

Corporate Scrutiny Committee

Agenda

Date:	Friday, 2nd September, 2011
Time:	10.00 am
Venue:	Council Chamber, Municipal Buildings, Earle Street, Crewe CW1 2BJ

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. **Minutes of Previous Meeting** (Pages 1 - 6)

To approve the minutes of the meeting held on 12 July 2011.

3. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests and for members to declare the existence of a party whip in relation to any item on the agenda.

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

A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit 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.

Note: In order for officers to undertake any background research, it would be helpful if members of the public contacted the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting to provide brief details of the matter to be covered.

For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public

Contact: Mark Nedderman

Tel: 01270 686459

E-Mail: mark.nedderman@cheshireeast.gov.uk

5. **Quarter One Budget Monitoring Report** (Pages 7 - 44)

To consider a report of the Borough Treasurer.

6. **Work Programme Progress Report** (Pages 45 - 76)

Do a full review of the programme with introduction of new items from portfolio holders.

7. **Training Requirements**

To consider the Committee's training requirements for the 2011/12 Civic year.

8. **Forward Plan - Extracts** (Pages 77 - 80)

To note the current forward plan, identify any new items and to determine whether any further examination of new issues is appropriate.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Scrutiny Committee**
held on Tuesday, 12th July, 2011 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor J P Findlow (Chairman)
Councillor D Newton (Vice-Chairman)

Councillors G Baxendale, B Burkhill, W S Davies, F Keegan, B Moran,
G Morris, D Neilson and S Corcoran

Apologies

Councillors G Barton

116 DECLARATIONS OF INTEREST

There were no declarations of interest.

117 OFFICERS PRESENT

Lisa Quinn – Borough Treasurer
Mark Nedderman – Senior Scrutiny Officer

118 ALSO PRESENT

John Narraway – Former member of the Business Generation Centre Task and Finish Group.

119 PUBLIC SPEAKING TIME/OPEN SESSION

David Watson from East Cheshire Chamber of Commerce attended the meeting to make a statement about the Task and Finish Group report on Business Generation Centres (BGCs). David explained that on behalf of the Chamber he wished to inform the Council that the Chamber was very keen to work with the Council to develop BGCs in Cheshire East. However, he expressed reservations about the potential loss of the BGC at Thomas Street Congleton in favour of an affordable housing scheme.

He believed that the report would provide a great opportunity for the Council to make improvements to the BGC at Wesley Court Sandbach which would bring the building back up to the standard that it had previously enjoyed.

120 MINUTES OF PREVIOUS MEETING

RESOLVED – That the minutes of the meeting held on 14 June 2011 be confirmed as a correct record and signed by the Chairman.

121 **OUTLINE OF SERVICE AREAS**

Lisa Quinn, Borough Treasurer attended the meeting and gave a presentation on the main areas within the Performance and Capacity Directorate that fell within the remit of the Committee.

The main areas related to:

- Finance service
- Annual budget
- Capital strategy
- Income and funding
- Business management
- Audit
- Finance
- Financial strategy
- Capital programme
- Reserves strategy
- Treasure management
- Insurance
- Procurement Forward plan
- Contracts register
- Procurement including participation in regional procurement hubs
- Corporate contracts
- PFI projects
- Procurement Strategy
- Shared services
- Pensions

In response to a question regarding the outturn position of the 2010/2011 accounts, Lisa explained that a report would be considered by Cabinet in August.

As this Committee did not have a meeting scheduled in August, it was suggested that the outturn figures should be submitted to the first meeting of the Budget Task Group.

RESOLVED –

- (a) That the presentation be noted
- (b) That the 2010/2011 outturn report be submitted to the Budget Task Group.

122 **BUSINESS GENERATION CENTRES**

The Committee considered a report of the Business Generation Centre Task and Finish group which had carried out a review of the four Business Generation Centres (BGCs) in the Borough

The review was carried out in the context of the Council's Asset Management Strategy. The strategy had proposed a fundamental review of the Council's asset holdings, facilitated through an 'Asset Challenge

Process' led at that time by the Procurement, Assets and Shared Services Portfolio Holder. As part of that process, the Portfolio Holder had asked this Committee to undertake a review of the Business Generation Centres with a view to the Committee making recommendations to develop the Council's future policy on business generation.

The Committee subsequently set up a Task and Finish group to undertake a detailed review of the Council's involvement in Business Generation Centres which had involved undertaking research into best practice in the industry conducted through a series of interviews, site visits, and desktop exercises.

The review took place between October 2010 and March 2011.

The Task and Finish group, which originally comprised 3 Members, recognised that there were inextricable links between the future of the BGC buildings and the Economic Development aims of the Council. As a result, the group invited the Environmental and Prosperity Scrutiny Committee to nominate a Member to join the group to ensure that the Economic Development interests of the Council were fully represented increasing the group to 4 Members. The first meeting of the group took place in December 2010.

John Narraway a former Member of the Council and a Member of the BGC Task and Finish Group had been invited to attend the meeting and addressed the Committee on the findings of the investigation.

RESOLVED –

- (a) That the report of the Task/Finish group be welcomed and supported;
- (b) That the recommendations of the Group be endorsed, and referred to the Cabinet for consideration and necessary action, and that Cabinet be invited initially to comment on the details of the recommendations:
 - 1. That in line with the Council's Economic Development Strategy, the principle of Business generation, for start up incubation businesses in Cheshire East be fully supported by the Council, in properly managed, dedicated premises, on 'easy in easy out' terms by way of licence agreements;
 - 2. That the existing buildings owned by the Council and located at Wesley Avenue Sandbach, Scope House Crewe, and Brierley Street Crewe be retained as BGCs, and the Council undertake a soft market testing exercise to seek a partner to manage, promote and market the 3 centres on behalf of the Council. The market testing to be undertaken in tandem with an approach to MMU and Keele University to seek partnership opportunities to provide business advice ,and mentoring schemes for incubation businesses.

3. That in future, subject to financial availability, all BGCs have as a minimum the following support services,
 - a fully staffed reception,
 - telephone facilities in all units,
 - broadband,
 - communal business equipment;
 4. That in view of the poor location, condition of the building, and significantly lower occupancy rates than the other 3 BGCs in the Borough, the BGC at Thomas Street Congleton, be closed down and the building be declared surplus to requirements and offered for sale on the open market or alternatively, the site be considered as a potential site for an affordable housing scheme;
 5. That in conjunction with the Chamber of Commerce, the Council explore options to secure the continuity of businesses displaced by the closure of the Thomas street facility, by assisting them to locate alternative accommodation within Congleton.
 6. That Capital receipts received from the sale of Thomas Street be earmarked towards a scheme to refurbish Scope House Crewe under the 'Asset backed vehicle' scheme.
 7. That in the event that economic conditions improve sufficiently in the future to lead to an increase in demand for BGCs, consideration be given to facilitating a suitable building in Macclesfield for use as a BGC to address the current shortage of available incubation facilities in the north of the Borough;
 8. That the current practice of providing facilities rent free to tenants in lieu of providing reception services, as occurs at Thomas Street Congleton and Scope House Crewe, be ceased with immediate effect.
- (c) That the head of Planning and Policy be invited to a future meeting of this committee to explain the Council's policy in respect of business in rural areas.
- (d) That the Senior Scrutiny officer be requested to submit a progress report on this matter in 6 months time.

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WORK PROGRAMME PROGRESS

Mark Nedderman outlined the process agreed by the Scrutiny Chairmen's Group to approve work programmes for the 2011/2012 municipal year. The Chairman and Vice-chairman would be meeting the Leader of the Council and Procurement and Shared Services Portfolio holders within the next few weeks to discuss emerging issues. The committee would then meet informally during the summer to consider a draft work programme with a view to the work programmes of all 6 committees being submitted to Cabinet in the autumn.

RESOLVED – That the report be received.

124 **FORWARD PLAN - EXTRACTS**

The Committee considered items listed in the current forward plan.

RESOLVED – That the Forward Plan be received and noted.

125 **CONSULTATIONS FROM CABINET**

There were no consultations from Cabinet.

The meeting commenced at 2.00 pm and concluded at 4.00 pm

Councillor J P Findlow (Chairman)

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CHESHIRE EAST COUNCIL REPORT TO: CABINET

Date of Meeting:	5 September 2011
Report of:	Director of Finance & Business Services / Head of Policy and Performance
Subject/Title:	2011/12 First Quarter Review of Performance
Portfolio Holders:	Cllr Wesley Fitzgerald / Cllr. David Brown

1.0 Report Summary

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

Service Revenue Outturn

- Services are forecasting a £5.7m overspend against their budgets, after taking into account requests for fully funded supplementary revenue estimates.
- Around £3.6m of this can be mitigated by unallocated contingencies, capital financing underspend, and surplus grants.
- Services will seek to identify further remedial actions to address net £2.1m budget shortfall.

Reserves

- Together with the budgeted contribution to balances, and other items including surplus earmarked reserves, it is estimated that the level of general reserves at March 2012 will be approximately £18m.

Savings / Pressures

- However, within the above forecasts, services are facing significant challenges in delivering some of the planned savings, and there is a risk that a substantial number of savings proposals included within the 2011-12 budget will not be fully achieved. Additionally, there is a risk of further emerging pressures outlined in the report which have not been factored into the forecasts.

Capital Programme

- Forecast variance from budget of £18m in 2011-12 is largely explained by slippage, with costs being rephased to future years.

Debt

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

Performance

- From the retained former statutory indicators (National Indicators and Best Value Performance Indicators) reported corporately during the first quarter, ten measures (out of a basket of 21) were reported as performing on or above target.

2.0 Decision Requested

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

- the overall financial stability of the Council, including Grants, in-year collection rates for Council Tax and Business Rates, Treasury Management, and centrally held budgets (Annex 1);
- the impact on the Council's general reserves position as detailed in Annex 1;
- the forecast service revenue and capital outturn positions (Annex 2);
- the Council's invoiced debt position as shown in Annex 2;
- progress on delivering the 2011-12 capital programme, detailed in Annex 2 and Appendix 1;
- Delegated Decisions approved by Directors for Supplementary Capital Estimates (SCE) and virement requests up to £100,000, as shown in Annex 2, Appendix 2a;
- Delegated Decisions approved by Directors in consultation with the relevant Portfolio Holder and the Portfolio Holder for Resources for Supplementary Capital Estimates and virement requests over £100,000 and up to and including £500,000 as shown in Annex 2, Appendix 2b.

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

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

2.3 Cabinet is requested to approve the following:

- the retention of £0.4m of earmarked reserves previously identified for return to general balances;
- a Supplementary Revenue Estimate of £3.0m to create a central contingency from additional non-ringfenced grant funding, to be the subject of bids from services (Annex 1);
- Supplementary Revenue Estimates for services of £2.2m to be met from the central grants contingency, as detailed in Annex 2;
- Capital virement requests over £500,000 and up to and including £1.0m, as shown in Annex 2, Appendix 2c.

3.0 Reasons for Recommendations

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

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications including – Carbon Reduction, Health

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

7.0 Financial Implications (Authorised by the Borough Treasurer)

- 7.1 The Council's financial resources are aligned to its priorities and used to deliver priority outcomes for local communities. Monitoring performance

helps ensure that resources are used effectively and that business planning and financial decision making are made in the context of performance.

8.0 Legal Implications (Authorised by the Borough Solicitor)

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

9.0 Risk Management

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

10.0 Background

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

11.0 Access to Information

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

Name: Lisa Quinn / Vivienne Quayle
Designation: Director of Finance & Business Services / Head of Policy and Performance
Tel No: 01270 686628 / 01270 685859
Email: lisa.quinn@cheshireeast.gov.uk / vivienne.quayle@cheshireeast.gov.uk

FINANCIAL STABILITY**GOVERNMENT GRANT FUNDING OF LOCAL EXPENDITURE**

1. Cheshire East receives two main types of Government grants, formula grant and specific grants. In 2011/2012 Cheshire East Council's formula grant will be £70.3m. Specific grants were budgeted to be £373.8m based on Government announcements to February 2011, split between non-ringfenced (£125.7m) and ringfenced (£248.1m). Spending in relation to ringfenced grants must be in line with the purpose for which it is provided.
2. The table below is a summary of the budgeted and updated position for all grants in 2011/2012. A full list of grants is provided at Appendix 1.

Table 1 – Summary of Grants to date

	Original Budget 2011/12 £m	Final Settlement 2011/12 £m	Variance 2011/12 £m
Formula Grant			
Revenue Support Grant	16.6	16.6	0.0
Business Rates	53.7	53.7	0.0
Specific Grants			
Ringfenced Grants	248.1	232.7	(15.4)
Non Ringfenced Grants	125.7	128.7	3.0
Total Government Grant Funding	444.1	431.7	(12.4)

3. Ringfenced grants have reduced by £15.4m. This is made up of a reduction of DSG £13.3m and Sixth form grant £4.1m due to a number of schools converting to Academy status. Funding for academies is passported to them through the Young Peoples' Learning Agency, and not the Authority so it does not impact on the budget position. There has also been the introduction of pupil premium grant of £2.1m for 2011/2012 to offset this reduction.
4. Non-ringfenced grants have increased by £3.0m. This includes the introduction of the New Homes Bonus grant of £0.9m, Winter Impact grant of £1.6m and various other small increases in the final settlement. Increases in non-ringfenced grants are being held corporately and services have been invited to bid for the additional funds by way of Supplementary Revenue Estimate (SRE) requests as part of the reporting process.
5. Services have requested SREs of £2.2m to be funded from additional grants received by the Council, which if approved would leave a balance of £0.8m of additional grant to be added to general reserves.

COLLECTING LOCAL TAXES FOR LOCAL EXPENDITURE

Council Tax

6. Budgeted income from council tax for the year is £178.7m. This figure may vary slightly during the year if exemptions are granted, the number of discounts change or payment levels vary. The following table shows the expected income to date and the actual income to date.

Table 2 – Council Tax received compared to budget

	Council Tax Due to end June 2011 £m	Actual Received to end June 2011 £m	Variance to end June 2011 £m
Council Tax	53.6	53.9	0.3

7. The table shows that Cheshire East are on course to collect the full amount needed; there is a variance of 0.15% above the expected collection rate to date.

National Non Domestic Rates

8. Table 3 below shows the expected collection amount for the first quarter of 2011/2012 in Cheshire East and the total collected to date.

Table 3 - NNDR received compared to budget

	NNDR Due to end June 2011 £m	Actual Received to end June 2011 £m	Variance to end June 2011 £m
NNDR	39.5	40.1	0.6

9. The actual collection rate to the end of June is 0.49% above the expected position.

CENTRAL ADJUSTMENTS

Capital Financing Costs

10. The capital financing budget includes the amount charged in respect of the repayment of outstanding debt and the amount of interest payable on the Council's portfolio of long term loans. These budgeted costs are partly offset by the interest the Council anticipates earning from temporary investment of its cash balances during the year.
11. In 2010/11 the Council was able to borrow from internal cash balances to fund the capital programme and therefore no external borrowing was required. Opportunity

was also taken to restructure £50m of debt which will generate savings over the next ten years of £4.47m of which £0.8m will be achieved in 2011/12. The savings on interest costs have already been reflected in the net budget for 2011/12 of £13.9m. Due to slippage in the capital programme in 2010/11 the amount required for the repayment of debt will be lower than forecast resulting in a saving in the budget of £700,000.

