



Final Outturn Review of Performance 2012 / 2013

June 2013

Introduction

As part of the annual performance reporting framework set out in the Finance and Contract Procedure Rules, regular reports are required to be published. The Council is committed to high standards of achievement and continuing improvement. This report reflects a developing framework to embed performance management culture throughout the organisation.

The report provides details of the Council's financial and non-financial performance at the final outturn stage of 2012/2013, and also seeks Member approval for Supplementary Capital Estimates and Virements. The report highlights significant changes from the forecasts reported at Three Quarter Review (TQR). An overview and summary financial table are provided at the beginning of the report.

Section 1 of the report provides details of Service financial performance for the 2012/2013 financial year. It focuses on the key financial pressures which the Council's services have faced, areas of high financial risk to the Council, and the strong remedial actions taken by services to mitigate these pressures. Key issues affecting Services' capital programmes are also reported.

The figures included in this section reflect the original Business Plan adjusted for approved Supplementary Estimates and Virements, including those requested in the report.

Section 2 provides an update on the overall Financial Stability of the Council, including the positions on Grants received, Council Tax and Business Rates, the Council's overall Capital Programme and its funding, Treasury Management, Centrally held budgets, and the Management of the Council's Reserves.

Section 3 provides a summary of the key non financial performance headlines for the year.

The Council has undertaken work to ensure Value for Money is provided throughout the Council. The impacts of these improvements were noted in the

Audit letter issued last autumn and are visible in the improved control of finances seen in this final outturn report and the previous two quarterly reports. The audit letter notes improvements in Highways Maintenance, HR, Finance and IT. In particular the capital programme has been subject to more rigorous review from both Officers and Cabinet members through a new project management system and a Gateway Approval system.

The Council continues to provide detailed and transparent financial information about its use of public money both in this report and its budget processes.

Appendices are provided as follows:-

- **Appendix 1** explains changes to the Revenue Budget since the Three Quarter Review in February 2013 which have been authorised or require authorisation via this quarterly report.
- **Appendix 2** analyses the position on Outstanding Debt.
- **Appendix 3** summarises revised in year Capital budgets and the revised forecasts of total Capital Programme expenditure and its funding.
- **Appendix 4** lists reductions to the total approved budgets of projects within the Capital programme.
- **Appendices 5a to 5c** list requests for Supplementary Capital Estimates and Virements.
- **Appendix 6** shows the latest position on the Corporate Grants register.
- **Appendix 7** provides details of Treasury Management investments.
- **Appendix 8** details progress against Performance Indicators.

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2012/2013 Final Outturn Financial Position

2012/2013 Final Outturn	Revised Net Budget £m	Budget Pressures Identified £m	Remedial Actions Achieved £m	Net Over / (Underspend) £m	Change from TQR £m	For further information please see the following section
DIRECTORATES						
Children & Families	59.1	6.9	-7.0	-0.1	-1.1	Section 1, Paragraphs 4 - 12
Adults	99.0	11.0	-8.9	2.1	-2.0	Section 1, Paragraphs 28 - 36
Places & Organisational Capacity	76.7	5.2	-3.9	1.3	-0.4	Section 1, Paragraphs 41 - 60
Corporate Services	26.7	1.1	-2.6	-1.5	-1.5	Section 1, Paragraphs 73 - 81
TOTAL: Directorates	261.5	24.2	-22.4	1.8	-5.0	
CENTRAL BUDGETS						
Specific Grants	-41.3	-0.2		-0.2	0.0	Section 2, Paragraphs 85 - 91
Capital Financing	14.8	-0.9		-0.9	0.0	Section 2, Paragraphs 116 - 119
Contingencies	4.3	-0.5		-0.5	-0.5	Section 2, Paragraphs 123 - 124
Invest to Save Reserve	-0.3			0.0	0.0	
Corporate Income (net)	0.0	-0.5		-0.5	-0.3	Section 2, Paragraphs 125 - 127
TOTAL: Central Budgets	-22.5	-2.1	0.0	-2.1	-0.8	
TOTAL OUTTURN	239.0	22.1	-22.4	-0.3	-5.8	

	Planned Contribution 2012/2013 Revised Budget £m	Variance @ Quarter 4 £m	Impact on reserves Final Outturn £m
Impact on Reserves	7.3 *	0.3	7.6

*Reduced from £7.6m by Supplementary Revenue Estimates on 19th July 2012

General Reserves Balance	2012/2013 Budget £m		Final Outturn £m	
Opening Balance April 2012	Estimated 13.2	Actual	11.4	} Section 2, Paragraphs 130 - 134
2012/13 Impact on Reserves (see above)	7.6	Actual	7.6	
Closing Balance March 2013	20.8	Actual	19.0	

Overview

The following key points provide an overview of the Final Outturn position. The Revenue and Reserves positions below are linked to the preceding table.

Revenue

- Net outturn is £0.3m less than the Revised Net Budget of £239m.
- The Final Outturn report shows a reduction of £5.0m in Directorate spend and a £0.8m reduction in Central Budgets against the Three Quarter Year (TQR) forecast position.
- Total Directorate revenue budget has overspent by 0.7% (£1.8m).
- Services faced budget pressures totalling £24.2m, and successfully implemented remedial actions of £22.4m to mitigate these issues.
- Significant improvements to service outturn positions since TQR include:
 - **Children and Families** - Care costs (-£1.0m); Health contributions for complex care packages (-£0.5m); Transport savings (-£0.3m); Vacancy management / reduced supplies and services (-£0.6m); partly offset by VR costs / Pensions (£1.4m).
 - **Adults** – Health contributions for services delivered by the Council - Complex Care (-£0.5m); Winter Pressures (-£0.5m) and additional re-ablement funding (-£0.5m); Care4CE further savings from vacancy management and reduction in non essential spend (-£0.4m).
 - **Places and Organisational Capacity** - Waste and Recycling vehicles / tonnages (-£0.3m); Streetscape transport / vacancies (-£0.2m); Libraries (£-0.1m); Staffing and Other cost savings (-£0.4m), partly offset by increased Community costs (£0.6m).
 - **Corporate Services** - Benefits subsidy (-£0.5m); ICT Shared Services (-£0.5); HR Shared Services(-£0.4m)

Central Budgets – a £2.1m underspend has been achieved largely from a reduction in interest charges and debt repayment costs (£0.9m), increased grants (£0.2m), and return of surplus reserves and provisions (£1.0m).

Reserves

- General Reserves have increased this financial year by £7.6m to £19.0m. This is £0.3m more than the revised net budget as the impact of the underspend increases the contribution to reserves.

Capital

- In-year capital spending was £51.4m, representing a £23.3m underspend compared to the revised capital programme which was approved by Council on 13 December 2012.

Debt

- Total outstanding Debt (excluding local taxation) is £5.2m, of which £2.7m is over 6 months old. A bad debt provision of £2.9m is available to meet potential write-offs.

Financial Stability

- The Council has retained its position among the top third of Unitary Councils in terms of council tax collection. Over 99% of Council Tax and Business Rates for 2011/2012 have been collected within two years.
- Investment income is £0.3m higher than budgeted, following improved returns during the year. Average interest rate earned on investments (0.7%) is higher than the London Inter Bank 7 day rate.

Performance

- At the year end, 41.5% of service performance indicators have achieved or exceeded their target.

1. Directorate Financial Summary

Introduction

1. This section provides details of the key revenue and capital issues at the final outturn stage. It highlights the main budget pressures faced by the Council, and remedial actions delivered to mitigate these pressures. The section focuses on the changes from the forecasts reported at the Three Quarter Review (TQR) stage.

Children and Families

2. The service has a net budget of £59.1m, excluding Dedicated Schools Grant (DSG) which is shown separately (paragraphs 21 – 24). **Table 1** highlights that remedial action of £7.0m has been achieved during 2012/2013 resulting in a net underspend of £0.1m. The net reported position has reduced by £1.1m from the reported overspend position of £1.0m at Three Quarter Review (TQR). This is mainly due to improved remedial action and the service negotiating a settlement of £0.5m for health contributions towards complex care packages.

Table 1 – Children and Families Revenue (excluding DSG)

	Revised Net Budget	Budget Pressures Identified	Remedial Actions Achieved	Final Over / (Underspend)	Change from TQR	Para No(s)
	£000	£000	£000	£000	£000	
Children & Families						
Directorate	573	1,378	0	1,378	1,378	4
Safeguarding & Specialist Support	26,840	4,367	-2,029	2,338	-1,555	5-8
Early Intervention & Prevention	12,863	0	-2,783	-2,783	-555	9-10
Strategy, Planning & Performance	18,807	1,141	-2,206	-1,065	-370	11-12
	59,083	6,886	-7,018	-132	-1,102	

3. **Table 2** shows that the service had a 2012/2013 revised capital budget of £17.7m. Expenditure is £13.7m, resulting in an underspend of £4.0m, which will be spent in future years.

Table 2 – Children and Families Capital

	TQR Budget £m	Revised Outturn Budget £m	Actual Expenditure £m	Final (Over/ Underspend)	Para No(s)
Children & Families					
Safeguarding & Specialist Support	0.3	0.3	0.1	-0.2	
Early Intervention & Prevention	0.7	0.7	0.7	0.0	
Strategy, Planning & Performance	16.9	16.8	12.9	-3.8	
	17.9	17.7	13.7	-4.0	13-20

Key Revenue Issues

Directorate

4. The directorate element of the budget is now reporting a year end overspend of £1.4m reflecting costs being held here on behalf of the wider service. These costs include Voluntary Redundancy costs for the Service incurred in March 2013 which in turn will generate full year savings in 2013/2014 and also arrears of pension gratuities that will be due to Cheshire West and Chester over coming years. This overspend is not related to any ongoing budget pressures and will not continue into 2013/2014.

Safeguarding and Specialist Support (SSS)

5. The service has delivered significant remedial action in relation to care costs following TQR (£1.5m); this has been delivered through a more robust front line, care plan reviews and improved care contracting commissioning. The service also negotiated a contribution of £0.5m from health towards complex care packages.
6. Whilst the number of Cared for Children for 2012/2013 has reduced to 377 in March 2013 compared with 432 at the start of April 2012, over 126 children were admitted to care during this period. The service continues to experience pressure from more complex care needs.
7. The service faces continuing pressures of £0.75m due to difficulty in attracting and recruiting key personnel into front line social worker posts and this resulted in a reliance on more costly agency staff during 2012/2013. A new recruitment process is in place for 2013/2014 and this will reduce, but not totally eradicate, the reliance of the service on agency staff in 2013/2014. Ongoing progress with front line social worker recruitment will be reported as part of the key financial reports during 2013/2014.
8. Overall, since the appointment of the new Head of Service, significant positive progress against the service's strategy to reduce care cost pressures over the next 3 years has been delivered, the final overspend position for the service is £1.5m lower than reported at TQR. During 2013/2014, it is anticipated that the service will continue to make significant savings but this needs to be balanced against the risks of delivering a statutory, safe service.

Early Intervention and Prevention

9. The service have contained their overall budget pressures and contributed significantly to the wider Directorate position by diverting resources which should have been invested in preventative services. The service delivered an underspend of

£2.8m, representing a further improvement of £0.6m from the reported TQR position of an underspend of £2.2m. This reflects the tight budget management across the service in holding vacancies and reducing expenditure on supplies.

10. In 2013/2014, Early Intervention and Prevention services will be invested in and delivered within budget.

Strategy, Planning and Performance

11. The final outturn for this service was further improved through the delivery of all areas of the remedial action plan including savings in workforce development and catering. In addition the budgeted transport savings of £1.1m were delivered in full, which had not been fully guaranteed at TQR.
12. The service has set a challenging budget for 2013/2014, realising savings of over £1.0m. There continues to be a pressure of £0.7m in relation to transport savings due to be delivered in 2013/2014.

Capital Programme - Key Issues

13. There has been very little change with the Children and Families in-year budget since the Third Quarter Review position with one notable budget reduction for Tytherington High School (£0.3m).
14. A number of supplementary capital estimates and virements are also listed in **Appendix 5a** and **5b** funded by additional schools contributions and capital grants which result together in an overall reduction of £0.2m.
15. The service will slip a further £1.0m of forecast expenditure in to future financial years and this is mainly in the Strategy, Planning and Performance service where the schools capital programme sits.

