

Corporate Scrutiny Committee

Agenda

Date:	Friday, 3rd February, 2012
Time:	10.30 am
Venue:	Executive Meeting Room 1 - Town Hall, Macclesfield SK10 1DX

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**

2. **Minutes of Previous Meeting** (Pages 1 - 4)

3. **Declarations of Interest**

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

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

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

Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers.

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

5. **Quarter 3 Finance/Performance Report** (Pages 5 - 70)

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

Contact: Mark Nedderman

Tel: 01270 686459

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

To consider a report of the Director of Finance and Business Services.

6. **Work Programme Progress Report** (Pages 71 - 78)

To consider a report of the Borough Solicitor.

7. **Review of Governance Arrangements**

To receive an update on the progress of the proposal to set up a Joint Member Working Group following the meeting of Constitution Committee held on 26 January 2012.

8. **Forward Plan - Extracts** (Pages 79 - 86)

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

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Scrutiny Committee**
held on Tuesday, 10th January, 2012 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

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

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

161 **ALSO PRESENT**

Councillor D Brickhill

162 **OFFICERS PRESENT**

Caroline Elwood – Borough Solicitor
Lisa Quinn – Director of Finance and Business Services
Mark Nedderman – Senior Scrutiny Officer

163 **MINUTES OF PREVIOUS MEETING**

Resolved – That the minutes of the meeting held on 25 November 2011 be confirmed as a correct record and signed by the Chairman.

164 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

165 **PUBLIC SPEAKING TIME/OPEN SESSION**

There were no Members of the public present at the meeting who wished to speak.

166 **CHESHIRE EAST GOVERNANCE ARRANGEMENTS -
LOCALISM ACT 2011**

The Committee considered a report of the Borough Solicitor outlining options available to the Council to review its governance arrangements in accordance with the Localism Act 2011.

Although this matter had been included within this Committees work programme for some months, Council on 15 December had referred a Notice of Motion containing a recommending that the Council should introduce a Committee based governance structure, submitted by

Councillor D Brickhill, to Constitution Committee for consideration and report. The report was also due to be considered by that Committee on 26 January 2012.

The Localism Act 2011 proposed to devolve greater powers to councils and neighbourhoods and to give local communities more control over housing and planning decisions.

In addition, the Act allowed Councils to choose to return to the 'committee system' of governance and also allowed referenda to be held for elected mayors in certain authorities.

So far, there had been little additional information released by the government to guide authorities as to the options likely to be available to return to a committee based structure or to any variation of hybrid models which would retain some kind of Overview and Scrutiny function.

Any return to a Committee based system or a hybrid model involving decision making committees to replace the current Executive arrangements would have to have regard to secondary legislation which was expected to follow which would provide detail about delegation of powers although the latest information available indicated that further guidance was not expected to be issued until April 2012.

In summary, the Act required all authorities to operate governance arrangements in one of 3 forms:

- Executive arrangements (either Leader, cabinet and scrutiny or executive mayor, cabinet and scrutiny);
- Committee system
- Another prescribed arrangement (where a local authority submits a proposal to the Secretary of State for a different form of governance, which the Secretary of State must then approve).

The Committee was informed that authorities operating Executive arrangements would be required continue to have at least one Scrutiny Committee. Authorities operating under a committee system may have one or more scrutiny committees.

RESOLVED –

- (a) That a Joint Member Working Group be created comprising members of this committee and the Constitution Committee, consisting of 10 Members (on a 6:2:1:1 basis) the working group to include at least one member from each of the political groups represented on the Council, at least one Member to represent the Council's Regulatory Committees and one Member of the Cabinet, with a view to investigating in detail all available options to review governance arrangements under the Localism Act 2011;

- (b) That the Joint Member working group meet initially on a provisional basis subject to ratification by Council on 23 February 2012.
- (c) That appointments to the Joint Member Working Group be pursued through the group whips.
- (d) That the Chairman and Vice Chairman of the Joint Working group be appointed at its first meeting.

167 **WORK PROGRAMME PROGRESS REPORT**

The Committee reviewed the work programme for 2011/2012.

RESOLVED – That the report be received.

168 **FORWARD PLAN - EXTRACTS**

The Committee considered items listed in the current forward plan.

RESOLVED – That the Forward Plan be received and noted.

The meeting commenced at 2.00 pm and concluded at 2.55 pm

Councillor J P Findlow (Chairman)

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CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting:	6 February 2012
Report of:	Director of Finance & Business Services / Strategic Director, Places & Organisational Capacity
Subject/Title:	2011/12 Quarter Three Review of Performance
Portfolio Holders:	Cllr Michael Jones / Cllr. David Brown

1.0 Report Summary

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

Service Revenue Outturn

- The Council is forecasting an £11m overspend against services' budgets.
- Around £4m of this can be mitigated by a capital financing underspend, surplus grants, and capitalisation of VR costs.
- The Council is seeking to identify further significant remedial actions to address the net £7m budget shortfall.

Reserves

- Together with the budgeted contribution to balances, and other items including surplus earmarked reserves, it is estimated that the level of general reserves at 31st March 2012 would be approximately £13.2m, before the impact of any further remedial measures are taken into account. The 2011-14 Reserves Strategy included an original forecast reserves position as at 31st March 2012 of £15m with a risk assessed minimum level of £14.7m.

Capital Programme

- Forecast variance from budget of £16m in 2011-12 is largely explained by slippage, with costs being re-phased to future years.

Debt

- Outstanding debt over 6 months old remains at around £2m.

Performance

- From the retained former statutory indicators (National Indicators and Best Value Performance Indicators) reported corporately during the first three quarters of the year, 50% of measures were reported as performing below target and agreed tolerances.

2.0 Decision Requested

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

- the overall financial stability of the Council, including Grants, in-year collection rates for Council Tax and Business Rates, Treasury Management, and centrally held budgets (Annex 1);
- the impact on the Council's general reserves position as detailed in Annex 1;
- the forecast service revenue and capital outturn positions (Annex 2);
- the Council's invoiced debt position as shown in Annex 2;
- progress on delivering the 2011-12 capital programme, detailed in Annex 2 and Appendix 1;
- Delegated Decisions approved by Directors for Supplementary Capital Estimates (SCE) and virement requests up to £100,000, as shown in Annex 2, Appendix 2a;
- Reductions to approved capital budgets, as shown in Annex 2, Appendix 3.

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

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

2.3 Cabinet is requested to approve the following:

- a Supplementary Revenue Estimate of £69,000 for the Development service following receipt of Warm Homes for Healthy People grant funding for 2011/12, as detailed in Annex 1;
- Supplementary Capital Estimates and virement requests over £100,000 and up to and including £1,000,000 as shown in Annex 2, Appendix 2b.

2.4 Cabinet is requested to ask Council to approve the following:

- a Supplementary Revenue Estimate of £0.6m to be met from general reserves to meet one-off VR costs in 2011-12, as detailed in Annex 1;
- a Supplementary Capital Estimate / Virement of over £1,000,000 as detailed in Annex 2, Appendix 2c.

3.0 Reasons for Recommendations

3.1 The Council is committed to high standards of achievement and continuing improvement. Performance information plays a vital role in ensuring that the Council celebrates its achievements, understands its performance in key areas and addresses issues of under performance. The Council and partners have identified a series of improvement measures to support outcomes for local people as outlined in the priorities and objectives of the Sustainable Community Strategy.

3.2 In accordance with good practice, Members should receive a quarterly report on the financial performance of the Council. Finance Procedure Rules set out the requirements for financial approvals by Members, and relevant recommendations are contained in this report.

4.0 Wards Affected

4.1 All

5.0 Local Ward Members

5.1 All

6.0 Policy Implications including – Carbon Reduction, Health

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

7.0 Financial Implications (Authorised by the Director of Finance & Business Services)

7.1 The Council's financial resources are aligned to its priorities and used to deliver priority outcomes for local communities. Monitoring performance helps ensure that resources are used effectively and that business planning and financial decision making are made in the context of performance.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 Although the Council will no longer be required to report to Government on its performance against measures in the National Indicator Set, monitoring and

reporting on performance is essential if decision-makers and the public are to be assured of adequate progress against declared plans and targets.

9.0 Risk Management

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

10.0 Background

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

11.0 Access to Information

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

Name: Lisa Quinn / John Nicholson
Designation: Director of Finance & Business Services / Strategic Director,
Places & Organisational Capacity
Tel No: 01270 686628 / 01270 686611
Email: lisa.quinn@cheshireeast.gov.uk / john.nicholson@cheshireeast.gov.uk

FINANCIAL STABILITY**Government Grant Funding of Local Expenditure**

1. Cheshire East receives two main types of Government grants, formula grant and specific grants. The overall total of Government grant estimated for 2011/2012 is £424.3m.
2. In 2011/2012 Cheshire East Council's formula grant will be £70.3m and specific grants were budgeted to be £373.8m based on Government announcements to February 2011. Further announcements have revised this figure to £354.0m. Specific grants are split between non-ringfenced (£128.7m) and ringfenced (£225.3m). Spending in relation to ringfenced grants must be in line with the purpose for which it is provided.
3. The table below is a summary of the budgeted and updated position for all grants in 2011/2012. A full list of grants is provided at Annex 1, Appendix 1.