Treasury Management

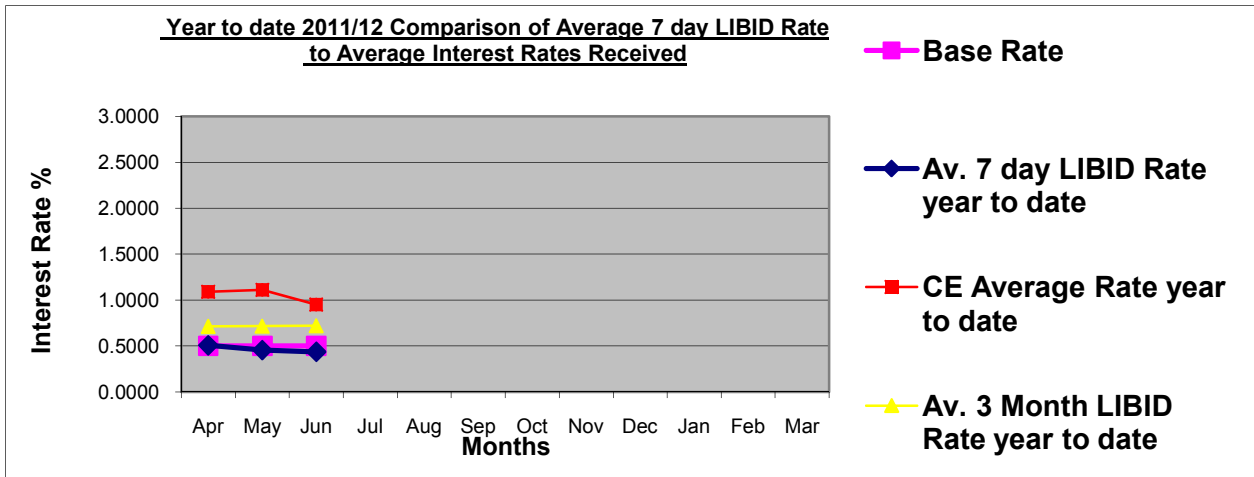
12. Investment income is currently £20,000 lower than budgeted. The original budget of £0.8m was based on falling balances available for investment and interest rates starting to rise mid way through 2011/12. Based upon the current economic forecasts, investment interest rates are not expected to increase until nearer the end of the financial year. However, opportunities are being taken to invest for longer periods for higher than budgeted returns wherever possible. Any budget shortfall on investment interest should be compensated by savings on external interest payments.

- The average lend position (the 'cash balance') including fund manager and legacy balances up to the end of the first quarter was £75.8m.
- The average interest rate received on in house investments up to the end of the first quarter was 1.12%
- The average interest rate received on the externally managed Investec fund up to the end of the first quarter was -0.82%. This represents a fall in value.

13. The Council placed £20m with Investec on 27th May 2011 for them to manage in pooled funds. There are two investment models which are exposed to different degrees of risk and volatility with £10m invested in each. During the past 12 months these funds have performed well but during June 2011 concerns over European funding issues had a negative impact on the markets resulting in a dip in the value of these funds. The expectation is that these funds will increase in value of the next few months.

14. The Council's total average interest rate up to the end of quarter 1 in 2011-12 was 0.95%. This is favourable when compared to the London Inter-bank Bid Rate for 7 days at 0.44%. The base rate remained at 0.50% for the quarter.

Comparator	Average Rate Q1
Cheshire East	0.95%
LIBID 7 Day Rate	0.44%
LIBID 3 Month Rate	0.72%
Base Rate	0.50%



15. The Council's authorised counterparty list as advised by Arlingclose Treasury Advisors which is kept under continual review is principally –

Money Market Funds – AAA rated

UK Banks & Building Societies AA rated (covered by UK Government guarantee):

Bank of Scotland Plc	Barclays Bank Plc
Clydesdale Bank (includes Yorkshire Bank)	HSBC Bank Plc
Lloyds Bank Plc	Nationwide Building Society
Royal Bank of Scotland Plc	Santander (UK) Plc
Standard Chartered Bank	

Co-operative Bank (holder of bank accounts for Cheshire East)

Foreign Banks – Named list of minimum AA rated banks

Central contingencies

Pay, Prices and Pensions Inflation

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

Severance and relocation costs

17. Actuarial charges relating to voluntary redundancies totalling £3.9m have been allowed for in 2011/2012. It is estimated that the actuarial charges will be broadly in line with the provision.

18. The voluntary redundancy scheme is continuing into 2011/2012 but the costs are now being funded by individual services rather than from a corporate reserve so will need to be met from existing service budgets.
19. It is anticipated that the provision of £0.3m made in the budget to meet continuing relocation costs arising from LGR will be fully required.

Management of Council Reserves

20. The Council Reserves Strategy 2011/2014 states that the Council will maintain reserves to protect against risk and support investment. In line with the Strategy, the Council intends to increase the level of reserves by £5.1m in 2011/2012.
21. Due to the better than expected outturn position for 2010/2011 the opening balance of the reserves has increased from £6.7m to £12.5m.
22. There is also a projected contribution from Earmarked reserves of £1.9m. The 2011-12 Reserves Strategy included an estimated £2.3m to be returned to general balances from earmarked reserves which were deemed not to meet statutory or essential criteria. Following the 2010-11 final outturn, services have re-assessed the status of these specific earmarked reserves, and have identified £0.4m shown in Table 4 and detailed below which they require to be retained as earmarked reserves. This would reduce the return to balances to £1.9m as included in the forecasts below.

Table 4 - Earmarked Reserves not to be returned to Balances

Directorate / Service	Earmarked Reserve	£000	£000
Adults	Section 117 claims		133
Places - LDF	Local Development Framework (part)		40
	} Housing Strategy (part)	26	
	} Streetscape	31	
Places - Other	} People into Jobs	57	
	} Recession Task Group	38	
	} Climate Change	<u>67</u>	219
TOTAL			392

- Section 117 claims – £133k required to meet potential claims from mental health patients who were entitled to free aftercare on their discharge, but who had been charged. There is already a shortfall in the current provision for known claims, which if not funded from this reserve will need to be met from the revenue budget.

- Local Development Framework – whilst the majority of the £292k reserve has been returned to balances, £40k is to be retained and utilised in 2011/12 for assessing deliverability of potential growth sites.
- Places Other – £219k required to meet ongoing planned policy objectives. The expenditure against these items has been incurred or is planned for 2011-12 and is not currently included in the FQR forecast out-turn, therefore if they are not funded from these reserves they will need to be met from the revenue budget.

23. The impact of the service outturn forecast is to reduce balances by £5.7m. However this can be mitigated by £3.6m of service related items contained within central adjustments above, resulting in a net service impact of £2.1m as follows:

	£m
Service Outturn	-5.7
Contingencies	2.1
Capital financing	0.7
Grants	<u>0.8</u>
Total	<u>-2.1</u>

24. The potential impact on these items on the level of General Reserves is shown in Table 5 below.

Table 5 – Change in Reserves Position

	£m	£m
Opening Balance at 1 April 2011		12.5
Planned Contribution to reserves	5.1	
Fleming VAT claims	0.7	
Contribution from earmarked reserves	1.9	
Other	<u>0.2</u>	7.9
Service Outturn Impacts	<u>-2.1</u>	-2.1
Forecast Closing Balance at 31 March		18.3

25. In addition to the above movements on general reserves, it should be noted that the Council has approval to capitalise up to £3m of Voluntary Redundancy costs in 2011-12, although no decision has yet been made on whether to take this up. If agreed, this would effectively spread the £3m cost over a number of years, with a resultant reduction in the impact on revenue budgets.

26. However, within the above forecasts, services are facing challenges in delivering planned savings, and there is a risk that a significant number of savings proposals included within the 2011-12 budget will not be fully achieved. Services have also identified further potential emerging pressures which have not been factored into the forecasts. At this stage of the year therefore the above forecast positions need to be treated with caution.

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

		Original Budget 2011/12 £000	Final Settlement 2011/12 £000	Variance 2011/12 £000
Formula Grant	<i>Note</i>			
Revenue Support Grant		16,607	16,607	0
National Non Domestic Rates		53,728	53,728	0
Total Formula Grant		70,335	70,335	0
Specific Grants				
Ringfenced Grants				
Dedicated Schools Grant	1	229,619	216,280	13,339
Pupil Premium Grant		0	2,146	-2,146
Sixth Forms Grant		18,432	14,284	4,148
Total Ringfenced Grants		248,051	232,710	15,341
Non Ringfenced Grants				
Early Intervention Grant		11,784	11,836	-52
Learning Disabilities & Health Reform		4,021	4,021	0
New Homes Bonus		0	870	-870
Council Tax Freeze Grant		4,427	4,467	-40
Housing Benefit and Council Tax Admin.		2,210	2,210	0
Council Tax Benefit Subsidy		20,408	20,408	0
Housing Benefit Subsidy		75,128	75,128	0
NNDR Administration Grant		562	562	0
NHS Funding	2	3,906	3,906	0
Local Service Support Grant -				
- Preventing Homelessness Grant		253	253	0
- Lead Local Flood Authorities		125	125	0
- Community Safety Fund		340	292	48
- Extended Rights to Free Transport		166	310	-144
Music Grant		378	406	-28
YOT grant		383	443	-60
Children's Workforce in Schools Modernisation Grant		85	85	0
Learner Support Funds		40	40	0
16+ Transport Partnership grant		73	73	0
Further Education Funding (16-18 Funding)		10	10	0
Adult and Community Learning		728	728	0
Train to Gain Grant		233	233	0
Supported Employment		0	30	-30
CWIEC		30	30	0
Community Transport Grant		0	139	-139
Neighbourhood Planning Front Runners		0	80	-80
Winter Impact Grant		0	1,573	-1,573
Grants claimed retrospectively		412	412	0
Total Non Ringfenced Grants		125,702	128,669	-2,968
Total Specific Grants		373,753	361,379	12,373
Total Government Grant Funding		444,088	431,715	12,373

Notes

1 The DSG figure includes £17.1m of funding which will go to Academies

2 Spending against NHS Funding grant is to be negotiated with NHS

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SERVICE FINANCIAL SUMMARY**INTRODUCTION**

1. This section provides a summary of SERVICE forecast outturn positions on revenue and capital budgets at the first quarter year stage, and a summary of the debt position at 30 June. It highlights the key emerging budget pressures facing the Council, outlines potential remedial actions where possible at this stage, and summarises progress against growth and savings policy proposals contained in the 2011-12 budget.

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

	FIRST QUARTER REVIEW 2011-12				
	Net Budget	Forecast Outturn	Variance from Budget	SRE's for Approval	Net Variance
	£000	£000	£000	£000	£000
Directorate	2,010	598	(1,412)		(1,412)
Safeguarding & Specialist Support	27,653	28,031	378		378
Early Intervention & Prevention	11,227	10,815	(412)	(60)	(472)
Strategy, Planning & Performance	39,450	39,871	421	(172)	249
DSG - Non Schools	(22,006)	(20,185)	1,822		1,822
Cross Cutting Savings	(408)	-	408		408
CHILDREN & FAMILIES	57,926	59,130	1,204	(232)	972
Care4CE	-	1,212	1,212		1,212
Strategic Commissioning	44,433	39,855	(4,578)		(4,578)
Local Commissioning	51,246	54,179	2,933		2,933
Health & Wellbeing	10,601	11,148	547		547
Cross Cutting Savings	(493)	-	493		493
ADULTS, COMMUNITY AND HEALTH & WELLBEING	105,787	106,394	607	-	607
Environmental Services	37,622	39,335	1,713	(1,573)	140
Safer & Stronger Communities	163	605	442	(125)	317
Planning & Housing	2,939	3,331	392	(147)	245
Regeneration	11,420	11,769	349	(139)	210
Cross Cutting savings	(237)	(40)	197	-	197
PLACES	51,907	55,000	3,093	(1,984)	1,109
Treasurer & Head of Assets	121,979	122,779	800		800
HR & OD	3,142	3,262	120		120
Borough Solicitor	5,699	5,782	83		83
Policy & Performance	6,869	6,866	(3)		(3)
Corporate Improvement	399	399	-		-
PERFORMANCE & CAPACITY	138,088	139,088	1,000	-	1,000
UNALLOCATED CROSS CUTTING SAVINGS (within P&C)	(4,548)	(2,548)	2,000		2,000
Total Service Outturn	349,160	357,064	7,904	(2,216)	5,688

2. Table 1 above shows the projected outturn positions at a service level. Overall, services are forecasting an overspend of £7.9m before requests for supplementary revenue estimates (SREs). A significant element of the overspend (£2.0m) arises on unallocated Cross Cutting Savings.
3. Services are requesting SREs of £2.2m to be funded from additional grants received by the Council. The grant bids are summarised below in Table 2. If approved, the net service overspend forecast becomes £5.7m.

Table 2 - Grant Funded SRE requests

Directorate / Service	Grant	£000
<u>Children & Families</u>		
Early Intervention & Prevention	Youth Justice Board	60
Strategy, Planning & Performance	Music	28
Strategy, Planning & Performance	Extended Rights to Free Transport	144
<u>Places</u>		
Environmental Services	Winter Impact Grant	1,573
Safer & Stronger	Flood & Water Management	125
Planning & Housing	Neighbourhood Planning Vanguard	80
Planning & Housing	Housing Homelessness	67
Regeneration	Community Transport	139
TOTAL		2,216

KEY SERVICE REVENUE ISSUES

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

CHILDREN & FAMILIES - £1.0m overspend (after SREs)

5. In setting the Needs Led Budget for 2011-12, an efficiency target of £1.4m was given to service managers. This budget is held with the Director and assumed to be delivered, therefore currently showing as an underspend, and offsetting some of the budget pressures elsewhere in the service.

Safeguarding and Specialist Support (SSS) - £378k overspend

6. The three staffing areas in SSS (Children in Need/Child Protection, Children's Assessment Team and 16+/Cared For Support) are currently forecasting an overspend of £75k. This is due to the small number of agency staff still remaining. Permanent staff have been recruited; however the need to retain fully qualified Social Workers whilst the new Social Workers are trained and inducted, has meant that the agency workers will be retained until September to support the transition.
7. The placements budgets had growth of £4m in the 2011/12 budget setting process, and this was allocated to the fostering and adoption allowances and the external placements budgets. The initial review of

these budgets shows a projected overspend of £1.4m by year end, if the number of Cared for Children (CFC) remains the same for the rest of the year. The number of CFC has increased in the first quarter of the year, from 439 at 1 April to 452. The numbers of CFC tends to fluctuate throughout the year in reaction to need, and the current spike is related to two large sibling groups who came into care in May 2011.

8. Proactive intervention strategies are in place to reduce the numbers needing to be taken into care, and the creation of the new Early Intervention and Prevention service will also have an impact. In addition, a large cohort of around 30 children are currently waiting adoption orders which will move them out of high cost placements, and should see expenditure reduce accordingly. However as no timeline is available for this, these children are currently included in the projections as if the placements will remain for the full year.
9. The service received £780k growth for the policy proposal to develop residential provision within the borough. Progress has been made on the scheme, the tender document is being developed, and potential properties have been identified. Some of the growth has been used to purchase an additional 3 beds in Wilkinson House for 2011-12 whilst the scheme is implemented, leaving an underspend of £466k.

