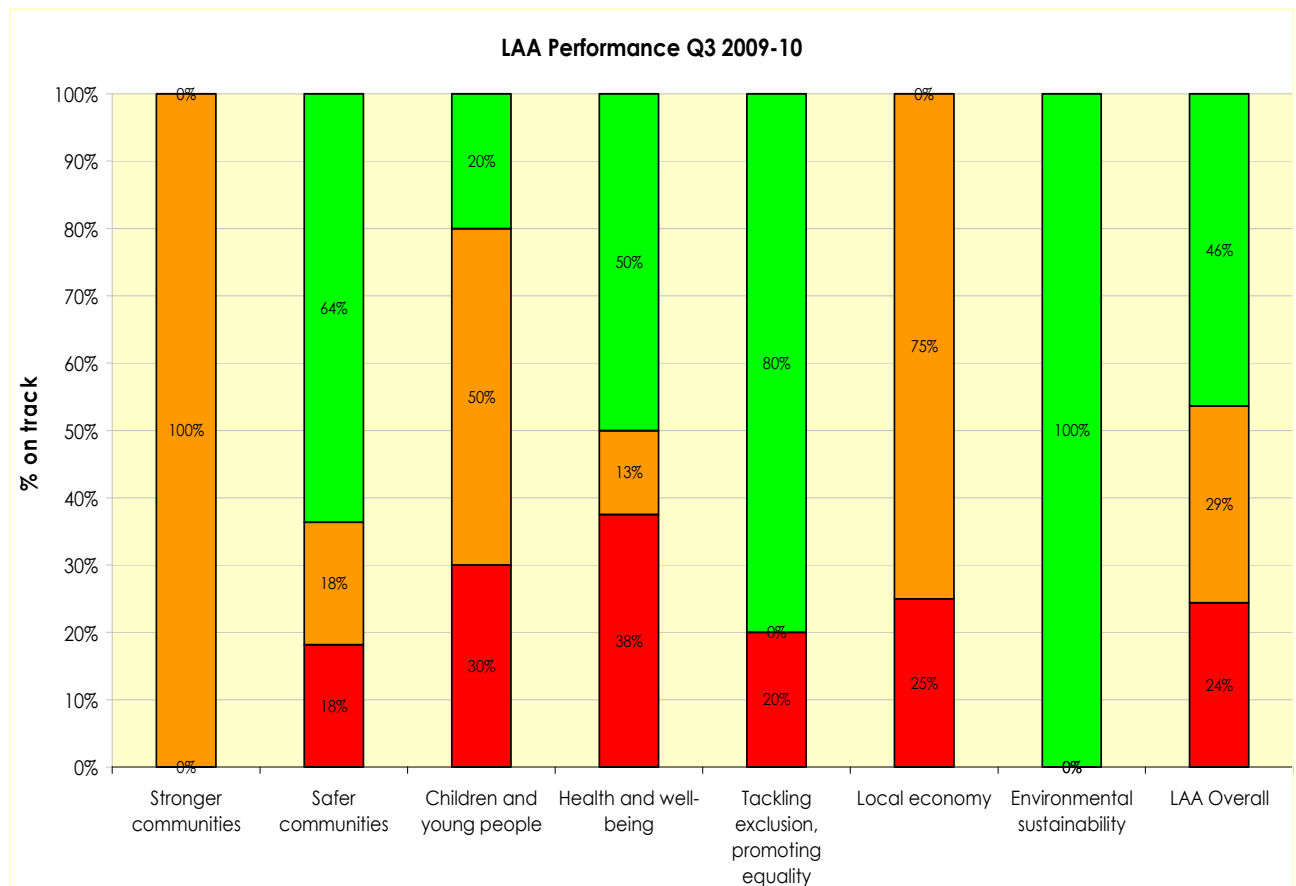
**11.0 Background and Options**

11.1 Summary statistics on the performance information collected is shown below. Table 1 shows statistics for the indicators and part indicators collected for the LAA (designated and non-designated indicators) and Figure 1 shows this as a graph. Statutory Education Indicators are not included in these calculations. Table 2 shows performance against all other indicators (including non-LAA National Indicators, Statutory Education Indicators and key corporate local indicators). Figure 2 summarises performance against all indicators by Council directorate.