Table 1 – Summary of Grants to date

	Adjusted Base Budget 2011/12 £m	Final Settlement 2011/12 £m	Variance 2011/12 £m
Formula Grant			
Revenue Support Grant	16.6	16.6	0.0
Business Rates	53.7	53.7	0.0
Specific			
Ringfenced Grants	225.3	219.9	5.4
Non Ringfenced Grants	128.7	128.8	-0.1
Total Government Grant Funding	424.3	419.0	5.3

Source: Cheshire East Finance

4. Ringfenced grants have reduced by £5.4m. This represents a further reduction to DSG funding due to further schools converting to Academy status. Funding for Academies is passported to them through the Young Peoples' Learning Agency and the reduction therefore does not impact on the main budget position.
5. At the first quarter review, Members approved the return to balances of £0.8m from additional specific grants. At the third quarter, there is also an increase in non-ringfenced grants of £69k due to Warm Homes for Healthy People funding received during the quarter from Department for Health. Development Service is requesting a Supplementary Revenue Estimate for additional expenditure of £69k to be met by this additional grant.

Collecting Local Taxes for Local Expenditure

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

Council Tax

7. Council Tax is set locally and retained for spending locally. Council Tax was frozen for 2011/2012 at £1,216.34 for a Band D property. This is applied to the tax base.
8. The taxbase for Cheshire East reflects the equivalent number of domestic properties in Band D that the Council is able to collect Council Tax from (after adjustments for relevant discounts, exemptions and an element of non collection). The taxbase for 2011/2012 was agreed at 146,899.21 which means that the expected income for the year is £178.7m.
9. In addition to this, Cheshire East Council collects Council Tax on behalf of the Cheshire Police Authority, the Cheshire Fire Authority and Parish Councils. Table 2 below shows these amounts separately, giving a total collectable amount of £213.1m.

Table 2 – Precept Amounts for 2011/2012

Cheshire East Council	178.7
Cheshire Police Authority	21.2
Cheshire Fire Authority	9.8
Parish Precepts	3.4
	<hr/>
	213.1

Source: Cheshire East Finance

10. This figure may vary slightly during the year if more discounts and exemptions are granted, or more properties are built.
11. The Council expects to collect at least 99% of the amount billed, but will always pursue 100% collection. However, to allow for any delay in collection the amount billed should therefore be slightly more than the actual budget. The amount billed to date is £213.8m.
12. Table 3 shows collection rates for the last three years, and demonstrates that 99% collection is being achieved within three years.

Table 3 – 99% of Council Tax is collected within 3 years

	% Collected to date
2009/2010	99.2%
2010/2011	98.6%
2011/2012	87.8%

Source: Cheshire East Finance

National Non Domestic Rates (NNDR)

13. NNDR is collected from businesses in Cheshire East based on commercial rateable property values and a nationally set multiplier. The multiplier changes in line with inflation and takes account of the costs of small business rate relief. The inflation factor used is 4.6% which reflects the Retail Price Index as at September 2010. NNDR is set nationally and paid over into the NNDR pool to be re-allocated across the country according to need.
14. The small business multiplier applied to businesses who qualify for the small business relief has been set at 42.6p in 2011/2012. The non-domestic multiplier has been set at 43.3p in the pound for 2011/2012.
15. The amount collected does not relate to the amount that is redistributed to the Council but it must be noted that the total collected includes amounts that will be distributed to police and fire authorities as well as local government.
16. Table 4 demonstrates how collection continues to improve even after year end. The table shows how over 99% of non-domestic rates are collected within three years.

Table 4 – Over 99% of Rates are collected within 3 years

	% Collected to date
2009/2010	99.5%
2010/2011	98.8%
2011/2012	86.9%

Source: Cheshire East Finance

CENTRAL ADJUSTMENTS

Capital Financing Costs

17. The capital financing budget includes the amount charged in respect of the repayment of outstanding debt and the amount of interest payable on the Council's portfolio of long term loans. These budgeted costs are partly offset by the interest the Council anticipates earning from temporary investment of its cash balances during the year.
18. As reported at the mid year review (MYR), the overall saving on the capital financing budget is forecast to be £700k. This largely arises from a reduction in planned repayment of debt due to slippage in the capital programme, partly offset by a small reduction in planned investment income.

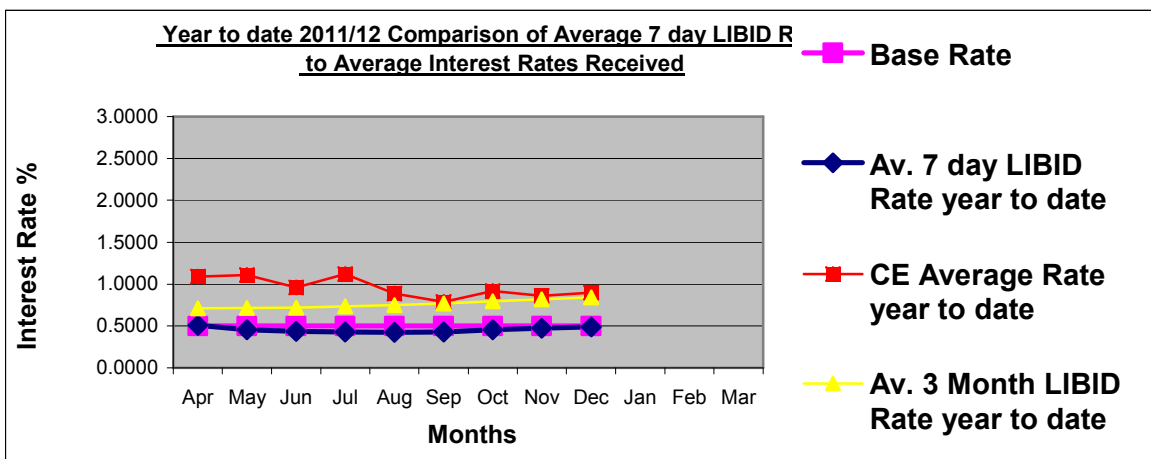
Treasury Management

19. Investment income is currently £109,000 lower than budgeted. The original budget of £0.8m was based on falling balances available for investment and interest rates starting to rise mid way through 2011/12. Based upon the current economic forecasts, investment interest rates are not now expected to increase for 2 to 3 years. Any budget shortfall on investment interest should be compensated by savings on external interest payments.

- The average lend position (the 'cash balance') including fund manager up to the end of the third quarter was £72.5m.
- The average interest rate received on in house investments up to the end of the third quarter was 1.14%
- The average interest rate received on the externally managed pooled funds up to the end of the third quarter was 0.01%.

20. The Council's total average interest rate up to the end of quarter 3 in 2011-12 was 0.90%. This is favourable when compared to the London Inter-bank Bid Rate for 7 days at 0.49%. The base rate has remained at 0.50% for the quarter.

Comparator	Average Rate Q3
Cheshire East	0.90%
LIBID 7 Day Rate	0.49%
LIBID 3 Month Rate	0.84%
Base Rate	0.50%



Counterparty Limits and Investment Strategy

21. The maximum amount that can be invested with any one organisation is set in the Treasury Management Strategy Report. For named UK banks (except Co-operative Bank), building societies and Money Market Funds this has been set as 25% of our total investments subject to a maximum value of £20m. The Co-operative bank has a lower limit of £10m due to its lower credit rating and is included on the list as they hold our main bank accounts. These limits apply to the banking group that each bank belongs to. There is also a maximum that can be invested in all Money Market Funds at any one time of 50% of the value of all investments.
22. There is a different limit that applies to foreign banks which is 15% of our total investments subject to a maximum value of £15m. Although Santander is a Spanish owned bank, Santander (UK) which is owned by Santander is separately licensed in the UK so is treated as a UK bank as it is covered by the UK Government guarantee scheme.

23. During 2011 all UK banks have had their credit ratings reviewed mainly as a response to the debt crisis in the Eurozone. A number of banks, which the Council had been using for investment purposes, were downgraded which and now fall below our minimum investment criteria. Cheshire East has only invested with UK institutions and money market funds. Table 5 below shows the limits relating to each organisation and the investments as at 31st December 2011. Where counterparties have been removed from our list then no new investments are being placed and funds already with those institutions are being recalled in line with the terms of the investments.

Table 5 – Investments

Counterparties	Limits	Investments as at 31/12/11	
UK BANKS			
Barclays Bank	removed 16/12/11	6.7%	£5m
Co-operative Bank:	25% £10m	0.5%	£0.40
HSBC Bank	25% £20m	-	-
Lloyds TSB	removed 13/10/11	10.8%	£8m
Santander (UK) plc	25% £20m	18.8%	£13.9m
Standard Chartered Bank	25% £20m	-	-
Monet Market Funds	50%	36.2%	
Ignis	25% £20m	10.4%	£7.7m
Prime Rate	25% £20m	6.7%	£5m
Scottish Widows	25% £20m	8.1%	£6m
Deutsche	25% £20m	11.0%	£8.1m
Pooled Funds - External Fund Manager	50%	27.0%	£20m
			£74.1m

24. The effect of removing counterparties from the lending list and limiting the duration of new investments will reduce the amount of interest received from future investments.
25. During December 2011, the Prime Rate money market fund was temporarily suspended from our investments following concerns that it may be downgraded. However, ownership of the fund changed and the AAA credit rating was re-affirmed. All funds were withdrawn whilst the uncertainty persisted.