16. Cabinet are asked **to note** the Supplementary Capital Estimate for the St Marys Primary School, Crewe scheme of £0.2m, to be fully funded by capital grant. This project will be an expansion of the school to increase the number of school places available by 70, to a total of 630. (**Appendix 5a**)
17. Cabinet are asked **to approve** the Supplementary Capital Estimate for Dean Oaks Primary School of £0.9m, to be fully funded by capital grant. This will be a two classroom extension increasing the overall capacity of the school by 105 places. (**Appendix 5b**)
18. Cabinet are asked **to recommend** to full Council the virement of £1.2m from the Basic Need Block allocation 2013/2014 Capital programme to the Lacey Green Academy scheme, a four classroom extension increasing the overall capacity of the school by 105 places. (**Appendix 5c**)
19. A number of schemes have been successfully completed in 2012/2013 namely the Early Years classroom extension and play area at Bexton primary School, the Sixth Form development at Poynton High School and the replacement of mobile classrooms at Tytherington High School.
20. Cabinet are requested **to note** the budget reductions as listed in **Appendix 4**.

Dedicated Schools Grant (DSG)

21. **Table 3** highlights pressures of £4.4m, which were offset by remedial actions totalling £2.3m, resulting in an overspend at outturn of £2.1m.

Table 3 – Dedicated Schools Grant

	Revised Net Budget	Budget Pressures Identified	Remedial Actions Achieved	Final Over / (Underspend)	Change from TQR	Para No(s)
	£000	£000	£000	£000	£000	
Schools Grant Funded including DSG						
Strategy, Planning & Performance - DSG	0	2,814	-470	2,344	-470	
Schools (Individual School Budgets)	0	0	0	0	0	
Other Schools Provision	0	1,621	-1,745	-124	-1,745	
Pupil Premium	0	0	-57	-57	-57	
	0	4,435	-2,272	2,163	-2,272	21-24

22. The centrally retained Special Educational Needs (SEN) budget had been experiencing significant increases in pressure resulting in a projected overspend of £2.8m at TQR. However rigorous management of this has resulted in a reduction in spend. In addition the overspend on both SEN and 3 and 4 year old places from 2011/2012 which had been carried forward has been absorbed through robust management of the centrally retained contingency funds giving a total DSG overspend of £2.1m. This is ring fenced to DSG and will be managed against the overall DSG position.
23. The overspend has been discussed with the Schools Forum, which has requested a deficit reduction plan be drawn up and presented to the Forum in June, with progress reports presented at each subsequent Forum meeting. The plan will aim to recoup as much of the deficit as possible within 2013/2014, with any remaining overspend being carried forward as a first call on the 2014/2015 DSG budgets. Any deficit remaining when the national funding formula is introduced in the next Spending Review period (likely to be effective from April 2016) will need to be absorbed by the Local Authority.

24. The only contingency remaining in 2013/2014 is the High Needs contingency fund which will be under considerable pressure as the new funding formula has changed the way in which SEN is funded in schools. The challenge for schools is to meet these additional costs within their school budgets, rather than asking for support from the cash limited contingency, which will also have to meet the additional pressure around post 16 High Needs and the extension of early years provision to 2 year olds.

Adults

25. The Adults Service has a net budget of £99m, (including £6.2m that has been transferred to the Council by the Department of Health linked to the second and final part of the Learning Disability, Valuing People Now Transfer). The service have delivered a net £2.1m overspend position with underlying budget pressures of £11.0m and remedial action of £8.9m.
26. The service have delivered expected remedial action and a further £2.0m of additional remedial action since the TQR, mainly related to health related funding, such as complex care, winter pressures and re-ablement and delivery of additional savings in Care4CE.

Table 4 – Adults Revenue

	Revised Net Budget	Budget Pressures Identified	Remedial Actions Achieved	Final Over / (Underspend)	Change from TQR	Para No(s)
	£000	£000	£000	£000	£000	
Adults						
Individual Commissioning	59,109	7,643	-6,417	1,226	-1,720	28-32
Care4CE	0	286	-1,048	-762	-373	33
Business Management and Challenge	3,457	154	-521	-367	199	33
Strategic Commissioning	36,419	2,924	-865	2,059	-94	34-36
	98,985	11,007	-8,851	2,156	-1,988	

27. **Table 5** shows that the service had a 2012/2013 capital budget of £1.5m. Expenditure is at £1.0m, resulting in an underspend of £0.5m, which will be spent in future years.

Table 5 - Adults Capital

	TQR Budget £m	Revised Outturn Budget £m	Actual Expenditure £m	Final (Over/ Underspend)	Para No(s)
Adults					
Care4CE	0.4	0.4	0.4	0.0	
Business Management and Challenge	1.1	1.1	0.5	-0.5	
	1.5	1.5	1.0	-0.5	37-38

Key Revenue Issues

Individual Commissioning

28. The service have delivered an improved final outturn position of £1.2m overspend, a reduction of £1.7m from the reported TQR outturn position of £2.9m overspend. The service have delivered considerable remedial action above the TQR projection mainly through negotiations with Health Service for funding for complex care packages (£0.5m); additional re-ablement funding (£0.5m) and winter pressures (£0.5m). The service have been able to reflect this additional funding within the overall position as the costs of these services had already been included in previous projections. Some funding levels were uncertain at TQR so were not included.
29. In 2013/2014, the service cannot rely on Health Service funding for winter pressures and additional re-ablement services as this will depend upon Central Government funding (which is normally announced December onwards). Consequently, this does mean that the council may still continue to experience cost pressures for delivering key services at pivotal times. The uncertainty in relation

to funding makes it difficult to develop and review these services on a strategic basis.

30. A policy proposal is included in the 2013/2014 budget in relation to the service either improving funding for complex care cases from the Health Service or by re-directing care clients to Continuing Healthcare services. Following the changes to the NHS structure whereby the PCT's have been abolished and new Clinical Commissioning Groups (CCG's) have been created, initial negotiations have taken place but there does remain a risk that Health Service funding is not secured for complex care cases that the council believe have health related complexities.
31. There continues to be significant underlying gross care costs pressures which whilst managed in 2012/2013 are still a cause for concern in 2013/2014 as the majority of the remedial action is of a temporary nature.
32. The introduction of the care funding calculator, care reviews, a robust front line and strategic commissioning negotiations with providers should deliver permanent savings in 2013/2014. Work is underway to refresh the detailed financial projections prepared a couple of years ago to reflect current demographics including a focus on complex Learning Disability service users coming through transition from Children's services. The outcomes of these important pieces of work will form the backdrop of the quarterly financial reports in 2013/2014 and future years' budget setting.

Care4CE and Business Management and Challenge

33. These services continued to deliver more remedial action in the latter part of the financial year through vacancy management, managing uncommitted budgets and utilising existing resources. This has resulted in further improvement to the outturn of £0.2m, producing a combined outturn of £1.1m underspend.

Strategic Commissioning

34. The main pressure within the strategic commissioning budget continues to be the gross overspend of £2.0m on the Learning Disability pooled budget health networks. This has been corrected as part of resetting the base budget for 2013/2014.
35. These contracts expired in March 2013 and whilst it was not possible to complete a re-tender exercise by this point, positive progress on the renegotiation of costs with the relevant providers will produce savings in 2013/2014, added to the ongoing work of reviewing the packages of individual service users which will improve the financial position further.
36. Ongoing work with all providers continues to produce cashable savings for the Council. These savings apply to individual care packages and as such the financial impact washes out into savings within Individual Commissioning.

Capital Programme – Key Issues

37. There have been no changes to the Adults in-year budget since the third quarter review position.
38. The service will now only slip £0.5m forecast expenditure into 2013/2014 instead of the £0.7m reported at the third quarter review as both the Combined ICT Project and CareWorks system incurred more actual expenditure in 2012/2013 than was expected.

Places and Organisational Capacity

39. Places and Organisational Capacity Directorate has a net budget of £76.7m. **Table 6** highlights budget pressures identified of £5.2m. Remedial action of £3.9m has been achieved which has reduced the final overspend to £1.3m.

Table 6 – Places and Organisational Capacity Revenue

	Revised Net Budget	Budget Pressures Identified	Remedial Actions Achieved	Final Over / (Underspend)	Change from TQR	Para No(s)
	£000	£000	£000	£000	£000	
Places & Organisational Capacity						
Waste, Recycling & Streetscape	26,785	37	0	37	-519	41-44
Highways & Transport	17,487	-58	-206	-264	-75	45-48
Community Services	206	3,067	-667	2,400	611	49-53
Development	21,965	1,908	-1,815	93	77	54-57
Performance, Customer Services & Capacity	10,302	235	-1,215	-980	-540	58-60
	76,745	5,189	-3,903	1,286	-446	

40. **Table 7** shows that the service had a revised 2012/2013 capital budget of £48.0m. Expenditure is £32.5m, resulting in an underspend of £15.6m, which will be spent in future years.

Table 7 – Places and Organisational Capacity Capital

	TQR Budget	Revised Outturn Budget	Actual Expenditure	Final (Over/ Underspend)	Para No(s)
	£m	£m	£m		
Places & Organisational Capacity					
Waste, Recycling & Streetscape	0.8	1.2	1.0	-0.3	61-62
Highways & Transport	27.5	26.9	19.4	-7.5	63-65
Community Services	2.6	2.5	1.4	-1.1	66-67
Development	16.6	16.5	10.0	-6.6	68-69
Performance, Customer Services & Capacity	0.9	0.8	0.7	-0.1	70
	48.5	48.0	32.5	-15.6	

Key Revenue Issues

Waste, Recycling and Streetscape

41. At outturn, the service is reporting a small overspend of £37,000 set against a £26.7m net budget. This reflects a £0.5m improvement against the position reported at TQR with £0.3m attributable to Waste and Recycling and £0.2m to Streetscape.
42. Within Waste and Recycling, the £0.3m improvement since TQR relates to a reduction in the costs of additional hired vehicles, achieved through more rigorous management of costs and review of operational need throughout the year, plus slightly lower than forecast tonnages in Waste Disposal, reducing final contract charges for 2012/2013, and other cost reductions across the Service.
43. In Streetscape, increased costs since TQR have been due to later than anticipated local service delivery asset transfers (£0.1m) and an increase in Bereavement Services non pay expenditure and the Markets debt provision (£0.1m). However, these additional costs have been more than offset by reduced fuel usage and internal transport costs (£0.3m) and further vacancy management savings (£0.1m).
44. The in-year pressures in Streetscape of £0.4m, previously reported, are not anticipated to continue in 2013/2014 as the service is looking at alternative service delivery options and externalisation of the mechanical cleansing service.

Highways and Transport

45. Highways and Transport have underspent by £0.3m against a £17.5m net budget. At TQR the Service estimated that it would underspend by £0.2m. The net improvement of £0.1m which occurred in the final quarter of the financial year principally resulted from a £0.3m reduction in costs across Transport and Public Rights of Way/Countryside offset by £0.2m pressures in Highways.

46. The main variances are as follows:
- reduced costs from Public Transport support due to further commercial bus registrations and improved tender prices for renewed contracts £70,000;
 - lower levels of concessionary fare reimbursement to bus operators £34,000;
 - increased income from flexible transport concessionary fares £34,000;
 - reduced costs and increased income across PROW/Countryside £96,000;
 - offset by £0.2m increased costs in Highways relating to winter maintenance/salting costs (as a consequence of the prolonged cold weather) and higher than forecast bad debt and rechargeable works write offs.
47. Looking ahead to 2013/2014, although it is too early to be able to provide a comprehensive forecast against the core Transport Service budget, it is anticipated that following supported bus service reductions in 2012/2013 and the benefit of commercial registrations, contract renewals continuing to experience downward price pressure and provision for contract inflationary increases in 2013/2014, that expenditure in line with budget will be achieved.
48. Within Highways, further pressure on the service in 2013/2014 remains with winter maintenance/salt costs continuing to present a budgetary risk along with potential exposure to Highways contract claims through the contract performance regime.

Community Services

49. Community Services are reporting a £2.4m overspend at outturn against a £0.2m net budget. The position has worsened by £0.6m since the TQR forecast. Overall, net pressures have increased by £1.0m, whilst remedial measures have improved by £0.4m.