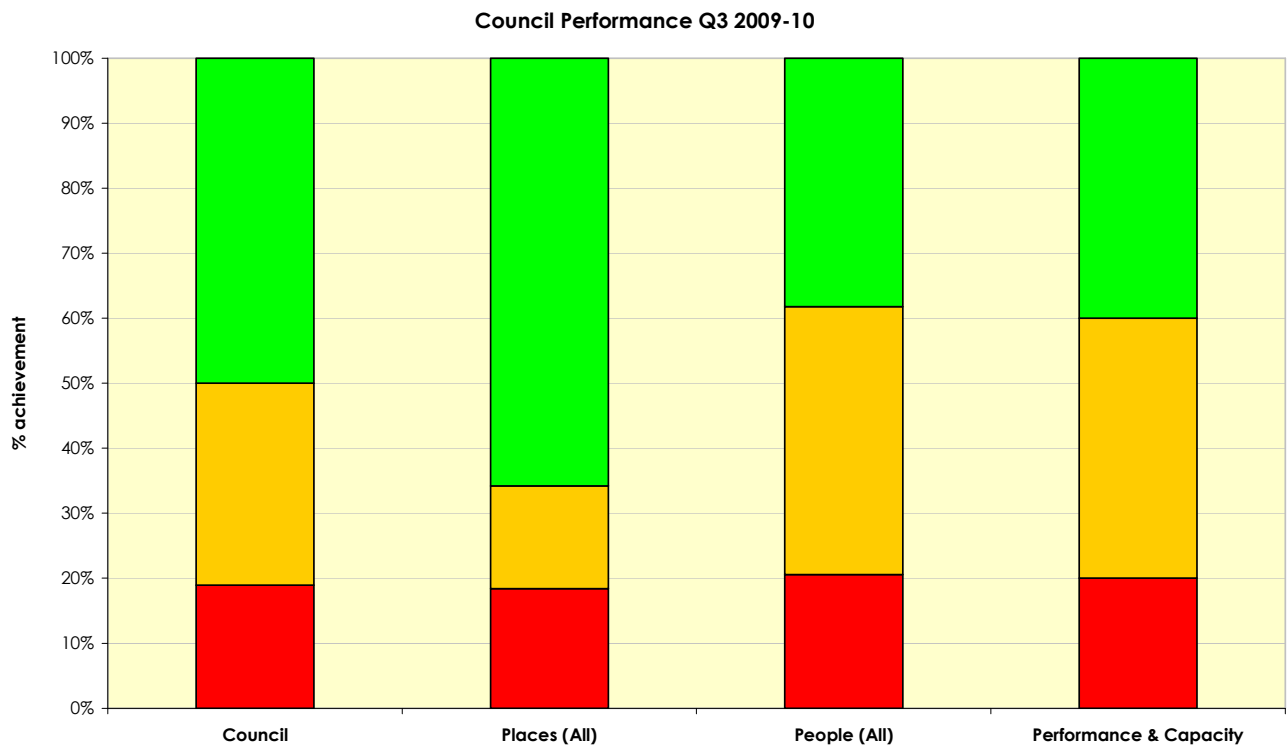
**Table 1 LAA Indicators**

	Designated and non designated Indicators or part indicators	%
Total number of whole or part indicators, of which:	50	
No data	0	-
Annual only	11	22%
Place Survey	2	4%
Green	18	36%
Amber	10	20%
Red	9	18%



**Figure 1 – LAA Performance Q3 2009-2010****Table 2: Non-LAA Indicators and other corporate indicators**

	Non LAA National Indicators and other corporate indicators	%
Total number of whole or part indicators, of which:	172	
No data	14	8%
Annual only	64	37%
Place Survey	15	9%
Green	40	23%
Amber	26	15%
Red	13	8%

**Figure 2: All indicator performance Q3 2009-2010, by Directorate**

### Areas of focus

11.2 Performance against the 34 LAA targets and the nine non-designated indicators is detailed at appendix 1. There are a number of measures where performance is not achieving targets and where attention is needed. There are also some areas of notable success. These are summarised below.

#### Safer communities

- *NI 32 Repeat incidents of domestic violence*: The target has been exceeded this quarter and the repeat total has been steadily rising. A range of actions have been taken in response including the roll-out of training with implementation being monitored to see impact on referrals and take action to address emerging trends.
- *NI 47 People killed or seriously injured in road traffic accidents*. Quarter 3 figures are 264. This means that the three year rolling target will not be met although final figures for 2009 show improvement on the previous year.
- *LAA 36 Incidents of anti-social behaviour*. Local indicator – mid year performance was above target; no Q3 data have yet been provided.

Children and young people

- *NI 56 Obesity in primary school age children in Year 6:* At 17.9% there is no change from baseline against a target of 17%. This will be referred to the Children's Trust.
- *NI 58 Emotional and behavioural health of looked after children:* The service has flagged this because the system only allows them to assess children once and not to track their progress. They also note that they have not been able to establish a system for comparison with non-looked after children.
- *NI 68 Percentage of referrals to children's social care going on to initial assessment:* A Q3 figure of 45% and year to date of 55% show this below the target of 75%. The underlying factor is change to a new operational model; the majority of initial assessments are now undertaken by an Access team. The December conversion rate was 67%.
- *NI 112 Under 18 conception rate:* The trend in under-18 conceptions is slightly down but the LAA target is unlikely to be met. Additional support has been available to deliver the teenage pregnancy strategy and actions have included a review of young people's sexual health and development of a communications strategy and plan.
- *NI 117 16 to 18 year olds who are not in education, employment or training (NEET):* Figures show a decrease from Q2 (but still above target). NEET remains low compared to comparator areas and the NW region. One factor behind the increase from the previous year is a fall of 40-50% in job vacancies. A new 'January guarantee' will help capture young people becoming NEET in January.
- *NI 148 Care leavers in employment, education or training:* Figures have been re-adjusted from mid year. The data relate to 12 young people, seven of whom are in employment.