Early Intervention and Prevention - £472k underspend

10. A new Early Intervention and Prevention service has been created which encompasses Children's Centres, Family Centres, the Family Service and the First Call service, which encompasses the Family Information Service and the Common Assessment Framework (CAF). The Head of Service took up post in April 2011 and is in the process of restructuring, investing in front line staff and moving to a locality based service.
11. This new structure will come into effect in September 2011, and until then there has been a hold on vacancies and a directive to curtail additional spend as much as possible whilst the new structure is implemented. Whilst the service is forecast to underspend at the moment, once the new structure is in place any under spends are likely to be reinvested into the Targetted Youth Service.
12. The service budgeted for Youth Justice Board grant income of £443k on the assumption it was ringfenced and would come directly to Children and Families. However all grants are now budgeted for corporately so this income budget in the service will not be achieved. £60k is being requested from additional grant funding.

Strategy, Planning and Performance - £249k overspend

13. The service also budgeted for Music grant income of £406k on the assumption it was ringfenced and would come directly to Children and Families. Again, as all grants are now budgeted for corporately, this income budget in the service will not be achieved. £28k is being requested from additional grant funding.
14. Most of the other budgets in this area are expected to net nil by year end. Unspent Standards Funds has been carried forward from 2010-11

to offset additional planned expenditure in the early part of this year, recognising the funding being academic year.

15. The area of pressure here is Business Support which has been targeted with achieving £250k savings on staffing and £250k on Supplies and Services. Early indications are that the staffing savings will be achieved. However the service have centralised the Business Support function, and will need to keep spend on supplies and services under review, bearing in mind the wider Business Management Review.
16. The service is also applying for a Supplementary Revenue Estimate of £144k from the grants contingency in respect of Extended Rights to Free Transport, where the actual grant received is more than the original budget allocation.

Schools / Other School Related - £1.822m overspend

17. In setting the Needs Led Budget for 2011-12, no budget was set aside for early retirement, pension and redundancy costs relating to schools. These are enhancements paid to teachers but which cannot be charged to DSG. This currently costs £2.3m per year.
18. Centrally retained DSG was not fully spent in 2010-11, allowing budget of £538k to be carried forward and used to offset the budget pressures on schools redundancy, £280k and SEN contingency £200k. An increase in the amount of DSG allocated by the DfE for 2011-12 of £430k has added to this, creating an underspend in centrally retained DSG of £478k to offset the pensions funding gap.
19. The Individual Schools Budget (ISB) is assumed to balance as actual spend will equal budget and schools will retain in full any carry forward. The 2011-12 budgets will increase by £10m when the 2010-11 carryforward is applied to the accounts from reserves.
20. The income budgets for the Dedicated Schools Grant (DSG) and Vllth Form income from the YPLA will be reduced in year in direct proportion to the expenditure budget reductions in the ISB following any adjustment relating to schools converting to Academies during the year as the budgets are calculated as no longer being due to the maintained school, i.e. the net impact should be nil.

Emerging Pressures

21. In addition to the pressures caused by the Pensions funding gap and grant income shortfall, the service are aware of other likely pressures on the budget for this year and ongoing: -
 - Impact of the Southwark judgement on care costs
 - Development of a special school in the borough, with associated project management costs
 - From 2012-13 custody and remand costs will be the responsibility of the Council although no budget is expected to come with the transfer of responsibility. This is likely to have an impact on the 16+ service.

2011-12 Savings Proposals

22. The Directorate has savings proposals totalling £5.6m for 2011-12. At FQR, it is forecast that £4.3m of the proposals will be fully achieved. £1.3m savings relating to Children in Care placements is potentially “at risk”, but measures as described above are in place to minimise the potential impact.

Conclusion

23. The directorate is predicting an overspend of £1.0m, however this is assuming the service will be able to absorb some of the pressure. The service will continue to explore remedial actions to minimise the need for further calls on balances.

ADULTS, COMMUNITY, HEALTH & WELLBEING - £0.6m overspend

24. Overall, the department is forecasting a residual overspend of almost £0.6m, with the Adults side of the department balanced, after proposed remedial actions.
25. The 2011-12 budget has been set at a level to ensure that inherent budget pressures from previous years had been addressed. In 2011-12, the ACHWB budget whilst benefiting from growth policy options continues to have ambitious policy savings targets in excess of £10m for this financial year alone.
26. Delays are anticipated in delivering some of the more complex policy options including: building based review savings; lifestyle centres and transport savings.

Care4CE - £1.212m overspend

27. The majority of the overspend position in Care4CE is directly related to the delay in delivering the rationalisation of buildings (£0.827m). Work is underway to bring forward proposals to address this shortfall as soon as possible and ensure a full year effect is delivered in 2012/13.
28. A reduction in NHS income budgets due to the de-commissioning of services equates to a loss of income of £0.3m.
29. The council has two year temporary funding from the NHS which is being used to establish the re-ablement service (including Community Re-ablement and assistive technology). This service is intended to deliver savings for Cheshire East Council and NHS Partners. These reablement savings will be closely monitored during detailed quarterly financial monitoring reports to ensure this investment is working financially.
30. Whilst the intention is for existing staff to be re-deployed into re-ablement positions there will still be voluntary redundancies associated with this business model, the costs of these have been factored into the Strategic Commissioning budget (these form the majority of the total estimated VR's for the department which are estimated at £2.2m).

Individual Commissioning - £2.933m overspend

31. Due to budget pressures in previous years, considerable care cost growth budget has been allocated to the service in 2011-12 covering the first two years of operation of Cheshire East Council. This budget was allocated to reflect the growth in the number of care clients and complex care packages and **does not** account for any inflationary pressure growth (the Council are continuing to hold a zero inflation uplift position).
32. The savings linked to care costs are assumed to be delivered in year and this is reflected in the current projected outturn.
33. In 2011-12 the service have an ambitious savings target in relation to transport reductions of £0.8m. It is not anticipated that these savings will be fully delivered in year, this is due to the timeframe required to review clients packages and the ability of the transport service to reduce costs (i.e. whilst the number of clients is reducing, the costs will not reduce until certain services are stopped).
34. Whilst the budget for care will currently be balanced (once the virement from Strategic Commissioning into Individual Commissioning has been actioned), there remains a number of very high financial risks facing this budget. These include the risk of provider failure (recently estimated in one high profile case at £1.5m); higher than expected growth (growth is estimated to be running at approx. £4m p.a.) and/or pressure from providers to pay across an inflation increase (estimated at £1.6m in 2001/12) will increase the forecasted care cost position. **These high financial risks need to continue to be recognised corporately as any of these factors has the potential to have a material adverse effect on the overall financial stability of the council.**

Strategic Commissioning - £4.578m underspend

35. Whilst overall this part of the service is reporting an underspend, this is due to currently holding the 2011-12 care cost growth budget (£3.8m) and the NHS social care allocation budget (£3.9m) both of these budgets need to be allocated across the Adults service. The VR costs for the department are currently being housed here.
36. There are underlying budget pressures within Strategic Commissioning including the Cheshire East part of the Pooled budget with Health, staffing budgets for which the full development of a costed model is suggested to take account of numerous changes recently and the Emergency Duty team where some correction of staffing costs and budget realignment is needed.

Health and Wellbeing - £0.6m overspend

37. The service is experiencing a number of budget pressures, some are associated with 2011-12 policy items (Library review; Lifestyle centre income) but the service is also feeling the impact of other council service decisions including the recharge of Legionella Audits and cost of hosting Customer Access Points in libraries. An efficiency review of Libraries is already underway with the aim of identifying remedial actions in order to reduce this projected deficit.

38. The reported Health and Wellbeing overspend is also partly due to a number of pressures affecting the base budget which have recently come to light. These include utility costs for water and inflationary pressures such as an increase in fuel cost for the mobile libraries.
39. The following list summarises the Emerging Pressures for ACHWB identified to date

Emerging Pressures

- Ability to deliver full year savings linked to the rationalisation of building based services will depend on how/when buildings are closed.
- Potential high costs of judicial reviews.
- Transport policy savings will not be fully achieved in year.
- Continued pressure on the Learning Disability Pooled Budget.
- Staffing pressures are starting to emerge from within the service.
- Policy savings items still need to be allocated within the service.
- One or two high risk Policy savings need to be further evidenced and their full year effect verified e.g. care cost savings through review and Leisure income.
- There is a risk of care provider failure during this financial year.
- Library review is not delivering anticipated savings and is unlikely to deliver any savings in year unless an alternative approach is adopted (i.e. using volunteers in libraries to reduce staffing costs).
- Additional costs of hosting Customer Access Points in libraries (i.e. additional staffing requirement).
- Transfer of Legionella Audit Charges to the service.
- Additional costs in relation to the Royal visit.

2011-12 Savings Proposals:

40. The Directorate has savings proposals totalling £10.7m for 2011-12. At FQR, around £4.5m of savings have been achieved to date. The majority of other savings proposals are “at risk” of only being partly achieved, however remedial measures, including reduced care costs, as described above and in the appendix are in place to minimise the potential outturn impact.

Conclusion

41. The department continues to face a real challenge in delivering a balanced outturn for 2011/12. It should be noted that the current projection of £0.6m overspend includes the assumption that the department will fund its own Voluntary Redundancy costs which are estimated at £2.2m and also, includes £0.6m of cross cutting savings which have recently been allocated to the Department.

PLACES - £1.1m overspend (after £2.0m SREs)

42. The Places Directorate has a net budget for 2011-12 of £51.9m after allowing for savings proposals of £5.9m.
43. Forecasts include a number of supplementary items fully funded from grants; e.g. Highways £1.6m, Community Transport £139k; Flood defence £125k; etc, resulting in total Supplementary Revenue Expenditure (SRE) requests of £2.0m for the Directorate.
44. After SRE's, the Directorate is forecasting an adverse net variance against budget of £1.109m, comprising £380k on Voluntary Redundancy (VR) costs paid/forecast to date and £729k service budget pressures.

Emerging Pressures:

45. The key emerging pressures at FQR relate to the following:
 - VR severance costs £380k not included in the Directorate budget.
 - One off pressures associated with the split implementation of the Waste harmonisation/optimisation total £750k, offset by Environmental Services pay and non-pay savings £618k, Waste contracts savings totalling £284k and remedial actions to reduce the waste minimisation spend by £50k, giving a net saving of £202k.
 - Grounds Maintenance - 2011-12 policy savings of £112k, proving difficult to realise in full, offset by a forecast reduction in verge maintenance expenditure in the latter part of the year of £150k.
 - Amended and delayed implementation of the increases in market rents (£194k).
 - Car Parking adverse income variance of £227k is anticipated due to continuing economic recessionary pressures and a delay in the tariff increase until the end of August 2011. Pay and Display (£14K) and Car Parking Fines (£213k).
 - The 2011-12 policy change to reduce the Council's contribution to the Environment Agency (EA) in respect of the Flood Defence Levy by £131k is currently being contested by the Environment Agency (EA) and therefore may not be realisable.
 - the costs of a major Planning Enquiry (£115k).
 - Local and Rural Bus contracts (£168k), which takes account of bus service changes not being implemented in 2010-11 and only a part year effect of service reductions in 2011-12.

SRE Requests:

46. At FQR, the Directorate makes the following SRE requests totalling £1.984m in relation to service expenditure included in the forecast out-turn position, to be funded from the Grants Contingency:
 - Highways Winter Impact (£1.573m)

The Highways Service was awarded DfT Winter Impact Grant in March 2011 of £2.048m, after applying £475k in 2010-11 the remaining £1.573m is to be utilised in 2011-12 on winter related Highways maintenance repairs.

- Flood & Water Management Act (£125k)

Regulatory Services has taken on additional responsibilities under the Flood and Water Management Act that requires an SRE of £125k to match DEFRA funding in 2011-12.

- Spatial Planning Neighbourhood Planning (£80k)

Spatial Planning have successfully bid for a Neighbourhood Planning Vanguard grant of £80k and request that the monies are utilised to fund the community consultations, publicity and sustainability and transport assessments in the four towns of Alsager, Congleton, Middlewich and Sandbach, which will act as pilots in the process before it is rolled out to the other towns and larger villages in Cheshire East.

- Housing Homelessness Grant (£67k)

Housing request that £67k from the 11-12 Homelessness grant is made available to enable the Housing Options team to employ temporary resource to help provide advice and assistance due to the increased volume and complexity of cases in the Crewe area and also provide the Court Desk with an additional grant to deal with an increased use of this service.

- Community Transport Grant (£139k)

An SRE is requested for £139k to utilise the Community Transport Grant income awarded in March 2011 to kick start the development of Community Transport in the Crewe and Nantwich areas of the Borough.

2011-12 Savings Proposals:

47. The Directorate has savings proposals totalling £5.9m for 2011-12. At FQR the forecast out-turn achievement against these savings is £4.8m, with £1.1m potentially "at risk". As detailed above the principle variances relate to:

Markets – delayed/reduced rent increases	£194k
Regulatory Services – delays in review of structure	£160k
Development Mgt – EA contesting reduced contribution to Flood Cttee	£131k
Transport – Delayed implementation of bus cuts	<u>£168k</u>
	£653k

Additional one-off costs re Route Optimisation/ harmonisation (net)	<u>£416k</u>
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Total	<u>£1,069k</u>
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48. The Directorate has already identified some remedial measures to contain the impact of these adverse variances as referred to above and these are reflected in the overall out-turn forecast. The Directorate will continue to closely monitor and manage key areas and identify scope for further remedial actions.

Conclusion:

49. At this early stage in the year the Places Directorate is forecasting net pressures of £1.109m, mainly in respect of funding VR severance costs (£380k) and service pressures (£729k) from not realising the full extent of certain savings targets in the year. The Directorate will continue to closely monitor and manage key areas and identify scope for further remedial actions.

PERFORMANCE & CAPACITY - £1.0m overspend

Borough Treasurer & Head of Assets - £800k overspend

50. An overspend of £800,000 is forecast within the Directorate relating to the ICT Shared Service.
51. There is also a very high risk that the full £2m saving from the Asset Challenge policy proposal will not be fully delivered in year but the assumption at the first quarter is that mitigating savings will be found to deliver the saving in full. Other pressures in the service include utility price increases, loss of income from vacant units in the investment portfolio due to market conditions, and non operational property expenditure exceeding available budget. In addition the impact of the VR cross cutting saving of £252k presents a further challenge.
52. The overspend of £800k relating to ICT Shared Services is based on a budgeted scenario and assumes a high level of delivery against the ICT capital programme and substantial delivery of savings within the shared service. Some of the overspend may be mitigated if Shared Services can reduce their cost base quickly and accelerate the delivery of savings anticipated in 2012-13 and 2013-14. Delivery of these savings and proactive monitoring of the financial position will ensure the overspend is far below the £1.1m overspend that was reported in 2010/11.
53. Within the procurement service pressures exist as a result of absorbing CBS supplies budgets, subscribing to AGMA (Association of Greater Manchester Authorities), recruitment of an interim category manager and non achievable income targets. However, it is assumed that compensating savings will be found to balance the budget in year.

