

Cabinet 4th February 2014 - APPENDIX A



The Leader's Report 2014/2017

February 2014

This document is available to download on the Cheshire East Council [website](#), it will be distributed to all Members as part of the February 2014 Council Agenda.

If you have any comments or queries please e-mail

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Foreword – Delivering our Three Year Plan

1. This Council can be proud of its achievements to date, Cheshire East is the best place to live in the Northwest and essential services provided by the Council are well respected by our residents. But we plan to go further; this Council is not increasing taxes, is not closing facilities and continues to rely on relatively small resources from central government.
2. Change, whilst inevitable, can be difficult but the Council is resilient and adapts to keep us moving forward. We have now set the course, ready for the journey ahead.
3. Cheshire East is establishing itself as a commissioning council. Many councils have taken the decision to either outsource services to the independent sector, or to cut vital services in order to make savings. This Council is walking a different path; by moving towards a commissioning delivery model and by embracing the formation of new service delivery vehicles. We are also connecting our commissioning activity with partner agencies where it can enhance services to local residents. By doing this, we have not only balanced the 2014/2015 budget, we have safeguarded vital services, ensuring the best future for our residents and our staff.
4. Over the past 12 months we have made significant progress towards achieving our planned outcomes. For example we've had some fantastic achievements in our communities, with over 1,500,000 visitors to our libraries last year and we will continue the development of our facilities into community hubs next year.
5. We help our young people gain a good start in life by being a market leader in both adoption and youth offending services. We can also pay homage to the robustness of our Children's Service. They responded to Ofsted with great professionalism – knowing that no child was ever at risk under our care. We will carry on the path to reduce expenditure in this area by focusing on prevention services which benefit our young people and avoids the expensive care costs that must be funded through taxes.
6. We have continued our strong economic track record of attracting new investment to the borough. Our Economic Development Team can be proud of their hard work to secure investment by Bentley Motors in Crewe and ensuring a strong future for Alderley Park. Added to this, there is new investment planned for the Astra Zeneca site in Hurdsfield, and the development of the Waters site in Wilmslow. We will continue this hard work, focusing on the rolling out of superfast broadband, using the Council's assets to drive growth and focusing on generating further inward investment in the science corridor.
7. We have listened to local residents about the local environment, and in response we have repaired more potholes than any other comparable authority (achieving our 50,000 target by September) and we will continue to invest in our highways in 2014/2015. We listened to residents when they told us Green Waste collections were ceasing too early, and we delivered the changes residents asked for. In 2014 we will

- establish a Council owned company to deliver our waste services, making savings without impacting on service levels to local people.
8. Our facilities continue to support the lifestyles of our residents and life expectancy in Cheshire East is higher than most places in England reflecting the quality environment and on-going care support. We will continue to develop our approach to directing support early. We know the population is ageing and we will work on helping people to age well through maximising individual choice and challenging care providers to deliver more integrated services.
 9. Inside the Council, 2013 saw the re-structure of our Corporate Leadership Team, which included the appointment of our new Chief Executive Mike Suarez, and Chief Operating Officer Peter Bates. We now have the best possible management team to take this Council into 2014 and beyond. There will be further changes that staff know about but the Council's track record on managing change and constantly delivering more for less is well proven and I am confident that we have the right attitude, skills and support in place to meet these changes head on whilst enhancing choice and support for residents to strengthen resilience within our local communities.
 10. This report provides significant detail, highlighting the Council's commitment to transparency in the decision making process. The detail shows how the process to budget setting has been open and clear from the outset and that we have listened to feedback too.
 11. The following pages present a clear strategic direction of how Cheshire East Council will carry on achieving the community outcomes, and the report of the Finance Portfolio Holder, Cllr Peter Raynes, shows how this can be funded through well managed budget setting and control.

Cllr Michael Jones

Leader of Cheshire East Council

February 2014

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1. Delivering the Council's Outcomes

Outcome 1 – Our local communities are strong and supportive

The service focuses on safety within communities and providing accessible leisure services. Achievements within Public Protection and Enforcement will be increasing participation in leisure activities and managing significant improvements in local leisure facilities.

The service focuses on the role that the Council will play in leading our communities, shaping local areas and bringing public services together with communities to create strong communities with a sense of independence, and ability to influence what services we commission in the future. It brings together a diverse range of services that impact on individual localities such as customer services, communities and partnerships, libraries, revenue and benefits, transport and community safety, and enforcement.

Achievements of Outcome 1 will be measured by key indicators such as: an increase in volunteers in our communities; increasing use of the Council's website; developing community hubs based around the Council's current library services; accessible and relevant transport services; reductions in crime, particularly for young offenders.

Budget proposals are focused on these significant areas:

- The current transport spend for Children and Families is nearly £9m. The proposal is to reduce this spend by c.7% to make savings of £0.7m.

Some facts about Outcome 1
The number of Penalty Charge Notices issued is over 22,000 per annum
60 Unauthorised Gypsy and Traveller encampments were dealt with across the Borough in 2013
Reports of anti-social behaviour in Cheshire East are less than half the average for the Northwest
Licensing have managed over 1,300 premises applications this year
Over 1,500,000 visitors pass through the doors of our libraries each year
Work in communities delivers a wide range of community activities and projects with over 100 new volunteers getting involved in projects such as managing community centres or volunteering at one of the 16 new work clubs
180,000 Council Tax and National Non Domestic Rate bills are issued during annual billing. In 2012/2013 the Council collected 98.2% of Council Tax placing it in the upper quartile compared to other unitary councils.
Focus on local area working attracted £0.65m in external funding and £0.3m in kind contributions from Partners in a year
95% of all library users are satisfied with their library service
The Council receives 500,000 telephone calls and face to face enquiries in its Customer Service Centres and our website receives more than 4,000,000 visits in a year
120,000 new claims and changes of circumstances for housing and council tax benefits are received and processed in a year

- The successful reduction of children in care means we will spend less on transport for example, in supervised contracts prescribed by the Court. Furthermore for the services we currently purchase, improvements in the cost base of this will reduce spending by £275,000.
- With improved competition and more effective route planning for Special Educational Needs, a further reduction of £0.3m is achievable.
- The new national strategy of personalisation for education, health and care plans gives an opportunity to provide holistic personal budgets to parents which can include the transport element and estimates are that this could save £25,000.
- The introduction of Independent Traveller Training for young people to aid their social independence will further realise savings of £50,000.
- Finally, the service has reduced staffing costs of £50,000 which adds more savings.
- Continuing to develop a sustainable library service (-£0.6m) and developing integrated community hubs.
 - Expectations of libraries have evolved beyond the traditional role of promoting literature, reading and culture to also encompass information, literacy, learning, digital inclusion and job-seeking support.
- Improving the efficiency of the traditional function of lending and focusing resources to support customers with greatest need.
- No plans to close any facilities.
- Efficient operation in Customer Services and Revenue and Benefits (-£0.2m).
 - Focusing on internal efficiencies for staff and systems to give a better customer experience.
- Maintain investment in our regulatory services to protect the public and business and achieve our ambition to be an enforcing authority.
- Improve the delivery of our concessionary fares service (-£0.3m).
- Working with Partners to create strong local communities (potential growth).
 - Building relationships with our communities to encourage community activity and reduce dependence on Council services.

Outcome 2 – Cheshire East has a strong and resilient economy

The Council has set out a clear vision and strategy for economic growth, which articulates the rationale and plans for increasing productivity and creating new jobs. This is based on the strong competitive advantage and track record that the borough has in terms of its skilled workforce, existing business base, entrepreneurial spirit, quality of life and its national, regional and local infrastructure.

- Cheshire East has all the right ingredients to see a step change in economic productivity and become a growth engine of the North. As such the service is being reconfigured to:
 - Utilise our strategic assets to drive economic growth.
 - Increase our focus on securing new investment from both current and new inward investors.
 - Strengthen our approach to major development projects and programmes that build upon our key commercial, institutional and sectoral assets.
 - Drive stronger and faster regeneration in our town centres, as a vital component in the well-being of our economy and communities.
 - Ensure that the Council and its commercial stakeholders are well positioned to secure new funding for projects, coming through Cheshire and Warrington Local Enterprise Partnership and others.

Some facts about Outcome 2

Cheshire East's unemployment rate is at a five year low, at 1.9%, and is significantly lower than the rate for the region.

Cheshire East's economic output (Gross Value Added) per head is 7% above the UK average and 26% above the regional average.

37% of the Northwest region's Research and Development jobs are based in Cheshire East.