50. Additional expenditure pressures since TQR of £1.0m comprises:
- leisure facilities supplies and services (£0.1m);
 - car parking winter gritting and contract costs (£0.1m);
 - further non pay pressures in regulatory services and Leisure facilities (£0.1m);
 - unachieved remedial measures due to deliverability issues (£0.3m);
 - redundancy costs due to early release in 2012/2013 (£63,000) that has been provided for in 2013/2014.
51. Since TQR further income shortfalls have been reported in Leisure facilities and cultural services, the latter due to the transfer of the Lyceum Theatre (£0.2m), and car parking enforcement income (£0.1m). The majority of this pressure will not carry forward into 2013/2014.
52. Remedial measures applied in year and included in the above figures are;
- reduction in service operational costs due to 'Think Twice' measures (£0.3m);
 - vacancy savings across community services (£0.2m);
 - income recovery in regulatory services (£0.1m);
 - Places Directorate Training cost savings of (£0.07m) were also made as part of the planned remedial actions.
53. Overall, continuing pressures of £0.7m, the majority identified in Car Parking and Leisure Services, are forecast to continue into 2013/2014. Proposals are included in the Budget for 2013/2014 that will help regularise the underlying base budget shortfalls and alternative service delivery arrangements are being implemented. Despite this, the Service is anticipating staffing and leisure income pressures to continue, and potentially budgetary pressures in the car parking service subject to another severe winter. The Leisure Trust implementation saving of £0.3m is anticipated to slip in 2014/2015 where the full £0.7m savings will be realised.

Development

54. The Development Service net budget for 2012/2013 was £22.0m. The final outturn variance from budget is a £0.1m overspend. This is after mitigating £1.8m of budget pressures and allowing for the transfer to the Service Manager earmarked reserve to commit spend of £143,000 in 2013/2014 on Housing Repossessions Grant and Local Plan costs.
55. The outturn position has worsened by £77,000 compared to estimates made at TQR. The main movements within the Service related to the following:
56. Assets are reporting an overspend of £0.8m; an improvement of £55,000 on the TQR position. As reported in year, the Service faced gross pressures of £2.6m which were forecast to be offset by some £1.4m of mitigations and £0.4m remedial actions, reducing the overall Assets Service pressures to £0.8m, reflecting the underlying base budget shortfall, as previously noted in monitoring reports throughout 2012/2013 and during the previous year. At the year end the small favourable movement is attributable to a slightly higher level of remedial actions being achieved, predominantly via outstanding premises budget movements. Furthermore the outturn position confirms the base budget adjustments agreed in the 2013/2014 budget, necessary to provide the service with a balanced position for the new financial year.
57. The remainder of the Development Service delivered a £0.7m underspend which is a reduction of £0.1m since TQR. The movement from TQR has in the main been attributable to overachieving on income targets from Planning Application fees and charges, however this has been more than offset by a provision for probable costs to be borne by Development Management in 2013/2014 (which was not included in the 2013/2014 budget). Development Service income budgets have been increased in 2013/2014 by £0.3m, therefore 2012/2013 levels of overachievement will not be repeated.

Performance, Customer Services and Capacity (PCSC)

58. Performance, Customer Services and Capacity (PCSC) is reporting an underspend of £1.0m against a £10.3m budget. The underspend reflects an improvement of £0.5m against the position reported at TQR.
59. The Library Shared Service has reported pressures all year resulting from planned budget savings which were unachievable, a fall in income from the Education Library Service, increased property costs and relocation expenses following the move to the new premises. To mitigate these known pressures, Cheshire East Libraries reduced expenditure on the book fund and delayed filling vacancies in anticipation of the sustainable libraries major change project. The overspend on the Library Shared Service at outturn was not as high as previously forecast. The total underspend for Customer Services and Libraries was £152,000, compared to £50,000 forecast at TQR.
60. Elsewhere within the PCSC service the main improvements since TQR result from further staffing savings and related transport costs through holding vacancies and delaying recruitment, capitalisation of staff salaries and the reduction in project spend and supplies and services as fewer staff were available to deliver them. There was also some slippage in expected training costs from 2012/2013 to the following year. These have led to an underspend across Performance and Partnerships, Communications and Directorate Budgets of £0.8m, an improvement of £437,000 over TQR.

Capital Programme – Key Issues

Waste, Recycling and StreetScape

61. There has been an increase in the Waste, Recycling and Streetscape in-year budget due to an additional £0.5m on the Queens Park Restoration project. As reported at the mid-year

position there was a high probability that an additional virement would be required to meet the final contractor claim. The virement has been made from existing budgets within the capital programme which are detailed in **Appendix 5b** and now require Cabinet approval.

62. The Cremators at Crewe at a cost of £0.7m has been approved by Portfolio holder decision for commencement in 2013/2014 and is to be noted by Cabinet.

Highways and Transport

63. A number of increases have been made to the Highways and Transport in-year budget, notably £0.2m for the Crewe Rail Exchange funded by additional grant funding from DEFRA and an under forecast of £0.9m reported on the third quarter review also for the Crewe Rail exchange project that has been corrected at Outturn.
64. There are also a number of virements requested by the Highways and Transport service which Cabinet are asked to note on **Appendices 5a to 5c**.
65. The service will slip a further £2.1m of forecast expenditure into future years on top of the £5.4m reported at the third quarter position. The most notable changes are Bridge Maintenance (£0.4m), Highways Non LTP (£0.9m) and Principal Roads (£0.5m).

Community Services

66. There has been a slight change to the Community Services in-year budget of £0.1m mainly due to virements to other services within the Places and Organisational Capacity.
67. The service will slip an additional £0.2m in to future financial years on top of the £0.9m reported at the third quarter position.

Development

68. The service will slip £6.6m of forecast expenditure in to future years which is an increase of £2.0m on the figure reported at third quarter review.
69. The most notable changes in forecast relate to Disabled Facilities Grant (£0.5m) AMS Block (£0.4m) and Poynton Revitalisation (£0.3m).

Performance, Customer Services and Capacity

70. The service will slip £0.1m of forecast expenditure in to future years which is £0.1m lower than forecasted at the third quarter review.

Corporate Services

71. Corporate Services have a net budget of £26.7m. **Table 8** highlights pressures of £1.1m, which were offset by remedial actions totalling £2.6m, resulting in an underspend at outturn of £1.5m (an improvement of £1.5m since TQR).

Table 8 – Corporate Services Revenue

	Revised Net Budget	Budget Pressures Identified	Remedial Actions Achieved	Final Over / (Underspend)	Change from TQR	Para No(s)
	£000	£000	£000	£000	£000	
Corporate Services						
Finance & Business Services	17,798	602	-1,834	-1,232	-1,078	73-78
HR & OD	3,266	0	-435	-435	-435	79-80
Borough Solicitor	5,590	479	-336	143	-7	81
	26,654	1,081	-2,605	-1,524	-1,520	

72. **Table 9** shows that Corporate Services has a revised 2012/2013 capital budget of £7.5m. Expenditure is £4.3m, resulting in an underspend of £3.2m, which will be spent in future years.

Table 9 – Corporate Services Capital

	TQR Budget £m	Revised Outturn Budget £m	Actual Expenditure £m	Final (Over/ Underspend)	Para No(s)
Corporate Services					
Finance & Business Services	7.5	7.5	4.3	-3.2	82-83
	7.5	7.5	4.3	-3.2	

Finance and Business Services

73. The Service is reporting a net underspend of £1.2m, an improvement of £1.1m since TQR.
74. The net pressure in Finance Shared Services reduced to £133,000, an improvement of £31,000 since TQR. Previously identified pressures within Finance, including pension gratuities and severance costs were offset by underspends elsewhere in the service, including vacancy management savings, resulting in a net underspend of £286,000. The anticipated underspend in Benefits due to improved subsidy levels increased significantly to £1.1m (from £0.6m at TQR) and underspends were also achieved in Revenues (£128,000), Internal Audit (£26,000) and Procurement (£37,000) due to tight cost control and vacancy management.
75. The final outturn also includes provision for a contribution of £0.5m to the earmarked Insurance Fund, in recognition of potential clawback liabilities triggered by the winding up of Municipal Mutual Insurance (MMI).
76. The outturn for ICT Strategy is a small overspend of £31,000 (net-nil position reported at TQR). Non staffing budget pressures of

£345,000 mainly relate to a duplicated savings target which has been corrected in 2013/2014, plus relocation travel and unforeseen retained BT costs at year end (£50,000). This has mostly been mitigated in-year by vacancy management savings plus additional recharge of costs to capital projects. An additional budget pressure of £105,000 with regard to growth on ICT kit procured for services was recharged out.

77. ICT Shared Services is reporting an underspend of £126,000 for Cheshire East, an improvement of £459,000 since the forecast made at TQR. ICTSS has been going through a period of significant change, developing a new Target Operating Model (TOM). As part of implementation of the TOM they have taken a strong approach to holding vacancies, overtime management and capital project delivery, as well as reviewing budget allocations and spending generally. For information, a review is underway to realign the 2013/2014 budgets to reflect the new TOM and income charging policies
78. An underspend of £155,000 is reported against the ICT Cost of Investment budget, an improvement of £8,000 since TQR. The underspend includes £105,000 in relation to ICT voluntary redundancy costs and £50,000 which was not required for Core Systems.

HR and OD

79. The Service is reporting an underspend of £435,000 compared to the net-nil position reported at TQR. At TQR, projected underspends in the service were assumed to be offset by a projected pressure within the HR Shared Service (HRSS), however, HRSS is reporting an underspent outturn position of £77,000.
80. Changes in management structure have resulted in various projects being put on hold which has reduced expenditure within Organisation and Workforce Development by £106,000, and a combination of staff savings and additional income generation

within HR Delivery and Strategy and Policy have contributed to the improvement in the outturn position of £252,000.

Borough Solicitor

81. The service is reporting an overspend against budget of £143,000, which is an improvement of £7,000 since TQR. At TQR, the outturn projection included an additional cost of £100,000 related to the independent investigation of the Lyme Green project. The final costs were significantly higher at £241,000. These additional costs have been offset by additional income generation within Legal Services, and a reduction in supplies and services expenditure, and additional income generation within Registration Services.

Capital Programme – Key Issues

Finance and Business Services

82. There have been no changes to the Corporate Services in-year budget as reported at the third quarter review position.
83. The slippage for the service has reduced by £0.5m since the third quarter position due to the fact that the service spent more on the Core System Stability Programme in 2012/2013 than originally forecast.

Debt

84. A summary of outstanding invoiced debt by Directorate is contained in **Appendix 2**.

2. Financial Stability

Government Grant Funding of Local Expenditure

85. Cheshire East receives two main types of Government grants, formula grant and specific grants.
86. The overall total of Government grant budgeted for in 2012/2013 was £402.2m. Cheshire East Council's formula grant was £67.7m. Specific grants were originally budgeted to be £334.5m, but further announcements have revised this figure to £352.9m. Specific grants are split between non-ringfenced (£41.5m) and ringfenced (£311.4m). Spending in relation to ringfenced grants must be in line with the purpose for which it is provided.
87. **Table 10** summarises the updated forecast position for all grants in 2012/2013. A full list of grants is provided at **Appendix 6**.

Table 10 – Summary of Grants to date

	Original Budget £m	Revised Budget TQR £m	Final Outturn £m	Change from TQR £m
Formula Grant				
Revenue Support Grant	1.3	1.3	1.3	0.0
Business Rates	66.4	66.4	66.4	0.0
	67.7	67.7	67.7	0.0
Specific				
Ringfenced Grants	205.4	206.8	205.8	-1.0
Non Ringfenced Grants - held within service	95.5	95.5	105.6	10.1
Non Ringfenced Grants - held corporately	33.6	41.7	41.5	-0.2
	334.5	344.0	352.9	8.9
Total Government Grant Funding	402.2	411.7	420.6	8.9

88. Ringfenced grants have decreased by £1.0m since the Three Quarter Review due to a reduction in Dedicated Schools Grant.
89. Non Ringfenced grants held within the services have increased by £10.1m. Housing Benefit subsidy claims have increased by £9.5m due to an increase in claimants. This has been offset by the increase in expenditure within the service. An additional £0.6m of Council Tax Benefit has also been claimed.
90. Non Ringfenced grants held corporately have reduced by £0.2m largely due to a reduction in the Local Sustainable Transport Grant. This funding will be claimed in 2013/2014.
91. Overall, after taking account of previously approved Supplementary Revenue Estimates funded from specific grants, an additional £0.2m grant over budget has been received in 2012/2013 and credited to balances.

Collecting Local Taxes for Local Expenditure

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

Council Tax

93. Council Tax is set locally and retained for spending locally. Council Tax was frozen for 2012/2013 at £1,216.34 for a Band D property. This is applied to the taxbase.
94. The taxbase for Cheshire East reflects the equivalent number of domestic properties in Band D that the Council is able to collect Council Tax from (after adjustments for relevant discounts, exemptions and an element of non collection). The taxbase for 2012/2013 was agreed at 146,807.37 which, when multiplied by

the Band D charge, means that the expected income for the year is £178.6m. Council Tax therefore funds approximately 73% of the Council's net revenue budget of £246.3m.