Health and wellbeing

- *NI 120 All-age all cause mortality rate – Females:* Against a target of 439, female mortality rates are 481.41. More information is being sought from PCT. (Target for males is 633 with a mid year estimate of 611.7)
- *NI 130 Social Care clients receiving Self Directed Support:* At quarter 3 1,280 people were in receipt of self directed support (including own and 'virtual' budgets) against a target of 2,950. The assessment is that targets are likely to be met by the year end once cash allocations via prescriptions for equipment, which have become available in the current quarter, are included. This should bring total numbers to 2,841. Planned events will demonstrate what personal budgets can offer to encourage take up.
- *NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information:* Measured performance is 9% against a target of 48%. Use of the recording system for carers' assessments is part of the problem and numbers will increase once information is properly captured. There is also evidence that baseline

data, used to set the target, were over optimistic, showing an outturn of 46% against a target of 48%. It is also likely that there is a real issue in respect of carers' assessments and reviews not being completed to plan. The longer term issue is being addressed through the social care redesign process. Meanwhile the completion of spreadsheet information is being monitored and teams are being reminded to complete the client record system in respect of carers' assessments and are being supported to do so.

- *NI 134: The number of emergency bed days per head of weighted population: (non-designated).* Mid year estimate is 1,876 against an annual target of 3,300. The PCT have indicated that performance is improving, particularly in respect of those aged 75 years and over. Work is continuing on a number of projects to reduce emergency bed days including rehabilitation and improving discharge processes.

#### Tackling exclusion/ promoting equality

- *NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods:* Against a target to reduce percentage by 0.33% in 2009-10 this figure has increased again. Figures reported at Q3 relate to July 2008 to June 2009 and show an increase compared to the year April 2008 to March 2009 of 1.1%. Future tracking will confirm whether the trend continued over the summer.

#### Local economy

- *NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher.* The Annual Population Survey has now provided this data to November 2008 – but for all Cheshire. It shows progress to be falling behind the target. LSC supported partnership programmes continue, to support those out of work and those in work through 'Train to Gain'.
- *NI 164 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher.* As above.
- *NI 171 New business registration rate:* Data available at Q3 are for 2008 and show a start-up rate of 67.9 against a target of 71.4 (per 10,000 adult population). However achievement of new start ups as a percentage of regional rate is above target at 136.9%. Beyond this Cheshire East's own economic forecasting model predicts a fall in economic output in 2009 with slow growth in 2010 followed by stronger growth in 2011. On these modelled assumptions it is projected that the 2011 LAA target will be met.

#### Environment and sustainability

- *NI 186: Per capita reduction in CO2 emissions in the LA area.*

## **Significant achievements**

11.3 There have been a number of significant successes against LAA targets.

### Safer communities

- *NI 33 Deliberate primary fires*: 117 by Q3 against an annual target of 214. . Multi-agency Halloween and Bonfire Initiative resulted in 17% less arson than previous year and means the partnership is now on track to achieve the year end targets.

### Children and young people

- *NI 111 First time entrants to the Youth Justice System aged 10 – 17*: New entrants are well below the target figure to reduce the number of young people entering the system, with 48 new entrants in Q3 and a cumulative total of 166 against a target of 492.

### Health and wellbeing

- *NI 125 Achieving independence for older people through rehabilitation/ intermediate care*: This has shown ongoing improvement during the year and reflects successful joint commissioning of intermediate and re-ablement services.

### Tackling exclusion/ promoting equality

- *NI 155 Number of affordable homes delivered (gross)*: Against a target of 364 new affordable homes, 260 have now been completed. There are an extensive range of actions in progress, including partnership working with Cheshire West and Chester and Warrington and the HCA to put together an Investment Plan for 2011/2014. to bring much needed housing investment into the region. In the context of current economic conditions this indicator was previously rated amber. Concerns for achievement of targets in 2010-11 remain, given current known delays in completions and new developments.

### Environment and sustainability

- *NI 192 Percentage of household waste sent for reuse, recycling and composting*: Q2 achievement 53.7% against target of 51%.

## **2010-2011 LAA 'refresh'**

11.4 2010-2011 is the final year of the current Local Area Agreement. Government Office will be considering proposals to 'refresh' it, including some new additions of non-designated indicators and some amended targets. Additional new non-designated indicators proposed to be added are:

- NI 39 Alcohol-related hospital admissions
- NI 119 Self reported measure of people's overall health and wellbeing
- NI 53 Prevalence of breastfeeding at 6-8 weeks from birth.

Requested areas for target adjustment are:

- NI 154 net additional homes provided and 155 – number of affordable homes (gross)
- Other indicators affected by the current economic situation, such as targets for people in receipt of benefits, are also being considered, in a regional context.

Proposals will be submitted to GONW by January 25, negotiated on in February and signed off in March.

### **Other performance against National Indicators**

11.5 This section identifies some areas of concern, and significant success, in respect of non LAA National Indicators. They are listed by Council service area.

#### Places – Regeneration

- *NI 152: Working age population on out of work benefits:* This now stands (most recent quarter to end June 2009) at 9%, an increase on the previous two quarters (8.6% and 7.8%). This measure will require close monitoring over coming quarters to assess the impact of the recession on the local economy and jobs.