Performance of Fund Manager

26. Table 6 below shows the performance of the funds (net of fees) since the initial investment of £20m (£10m in each model) on 27th May 2011.

Table 6 – Funds Performance

	STANDARD MODEL	DYNAMIC MODEL
June 2011	-0.04%	-0.13%
July 2011	0.21%	0.23%
August 2011	-0.17%	-0.47%
September 2011	-0.09%	-0.24%
October 2011	0.16%	0.28%
November 2011	-0.07%	-0.19%
December 2011	0.09%	0.12%
Cumulative since start	0.10%	-0.40%
Value of Investment at 31/12/11	£10,025,209	£9,976,286
Fees	£15,016	£16,167
Annual Equivalent Rate as at 31/12/11	0.17%	-0.69%

27. Since the last quarter the funds have shown a marked improvement although the Dynamic fund has not yet recovered the losses from August and September. Under-performance in November was a result of the emerging debt crisis in the Euro countries and the question marks over the ability of all parties to agree and act upon a way forward. This led to Corporate Bonds weakening with a higher expectation of default.
28. Market sentiment whether based on fact or rumour, will continue to affect performance which could easily see large swings both upwards and downwards. The fund managers do not share the pessimistic view that recession is a certainty and consider Corporate Bonds to be priced to over compensate investors in the event of default. If proved correct we should see improvements in performance in future months.
29. Whilst the performance of the fund since we joined has not met expectations these investments should be seen as a longer term investment so true performance can only be judged over a longer period of time.

Treasury Management Advisors

30. The contract for provision of Treasury Management advice expired on 31st December 2011. Following a tendering process, Arlingclose Ltd have been re-appointed to provide treasury advice for another 3 years.

Central Contingencies

Pay, Prices and Pensions Inflation

31. Within the 2011-12 budget, £2.1m contingency provision had been retained centrally to meet the potential impact of general inflation on service budgets, and to meet estimated costs of increases in Employer National Insurance and Pensions contributions. However, since MYR this has been allocated to services, and is therefore now reflected in service outturn positions.

Severance and relocation costs

32. It is anticipated that the provision of £0.3m made in the budget to meet continuing relocation costs arising from Local Government Reorganisation will be fully required.
33. Actuarial charges relating to Voluntary Redundancies (VR) totalling £3.9m have been allowed for in 2011/2012. It is estimated that the actuarial charges will be broadly in line with the provision.
34. The VR scheme is continuing into 2011/2012 but the costs are now being funded by individual services rather than from a corporate reserve so will need to be met from existing service budgets.
35. The estimated cost of VRs across all services in 2011/12 is £3.8m. These costs are reflected in services' forecast outturn positions. However, the Council has approval to capitalise up to £3m of the statutory element of VR payments in 2011-12. If agreed, this would potentially spread the costs over a number of years, with a resultant reduction in the impact on revenue budgets. It is estimated that the qualifying statutory element of service VR costs above amounts to £2.4m.
36. At year end, capitalised costs will be deducted from services' expenditure, and service outturns will show an improved position as estimated in Table 7 below.

Table 7 – Impact of Capitalised VR costs

	Net Projected Variance from Budget	Less Capitalised VR costs	Revised Projected Variance
	£000	£000	£000
Children & Families	1,070	-170	900
Adults	4,175	-1,195	2,980
Places & Organisational Capacity	1,206	-780	426
Corporate Services	1,759	-238	1,521
Cross Cutting Savings	2,812		2,812
Total Services	11,022	-2,383	8,639

37. In addition to the costs above, it is now proposed to take the opportunity to reduce the costs of the organisation and support 2012/13 policy proposals by bringing forward and approving additional VR expenditure in 2011/12 for ICT Shared Service and Adults Transport as set out below.
38. ICT Shared Service intend to reduce baseline costs going into 2012-13 in order to achieve a breakeven position and provide a more flexible and responsive service. The Target Operating Model (TOM) proposals would lead to a reduction of approximately 70 employees. During Phase 1, 35 employees registered an interest in accepting voluntary redundancy, with a financial consequence of £923k. Phase 2 of the VR process has now closed, and it is likely that further employees will be identified for either voluntary or compulsory redundancy. It is therefore estimated that total one-off VR costs will be in the region of £2m. This cost would be shared on a 50/50 basis between Cheshire East Council and Cheshire West and Chester Council in the financial year 2011/12.
39. In 2011/12, the Adults service had a policy savings option of £800k in relation to transport. Following a review of service users, the number of clients using the CEC transport fleet has reduced. Consequently, a decision has been made to release a number of drivers on voluntary redundancy during 2011/12 due to service over-capacity from reduced demand.
40. The total of these additional one-off costs, which are not reflected in service outturn positions, is estimated to be £1.1m. These costs would again be subject to the capitalisation of statutory elements, estimated at £0.5m. The total net cost of VRs (after capitalisation) relating to the above to be incurred in 2011/12 will therefore be £0.6m. It is therefore proposed that a Supplementary Revenue Estimate (SRE) for £0.6m be approved, to be funded in 2011/12 from general reserves.

Management of Council Reserves

41. Due to the improved outturn position for 2010/2011 the opening balance of the Council's General Reserves increased from a projected £6.7m to an actual position of £12.5m.
42. The Council's Reserves Strategy 2011/2014 states that the Council will maintain reserves to protect against risk and support investment. The Strategy forecasts an increase in the level of reserves to £15m by 31st March 2012 with a risk assessed minimum level of £14.7m.
43. Planned returns to reserves of £8.3m at MYR comprised a projected contribution from revenue funding of £5.1m, approved transfers of revenue earmarked reserves of £1.9m, VAT repayments of £1.1m (increased from the original estimate of £0.7m), and Business Financing scheme repayments of £0.2m. However a review of the capital reserve has identified a revenue funded element of £0.5m which can now also be returned to balances, bringing the total to £8.8m.
44. The potential impact of the service outturn forecast is to reduce balances by £11m. In addition this report requests Council to approve funding from general reserves of £0.6m for one-off VR costs. At MYR Members also approved an SRE of up to £860k for Pay Harmonisation costs.

45. These can be mitigated by £4.4m of service related items in respect of specific grants, capital financing, and capitalised VR costs referred to above, resulting in a net service impact of £8.1m as follows:

	£m
Service Outturn	-11.0
SRE Pay Harmonisation	- 0.9
SRE VR costs	-0.6
Capital financing	0.7
Grants	0.8
Capitalised VR costs	<u>2.9</u>
Total	<u>8.1</u>

46. The potential worse case impact of all the above items on the level of General Reserves is shown in Table 8 below.

Table 8 – Change in Reserves Position

	£m	£m
Opening Balance at 1 April 2011		12.5
Planned Contribution to reserves	5.1	
Fleming VAT claims	1.1	
Contribution from earmarked reserves	2.4	
Business Financing scheme	<u>0.2</u>	8.8
Service Outturn Impacts		-8.1
Forecast Closing Balance at 31 March		13.2

47. At this stage of the year the forecast is below the Reserves Strategy risk assessed minimum level of £14.7m but forecasts still need to be treated with some caution. Services continue to face challenges in delivering planned savings, and there could be further emerging pressures, but additional significant mitigating proposals are underway and further measures are being developed.
48. In October, the Council implemented austerity measures to begin the process of further reducing expenditure. These comprised a recruitment freeze, stopping all non-statutory advertising and publications, and the cessation of expenditure on non essential supplies and services. Members and Officers remain committed to continuing to seek further ways in which to reduce costs or increase income, to bring about an improved outturn position, and achieve a level of reserves in line with the risk assessed minimum level.