95. In addition to this, Cheshire East Council collects Council Tax on behalf of the Cheshire Police Authority, the Cheshire Fire Authority and Town and Parish Councils. **Table 11** shows these amounts separately, giving a total collectable amount of £214.9m.

Table 11 – Cheshire East Council collects Council Tax on behalf of other precepting authorities

	£m
Cheshire East Council	178.6
Cheshire Police Authority	22.1
Cheshire Fire Authority	9.8
Town & Parish Councils	4.4
	214.9

Source: Cheshire East Finance,

96. This figure may vary slightly during the year if more discounts and exemptions are granted or more properties are built.
97. The Council expects to collect at least 99% of the amount billed, but will always pursue 100% collection. However, to allow for any delay in collection the amount billed should therefore be slightly more than the actual budget. The amount billed to date is £216.4m.
98. The Council expects that 99% collection will be achieved within three years. **Table 12** shows collection rates for the last three years, and demonstrates that 99% collection for 2011/2012 has in fact been achieved within two years.

Table 12 – 99% of Council Tax will be collected within 3 Years

	% Collected to date
2010/2011	99.2%
2011/2012	99.1%
2012/2013	98.4%

Source: Cheshire East Finance, March 2013

National Non Domestic Rates (NNDR)

99. NNDR is collected from businesses in Cheshire East based on commercial rateable property values and a nationally set multiplier. The multiplier changes in line with inflation and takes account of the costs of small business rate relief. The inflation factor used is 5.6% which reflects the Retail Price Index as at September 2011. NNDR is set nationally and paid over into the NNDR pool to be re-allocated across the country according to need.
100. The small business multiplier applied to businesses who qualify for the small business relief has been set at 45.0p in 2012/2013. The non-domestic multiplier has been set at 45.8p in the pound for 2012/2013.
101. The amount collected does not relate to the amount that is redistributed to the Council but it must be noted that the total collected includes amounts that will be distributed to police and fire authorities as well as local government.
102. The Council expects that 99% collection will be achieved within three years. **Table 13** demonstrates how collection continues to improve even after year end, and shows how over 99% of non-domestic rates for 2011/2012 have actually been collected within two years.

Table 13 – Over 99% of Rates are collected within 3 years

	% Collected to date
2010/2011	99.6%
2011/2012	99.1%
2012/2013	98.0%

Source: Cheshire East Finance, March 2013

Capital Programme 2012/2016

103. **Table 14** highlights that at the Outturn stage the Council has incurred actual expenditure of £51.4m in 2012/2013 against an approved in-year budget of £74.7m. The underspend of £23.3m is an increase of £4.8m on the TQR position and has been reprofiled to spend in future years.
104. **Table 14** also illustrates the in-year changes to the capital programme which shows an overall decrease of £0.7m. This reflects the net impact in 2012/2013 of Supplementary Capital Estimates and Virements, and reductions in budgets listed in **Appendix 4** and **Appendices 5a to 5c**.

Table 14 – In Year Changes to the Capital Programme

	TQR Budget	Revised Outturn Budget	Actual Expenditure	Final (Over/ Underspend)
	£m	£m	£m	
Children & Families	17.9	17.7	13.7	-4.0
Adults	1.5	1.5	1.0	-0.5
Places & Organisational Capacity	48.5	48.0	32.5	-15.6
Corporate Services	7.5	7.5	4.3	-3.2
	75.4	74.7	51.4	-23.3

105. Officers have undertaken a fundamental review of the capital programme to ensure that it only includes schemes that fulfil the Council's priorities for service delivery to be carried forward and any unspent balances have been deleted from the programme enabling resources to be freed up for future allocations.
106. **Table 15** shows that the capital programme has increased at outturn by £5.3m to £203.5m from the third quarter review figure of £198.2m.
107. There have been a number of Supplementary Capital Estimates since the third quarter forecast was reported, totalling £1.0m, that have been approved in accordance with the Financial Regulations and Delegated Decision process. These include £0.7m for the Crewe Cremators project.
108. There have also been a number of budget adjustments required to the overall budget to include a number of new starts for 2013/2014 programme that require approval at this outturn stage as contained in **Appendices 5b** and **5c**. This includes a £0.4m proposed virement to the Crewe Rail Exchange scheme from the approved LTP grant allocation 2013/2014 and the proposed virement of £1.2m from the Children and Families Basic Need Block 2013/2014 to Lacey Green Academy. Both block provisions were approved as part of the budget setting process in February 2013.
109. There have been budget reductions of £1.6m, the most notable being a reduction of £0.3m on the Residential Programme and £0.3m on Tytherington High School both within the Children and Families Capital programme and £0.5m on a Highways Section 278 agreement for the A51/J500 East.
110. There are also a number of Supplementary Capital Estimates, totalling £2.4m that are to be approved or noted at the outturn position. These include £0.9m for Dean Oaks Primary School, a scheme that will be fully funded by capital grants and will create a two classroom extension increasing the capacity of the school by 105 places.

111. **Appendix 5a to 5b** lists requests for Supplementary Capital Estimates and Virements up to and including £1.0m in respect of forecast overspends and additional schemes not previously approved as part of the 2012/2013 Capital Programme. All Supplementary Capital Estimates are fully funded by external contributions and government grants.

112. **Appendix 5c** details a request for a Supplementary Capital Estimate of over £1.0m to be approved by Full Council. The Supplementary Capital Estimate is fully funded by government grants.

Table 15 – Summary Capital Programme

	TQR Total Forecast Budget 2012/16 £m	Amendments to TQR Forecast Budget 2012/16 £m	Amended TQR Forecast Budget 2012/16 £m	Budget Reductions £m	SCE's £m	Revised Total Budget 2012/16 £m
Children & Families	24.0	1.4	25.4	-0.8	1.8	26.4
Adults	1.8	0.0	1.8	0.0	0.0	1.8
Places & Organisational Capacity	106.1	2.9	109.1	-0.8	0.6	108.9
Corporate Services	66.3	0.1	66.4		0.0	66.4
	198.2	4.4	202.6	-1.6	2.4	203.5

113. Currently not included in the forecasts for 2013/2014 onwards are the new capital starts that were approved at the Council meeting on 28th February 2013. The capital budgets total £79.5m over the next four years and progress against these budgets will be reported in the First Quarter Review for 2013/2014.

114. The revised 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 shown in **Table 16**.

Table 16 – Changes in Capital Funding Sources

	TQR Total Forecast Budget £m	OUTTURN Total Budget £m	Variance £m
Grants	72.1	76.6	4.4
External Contributions	44.0	44.9	0.9
Non-Supported Borrowing	61.6	54.1	-7.5
Revenue Contributions	0.5	0.9	0.3
Capital Reserve	20.0	27.1	7.1
	198.2	203.5	5.3

115. Since the third quarter position the Council has taken advantage of the capital receipts that are available to fund the capital programme instead of having to take on borrowing. This has resulted in additional £7.1m to be utilised from Capital Receipts.

Central Adjustments

Capital Financing Costs

116. 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. The capital financing budget of £14.8m accounts for 6% of the Council's total revenue budget.

117. The budget is underspent by £0.9m for the year 2012/2013, which is the same position as reported at Third Quarter Review. The underspend is due to levels of capital expenditure in recent years being lower than forecast, which has reduced the amount the Council has to set aside for the repayment of debt and loan interest payable.
118. In accordance with the Treasury Management Strategy the Council sought to finance its capital expenditure through the use of its own existing cash balances rather than through the raising of long term loans. The benefits of this are twofold; firstly by reducing the amount of cash balances held by the Council it reduces the credit risk and secondly, the interest foregone on the cash balances used to finance capital expenditure payments was less than the amount of interest payable on any new loans that would have been raised.
119. In the Third Quarter Review of Performance the Council reported the intention to use existing capital reserves to finance capital expenditure which has taken place in previous years and has been met from borrowing. The application of £16m of capital reserve has been used to repay borrowing for assets purchased after 2008 and this will reduce the level of revenue provision required for the repayment of debt in 2013/2014 and future years. Capital receipts received in year of £11.0m have been fully utilised to fund the capital programme.

Treasury Management

120. **Table 17** shows that the net investment income received in 2012/2013 after allowing for fees and interest due to the Growing Places fund was £567,000. This is favourable compared to the budget of £300,000.

Table 17 – Investment Returns

Sources of Income	£
In House Managed Investments	465,000
Fund Manager Gains in Value	208,000
Heritable Bank in Administration	34,000
Other Interest Income	19,000
TOTAL INCOME	726,000
Less – Fund Manager Fees	-53,000
Less – Growing Places Fund	-106,000
NET INCOME	567,000

- The average lend position (the 'cash balance') including fund manager in the year was £83.8m.
 - The average interest rate received on in house investments in the year was 0.73%
 - The average interest rate (after fees) received on the externally managed pooled funds in the year was 0.77%.
121. The Council's total average interest rate received in the year was 0.74%. This is favourable when compared to the London Inter-bank Bid Rate for 7 days at 0.49%. The base rate remained at 0.50% for the full year.

Table 18 – Interest Rate Comparison

Comparator	Average Rate
Cheshire East	0.74%
LIBID 7 Day Rate	0.49%
LIBID 3 Month Rate	0.63%
Base Rate	0.50%

122. All investments are made in accordance with the parameters set out in the Treasury Management Strategy Statement (TMSS) approved by Council on 23rd February 2012 and amended 13th December 2012. Further details of counterparty limits and current investments are given in **Appendix 7**.

Central Contingencies

Pensions

123. The 2012/2013 budget contained £0.7m contingency provision to meet the impact of the increase in Employer Pensions contributions. This has been fully allocated to services.

Severance and relocation costs

124. A provision of £4.0m was included in the 2012/2013 budget to meet ongoing actuarial charges relating to Voluntary Redundancies (VR), and relocation costs arising from Local Government Reorganisation. Spending in year was in line with the provision. Overall though, relocation costs are lower than originally forecast, and consequently provision of £0.5m was made in the 2012/2013 budget to return surplus funding transferred to the Council on reorganisation, to Cheshire West and Chester Council, in accordance with the joint agreement between the two councils. It is anticipated that this payment will now be made during 2013/2014. The provision will therefore be carried forward within general balances.

Other Corporate Items

125. Following an audit of the Accounts Payable system, a number of duplicate payments dating back to 1 April 2009 were identified. These have been recovered, and result in a £0.3m income credit, which has been returned to Council reserves.

126. At outturn, £0.3m of earmarked reserves and balance sheet provision has been identified as surplus to requirements and therefore has been returned to balances.

127. Other miscellaneous expenditure and income items, including a deficit on the Council Tax Collection Fund, have resulted in a net reduction in balances of £0.1m.

Outturn Impact

128. The impact of the projected service outturn position is to reduce balances by £1.8m as reported in **Section 1**.

129. Taken into account with the central budget related items detailed above in **Section 2**, the impact of these outturn issues is to increase balances by £0.3m, summarised as follows:

Table 19 – Outturn Impact

	£m
Service Outturn	-1.8
Specific Grants	0.2
Capital Financing	0.9
Contingencies	0.5
Other Income	0.5
TOTAL	0.3

Management of Council Reserves

130. The opening balance at 1 April 2012 on the Council's General Reserves was budgeted at £13.2m, but due to the final outturn position for 2011/2012, the actual balance was £11.4m.

131. The Council's Reserves Strategy 2012/2015 approved by Council on 23 February 2012 stated that the Council would maintain

reserves to protect against risk and support investment. The Strategy forecast an increase in the level of reserves to £20.8m by 31st March 2013 with a risk assessed minimum level of £15m.

132. The budget included a planned contribution to reserves of £7.6m. On 19th July, Council approved Supplementary Revenue Estimates of £0.3m for 2012/2013 relating to grant income received in 2011/2012 which effectively was being held in general reserves. This produced a revised contribution of £7.3m.
133. Taken together with the service and central budget outturn impacts above, the overall impact is a net increase in general reserves of £7.6m to £19.0m as shown in **Table 20**.