#### Places – Planning and Policy

- *NI 157a: processing of planning applications 'major':* Against a target of 60% processed within 13 weeks quarter 3 performance was 51.28%. This is an improvement on mid year performance, where it was identified that problems had been caused by a carried over backlog from predecessor authorities awaiting legal agreements. It was noted then that the Borough Solicitor and the Strategic Director Places were currently reviewing the legal workload in this area. The Planning Service are implementing a new single system and tackling some inherited system problems. They are also implementing additional performance measures that will help track over-running applications. The likelihood of the problem running into the next quarter was also flagged at this time. Planning performance will also be considered as part of a service review.

#### People – Children and Families

- *NI 45: Young offenders' engagement in suitable education, training and employment.* Q3 figures are 75.6% of this group in suitable education, training or employment against a target of 90%. This is an improvement on Q2 (70%) in the context of the ongoing economic recession.
- *NI 59: Percentage of assessments for children's social care carried out within 7 working days of referral.* This was identified at Q2 and actions

put in place to identify causes of delays and implement improvements. Performance fell off a little further in Q3 (62% to 60%). The impact of these changes, including expanding the remit of the Access team to allow them to complete initial assessments for CIN has already shown improved performance. Performance is expected to improve further once new practice consultants are in place, which will further increase management capacity to sign off assessments on time. Emphasis on close monitoring continues through monthly performance clinics.

- *NI 60: Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement.* This indicator was flagged up at Q2 and has also suffered some further fall-off (70% to overall 64% with Q3 performance of 56%). These are complex assessments. The impact of recent changes, including expanding the remit of the Access team to allow them to complete initial assessments for CIN has already shown improved performance. Performance is expected to improve further once new practice consultants are in place, which will further increase management capacity to sign off assessments on time. Emphasis on close monitoring continues through monthly performance clinics.
- *NI 64: Duration on child protection register of 2+ years. Year to date performance at Q3 is 12% with Q3 performance of 16% against 10% Q2 and national levels of 6%. NI102: Achievement gap between pupils eligible for free school meals and their peers:* Gap at Key Stage 2 was 25 percentage points and at KS4 (GCSE) 38.1 percentage points. FSM numbers in two thirds of primary schools are very low. There is an intensive programme in place to address FSM issues as part of a National Strategies Support programme.

#### People – Services for Adults

- *NI 132: Timeliness of social care assessments.* This was noted in Q2 and has shown improvement. Current performance is 68% against a target of 70%.
- *NI 133: Timeliness of social care packages following assessment.* 48.3% of social care packages were delivered within 28 days, a drop from 69.4% at Q2. There have been no changes to professional practice in 2009-2010. Services are inevitably delayed for some users beyond four weeks, for example if they are still receiving hospital treatment after the discharge plan has been agreed. An urgent investigation is taking place to determine if the right code is being used in the client record system to register when all services are in place. It is anticipated that the target of 88% will be met before the end of the financial year.
- *NI 145: Adults with learning disabilities in settled accommodation.* Estimated to be 35% by year end against target of 45%. Work to improve this area has included the circulation of a monthly spreadsheet to all learning disability teams showing LD people who have not been reviewed, not got an accommodation type in the client record system or have an accommodation type that is not relevant for the indicator.

Data input teams can therefore be focused; work is supported by data quality staff. Supported Employment Service staff are also checking accommodation when they add their reviews.

### **End of year and 2010-2011 preparations**

11.6 Members will receive a Quarter 4 report in May that will follow the regular pattern. A Cheshire East Annual Report that assesses the Council's achievements and performance over the year will be presented to Cabinet in June.

To prepare for 2010 -2011 detailed target-setting guidance is being produced that will ensure that each target is set realistically and to deliver what the Council and partners wish to achieve. To support performance monitoring each will have defined tolerances that will be used to assess whether it is within its expected performance area or has fallen to a critical level where intervention is required.

### **12.0 Access to Information**

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

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## Cheshire East LAA Quarter 3 Performance Report

Priority	National Indicator	Organisation	2008-09 out-turn	2009-10 target	2010-11 target	Q3 09-10	Performance assessment
1. Stronger communities	<b>NI 4</b> % of people who feel they can influence decisions in their locality		24.2%	25%	30.0% (29%)	Place Survey – 2 yearly	
2. Stronger communities	<b>NI 8</b> Adult participation in sport and active recreation	Council	25%	26.97%	27.97%	Not available	National survey. Data due soon.
3. Safer communities	<b>NI 18</b> Adult re-offending rates for those under probation supervision	Probation Service	8.31%	8.20%	7.70%	8.83%	Green. Second best performance in area; compliance levels by offenders above target.
4. Safer communities	<b>NI 20</b> Assault with injury crime rate	Police	5.2 (1868)	-4% from baseline	-7.5% from baseline	4.42	Green

Priority	National Indicator	Organisation	2008-09 out-turn	2009-10 target	2010-11 target	Q3 09-10	Performance assessment
5. Safer communities	<b>NI 21</b> Dealing with local concerns about anti-social behaviour and crime by the local council and police	Council and Police	25.4% Place Survey	27.3% (27%)	35.3% (33%)	Place Survey – 2 yearly	
6. Safer communities	<b>NI 30</b> Re-offending rate of prolific and priority offender	Probation	14% (210) (506)	-15% from baseline -40% from baseline	tbc	- Yearly -74%	Green
7. Safer communities	<b>NI 32</b> Repeat incidents of domestic violence	Council	31%	26%	24%	27%	Amber Repeat total has been steadily rising
8. Safer communities	<b>NI 33</b> Deliberate primary fires	Fire Service	202	214	197	117	Green; Halloween and Bonfire Initiative resulted in 17% less arson than previous year
	Deliberate secondary fires		402	408	400	291	
9. Safer communities	<b>NI 47</b> People killed or seriously injured in road traffic accidents	Fire Service	311	233	229	264	Red