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Corporate Grants Register 2011/12 as at 31st December 2011**Annex 1 Appendix 1**

		Adjusted Base Budget 2011/12 £000	Final Settlement 2011/12 £000	Variance 2011/12 £000
	<i>Note</i>			
Formula Grant				
Revenue Support Grant		16,607	16,607	0
National Non Domestic Rates		53,728	53,728	0
Total Formula Grant		70,335	70,335	0
Specific Grants				
Ringfenced Grants				
Dedicated Schools Grant	1	210,976	205,103	5,873
Pupil Premium Grant	2	2,146	2,575	-429
Sixth Forms Grant (YPLA)	1	12,178	12,218	-40
Total Ringfenced Grants		225,300	219,896	5,404
Non Ringfenced Grants				
Early Intervention Grant		11,836	11,836	0
Learning Disabilities & Health Reform		4,021	4,021	0
New Homes Bonus		870	870	0
Council Tax Freeze Grant		4,467	4,467	0
Housing Benefit and Council Tax Admin.		2,210	2,210	0
Council Tax Benefit Subsidy	4	20,408	20,408	0
Housing Benefit Subsidy	4	75,128	75,128	0
NNDR Administration Grant		562	562	0
NHS Funding	3	3,906	3,906	0
Local Service Support Grant -				
- Preventing Homelessness Grant		253	253	0
- Lead Local Flood Authorities		125	125	0
- Community Safety Fund		292	292	0
- Extended Rights to Free Transport		310	310	0
Music Grant		406	406	0
YOT grant		443	443	0
Children's Workforce in Schools Modernisation Grant		85	85	0
Learner Support Funds		40	40	0
16+ Transport Partnership grant		73	73	0
Further Education Funding (16-18 Funding)		10	10	0
Adult and Community Learning		723	723	0
Train to Gain Grant		250	250	0
CWIEC		30	30	0
Community Transport Grant		139	139	0
Neighbourhood Planning Front Runners		80	80	0
Revocation of Property Search Fee		34	34	0
Planning - Habitats Regulations and Climate Change				
New Burdens		17	17	0
Winter Impact Grant		1,573	1,573	0
Warm Homes Healthy People		0	69	-69
Grants claimed retrospectively		412	412	0
Total Non Ringfenced Grants		128,702	128,771	-69
Total Specific Grants		354,002	348,667	5,335
Total Government Grant Funding		424,338	419,003	5,335

Notes

- 1 The DSG/YPLA reductions are due to funding being transferred to Academies
- 2 The Pupil Premium grant was increase in year by the DfE; impact is net nil as passed on in full to schools
- 3 Spending against NHS Funding grant is to be negotiated with NHS
- 4 The budgets for Council Tax Benefit and Housing Benefit Subsidy grants are held within the service.

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SERVICE FINANCIAL SUMMARY**INTRODUCTION**

1. This section provides a summary of SERVICE forecast outturn positions on revenue and capital budgets at the mid-year stage, and a summary of the debt position at 31 December 2011. It highlights the key budget pressures facing the Council, and remedial actions taken and planned, and summarises progress against savings policy proposals contained in the 2011-12 budget. Significant variances from the Mid Year Review position are highlighted.

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

	Net Budget £000	SRE's for approval £000	Net Projected Variance from Budget £000	Change from Mid Year Review £000
<u>Children & Families</u>				
Directorate	732		-508	-1,092
Safeguarding & Specialist Support	27,205		971	-642
Early Intervention & Prevention	11,126		-968	-251
Strategy & Planning	40,601		-1,174	-832
Other Schools Related	-22,051		2,749	927
sub total	57,613		1,070	-1,890
<u>Adults</u>				
Care4ce	0		904	-170
Local Independent Living	55,427		3,262	21
Strategic Commissioning	39,551		9	-776
sub total	94,978		4,175	-925
CHILDREN, FAMILIES & ADULTS	152,591		5,245	-2,815
Waste, Recycling & Streetscape	29,847		583	-523
Highways & Transport	20,174		-896	-872
Community	5,805		655	-477
Development	14,574	-69	1,070	226
Performance, Customer Services & Capacity	10,771		-206	-438
PLACES & ORGANISATIONAL CAPACITY	81,171	-69	1,206	-2,084
Finance & Business Services	18,028		1,554	-113
HR & OD	3,082		77	-66
Borough Solicitor	5,765		128	128
CORPORATE SERVICES	26,875		1,759	-51
CROSS CUTTING SAVINGS	-2,812		2,812	-48
TOTAL SERVICE OUTTURN	257,825	-69	11,022	-4,998

2. Table 1 above shows the projected outturn positions at a service level. Overall, services are forecasting an overspend of £11m. Significant elements of overspend arise across all areas of the Council, including unallocated cross-cutting savings.
3. An SRE request of up to £0.6m for funding from reserves to meet one-off VR costs is detailed in Annex 1.

KEY SERVICE REVENUE ISSUES

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

CHILDREN & FAMILIES £1.1m overspend

5. Children and Families have reduced their forecast outturn position from £3.0m at Mid Year to £1.1m. This has been achieved through releasing earmarked reserves which are no longer required together with proactive management of placement activity which is continuing to reduce the overspend in that area; and realising efficiencies and savings wherever possible. However, it is essential that managers continue to seek efficiencies and further savings, and take whatever remedial action can be identified to ensure this forecast outturn of £1.1m is delivered.
6. As part of the Three Quarter Year Review, additional pressures have been identified for the Dedicated Schools Grant (DSG), which are not included in the Children and Families reported outturn position. An analysis of the budget for free entitlement to nursery places for three and four year olds is indicating increased take up during the year, as a result of the increase in entitlement from 12.5 to 15 hours per week. This pressure will have an ongoing permanent impact in later years, which will need to be taken into account through the forthcoming DSG budget setting process with the Schools Forum.

Directorate £508k underspend.

7. Previous predictions of the Directorate section of the budget have been of overspends. However, the earmarked reserves have been re-assessed and it has been decided that the reserves held are unnecessarily high. Consequently, a number of the reserves built up over time, will be reduced releasing funds to help support the Council's budget.

Safeguarding and Specialist Support £971k overspend

8. The service is predicting an over spend of £971k, which is a reduction of £642k from mid year review. A review of the Disability placement service has revealed much lower use of respite beds in the West than originally budgeted for, releasing £300k of unrequired budget.
9. In addition, the continued proactive management of placements through the placement panel is reducing the forecast cost. Similar management action within the 16+ service, Cared for Support and Section 17 costs are indicating an improvement of £125k in outturn projection.
10. In the Mid Year Review concerns were expressed about the impact of Court decisions on the budget and how the behaviour in some settings was

inappropriately increasing expectations and costs. The service is working with both the courts and specific settings to help ensure that appropriate and manageable decisions are taken in the future. This is a volatile area of the Council's activity and resulting budget pressures can be expected to continue.

Early Intervention and Prevention (EIP) £968k underspend

11. The change since the November projection of £852k has resulted from improved forecasts in respect of the Youth Offending Service (£43k) and Family Services (£57k) together with a number of minor variances. Continued management action is being undertaken to maintain and potentially increase the underspend to help contribute to a lower overspend overall.

Strategy, Planning and Performance (SPP) £1.174m underspend

12. In November, the service was projecting an underspend of £505k and further work was carried out to identify additional savings within the various service areas, which include:

- Workforce Development and Lifelong Learning identified additional underspends of £364k through staffing savings and reprofiling of commissioned training.
- Early Years services have identified a saving of £80k on supplies and services, equipment purchase and commissioning.
- Projected further staffing underspends, consequent on the recruitment freeze, will generate further savings of £100k.

Other School Related £2.749m overspend

13. This overspend relates to the early retirement, pension and redundancy costs relating to schools, particularly pension enhancements paid to teachers. This is a pressure on the base budget, which has been factored into the budget setting process for 2012-13.

Schools/DSG

14. Centrally retained DSG was not fully spent in 2010-11, allowing budget of £538k to be carried forward and this will be used to offset some of the budget pressures caused by increased childcare take up for three and four year olds.
15. The DSG award for 2011-12 has now been recalculated to adjust for Academy conversions. Amounts recouped from DSG are in line with expectations.
16. The Individual Schools Budget (ISB) is assumed to balance as actual spend has to equal budget, with schools retaining in full any carry forward of either an over or under spend. During 2010-11 schools generally under spent their budgets by approximately £10m, increased from approximately £8m in the previous year. The latest estimate is that schools will underspend their available allocations for 2011-12, but at a reduced level, likely to be around £8m from the latest forecasts.

ADULTS £4.2m overspend

17. Adults Service is projecting an outturn overspend position of £4.175m (this includes budget adjustments for inflation, pay harmonisation and procurement savings).

Care4CE £904k overspend

18. The underlying reason for the overspend in Care4CE remains unchanged from the First Quarter Review: delays in delivering the rationalisation of buildings and the NHS decommissioning of services.
19. The outturn position has reduced since mid year review due to remedial action that the service has taken including monitoring and reviewing staffing expenditure; stopping all non-essential spend.
20. The service are continuing to monitor spend and are taking all appropriate remedial action that does not have a detrimental effect on front line service delivery.

Individual Commissioning £3.262m overspend

21. The care cost forecast position has not changed dramatically since mid year review. There is still a risk that seasonal changes may influence the final outturn position, following reports from NHS colleagues that a higher number of vulnerable patients have been admitted over the winter period.
22. Direct payments (particularly relating to Learning Disability) are continuing to increase at a faster rate than originally predicted with a 60% forecast increase on 2010-11 whilst traditional care costs, predominantly delivered via Care4CE, are not reducing as much as originally predicted. This is leading to a net impact of £2.5m including £0.5m recoupment of unspent monies. It is hoped that the current building based review project, which is due to report to Cabinet before the end of the financial year will help alleviate this pressure for later years.
23. The importance of being able to remove the concept of double running costs is vital to the successful delivery of a balanced budget. Either the provision of service available via Care4CE needs to be maximised, reducing the reliance on external direct payments, or the provision in Care4CE needs to be reduced. The advent of personalisation means that reductions in Care4CE are the most likely outcome in the immediate short term.
24. The £0.7m saving linked to the social care redesign 2 policy proposal, still remains undelivered (it was previously anticipated that there would be a 2% reduction in the overall number of nursing and residential clients and this would lead to £0.65m care cost reduction). Whilst preventative services such as re-ablement continue to reduce the additional demand for nursing / residential placements the number of clients continues to remain steady.
25. Part of the increased demand in residential and nursing care is also being driven by individuals requiring support from the Council following the depletion of their capital resources, where the numbers are currently averaging 12 individuals every 4 weeks. In a full year every 100 individuals requiring residential and nursing care following depletion of their own funds, adds an

unbudgeted pressure of £2m. Because individuals financial positions are in the main unknown to the Council it is hard to estimate and budget for such eventualities. The economic climate is such that this feature of budget pressure is likely to continue for some time.