Table 20 – Change in Reserves Position

	£m
Opening Balance at 1 April 2012	11.4
Planned Contribution to Reserves	7.3
	18.7
Outturn Impacts (Table 19)	0.3
Closing Balance at 31 March 2013	19.0

134. The balance of £19.0m compares favourably with the opening balance forecast in the 2013/2014 budget of £13.2m. The Council's Reserves Strategy will be reviewed as part of the First Quarter Review, and will take account of the final outturn for 2012/2013 as well as in-year performance against the 2013/2014 Budget and issues highlighted in the Medium Term Strategy.
135. The Council also maintains Earmarked Revenue reserves for specific revenue purposes. At 1 April 2012 balances on these reserves (excluding Schools and Grants) stood at £7.2m. During 2012/2013, net additional contributions to these reserves (after any amounts drawn down to fund service expenditure on these specific

items) were £1.3m. Service outturn forecasts take account of this expenditure and funding.

136. A list of the net movements on these earmarked reserves is shown in **Table 21**.

Table 21 – Movements on Earmarked Reserves

		Increase (+) / Decrease(-) in Reserve £m
Children & Families	EARS	0.1
Adults	Extra Care Housing PFI	0.2
Places & OC	Crematoria	0.2
Places & OC	Tatton / Economic Developmen	-0.1
Places & OC	Enabling Local Delivery	-0.1
Corporate	Insurance	0.6
Various services	Service Manager carry forwards	0.8
Various services	Invest to Save	-0.4
TOTAL		1.3

137. Under Finance Procedure Rule A.40, services are proposing to carry forward the following items into 2013/2014 via the Service Manager earmarked reserve :

Table 22 – Service Manager Carry Forward Reserve

Service	Item	£000 Details
Children & Families	Skills Funding Agency	157 Underspend in Lifelong Learning against non-ringfenced grant funding.
Adults	Drugs Action	150 Monies received from wind-up of Cheshire DAT intended for use by Public Health in 2013/2014.
Housing	Preventing Repossessions Grant	58 SRE of £107k approved in year funded from additional grant. Initial bid form stated that spend would be spread over 2 years.
Strategic Planning	Local Plan	85 Slippage on Local Plan work.
Democratic	Elections	154 Provision towards 4 yearly elections costs.
ICT	Delayed order	139 Problems with suppliers led to major goods orders not being delivered before the end of March 2013.

3. Performance Report

2012/2013 Year-End / Quarter Four Performance

- 138. This section provides a high level summary of the key performance headlines for the year ending 2012/2013.
- 139. For external reporting purposes at the end of Quarter Four, the Council continues to report on a basket of measures retained within service plans from the former National Indicator Set, and the former Best Value Performance Indicator Set.
- 140. In total 41 measures were externally reported during 2012/2013, with 26 measures reported on a Quarterly basis and 15 additional (annual) measures being reported at year-end.

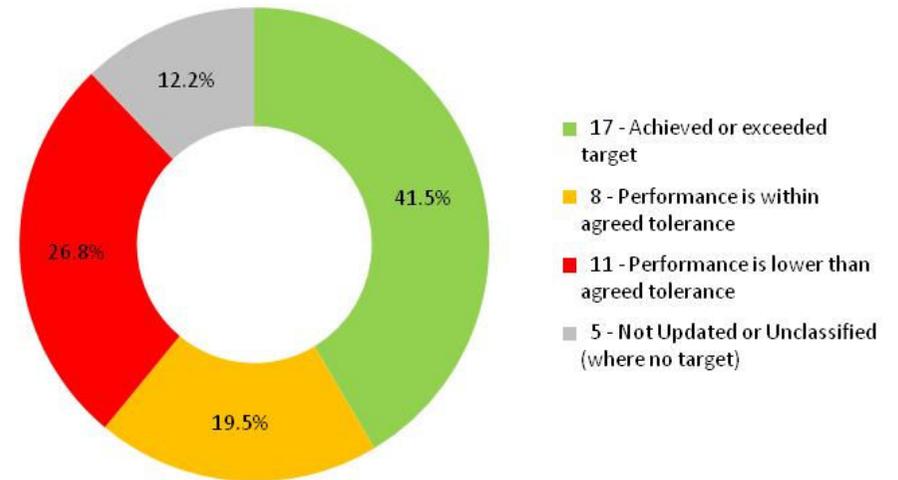
Performance Measure Tolerances (Red/Amber/Green ratings)

- 141. The Council’s electronic monitoring and performance system (CorVu) is pre-populated with a five percent tolerance against the targets set by service areas, meaning that the system assigns a ‘red’ assessment to performance data 5% (or more) short of the target, an ‘amber’ assessment to data within 5% of the target, and a ‘green’ assessment to data performing on or above target. Where strong cases were made for the revision of tolerances (e.g. where a 5% tolerance is not appropriate due to a measure’s data return format), tolerances were revised to support individual targets. In all other circumstances, the 5% tolerance remained in place for performance measure reporting in 2012/2013.

2012/2013 Year-End / Quarter Four Performance Against Target

- 142. Performance assessments (red; amber; green) were made based on performance against target.

2012/2013 Q3 Actual vs Target



- 143. **41.5 %** of measures are on target or exceeding their target at 2012/2013 Year-End Quarter Four.
- 144. However **26.8 %** did not achieve their annual/quarterly target:

RED MEASURES COMPARED TO TARGET

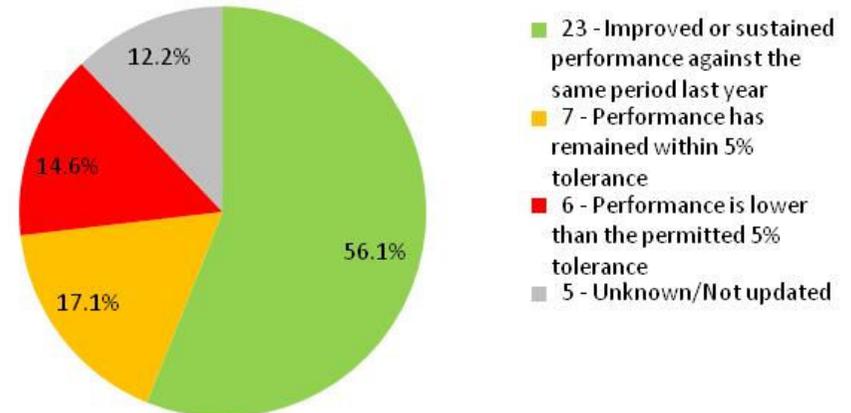
Directorate	Reference	Definition
Children, Families & Adults	CFA 001	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)
	NI 59	Initial assessments for children's social care carried out within 7 working days of referral
	NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement
	NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)
	NI 112	Under 18 conception rates
	NI 130	Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)
	NI 135	Carers receiving needs assessment or review and a specific carers service, or advice and information
	Places & Organisational Capacity	NI 154
NI 155		Number of affordable homes delivered
NI 157a		Processing of planning applications as measured against targets for major application types
Human Resources	BV 12	Working days lost due to sickness absence

(See Appendix 8 for further details)

Year On Year Direction Of Travel

145. Performance assessments (red; amber; green) have been made based on current performance compared to Q4 2011/2012.

Mar 2012 vs Mar 2013



146. The **6 (14.6 %)** measures which failed to achieve the same level of performance when compared to the same period last year were:

RED MEASURES COMPARED TO SAME PERIOD LAST YEAR

Directorate	Reference	Definition
Children, Families & Adults	NI 59	<i>Initial assessments for children's social care carried out within 7 working days of referral</i>
	NI 60	<i>Core assessments for children's social care that were carried out within 35 working days of their commencement</i>
	NI 65	<i>Children becoming the subject of a Child Protection Plan for a second or subsequent time</i>
	NI 112	<i>Under 18 conception rate (figure relates to rates between 2008-10)</i>
	NI 130	<i>Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)</i>
	CAF003	<i>Percentage of children who wait less than 21 months between entering care and moving in with their adoptive family</i>

(See Appendix 8 for further details)



Appendices to Final Outturn Review of Performance 2012 / 2013

June 2013

Appendix 1 – Changes to Revised Budget 2012/2013 since Third Quarter Review

	Three Qtr Net Budget £000	Additional Grant Funding £000	Allocations from Contingency £000	Restructuring & Realignments (within Directorate) £000	Other Virements £000	Final Net Budget £000
Children & Families						
Directorate	573					573
Safeguarding & Specialist Support	26,840					26,840
Early Intervention & Prevention	12,844				19	12,863
Strategy, Planning & Performance	18,926				-119	18,807
	59,183	0	0	0	-100	59,083
Adults						
Care4CE	0					0
Strategic Commissioning	36,473				-54	36,419
Business Management and Challenge	3,457					3,457
Individual Commissioning	59,109					59,109
	99,039	0	0	0	-54	98,985
CHILDREN, FAMILIES & ADULTS	158,222	0	0	0	-154	158,068
Places & Organisational Capacity						
Waste, Recycling & Streetscape	26,785					26,785
Highways & Transport	17,791	-324			20	17,487
Community Services	206					206
Development	21,972	30			-37	21,965
Performance, Customer Services & Capacity	10,304				-2	10,302
PLACES & ORGANISATIONAL CAPACITY	77,058	-294	0	0	-19	76,745

	Three Qtr Net Budget £000	Additional Grant Funding £000	Allocations from Contingency £000	Restructuring & Realignments (within Directorate) £000	Other Virements £000	Final Net Budget £000
Corporate Services						
Finance & Business Services	17,837				-39	17,798
HR & OD	3,266					3,266
Borough Solicitor	5,630				-40	5,590
CORPORATE SERVICES	26,733	0	0	0	-79	26,654
TOTAL SERVICE OUTTURN	262,013	-294	0	0	-252	261,467
CENTRAL BUDGETS						
Specific Grants	-41,568	294				-41,274
Capital Financing	14,800				2	14,802
Contingencies	4,336					4,336
Contribution to Reserves	7,245					7,245
Invest to Save Reserve	-581				250	-331
CENTRAL BUDGETS	-15,768	294	0	0	252	-15,222
TOTAL BUDGET	246,245	0	0	0	0	246,245

Appendix 2 – Debt Management

- In addition to the collection of Council Tax and National Non-Domestic Rates the Council also issues invoices to organisations or individuals for certain key services. Performance related to Council Tax and Non-Domestic Rates is contained in **Section 2** of this report.
- Total Invoiced Debt at the end of March 2013 was £9.6m. After allowing for £4.4m of debt still within the payment terms, outstanding debt stood at £5.2m. This is £1.6m lower than at 31st December.
- The total amount of service debt over 6 months old is £2.7m which is £0.2m lower than the Third Quarter position.
- Services have created debt provisions of £2.9m to cover this debt in the event that it needs to be written off.
- The Council uses a combination of methods to ensure prompt payment of invoices. Recovery action against unpaid invoices may result in the use of debt collectors, court action or the securing of debts against property.
- An analysis of the invoiced debt provision by directorate is provided in the table:

	Outstanding Debt £000	Over 6 months old £000	Debt Provision £000
Children & Families			
<i>Children & Families</i>	607	338	338
<i>Schools</i>	46	38	38
Adults	3,334	1,507	1,607
Total Children, Families & Adults	3,987	1,883	1,983
Waste, Recycling & Streetscape	229	202	202
Highways & Transport	285	222	222
Community	105	75	75
Development	551	349	349
Performance, Customer Service & Capacity	8	2	2
Total Places & Org Capacity	1,178	850	850
Finance & Business Services	20	15	6
HR & OD	17	12	11
Borough Solicitor	7	5	2
Total Corporate Services	44	32	19
TOTAL	5,209	2,765	2,852

Appendix 3 – Summary Capital Programme and Funding

Department	TQR In-Year Budget	SCE's/ Virements/ Reductions Outturn	Revised Outturn In-Year Budget	Actual Expenditure	Forecast Expenditure		
	2012-13 £'000	2012-13 £'000	2012-13 £'000	2012-13 £'000	2013-14 £'000	2014-15 £'000	Post 2014-15 £'000
Children & Families							
New Starts	6,630	-168	6,462	3,162	10,788	708	0
Ongoing schemes	11,270	-9	11,260	10,563	1,240	0	0
	17,900	-177	17,723	13,725	12,028	708	0
Adults							
New Starts	1,466		1,466	967	829	0	0
Ongoing schemes	-		0	0	0	0	0
	1,466	0	1,466	967	829	0	0
Places & Organisational Capacity							
New Starts	28,686	-71	28,615	20,670	29,622	20,783	1,526
Ongoing schemes	19,750	-362	19,388	11,782	24,169	297	0
	48,436	-433	48,002	32,452	53,791	21,080	1,526
Corporate Services							
New Starts	6,367		6,367	3,620	29,034	26,840	5,000
Ongoing schemes	1,093		1,093	649	943	327	0
	7,460	0	7,460	4,269	29,977	27,167	5,000
Total New Starts	43,149	-239	42,910	28,420	70,273	48,331	6,526
Total Ongoing schemes	32,113	-371	31,741	22,994	26,352	624	0
Total Capital Expenditure	75,261	-610	74,651	51,414	96,624	48,955	6,526