Cheshire East's tourism industry is the fastest growing in the country and employs 10,000 Full Time Equivalents, attracts over 13 million visitors, and is now worth £689 million to the local economy.

Cheshire East, as part of the Cheshire and Warrington Local Enterprise Partnership (LEP), is well established as a top-performing economy; in a national context, out-performing many of the leading economies in the Greater South East.

Cheshire East is home to nearly 18,000 businesses including 21 of Insider's Top 250 Companies, in fact there are more businesses in Cheshire East than any other area in the Northwest - even more than in Manchester.

40% of Cheshire East's workforce are qualified to degree level, significantly higher than the regional and UK average.

Cheshire East has one of the largest highways investment programmes outside of any metropolitan centre.

Community Grants awarded £73,053 towards £833,007 of project costs for 74 voluntary and community organisations during the first three-quarters of 2013/2014.

More than 56,000 potholes have been filled in 2013 and claims from pothole damage have significantly reduced.

66,000 Gullies have been cleaned to achieve reduced flooding against last year.

- As well as an excellent place to do business, Cheshire East is also a fantastic place to live and visit, and therefore focus is being placed on boosting the visitor economy and ensuring our housing offer is right. Major investment is also being made in our transport infrastructure to unlock the potential of our towns and villages, while at the same time protecting outstanding natural assets.
- Key growth areas will be the development of a Science Corridor across North Cheshire linked with Greater Manchester – harnessing and increasing the value to UK plc of a number of world-leading science-based employment areas from Astra Zeneca in Macclesfield, through Jodrell Bank, Alderley Park, Booths Park and the international technology centre for Barclays Bank at Radbroke Hall. The new head quarters for the Waters Corporation due to open this year in Wilmslow demonstrates the growing confidence of investors in Cheshire and the valuable science industries located here.
- Major economic growth plans for Crewe (Crewe High Growth City) and wider links through Mid-Cheshire and along the M6 Corridor will be delivered through the All Change for Crewe Economic Plan. Building on recent successes in inward investment such as £800m in Bentley and major investment in infrastructure, the Council will work with its private and public sector Partners to deliver further jobs and investment.
- Key to delivery of economic growth is a local planning framework which enables plan-led growth and stops unsustainable speculative development – this year will deliver the adoption of our new planning framework for the Borough to support communities and businesses.

Regulatory Services carry out 1,000 inspections a year in relation to diverse cases such as animal welfare and food safety.

97% of businesses and domestic service users are satisfied with the service received from Environmental Health.

- Investment in strategic and local infrastructure will continue both delivering against existing infrastructure schemes and leveraging in more investment from Government and the private sector to deliver a large programme of new roads and highway improvements. Ensuring that the best deal for Cheshire East from national infrastructure proposals such as HS2 is a major focus, and ambitious growth plans linked to a new Crewe Hub station, as well as major mitigation proposals for the North of the Borough, form the basis of our response to the current consultation.

Achievements within Economic Growth and Prosperity will be measured by the number of new jobs created; levels of employment / unemployment; economic productivity; business survival rates; inward investment; high-speed broadband coverage; strategic highways investment; skilled and productive workforce; timescales for processing of major planning applications and an increasing supply of affordable housing.

Budget proposals are focused on these significant areas:

- Realising the full value of the Cheshire East economy (current Gross Value Added £9m) by job creation and business growth.
 - New Investment Team to secure new investment and jobs.

- Engine of the North Development Company realising development potential of assets to deliver new homes, jobs and capital receipts.
 - Delivering the pipeline of major strategic infrastructure (largest programme in UK outside of major conurbations).
- Adoption of a new Core Strategy as the key element of a Local Plan for Cheshire East which is jobs-led with strong focus on quality of the environment.
 - Developing new sustainable alternative energy sources, including geothermal energy, to ensure a lower cost and resilient supply of energy and heat for local communities and businesses.
 - Work with major investors on key sites such as Alderley Park and Radbroke Hall to create additional high value jobs and ensure growth is maintained.
 - Accelerating the release of surplus assets to reduce revenue costs (initial forecast is -£0.4m).
 - Maintaining efficiency drive – Tatton Park subsidy reduction / reform of planning and property services.
 - Through integrated commissioning, ensure our housing policies and delivery of housing supply meet the current and future needs of our residents.
 - Commemorating the First World War Centenary for the benefit of local communities (+£0.1m).
 - Continuing investment in the existing road infrastructure, including £11m capital expenditure on a programme of

carriageway surface treatments including resurfacing, overlays and surface dressing and, where necessary, associated drainage and footway works that will restore the targeted roads to a high standard.

- The Council will take enforcement action to prevent behaviour which harms our communities and the environment. We will act consistently and proportionately, in line with our Enforcement Policy, in the interests of the public.
- Civil enforcement of on-street parking will be focused on reducing congestion, improving traffic flow, and dealing with dangerous parking behaviours and obstruction.

Outcome 3 – People have the life skills and education they need to thrive

This outcome focuses on providing children with a good start in life in their early years, raising aspiration and achievement across primary and secondary education, and working closely with partners to protect vulnerable children including those with special educational needs and those placed in the care of the Council. Achievements within Children and Family Services will be measured through improvements in areas such as increased numbers of recognised qualifications, reducing numbers of NEETs, improved safety of vulnerable children, the number of children adopted and less children and young people getting involved in anti-social behaviour.

Achievement of Outcome 3 will be measured by the following key indicators such as:

- Achievement in the Early Years Foundation Stage.
- Narrowing of the gap in relation to those in the lowest 20% and the rest.
- Improved achievement in primary and secondary education.
- 87% of schools are now good or outstanding.
- Decrease in the number of young people who are 'NEET' or 'Not Known'.
- Increase in the number of Year 11 young people with a guaranteed offer of employment or training.
- Increase in apprenticeship applications which progress to successful starts.
- Increase in access to good quality local provision for children and young people with special educational needs.

Some facts about Outcome 3

87% of primary and secondary schools in Cheshire East are good or outstanding.

90% of primaries are rated good outstanding by Ofsted; Cheshire East is one of the top 5 local authorities within the Northwest.

Cheshire East is ranked 3rd against all local authorities in closing the achievement gap in relation to the lowest 20% and the rest.

80% of eligible primary school children achieved Level 4 and above in reading, writing and maths.

62% of pupils achieved 5 or more A*– C grades including English and Maths; the proportion of pupils gaining five A*– C grades in any subject is 84%.

Cheshire East's figures for 16/18 year olds not in education, employment and training (NEET) are the lowest they have ever been, having reduced to 3.68% from 5.6% in December 2012.

We have seen another positive increase in the numbers of young people gaining the offer through the September Guarantee.

High quality youth support services were recognised through inspection of our Youth Offending Service and excellent NEET figures.

Plans for Cheshire East's first new Autism school are well developed.

An inspection of Cheshire East's Youth Offending Service confirmed that it is improving outcomes for young people.

- Improved outcomes for children in care and care leavers in primary and secondary education, employment and training.

- Improved outcomes for adults with disabilities or long term illness.

Budget proposals are focused on these significant areas:

- The targeting of preventative services and the improved financial management of care costs has resulted in significant savings to date. The significant reduction of children in care (475 at its peak and now 346) means that planned savings for 2015/2016 can be brought forward and further savings can be realised totalling £1.2m. In addition to this, income for complex placements with a care, social, health and education need will increase income by £0.4m.
 - Improved commissioning / contracting emphasis will result in a more dynamic approach to getting better value with the placements we continue to purchase and realise efficiencies of £0.4m.
- Early help services continue to perform well and the strategy to target resources is paying dividends financially, as seen in the reduction of the numbers of children in care. Early intervention and prevention services are key to this and are being aided by improved integration arrangements linking youth support and family support.
 - This will reduce management costs and planned for 2014/2015 is the removal of 5 further management posts and 3 back office support posts that will realise savings of £0.35m.
- Plans to use more assertive home visiting and potentially deliver services from mobile outreach, especially bearing in mind the need for rural proofing, will reduce the need for the buildings we currently use. Buildings could be

transferred to the community and with more integrated community hubs potentially being developed, building costs could be reduced by £0.15m.

- Momentum is gathering under the banner of going local in which we work to empower communities to become self sustaining and self reliant.

Outcome 4 – Cheshire East is a green and sustainable place

Environmental Protection and Enhancement incorporate a wide range of front line operational services that are delivered by the Council and used by all residents who live and travel through Cheshire East. The services range from those that are essential to all residents such as waste collection, roads and bereavement services, to services that enhance our environment and the wellbeing of residents, such as the Countryside and Public Rights of Way Network. All of which are vital and valued by the communities within Cheshire East.

