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To: Members of the Local Service
Delivery Committee Crewe

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Dear Councillor

LOCAL SERVICE DELIVERY COMMITTEE (CREWE) - THURSDAY, 24TH NOVEMBER, 2011

I am now able to enclose, for consideration at next Thursday, 24th November, 2011 meeting of the Local Service Delivery Committee (Crewe), the following reports that were unavailable when the agenda was printed.

5. Update on Local Service Delivery (Pages 1 - 10)

Summary of the 2012/2013 budget for Crewe is attached, followed by individual service budgets and a breakdown of Support Services charges.

Yours sincerely

Diane Moulson
Democratic Services Officer

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Local Service Delivery Committee – Crewe**BUDGET UPDATE**

The development of the budgets for 2012/13 has continued in the weeks since the last Committee meeting, with Service Managers assisting with refinement of figures, as appropriate.

The following budget tables reflect this work and main changes have been:

- Revision of Allotments budgets, following greater clarification on (i) employee costs which have been added and calculated based on time allocations provided by officers, (ii) a revised apportionment of costs not directly attributable to specific sites, that are held centrally and (iii) re-alignment of some expenditure headings to provide a more detailed cost analysis.
- Revision of Markets budgets, following greater clarification on (i) employee costs reflecting amended allocation of operative time spent at the markets, (ii) revision of both Rates and Income forecasts/ estimates for 2011-12 and 2012-13 respectively and (iii) re-alignment of some expenditure headings including a further analysis of the 2012-13 estimate between the Indoor and Outdoor markets. In addition, a further note has been added to show the income potential if the market was operating a full capacity.
- Inclusion of all “mobile” floral displays, in addition to hanging baskets, in line with the local service approach for other Towns
- Reduction in Support Services costs, principally relating to removal of depreciation charges from the previously estimated figures

A Summary of the 2012/13 budget for Crewe is attached, followed by individual Service budgets and a breakdown of Support Services charges.

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LOCAL SERVICE DELIVERY - Summary

Crewe		
NET OPERATING EXPENDITURE & INCOME		
	2011-12 Forecast £	2012-13 Estimate £
Allotments	10,416	6,868
Markets	50,719	12,682
Public Conveniences	29,463	29,540
Town Centre Management	45,545	45,545
Christmas Lights	11,000	11,000
Street Furniture	966	966
Floral Displays	23,615	24,205
Total	171,724	130,806
Service Management and Support		60,747
		191,553
Tax Base (2011-12 Band D equivalent)*		14934.59
Illustrative "Special Expense" Council Tax		£12.83

* The Tax Base for 2012-13 will be slightly different from this figure

Note:

Floral Displays - includes: baskets, troughs, planters/tubs and hay mangers (ie transportable features), they exclude: flower beds (flat or raised).

LOCAL SERVICE DELIVERY

Service	Allotments		
	2010-11 Actual £	2011-12 Forecast £	2012-13 Estimate £
Employees	2,300	2,300	2,373
Premises			
- Water + Sewerage Charges	4,361	5,950	4,990
- Repairs & Maintenance	1,492	6,610	3,000
- Cleaning Materials	228	140	250
Transport	60	-	60
Supplies			
- General Equipment & Maintenance	-	1,075	500
- General Materials	414	356	400
- Hire of Equipment	73	1,941	200
- Hired & Contracted Services	2,717	-	2,750
- Printing & Stationery	105	-	100
- Promotional Materials	1,201	-	1,300
- Bad Debts Written Off	567	-	-
- Refuse Collection	76	-	80
Third Party Payments	-	-	-
TOTAL EXPENDITURE	13,594	18,372	16,003
Income			
- Rents	(9,436)	(7,956)	(9,135)
TOTAL INCOME	(9,436)	(7,956)	(9,135)
NET OPERATING EXPENDITURE / (INCOME)	4,158	10,416	6,868

Comments:

Allotment sites within Crewe are as follows: Alton Street, Brookhouse Drive, Claughton Avenue, Electricity Street, Ford Lane, Wistaston Green Road, Henry Street, Hungerford Road, Hulme Street, Manor Way, Ruskin Road and Walker Street

Employee costs have been calculated based on time allocations provided by officers and are recorded for information purposes. The primary roles carried out include: site inspections, allocation of plots, tenancy letters, maintenance of waiting lists, detailing maintenance records, raising invoices and subsequent queries.

The above sites also include a 50% share of costs not directly attributable to specific sites, but are held centrally, as this is considered to be a fair apportionment.