Funding Source	2012-13 £'000	2013-14 £'000	2014-15 £'000	2015-16 £'000
Grants	28,938	35,210	12,404	0
External Contributions	1,593	23,014	20,309	0
Non-supported Borrowing	8,561	27,784	11,242	6,526
Revenue Contributions	236	616	0	0
Capital Reserve	12,086	10,000	5,000	0
Total	51,414	96,624	48,955	6,526

Appendix 4 – Reductions in the Capital Programme

Scheme	Approved Budget	Revised Approval	Reduction	Reason
	£	£	£	
<u>CHILDREN AND FAMILIES</u>				
Poynton High School	3,187,970	3,112,284	75,686	Scheme Completed
Vine Tree Primary School	1,267,000	0	1,267,000	Scheme Removed from programme
Oakenclough CC - Co-location (<£100k)	75,000	64,509	10,491	Scheme Completed
Adelaide School - New Workshop	200,000	189,762	10,238	Scheme Completed
Accessibility (<£100k)	89,587	88,700	887	Reduction in income to be received from Marfields Primary School. Cost of works on school site lower than originally anticipated.
Wilmslow High Secondary School	124,250	120,000	4,250	Correction required due to a SCE requested at TQR which was actioned in error due to expenditure miscoded between schemes.
Malbank School & Sixth Form College	1,418,783	1,393,423	25,360	Scheme Completed
St Oswalds (School Funded Project)	157,113	106,282	50,831	Reduction required for costs funded from St Oswalds Primary Delegated Budget.
Minor Works (<£100k)	433,661	432,127	1,534	Reduction in income to be received from Ivy Bank Primary School. Cost of works on school site lower than originally anticipated.
Adelaide Special School	162,353	155,372	6,981	Scheme Completed
Tytherington High School	3,049,686	2,746,491	303,195	The Final account for this project has been received which has resulted in fund of £303,195 being surplus to requirements.
Residential Dev Prog 11-12	1,500,000	1,225,000	275,000	Surplus to requirements as anticipant costs for remainder of scheme lower.
			2,031,452	

Scheme	Approved Budget	Revised Approval	Reduction	Reason
	£	£	£	
<u>PLACES & ORGANISATIONAL CAPACITY</u>				
Streets & Open Spaces				
Crematoria - Replacement Cremators	60,000	49,660	10,340	Budget reduction as repair costs lower than estimated.
Highways & Transport				
Bridge Maint Minor Works	1,378,459	1,338,459	40,000	The recovery of costs for work undertaken at Coppock House Farm was not achieved and therefore the £40k shortfall has been met from the LTP grant allocation.
Local Area Programme - A34 By Pass	99,400	98,427	973	
S278s				
S278 Former Oakland sch. Wilm	11,000	8,000	3,000	Developer has paid £8k fees so the approved budget can be reduced.
S278 Alderley Serv Rd S-burys	348	159	189	This project did not go ahead.
S278 Cookesmere Ln, UU	2,000	1,373	627	This project was fully funded by the developer and is now complete.
S278 Lowerhouse Mill, Boll'ton - 1266240	125	0	125	This project did not go ahead.
S278 James Street, Macc'field - 1261600	100	0	100	This project did not go ahead.
S278 A51 London Rd, NantwichM	36,000	29,629	6,371	This project was fully funded by the developer and is now complete.
S278 A534 OldMill Rd,SandbchM	20,000	19,774	226	This project was fully funded by the developer and is now complete.
S278 A534 Welsh Row AccessM	763,448	762,318	1,130	Historical projects, no further expenditure expected so budget can be reduced to match spend.
S278 A532 West St AdtranzM	374,158	351,208	22,950	Historical projects, no further expenditure expected so budget can be reduced to match spend.
S278 A51 Dist Rd/A500 Jct E	467,000	0	467,000	Historical projects, no further expenditure expected so budget can be reduced to match spend.
S278 Macclesfield Learn ZoneM	366,229	145,205	221,024	This project was fully funded by the developer and is now complete.
Community				
Lifestyle Centre Refurb at Wilmlow Leisure Centre	95,000	80,000	15,000	Despite earlier requests and cost estimates for additional funding, the costs came in significantly lower at tender stage and there were some building economies agreed as we carried out the project works at 2 sites at the same time.
			778,715	
Totals	15,338,670	12,518,163	2,820,507	

Appendix 5a – Request for Supplementary Capital Estimates (SCEs) and Virements

Capital Scheme	Amount Requested £	Funding of SCE / Project Providing Virement
Members are asked to note SCE and Virements up to and including £250,000		
<u>SUPPLEMENTARY CAPITAL ESTIMATES</u>		
<u>Children and Families</u>		
Alsager Highfields Primary School	4,781	Contribution from Alsager Highfields Primary School.
Church Lawton - Specialist Provision	12,000	Grant
Contact Point / Further Dev of Children's Hub/ e-CAF	6,631	Grant
DFC Grant	18,500	Devolved Formula Capital
East Cheshire Minor Works - Work on Children Centres	11,191	Grant
Excalibur Primary School	3,227	Contribution from Excalibur Primary School
Lindow PS - Basic Needs 11-12	21,097	Contribution from Lindow Primary School
Middlewich High Secondary School (MHS)	16,440	Capital Maintenance Grant and a Contribution from MHS
Minor Works (<£100k) - The Quinta Primary School	8,580	Contribution from The Quinta Primary School
Minor Works (<£100k) - Shavington High School	1,067	Contribution from Shavington High School
Oakefield Primary School - Basic Needs 11-12	11,152	Contribution from Oakefield Primary School
Pupil Referral Unit 11-12	18,743	Grant
Schools - Access Initiative	1,680	Grant
Suitability (<£100k) - Cranberry Primary School	5,403	Capital Maintenance Grant
Suitability (<£100k) - Vine Tree Primary School	1,294	Contribution from Vine Tree Primary School
TLC Sir William Stanier Comm School	13,576	Grant
Underwood West PH3 Expansion	1,991	Grant
Alsager H S Perf Arts Cent	21,000	Grant
Accessibility (<£100k) - Disley Primary School	466	Grant
Minor Works (<£100k) - Primary Schools	658	Grant
Suitability (<£100k) - Pear Tree Primary	291	Grant
Suitability Bids <£100k - Mobberley Primary School	975	Grant
Suitability Bids <£100k - Alderley Edge School	2,336	Grant
Parkroyal Primary School	2,735	Grant
Goostrey Prim School	16,261	Grant

Capital Scheme	Amount Requested £	Funding of SCE / Project Providing Virement
Members are asked to note SCE and Virements up to and including £250,000		
<u>SUPPLEMENTARY CAPITAL ESTIMATES</u>		
<u>Children and Families</u>		
Lostock Hall Primary School	11,073	Grant
Bexton Prim School	1,813	Grant
Church Lawton - Spec Provision	3,428	Grant
Adelaide School - New Workshop	2,405	Grant
SCE to cover asset management costs - covers forty two projects.	215,539	Grant
Wilmslow High School 12/13	111,000	Contribution from Wilmslow High School
St Mary's, Crewe Primary School - Basic Need Project	249,000	Grant from Department of Education and a Contribution from St Mary's Primary School
<u>Places & Organisational Capacity</u>		
<u>Highways & Transport</u>		
S106 - Footway Imps - Birkin Centre	9,453	External Contribution - S106
S106 - Crossing Enhancement Wilmslow	4,500	External Contribution - S106
S106 - Footway Imp Wilmslow LC	5,500	External Contribution - S106
S106 - Footway Imp Church St Wilmslow	15,203	External Contribution - S106
S106 - Chapel St, Sandbach	5,254	External Contribution - S106
Red Bull Flood Alleviation	150,000	£125k grant from DEFRA + £25k funding from Staffs CC.
<u>Communities</u>		
Other Car Parking Improvements	19,511	External income for £20244 from Handforth Health Centre
Total SCE's	1,005,754	

Capital Scheme	Amount Requested £	Funding of SCE / Project Providing Virement
Members are asked to note SCE and Virements up to and including £250,000		
<u>CAPITAL BUDGET VIREMENTS</u>		
<u>Children and Families</u>		
Basic Need (<£100k) - PebbleBrook Primary	9,198	Pebble Brook Primary School - Phase 2
Capital Maintenance Grant	18,504	Suitability (<£100k) - Vine Tree Primary
Capital Maintenance Grant	584	Minor Works (<£100k) - Bosley St Mary Primary
Capital Maintenance Grant	2,425	Minor Works / Accessibility (<£100k) - Scholar Green Primary
Capital Maintenance Grant	3,000	Mossley Primary School
Capital Maintenance Grant	24	Suitability (<£100k) - Haslington Primary School
Capital Maintenance Grant	33,114	Egerton School
Capital Maintenance Grant	10,447	Suitability Bids <£100k Peover Superior and Bollington Cross Primary
Capital Maintenance Grant	3,335	Accessibility (<£100k) - Marfields Primary School
Capital Maintenance Grant	2,863	Minor Works (<£100k) - Holmes Chapel Primary School
Capital Maintenance Grant	380	Minor Works (<£100k) - Pikemere Primary School
Capital Maintenance Grant	511	Basic Need (<£100k) - Monks Coppenhall Primary
Capital Maintenance Grant	333	Suitability (<£100k) - Adlington Primary School
Capital Maintenance Grant	834	Minor Wks/Accessibility <£100k - Vernon Primary School
Capital Maintenance Grant	1,105	Lower Park Primary School
Capital Maintenance Grant	23,355	Feasibility 10-11
Capital Maintenance Grant	1,347	Park Lane Special School
DFC Grant	1,393	Suitability (<£100k) - Pear Tree Primary
DFC Grant	293	Minor Works (<£100k) - Bosley St Mary Primary
DFC Grant	2,864	Minor Works (<£100k) - Holmes Chapel Primary School
DFC Grant	41,387	Minor Works (<£100k) - Monks Coppenhall
DFC Grant	26,282	St Oswalds (School Funded Project)
DFC Grant	380	Minor Works (<£100k) - Pikemere Primary School
DFC Grant	90	Suitability (<£100k) - Adlington Primary School
DFC Grant	2,268	Rode Heath Prim School
Suitability (<£100k)	3,000	DFC Grant - Cranberry Primary School
Alsager H S Perf Arts Cent	112,900	Minor Works / Accessibility (<£100k) - Alsager High School
Virement for C&F Project Management Costs - covers fifty five projects	189,542	Capital Maintenance Grant
DFC Grant	111,000	Wilmslow High School 12/13

Capital Scheme	Amount Requested £	Funding of SCE / Project Providing Virement
Members are asked to note SCE and Virements up to and including £250,000		
<u>CAPITAL BUDGET VIREMENTS</u>		
<u>Places & Organisational Capacity</u>		
Streets & Open Spaces		
Sandbach Park Building Refurbish	1,875	Wheeled Bins 11/12
Highways & Transport		
S278 Newton Hall Farm	144	S278 Alderley Serv Rd S-burys
S278 B5085 Town Ln, MobberleyM	15	S278 Alderley Serv Rd S-burys
Cycle Facilities	11,254	Accessibility - PROW
Poynton High, Links to School	561	Air Quality Action Plan
Local Area Programme - Part Night Trial	2,691	Local Area Programme - A34 By Pass
Local Area Programme - Dimming Trial	289	Local Area Programme - A34 By Pass
Road Safety Schemes - Minor Works	3,381	Road Safety Schemes - Minor Works
Road Safety Schemes - Minor Works	68,817	Road Safety Schemes - Minor Works
Red Bull Flood Alleviation	25,000	Surface Water Funding
Road Safety Schemes - Minor Works	108,098	Local Safety Schemes - Minor Works
S106 - Statham Street, Macclesfield	268	Local Safety Schemes - Minor Works
Connect 2 - Phase 2 & 3	142,760	Principal Roads Minor Works
Connect 2 - Phase 2 & 3	61,395	Accessibility - Cycling
Community Services		
Sandbach Utd Football Cx	30,000	Residents Parking Schemes
Performance, Customer Services & Capacity		
Customer Access	74,796	Radio Frequency ID (RFID)
Development		
AMS BLOCK 12/13	50,000	Energy Consumption
Tatton Vision 12-13	50,000	Minor Works 2012/13
Total Virements	1,234,101	
Total SCE's and Virements	2,239,854	