Achievements of Outcome 4 will be measured by key indicators as maintaining the high recycling and satisfaction rates in waste services, improving the condition of the Highway Network by reducing the number of potholes, managing down overall pollution in the area whilst increasing satisfaction with our parks, open spaces and countryside.

Budget proposals are focused on these significant areas:

- Creating new efficient delivery models for Environmental and Bereavement Services, saving £0.7m in revenue expenditure. In waste services this approach will minimise the impact of increasing landfill taxes, rising fuel inflation and an increase in the number of dwellings requiring bin collection services. Each new delivery model will also be supported by capital expenditure, such as the refurbishment of Crewe Crematorium (£1.5m) and investment in improving the Pym's Lane Depot to increase capacity of the site (£2.4m). Provision is also being made for a potential transfer station facility in the North of the Borough, with potential capital investment of £7m.

Some facts about Outcome 4

Additionally we continue to be the most desirable place to live in the North West and strive to deliver the following high standards associated with protecting and enhancing our environment to ensure that we retain the most desirable living status.

These being:

Over 200,000 bins are emptied every week in Cheshire East and 92% of respondents were satisfied that bins are collected when they should be.

Recycling and reuse confirmed at 54% - the highest figure yet for Cheshire East and placing us as the second highest unitary in the North West.

Satisfaction with country parks increased during 2013/2014 to 96%.

“Free after 3” car parking has been introduced in 7 car parks across the borough to help businesses and increase footfall in town centres, with an addition of 4 more free car parks in Crewe, Congleton, Macclesfield and Wilmslow.

We have achieved Green Flag status in Parks and Open Spaces including; Congleton Park, Bollington Recreation Ground, The Moor Knutsford, Brereton Heath Country Park and Teggs Nose Country Park.

We take great pride in maintaining our farming estate and unlike other larger authorities we strive to increase our farm holdings.

At mid-year the Council had reducing carbon emissions from its public sector operations by 19% compared to a target of 17%.

Building control have dealt with over 2,000 applications this year resulting in almost 11,000 site visits to inspect over 16,000 elements of construction work.

- Business as usual to service users, focussing on cost reductions and asset utilisation.
- Using prestige locations on highways, creating advertising and sponsorship income (-£0.1m).
- Better managing existing road space by providing a highway permit scheme that can reduce congestion associated with highway and utility related activities.
- Reducing energy use and carbon emissions and enhancing our environment (-£0.2m).
 - Carbon emissions have significantly reduced by 18% and on track to achieve a 25% reduction by 2016.
 - Enhance rural habitats along roadside verges
 - Diverting waste from landfill sites.
 - Converting waste into energy.
- Step changes will be targeted at energy generated from waste - over 40% expected to be diverted from landfill next year.
- At least maintaining the record levels of waste recycled, which is currently running at 54%.
- A programme of pathway works in Queens Park (capital investment £0.5m).

Building Regulation services dealt with 2,050 cases in the first quarter of 2013, which has generated a surplus position of £44,000 for the first 9 months of the financial year, with expectations that this will continue for the final period.

Planning enforcement have responded to almost 600 new reports of alleged breaches of planning control issuing 21 formal notices.

By collaborating with an adjacent authority - Staffordshire County Council, we are able to divert over 43% of our waste from landfill to an energy recovery process.

Each year we provide a service covering over 12 million scheduled Residual, Recycling and Garden waste collections and supported elderly, disabled or vulnerable residents through the provision of approx 250,000 scheduled assisted collections

We work with 11 high schools on our secondary school green challenge and with the 115 primary schools as part of the Junior Recycler of the Year competition.

Our 50 waste prevention volunteers have actively promoted waste prevention, reuse and recycling at 32 events speaking to 2,740 people giving 242 hours of volunteering to the project.

Our Street Cleansing teams mechanically regularly sweep over 2,722 km of road and complete the physical emptying of approximately 2,400 litter bins and over 900 dog bins. Additionally, we respond to over 1,700 reported incidents of fly tipping every year, ensuring the our environment remains a safe and clean place to live.

We maintenance and manage over 3,000 open space sites including 238 Sport and Play Facilities (Including Play Areas, Multi use games areas, Skate Parks, Outdoor Gyms and Tennis Courts), 85 Sports Pitches, and 16 Formal Parks.

We oversee the development of Parks and Open Spaces across the borough, including projects delivered at; Bollington, Congleton, Crewe, Elworth, Holmes Chapel, Middlewich, Sandbach, Wilmslow.

We work with other agencies such as the Cheshire Probation Trust to provide opportunities to rehabilitate offenders.

Outcome 5 – People live well and for longer

This outcome focuses on promoting and supporting residents to live well and for longer through better management of their own health and daily life. This will include a refocus on initiatives and services which better support prevention, early intervention in community settings and personal independence and responsibility. There will also be a greater focus on delivering more integrated social care and health and wellbeing services. Achievements within Adult Care and Public Health will be supported by the Public Health Outcomes Framework and the Social Care Outcomes Framework and will be demonstrated through improvements in areas such as personalisation, reablement, self management and making healthy lifestyle choices over the relevant annual or longer term periods.

One key area of focus for the Outcome 5 objectives is to contribute to the implementation of the Health and Well Being strategic plan for the Council area as a whole. The Health and Well Being Strategy is jointly formulated between Public Health, social care and health commissioners and identifies the strategic priorities based on the local population needs assessment. The Health and Well Being Board is currently overseeing the refresh of the Health and Well Being strategic plan to ensure that the commissioning and provision of services deliver against the agreed priorities.

The approach to commissioning against the priorities is being considered as part of the Joint Commissioning Leadership arrangements. This focuses on services across the age range and involves the Council working with the two Clinical Commissioning Groups for health Commissioning together with NHS England responsible for Primary Care and other specialist areas.

Some facts about Outcome 5

Life expectancy in Cheshire East is higher than the England average. Overall, Cheshire East has a low number of premature deaths (under age 75) with the area being in the top 25% in the Country. Life expectancy in Cheshire East is rising at the fastest rate in the Northwest, and the Council will continue to further develop its services which improve health and wellbeing and prevent early death.

Attendance at Council Leisure facilities is increasing, with over 1,600,000 visits between April and October 2013, up 3% from the same period in 2012.

Cheshire East adoption services, in collaboration with its partners, won the 2013 Adoption Service of the Year award.

Cheshire East is set to achieve the highest number of adoptions.

Targeted preventative activity has seen the number of children in care reduce by 10% in the last year and 25% since its peak. It has continued to fall during the last year, with a reduction of over 10% being achieved.

The Council provides care to an average of 5,500 adults at any time.

Cheshire East with partners Cheshire West and Chester and four clinical commissioning groups across Cheshire have been successful in becoming one of only 14 Pioneer sites across the country to pilot approaches to integrating health and social care services over the next five years.

The Bikeability scheme is running at a 92% success rate, with 3,500 young people now accredited.

Cheshire East Council is piloting a new project aimed at improving the lives of vulnerable young people through creating a 'gold standard' in supporting care leavers.

The Council's new public health commissioned services will continue to be reviewed and re-tendered where needed to ensure that they meet the health and wellbeing needs of the local population, deliver positive health related outcomes and link with other Council and wider partnership services.

Budget proposals are focused on improving the health and wellbeing of the local population through:

- Detecting need early and supporting healthy lifestyle choices
- Promoting self reliance and self management within individuals, neighbourhoods and communities by ensuring that people are supported with the best advice and information to do this
- Ensuring that low level and socially inclusive community based support is available in all areas and targeted to those areas where social isolation may impact adversely on an individual's health and well being.
- Effectively managing the forecasted growth in demand in particular for social care support, by doing things differently – by increasing choice for customers, by stimulating the social care market to deliver a range of services and by targeting more specialist focusing resources for those most in need
- Continuing to provide personalised care, focusing on prevention and early intervention, and helping people stay

in their own homes and communities for as long as they are able

- Continuing the work with our partners to deliver an increased range of integrated services which identify and focus on meeting people's needs and outcomes and ensuring they are appropriately safeguarded
- Making sure resources are targeted specifically to meet need and manage risk
- Innovation and evolution of a range of services across all care sectors to better serve our community with robust measures in place for Quality Assurance
- Joint approach between commissioners in ensuring a clear and detailed joint commissioning strategy is in place to meet the needs of the local population, and prioritising the support for stronger communities.
- Cheshire East Council is investing in leisure services, recognising the importance of an active lifestyle in achieving our outcomes for local people
- Establishment of a Leisure Trust to realise long term efficiencies and improve the quality of service
- Focusing potential capital investment of £32m on our major towns of Crewe, Macclesfield and Congleton to address health inequalities and integrate lifestyle services

Effective Support Services

Corporate Services focus on providing professional advice, such as legal and accountancy issues, across all Council services as well as providing the significant facilities and technology that can enable front line services to operate effectively. In addition to those roles Corporate Services have a vital role in maintaining registers, providing procurement advice and project management skills, supporting elected Members and managing the governance and stewardship arrangements that promote transparency and accountability.