26. The government has recently announced additional funding to cover winter pressures from the NHS and the allocation to Cheshire East Council is £0.9m. The service will be working with the PCT to deliver services that help alleviate front line pressures and this funding will also be used towards additional winter care cost pressures

Strategic Commissioning £9k overspend

27. The outturn position for the service has altered since the mid year review following a thorough review of actual expenditure to date and future commitments.
28. In particular a review of supporting people contract commitments has identified £0.4m of additional remedial action. The 2012/13 budget includes a policy proposal to fully review supporting people contracts.
29. A reduction of £0.3m in the forecasted voluntary redundancy costs in year has also helped reduced the overall outturn position.
30. Whilst on the surface the service is nearly balanced, the service still have underlying budget pressures from VR costs (£2m); Learning Disability Pooled Budget and savings that need to be allocated (£1.5m).
31. For 2012/13, the Adults Service is undertaking a thorough line by line needs led budget exercise, which will lead to a re-alignment of budgets across all three services within the current affordability envelope. This in turn, should mean minimal variances from budget next year.

Conclusion

32. The service continues to identify remedial action to reduce the overall outturn position, and hope to be able to report further progress between now and the year end. The nature of care provision does make it harder to identify immediate and short term remedial action that can be delivered in year, although the process of review continues, aiming to ensure that the right care is being provided to individuals and that the financial pressures do not result in unsafe safeguarding situations.
33. A review of the temporary and permanent nature of the £4.1m forecast overspend has been undertaken at a high level to establish the possible impact on spending levels into later years. Three main items are impacting on the current year which are either temporary in nature or will be delivered in later years. Firstly redundancy costs of £2m, secondly the Building Based Review which has been delayed (£1m) and thirdly the delayed Transport Review (£0.8m). These three items account for the majority of the overspend.
34. Whilst the majority of the budget pressures have been mitigated in the forthcoming budget proposals in 2012/13, underlying pressures are emerging and will need to be carefully managed. Identified pressures include the extent of growth in direct payments and resulting double running costs with Care4CE

provision and the high numbers of individuals requiring care following the depletion of their capital resources.

PLACES & ORGANISATIONAL CAPACITY £1.2m overspend

35. At this point in the year the Directorate is forecasting an adverse net variance against budget of £1.2m (after remedial actions). This compares to a £3.3m adverse variance at MYR.

36. The overall net variance of £1.2m comprises:

- £838k on the impact of VR severance costs paid/forecast to date;
- £730k on procurement, Business Management Review and other allocated savings;
- £754k relating to exceptional events re car parks revaluations (increased NDR) and Planning appeal costs;
- £410k relating to exceptional inflation re Utility contract price increases for Council owned buildings, including Leisure facilities and Car Parks;
- £474k relating to policy changes since the budget was approved in February (re Grounds Maintenance, Markets rents and Library Review & Lifestyle Centre Income);
- £3.534m Service pressures: Waste Roll Out £786k, Car Parking – economic pressures £624k, Regulatory income shortfall £152k, Leisure – pay & non-pay £238k, Asset Challenge pressure £800k, Planning income pressures & Flood Defence Levy £316k, Libraries & Customer Services pressures £467k.

Offset by:

- (£3.696m) service cost reductions, principally vacancy management and non pay spending restraint across Waste & Streetscape (£1.1m), Highways Maintenance (£400k), Highways & Transport (£523k), Development Service (£898k) and Performance, Customer Services and Capacity (£775k).
- (£1.837m) remedial actions as set out in the report in paragraph 40.

Key changes since MYR:

37. The key changes since MYR totalling a net £2.1m improvement relate to the following:

Waste, Recycling & Streetscape (£523k) Improvement:

- (£171k): Service pay forecast improvement, including (£250k) vacancies, (£60k) Waste Agency remedial action, offset by £139k additional VR's and backpay costs on implementation of the Waste structure.
- £100k: additional fleet costs, mainly Waste re hired fleet and fuel usage.
- £200k: Bereavement Services adverse income forecast due to additional delay of cremator replacement.
- (592k): improvement since MYR across premises/supplies budgets mainly against Waste Contracts & minimisation, Bereavement Services and Public Conveniences.
- (£52k): improvement in realising the full extent of business process and procurement savings.

Highways & Transport (£872k) Improvement:

- (£220k): Transport have improved their financial performance since MYR principally due to realising savings against pay budgets arising from changes in the team structure together with an improvement in the full year cost of local bus contracts and the reimbursement to operators in respect of concessionary fares;
- (£500k): Highways are proposing a further (£285k) remedial action against highways maintenance having already achieved a £400k under-spend against maintenance expenditure in the first half year; achievement of this will clearly be dependent on the severity of the weather during the last three months of the financial year. In addition, (£215k) improvement against supplies and income budgets are forecast;
- (£123k): PROW/Countryside have several budget pressures arising in the current financial year against pay £90k, including the cost of voluntary redundancy £68k and overtime £22k, the loss of income from the Bollin Valley Partnership £59k and other non pay budget pressures £13k.

Community (£477k) Improvement:

- (£180k): Car Parking - further adverse income variance £50k is anticipated due to continuing economic recessionary pressures, reduction in customer demand and reduced residents scheme purchases. This is offset by an improvement in Regulatory services estimated income (£40k). In addition, the service is proposing further management actions to reduce expenditure (£190k) under remedial actions. Achievement of this will be dependent on consumer demand and seasonal factors.
- (£296k): Leisure and Cultural Services - Leisure Facilities VR costs to be charged from Adult Services £55k, offset by various pay and non pay variances (£206k). Further remedial measures (£145k) are proposed by the service which include an expected increase in income (£110k) due to increase in fees and charges in Leisure facilities from January 2012.

Development Service £226k adverse:

- (£290k): impact of full year vacancy management not previously reported within Economic Development (£190k) and other smaller additional savings across the Service from vacancy management (£100k);
- (£150k): Planning - improvement since MYR across forecast income projections, principally in respect of Pre and Full Planning applications;
- £800k: Assets – In addition to the above £250k (VR) and £450k (Energy Inflation), the £800k pressure in the achievement of the Asset Challenge target is now included, pending transfer of budgets relating to premises vacated by services,
- (£120k) further remedial actions identified across Economic Development and Assets.

Performance, Customer Services & Capacity (£438k) Improvement:

- (£140k) saving in Head of P&C mainly due to funding for public health interim role not being needed,
- (£176k) additional under spend in Performance & Partnerships since mid year as a result of the recruitment freeze and stopping expenditure due to Think Twice message,
- (£122k) Various improvements across Communications, Customer Services, Corporate Improvement and Libraries re staffing and non-pay savings (Think Twice).

SRE Request

38. A Supplementary Revenue Estimate for £69k is requested by Housing, to be fully funded from a Department of Health Warm Homes Healthy People grant, to support local authorities to reduce the level of winter deaths and morbidity as a result of cold homes. The grant will be fully utilised in 2011-12.

2011-12 Savings Proposals:

39. The Directorate has savings proposals totalling £12.537m for 2011-12. The forecast out-turn achievement against these savings is £9.311m, with £3.226m potentially “at risk”. As detailed above the principle variances are:

Key variances against 2011-12 Savings Proposals	£000
Asset Challenge	800
Markets – delayed/reduced rent increases	200
Assets – VR cross-cutting savings not achieved	250
Grounds Maintenance – Frontline resource reductions proving difficult to realise.	240
Development Mgt – The Regional Flood Defence Committee have powers to raise the levy and the method of calculation is also set by legislation therefore it will not be possible to achieve 2011-12 savings against this budget. There is a proposal in 2012-13 to reinstate this budget.	102
Development Mgt – based on planning application and pre application receipts to the end of December 2011 the Service is not anticipating that it will be possible to fully achieve sufficient income to fully realise 2011-12 £225k increase to the income target.	137
Procurement, Business Management Review and Corporate staff related savings (FMW/Unison) – proving difficult to realise as planned/under review.	462
Health & Wellbeing – building based review	268
Street Lighting – energy savings	10
Car Parking – residents parking schemes – demand 60% less than anticipated.	20
Health & Wellbeing – maximise income/increased fees	62
Greenspaces Review	8
Customer Services – review face to face access Sandbach	38
Former Health & Wellbeing - Savings proposals part achieved and may be mitigated from other remedial actions	103
<i>Sub-total</i>	2,700
Additional one-off costs Route Optimisation/harmonisation (net)	526
Total	3,226

Remedial Actions

40. The Directorate has already identified a range of remedial measures to contain the impact of these adverse variances as referred to above and these are reflected in the overall out-turn forecast. The Directorate will continue to closely monitor and manage key areas and identify scope for further remedial actions.