Priority	National Indicator	Organisation	2008-09 out-turn	2009-10 target	2010-11 target	Q3 09-10	Performance assessment
36. Safer communities	Reported incidents of Anti Social Behaviour	Police	19,292	18,327	17,411	No data	Red
37. Safer communities	Increase in proportion of non-Police referrals to the Cheshire DAFSUs and MARACs	Police	15%	35%		38%	Green
38. Safer communities	Alcohol arrest referrals	Police	120 brief interventions	200		165	Amber
39. Safer communities	Anti social behaviour - criminal damage	Police	4,944	4,697	2,321	No data	Green
10. Children and young people	<b>NI 56</b> Obesity in primary school age children in Year 6	PCT	(17.9% - 2007)	17.0% with 87% coverage		17.9% with 89.4% coverage	Amber
11. Children and young people	<b>NI 58</b> Emotional and behavioural health of looked after children	Council	15.2	tbc	tbc	N/A	Amber

Priority	National Indicator	Organisation	2008-09 out-turn	2009-10 target	2010-11 target	Q3 09-10	Performance assessment
12. Children and young people	<b>NI 68</b> Percentage of referrals to children's social care going on to initial assessment	Council	75.3%	75%	80%	YTD 55% (Q3=45%)	Red
13. Children and young people	<b>NI 111</b> First time entrants to the Youth Justice System aged 10 – 17	Police	518	492	487	48 (cumulative 166)	Green Performance above expectations.
14. Children and young people	<b>NI 112</b> Under 18 conception rate	PCT		27/1000	19/1000	Not yet available	Red. There has been a slight decline in provisional figures but unlikely to meet national target.
15. Children and young people	<b>NI 117</b> 16 to 18 year olds who are not in education, employment or training (NEET)	Connexions	5.2% (2007)	4.4%	4.1%	5.8%	Amber. Target unlikely to be met. Some 'hotspot' areas.

Priority	National Indicator	Organisation	2008-09 out-turn	2009-10 target	2010-11 target	Q3 09-10	Performance assessment
16. Health and Wellbeing	<b>NI 120</b> All-age all cause mortality rate – Males - Females	PCT	666.18 (est) 488.69 (est)	633 439	633 439	611.69 (M) 481.41 (F) estimates mid year	Green Red
17. Health and Wellbeing	<b>NI 121</b> Mortality rate from all circulatory diseases at ages under 75	PCT	68.71 (est)	66.62	63.09	58.59 Estimate mid year	Green
18. Health and Wellbeing	<b>NI 123</b> Stopping smoking	PCT	795 (2007/08)	2499	643	461	Green
19. Health and Wellbeing	<b>NI 125</b> Achieving independence for older people through rehabilitation/ intermediate care	Council/ PCT	74.4%	74%	75%	84.5%	Green
20. Health and Wellbeing	<b>NI 130</b> Social Care clients receiving Self Directed Support	Council	275.1	30%/ 2950	60%/ 5890	1280	Amber

Priority	National Indicator	Organisation	2008-09 out-turn	2009-10 target	2010-11 target	Q3 09-10	Performance assessment
21. Health and Wellbeing	<b>NI 135</b> Carers receiving needs assessment or review and a specific carer's service, or advice and information	Council	46.4%	48%	50%	9%	Red
46. Health and Wellbeing	<b>NI 134</b> The number of emergency bed days per head of weighted population	PCT	3,963	3,300	3,266	1876 Estimate mid year	Red
22. Tackling exclusion/ promoting equality	<b>NI 141</b> Percentage of vulnerable people achieving independent living	Council	55.07%	56.07%	57.07%	Q2= 78.05%	Green

Priority	National Indicator	Organisation	2008-09 out-turn	2009-10 target	2010-11 target	Q3 09-10	Performance assessment
23. Tackling exclusion/promoting equality	<b>NI 142</b> Percentage of vulnerable people who are supported to maintain independent living	Council	97.68%	98%	98.68%	Q2 = 99.14%	Green
24. Tackling exclusion/promoting equality	<b>NI 153</b> Working age people claiming out of work benefits in the worst performing neighbourhoods	DWP	26.3%	-0.33%	-0.34%	27.6% (provisional)	Red. Q3 has shown an increase on Q2
25. Local economy	<b>NI 154</b> Net additional homes provided	Council	1273	1277	995		Red.
26. Tackling exclusion/promoting equality	<b>NI 155</b> Number of affordable homes delivered (gross)	Council	130	364	526	260	Green. A range of housing investment initiatives in progress.
27. Tackling exclusion/promoting equality	<b>NI 156</b> Number of households living in temporary accommodation	Council	231	18	12	8	Green