Achievements within Corporate Services will be measured by such things as promoting local democracy; 'true and fair' opinions from the external auditors on the financial statements; the added value the advice and expertise brings to delivery of front line services; the level of income collection rates; how the costs of support benchmark favourably with national comparisons; and achieving the best rate of returns on investment and the Council's estate.

Budget proposals are focused on these significant areas:

- An effective treasury management strategy is planned for 2014/2015 with no intention to increase borrowing from external lenders. Capital financing costs are forecast to reduce to £12.5m compared to the £13.5m forecast in February 2013.
- Pursuing saving through joint mentoring and collaboration through the launch of a more commercial back-office delivery model.

Some facts about Corporate Services

Spending on Central Services in Cheshire East is forecast to be 20% lower than in the average English Unitary Authority.

The Service manages the Council's property portfolio of approximately 600 major property assets, with an asset value of £440m, which will assist in the delivery of a wide range of services to over 370,000 people in Cheshire East.

Over 10,000 births, deaths or marriages are registered by the Council each year.

Over 290,000 people are registered to vote in the Borough, the third largest electoral roll in the Northwest.

The service maintains and supports front-line services with nearly four thousand computers and laptops and nearly 350 different applications.

- Carbon Reduction Costs and utility costs are estimated to increase by over £0.9m in 2014/2015. Work on reducing emissions and effective disposal of surplus assets will continue to counter this issue. A cap on business rate increases at 2% may provide up to £50,000 of savings compared to current forecasts.
- Applying the most cost effective approach to funding ICT projects by capitalising up to £1m of chargeable work on the Public Sector Network and Next Generation Desktop projects.

- Challenging spending on procuring supplies and services, looking at volumes and pricing structures which will realise savings of over £0.5m.
- Maintaining progress in financial management, further reducing risks which will be reflected in lower audit fees of up to £0.1m.
- Corporate services will also continue supporting all areas to deliver required savings from employee structures, and improve productivity and effectiveness of service arrangements. This will include attention to incremental progression of salaries and reductions to car mileage rates.
- Connecting Cheshire, capital investment of £23m planned for 2014/2015.

Cabinet 4th February 2014 - ANNEXES



Annexes to The Leader's Report 2014/2017

February 2014

Annex 1 – Cheshire East Council Three Year Plan



To assist with reading this page a PDF version is has been made available at: www.cheshireeast.gov.uk/budget

Annex 2 – 2014/2015 Proposals

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
COMMISSIONING AREA				
Children and Families Services				
	Care	Partnership and Commissioning of new models of care and support (Children's Social Care)	-250	40
	Care	Early Help Includes supported accommodation, post adoption support and commissioning of independent provider	-150	
	Care	Review and reduce Voluntary Community and Faith Sector Early Help contracts	-150	
	Care	Continue to implement the residential care review across Cheshire East, with additional beds in Macclesfield and Congleton areas	-200	
	Care	Joint funding / continuing healthcare assessments - children with complex care needs that should be recharged and funded from health	-150	
	Care	Review contracting - Establish market sufficiency and sustainability	-50	
	Care	Placements will be reduced utilising foster carers as an acceptable alternative and following preventative activity for later year reductions	-500	
	Early Help	Review and consult on the reduction of hours of Children Centres, without loss of key services. Member decision required	-100	
	Home to School Transport	Rationalisation of home to school transport through procurement savings	-210	75
	Home to School Transport	Home to school transport - safer routes	-100	

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
	Care	Review and reduce support to schools, following Academy conversions	-250	75
	Care	Review support across Children and Families, both team support and business support.	-170	70
	Care	Business efficiency and effectiveness	-50	30
	Home to School Transport	Review Home to School Transport	-150	
	Early Help	Review provision of the Children Centre estate focusing on those areas of most need	-400	150
	Care	Review and reduce Youth Support Services	-300	
	Care	Maximise income	-450	
	Home to School Transport	Extended Rights to Travel - Additional Grant Funding	153	
	Care	Share of cross service items including pay inflation and pensions less savings relating to the restructure, reviewing supplies and reducing car mileage rates	-526	
	Indicative allocations of Pay and Pensions	Indicative allocations of Pay and Pensions	696	
TOTAL CHILDREN AND FAMILIES SERVICES			-3,307	440
Adult Social Care and Independent Living				
	Commissioning Reviews	Commission night care support from the external market in line with day time domiciliary care arrangements	-80	60
	Commissioning Reviews	Respite care improvements in efficiency	-500	100

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
	Commissioning Reviews	Restructure of the handyperson and care service. Service delivery and provision should not be impacted by this restructure	-120	
	Better Care Fund	Better Care Fund (Section 256) - Funding transfer from NHS to social care - additional responsibility	1,457	
	Better Care Fund	Better Care Fund (Section 256) - Funding transfer from NHS to social care - increase in service income	-1,457	
	Social Care Demand	Increasing Demand including Children in Transition	750	
	Social Care Demand	Increasing Demand - Care Providers	1,300	
	Assessment Review	Developing and implementing an improved Continuing Healthcare assessment process between CEC and the Clinical Commissioning Groups to ensure that respective organisations discharge and fund their care responsibilities appropriately	-150	
	Social Care Demand	Review of Fairer Charging Policy – fees, charges and subsidies	-200	
	Commissioning Reviews	Review existing supported living support using the care fund calculator	-300	200
	Commissioning Reviews	Shared Lives - investment in service to recruit new carers to provide additional range of long term placements as a viable and cost effective alternative to long term care residential care	166	
	Social Care Bill	Increased social worker capacity to support care bill implementation	0	770
	Assessment Review	Implementation of new Care Assessment System	300	
	Commissioning Reviews	Impact of Review of Learning Disability Pooled budget	600	
	Commissioning Reviews	Initiatives to Deliver Care Efficiencies	0	1,050

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
	Commissioning Reviews	Public Health Integration to deliver improved outcomes by jointly commissioning services	-1,000	50
	Service Efficiencies	Business Systems and Processes to support the front line	-80	
	Commissioning Reviews	Review costs and charges of jointly commissioned services with the two Clinical Commissioning Groups	-264	
	Commissioning Reviews	Utilisation of the Section 256 funding for services delivering health benefits	-228	
	Assessment Review	Safeguarding quality assurance	400	
	Service Efficiencies	Share of cross service items including pay inflation and pensions less savings relating to the restructure, reviewing supplies and reducing car mileage rates	-367	
	Indicative allocations of Pay and Pensions	Indicative allocations of Pay and Pensions	928	
TOTAL ADULT SOCIAL CARE AND INDEPENDENT LIVING			1,155	2,230
Public Health				
		Transfer of Public Health Budget from NHS	512	30
		Ring Fenced Specific Grant Funding	-512	
		Emergency Planning, Health Protection, Infection Control: Winter planning and affordable warmth initiatives - 1 and 2 year pilots	5	
		NHS Health Check Programme: Programme expansion and increased initiatives focussed on prevention and early detection	40	
		Sexual Health: Initiatives targeting risk taking behaviours for schools, colleges and the workplace	30	

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
		Drugs and Alcohol: Initiatives with increased focus on alcohol misuse, awareness raising and prevention	230	
		Mental Health and Wellbeing: Initiatives focusing on: <ul style="list-style-type: none"> • Early detection of workplace stress, depression, and wellbeing in children and young people • Social isolation • Living well, dying well 	85	
		Child Health: NCMP expansion, helpline / drop in-centre initiative, health in pregnancy and health visiting service from 2015	172	
		Health Improvement: Targeted initiatives for stop smoking, diet and obesity, physical activity, breastfeeding and improving health in those with learning and physical disabilities	219	
		Contribution to wider Council: Green space utilisation, access to information and advice, road deaths	22	
		Campaigns, Marketing, Advertising and Publicity	31	
		Capital investment to support health and wellbeing	10	
		Expand mandated specialist public health advice to NHS Commissioners	56	
		Ring Fenced Budget Adjustment	-900	
TOTAL PUBLIC HEALTH			0	0