Waste, Recycling & Streetscape

£130k – planned remedial actions comprising:

- Waste minimisation one off budget reduction £50k
- Waste Agency costs (re deploy Garden Waste team) £60k
- Waste fuel reduction re reduced start up time £20k

Highways & Transport

£447k – planned remedial actions comprising:

- £285k additional under-spend on Highways Maintenance (after £400k already reported in year forecast), achievement will depend upon severity of the weather between now and end of the financial year.
- £162k – Public Rights of Way / Countryside have identified a range of measures, which will have to be taken to mitigate their 2011-12 service budget pressures, including: deferring planned maintenance across a number of sites (although this approach is essential in the short-term to address in-year pressures it will be difficult to sustain into the new financial year. Efforts are being made to mitigate the impact and address any short-term issues during the next financial year) and small project expenditure and utilising unbudgeted income from grants and contributions.

Community

£873k – planned remedial actions comprising:

- CCTV delay in creation of new control room (non pay savings) £170k
- Structure changes £160k
- Review out of hours service and increases in other fees & charges £39k
- Capitalisation of FLARE costs £100k
- Effective collection of bad debt £30k
- Regeneration applied earmarked reserve for Town Centre Car Parking Improvements £75k
- Further remedial actions are being sought by the service in order realise the additional reductions in Leisure £299k.

Development Service:

£387k – planned remedial actions comprising:

- £80k – Spatial Planning and Development Management are on target to deliver their remedial actions to help mitigate the Directorate budget pressures.
- £70k – Economic Development & Regeneration will take remedial action across several non pay budgets to further help mitigate the Directorate budget pressures.
- £237k – Assets: A number of remedial actions have been implemented including: improving the income / bad debt position; further prioritisation of building maintenance spending; and capitalisation of staff time in relation to capital projects. Since MYR, Assets have identified a further £237k of staff time that could potentially be capitalised.

Conclusion

41. The Directorate has identified £1.837m in remedial actions to date and will continue to closely monitor and manage key areas and identify scope for further remedial actions in the remainder of the financial year.

CORPORATE SERVICES £1.8m overspend

(excluding retained cross-cutting savings – see below)

42. Corporate Services is currently showing an adverse net variance against budget of £1.759m (after remedial actions), which is a small improvement of £51k from the position reported at MYR.

Finance & Business Services £1.554m overspend

43. £1.278m of the overspend is attributable to the ICT Shared Service. As reported in detail at the MYR, the overspend is due to the following main factors:

- initial estimated costs for 2011-12 were higher than the client budget available.
- decrease in the capital delivery assumption from 90,000 hours to 80,000 hours
- some proposed efficiency savings are actually being delivered against client budgets, and therefore shared service costs will not reduce.
- a shortfall on deliverable development hours chargeable to capital schemes. The ICT Service have expressed concern that Shared Services may still not deliver the projected hours, and therefore, there is scope for the reported overspend to increase.

44. A great deal of work is being undertaken through the ICT Shared Service improvement plan to ensure that the overspend position is resolved by mid 2012/13. Initiatives include performance management, commodity sourcing, recruitment review, contract spend analysis, architecture simplification, review of target operating model (including staffing reductions) and benchmarking.

45. The remaining overspend arises mainly in the Finance shared service, which has been impacted by cross cutting savings and delays to the structure rationalisation, and Procurement which has been subject to severance costs, residual CBS supplies expenditure, two years AGMA subscriptions and agency costs relating to an interim category manager, partly offset by economies within the Insurance budget.

Human Resources and Organisational Development

46. The HR & OD service is predicting an underspend of £79k before the impact of harmonisation work and Shared Services are taken into consideration. The £77k net overspend is due to anticipated costs of £142k being incurred on pay harmonisation work and the impact of Shared Services overspends of £16k.

47. The service has absorbed significant cross-cutting savings in addition to the above pressures, mitigated through the capitalisation of harmonisation software and consultancy costs, continued use of the Invest to Save reserve and vacancy management.

Borough Solicitor

48. The £128k overspend within Borough Solicitor is entirely as a result of activity that is not controllable by the service, in terms of both additional expenditure incurred in relation to the Borough and Parish elections (£50k), and the legal obligation to meet costs of the Coroner (£56k).

UNALLOCATED CROSS CUTTING SAVINGS £2.812m overspend

Finance and Business Services (Retained Cross-Cutting Savings) - £1.0m overspend

49. Shared Services Improvement in Services - the saving of £0.3m was originally to be met from continuing Shared Services outside of ICT, HR and Finance but this has not proved possible. The unallocated balance is subject to a growth bid in 2012-13.
50. Procurement Saving - council wide procurement savings of £0.7m have been delivered, however, the remaining non-deliverable £0.7m is subject to a growth bid in 2012-13 to remove completely.

Human Resources and Organisational Development (Retained Cross-Cutting Savings) - £1.812m overspend

51. Pay Harmonisation - £598k of the original £2.4m of savings has been generated in 2011-12 from the latest package, however, an in-year pressure of £1.812m remains. This is a slight improvement of £48k since MYR.
52. Salary Sacrifice Scheme / Reed Contract savings - £180k of the original £490k Council wide savings target has been delivered, however, the remaining unallocated balance cannot be delivered owing to reduced demand, and is now subject to a growth bid in 2012-13.
53. VR Saving - the original target for new Category 3 VR savings was £600k. However, savings totalling £900k have been identified and distributed to services across the authority leaving a positive budget of £300k retained by the service, resulting in a forecast year end underspend of £300k.

REVENUE BUDGET - CONCLUSION

54. After allowing for the allocation of contingencies to services, projected service overspending has decreased to £11m at the three quarter year stage, reflecting the impact of further remedial actions implemented during the year.
55. Significant mitigation has been identified corporately to reduce the impact on general reserves by some £4m. At this stage there would appear to be little scope for further mitigation of the position from corporate budgets and provisions other than that outlined in Annex 1. However the Council will continue to strive to reduce the overspend by further remedial measures and actions before year end.

CAPITAL PROGRAMME

56. At the third quarter review stage the Council is forecasting expenditure of £73.725m in 2011/12 against an Approved Budget of £89.856m for the year. Officers have undertaken a fundamental review of the capital programme to ensure that it only includes schemes that fulfil the Council's priorities for service delivery to be carried forward and any unspent balances have been deleted from the programme enabling resources to be freed up for future allocations.
57. Table 2 shows an analysis by Directorate of the in-year Approved Budget for 2011-12, and forecast expenditure for 2011-12 and the three following years to 2014-15.

Table 2 – Capital Expenditure Forecasts

Department	In Year Approved Budget	Forecast Expenditure			
	2011-12 £000	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000
Adults					
New Starts	380	44	136	0	0
Committed schemes	2,324	1,956	367	0	0
	2,704	2,000	503	0	0
Children & Families					
New Starts	10,298	6,275	7,174	1,483	0
Committed schemes	15,530	11,679	9,291	61	0
	25,828	17,954	16,465	1,544	0
Places & Organisational Capacity					
New Starts	26,082	26,084	13,816	4,770	0
Committed schemes	29,841	25,044	11,683	3,500	1,615
	55,923	51,128	25,499	8,270	1,615
Finance, Legal & Business Services					
New Starts	984	227	850	0	0
Committed schemes	4,417	2,416	3,070	1,099	0
	5,401	2,643	3,920	1,099	0
Total New Starts	37,744	32,630	21,976	6,253	0
Total Committed schemes	52,112	41,095	24,411	4,660	1,615
Total Capital Expenditure	89,856	73,725	46,387	10,913	1,615

58. The programme consists of on-going schemes started in previous years (£52.112m) and new starts (£37.744m). The new starts include a number of schemes which form part of a 'core' programme, including essential maintenance, Local Transport Plan (LTP) schemes within Environment, Devolved Formula Capital (DFC) allocations for schools, and Corporate Landlord schemes within Assets. New schemes have been approved by Members as meeting the Council's priorities.

59. The programme is funded from both direct income (grants, external contributions, linked capital receipts), and indirect income (borrowing approvals, revenue contributions, capital reserve, non-applied receipts). A funding summary is given below in Table 3.

Table 3 – Funding Sources

Funding Source	Forecast Expenditure			
	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000
Grants	36,976	16,706	2,610	0
External Contributions	3,028	202	80	0
Linked/Earmarked Capital Receipts	47	1,326	0	0
Supported Borrowing	5,493	1,868	484	0
Non-supported Borrowing	10,820	18,806	4,946	0
Revenue Contributions	928	550	395	0
Capital Reserve	16,433	6,929	2,398	1,615
Total	73,725	46,387	10,913	1,615

60. Annex 2, Appendix 1 shows detail of the individual schemes that make up the disclosures in Table 2 and Table 3.
61. Annex 2, Appendices 2a and 2b list proposals for Supplementary Capital Estimates (SCE) /Virements up to and including £1,000,000.
62. Annex 2, Appendix 2c lists a proposal for a Supplementary Capital Estimate (SCE) / Virement for over £1,000,000 for Council Approval.
63. Annex 2, Appendix 3 provides a list of reductions in capital budgets to be noted. As result of a review of the current capital programme savings have been identified totalling £1.613m.