Appendix 5b – Request for Supplementary Capital Estimates (SCEs) and Virements

Capital Scheme	Amount Requested £	Funding of SCE / Project Providing Virement
Cabinet are asked to approve SCE and Virements above £250,000 up to and including £1,000,000		
<u>SUPPLEMENTARY CAPITAL ESTIMATES</u>		
<u>Children and Families</u>		
Dean Oaks Primary School - Basic Need Project	929,000	Grant from Department of Education
<u>Places & Organisational Capacity</u>		
<u>Highways & Transport</u>		
Crewe Rail Exchange	240,385	DEFRA Access for All Programme
Total SCE's Requested	1,169,385	
<u>CAPITAL BUDGET VIREMENTS</u>		
<u>Places & Organisational Capacity</u>		
<u>Streets & Open Spaces</u>		
Queens Park HLF Project	23,335	Materials Transfer Fac. 11/12
	50,000	Macclesfield Car Park Management Plan
	100,000	AMS BLOCK 12/13
	25,000	Gypsy and Traveller Sites
	36,000	COMPLIANCE 2012/13
	75,000	Vaudreys Wharf Canal (Non LTP)
	18,000	Accessibility - Bus Network Inv
	150,000	Principal Roads Minor Works
	477,335	

Capital Scheme	Amount Requested £	Funding of SCE / Project Providing Virement
Cabinet are asked to approve SCE and Virements above £250,000 up to and including £1,000,000		
<u>CAPITAL BUDGET VIREMENTS</u>		
<u>Places & Organisational Capacity</u>		
Highways & Transport		
Bridge Maintenance Minor Works 11-12	266,545	Bridge Maint Minor Works 12-13
Non-Principal Rd Minor Wks	439,880	Principal Roads Minor Works
Crewe Rail Exchange	400,000	Crewe Transformational Projects
Crewe Rail Exchange	9,615	Accessibility - Rail Station Improvements
<u>Corporate Services</u>		
ICT		
Core System Stability	246,474	Location Independent Workforce
	83,021	Enabled Citizens and Businesses
Total Virements Requested	1,922,870	
Total SCE's and Virements	3,092,255	
Capital Scheme		
Amount Requested £		
Funding of SCE / Project Providing Virement		
Cabinet are asked to note SCE approved by Portfolio Decision - 20th May 2013		
<u>SUPPLEMENTARY CAPITAL ESTIMATES</u>		
<u>Places & Organisational Capacity</u>		
Streets & Open Spaces		
Replacement of Cremators - Crewe	684,000	Revenue Contribution from Environmental Fees
Total SCE's Requested	684,000	

Appendix 5c – Request for Supplementary Capital Estimates (SCEs) and Virements

Capital Scheme	Amount Requested £	Funding of SCE / Project Providing Virement
Full Council is asked to Approve SCE's and Virements in excess of £1m or SCE's of any value funded by internal reserves, balances or general purpose funding		
<u>SUPPLEMENTARY CAPITAL ESTIMATES</u>		
<u>Children and Families</u>		
Lacey Green Primary School - Basic Need Project	1,273,000	Virement from Basic Need - Block Provision 2013-14
Total SCE's Recommended	1,273,000	

Appendix 6 – Corporate Grants Register

Corporate Grants Register 2012/2013 as at 31st March 2013		Original Budget	Forecast TQR	Final Outturn	Change from TQR
	Note	£000	£000	£000	£000
Specific Grants					
Ringfenced Grants					
Dedicated Schools Grant	1	193,822	193,540	192,537	(1,003)
Pupil Premium Grant	1	2,696	4,164	4,164	0
Sixth Forms Grant (EFA)	1	8,898	8,801	8,579	(222)
Golden Hello		0	40	44	4
16-19 Bursary		0	128	122	(6)
Additional Grant for Schools (AGS)		0	0	80	80
Year 7 Catch Up Funding		0	0	154	154
Academy Start Up Grant		0	0	25	25
Summer Schools		0	90	47	(43)
Total Ringfenced Grants		205,416	206,763	205,752	(1,011)
Non Ringfenced Grants - held within service					
Council Tax Benefit Subsidy	3	20,408	20,408	21,014	606
Housing Benefit Subsidy	3	75,128	75,128	84,596	9,468
Total Benefit Subsidies		95,536	95,536	105,610	10,074
Non Ringfenced Grants - held corporately					
Children & Families					
Early Intervention Grant		12,908	12,908	12,931	22
Learning Disabilities & Health Reform - PCT transfer			6,128	6,128	0
Learning Disabilities & Health Reform		4,124	4,417	4,417	0
Adult Skills & Adult Safeguarding Learning		675	675	676	1
Skills Funding Agency		216	296	296	0
YOS grant		411	418	418	0
NHS Funding	2	3,756	3,756	3,756	0
Troubled Families		0	522	522	0
Troubled Families - Co-ordinator		0	100	100	0
Music Grant		0	143	143	0
Adoption Improvement Grant		0	40	40	0

Corporate Grants Register 2012/2013 as at 31st March 2013	Original Budget	Forecast TQR	Final Outturn	Change from TQR
Note	£000	£000	£000	£000
Specific Grants				
Non Ringfenced Grants - held corporately				
Places & Organisational Capacity				
Housing Benefit & Council Tax Admin.	2,094	2,094	2,094	0
NNDR Administration Grant	519	562	562	0
<i>Local Service Support Grant -</i>				
Preventing Homelessness Grant	254	254	254	0
Lead Local Flood Authorities	177	177	177	0
Community Safety Fund	148	148	148	0
Extended Rights to Free Transport (C&F)	385	385	385	0
LSS Total	963	963	963	0
Mortgage Rescue	0	107	107	0
Community Transport Grant	0	139	139	0
Local Sustainable Transport Fund	0	578	292	(286)
Town Team Partnership	0	40	30	(10)
Corporate				
New Homes Bonus 2011/2012	870	870	870	0
New Homes Bonus 2012/2013	1,844	1,844	1,844	0
Affordable Homes - 2012/2013	85	85	85	0
Council Tax Freeze Grant 2012/2013	4,505	4,464	4,464	0
Council Tax - New Burdens	0	84	84	0
Community Rights to Challenge	0	9	9	0
LACSEG refund from 2011/2012 formula grant	0	503	503	0
New Burden Temporary Deferment Business Rates 2012/2013	0	5	5	0
New Burden Community Rights to Bid	0	5	5	0
New Burden Welfare Reform S2 2013	0	0	48	48
DWP - Housing Benefit	0	0	1	1

Corporate Grants Register 2012/2013 as at 31st March 2013	Original Budget	Forecast TQR	Final Outturn	Change from TQR
<i>Note</i>	£000	£000	£000	£000
Specific Grants				
Non Ringfenced Grants - held corporately				
Budgeted but not due in				
Children's Workforce in Schools Modernisation Grant	79	0	0	0
Learner Support Funds	38	0	0	0
16+ Transport Partnership grant	68	0	0	0
Further Education Funding (16-18 Funding)	10	0	0	0
<i>Grants Claimed Retrospectively -</i>				
Milk Subsidy	28	0	0	0
Asylum Seeker	86	0	0	0
Workstep	166	0	0	0
Migration Impact Fund (Communities of Interest)	103	0	0	0
	33,546	41,754	41,530	(224)
Total Specific Grants	334,498	344,053	352,892	8,839
Total Government Grant Funding	402,174	411,730	420,569	8,839

Notes

- 1 The Dedicated Schools Grant, Pupil Premium Grant and Sixth Form Grant (from the Education Funding Agency; formerly YPLA) figures are based on actual anticipated allocations; changes are for in-year increases to allocations by the DfE and conversions to academy status; original budgets reflect 2011/2012 figures
- 2 Spending against NHS Funding grant is to be negotiated with NHS
- 3 The budgets for Council Tax Benefit and Housing Benefit Subsidy grants are held within Finance and Business Services.

Appendix 7 – Treasury Management

Counterparty Limits and Investment Strategy

1. The maximum amount that can be invested with any one organisation is set in the Treasury Management Strategy Report. For named UK banks and building societies this has been set at 15% of our total investments subject to a maximum value of £15m. These limits apply to the banking group that each bank belongs to. Limits for Money Market funds have been set at 25% of total investments subject to a maximum value of £20m. There is also a maximum that can be invested in all Money Market Funds at any one time of 50% of the value of all investments.
2. Our approved counterparties list also includes a number of foreign banks although, to date, none have been used. Credit conditions within the Eurozone and worldwide have been improving and consideration, with advice from our Treasury Management advisors, is being given to investments in strongly rated foreign banks. The limits applicable to foreign banks are the same as those applied to UK banks.
3. Banks credit ratings are kept under continual review although there have been no material changes in the final quarter of 2012/2013. In addition to ratings, other credit indicators, such as Swap rates are also monitored.
4. **Table 1** shows the current investments and limits with each counterparty. A full analysis of the types of investment and current interest rates achieved is given in **Table 2**.

Table 1 – Current Investments and Limits

Counterparties	Limits		Investments as at 31/03/13	
UK BANKS				
Barclays Bank	15%	£15m	-	-
Co-operative Bank:	15%	£15m	2%	£1.5m
HSBC Bank	15%	£15m	-	-
Lloyds TSB	15%	£15m	9%	£6m
Royal Bank of Scotland	15%	£15m	12%	£8.5m
Santander (UK) plc	15%	£15m	12%	£8.5m
Standard Chartered Bank	15%	£15m	3%	£2m
BUILDING SOCIETIES				
Nationwide Building Society	15%	£15m	-	-
Money Market Funds	50%		32%	
Deutsche	25%	£20m	4%	£3m
Ignis	25%	£20m	12%	£8.5m
Federated Prime Rate	25%	£20m	10%	£6.5m
Scottish Widows	25%	£20m	6%	£3.9m
Pooled Funds - External Fund Manager	50%		30%	£20.1m
				£68.5m

Table 2 – Types of Investments and Current Interest Rates

Instant Access Accounts	Avg rate %	£'000's
Instant Access Accounts	0.76%	15,456
Money Market Funds	0.41%	21,925

Notice Accounts	Avg rate %	£'000's
Notice Accounts (up to 100 days)	1.20%	3,000

Fixed Term Deposits	Start	Maturity	Rate %	£'000's
Lloyds TSB	08/11/2012	08/05/2013	1.35	4,000
Lloyds TSB	07/01/2013	07/01/2014	1.10	2,000
Standard Chartered – CD	26/11/2012	26/11/2013	0.69	2,000

Externally Managed Funds	£'000's
Pooled Investments	20,139

Maturity Profile	£'000's
Instant Access	37,381
Maturing < 1 month	0
Maturing within 1 - 6 months	7,000
Maturing within 6 - 12 months	4,000
Externally Managed Funds	20,139
Total	68,520

5. Benchmarking of investment returns is notoriously difficult as the level of returns is related to the level of risk and different Local Authorities take different views on risk. As explained at the mid year review the Councils performance is about average compared to other Local Authorities. Returns could be increased by using lower credit rated counterparties or increasing the duration of investments. Many authorities with lower risk but higher returns than Cheshire East have historic longer dated investments which have yet to mature or have lower and less volatile daily cash balances. Higher cash balance means spreading the risk among counterparties even if the rate paid by some counterparties is relatively low.

Performance of Fund Manager

6. The table below shows the performance of the funds (net of fees) since the initial investment of £20m (£10.0m in each model) on 27th May 2011.

	STANDARD MODEL	DYNAMIC MODEL
April 2012	0.00%	-0.06%
May 2012	-0.04%	-0.13%
June 2012	0.10%	0.17%
July 2012	0.24%	0.27%
August 2012	0.07%	0.10%
September 2012	0.11%	0.13%
October 2012	0.07%	0.10%
November 2012	0.11%	0.12%
December 2012	-0.01%	0.01%
January 2013	-0.05%	-0.03%
February 2013	0.19%	0.19%
March 2013	-0.05%	-0.07%
Cumulative 2012/2013	0.74%	0.80%
Value of Investment at 31/03/13	£10,185,298	£10,161,551
Fees (since start)	£46,583	£50,151
Average Annual Rate as at 31/03/13	0.76%	0.61%

7. There has been some volatility in the Performance of these funds over the year. Poor performance in April and May was caused by the continued debt crisis in Europe and particularly Greece. In the latter part of the year weaknesses in the Australian Dollar and emerging market debt were to blame although this was offset by stronger performance in February and after year end in April 2013.