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
Environmental Protection and Enhancement				
	New Delivery Model - Environmental Operations	Waste and Recycling - New delivery model for Environmental Services (Waste / Streetscape / Fleet services)	-700	485
	Environmental Operations - Base Budget...	Waste and Recycling - Reinstatement of one off diversion from landfill for one-year (2013/2014), pending new delivery model	113	
	Environmental Operations - Base Budget...	Waste and Recycling - Adjustments to base budgets for landfill, HWRC and recycling contracts	292	
	Environmental Operations - Base Budget...	Waste and Recycling - Adjustments to base budgets for collection costs relating to fuel and maintenance inflation	89	
	Environmental Operations - Base Budget...	Waste - Street Cleansing Road Silt - diversion from Landfill to Recycling	-47	
	Environmental Operations - Base Budget...	Waste and Recycling - Impact of Annual Tonnage increases	286	
	Waste Minimisation - base budget adjustment	Waste and Recycling - Reinstatement of one-off reductions in 2013/2014 in the waste minimisation budget and recycling credits for one year only	153	
	Highways Contract - Inflation, Efficiency savings and reinstate winter review	Highways - Contract inflation, offset by efficiency savings in 2014/2015 and 2015/2016	98	

Summary of Proposals - 2014/2015			Total	Cost of Investment	
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s	
	Highways Contract - Inflation, Efficiency savings and reinstate winter review	Highways - Implementation of a new Highways Permit Scheme within Cheshire East	-100	259	
	Highways Contract - Inflation, Efficiency savings and reinstate winter review	Highways - Handling third party claims < £200 by contractor	-35		
	New income generation	Highways - Advertising / Sponsorship of roundabouts	-80		
	Highways Contract - Inflation, Efficiency savings and reinstate winter review	Highways - Reinstatement 2013/2014 savings from reviews in winter servicing	100		
	Investment Proposal	Buy-out of long-term leasing contract for Automatic Public Conveniences	0		
	Public Conveniences unparished Macclesfield	Keeping Public Conveniences at two sites in the unparished area of Macclesfield (Park Green and Churchill Way) open	45		
	Investment Proposal	On-going costs of markets and toilets due to be transferred in 2014/2015	0		42
	Investment Proposal	Mapping maintained assets for routing / recharging purposes. Leading to savings from efficient routing of vehicles	0		50
	Bereavement Company	Bereavement Company - initial set up costs (savings to be reflected in 2015/2016)	90		21
	Reduction in energy consumption - Street Lighting	Assets - Reduce energy consumption from street lighting and illuminated signs	-185		

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
	Environmental Operations - Service Review	Review the Silt Contract and Skip Contract utilisation	-100	
	Environmental Operations - Base Budget...	Diversion of Road Sweepings away from Landfill	-75	
	Environmental Operations - Service Review	Employee Structure Review - savings in Ansa	-250	
	New income generation	Green Waste - Winter Suspension - flexible workforce	-50	
	Income Generation and Income base budget adj	Contract consolidation - Ansa	-50	
	Bereavement Company	Contract consolidation - Orbitas	-5	
	Environmental Operations - Service Review	Rationalisation of employee working patterns - Ansa	-50	
	Environmental Operations - Base Budget...	Consume inflationary increase in Highways	-100	
	New income generation	Increase in developer opportunities result in additional income generation from developer 106 contributions	-50	
	PROW and Countryside - Service Review	Further adjustments to Countryside and Public Rights Of Way existing revenue budgets	-40	
	New income generation	Additional income - Patrol	-30	

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
	Cross cutting savings (Staffing, Car Mileage, Supplies)	Share of cross service items including pay inflation and pensions less savings relating to the restructure, reviewing supplies and reducing car mileage rates	-385	
	Indicative allocations of Pay and Pensions	Indicative allocations of Pay and Pensions	380	
Total Environmental Protection and Enhancement			-686	857
Public Protection and Enforcement				
	Leisure Services - New Delivery model	Leisure Services - New service delivery model to create efficiencies in operating costs; along with increasing income from fees and charges	250	
	Investment Proposal	Review of enforcement activities	0	20
	Leisure Services - New Delivery model	Leisure Facilities - review Joint Use arrangements	-150	
	Cross Cutting	Share of cross service items including pay inflation and pensions less savings relating to the restructure, reviewing supplies and reducing car mileage rates	-316	
	Indicative allocations of Pay and Pensions	Indicative allocations of Pay and Pensions	351	
TOTAL PUBLIC PROTECTION AND ENFORCEMENT			135	20

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
Communities				
	Sustainable Library	Libraries - Development of a sustainable library service.	-540	50
	Grants - Transitional Grants to T and PCs	Grants - Transitional grants to Town and Parish Councils in relation to implementation of local council tax benefit support scheme	-58	
	Avaya contact centre costs	Avaya contact centre costs	20	
	New Operating Model - Cust, R and B	New operating model for Customer Services, Revenues and Benefits.	-220	50
	Investment Proposal	Refurbishment of war memorials in Cheshire East		100
	Cross Cutting Savings	Share of cross service items including pay inflation and pensions less savings relating to the restructure, reviewing supplies and reducing car mileage rates	245	
	Indicative allocations of Pay and Pensions	Indicative allocations of Pay and Pensions	322	
TOTAL COMMUNITIES			-231	200
Economic Growth and Prosperity				
	Assets	Assets - Continuation of benefits realisation from introduction of Corporate Landlord model, via rationalisation of non-operational & operational property portfolio	-361	100
	Investment Proposal	Assets Major Change Project (New Model of Delivery Strand)	0	250
	Investment Proposal	Assets Major Change Project (Lean Commissioner / Business Efficiency Strand)	0	50

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
	Investment Service	Housing and Adults Services - New delivery model for Housing, via integration with Adults Services	73	
	Tatton Park Vision	Tatton Park Vision / MTFS to reduce Council subsidy	-123	
	Investment Service	Crewe Town Centre Management devolved responsibility to Crewe Town Council.	-57	
	Investment Service	Inward Investment Company	127	148
	Investment Proposal	Business Efficiency: New Ways of Working	0	60
	Culture....	Cultural Services: World War 1 Commemoration in the Borough of Cheshire East.	97	
	Culture....	Cultural Services: World War 1 Commemoration in the Borough of Cheshire East - funding from partners	-55	
	Culture....	Cheshire Record Office Shared Service	12	
	Investment Proposal	Strategic Infrastructure - temporary resources to process planning applications	0	250
	Visitor Economy service efficiency	Marketing Cheshire Options Appraisal for subscription and service contract.	-20	
	Strategic and Economic Planning Service Review	Former Development Management pay cost savings	-25	
	Investment Proposal	Strategic Planning - Local Development Framework Public Inquiry and Local Plan site allocation project	0	350
	Strategic Infrastructure - Staffing Budget Growth	Strategic Highways: Client Expert Commissioner	45	

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
	Strategic and Economic Planning Service Review	Charging for planning advice for Neighbourhood Planning	-20	
	Assets	Charging for Assets advice	-10	
	Investment Proposal	Strategic Infrastructure: Local Sustainable Transport Fund (LSTF) grant funded scheme. Cost of investment relates to additional temporary income from charging staff time to LSTF	0	-60
	Concessionary Fares	Concessionary Fares - new 2014/2015 scheme efficiencies	-300	
	Strategic and Economic Planning Service Review	Increase Planning Income: target and provide one year 'cost of investment' funding for additional resource and potential cost of planning appeals in 2014/2015	-425	400
	Cross Cutting Savings	Share of cross service items including pay inflation and pensions less savings relating to the restructure, reviewing supplies and reducing car mileage rates	-1	
	Indicative allocations of Pay and Pensions	Indicative allocations of Pay and Pensions	226	
TOTAL ECONOMIC GROWTH AND PROSPERITY			-817	1,548