LOCAL SERVICE DELIVERY

Service	Markets			Analysis of 12-13 Estimate		
	2010-11 Actual £	2011-12 Rev'd Forecast £	2012-13 Estimate £	Indoor Market £	Outdoor Market £	2012-13 Estimate £
Employees						
- Salaries & Wages	107,471	109,926	109,926	55,582	54,344	109,926
- Overtime	15,489	21,016	21,016	9,192	11,824	21,016
- Agency	11,403	-	2,300	300	2,000	2,300
	<u>134,363</u>	<u>130,942</u>	<u>133,242</u>	<u>65,074</u>	<u>68,168</u>	<u>133,242</u>
Premises						
- Electricity	20,460	26,680	27,350	19,180	8,170	27,350
- Gas	320	400	410	410	-	410
- LA Rates	54,298	32,990	35,000	2,000	33,000	35,000
- Water + Sewerage Charges	8,756	9,220	9,450	5,130	4,320	9,450
- Insurance	4,130	4,130	4,130	4,130	-	4,130
- Building Maintenance	26,978	24,010	24,010	24,010	-	24,010
- Refuse Collection	14,973	15,000	15,380	7,690	7,690	15,380
- Repairs & Maintenance	115	-	-	-	-	-
- Cleaning Materials	20,289	6,880	7,050	4,050	3,000	7,050
	<u>150,319</u>	<u>119,310</u>	<u>122,780</u>	<u>66,600</u>	<u>56,180</u>	<u>122,780</u>
Transport						
- Internal Transport Recharges	3,574	2,420	2,480	-	2,480	2,480
- Employee Allowances	380	3,360	3,440	1,720	1,720	3,440
	<u>3,954</u>	<u>5,780</u>	<u>5,920</u>	<u>1,720</u>	<u>4,200</u>	<u>5,920</u>
Supplies						
- General Equipment & Maintenance	4,425	5,600	5,740	3,444	2,296	5,740
- General Materials	1,535	4,930	5,050	3,030	2,020	5,050
- Clothing & Uniforms	430	460	470	282	188	470
- Hired & Contracted Services	2,469	1,070	1,100	660	440	1,100
- Printing & Stationery	10	420	420	252	168	420
- Phones & Comms	-	2,260	2,260	1,356	904	2,260
- Licences	-	460	460	276	184	460
- Subsistence Exps	394	50	50	30	20	50
- Subscriptions	813	120	120	72	48	120
- Advertising	301	5,080	5,080	3,048	2,032	5,080
	<u>10,377</u>	<u>20,450</u>	<u>20,750</u>	<u>12,450</u>	<u>8,300</u>	<u>20,750</u>
TOTAL EXPENDITURE	<u>299,013</u>	<u>276,482</u>	<u>282,692</u>	<u>145,844</u>	<u>136,848</u>	<u>282,692</u>
Income						
- Rents	(206,422)	(225,763)	(270,010)	(183,910)	(86,100)	(270,010)
- Appropriation from Reserves	(73,817)	-	-	-	-	-
TOTAL INCOME	<u>(280,239)</u>	<u>(225,763)</u>	<u>(270,010)</u>	<u>(183,910)</u>	<u>(86,100)</u>	<u>(270,010)</u>
NET OPERATING EXPENDITURE / (INCOME)	<u>18,774</u>	<u>50,719</u>	<u>12,682</u>	<u>(38,066)</u>	<u>50,748</u>	<u>12,682</u>

Income:

The Estimate for 12-13 Indoor is based on total occupancy less known vacant stalls (ie current trading position). The full occupancy position for the Indoor Market for 2012-13 would be £256k.

Comments:

The figures above include both the Indoor & Outdoor Markets & 2012-13 Estimate has been split for information.

Appropriation From Reserves - In 2010-11 Traders were given a concession on their rents as a consequence of the move to Market Square, in addition increased costs were incurred re staffing and equipment which has been met from reserves.

2011-12

The 2011-12 and 2012-13 rent income reflects the impact of the rent increase from 1.7.2011 and any changes in take up of market stalls.