HR & OD - £120k overspend

54. HR & OD is predicting an underspend of £20k before the impact of harmonisation work is taken into consideration. The £120k overspend is due to anticipated costs of £140k being incurred on pay harmonisation work and an SRE to fund this work will be considered at mid year alongside a bid for funding of one-off mitigation and protection costs..

Borough Solicitor - £83k overspend

55. A small overspend is predicted due to the impact of VR cross cutting savings and the potential recruitment of staff into Legal services.

Policy & Performance - £3k underspend

56. Policy & Performance is forecasting a broadly balanced outturn position in total at the end of the year. There is a projected overspend on Customer Services of £37k which is due to the delayed closure of the Westfields customer service point. This is offset by a forecast underspend of £40k on staffing by the Audit and Compliance teams.

Corporate Improvement – nil variance

57. Corporate Improvement is forecasting a balanced outturn position. Rationalising structures has created a permanent underspend, but this is offset in the current year by one-off severance costs.

2011-12 Savings Proposals:

58. The Directorate has savings proposals totalling £6m for 2011-12. At FQR, it is anticipated that these will be delivered or managed within the bottom line, though there is a significant risk surrounding the delivery of the £2m Asset challenge saving.

UNALLOCATED CROSS CUTTING SAVINGS - £2.0m overspend

Cross Cutting savings held in BTHoA

59. Business Management Review – Savings targets totalling £492k have been allocated to People and Places Directorates and budgets adjusted accordingly. The remaining savings target of £258k relates to the whole of P&C but is currently held within BTHoA pending agreement on a plan to deliver the required savings. A plan to deliver the savings will be agreed and therefore a net nil variance is forecast.
60. Shared Services Improvement in Services – This saving of £300k is currently held within the BTHoA service, pending a strategy to deliver the saving. The saving was originally to be met from continuing shared services outside of ICT, HR and Finance but this has not proved possible. Therefore, a forecast overspend of £300k is reported.
61. Procurement Saving. The Council wide procurement savings target of £1.4m is currently held centrally within the service pending agreement from Corporate Management Team (CMT) on the allocation of the savings target. The latest estimate from the Procurement team is that a maximum saving of £1.2m is possible in 2011-12, which means that an overspend of at least £0.2m is likely.

Cross cutting savings held in HR/OD

62. Pay Harmonisation. The Council wide savings target of £2.4m for 2011-12 is held centrally within the service pending final agreement and acceptance of the package of changes. The maximum level of savings which can be generated in 2011-12 from the latest package is estimated to be £0.6m, leaving a projected overspend of £1.8m in year.
63. Salary Sacrifice Scheme/Reed Contract savings. The Council wide savings target of £490k for 2011-12 is held centrally within the service

pending agreement from CMT on its allocation. Spend on agency staff has contracted markedly in 2011-12 and the assumption is that CMT will approve delivery of the saving based on this reduced level of spend. Therefore, year end variance of net nil is forecast.

64. VR Saving – the original target for new Category 3 VR savings was £600k. However, savings totalling £900k have been distributed to services across the authority leaving a positive budget of £300k retained by the service, resulting in a forecast year end underspend of £300k.

REVENUE BUDGET - CONCLUSION

65. Following allocations of grant funding, the level of projected net service overspending is significant at £5.7m. Other budget pressures, including those arising in Children and Families from incorrect assumptions made at the budget setting stage, should be noted for now on the understanding that services will work to contain additional costs within their agreed budgets. Extensive remedial measures and actions will be required immediately to drive this down towards a balanced outturn position wherever possible.
66. Proposals for remedial action need to be developed across all services, and not limited to individual service forecasts, as a substantial element of the overspend relates to unallocated cross cutting savings.
67. Some limited alleviation of the impact on general reserves will be available from central budgets as outlined in Annex 1. Other central budgets and provisions will need to be reviewed to establish whether there is any further potential for offsetting savings.

CAPITAL PROGRAMME

68. The final capital outturn position for 2010-11 showed expenditure of £72.643m compared to an in-year budget of £103.32m. The difference between these figures mainly represents budgets not used in 2010-11 but that would in principle be carried forward to 2011-12 as 'slippage'. A fundamental review was carried out at outturn to only allow schemes that met the Council's priorities to be carried forward and any unspent balances were deleted from the programme enabling resources to be freed up for future allocations.
69. Table 3 shows an analysis by Directorate of the in-year Approved Budget for 2011-12, and forecast expenditure for 2011-12 and the three following years to 2014-15.

Table 3 – Capital Expenditure Forecasts

Department	In Year Approved Budget	Forecast Expenditure			
	2011-12 £000	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000
Adults, Health & Wellbeing					
New Starts	1,048	1,048	0	0	0
Committed schemes	6,658	6,658	350	0	0
	7,706	7,706	350	0	0
Children & Families					
New Starts	13,038	7,139	7,826	459	0
Committed schemes	17,305	14,207	5,588	0	0
	30,343	21,346	13,414	459	0
Places					
New Starts	19,397	13,456	7,798	970	0
Committed schemes	18,279	16,157	8,118	3,324	1,615
	37,676	29,613	15,916	4,294	1,615
Performance & Capacity					
New Starts	6,564	6,564	4,693	4,100	0
Committed schemes	12,178	10,853	2,467	1,099	0
	18,742	17,417	7,130	5,199	0
Total New Starts	40,047	28,207	20,317	5,529	0
Total Committed schemes	54,420	47,875	16,493	4,424	1,615
Total Capital Expenditure	94,467	76,082	36,810	9,953	1,615

70. The programme consists of on-going schemes started in previous years (£54.420m) and new starts (£40.047m). The new starts include a number of schemes which form part of a 'core' programme, including essential maintenance, Local Transport Plan (LTP) schemes within Environment, Devolved Formula Capital (DFC) allocations for schools, and Corporate Landlord schemes within Assets. New schemes have been approved by Members as meeting the Council's priorities.
71. The programme is funded from both direct income (grants, external contributions, linked capital receipts), and indirect income (borrowing approvals, revenue contributions, capital reserve, non-applied receipts). A funding summary is given below in Table 4.

Table 4 – Funding Sources

Funding Source	Forecast Expenditure			
	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000
Grants	31,619	14,373	1,560	0
External Contributions	2,634	74	80	0
Linked/Earmarked Capital Receipts	1,075	1,649	0	0
Supported Borrowing	7,462	395	424	0
Non-supported Borrowing	14,487	15,916	5,245	0
Revenue Contributions	807	550	395	0
Capital Reserve	17,997	3,854	2,249	1,615
Total	76,082	36,810	9,953	1,615

72. Appendix 1 shows detail of the individual schemes that make up the disclosures in Table 3 and Table 4.
73. Appendices 2a and 2b list proposals for Supplementary Capital Estimates (SCE) /Virements up to and including £500,000.
74. Appendix 2c lists proposals for Virements up to and including £1,000,000 that Cabinet is requested to approve.

Key Service Capital Issues

Children and Families

75. **Residential Development Programme**

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

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

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

Taking this into account it is anticipated that additional budget provision of £350,000 funded by prudential borrowing may be required. Following further clarification of costs this scheme will be considered for an

increase in budget approval as part of the Mid Year report to Cabinet in November.

Places

76. LTP Project - Crewe Green Link Road

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

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

77. Gurnett Bridge Reconstruction

Total Approved Budget	-	£1.020m
Prior Year Spend	-	£0.630m
Budget 2011-12	-	£0.390m

Gurnett Bridge partially collapsed in December 2009 and a replacement scheme has recently been completed. The scheme costs are in the order of £950,000, carried out over the 2010-11 and 2011-12 financial years. The entire scheme has been funded from the bridges budget over the same period.

As a consequence of the above no bridge strengthening schemes were carried out in 2010-11 and at least one less will be carried out in the 2011-12 financial year. This means that the highway network is at an increased risk as more weak bridges remain on the network than planned.

78. LTP Bridges Minor Works

Brunswick Hill Retaining Wall, Macclesfield and Wellington Road Retaining Wall, Bollington. Severe cracking and bulging of these walls was reported by members of the public during the spring of 2011. After investigation, it was found that these retaining walls are likely to be owned by the Highway Authority even though they do not support the highway itself.

Both of the walls are significant in size and require a considerable amount of work to repair the defects. Wellington Road Wall is currently in the process of being rebuilt because it was considered an immediate safety risk to the public and the likely cost is in the region of £150,000 to £300,000. A scheme is currently being prepared to repair Brunswick Hill Wall and the wall is being closely monitored for signs of further deterioration and this scheme is likely to cost in the region of £100,000 to £200,000.

It is considered that the issues with both of these walls should be classed as unforeseen as the Highway Authority's liability for these structures

has only recently come to light. It should be noted that other similar types of wall exist within the Borough especially in the Macclesfield area. The number of these and their condition is unknown.

Presently, the costs for both of these walls is coming from the Bridges 2011-12 budget. This puts a large strain on the bridges budget which is already trying to absorb the costs associated with Gurnett Bridge reconstruction.

79. Public Rights of Way (PROW)

Coppock House Farm and Bollinghurst Bridge. Both of these bridges carry footpaths and vehicles. Coppock House Farm bridge partially collapsed in February 2011 and a temporary vehicle bridge was installed to maintain access. Bollinghurst bridge is in a poor condition and was closed in February 2011 on safety grounds.

Ownership and maintenance liability for these bridges is being investigated and Legal Services are involved. It is thought that these bridges are privately owned (except for a PROW footbridge component). However, this cannot be guaranteed and liability may yet rest with the Authority.

If it is found that liability rests with the Authority then there would be a significant cost implication.

To replace Coppock House Farm Bridge could cost between £150,000 and £200,000. Bollinghurst Bridge could cost between £200,000 and £250,000 to replace.

80. Queens Park Restoration

Queens Park Restoration Project reconstruction of major footpath key routes required to link up main features with entrances is likely to exceed the available budget by up to £200,000. To limit any potential over spend only essential footpath work is being completed.

81. LTP Poynton Revitalisation Scheme

The scheme is under construction with a scheduled opening date of end of November 2011. Facing cost increases to deliver the originally envisaged scheme and the need to provide for some transition works may see an over spend of £300,000.

DEBT MANAGEMENT

82. Total Invoiced Debt at the end of June 2011 was £5.6m. After allowing for £1.3m of debt still within the payment terms, outstanding debt stood at £4.3m. The total amount of service debt outstanding over 6 months old amounts to £2.0m which is £0.4m higher than the level of older debt at 31 March. Services have created debt provisions of £1.6m to cover this debt in the event that it needs to be written off.

83. An analysis of the invoiced debt provision by directorate is provided in Table 5.

Table 5 Invoiced Debt

Directorate/Service	Total Outstanding Debt as at 30 th June £000	Total Debt Over 6 months old £000	Bad Debt Provision £000
Children & Families	405	340	268
Schools & Catering	20	11	15
Total Children & Families	425	351	283
Care	912	302	
Non Care	840	729	
Total Adults, Health & Wellbeing	1,752	1,031	897
Environmental Services	405	245	143
Safer & Stronger communities	90	59	54
Planning & Housing	93	36	40
Regeneration	111	2	4
Total Places	699	342	241
Treasurer & Head of Assets	1,460	273	198
Other	2	1	
Total P&C	1,462	274	198
Total Debt & Provisions	4,338	1,998	1,619

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Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	£	£	£	£	£	£	£
Adults, Community and Health & Wellbeing										
Ongoing Schemes - Adults										
2008-09 Building Review Block	192	111	81	0	81				192	0
Common Assessment Framework	50	31	19	0	0				31	-19
CAF Phs 2 Demonstrator	2,616	1,158	1,458	11	1,477				2,635	19
Social Care IT Infrastructure	198	19	179	0	179				198	0
Mental Health Capital	104	87	17	0	17				104	0
Mental Health Provider	195	195	0	-13	0				195	0
Mayfield Centre	10	4	6	0	6				10	0
Modernising ICT Delivery	638	544	94	0	94				638	0
Enabling Model of Social Care	61	61	0	-6	0				61	0
Extra Care Housing	2,115	2,095	20		20				2,115	0
Community Services Flexible and Mobile working	650	375	275	30	275				650	0
Adults Protect into Paris	50		50		50				50	0
Mental Health Cap 10-11	104	104	0	0	0				104	0
Adults Social Care 2010-11	180	5	175	0	175				180	0
Ongoing Schemes - H&W										
Bridges and other structures on Middlewood Way	828	820	8	5	8				828	0
Springfield Road Allotments	36	27	9	0	9				36	0
Improvements to Congleton Park	29	13	16	2	16				29	0
Alsager Skate Park/Milton Park	28	28	0	-1	0				28	0
Allotment Improvements	15	12	3	0	3				15	0
Sandbach Park Building Refurbish	29	9	20	0	20				29	0
Middlewood Way Viaduct Repairs	546	449	97	8	97				546	0
Improving Leisure Facilities	55	-15	70	45	70				55	0
Sandbach United Football complex	2,220	704	1,516	908	1,516				2,220	0
Play Capital	807	759	48	30	48				807	0
Swim for Free Capital	128	42	86	1	86				128	0
Lawton Green Landscaping	8	0	8	0	8				8	0
Sandbach Park	101	0	101	0	101				101	0
Badger Relocation	115	51	64	0	64				115	0
Lower Heath Play Space Renewal	120	130	-10	-9	-10				120	0
Congleton Park Improvements - Town Wood	72	0	72	0	72				72	0
Cranage Bowling Green & Pavilion refurbishment	20	1	19	0	19				20	0
Nantwich Pool Enhancements (part-funding)	1,385	0	1,035	0	1,035	350			1,385	0
Playgrounds	64	43	21	0	21				64	0
Keepers Close / Mill Close	18	18	0	0	0				18	0
Shell House, Station Road, Wilmslow	129	25	104	-2	104				129	0
Ilford Imaging Site, Mobberley, Knutsford	47	0	47	0	47				47	0
Land South West of Moss Lane	229	187	42	0	42				229	0
Earl's Court, Earlsay, Macclesfield	146	59	86	43	87				146	0
Ground Work Cheshire - Bird Sanctuary	20	2	18	0	18				20	0
Libraries Facilities	500	500	0	-2	0				500	0
Leisure Centre General Equipment	59	53	6	6	6				59	0
Public Rights of Way 10-11	26	24	2	2	2				26	0
Radio Frequency ID (RFID)	1,200	502	698	-27	698		0		1,200	0
Pub Open Spaces-King St	30	0	30	0	30				30	0