Summary of Proposals - 2014/2015			Total	Cost of Investment
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s
Chief Operating Officer				
	Assets.....	Energy Consumption Base Correction	60	175
	Assets.....	Assets - Carbon Reduction Tax liability	326	
	Assets.....	Assets - Utilities Inflation	601	
	Assets.....	Assets Major Change Project (Asset Rationalisation Strand - Operational Portfolio and Corporate Estate)	531	
	Develop SLE	Develop Separate Legal Entity for the major Shared Services	200	
	Developed model - Corporate Services	Developed model for Corporate Services linked to other supporting the front-line projects	-250	
	MO - Staffing Capacity	Legal Services staffing capacity	27	
	MO - Staffing Capacity	Registration of land titles - fall out of temporary budget	-50	
	G and D - Elections Service Efficiencies	Delay recruitment to vacant Elections Office post	10	
	Finance - Reduction in Audit Fee	Audit Fee Saving	-100	
	OD - Harmonisation of Terms & Conditions	Terms and Conditions Harmonisation	-174	
	OD - HR OD Efficiency	Investors in People Budget Saving	-15	
	G and D - Elections Service Efficiencies	General service efficiency savings	-70	
	C and I - Staffing and Consultancy	Procurement Staffing and consultancy to deliver on-going savings	200	

Summary of Proposals - 2014/2015			Total	Cost of Investment	
Service	Budget Report Category	Description	2014/2015 £000s	2014/2015 £000s	
	ICT - Cross Cutting Saving (to be allocated)	Supplies savings - printing, phones etc	-245		
	ICT - Capitalisation of Next Generation Desktop	Capitalise Public Service Network implementation	-650		
	ICT - Capitalisation of PSN Expenditure	Capitalise initial Next Generation Desktop implementation	-300		
	C and I - Capitalisation of Projects	Business Improvement staffing capacity review including capitalisation of project activity	-100		
	OD - HR OD Efficiency	Reductions in Organisational Development	-37		
	Investment Proposal	Strategic Commissioning - Capacity	0		316
	Investment Proposal	HR Pay and Reward Strategy	0		230
	Cross Cutting	Share of cross service items including pay inflation and pensions less savings relating to the restructure, reviewing supplies and reducing car mileage rates	-771		
	Indicative allocations of Pay and Pensions	Indicative allocations of Pay and Pensions	595		
TOTAL CHIEF OPERATING OFFICER			-212	721	
CROSS SERVICE					
		Allocation of cross service management review savings to services in 2014/2015	1,963		
TOTAL CROSS SERVICE			1,963	0	
CEC TOTAL			-2,000	6,016	

Reconciliation of Leader's Report to Budget Report Three Year Summary Position

	£m	£m
2013/14 Total Service Budgets		276.7
2014/15 Service Proposals (detailed above)	-2.0	
Reductions in temporary Budget allocations	-1.9	
Reductions in Central Budgets	-2.5	
(Capital Financing costs and Actuarial costs)	-	-6.4
2014/15 Total Service Budgets		270.3

Annex 3 – Capital Programme

CHESHIRE EAST COUNCIL CAPITAL PROGRAMME SUMMARY

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years					
	Total Approved Budget	Prior Year Expenditure	Forecast Spend 2014/15	Forecast Spend 2015/16	Forecast Spend in future years
	£000	£000	£000	£000	£000
Committed Schemes	307,084	139,010	120,935	34,143	12,996
Medium Term & Rolling Programmes					
Children and Families Services	18,600	0	5,900	6,300	6,400
Early Help and Intervention	1,955	0	760	995	200
Adult Social Care and Independent Living	2,350	0	750	800	800
Environmental Protection and Enhancement	15,300	150	6,515	5,045	3,590
Communities	100	0	100	0	0
Economic Growth and Prosperity	59,231	4,751	23,363	5,767	25,350
Total Medium Term & Rolling Programmes	97,536	4,901	37,388	18,907	36,340
Longer Term Proposals					
Public Protection and Enforcement	17,000	0	500	8,500	8,000
Economic Growth and Prosperity	155,300	0	850	9,950	144,500
Chief Operating Officer	5,700	0	1,650	2,600	1,450
Total Longer Term Proposals	178,000	0	3,000	21,050	153,950
Total	582,620	143,911	161,323	74,100	203,286

Children and Families Services

CAPITAL

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years

	Total Approved Budget £000	Prior Year Expenditure £000	Forecast Spend 2014/15 £000	Forecast Spend 2015/16 £000	Forecast Spend in future years £000
Committed Schemes	20,199	6,394	12,411	695	698
Medium Term & Rolling Programmes					
Basic Need Grant from the Department for Education for local authorities to provide additional school places where needed in their area.	8,050	0	2,350	2,800	2,900
Capital Maintenance Estimated allocation of the capital maintenance grant which is to enable local authorities to support the needs of the schools that they maintain and for the Sure Start children's centres in their area.	10,550	0	3,550	3,500	3,500
Total Medium Term & Rolling Programmes	18,600	0	5,900	6,300	6,400
Total	38,799	6,394	18,311	6,995	7,098

Early Help and Intervention

CAPITAL

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years

	Total Approved Budget £000	Prior Year Expenditure £000	Forecast Spend 2014/15 £000	Forecast Spend 2015/16 £000	Forecast Spend in future years £000
Committed Schemes	804	232	572	0	0
Medium Term & Rolling Programmes					
Partnership & Commissioning of New Models of Care and Support (Children's Social Care) New models of service delivery to maximise the capacity and use of assets including: Extending Foster Care Capacity Scheme: which will enable new/existing foster carers, who are willing to increase the number of places they offer or maintain existing placements through adaptations to their home. Care Leavers Supported Accommodation: To provide a new facility to support care leavers within the Borough and improve their transition through to adulthood.	960	0	460	300	200
Re-development of Hurdsfield Family Facilities Re-development of the existing family centre site to provide a Children's Centre and Community Facilities for the local area.	995	0	300	695	0
Total Medium Term & Rolling Programmes	1,955	0	760	995	200
Total	2,759	232	1,332	995	200

Adult Social Care and Independent Living

CAPITAL

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years

	Total Approved Budget £000	Prior Year Expenditure £000	Forecast Spend 2014/15 £000	Forecast Spend 2015/16 £000	Forecast Spend in future years £000
Committed Schemes	2,331	1,140	1,191	0	0
Medium Term & Rolling Programmes					
Community Capacity Grant Capital Funding provided by the Department of Health to enable local authorities to support development in adults social service in three key areas: Personalisation, Reform, Efficiency.	2,350	0	750	800	800
Total	4,681	1,140	1,941	800	800

Environmental Protection and Enhancement

CAPITAL

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years

	Total Approved Budget	Prior Year Expenditure	Forecast Spend 2014/15	Forecast Spend 2015/16	Forecast Spend in future years
	£000	£000	£000	£000	£000
Committed Schemes	106,069	71,671	29,440	2,252	2,709
Medium Term & Rolling Programmes					
Investment in Depot Infrastructure Investment in the depot infrastructure in order for the waste collection, treatment and disposal services to be delivered efficiently. Includes potential investment in Pym's Lane depot (£2.5m) and the creation of a waste facility in the north of the Borough (£7m).	9,500	150	2,400	3,500	3,450
Waste Fleet Replacement The replacement of twenty Waste Fleet Vehicles to improve the efficiency of the vehicles held by the Authority.	3,000	0	3,000	0	0
Queens Park Pathway Project The delivery of a programme of path works in Queens Park, Crewe to bring the path network up to a higher standard for visitors to the park.	500	0	500	0	0
Crewe Crematorium Refurbishment The refurbishment of the facilities at Crewe Crematorium funded by the Environmental Fee.	1,500	0	420	1,080	0
Cranage Holmes Chapel Path Project The potential delivery of a programme of works to create a multi-user path and bridge over the River Dane.	400	0	65	335	0

Environmental Protection and Enhancement

CAPITAL

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years					
	Total Approved Budget	Prior Year Expenditure	Forecast Spend 2014/15	Forecast Spend 2015/16	Forecast Spend in future years
	£000	£000	£000	£000	£000
Open Spaces Development Fund The establishment of an Open Spaces Development Fund to halt the decline and manage a sustained improvement to our park and open spaces within the Borough.	250	0	80	80	90
Replacement Litter Bins The delivery of replacement litter bins over a three year period across the Borough.	150	0	50	50	50
Total Medium Term & Rolling Programmes	15,300	150	6,515	5,045	3,590
Total	121,369	71,821	35,955	7,297	6,299

Public Protection and Enforcement

CAPITAL

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years

	Total Approved Budget £000	Prior Year Expenditure £000	Forecast Spend 2014/15 £000	Forecast Spend 2015/16 £000	Forecast Spend in future years £000
Committed Schemes	15,400	832	5,969	8,599	0
Longer Term Proposals					
Congleton Lifestyle Centre Development of a new lifestyle centre facility in Congleton, providing leisure and social care services.	12,000	0	500	3,500	8,000
Macclesfield Leisure Centre Refurbishment of Macclesfield Leisure Centre with improved facilities.	5,000	0	0	5,000	0
Total Longer Term Proposals	17,000	0	500	8,500	8,000
Total	32,400	832	6,469	17,099	8,000