Priority	National Indicator	Organisation	2008-09 out-turn	2009-10 target	2010-11 target	Q3 09-10	Performance assessment
28. Local economy	<b>NI 163</b> Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	LSC Annual Population Survey	73.9%	81.3%	83.2%	73% Nov 2009 All Cheshire	Amber
29. Local economy	<b>NI 164</b> Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher	LSC Annual Population Survey	53.20%	59.4%	61.0%	53.1% Nov 2009	Amber
30. Local economy	<b>NI 168</b> Principal roads where maintenance should be considered	Council	5.0%	4%	3%	Annual assessment	
31. Local economy	<b>NI 169</b> Non-principal classified roads where maintenance should be considered	Council	8.0%	7%	6%	Annual assessment	



Priority	National Indicator	Organisation	2008-09 out-turn	2009-10 target	2010-11 target	Q3 09-10	Performance assessment
32. Local economy	<b>NI 171</b> New business registration rate	Council	71.1 business births per 10,000 residents (134.2%)	71.4 business births per 10,000 residents (134.8%)	(135.2%)	2008 start-up rate = 67.9 (136.9% of NW rate)	Amber
50. Local economy	Increase the value of the Cheshire visitor economy (STEAM)	Council	£0.532 billion	£0.593 billion	£0.61 billion	Annual assessment	
51. Local economy	Enterprise development - new social enterprises demonstrating growth after 12 months	VCFS	13	28	-	Annual assessment	
52. Local economy	<b>NI 171</b> New business registration rate (Crewe only)	Council	83.2%	98.6%	100%	Annual assessment	
33. Environmental sustainability	<b>NI 186</b> Per capita reduction in CO2 emissions in the LA area	Council		-10.4%	-13.3%	Not calculated for Q3	
34. Environmental sustainability	<b>NI 191</b> Residual household waste per household	Council	721 Kg / household	594 Kg	591 Kg	Q2= 300.8Kg	Green. Fall from Q1. Projected to meet year end

Priority	National Indicator	Organisation	2008-09 out-turn	2009-10 target	2010-11 target	Q3 09-10	Performance assessment
53. Environmental sustainability	<b>NI 192</b> Percentage of household waste sent for reuse, recycling and composting	Council	42.56%	51.0%	51.5%	Q2 = 53.7%	Green

## **CHESHIRE EAST COUNCIL**

### **REPORT TO: CABINET**

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<b>Date of Meeting:</b>	16 February 2010
<b>Report of:</b>	Strategic Director, Places
<b>Subject/Title:</b>	Highways and Transportation – Links to Local Area Partnerships
<b>Portfolio Holder:</b>	Councillor J Macrae and Councillor Rod Menlove

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#### **1.0 Report Summary**

- 1.1 On 17<sup>th</sup> December, Council remitted the appended motion to Cabinet, under the Council's standing orders.
- 1.2 This report outlines an approach for implementation of local engagement on highways and transportation issues across Cheshire East. The report proposes that a Highways and Transportation Forum is established in each of the Local Area Partnership Areas with a remit will be to promote issues relating to local highway investment priorities, traffic management and public transport arrangements. The forums are not intended to be formal decision-making bodies.
- 1.3 The report also recommends that a Cheshire East Transport Forum is established to bring together transport operators across the Borough with the Council to discuss strategic transport issues.

#### **2.0 Decision Requested**

- 2.1 That Cabinet:
  - 2.1.1 Consider the Motion from Council.
  - 2.1.2 Agree to support Local Area Partnerships in the development of a Highways and Transportation Forum in each local area to promote local issues relating to local investment priorities, traffic management and public transport arrangements
  - 2.1.3 Agree to establish a Cheshire East Transport Forum to bring together transport operators across the Borough with the Council to discuss strategic transport issues.

#### **3.0 Reasons for Recommendations**

- 3.1 To ensure effective local engagement in the development of highways and transportation priorities across Cheshire East.

**4.0 Wards Affected**

- 4.1 All Wards are potentially affected by the proposal

**5.0 Local Ward Members**

- 5.1 All Ward Members are potentially affected by the proposal. This proposal will work within the current Member Protocol.

**6.0 Policy Implications**

- 6.1 No policies are directly affected however the development of future policy will benefit from more direct local engagement through the approach recommended in this report.

**7.0 Financial Implications for Transition Costs**

- 7.1 There are no transition costs related to this report.

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

- 8.1 All resource implications associated with this report will be managed within existing resources within the Policy and Performance/Places Directorates.

**9.0 Legal Implications**

- 9.1 There are no changes recommended relating to the Council's decision making arrangements or any implications for the Council's constitution.
- 9.2 The forums are not intended to be formal decision-making bodies. It is intended that, when they wish to do so, the forums will make their views known to the Portfolio Holder.

**10.0 Risk Management**

- 10.1 There are limited risks associated with the approach recommended. It will be for each Local Area Partnership to determine how best to utilise the new arrangements to meet local needs.

**11.0 Background and Options**

- 11.1 On 17<sup>th</sup> December, Council remitted the appended motion to Cabinet.

The constitution of the Council delegates highways and transportation policy development and investment decisions to the Cabinet and Portfolio Holders for Environment and Prosperity.