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12	To 30-Jun-11	2011/12	2012/13	2013/14	2014/15	£	£
The Blue Lamp Carrs Park	40	2	39	1	38				40	0
Alderley Park	29	0	29	27	29				29	0
Total On-going schemes	16,242	9,234	6,658	1,059	6,658	350	0	0	16,242	0
New Starts 2011/12 - Adults										
Busins Sys for Transformn	200		200		200				200	0
New Starts 2011/12 - H&W										
Leisure Cent ICT Member Sys	200		200		200				200	0
Public Rights of Way 11-12	30		30		30				30	0
Refurb of Oakley Centre	250		250		250				250	0
Relocation of Library Services	285		285		285				285	0
Rode Heath Community Facility	24		24	10	24				24	0
Y.P.U., Victoria Rd., Macclesfield	35		35	1	35				35	0
Reades Lane, Congleton	14		14		14				14	0
Lower Heath Community Project	10		10	3	10				10	0
Total 2010-11 New bids approved	1,048	0	1,048	14	1,048	0	0	0	1,048	0
Total Adults and H&W Programme	17,290	9,234	7,706	1,073	7,706	350	0	0	17,290	0
Children & Families										
Ongoing Schemes										
SureStart Aiming High for Disabled Children	95	94	0	0	0	0	0	0	94	-1
Oakenclough PS	975	975	0	0	0	0	0	0	975	0
East Cheshire Minor Works Ph3	512	507	5	4	5	0	0	0	512	0
Holmes Chapel Library Childrens Centres Ph3	0	0	0	0	0	0	0	0	0	0
Sandbach Childrens Centres Ph3	783	736	48	0	48	0	0	0	784	0
Shavington Childrens Centres Ph3	480	480	0	0	0	0	0	0	480	0
Mablins Lane Childrens Centres Ph3	635	635	0	0	0	0	0	0	635	0
SCP Childrens Services	47	11	36	0	36	0	0	0	47	0
Extended Schools	0	0	0	0	0	0	0	0	0	0
ICT Childrens Centres Ph3 East	52	3	49	0	49	0	0	0	52	0
Childrens Homes Rationalisation	1,013	1,006	6	0	6	0	0	0	1,012	0
Access Initiative 08-09 East	90	90	0	0	0	0	0	0	90	0
Schools - Access Initiative	65	65	0	0	0	0	0	0	65	0
Playground Mark Phase1 NOF East	103	102	0	0	0	0	0	0	102	-1
Devolved Formula Capital 06-07 East	4,673	4,673	0	0	0	0	0	0	4,673	0
Devolved Formula Capital 07-08 East	5,046	4,796	250	11	250	0	0	0	5,046	0
Devolved Formula Cap 08-09 East	4,971	4,442	529	12	529	0	0	0	4,971	0
Devolved Formula Capital	5,400	3,480	1,027	85	1,027	893	0	0	5,400	0
Devolved Formula Capital - In Advance	1,955	1,946	9	63	9	0	0	0	1,955	0
14-19 diploma	0	0	0	0	0	0	0	0	0	0
Integrated Children's Systems (ICS) 08-09 East	922	460	462	-2	150	312	0	0	922	0
Children's Workforce Dev Sys East	70	0	70	0	70	0	0	0	70	0
Adults workforce Census East	15	0	15	0	15	0	0	0	15	0
Harnessing Technology	801	801	0	0	0	0	0	0	801	0
Contact Point / Further Dev of Children's Hub/ e-CAF	382	95	286	-33	52	234	0	0	381	-1
Capital for Kitchen & Dining Facilities	595	218	376	0	376	0	0	0	594	0
Schools - Modernisation Programme	0	0	0	0	0	0	0	0	0	0
Repairs to Mobile Classroom Ext Schs East	30	29	1	0	1	0	0	0	30	0
Schools - Minor Works (Basic Need)	327	327	0	0	0	0	0	0	327	0

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12 £	To 30-Jun-11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	£	£
VA Contributions 09-10	37	37	0	0	0	0	0	0	37	0
Primary School & YOT Extension repairs	93	83	11	0	11	0	0	0	94	1
Springfield Spec School	120	116	4	0	4	0	0	0	120	0
Alsager Highfields Toilet adaption	212	212	0	0	0	0	0	0	212	0
TLC Dean Oak's PS	3,187	3,164	23	0	23	0	0	0	3,187	0
Stapely Broad Lane PS - Replacement of temp accomodation	942	518	424	321	341	83	0	0	942	0
Christ the King Catholic & C of E PS	3,340	3,013	327	135	327	0	0	0	3,340	0
TLC Vernons PS Amalgamation	3,753	3,728	25	0	25	0	0	0	3,753	0
TLC Oakefield Prim&Nursery Sch	2,030	2,029	0	0	0	0	0	0	2,029	0
Offley Primary School	1,025	954	71	54	71	0	0	0	1,025	0
Cledford TLC Scheme	3,360	3,344	16	2	16	0	0	0	3,360	0
Gorsey Bank Floor Repair	1,768	1,633	135	3	135	0	0	0	1,768	0
Brine Leas Sixth Form	7,311	7,214	98	1	98	0	0	0	7,312	0
Kings Grove Mobile Replacement	790	428	362	0	362	0	0	0	790	0
TLC Sir William Stanier Comm S	21,598	21,297	302	-1	302	0	0	0	21,599	0
Wilmslow Specialist Sports College	858	858	0	0	0	0	0	0	858	0
Signage (£5k*20 centres, estimate)	10	0	10	0	10	0	0	0	10	0
Nantwich Rural Children's Centre (Wrenbury) Ph3	0	0	0	0	0	0	0	0	0	0
Nantwich Rural Children's Centre (Audlem) Ph3	0	0	0	0	0	0	0	0	0	0
Underwood West PH3 Expansion	310	272	38	5	38	0	0	0	310	0
Oakenclough nursery area refurbishment	0	0	0	0	0	0	0	0	0	0
Cheshire East Surestart Aim High for Disabled Children	391	380	11	0	11	0	0	0	391	0
Childrens Social Care	35	0	35	0	35	0	0	0	35	0
Extended Schools	0	0	0	0	0	0	0	0	0	0
ESCR	350	0	350	0	120	230	0	0	350	0
P.A.R.I.S - PCT access	25	0	25	0	25	0	0	0	25	0
Schools - Access Initiative	606	38	568	0	568	0	0	0	606	0
Schools - Access Hearing Impaired	0	0	0	0	0	0	0	0	0	0
Mallbank Redesignation of Specialist School	50	0	50	0	50	0	0	0	50	0
Tytherington High School Redesignation of Specialist School	25	24	1	0	0	0	0	0	24	-1
Targetted Capital Funding (TCF) 14 - 19 Diploma	1,114	0	1,114	0	1,114	0	0	0	1,114	0
Devolved Formula Capital 10-11	3,378	0	1,779	0	1,779	1,599	0	0	3,378	0
Harnessing Technology	244	129	115	0	115	0	0	0	244	0
Schools Modernisation Programme	1,198	0	1,198	0	1,198	0	0	0	1,198	0
Schools - Basic Need	387	223	163	0	163	0	0	0	387	0
Land Block 10-11	67	0	67	0	67	0	0	0	67	1
Land Drainage 10-11	63	17	46	0	46	0	0	0	63	0
Feasibility 10-11	82	14	68	3	68	0	0	0	82	0
VA Contributions 10-11	13	2	11	0	11	0	0	0	13	0
Primary Capital Programme (PCP)	22	0	22	0	22	0	0	0	22	0
Specialist Schools	300	0	300	0	300	0	0	0	300	0
Alsager H S Perf Arts Cent	1,134	373	761	0	761	0	0	0	1,134	0
Poynton HS	3,300	0	2,280	0	1,020	1,260	0	0	2,280	-1,020
Tytherington HS	3,130	0	2,153	0	1,176	977	0	0	2,153	-977
Reaseheath College 2010-11	200	200	0	0	0	0	0	0	200	0
St Johns Wood CS - Sports Barn	268	264	4	0	4	0	0	0	268	0
Adelaide School - New Workshop	200	35	165	0	165	0	0	0	200	0
Malbank School & Sixth Form College	1,185	304	881	0	881	0	0	0	1,185	0
Styal PS Early Years Classroom	135	12	123	0	123	0	0	0	135	0
Total On-going schemes	98,681	76,887	17,305	661	14,207	5,588	0	0	96,682	-2,000
New Starts 2011-12										
Devolved Formula Capital 11-12	1,009	0	1,009	18	100	450	459	0	1,009	0
Minor Works 11-12	1,500	0	1,500	0	1,431	65	0	0	1,496	-4

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12	To 30-Jun-11	2011/12	2012/13	2013/14	2014/15	£	£
Capital Maintenance Allocation 11-12	5,215	0	5,700	0	2,058	3,157	0	0	5,215	0
Residential Dev Programme 11-12	1,150	0	1,150	0	918	582	0	0	1,500	350
Short Break Re Provision 11-12	700	0	700	0	700	0	0	0	700	0
Pupil Referral Unit 11-12	1,500	0	1,500	0	1,000	500	0	0	1,500	0
Basic Need 11-12	1,706	0	1,300	0	534	1,172	0	0	1,706	0
Specialist Special Needs Provision 11-12	2,000	0	100	0	100	1,900	0	0	2,000	0
Pear Tree Primary School	79	0	79	2	95	0	0	0	95	16
Short Breaks for Disabled Children	0	0	0	0	203	0	0	0	203	203
Total 2011-12 New bids approved	14,859	0	13,038	20	7,139	7,826	459	0	15,424	565
Total Children & Families Programme	113,540	76,887	30,343	681	21,346	13,414	459	0	112,106	-1,435
Places										
LTP - Local Area Programmes - South	360	245	116	0	114	0	0	0	359	0
Development of land at Alderley Edge Cemetery	100	8	0	-1	0	81	0	0	89	-11
Adaptations to Pym's Lane Garage	6	1	5	0	5	0	0	0	6	0
Waste Infrastructure Capital Grant	1,114	561	553	764	795	0	0	0	1,356	242
LTP - Bridge Maintenance	1,223	1,223	0	-7	0	0	0	0	1,223	0
LTP - SEMMMS - Environment Services allocation	862	808	54	5	53	0	0	0	861	0
Queens Park Restoration	6,757	5,617	1,140	758	1,140	0	0	0	6,757	0
Alderley Edge By-Pass Scheme Implementation	54,662	42,974	3,549	555	3,364	4,015	2,719	1,615	54,687	24
Integrated Area - Minor Works (2007-08)	793	793	0	1	0	0	0	0	793	0
Highway adoption - Springvale	18	14	5	0	5	0	0	0	19	1
Highway Adoption - Talke Road	7	0	7	0	7	0	0	0	7	0
Crewe and Macc HWRCs	151	158	0	-7	-7	0	0	0	151	0
Alsager Closed Landfill Site	60	0	60	0	60	0	0	0	60	0
West Street Environmental Improvements	604	638	0	-33	-34	0	0	0	604	0
LTP - Principal Roads Maintenance - Minor Works	1,589	1,588	0	-7	0	0	0	0	1,588	-1
LTP - Non Principal Roads Maintenance - Minor Works	3,336	3,280	53	-77	53	0	0	0	3,333	-2
LTP - Bridge Maintenance - Minor Works	524	524	0	60	62	0	0	0	586	62
Gurnett Bridge, Hall Lane, Sutton	1,020	630	390	225	390	0	0	0	1,020	0
Alderley Edge Village enhancements	50	6	44	0	44	0	0	0	50	0
Local Measures - Ward Minor schemes	486	486	0	-12	0	0	0	0	486	0
Local Measures - Ward Local schemes	274	274	0	-1	0	0	0	0	274	0
LTP - Detrunked Road - A523 Bosley	829	69	760	9	760	0	0	0	829	0
De-Trunked Rds - A51 Landslip, Wardle	108	88	20	0	20	0	0	0	108	0
Part 1 Claims	111	106	4	-4	0	0	0	0	107	-4
Crematoria - Replacement cremators	450	0	450	0	0	450	0	0	450	0
New Cremators - Macclesfield	800	48	752	29	752	0	0	0	800	0
Waste Infrastructure Capital Grant (WICG)	242	0	242	0	0	0	0	0	0	-242
Replacement Bin Stock	36	26	10	7	10	0	0	0	36	0
Cemetery road and path improvements	100	32	68	-6	68	0	0	0	100	0
Connect 2 - Phase 2	865	289	576	180	461	115	0	0	865	0
Private Sector Assistance Initiative	1,497	1,007	490	7	326	100	75	0	1,508	11
Affordable Housing - Assisted Purchase Scheme	600	418	182	30	182	0	0	0	600	0
Choice Based Lettings	232	182	40	0	40	0	0	0	222	-10
Affordable Housing Initiatives	870	559	311	0	0	155	155	0	870	0
Housing Grants - S106 Funded (Ex MBC)	1,045	780	265	0	265	0	0	0	1,045	0
Social Housing Grants/ Enabling Affordable Housing	1,093	401	691	0	318	141	0	0	860	-233
Market Square, Crewe - Interim Improvements	233	233	0	14	18	0	0	0	251	18
Asbury Marsh Caravan Site	0	0	0	11	42	0	0	0	42	42