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years

	Total Approved Budget	Prior Year Expenditure	Forecast Spend 2014/15	Forecast Spend 2015/16	Forecast Spend in future years
	£000	£000	£000	£000	£000
Committed Schemes	1,178	298	680	200	0
Medium Term & Rolling Programmes					
Community Facilities Grants The potential capitalisation of Community Grants for community purposes.	100	0	100	0	0
Total Medium Term & Rolling Programmes	100	0	100	0	0
Total	1,278	298	780	200	0

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years

	Total Approved Budget £000	Prior Year Expenditure £000	Forecast Spend 2014/15 £000	Forecast Spend 2015/16 £000	Forecast Spend in future years £000
Committed Schemes	64,191	21,658	29,309	11,815	1,409
Medium Term & Rolling Programmes					
Corporate Landlord Model - Non-Operational To undertake a rationalisation of current Council non operational assets into fewer buildings, releasing efficiencies in overheads, reducing carbon emissions and generating capital receipts as sites are released.	1,280	0	930	300	50
Sydney Road Railway Bridge To undertake improvements to Sydney Road Railway Bridge.	5,000	0	300	300	4,400
A500 J16 Widening Scheme This project will deliver an immediate improvement in traffic conditions on the A500 corridor to Crewe.	3,000	45	2,455	500	0
Basford West Spine Road The construction of a new link between the A500 north of Shavington and the Gresty Road corridor into Crewe town centre.	7,600	0	7,600	0	0
Development Programme for Housing and Jobs A development programme to generate significant economic growth and prosperity for local residents, including over 4,000 new homes and 3,000 jobs.	34,351	4,706	10,578	3,167	15,900
Crewe Transformation Projects (Phase 2) To undertake improvements to Sydney Road Railway Bridge, A530 / Sydney Road corridor and to deliver a Flag Lane Link Road.	8,000	0	1,500	1,500	5,000
Total Medium Term & Rolling Programmes	59,231	4,751	23,363	5,767	25,350

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years

	Approved Budget	Prior Year Expenditure	Spend 2014/15	Spend 2015/16	Spend in future years
	£000	£000	£000	£000	£000
Longer term Proposals					
Knutsford Shared Space Improved pedestrian facilities, reduced congestion. Key to improving the retail environment of Knutsford.	2,000	0	0	2,000	0
A6 Corridor Improvements Improvement to traffic management on the A6 corridor.	2,000	0	0	500	1,500
A34 Corridor (Including Handforth East) Enabling infrastructure for Local Plan development site.	16,000	0	200	300	15,500
Macclesfield Town Centre Improvements To assess and improve traffic management.	6,300	0	200	200	5,900
Cheshire East Strategic Corridor A51/A500 Nantwich Junction improvements on A51 corridor east and north of Nantwich.	4,000	0	0	1,000	3,000
South Macclesfield Link Road To develop a link road in south Macclesfield in line with our development programme for housing and jobs.	15,200	0	200	500	14,500
Poynton Relief Road To deliver the outcome of the Poynton relief road Option Development scheme.	20,800	0	0	5,200	15,600

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years

	Total Approved Budget	Prior Year Expenditure	Forecast Spend 2014/15	Forecast Spend 2015/16	Forecast Spend in future years
	£000	£000	£000	£000	£000
Crewe Transformation Projects - Phase 3 Infrastructure improvement works associated with Network Rail and HS2 proposals at Crewe Station, including A500 widening.	16,500	0	250	250	16,000
Congleton Relief Road To deliver the outcome of the Congleton relief road Option Development scheme.	70,000	0	0	0	70,000
	2,500	0	0	0	2,500
Total Longer Term Proposals	155,300	0	850	9,950	144,500
Total	278,722	26,409	53,522	27,532	171,259

CAPITAL PROGRAMME 2014/15 - 2015/16 and Future Years

	Total Approved Budget £000	Prior Year Expenditure £000	Forecast Spend 2014/15 £000	Forecast Spend 2015/16 £000	Forecast Spend in future years £000
Annual Programme	93,897	33,998	41,137	10,582	8,180
Longer Term Proposals					
Connecting Cheshire Phase 2 The second phase of Connecting Cheshire will build on phase 1 seeking to ensure all premises have access to high capacity and high quality broadband which will support economic growth, especially of rural SMEs.	5,700	0	1,650	2,600	1,450
Total Longer Term Proposals	5,700	0	1,650	2,600	1,450
Total	99,597	33,998	42,787	13,182	9,630

Annex 4 – Business Planning Process – Engagement

Introduction

1. Cheshire East Council is conducting an engagement process on the Medium Term Financial Plans through a number of stages from October 2013 to Council in February 2014, and beyond that as proposals are implemented.
2. The Pre-Budget Report, published for Members on the 10th January 2014, and for stakeholders, on the 13th January 2014 includes details of the proposals from each service area for the next financial year. This report has been made available for various stakeholder groups, and can be accessed through a number of forums.
3. Where consultation with specific stakeholder groups is required in relation to proposals submitted, this is being identified as part of the proposal's High Level Business Case. Therefore, some of the major proposals remain "subject to consultation", that is further targeted consultation activity will be undertaken in advance of those specific proposals being implemented.
4. The Council acknowledges that such consultation activity may alter the outcome of the final proposal and mean the expected financial impact included within the budget is not deliverable. The Council deals with this by factoring into its minimum level of reserves an allowance for changes to proposals arising from consultation or delayed implementation.

Background

5. Local authorities have a statutory duty to consult on their Budget with certain stakeholder groups including the Schools Forum and businesses. In addition, the Council chooses to consult with wider stakeholder groups. In September 2013, Council conducted a stakeholder analysis to identify the different stakeholder groups involved in the budget setting process, what information they need from us, the information we currently provide these groups with, and where we can improve our engagement process. This report has helped to inform our consultation process for the current and future rounds of budget setting, and has identified channels of communication which were used to facilitate consultation with more of our stakeholder groups.

Business Planning Process

6. On 22nd July 2013, the Cheshire East Cabinet agreed a comprehensive Business Planning Process.
7. A communications plan has been developed in relation to the Council's priorities and Budget. This sets out a phased approach to engagement:
 - Round 1 – from October to 10th January
 - Round 2 – from 10th January to 21st February
 - Round 3 – from 21st February
8. An overall summary of the events is set out at Appendix 1.

Round 1 – October 2013 to January 2014

9. Round 1 of the engagement exercise used existing meetings, as well as specific events, to provide a briefing on the Council's Three Year Plan, outcomes, the process of budget setting, and updates on progress for various stakeholder groups.
10. An additional Members' Briefing was organised for the 17th December 2013, which included an update on arrangements for the Council's new Alternative Service Delivery Vehicles

(ASDVs), which are referred to in some of the proposals for 2014/2015. The key events are outlined in **Table 1** along with the topics of discussion.

Table 1: Engagement Events - Round 1

Event	Comments
Cabinet 12 th November 2013	Receive Mid Year Review of Performance Report
Council 12 th December 2013	Agree Council Tax Base for 2014/2015
Member Briefings: 23 rd July, 7 th November and 17 th December 2013	Update on budget setting progress from Commissioning Managers
Technical Enabler Group and Executive Monitoring Board – November 2013 – January 2014	Challenge process for High Level Business Cases
Corporate Trades Unions 13 th November 2013	Briefing on high level budget issues.

Round 2 – January - February 2014

11. Round 2 is on-going and based on the Pre-Budget Report, which was issued to Members on the 10th January 2014 and to the public on the 13th January 2014. This document was taken for discussion at various meetings throughout January and February 2014. These are outlined in **Table 2**.