LOCAL SERVICE DELIVERY

Service

	Public Conveniences		
	2010-11 Actual £	2011-12 Forecast £	2012-13 Estimate £
Employees			
- Salaries & Wages	17,117	21,319	21,320
- Overtime	1,118	1,154	1,150
	<u>18,235</u>	<u>22,473</u>	<u>22,470</u>
Premises			
- LA Rates	1,925	1,940	1,990
- Water + Sewerage Charges	1,152	1,150	1,180
- Repairs & Maintenance	103	-	-
	<u>3,180</u>	<u>3,090</u>	<u>3,170</u>
Transport			
	<u>-</u>	<u>-</u>	<u>-</u>
Supplies			
- Hired & Contracted Services	872	1,070	1,070
	<u>872</u>	<u>1,070</u>	<u>1,070</u>
Third Party Payments	-	-	-
Insurance	-	-	-
Building Maintenance	-	-	-
Re-allocated costs from Pub Cons General	678	2,830	2,830
TOTAL EXPENDITURE	<u>22,965</u>	<u>29,463</u>	<u>29,540</u>
Income			
- Admission Charges	(400)	-	-
TOTAL INCOME	<u>(400)</u>	<u>-</u>	<u>-</u>
NET OPERATING EXPENDITURE / (INCOME)	<u>22,565</u>	<u>29,463</u>	<u>29,540</u>

Comments:

The above figures are based on the conveniences at Heath Street / Lyceum Square (ie they exclude Pedley St & Bus Stn APC's).

Employees - the figures above include cleaning costs plus an allocation of the Public Convenience Supervisor who operates across all sites and any overtime incurred re opening/closing facilities. The Supervisor allocation = £2,250.

Premises - Any cleaning material costs will be included in the allocation from the General Public Conveniences code. As will any assumed electricity costs

Income - Certain facilities were deemed FOC wef 1.4.2011, hence the budget for 2011-12 was adjusted to reflect this.

LOCAL SERVICE DELIVERY

Service	Town Centre Management		
	2010-11 Actual £	2011-12 Forecast £	2012-13 Estimate £
Employees	*	35,628	35,628
Premises	*	-	-
Transport	*	1,667	1,667
Supplies			
- General Equipment & Maintenance			
- General Materials			
- Hire of Equipment			
- Hired & Contracted Services	*	2,500	2,500
- Artist/Performer fees	*	2,500	2,500
- Street Furniture (Directional Signs etc)	*	500	500
- Projects + Activities	*	2,250	2,250
- Grants to other Orgs	*	500	500
- Miscellaneous			
Third Party Payments	*	-	-
Insurance	*	-	-
Building Maintenance	*	-	-
TOTAL EXPENDITURE	-	45,545	45,545
Income			
- Other	*	-	-
TOTAL INCOME	-	-	-
NET OPERATING EXPENDITURE / (INCOME)	-	45,545	45,545

Comments:

* Data for 2010-11 is not available in a format that can be analysed between the various towns

To provide a service to co-ordinate activity to promote the town centre to generate additional footfall through retail activity and events,
 - Developing and co-ordinating a programme of town centre events and activities throughout the year, but particularly over the Christmas period
 - Close liaison with retailers and their representatives to provide advice and support where appropriate
 - To identify operational and strategic issues/opportunities to officers of Cheshire East Council, Police, etc.
 - Advice and support to organisations seeking to utilise the town centre environment for their own promotional purposes.

LOCAL SERVICE DELIVERY

Service

	Christmas Lights		
	2010-11 Actual £	2011-12 Forecast £	2012-13 Estimate £
Employees	*	-	-
Premises	*	-	-
Transport	*	-	-
Supplies			
- Hired & Contracted Services	*	11,000	11,000
Third Party Payments	*	-	-
Insurance	*	-	-
Building Maintenance	*	-	-
TOTAL EXPENDITURE	-	11,000	11,000
Income			
- Other	*	-	-
TOTAL INCOME	-	-	-
NET OPERATING EXPENDITURE / (INCOME)	-	11,000	11,000

Comments:

* Data for 2010-11 is not available in a format that can be analysed between the various towns

The CEC budget provision of £11k is for Christmas lights, tree, decorations etc.

It is understood that the Crewe Charter Trustees budget for 2011-12 (Dec 2011) is £24k for NEW lights, publicity and event support

LOCAL SERVICE DELIVERY - CREWE**SERVICE MANAGEMENT & SUPPORT SERVICES**

The following table shows main support services cost allocations, by type and by Service. Assets Service charges reflect the management support to operational premises used by Services, as well as an apportionment of costs of running/ maintaining corporate buildings.

The figures are lower than indicated in previous reports, mainly due to exclusion of depreciation charges.

Crewe	Public Conveniences £	Markets £	Town Centre Management £	Christmas Lights/Trees £	TOTAL £
Finance / Finance Shared Services	76	2,086	614	547	3,323
Assets	180	37,011	1,213	-	38,404
HR	-	747	672	-	1,419
Legal & Democratic Services	61	1,769	1,560	-	3,390
Policy & Performance	41	2,581	2,897	-	5,519
ICT	81	-	3,365	-	3,446
Places Management & Admin	266	4,980	-	-	5,246
TOTAL	705	49,174	10,321	547	60,747

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