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12 £	To 30-Jun-11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	£	£
Private Sector Housing Assistance Initiative	849	81	768	106	533	240	0	0	853	4
Disabled Facilities Grant	1,145	836	308	276	308	0	0	0	1,144	0
Affordable Housing - Assisted Purchase Scheme	330	0	330	0	90	240	0	0	330	0
Empty Homes Initiatives	0	0	0	0	100	400	0	0	500	500
East Cheshire Transport Study	145	145	0	0	0	0	0	0	145	0
LTP - Road Safety Schemes	740	429	311	159	336	0	0	0	765	25
Capital Programme Management Support	51	43	8	0	-7	0	0	0	36	-15
Tatton Park - Conservatory/Orangery	298	35	263	162	263	0	0	0	298	0
Section 278's - 09-10 New Starts	68	29	7	-1	15	1	0	0	45	-23
Crewe Town Squares - Lyceum Square	1,812	1,789	23	-6	70	0	0	0	1,859	47
LTP - SEMMMS - Regeneration allocation - Major Projects	2,895	2,895	0	-5	0	0	0	0	2,895	0
Crewe Town Squares/ Shopping Facilities Refurbishment & Toilets	2,974	1,874	100	1	100	835	0	0	2,809	-165
LTP - SEMMMS - Transport element - BQP/PTI	2,618	2,618	0	0	0	0	0	0	2,618	0
Section 278 Agreements (2002-03)	34	33	0	0	0	0	0	0	33	-1
Section 278 Agreements (2003-04)	191	159	0	0	0	0	0	0	159	-32
LTP - Crewe Green Link Road	8,739	8,353	386	24	386	0	0	0	8,739	0
Section 278 Agreements (2004-05)	234	169	0	0	0	0	0	0	169	-65
Section 278 Agreements (2005-06)	77	67	1	0	1	0	0	0	68	-9
Section 278 Agreements (2006-07)	543	236	286	16	36	5	0	0	277	-265
Section 278 Agreements (2007-08)	86	17	8	0	8	0	0	0	25	-61
Connect2 - Crewe & Nantwich Greenway	473	473	0	4	0	0	0	0	473	0
Parkgate	1,382	236	245	3	245	900	0	0	1,381	-1
Leighton Brook Park	379	377	2	0	2	0	0	0	379	0
Section 278 Agreements - (2008-09)	257	41	83	-5	12	21	80	0	154	-103
Monks Heath, Alderley Edge	350	299	51	-1	51	0	0	0	350	0
LTP - Principal Roads Maintenance - Asset Management	85	85	0	-20	0	0	0	0	85	0
LTP - Non Principal Roads Maintenance - Asset Management	141	141	0	-28	0	0	0	0	141	0
LTP - Project Development Schemes - Minor Schemes	32	6	26	0	23	0	0	0	30	-3
LTP - East Cheshire Transport Study	125	125	0	-7	0	0	0	0	125	0
LTP - Road Safety Schemes - Minor works	431	186	245	15	245	0	0	0	431	0
Non LTP s278s	121	29	77	1	80	9	0	0	117	-4
Town Centres Spatial Regeneration	845	0	300	0	300	250	295	0	845	0
Tatton - Visioning feasibility	50	4	46	10	46	0	0	0	50	0
Tatton - Development	240	32	208	62	208	0	0	0	240	0
Tatton Park - Office Accommodation Phase 2	0	0	0	1	30	0	0	0	30	30
Poynton Revitalisation Scheme	3,600	1,642	1,958	280	2,033	0	0	0	3,675	75
Poynton High, Links to School	130	0	130	86	130	0	0	0	130	0
Safe Links to Sch Middlewich	147	147	0	0	0	0	0	0	147	0
Section 278 Agreements (pre 2002-03)	1,909	1,411	0	0	0	0	0	0	1,411	-497
Car Park Charges Congleton	147	131	16	-4	16	0	0	0	147	0
Thomas Street Car Park - West	77	77	0	-3	0	0	0	0	77	0
CDRP - Building Safer Communities Fund	80	80	0	0	0	0	0	0	80	0
Parking Projects in Poynton	75	0	75	0	0	0	0	0	0	-75
Alley Gating	525	516	9	0	9	0	0	0	525	0
Imps to Chapel Street Car Park	234	219	0	5	5	0	0	0	224	-10
10-11 CDRP - Building Safer Communities	52	32	20	-2	20	0	0	0	52	0
Residents Parking Schemes	480	90	230	0	230	160	0	0	480	0
Car Park Improvements	156	3	153	2	153	0	0	0	156	0
CCTV /UTC Rationalisation	899	133	766	434	766	0	0	0	899	0
Total On-going schemes	120,356	90,385	18,279	4,065	16,157	8,118	3,324	1,615	119,599	-756
Vaudreys Wharf Canal (Non LTP)	600	0	50	0	50	550	0	0	600	0
Bridge Maintenance Minor Works - PROW	130	0	90	0	90	20	20	0	130	0
Bridge Maintenance Minor Works	1,618	0	1,618	62	1,578	0	0	0	1,578	-40
Part 1 Claims	190	0	190	0	94	0	0	0	94	-96

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12	To 30-Jun-11	2011/12	2012/13	2013/14	2014/15	£	£
Local Measures - Ward Local Works	380	0	380	2	380	0	0	0	380	0
Non Principal Roads Maintenance - Minor Works	4,037	0	4,037	673	4,037	0	0	0	4,037	0
Principal Roads Maintenance - Minor Works	1,970	0	1,970	177	1,970	0	0	0	1,970	0
Materials Transfer Fac. 11/12	650	0	650	0	650	0	0	0	650	0
Wheeled Bins 11/12	1,300	0	1,300	0	1,300	0	0	0	1,300	0
Disabled Facilities for Cheshire East Residents	1,320	0	1,320	0	1,320	0	0	0	1,320	0
Private Sector Assistance	900	0	300	0	100	500	300	0	900	0
Assisted Purchase Scheme	900	0	300	0	300	300	300	0	900	0
Car Park Improvements	300	0	0	0	0	150	150	0	300	0
Accessibility - Bus Network Investment	50	0	50	0	50	0	0	0	50	0
Accessibility - Cycling	70	0	70	0	70	0	0	0	70	0
Cycle parking, Wilmslow	0	0	0	0	30	0	0	0	30	30
Tipkinder Park Cyclepath	0	0	0	0	140	0	0	0	140	140
Taylor Drive, Nantwich	0	0	0	5	120	0	0	0	120	120
Accessibility - Rail Station Improvements	50	0	50	0	50	0	0	0	50	0
Sustainable Transport Fund	45	0	45	0	45	0	0	0	45	0
LDF - Transport Infrastructure	0	0	0	25	37	0	0	0	37	37
Non Principal Roads Maint - Asset Management	104	0	104	0	104	0	0	0	104	0
Principal Roads Maint - Asset Management	70	0	70	1	70	0	0	0	70	0
Programme Development	0	0	0	0	100	0	0	0	100	100
Road Safety Schemes - Minor Works	416	0	416	0	416	0	0	0	416	0
Regeneration Business Support	700	0	300	0	300	200	200	0	700	0
TIC Improvement Scheme	30	0	30	0	30	0	0	0	30	0
Tatton Park Investment	6,039	0	6,039	0	0	6,039	0	0	6,039	0
Non LTP s278s	56	0	18	13	25	39	0	0	64	8
Total 2011-12 New bids approved	21,926	0	19,397	959	13,456	7,798	970	0	22,224	298
Total Places Programme	142,281	90,385	37,676	5,023	29,613	15,916	4,294	1,615	141,823	-458
Borough Solicitor (Monitoring Officer)										
Ongoing Schemes										
Integrated Legal ICT System	60	1	59	0	41	13	5	0	60	0
Total On-going schemes	60	1	59	0	41	13	5	0	60	0
Borough Treasurer & Assets										
ASSETS										
Ongoing Schemes										
Fixed Electrical Installation	76	75	1	0	1	0	0	0	76	0
Disability Discrimination Act Improvements/ Adaptations	246	124	122	10	122	0	0	0	246	0
Church Walls	60	16	44	0	44	0	0	0	60	0
Farms Estate 2008-09	238	128	110	0	80	31	0	0	238	0
Farms Estates Reorganisation & Reinvestment	1,410	71	1,339	12	40	1,299	0	0	1,410	0
Municipal buildings - Reg accommodation (name Change)	200	0	200	0	200	0	0	0	200	0
Office Accommodation Strategy	9,700	5,034	4,666	-167	4,766	0	0	0	9,800	100
Building Maintenance	2,716	2,565	151	16	51	0	0	0	2,616	-100
MINOR WORKS 10/11	42	37	5	1	5	0	0	0	42	0
Wild Bour Clough Flood Protection	0	6	0	26	23	0	0	0	28	28
Total On-going schemes	14,688	8,054	6,638	-102	5,332	1,330	0	0	14,715	27
New Starts 2011-12										

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12 £	To 30-Jun-11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	£	£
Corporate Landlord - Building Maintenance	13,845	0	5,345	0	5,345	4,500	4,000	0	13,845	0
Feasibility Studies 11/12	400	0	200	0	200	100	100	0	400	0
Total 2011-12 New bids approved	14,245	0	5,545	0	5,545	4,600	4,100	0	14,245	0
TOTAL ASSETS	28,933	8,054	12,183	-102	10,877	5,930	4,100	0	28,960	27
ICT										
Ongoing schemes										
Development Management System	437	423	14	-15	14	0	0	0	437	0
Click into Cheshire	39	32	7	0	7	0	0	0	39	0
Government Connect	290	58	232	90	232	0	0	0	290	0
ICT Security & Research	209	138	71	70	71	0	0	0	209	0
Flexible & Mobile Working	1,171	360	270	11	270	270	270	0	1,170	0
NHS LINK / Connected Cheshire	80	77	2	0	2	0	0	0	79	0
Data Centre Macclesfield	495	28	467	0	467	0	0	0	495	0
ICT Small Projects Block New scheme	153	112	41	38	41	0	0	0	153	0
Information Management	1,409	706	704	22	704	0	0	0	1,410	0
Essential Replacement 10-11	2,384	1,286	1,098	87	1,098	0	0	0	2,384	0
ICT Security	185	104	81	-5	81	0	0	0	185	0
Internet Service Provision	142	0	142	0	142	0	0	0	142	0
IPT Harmonisation	725	313	412	0	412	0	0	0	725	0
Oracle Optimisation	3,960	1,579	732	11	732	825	824	0	3,960	0
TOTAL Ongoing schemes	11,678	5,216	4,273	309	4,273	1,095	1,094	0	11,678	0
2011-12 Starts										
WAN Hardware	275	0	182	0	182	93	0	0	275	0
ICT Rural Broadband Project	530	0	530	39	530	0	0	0	530	0
ICT Security 11/12/Customer Access in Libraries	272	0	272	0	272	0	0	0	272	0
Total 2011-12 Starts	1,077	0	984	39	984	93	0	0	1,077	0
TOTAL ICT	12,755	5,216	5,257	348	5,257	1,188	1,094	0	12,755	0
FINANCE										
Ongoing schemes										
Single Revenue & Benefits Systems	524	447	77	11	77	0	0	0	524	0
TOTAL Ongoing schemes	524	447	77	11	77	0	0	0	524	0
Policy & Performance										
Ongoing Schemes										
Customer Relationship Management & Telephone System	1,455	544	911	97	911	0	0	0	1,455	0
Customer Access	419	234	185	0	185	0	0	0	419	0
Capital Investment Scheme Grants	377	350	27	7	27	0	0	0	377	0
Total On-going schemes	2,251	1,128	1,123	104	1,123	0	0	0	2,251	0
New Starts 2011-12										
Performance Management 11/12	35	0	35	0	35	0	0	0	35	0

Department/Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12 £	To 30-Jun-11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £	£	£
Total 2011-12 New bids approved	35	0	35	0	35	0	0	0	0	0
Total Policy & Performance programme including SCE's	2,286	1,128	1,158	104	1,158	0	0	0	2,251	0
HR & Organisational Development										
Ongoing Schemes										
Accident Reporting system	18	10	8	-1	8	0	0	0	18	0
Total On-going schemes	18	10	8	-1	8	0	0	0	18	0
Total HR & Organisational Development programme including SCE's	18	10	8	-1	8	0	0	0	18	0
Adults, Health & Wellbeing										
<i>Total Committed schemes approved by Council</i>	16,242	9,234	6,658	1,059	6,658	350	0	0	16,242	0
<i>Total New bids 11-12 - Approved by Council</i>	1,048	0	1,048	14	1,048	0	0	0	1,048	0
Total 2011-12 Programme for On-going & approved new starts	17,290	9,234	7,706	1,073	7,706	350	0	0	17,290	0
C&F										
<i>Total Committed schemes approved by Council</i>	98,681	76,887	17,305	661	14,207	5,588	0	0	96,682	-2,000
<i>Total New bids 11-12 - Approved by Council</i>	14,859	0	13,038	20	7,139	7,826	459	0	15,424	565
Total 2011-12 Programme for On-going & approved new starts	113,540	76,887	30,343	681	21,346	13,414	459	0	112,106	-1,435
Places										
<i>Total Committed schemes approved by Council</i>	120,356	90,385	18,279	4,065	16,157	8,118	3,324	1,615	119,599	-756
<i>Total New bids 11-12 - Approved by Council</i>	21,926	0	19,397	959	13,456	7,798	970	0	22,224	298
Total 2011-12 Programme for On-going & approved new starts	142,281	90,385	37,676	5,023	29,613	15,916	4,294	1,615	141,823	-458
P&C										
<i>Total Committed schemes approved by Council</i>	29,219	14,856	12,178	321	10,853	2,437	1,099	0	29,246	27
<i>Total New bids 11-12 - Approved by Council</i>	15,357	0	6,564	39	6,564	4,693	4,100	0	15,322	0
Total 2011-12 Programme for On-going & approved new starts	44,576	14,856	18,742	360	17,417	7,130	5,199	0	44,568	27
Overall										
<i>Total Committed schemes approved by Council</i>	264,498	191,362	54,421	6,106	47,875	16,493	4,424	1,615	261,769	-2,730
<i>Total New bids 11-12 - Approved by Council</i>	53,189	0	40,047	1,032	28,207	20,317	5,529	0	54,018	863
Total 2011-12 Programme for On-going & approved new starts	317,687	191,362	94,468	7,138	76,082	36,810	9,953	1,615	315,786	-1,866

.CHESHIRE EAST COUNCIL**REPORT TO: CORPORATE SCRUTINY COMMITTEE**

Date of Meeting: 2 September 2011
Report of: Borough Solicitor
Subject/Title: Work Programme update

1.0 Report Summary

- 1.1 To review items in the 2011/2012 Work Programme listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

That the 2011/2012 work programme be reviewed.

3.0 Reasons for Recommendations

- 3.1 It is good practice to agree and review the Work Programme to enable effective management of the Committee's business.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 Not applicable.

**6.0 Policy Implications including - Carbon reduction
- Health**

- 6.1 Not known at this stage.

7.0 Financial Implications

- 7.1 Not known at this stage.

8.0 Legal Implications

- 8.1 None.

9.0 Risk Management

- 9.1 There are no identifiable risks.

10.0 Background and Options

- 10.1 The Committee previously reviewed the 2011/2012 work programme at its meeting held on 14 June 2011. However, a full review was delayed to await the outcome of changes made by the Leader in respect of the individual portfolio holder responsibilities. The Scrutiny Chairman's group subsequently made recommendations to the Constitution Committee to realign the new Scrutiny Committee structure to the new portfolio responsibilities. The Constitution Committee supported the recommended changes and Council on 21 July 2011 formally approved the new terms of reference. Consequently, a number of matters that had been in this Committee's work programme in 2010/2011 have now transferred to other Committees.
- 10.2 As a consequence of the Council decision, Corporate Scrutiny Committee now deals with the Leader/Resources and Procurement and Shared Services Portfolio holders only.
- 10.4 The Chairman and Vice - Chairman of the Committee held meetings with the two Portfolio Holders on 1 August 2011 to discuss emerging priorities within their respective portfolios for 2011/2012.
- 10.3 The work programme attached has been amended to reflect those discussions with the portfolio holders. The matters within the work programme require prioritisation. Members may also suggest additional items for consideration
- 10.4 However, when selecting potential topics, Members must have regard to the Corporate plan and Sustainable Community Strategy – 'Ambition for all' and also to the general criteria which should be applied to all potential items when considering whether any Scrutiny activity is appropriate. Matters should be assessed against the following criteria:
- Does the issue fall within a corporate priority
 - Is the issue of key interest to the public
 - Does the matter relate to a poor or declining performing service for which there is no obvious explanation
 - Is there a pattern of budgetary overspends
 - Is it a matter raised by external audit management letters and or audit reports?
 - Is there a high level of dissatisfaction with the service
- 10.5 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale
-

11 *Access to Information*

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

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Corporate Overview and Scrutiny Committee Work Programme September 2011

Issue	Description/Comments	Suggested by	Portfolio Holder as at May 2011	Corporate Priority	Current Position R,A,G	Date for completion
Budget	Consultation group set up to review consultation arrangements for 2011/2012.	Committee	Leader/Resources	Nurture Strong Communities	Budget task Group now established.	Start date July 2011 and ongoing
Local Highways and Transport/liaison Committees	Consider setting up local political arrangements to advise/determine local highway and transportation issues	Chairman	Environment	Nurture Strong Communities	Discussion about the potential governance arrangements to be determined.	TBA
Business Generation Centres	Review the formal response of Cabinet and subsequent actions	Portfolio Holder	Prosperity	Create Conditions for Business growth	Report due to be considered by Cabinet on 5 September.	6 March 2012
Mayoralty/Civic arrangements in Cheshire East	Review procedures and support for the mayoralty and arrangements for civic duties.	Portfolio Holder	Leader/Resources	Nurture Strong Communities	New item to be prioritised	TBA
Procurement	To review procurement arrangements in Cheshire to ensure that the Council is achieving best value.	Portfolio Holder	Leader/Resources	Nurture Strong Communities	New item to be prioritised.	TBA
Shared Services	Of the original 28 shared	Portfolio	Procurement and	Nurture Strong	New item to	TBA

	services, 11 have been disaggregated, and 5 are in transitional stage. The committee to receive a position statement on the current shared services arrangements and on proposals to set up Separate Legal entities(SLE's)	Holder	Shared Services	Communities	be prioritised.	
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Directorate Level Planning 2011-12

Directorate: Borough Treasurer (DTRE)

1.1 Director's Overview

The Borough Treasurer & Head of Assets Services consist of Asset Management, Finance, ICT, Procurement and Shared Services. The Borough Treasurer & Head of Assets Team, as part of the Performance & Capacity corporate enabling function, will contribute significantly to the leadership and direction of Cheshire East Council. The core focus of the Team is on the professional delivery of the Council's corporate operations to ensure stability, reliability and security. The Team will also provide professional challenge to promote change and innovation within a framework that gives recognition to acceptable risk. Each of the Services delivered by the Team will strive for excellence with our partners and in doing so challenge traditional boundaries. In enabling the front line services to deliver and transform the Team will provide clarity to the financial, asset and resource constraints that Cheshire East Council will face over the next three years and beyond. Ultimately the aim is to ensure a sustainable future for Cheshire East Council that enables it to continue to provide Value for Money services to its residents, communities and businesses.