- 11.2 Since 1<sup>st</sup> April 2009, local engagement in the development of future highway investment priorities has taken place directly with local Members who have produced Ward Improvement list that are currently being appraised as part of the highway investment programme development for 2010/11.
- 11.3 There has also been active engagement by the Highways team in some Local Area Partnerships but as yet there is no consistent form of ongoing engagement on transport and highways issues at a local level across Cheshire East.
- 11.4 On 17<sup>th</sup> December, the appended motion was considered by Council which is required to be referred to Cabinet for consideration. This paper outlines the following approach which does not include delegation of decision-making but active engagement in the development of policy to inform the decision-making of the Executive Members and Cabinet.
- 11.5 This approach seeks to address the issues raised by the Motion and seeks to enhance local engagement as proposed.
- 11.5 It is proposed that a Highways and Transportation Forum is developed in each of the local area partnership areas, which will provide an opportunity for local Members, partners and members of the public to raise local issues and engage directly with key officers within the Council on all aspects of transport and highways issues.
- 11.6 Each Forum will be developed with the individual LAP and facilitated by the Local Area Partnerships team. There will be a named key contact within the Highways Team who will be the principle officer responsible for engagement with each Forum. This contact will be supported by additional officers as determined by the local issues raised.
- 11.7 The regularity of meetings will be determined at the local level, and should balance local need with resource availability.
- 11.8 It also proposed that a Cheshire East Public Transport Forum is established to bring together road and rail transport operators across the Borough with the Council to discuss public transport issues. The Forum will also invite representatives from Cheshire West and Chester Council and AGMA colleagues where cross border issues apply. This Forum will meet at least twice a year and include representation from each Local Area Partnership. This Forum will be facilitated by the Council's Strategic Highways and Transportation Team.
- 11.9 If it were proposed, as called-for in the motion, that formal decision-making bodies should be established to deal with highways functions, a further report would need to be made to Cabinet which fully sets out the legal and Constitutional implications.

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## **Appendix 1**

### **NOTICE OF MOTION**

Consideration was given to the following Notice of Motion moved by Councillor A Moran and seconded by Cllr Flude:-

This Council calls upon the Executive to recognise the need to improve the conduct of decision-making and consultation in relation to all matters relating to the Council's responsibilities as a Highways Authority and its responsibilities through its Transport Policies.

In particular, the Council calls upon the Executive Members with responsibility for Strategic Planning and the Environment to recommend the establishment of bodies, which would effectively carry out the public functions which were previously the responsibility of the three Joint Highways Committees and

the Public Transport Liaison Committees, within the area now governed by

Cheshire East. These responsibilities should include the public consideration of decisions in relation to parking, Traffic Regulation Orders, Speed limits and engineering improvements and all other matters where effective transparent consultation and decision making is required.

The Council asks for Committees of local Councillors to be established in each of the previous areas covered by Macclesfield, Congleton and Crewe and Nantwich Borough Councils and provision to be made for the involvement of the police and where relevant town and Parish Councils. The Committees to be empowered to receive and consider representations by the public where these are appropriate.

**RESOLVED**

That the motion stand referred to Cabinet.

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## **CHESHIRE EAST COUNCIL**

### **REPORT TO: CABINET**

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**Date of Meeting:** 16 February 2010  
**Report of:** Head of Human Resources and Organisational Development  
**Subject/Title:** Managing Workforce Change – Severance Provision  
**Portfolio Holder:** Councillor Frank Keegan

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#### **1.0 Report Summary**

- 1.1 The purpose of this report is to inform Cabinet of the current position surrounding the severance scheme within Cheshire East and to recommend arrangements to support workforce change from 1<sup>st</sup> April 2010.

#### **2.0 Decision Requested**

- 2.1 That the Council's current voluntary severance terms, as detailed in section 11.1 (i) to (iii) continue to apply from 1<sup>st</sup> April 2010 to 30<sup>th</sup> March 2011 and that this practice be reviewed again at 6 months.
- 2.2 That these provisions apply to all redundancies which occur for any reason during the period.

#### **3.0 Reasons for Recommendations**

- 3.1 To provide clarity for employees whose future employment with the Council is uncertain due to organisational change.
- 3.2 To continue to offer a scheme that is both attractive to volunteers, particularly younger volunteers, in order to take every reasonable step to avoid compulsory redundancies and to enable the Council to reshape and reduce its workforce as required.
- 3.3 To ensure that the Council continues to strike the right balance in facilitating organisational change, maintaining our constructive industrial relations and employee engagement, alongside managing the costs involved.

#### **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 Not applicable.

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

8.1 The strategy for workforce change is required to be reflected in the Council's Medium Term Financial Strategy for 2010/13. The plans for workforce reductions and the severance package over the three-year planning period need to be affordable and sustainable.

8.2 The Budget for 2010/11, the Medium Term Financial Strategy 2010/13 and the Reserves Strategy include an affordable and sustainable package for workforce reductions on the following basis:

- (i) Workforce reductions should be managed through the Council's redeployment process where possible;
- (ii) Workforce reduction proposals based on redundancies, that are clearly linked to approved 2010/11 Budget proposals, are given priority and the associated severance costs, including pension actuarial costs, will be funded from the corporate redundancy package;
- (iii) Workforce reduction proposals that are identified as a result of service reviews and transformation projects, that are not currently included in the Medium Term Financial Strategy, will be funded by the service through the development and approval of a robust Business Case. The total severance cost, including pension actuarial costs, will be funded from achieved savings with a target payback period within three years;
- (iv) Workforce reduction proposals that do not come within categories (ii) and (iii) above will be considered on a case by case basis.