Key Service Capital Issues

Children, Families & Adults

64. **Malbank School & Sixth Form College – 2010/11**

Total Approved Budget £1.185m

A virement and a Supplementary Capital Estimate (SCE) has been requested to increase the total approved budget by £163,608, funded from the 2011/12 Malbank School scheme £150,000 and £13,608 from a school contribution. This is to bring the two schemes together as one project on the capital programme.

65. **Capital Maintenance Allocation 2011/12**

A Supplementary Capital Estimate has been requested for the additional 2011/12 funding received from the Basic Needs Grant.

66. Adults Personal Social Care Capital

This scheme is being funded by the Community Capacity grant and it will be used for system development within Adult services.

Places & Organisational Capacity

67. Crewe Rail Exchange

Proposed Total Approved Budget £6.177m

The Crewe Rail Exchange scheme provides a crucial first step towards the Council's ultimate plans for Crewe Station and moving forward with its economic growth plans set out in "All Change for Crewe". In order to secure the £6.177m funding the Council must comply with a number of conditions specified by the Station Commercial Project Facility (SCPF) awards panel. Full background details to the scheme and conditions to the grant funding are included in the Cabinet report titled Crewe Rail Exchange Project – SCPF – Tranche 2 Funding which is also being presented at the Cabinet meeting on 6th February 2012.

68. Street Lighting Carbon Pilot Bids

These proposals will contribute to the Council's Corporate Plan through its energy and carbon reduction that will also contribute towards the Council's Sustainability Strategy. Reducing the hours of operation will result in longer periods between planned maintenance visits thereby reducing road occupancy by maintenance vehicles.

There are three pilot areas as follows:

- Middlewich Road (adjacent to Westfield offices) at a cost of £14,700. Targeting a reduction in energy consumption and additional benefit through increased lamp life and reduced maintenance costs.
- A34 (part night/switch-off operation on sections of the A34) at a cost of £99,500. This scheme will see an introduction of variable lighting levels to street lighting during the hours of operation. Introduction of equipment and complementary traffic management measures to support the trial of part night / switch-off operation on sections of the A34.
- Extension of the Residential Part Night Trial at a cost of £99,500. This scheme will see an introduction of part night street lighting; switching lighting off during part of their hours of operation – Estimated number of columns 950

The trials will also cover systems to allow remote management and operation of street lighting. The pilot schemes are linked to the £2.0m bid in the 2012-13 programme.

69. Waste Procurement PFI

Cheshire East and Cheshire West & Chester Councils have been progressing a Cheshire Waste Management Private Finance Initiative (PFI). A project inherited from Cheshire County Council, the contract would manage the treatment of residual municipal solid waste over the next 25 years to meet required landfill diversion and recycling targets. On 20 October 2010, Defra confirmed that PFI credit support for the project was being withdrawn. On 26 July 2011, notification was received that the Councils' legal challenge had failed and in the light of this decision we are reviewing options for the future disposal of municipal waste.

Cheshire East's spending on the project to date is some £1.6m and (as reflected in the 2010/11 Accounts in relation to this matter) pending a decision not to progress the scheme it is considered reasonable to have capitalised such expenditure, so far. If alternative treatment is subsequently required, any necessary adjustments will be made in the year that decision is made.

70. Bridge Maintenance – Minor Works 2011/12

This is a Supplementary Capital Estimate (SCE) funded by the additional monies received in respect of the Integrated Transport Block 2011/12.

71. Assisted Purchase Scheme 2009/10 & 2010/11

Two virements have been requested totalling £263,000 to amalgamate the three existing Assisted Purchase Schemes on the capital programme into a single pot.

72. Minor Works 2011/12 & Compliance 2011/12

The above are two new schemes at £500,000 each which have been identified separately by Asset Management. In turn as the work will relate in the main to Schools, £1,000,000 has been vired from the Children and Families capital programme.

73. Lifestyle Refurbishment

A virement of £190,000 has been requested from the Oakley Centre capital budget to Macclesfield & Wilmslow Leisure Centres. The programme of works will provide adaptations and modifications to the existing facilities for the disabled, together with day and lounge provisions.

DEBT MANAGEMENT

74. Total Invoiced Debt at the end of December 2011 was £6.3m. After allowing for £1.8m of debt still within the payment terms, outstanding debt stood at £4.5m. The total amount of service debt over 6 months old is £2m which has remained broadly constant during the year to date, and is £0.5m higher than the level of older debt at 31 March 2011. Services have created debt provisions of £1.8m to cover this debt in the event that it needs to be written off.

75. An analysis of the invoiced debt provision by directorate is provided in Table 4.

Table 4 - Invoiced Debt

Directorate/Service	Total Outstanding Debt as at 31 st December £000	Total Debt Over 6 months old £000	Bad Debt Provision £000
Children & Families	796	491	283
Adults	1,753	989	989
Total Children, Families & Adults	2,549	1,480	1,272
Waste, Recycling & Streetscape	290	70	57
Highways & Transport	623	175	133
Community	160	88	89
Development	807	247	228
Performance, Customer Services & Capacity	5	3	3
Total Places & Organisational Capacity	1,885	583	510
Finance & Business Services	64	19	19
HR&OD	2	1	1
Borough Solicitor	1	0	0
Total Corporate Services	67	20	20
Total	4,501	2,083	1,802

CHESHIRE EAST - CAPITAL PROGRAMME 2011/12

2011/12 Third Quarter Review

ANNEX 2 APPENDIX 1

Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12	9th Jan 2012	2011/12	2012/13	2013/14	2014/15	£	£
Adults										
Ongoing Schemes - Adults										
Modernising ICT Delivery	638	545	94	16	93	0	0	0	638	0
Enabling Model of Social Care	61	61	0	-6	0	0	0	0	61	0
2008-09 Building Review Block	192	111	81	1	81	0	0	0	192	0
Mayfield Centre	10	4	6	0	6	0	0	0	10	0
Extra Care Housing	2,114	2,094	20	0	20	0	0	0	2,114	0
CAF Phs 2 Demonstrator	2,585	1,158	1,427	461	1,177	250	0	0	2,585	0
Social Care IT Infrastructure	198	19	179	56	179	0	0	0	198	0
Mental Health Capital	104	87	17	0	17	0	0	0	104	0
Community Services Flexible and Mobile working	650	375	275	32	203	72	0	0	650	0
Adults Protect into Paris	50	0	50	0	5	45	0	0	50	0
Mental Health Cap 10-11	104	104	0	0	0	0	0	0	104	0
Adults Social Care 2010-11 ³	180	5	175	62	175	0	0	0	180	0
Total Ongoing Schemes	6,886	4,563	2,324	622	1,956	367	0	0	6,886	0
New Schemes - Adults										
Business Systems for Transformn	200	0	200	0	0	0	0	0	0	200
2011-12 Building Review Block	180	0	180	27	44	136	0	0	180	0
Total 2011/12 New Schemes Approved	380	0	380	27	44	136	0	0	180	200
Total Adults	7,266	4,563	2,704	649	2,000	503	0	0	7,066	200
Childrens & Families										
Ongoing Schemes - Childrens & Families										
TLC Sir William Stanier Comm S	21,598	21,297	302	113	151	0	0	0	21,448	151
Devolved Formula Capital 07-08 East	5,046	4,796	250	189	250	0	0	0	5,046	0
TLC Dean Oak's PS	3,187	3,164	23	1	23	0	0	0	3,187	0
East Cheshire Minor Works Ph3	512	507	5	6	5	0	0	0	512	0
Sandbach Childrens Centres Ph3	783	736	48	19	48	0	0	0	784	0
SCP Childrens Services	47	11	36	0	23	13	0	0	47	0
ICT Childrens Centres Ph3 East	52	3	49	0	49	0	0	0	52	0
Childrens Homes Rationalisation	1,013	1,006	6	0	0	0	0	0	1,006	6
Devolved Formula Cap 08-09 East	4,971	4,442	529	417	529	0	0	0	4,971	0
Integrated Children's Systems (ICS) 08-09 East	922	460	462	6	128	274	60	0	922	0
Children's Workforce Dev Sys East	70	0	70	0	5	65	0	0	70	0
Adults workforce Census East	15	0	15	0	0	15	0	0	15	0
Repairs to Mobile Classroom Ext Schs East	30	29	1	0	0	0	0	0	29	1
TLC Vernons PS Amalgamation	3,753	3,728	25	0	25	0	0	0	3,753	0
Gorseley Bank Floor Repair	1,768	1,633	135	9	135	0	0	0	1,768	0
Brine Leas Sixth Form	7,311	7,214	98	3	98	0	0	0	7,312	0
Devolved Formula Capital	5,400	3,480	1,027	805	1,027	893	0	0	5,400	0
Devolved Formula Capital - In Advance	1,955	1,946	9	118	9	0	0	0	1,955	0
Contact Point / Further Dev of Children's Hub/ e-CAF	382	95	286	-33	133	154	0	0	382	0
Capital for Kitchen & Dining Facilities	595	218	376	5	246	0	0	0	464	130
Primary School & YOT Extension repairs	85	83	3	1	3	0	0	0	86	-1
Springfield Spec School	120	116	4	4	4	0	0	0	120	0
Stapely Broad Lane PS - Replacement of temp accommodation	942	518	424	359	422	2	0	0	942	0
Christ the King Catholic & C of E PS	3,340	3,013	327	175	327	0	0	0	3,340	0