1.2 Directorate Objectives (NB: Maximum of six)

Directorate Objective Reference	Directorate Objective Description	Link to Corporate Objective
DTRE001	Borough Treasurer & Head of Assets Services will be an enabler for the Council's front line services and will contribute significantly to the challenge of service delivery in the pursuit of excellence. In this pursuit of	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DTRE002	ICT will be developed as a leading enabler of the transformation of the Council's services and further cost-savings by sourcing ICT services through the most cost effective and reliable channels. Benefits from existing	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DTRE003	Through the effective and efficient utilisation of capital and property resources, the Asset Management Service will optimise the use of land and property assets to support the delivery of front line services, the	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DTRE004	Listening, learning and using new ideas to improve Financial Services for Cheshire East.	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DTRE005	Procurement will be developed as an enabler of efficient and effective procurement process that will challenge procurement activity and facilitate the delivery of service and cross cutting savings for the Council through the	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DTRE006	Develop and improve shared arrangements for service delivery across the Council whilst exploring further opportunities for sharing with other organisations to optimise efficiency and effectiveness in public services e.g. through collaboration, trading, outsourcing etc.	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East

Service Planning 2011-12

Service: Assets (SAST)

2.1 Service Overview

The Asset Management Service provides expert and impartial advice and support to enable the Council to manage, develop and improve its property portfolio to the best advantage of the Cheshire East community. Property assets represent the Council's largest physical resource in financial terms and are needed to support all service activities. Corporate asset management is an integral element of high quality service planning and delivery. Property assets are expensive to procure, manage and maintain and are also inflexible in responding quickly to changing service needs, so it is important that its management is at the heart of the Council's corporate planning process. During Financial Year 2011/12 the Asset Management Service will be developing and delivering the Corporate Landlord Project to ensure maximum use and efficiency of the Council's property portfolio to support and facilitate modern and changing ways of working to secure a long term positive contribution to successful and economical service delivery. In 2011/2012 the Service has a net budget of £9.894m and an Income and Fees Target of £5.702m. Mitigating the impact of rising energy cost is a major issue for the service with total energy expenditure across the Council like

- To enable the Council to utilise its assets to deliver better, more efficient services to our communities.
- To unlock the value of our assets, seek efficiencies through joint arrangements with our public sector partners and maximise private sector investment.
- To support the delivery of the Councils Corporate Plan.

The 'Corporate Landlord' model will deliver more effective programme management of our land and property portfolio, and will lead to the delivery of enhanced efficiency savings whilst

2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SAST001	Develop and deliver the Council's Corporate Landlord project.	DTRE003
SAST002	Manage and maintain the Council's definitive single Property Database.	DTRE003
SAST003	Maintain business continuity during change process to ensure service delivery and achievement of corporate targets.	DTRE003
SAST004	Deliver against budget proposals for 2011-12 as part of the headline delivery plan (£31.3m).	DTRE003
SAST005	Achieve a within budget outturn position for 2011-12	DTRE003

Service Planning 2011-12

Service: Finance (SFIN)

2.1 Service Overview

The Finance service works with partners internally and externally, to enable the delivery of responsive and innovative financial planning, decision making and operations, underpinned by robust and efficient systems and processes, and the highest standards of public stewardship and reporting. Core activities include collection of council tax and business rates, administration of housing and council tax benefits, production of statutory accounts, financial planning and forecasting, corporate and service budgeting, out-turn management and reporting and the provision of financial advice. In addition, the service manages the Council's banking, treasury management and insurance arrangements and acts as corporate client' in respect of services provided jointly with Cheshire West & Chester through the HR & Finance Shared Service. The service also provides support to Cheshire East schools on a 'buy back' basis. The service employs just over 200 full time equivalent staff, of which around 50% are professionally qualified or part qualified. In 2011/12 the service has an approved gross expenditure budget of £110m, an income budget (excluding government grant) of £3.5m and a nett revenue budget of £106.5m.

2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SFIN001	Maintain and improve Financial Management policies, processes and practice across Cheshire East.	DTRE004
SFIN002	Deliver responsive and efficient services to customers and clients.	DTRE004
SFIN003	Maximise the Council's income and funding.	DTRE004
SFIN004	Support and develop the Finance workforce.	DTRE004
SFIN005	Deliver Value for Money in all that we do	DTRE004

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Service Planning 2011-12

Service: Procurement (SPRO)

2.1 Service Overview

The Procurement Unit has two main functional areas: Enabling function and Strategic sourcing. The Enabling function supports front line services in the delivery of major Procurement Programmes through targeted operational support, the provision of strategic advice and guidance. This team is responsible for the development and implementation of procurement policy, systems and process to ensure a consistent approach to the process. The Procurement unit is the custodian of the Procurement strategy and owner of the Procure to Pay (P2P) process. The Enabling team ensure that this process is fit for purpose and complied with. The Strategic Sourcing team are responsible for the delivery of efficiency savings through the identification of savings opportunities and their subsequent development and delivery.

The unit promotes best practice procurement through the provision of guides and training and works in partnership with other public sector bodies the Unit support the Council in benefiting from the economies of scale and sharing of best practice. Gross Budget of £613 less cross cutting savings targets.

2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SPRO001	To deliver £1.4M efficiency savings through targeted procurement activity as identified and agreed in the Procurement Efficiency Programme	DTRE005
SPRO002	Develop and enhance the Procurement systems and procedures that support the procurement process to increase compliance with the on vision procurement process and ensure that resources are targeted at the spend areas of greatest value / risk / complexity and potential for savings	DTRE005 DTRE001 DTRE002
SPRO003	Ensure that the procurement skills and knowledge across service areas are adequate for the level of Procurement activity undertaken	DTRE005 DTRE001 DTRE002
SPRO004	Procurement activity will seek to support the local economy with a mixed economy of service provision including SME's and the 3rd sector encouraging local sourcing and local employment wherever possible	DTRE005
SPRO005	Embed Sustainable Procurement into the procurement cycle to realise wider social, environmental and economic objectives	DTRE005

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Service Planning 2011-12

Service: Shared Services (SSHS)

2.1 Service Overview

At LGR in 2009, several shared service arrangements were put in place between Cheshire East (CE) and Cheshire West and Chester (CWaC) Councils. Together these harnessed significant efficiencies for the two authorities whilst ensuring business continuity for service users during a period of transition. Some transitional sharing arrangements have since ceased whilst others are set to continue and potentially grow in the longer term. The role of the Shared Service Manager is to maintain an overview of all current sharing arrangements and to act as a strong client on behalf of the authority through effective liaison, development and support to existing ongoing and transitional shared services, whilst assessing and progressing new opportunities for shared services to provide improved delivery and greater efficiency for Cheshire East Council. Areas for particular focus in 2011-12 will be improved performance management, greater compliance with shared business processes and the development of a separate legal entity for ICT and HR and Finance Shared Services.

2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SSHS001	Develop in partnership a separate legal entity (SLE) for the shared delivery of ICT and HR and Finance to deliver greater business benefits to Cheshire East Council	DTRE006
		DTRE001
SSHS002	Ensure the successful integration and timely transition of remaining short term sharing arrangements to Cheshire East Council whilst ensuring seamless service delivery to service users	DTRE006
SSHS003	Develop and improve long-term shared services through regular strategic and performance review mechanisms to ensure that service delivery is stabilised and meets the requirements of Cheshire East Council and its partners	DTRE006
		DTRE001
SSHS004	Support and develop governance arrangements to ensure that shared services remain fit for purpose and to align and integrate these with the governance of Cheshire East Council to raise the profile of shared services and to provide reassurance on service delivery	DTRE006

SSH005	Support shared and internal initiatives to ensure compliance with new ways of working to deliver associated benefits to Cheshire East Council and partners	DTRE006
		DTRE001
SSH006	Maintain effective liaison and communication with shared service managers, staff, Members and partners to ensure that the benefits of sharing are maximised and captured for Cheshire East Council	DTRE006

Directorate Level Planning 2011-12

Directorate: Policy & Performance (DPOL)

1.1 Director's Overview

The overarching vision of Policy and Performance is that we want to give customers an excellent service, we want to protect, enhance and develop the Council's reputation, and we want to provide the right services to the right people in the right way, based on reliable evidence.

The Policy and Performance Directorate, within Performance and Capacity, delivers a number of services, with the overriding aim of providing support to the whole Council in order that it can achieve its ambitions. The focus is on value for money and delivering services to the appropriate standard, driven by what matters to the people of Cheshire East.

The Directorate provides wide ranging services that help shape Cheshire East, identify priorities, support strategic management, transform services, promote good governance and enhance and protect the reputation, integrity and effectiveness of the Council. The customer experience is at the heart of everything that we do.

The Directorate plays a central role in helping the Council achieve its vision of "working together to improve community life" and its five Corporate Objectives – in particular, the objective "To be an excellent Council and working with others to deliver for Cheshire East." It is split into four distinct services:

- Communications and Marketing
- Customer Services
- Internal Audit and Compliance
- Performance and Partnerships

Each service has very different individual objectives. However, these all contribute to the aim of ensuring Cheshire East is well positioned nationally and is able to interpret and influence national policy, as well as support

1.2 Directorate Objectives (NB: Maximum of six)

Directorate Objective Reference	Directorate Objective Description	Link to Corporate Objective
DPOL001	To lead on embedding a culture focused on localism, excellent customer service, effective performance management and equality across the Council.	CP-05 Being an excellent Council and working with others to deliver for Cheshire East
DPOL002	To source, collate, interpret and use intelligence to drive and inform Council Strategy, service design and delivery to meet local needs.	CP-05 Being an excellent Council and working with others to deliver for Cheshire East
DPOL003	To work with our partners to make best use of our resources, focus effort on areas of need and use and enhance existing networks to encourage neighbourhood action.	CP-05 Being an excellent Council and working with others to deliver for Cheshire East
DPOL004	To promote, support, monitor and report on the transparency, accountability and ethical standards of the authority to ensure effective governance and relevant statutory arrangements are maintained and developed.	CP-05 Being an excellent Council and working with others to deliver for Cheshire East

DPOL005	To lead the protection, enhancement and development of the reputation and positioning of Cheshire East Council to maximise its positive influence, raise awareness of key messages and change behaviour.	CP-05 Being an excellent Council and working with others to deliver for Cheshire East
DPOL006	To deliver high standards of customer service and diversify access channels to maximise efficiency and encourage the adoption of innovative technology.	CP-05 Being an excellent Council and working with others to deliver for Cheshire East

Service Planning 2011-12

Service: Internal Audit (SIAU)

2.1 Service Overview

- To support managers in effectively fulfilling their responsibilities in internal control, risk management and governance.
- To protect and enhance the reputation of the organisation by shaping standards and ethics and promoting transparency and accountability.
- To promote the economic, effective and efficient use of resources, and improve service delivery and the customer experience by recognising and promoting best practice, raising awareness of key messages and challenging and recommending areas for improvement.

2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SIAU001	To provide and implement an effective framework for the management and fulfilment of FOI and DP requests, and RIPA applications, and promote best practice in and adherence to FOI, DP and RIPA guidelines, so that the Council fully complies with the relevant legislation	DPOL004
SIAU002	To provide and implement an effective framework for the management of customer complaints across the organisation, in order to improve customer satisfaction, make recommendations for improvements in service delivery and reduce subsequent avoidable customer contact.	DPOL005
SIAU003	To embed and demonstrate an effective business continuity management framework, at all levels and in all areas in order to ensure that all services have effective business continuity plans.	DPOL003
SIAU004	To embed and demonstrate an effective risk management framework, at all levels and in all areas, such that risks and opportunities are managed to acceptable levels, within the Council's control.	DPOL004
SIAU005	To provide a high quality, effective internal audit service that meets the needs of the stakeholders.	DPOL004
SIAU006	To promote best practice in corporate governance.	DPOL004

SIAU007	To promote effective counter fraud arrangements.	DPOL004
SIAU008	To provide assurance on the internal control environment and make recommendations to address areas for improvement.	DPOL004

Directorate Level Planning 2011-12

Directorate: HR & Organisational Development (DHRO)

1.1 Director's Overview

The Human Resources (HR) and Organisational Development (OD) Service continues to play a key role in helping to shape, develop and motivate the organisation and its workforce. HR & OD will continue to support managers in aggregating their services and putting their structures in place, workforce planning, development and complex case work. A significant project in 2011/12 will be the continuation and completion of Single Status and equal pay and the creation of a single set of terms and conditions of employment for Cheshire East staff. The department is responsible for the interpretation and consistency of application of many complex employment statutes, regulations, codes of practices, national and local conditions of service, and HR policies and procedures.

The HR and OD service will facilitate, promote and support the business and the achievement of the corporate objectives of the Council by maximising the commitment and engagement, skills, capabilities and morale of the staff of Cheshire East, through the delivery of an effective People strategy. The department is part of the Policy and Performance Directorate and is managed by the Head of HR and OD. The service supports Corporate Management Team and all other service areas in achieving corporate priorities. Additionally, we advise on compliance with Health and Safety legis

1.2 Directorate Objectives (NB: Maximum of six)

Directorate Objective Reference	Directorate Objective Description	Link to Corporate Objective
DHRO001	Focussing on our 'People' through developing, improving, learning from and engaging with our workforce.	CP-05 Being an excellent Council and working with others to deliver for Cheshire East
DHRO002	Developing leadership at all levels and building high performance teams and culture.	CP-05 Being an excellent Council and working with others to deliver for Cheshire East
DHRO003	Developing our strategic effectiveness in 'growing' future capacity and developing our workforce for change and improvement.	CP-05 Being an excellent Council and working with others to deliver for Cheshire East
DHRO004	Focusing on our systems and structures to support organisational development, growth and improvement.	CP-05 Being an excellent Council and working with others to deliver for Cheshire East

Service Planning 2011-12

Service: HR & Organisational Development (SHRO)

2.1 Service Overview

HR and OD is a centralised function, which delivers the entire range of HR and OD services to all departments of the authority.