**9.0 Legal Implications (Authorised by the Borough Solicitor)**

9.1 The recommended voluntary severance terms exceed statutory redundancy requirements, are in accordance with pension regulations and are therefore legally compliant.

## **10.0 Risk Management**

- 10.1 There is a risk that, if the staffing reductions which arise from organisational change are not managed or achieved in a timely way, the Council will overspend its staffing budgets.
- 10.2 In order to; support staff, minimise the disruption caused by organisational change and reduce the effects on staff morale during a lengthy period of organisational change, the Council's preference is very much to achieve any reductions through; redeployment, re-skilling and voluntary redundancy. In regards to offering voluntary terms, the Council needs to strike the right balance in facilitating organisational change, maintaining constructive industrial relations and employee engagement, alongside managing the costs involved.
- 10.3 The Council would need to consider making staff compulsorily redundant if the voluntary terms offered are not sufficient to attract the necessary number of volunteers.

## **11.0 Background and Options**

- 11.1 In July 2008 the Council agreed the severance provisions which would apply to non teaching staff in redundancy cases in the new Council. As follows:
- (i) the removal of the statutory cap and pay the actual week's pay;
  - (ii) in addition to paying the Statutory Redundancy Pay (SRP), the payment of an additional amount equivalent to that payment (i.e. giving a maximum payment of 60 weeks in total); and
  - (iii) the provision for employees to use the additional payment (not the SRP) to purchase additional pensionable service in the Local Government Pension Scheme (LGPS) if they wish to do so and are a member
- 11.2 It was also agreed that these provisions should apply to all redundancies which occur during the period of LGR, whether or not they were as a result of re-organisation or for other reasons.
- 11.3 In order to ensure that change is well managed and to maintain employee engagement and the good industrial relations enjoyed by the Council, it is essential that the voluntary severance scheme is sufficient enough to attract the number of volunteers required to realign the workforce to what will be needed in the future. We will also need to take account of what the Council can afford to offer in the current financial climate.
- 11.4 To this end, under delegated powers Councils can apply severance terms which offer up to a maximum of 104 weeks pay. Whilst I am not

recommending that Cabinet offer this level of scheme, I am recommending that we continue with the current scheme during 2010/11 and beyond and that we review the success and appropriateness of the scheme after 6 months.

- 11.5 I am recommending this for a number of reasons. Firstly the Council's new structures have not yet been fully implemented and in implementing them, we have largely followed the traditional approach of recruiting to the higher tiers first. As a consequence, we have tended to displace higher paid staff first and have offered them terms providing for up to 60 weeks severance. It is my view that we should continue to offer this package, in order to ensure that all employees affected by organisational change, including those employees on lower pay are treated in a fair and consistent way.
- 11.6 In addition I believe that it will be more difficult to attract sufficient volunteers from April 2010 onwards, which could therefore lead to the consideration of compulsory redundancy. This is the case as the pension regulations will change from 6<sup>th</sup> April 2010, whereby pensions will only be released to active scheme members aged 55 or over whose employment ends on the grounds of redundancy, as opposed to those aged 50 or over currently. Over the past year 87% of our volunteers have come from employees aged 50 or over, with the release of the pension obviously being an attractive factor.
- 11.7 Whilst the vast majority of our volunteers came from this age pool in the past, the change in pension regulations will reduce the size of the pool. Reducing from a potential of 39% of the workforce (i.e. those aged 50 and over) to 24% (those aged 55 and over). In addition the predecessor councils and Cheshire East has sought and found many volunteers from this group over recent years, which is likely to mean that the numbers who may volunteer must be somewhat depleted.
- 11.8 For these reasons it will be important that we target the under 55s if we are to find sufficient volunteers. Given this we will need to continue to offer an attractive scheme and I am therefore recommending that we continue to offer up to 60 weeks pay and that this be reviewed at 6 months.
- 11.9 Discussions with managers have established that between now and the end of March 2011 it is likely that the Council will displace a further 300 to 350 employees. This is beyond the numbers already agreed by Cabinet up to the meeting on 1<sup>st</sup> February 2010. How the Council will financially manage severance arrangements for this group of staff is detailed in section 8. We are also currently exploring what the likely numbers will be over the next three years to March 2013, which will be the subject of a further report shortly.

## **12.0 Changes to Pensions Regulations**

- 12.1 Currently an employee who is a member of the Local Government Pension scheme will automatically be paid their accrued pension if they are aged 50 and over are made redundant. As stated, this will increase to age 55 from 6<sup>th</sup> April 2010.
- 12.2 Such early payment of pension is a strain on the pension scheme which the Council is required to fund. The cost of the strain in each case depends upon the circumstances of the employee concerned but generally it is greater between the ages of 50 and 55, decreasing between 55 and 58, with normally little cost for those over age 59. Accordingly from 6<sup>th</sup> April the pension costs arising from newly agreed voluntary severance packages will therefore fall on average when compared to previous packages. This should therefore increase what we can achieve from our available funding in the future.

## **13.0 Access to Information**

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

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