8. Overall the performance of the funds in 2012/2013 has been steady and has contributed to the investment income of the Council whilst maintaining good diversification of the types of investments and counterparties to which the Council is exposed.

Appendix 8 – Performance Report

Corporate Scorecard Report for 12/13 Quarterly Reporting

(Organisation Summary)

Mar-2013

Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
Children, Families & Adults	CFA001	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	Quarterly	Low	719 days	640 days	640 days	701 days	Two specific cases totalling 3862 days have impacted negatively on this figure. One case was a child who has significant health issues and the other case related to siblings.
	CFA002	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	Quarterly	Low	260 days	214 days	214 days	164 days	Good performance, the adoption tracker meetings have contributed towards this improvement
	CFA003	Percentage of children who wait less than 21 months between entering care and moving in with their adoptive family	Quarterly	None	46%	Not Set	Not Set	41%	The young people that we are currently matching are being placed in less than 21 months. There are still historic cases which are over the threshold, however the new SHOBPA cases are now, where possible, being placed much quicker than in previous years.

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 19	Rate of proven re-offending by young offenders	Quarterly	Low	0.97 number	1.00 number	1.00 number	Not Updated	<p>Home office changes to the counting rules mean that we can no longer compare like with like as we monitor the rate of offending via the PNC data now. The method for PNC calculation is to track a 12 month cohort of young people for 12 months after the original outcome. This means it can be up to 15 months after initial outcome before a figure can be calculated. The latest data available on the PNC database is for two periods Apr 2009 – Mar 2010 and Apr 2010 – Mar 2011.</p> <p>The frequency rate of offending is 0.82 and 0.80 respectively and results in a performance change/ frequency difference of -0.02.</p> <p>This shows that the young people in that particular cohort committed less offences compared to the cohort from the 12 months in the previous year.</p>

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 59	Initial assessments for childrens social care carried out within 10 working days of referral	Quarterly	High	52.20%	75.00%	75.00%	37.30%	There has been a comprehensive review of all outstanding initial assessments in this quarter and as such the % completed within 10 days has dropped given the volumes of overdue ones that have been completed. The completion rate within 10 days of the assessments that have bene referred between Dec 12 and Mar 13 is much higher at 58.4% within 10 days.
	NI 60	Core assessments for childrens social care that were carried out within 35 working days of their commencement	Quarterly	High	60.60%	75.00%	75.00%	37.00%	There has been a comprehensive review of all outstanding core assessments in this quarter and as such the % completed within 35 days has dropped given the volumes of overdue ones that have been completed. The completion rate within 35 days of the assessments that have been referred between Nov 12 and Mar 13 is much higher at 52.7% within 35 days.

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 63	Stability of placements of looked after children: length of placement	Yearly	High	62.10%	85.00%	85.00%	Not Updated	The SSDA 903 has not been completed yet so this figure is not finalised. It will be updated as soon as available.
	NI 64	Child protection plans lasting 2 years or more	Quarterly	Low	2.63%	5.00%	5.00%	0.00%	Of all the CP plans ended in this quarter none had been on a plan for more than 2 years.
	NI 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time	Quarterly	Low	11.11%	15.00%	15.00%	15.60%	There were 3 families in addition to individuals which has inflated the quarter figure.
	NI 67	Child protection cases which were reviewed within required timescales	Monthly	High	100.00%	100.00%	100.00%	100.00%	

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 71	Children who have run away from home/care overnight	Yearly	None	342 number	Not Set	Not Set	292 number	There were 497 instances recorded by the Police in 2012-13 of Children missing from home or care which related to 292 individual Children. Not all these Children will be Cheshire East residents. The Missing Children subgroup meets regularly to scrutinise data and action as appropriate and reports to the LSCB.
	NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	Yearly	High	75.00%	71.90%	71.90%	74.00%	This remains well above both the North West and national averages. Cheshire East is ranked equal 5th when compared to 152 local authorities in England; over the last three years, our national ranking has increased by 34 places.

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	Yearly	High	81.00%	86.00%	86.00%	85.00%	85% of pupils achieved Level 4+ in English and mathematics which is a rise of 4 percentage points on last year. At Level 5+ in English and mathematics, 34% of pupils achieved this level which is a 5 percentage point improvement on the previous year. This figure is 7 percentage points above national.
	NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)	Yearly	High	64.70%	67.80%	67.80%	61.90%	61.9% of pupils achieved 5+ A*-C grades including English and mathematics GCSE which is above the national average of 59.0%. Cheshire East is ranked 6th when compared to statistical neighbours.
	NI 79	Achievement of a Level 2 qualification by the age of 19	Yearly	High	Not Recorded	86.00%	86.00%	86.00%	Non Free school meals (FSM) 88% , FSM 58% achieved a level 2 qualification by 19 – including English and maths the figure is 66% (Non FSM 68%, FSM 30%)
	NI 80	Achievement of a Level 3 qualification by the age of 19	Yearly	High	Not Recorded	63.00%	63.00%	62.00%	Non FSM 64% , FSM 29%

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 111	First time entrants to the Youth Justice System aged 10 to 17	Quarterly	Low	188 number	198 number	198 number	Not Updated	Cheshire East figures are not available for this quarter due to the Youth Justice Management Information System only producing data for Cheshire as a whole. This is due to be changed in April, when Cheshire East YOT figures will be available.
	NI 112	Under 18 conception rate	Yearly	Low	28.40%	28.40%	28.40%	32.20%	This figure relates to conception rates between 2008-10, the data indicates varying levels of Teenage conception across Cheshire East, 37% of these occurring in the Crewe LAP. The data also illustrates the high percentage of termination in each of the LAP areas except Crewe. See: www.cheshireeast.gov.uk/social_care_and_health/jsna/starting_and_developing_well.aspx#maternity
	NI 117	16 to 18 year olds who are not in education, training or employment (NEET)	Quarterly	Low	5.00%	4.90%	4.90%	5.10%	

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 125	Achieving independence for older people through rehabilitation/ intermediate care	Monthly	High	74.40%	81.00%	81.00%	79.30%	This measure is slightly under target. This measure can be adversely affected when service users cannot be contacted 3 months after discharge. As a result there may be clients that we are unable to count towards the measure who continue to be at home three months after discharge.
	NI 130	Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	Monthly	High	45.50%	60.00%	60.00%	37.10%	We are seeing an increasing number of service users who are receiving services that are ineligible for personal budgets (e.g. reablement). This year's target of 60% was based on a maximum achievable figure of 64% in 2011/12. The maximum figure for this year, however, was 55%. A review is being carried out to improve processes and practice that contribute to this measure and wider issues of personalisation.

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 131	Delayed transfers of care from hospitals	Monthly	Low	8.70 number	10.00 number	10.00 number	10.20 number	The overall figure is relatively unchanged from last year. Within this measure, the number that are delays attributable to adult social care is only 0.3 (last year this was also 0.3 which was the equal lowest in the country).
	NI 132	Timeliness of social care assessment	Monthly	High	92.80%	94.00%	94.00%	93.40%	This is very slightly under target but has seen a slight improvement on 2011/12 performance. Around three-quarters have an assessment completed in less than two weeks from first contact.
	NI 133	Timeliness of social care packages	Monthly	High	93.80%	93.00%	93.00%	93.90%	Performance has exceeded target. A review of this measure is currently being considered for 2013/14: this measure is based on the old national indicator which was created prior to developments around personalisation and programmes such as reablement.

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 135	Carers receiving needs assessment or review and a specific carers service, or advice and information	Monthly	High	35.45%	40.00%	40.00%	34.00%	There was a significant improvement in 2011/12 and performance this year is at around a similar level but has, however, missed the challenging target that was set. There were over 2,900 completed carer assessments over the year, almost all of whom received information and advice or a specific service for carers.
	NI 141	Percentage of vulnerable people achieving independent living	Quarterly	High	73.45%	65.00%	65.00%	72.20%	Performance has exceeded target. A high number of people are being supported to make the move into their own independent accommodation.
	NI 142	Percentage of vulnerable people who are supported to maintain independent living	Quarterly	High	98.43%	98.70%	98.70%	98.70%	Has hit target - long term and floating support services continue to be very successful at helping vulnerable people to live independently.

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 145	Adults with learning disabilities in settled accommodation	Monthly	High	52.90%	70.00%	70.00%	82.90%	This measure has seen a significant improvement in performance and has exceeded target. Previous issues of under-performance were related to gaining confirmation of accommodation status in a way that meets the criteria for the measure. The Team Support Service looked at new ways of accessing the required data which has helped to improve the performance this year.
	NI 146	Adults with learning disabilities in employment	Monthly	High	7.00%	7.90%	7.90%	9.05%	Performance on this measure has significantly improved on last year and exceeded a challenging target. The Supported Employment team has worked to help support learning disabled people into work opportunities: for example Work Placement Officers have explored the use of assistive technology when arranging in-work support.

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
Places & Organisation Capacity	NI 154	Net additional homes provided	Yearly	High	577 number	750 number	750 number	651 number	The year 2012/13 saw 708 dwellings completed, with 57 dwellings lost through demolition, change of use or conversion, providing 651 net additional homes. There have been no extra care dwellings completed during this period. Housing market is improving, slowly. Levels of permissions granted and extant permissions is still well in excess of the levels of dwellings being built.
	NI 155	Number of affordable homes delivered (gross)	Quarterly	High	247 number	300 number	300 number	284 number	Actual Affordable homes delivered during Q4 was 133. Quarter 4 completed with a majority of the projects completing during this period. Our overall ambitious target of 300 was not met due to a number of providers both private and registered working within a slow economic market with reduced access to funding.

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 157a	Processing of planning applications as measured against targets for major application types	Quarterly	High	31.30%	60.00%	60.00%	50.80%	
	NI 157b	Processing of planning applications as measured against targets for minor application types	Quarterly	High	51.70%	65.00%	65.00%	73.90%	
	NI 157c	Processing of planning applications as measured against targets for other application types	Quarterly	High	69.60%	80.00%	80.00%	89.80%	
	NI 168	Principal roads where maintenance should be considered	Yearly	Low	6.00%	6.00%	6.00%	6.00%	
	NI 169	Non-principal roads where maintenance should be considered	Yearly	Low	11.00%	11.00%	11.00%	11.00%	

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Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 182	Satisfaction of businesses with local authority regulation services	Yearly	High	83.00%	90.00%	90.00%	98.60%	69/70 respondents have reported positive responses in relation to their experience of working with regulatory services and are happy to contact the service if they need help and advice. The one dissatisfied respondent has been contacted and discussion revealed that they were unhappy with their food hygiene rating – this matter has been resolved following a rescore visit to assess the works that they were required to complete.
	NI 191	Residual household waste per head	Yearly	Low	505 kgs	531 kgs	531 kgs	491 kgs	For the year of 2012-13 Cheshire East Council have been able to reduce the amount of residual waste collected per household which has helped increase the Council's recycling rate (percentage of waste recycled, composted or reused).

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Mar-2013

Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
	NI 192	Household waste recycled and composted	Yearly	High	52.90%	54.00%	54.00%	53.80%	For the year of 2012-13 Cheshire East Council have been able to reduce the amount of residual waste collected per household which has helped increase the Council's recycling rate (percentage of waste recycled, composted or reused).
	NI 193	Municipal waste land filled	Yearly	Low	43.50%	43.00%	43.00%	42.40%	For the year of 2012-13 Cheshire East Council have been able to reduce the amount of residual waste collected per household which has helped increase the Council's recycling rate (percentage of waste recycled, composted or reused).

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Mar-2013

Objective	Measure		Frequency	Polarity	Result 2011/12	Year End Target 2012/13	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Performance Measures 2012/13									
HR & OD	BV012	Working days lost due to sickness absence (cumulative)	Monthly	Low	9.16 days	8.50 days	8.50 days	9.55 days	Despite high profile activity to manage attendance, absence levels were disappointingly higher than target and the previous year. The North West Employers Organisation report for 2011/12 recorded an average of 9.1 days lost to single tier authorities. The Council has a robust action plan to address absence, drawn up with reference to current best practice and this is regularly reviewed and updated by Cabinet and CMT. When looking at measures used to address absence, over half of all councils responding to a Chartered Institute of Personnel & Development Survey had an Employee Assistance Programme in place. Having given this due consideration, the Council will be introducing its own Programme in 13/14 as well as trialling a proactive intervention for addressing musculo-skeletal problems.