Table 2: Engagement Events - Round 2

Event	Comments
Corporate Scrutiny Committee 13 th January 2014	Consultation and engagement on the Pre-Budget Report
Staffing Committee 16 th January 2014	Discussion and consultation and engagement on the Pre-Budget Report
Schools Forum 30 th January 2014	Discussion and consultation and engagement on the Pre-Budget Report
Business event with Macclesfield Chamber of Commerce 5 th February 2014	Presentation on the Pre-Budget Report and the implications for local business, plus an update on business rates
Business Event with East Cheshire Chamber of Commerce 6 th February 2014	Presentation on the Pre-Budget Report and the implications for local business, plus an update on business rates
Business Event with South Cheshire Chamber of Commerce 7 th February 2014	Presentation on the Pre-Budget Report and the implications for local business, plus an update on business rates
Trades Unions 10 th February 2014	Discussion and consultation on the Pre-Budget Report, providing more detail on how the proposals will affect the staff
Party Group Meetings (as requested) throughout January and February 2014	Discussion and consultation on the Pre-Budget Report
Staff Roadshows – dates throughout January and February 2014	Promotion of Budget setting issues and consultation process on the Budget

Engagement Material

12. The key purpose of the second round is to engage on the Council's Pre-Budget Report. The document aims to present an overview of the Medium Term Financial Strategy, key service developments and impact of the budget in a user friendly and readable format. A link to the Pre-Budget Report was circulated electronically to those who attended the meetings. A hard copy was made available on request. Staff were also notified that it was available through promotion at Staff Roadshows and through an article in Team Talk issued to staff on 17th January 2014.
13. The Pre-Budget Report was placed on the Cheshire East Council website at <http://www.cheshireeast.gov.uk/budget> on 13th January 2014. This link and the document itself included details of how to comment on the issues.

Format of the January 2014 Meetings

14. The events took a similar format, with presentations which followed by a question and answer session. The presentation related to:
 - The Council's Three Year Plan.
 - The 2013/2014 expenditure position.
 - The funding position for 2014/2015 to 2016/2017.
 - Financial Resilience.
 - Service proposals.
 - Workforce development.
15. The Cheshire East Council Cabinet and Corporate Leadership Board were represented, with the Finance Portfolio Holder,

Chief Operating Officer and senior officers attending the events as required.

Promoting the Pre-Budget Report

16. In keeping with Council's desire for transparency and openness, and following the stakeholder analysis report, Cheshire East Council sought to ensure that our Pre-Budget Report was accessible to as many stakeholders as possible, within the constraints of time and costs. Therefore, this round of budget setting employed a number of different channels of communication for promoting the Pre-Budget Report, and obtaining feedback in order that service proposals were available to a wide range of stakeholder groups for review and feedback. The Pre-Budget Report has been:
 - Published on the Town and Parish Council sharepoint site, which is an information exchange between Cheshire East Council and Towns and Parishes in the borough.
 - Included as the front page item in the January edition of Partnerships in Action for Cheshire East newsletter, due to be published by 30th January 2014.
 - Distributed to our key partners (including health, fire, police, and voluntary, community and faith sectors) and the wider community through the Cheshire East Council Partnerships Team, who then promoted the Report at their various meetings with different partners.

Feedback

17. A summary of issues raised at the events is attached outlined below at Appendix 2.

18. At the time of issuing this report the engagement process is on-going. Therefore, any further issues or comments raised, in particular those relating to service proposals and budgets, will be reported to the Cabinet and Council meetings in February.
19. As noted earlier, the consultation on certain proposals will be undertaken prior to their implementation.

Conclusion

20. Cabinet Members will review the feedback from the events and, where possible, factor these into their final budget deliberations prior to the Council meeting.
21. Feedback on the process or proposals can be sent to: shapingourservices@cheshireeast.gov.uk

Business Planning Proposals – Engagement

Cabinet and Council meetings

Leader's Report and Medium Term Financial Strategy:

- Recommend by Cabinet on 4th February 2013
- Presented for approval by Council on 28th February 2013

Member briefings

- On 23rd July, 7th November and 17th December 2013, the Finance Portfolio Holder and Chief Operating Officer (for the latter two briefings) provided Members with an update on budget setting progress
- Strategic Commissioning Leadership Team outlined details of proposals and the priorities for next year
- The presentation on the 17th also included an update on the new Alternative Service Delivery Vehicles

Updates for staff

- Updates to be made available in TeamTalk, on Centranet and the Cheshire East Council website
- Staffing Committee meeting 16th January 2014 will include updates for the attention of Cheshire East Council staff
- Updates at Staff Roadshows early 2014

Local Engagement

Corporate Scrutiny

- Opportunity for this group to examine budget setting progress and more detail around service proposals on 13th January 2013

Engagement events with other stakeholder groups

- Including businesses, Trades Unions, voluntary, community and faith sector, and the Schools Forum
- These events will highlight how the Cheshire East Council budget will affect our different stakeholders and help to answer questions, address concerns these stakeholders may have, and help us to develop our relationship with our stakeholders/the wider community

Residents

- Updates on the website
- Information included with Council Tax bills
- Media releases
- Citizens' Panel survey in February 2014

Group meetings

- An opportunity to discuss details of the budget with Officers
- Available upon request throughout January or February 2014

Summary of Key Engagement Issues

Financial Stability

Provisional Settlement

The Council will manage the impact of the Provisional Local Government Financial Settlement released on 18th December 2013 which confirmed a significant reduction in grant funding of 7% from 2013/2014 to 2014/2015.

Council Tax Freeze

The Provisional Settlement has confirmed the continuation of Council Tax Freeze Grant from previous years. Council Tax is proposed to be frozen for the fourth successive year in 2014/2015 as the Council proposes to accept the Government offer of a freeze grant. This approach has been endorsed by the Government as freeze grants have been rolled into baseline grant funding.

Non-Pay Inflation

The Council is not providing for a general inflationary increase in 2013/2014. Any inflationary pressures have been accurately identified and offset by savings within each respective service.

Service Proposals

Each of Cheshire East Council's service areas outlined their proposals for 2014/2015 in the Pre-Budget Report, and how this would affect the Cheshire East community:

Children and Families: positive steps being made in reducing the number of cared for children; reducing Council costs and providing better outcomes for Children; better partnership working with health and improved commissioning is expected to drive costs down further; transport costs under will be reviewed and new initiatives around developing further independent travel training for those with Special Educational Needs to be explored.

Adult Social Care and Independent Living: ambitious plans to stimulate the social care market would ensure that the market was able to respond to individual need; more effective collaboration with health departments; reviewing funding commitments; impacts of the new Care Bill are still being analysed.

Environmental Protection and Enhancement: significant savings will be realised as part of the Council's drive to introduce arms length delivery vehicles - bereavement services and Ansa; pothole repairs have resulted in major improvement in the condition of the highway; the need for a waste transfer station in the north of the borough was highlighted and that this may require significant capital investment in order realise subsequent revenue savings.

Public Protection and Enforcement: creation of the Leisure Trust will help realise ambitious savings targets and improve the leisure offer for Cheshire residents; particular emphasis would also be given to enforcement with an overriding aim to increase compliance rather than generate additional income through enforcement fees.

Local Communities: overarching aim is to help communities to become stronger and less reliant on public services and to improve delivery and targeting of services with partner organisations; diversifying what our services offer our communities will make them more tailored and appropriate; business improvement and efficiency can make savings without adverse impact on the Council's customers; additional savings would be made through renegotiation of concessionary travel contracts.

Economic Growth and Prosperity: growth items were put forward for a new investment team to ensure Cheshire East can take advantage of investment opportunities, and increased capacity of the planning department in finalising the Local Plan; targets to achieve planning fee income, asset rationalisation and disposal, and increase the Council's capital receipts; savings would be realised through reduced subsidy to Tatton Park due to new commercial arrangements; supporting local businesses through promoting opportunities and making it easier to do business with us.

Corporate: a range of proposals were considered around innovative financing of the capital programme, improving procurement arrangements, productivity and effectiveness of delivering central services; brief insight provided into the future capital programme arrangements, designed to

improve planning and clearly classify commitments, stages of development and affordability.

Business Rates

The Provisional Settlement outlined a discount in business rates for small retailers in England and the extension of small business rate relief. Rate rises would also be capped at 2% from April 2014. The implications of this for our local businesses will be discussed in more detail at the events with the local Chambers of Commerce in early February 2014.

Workforce Development

Implications for the Council's workforce were outlined in the Pre-Budget Report. This was discussed in more detail with Trades Unions and Staffing Committee to address any questions or issues.

Grants

Confirmation of New Homes Bonus payment of £5.4m due for 2014/2015 as forecast in the scenario.

Reserves

It was essential for the Council to keep a minimum level of reserves based on a detailed risk assessment. Any planned use had to be repaid over time to maintain levels. The minimum level was being reviewed in light of:

- The Council setting its Budget
- Levels of change and uncertainty
- The forecast outturn position

Further comments in relation to Service Proposals will be reported to Members in advance of the Council decision on the Budget.