The HR service is structured as follows:

- HR Strategy and Policy which is responsible for developing HR and pay and reward strategy; policies, procedures and managers toolkits; managing corporate employee relations and managing and advising on all pay and grading matters for the authority, including Job Evaluation and Equal Pay
- The Corporate Health and Safety team are also part of HR Strategy and Policy and provide an effective, professional and integrated Health & Safety Service for all departments and to schools (through the SBSA agreement).
- HR Delivery team provide tailored advice, guidance and support to individuals, departments, and services on the full range of HR issues affecting their services, particularly change management, restructuring, and implementing new policies and procedures. The team interpret and advise on all HR policies and procedures and provide training where necessary. The HR Delivery Schools team provide this range of services and HR Consultancy to schools through the SBSA agreement.
- The OD team develop strategies, frameworks and programmes which support the development of a high performance culture. They develop and coordinate the Corporate Training and Development
- The HR and OD service is also the client manager for both the Employee Service Centre (HR back office) and Occupational Health Shared Services, both are hosted by Cheshire West and Chester Council

2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SHRO001	Modernising and harmonising our pay and terms and conditions of employment to ensure that they provide equal pay for all, are equitable and fair, flexible and fit for purpose whilst helping the Council achieve vital savings.	DHRO001
SHRO002	To further develop our Health and Safety management and practice across all services to both improve employee wellbeing and providing a safe and supportive working environment which enables our employees to contribute effectively, reach their full potential and maximise attendance.	DHRO001
SHRO003	Develop a comprehensive leadership and management development strategy and programme and succession planning framework to enable the Council to grow our own leadership talent – at all levels.	DHRO002

SHRO004	Develop and harness the opportunities offered through apprenticeship and graduate recruitment and development.	DHRO003
SHRO005	Improving our HR systems such as Oracle R12, Oracle Learning Management, Oracle Performance Management and HR self-serve systems to improve accuracy, accessibility, and quality of information and data but also performance, organisational growth and decision making.	DHRO004
SHRO006	Supporting managers on large-scale reorganisations to enable the Council to achieve workforce efficiency changes whilst achieving a workforce that is fit for purpose encompassing redeployment, redundancy & TUPE exercises.	DHRO004

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Directorate Level Planning 2011-12

Directorate: Corporate Improvement (DIMP)

1.1 Director's Overview

The Corporate Improvement Service is directly accountable to the Chief Executive and was created in the management restructure of Spring 2010. It merges the Transformation team from the People Directorate with the Organisational Change Team from HR.

This development reflects the importance the Council places in taking a transformational approach to service delivery across the board. Our aim is to ensure that the Council's transformation plan is properly focussed, resourced and capable of delivering significant benefits clearly linked with the business planning process and financial scenario.

1.2 Directorate Objectives (NB: Maximum of six)

Directorate Objective Reference	Directorate Objective Description	Link to Corporate Objective
DIMP001	To ensure that the Council delivers against a transformation plan which is properly focussed, resourced and capable of delivering significant identified benefits aligned to our stated corporate objectives	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East

Service Planning 2011-12

Service: Corporate Improvement (SIMP)

2.1 Service Overview

VISION AND PURPOSE

The Corporate Improvement Service seeks to work proactively and constructively with colleagues at all levels across the organisation, with the shared ambition of achieving better services and better value for money for our users. We aim to provide valuable advice and support which challenges the status quo but also makes a significant contribution to the delivery of benefits, once identified. Our objective is to be an indispensable part of the Council's corporate infrastructure.

OUR SERVICES

The Corporate Improvement Service is a small, specialised function operating from within the corporate centre. Transformation delivery is provided across the organisation by a mixed economy of existing resources made up of a 'virtual network' including service / project managers, external specialists, ICT Business Analysts etc, in order to provide services with a range of support from the appropriate location within the business.

The central team operates as the Council's Programme Management Office (PMO), coordinating this activity and helping to ensure the organisation is clear what is contained within its transformation programme and that it is capable of delivering this effectively

Within the central team, there is an 'account management' approach, where each Directorate will have a team member allocated to their programme. Their role will be to offer initial support and advice. There is a standard suite of documents which services are expected to complete in order to manage and report progress to CMT and Cabinet, supported and monitored by the PMO.

2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SIMP001	To develop, maintain and contribute to the delivery of a well-managed, fully integrated and relevant corporate transformation programme	DIMP001
SIMP002	To ensure the benefits of transformation are fully realised and aligned to the corporate objectives	DIMP001
SIMP003	To stimulate the development of a culture of radical change, constructive challenge to traditional practices & processes and continual improvement, ensuring the right things happen at the right time	DIMP001
SIMP004	To ensure that the strategic purpose and operating model of the Council and its partners is continually challenged, evaluated, agreed and delivered	DIMP001
SIMP005	To develop the organisational capability to deliver continuous corporate improvement and the transformation programme	DIMP001
SIMP006	Provide a project & account management function to support and deliver key corporate programmes and projects from within the CEC transformation programme	DIMP001

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1.1 Director’s Overview

The Borough Solicitor service areas provide a range of both frontline and central support services which help to deliver the Councils Corporate Aims and Strategic Objectives. The department has a key role in:

- Providing legal and procedural advice and support to the Councils Members, Officers and a range of External Partners.
- Providing Democratic services, including the service of all the Councils decision making meetings and support for the Overview and Scrutiny function.
- Contributing to Corporate initiatives, issues and projects
- Organisation, administration and management of Elections and Electoral services, the Registration of Births, Marriages and Deaths, including Civil Partnership and Citizenship Ceremonies.
- Support for the Council’s Mayor and Deputy Mayor and management of the Chief Executives Office.

1.2 Directorate Objectives (NB: Maximum of six)		
Directorate Objective	Directorate Objective Description	Link to Corporate Objective
DSOL001	The provision of a proactive and responsive Legal Service working to the highest professional standards and supported by robust administrative and IT systems.	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DSOL002	The delivery of high quality democratic services ensuring accountability and transparency in the councils decision making processes	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DSOL003	The provision of an innovative and customer orientated service for the registration of Births, Marriage and Deaths.	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DSOL004	Support for the Cabinet, the Mayor, the Chief Executive and CMT	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East

Service Planning 2011-12

Service: Democratic Services (SDEM)

2.1 Service Overview

The service deals with the Council's democratic, civic, and electoral work, as well as with the Council's registrations of births, marriages and deaths. The service now also manages and maintains the Executive Office.

Democratic work includes :

- The provision of a range of services to the Council's elected Members including Member training and development, payment of allowances and expenses and support for the registration of financial and other interest.
- The servicing of all of the Council's decision making and other committees, and executive meetings. This includes the provision of administrative support and procedural advice including the preparation and despatch of Agendas and Minutes to the Council and all Committees and Cabinet Portfolio Holder meetings. Responsibility for Schools admissions, exclusion and transport appeals on behalf of Children's Services. Systems administration for the Council's committee administration system Modern.Gov
- The provision of dedicated support for the Council's Overview and Scrutiny Committees including research, report writing and support to the Committees and their Members.
- Liaison with outside bodies and organisations which have links to the Council's work.

The civic work includes:

- Providing a full support service to the Council's Mayor and Deputy Mayor including secretariat and Mayoral Officer support
- Liaison with citizens and partner organisations of the Council in order to arrange civic attendance and community and other events.
- The provision of advice and assistance to the Council's civic dignitaries upon protocols in respect of major events e.g. Royal Visits and a point of contact for the Council's Aldermen.

The Council's electoral responsibilities include

The provision of a full electoral service in respect of Council, Parish, Parliamentary and European Elections and Referendums, along with the regular cycle of electoral work, such as the annual canvas of electors is the compilation, publication and maintenance of the electoral register. Community Governance Reviews also form part of the services activities.

The Council's has responsibilities for the full range of statutory and nonstatutory Registration work including:

- The registration of births, marriages and deaths.
- The carrying out of citizenship ceremonies and the conducting of civil partnership ceremonies

The Executive Office work includes:

- Providing a full support service to the Chief Executive and a full support service to meetings of the CMT Board
- Providing a full support service to the Cabinet and Cabinet Support Members.

The Service has enjoyed a successful year. Following the delivery of the parliamentary Election the Service was delighted when satisfaction surveys in respect of School Appeals and Member Services showed high levels of satisfaction with the Services provided.

The Team has strengthened the Overview and Scrutiny Function and introduced the Councils first Petition Scheme including E Petitions. The GRO has highlighted that the Registration Serve is one of the strongest in the Country.

The Executive Office has been strengthened to ensure that the Chief Executive and Cabinet have the level of support they require.

2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SDEM001	The successful delivery of the Local Elections and AV Referendum in May 2011, the Registration of Electors and the annual canvass; and the implementation of new legislative requirements in this service area.	DSOL005
SDEM002	The successful delivery of excellent registration services including the remodelling of the Registration Service to achieve the required budget target, the implementation of the "Tell us Once" Government initiative, and responding	DSOL003
SDEM003	Review and streamlining of the Councils constitutional and the implementation of new legislative requirements in this service area.	DSOL002
SDEM004	Transformation of services delivered to Members and the Chief Executive's Office	DSOL004
SDEM005	Delivery of an excellent Overview and Scrutiny Function; and the implementation of new legislative requirements in this service area.	DSOL002
SDEM006	Respond to Community Governance Reviews for Crewe and Macclesfield	DSOL002

Service Planning 2011-12

Service: Legal Services (SLEG)

2.1 Service Overview

The Legal Services Division provides legal support and advice to the Council, Officers, Members and a range of External Partners, represents the Council in Court, at Tribunals and Inquiries and contributes to Corporate Initiatives Issues and Projects.

Its core purpose is to support Members and the services of the Council by the provision of legal and procedural advice in a timely, efficient and effective manner. Staff are divided into four teams:-

- Regulatory Team – deals with Highway, Environment, Consumer Protection and all Licensing matters. Undertakes all Prosecutions and Civil Litigation. Advice and assistance on Employment and HR issues, including care and conduct of all Employment Tribunal cases.
- Corporate and Commercial Team – Prepares and advises on all major contract documentation, EU Procurement law, State Aid issues, and the requirements of the Councils Finance and Contract Procedure Rules.
- People Team – Advice and assistance to Childrens Services and Adult Services on all matters, particularly Child Protection, Mental Health and Community Care, including providing representation and or advice on both the Childrens and Adults Local Safeguarding Boards. Support and advice on a range of education matters to the LEA and individual schools throughout the Borough.
- Property and Development Team – Planning advice including drafting of agreements and representation at Inquiries, strategic highways agreements dealing with the Councils land transactions including sale and purchases, leases, licences, development and funding agreements, regeneration and economic development issues.

2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SLEG001	To contribute to the successful adoption of the Local Development Framework and to ensure that the provisions of the Localism Act are fully integrated with the emerging local plan and other policies	DSOL001
SLEG002	To help facilitate Town Centre Redevelopment to ensure continuing prosperity	DSOL001
SLEG003	Advice to the Standards Committee and Council on the options available for the future of Ethical Standards and Member Conduct under the Localism Bill	DSOL001
SLEG004	Advice and support for the Councils Shared Services agenda, including the possible creation of a limited company to provide HR, OH, Finance and ICT services, and the possibility of Shared Services aspects of both Legal and Democratic	DSOL001
SLEG005	To continue to support Children and Adult Services in the transformation of their services particularly as they move towards closer working with external agencies in order to meet and improve the health, social and economic outcomes for the population within the Cheshire East area within available financial resources	DSOL001
SLEG006	To move towards full cost recovery in respect of services provided to external Clients to which the department is entitled to charge	DSOL001
SLEG007	To support the Councils policy to transfer and devolve functions and services to Town and Parish Councils	DSOL001
SLEG008	To implement an integrated legal ICT system	DSOL001

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FORWARD PLAN 1 SEPTEMBER 2011 - 31 DECEMBER 2011

This Plan sets out the key decisions which the Executive expect to take over the next four months. The Plan is rolled forward every month. It will next be published in mid September and will then contain all key decisions expected to be taken between 1 October and 31 January 2012. Key decisions are defined in the Council's Constitution.

Reports relevant to key decisions, and any listed background documents may be viewed at any of the Council's Offices/Information Centres 6 days before the decision is to be made. Copies of, or extracts from these documents may be obtained on the payment of a reasonable fee from the following address:-

Democratic Services Team
Cheshire East Council ,
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ
Telephone: 01270 686463

However, it is not possible to make available for viewing or to supply copies of reports or documents, the publication of which is restricted due to confidentiality of the information contained.

A decision notice for each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's Website, Council Information Centres and Council Offices.

The law and the Council's Constitution provides for urgent key decisions to be made. A decision notice will be published for these in exactly the same way.

Forward Plan 1 September 2011 to 31 December 2011

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	Relevant Scrutiny Committee	How to make representation to the decision made
CE11/12-12 Capital Strategy 2012-2015	To approve the Capital Strategy which is part of the Business Planning Process.	Cabinet	5 Sep 2011	Capital Asset Group. Members and Officers.	Resources	Lisa Quinn, Director of Finance and Business Services
CE10/11-49/1 Future Operation Knutsford Cinema	To decide on the future running and preferred operating model.	Cabinet	3 Oct 2011	Local community groups and Knutsford Town Council.	Corporate	Guy Kilminster, Head of Health and Wellbeing Services
CE10/11-69 Libraries Services Strategy Development	To determine the approach to the delivery of library services.	Cabinet	3 Oct 2011	Staff, customers, Ward Members, Town and Parish Councils by means of meetings, notices and briefings.	Corporate Scrutiny 1 February 2011	Guy Kilminster, Head of Health and Wellbeing Services
CE10/11-49/2 Future Operation of Crewe Lyceum Theatre	To decide on the future running and preferred operating model.	Cabinet	5 Dec 2011	Voice for Crewe, local community groups, Crewe Charter Trustees,	Corporate	Guy Kilminster, Head of Health and Wellbeing Services

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	Relevant Scrutiny Committee	How to make representation to the decision made
CE11/12-18 Temporary Agency Staff Contract	To approve the award of this contract as a joint arrangement with Cheshire West and Chester Council.	Cabinet	5 Dec 2011	Supplier Briefing.	Corporate	Paul Bradshaw, Head of HR and Organisational Development
CE11/12-4 Business Planning Process 2012/2015 - Business Plan	To approve the Business Plan for 2012/2015 incorporating updated budget and policy proposals together with the Capital Programme.	Cabinet, Council	6 Feb 2012	With all Members and a range of local stakeholders including PCT's, Parish Councils, social care representatives, businesses, trades unions, the schools forum and the public.	To be determined but expected to be a scrutiny budget consultation group.	Lisa Quinn, Director of Finance and Business Services

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