CHESHIRE EAST - CAPITAL PROGRAMME 2011/12

ANNEX 2 APPENDIX 1

2011/12 Third Quarter Review

Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12	9th Jan 2012	2011/12	2012/13	2013/14	2014/15	£	£
Offley Primary School	1,025	954	71	56	70	1	0	0	1,025	0
Cledford TLC Scheme	3,360	3,344	16	2	16	0	0	0	3,360	0
Kings Grove Mobile Replacement	790	428	362	0	362	0	0	0	790	0
Signage (£5k*20 centres, estimate)	10	0	10	0	13	0	0	0	13	-3
Underwood West PH3 Expansion	310	272	38	10	10	0	0	0	282	28
Cheshire East Surestart Aim High for Disabled Children	391	380	11	0	11	0	0	0	391	0
Childrens Social Care	35	0	35	0	17	18	0	0	35	0
ESCR	350	0	350	0	120	230	0	0	350	0
P.A.R.I.S - PCT access	25	0	25	0	25	0	0	0	25	0
Schools - Access Initiative	606	38	568	0	0	568	0	0	606	0
Mallbank Redesignation of Specialist School	50	0	50	0	50	0	0	0	50	0
Tytherington High School Redesignation of Specialist School	25	24	1	0	1	0	0	0	25	0
Targetted Capital Funding (TCF) 14 - 19 Diploma	523	0	523	0	0	523	0	0	523	0
Devolved Formula Capital 10-11	2,462	0	1,779	438	863	1,599	0	0	2,462	0
Harnessing Technology	244	129	115	0	115	0	0	0	244	0
Schools Modernisation Programme	172	0	172	0	122	0	0	0	122	50
Schools - Basic Need	387	223	163	0	210	0	0	0	434	-47
Land Block 10-11	67	0	67	1	67	0	0	0	67	-1
Land Drainage 10-11	63	17	46	20	46	0	0	0	63	0
Feasibility 10-11	82	14	68	0	68	0	0	0	82	0
VA Contributions 10-11	13	2	11	0	11	0	0	0	13	0
Primary Capital Programme (PCP)	22	0	22	0	22	0	0	0	22	0
Specialist Schools	300	0	300	0	300	0	0	0	300	0
Alsager H S Perf Arts Cent	1,134	373	761	0	682	41	0	0	1,096	38
Poynton HS	3,150	0	2,130	431	1,702	1,448	0	0	3,150	0
Tytherington HS	3,130	0	2,153	331	1,800	1,330	0	0	3,130	0
St Johns Wood CS - Sports Barn	268	264	4	0	4	0	0	0	268	0
Adelaide School - New Workshop	200	35	165	0	165	0	0	0	200	0
Malbank School & Sixth Form College	1,185	304	881	0	1,045	0	0	0	1,349	-164
Styal PS Early Years Classroom	135	12	123	0	123	0	0	0	135	0
SureStart Aiming High for Disabled Children	95	94	0	0	0	0	0	0	94	1
Total Ongoing Schemes	84,506	65,403	15,530	3,485	11,679	7,174	60	0	84,316	190
New Schemes - Children & Families										
Devolved Formula Capital 11-12	1,009	0	1,009	100	100	450	431	0	981	28
Minor Works 11-12	0	0	0	0	0	0	0	0	0	0
Oakenclough CC - Co-location (<£100k)	75	0	75	1	75	0	0	0	75	0
Cledford Infants School	653	0	653	3	400	253	0	0	653	0
Minor Works / Accessibility (<£100k)	382	0	382	0	382	0	0	0	382	0
Pear Tree Primary School	95	0	95	86	95	0	0	0	95	0
Ruskin Secondary School	100	0	100	0	100	0	0	0	100	0
Malbank Secondary School	150	0	150	0	0	0	0	0	0	150
Monks Coppenhall Primary School	120	0	55	0	120	0	0	0	120	0
Capital Maintenance Allocation 11-12	163	0	163	0	415	0	0	0	415	-252
Suitability Bids (<£100k)	702	0	702	0	702	0	0	0	702	0
Rode Heath Primary School	114	0	20	0	20	94	0	0	114	0
Wilmslow High Secondary School	120	0	40	0	0	120	0	0	120	0
Lower Park Primary School	103	0	80	0	79	23	0	0	102	1
Havannah Primary School	155	0	40	0	30	125	0	0	155	0
Parkroyal Primary School	144	0	144	0	169	0	0	0	169	-25
Styal Primary School	125	0	63	0	30	95	0	0	125	0

CHESHIRE EAST - CAPITAL PROGRAMME 2011/12

ANNEX 2 APPENDIX 1

2011/12 Third Quarter Review

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	£	£	2011/12	9th Jan 2012	2011/12	2012/13	2013/14	2014/15	£	£
Adelaide Special School	122	0	87	0	87	35	0	0	122	0
Goostrey Primary School	162	0	48	0	48	114	0	0	162	0
Middlewich High Secondary School	225	0	163	0	225	0	0	0	225	0
Mossley Primary School	149	0	149	0	149	0	0	0	149	1
The Dingle Primary School	112	0	21	0	21	91	0	0	112	0
Alsager Highfields Primary School	127	0	17	0	17	110	0	0	127	0
Gorseley Bank Primary School	227	0	105	0	105	122	0	0	227	0
Asset Management Condition Priority	1,000	0	1,000	0	0	0	0	0	0	1,000
Mobile Replacements (<£100k)	124	0	124	89	99	0	0	0	99	25
Park Lane Special School	140	0	70	3	70	70	0	0	140	0
Alsager Secondary School	319	0	15	0	15	304	0	0	319	0
The Quinta Primary School	755	0	44	0	25	730	0	0	755	0
Lostock Hall Primary School	252	0	15	0	15	237	0	0	252	0
Leighton Primary School	367	0	19	0	44	348	0	0	392	-25
Bexton Primary School	535	0	46	0	46	489	0	0	535	0
Sound & District Primary School	252	0	15	0	15	237	0	0	252	0
Residential Dev Programme 11-12	1,500	0	1,500	2	918	582	0	0	1,500	0
Short Break Re Provision 11-12	700	0	700	29	300	0	0	0	300	400
Pupil Referral Unit 11-12	1,500	0	1,500	33	500	1,000	0	0	1,500	0
Basic Need 11-12	0	0	0	0	0	0	0	0	0	0
Lindow Primary School - Basic Needs 11-12	350	0	280	0	350	0	0	0	350	0
Beechwood Primary School - Basic Needs 11-12	521	0	71	0	71	450	0	0	521	0
Oakefield Primary School - Basic Needs 11-12	742	0	90	0	90	652	0	0	742	0
Lacey Green Primary School - Basic Needs 11-12	140	0	140	0	140	0	0	0	140	0
Specialist Special Needs Provision 11-12	2,000	0	100	0	0	2,000	0	0	2,000	0
Short Breaks for Disabled Children	203	0	203	0	203	0	0	0	203	0
Church Lawton - Specialist Provision	1,617	0	5	2	5	560	1,052	0	1,617	0
Total 2011/12 New Schemes Approved	18,351	0	10,298	348	6,275	9,291	1,483	0	17,050	1,301
Total Childrens & Families	102,857	65,403	25,828	3,833	17,954	16,465	1,543	0	101,366	1,491
Places & Organisational Capacity										
Ongoing Schemes - Community Services										
Car Park Charges Congleton	131	131	0	-4	0	0	0	0	131	0
Thomas Street Car Park - West	77	77	0	-3	-3	0	0	0	74	3
Improving Leisure Facilities	55	-15	70	51	70	0	0	0	55	0
Nantwich Pool Enhancements (part-funding)	1,074	0	724	0	0	1,129	0	0	1,129	-55
Imps to Chapel Street Car Park	234	219	0	5	15	0	0	0	234	0
Sandbach United Football complex	2,220	705	1,516	1,494	1,480	45	0	0	2,230	-10
Swim for Free Capital	128	42	86	81	86	0	0	0	128	0
Leisure Centre General Equipment	59	53	5	17	6	0	0	0	59	0
Residents Parking Schemes	282	90	32	0	32	160	0	0	282	0
Car Park Improvements	172	3	169	93	120	49	0	0	172	0
CCTV /UTC Rationalisation	1,248	133	1,115	517	1,115	0	0	0	1,248	0
Total Ongoing Schemes	5,680	1,438	3,717	2,251	2,921	1,383	0	0	5,741	-62
New Schemes - Community Services										
Leisure Cent ICT Member Sys	200	0	200	0	6	194	0	0	200	0
Refurb of Oakley Centre	250	0	250	0	0	0	0	0	0	250
Athletics Track at Macc L C	80	0	80	50	60	0	0	0	60	20
H & S Works at Macc L C	50	0	50	0	25	0	0	0	25	25

CHESHIRE EAST - CAPITAL PROGRAMME 2011/12

ANNEX 2 APPENDIX 1

2011/12 Third Quarter Review

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	£	£	2011/12	9th Jan 2012	2011/12	2012/13	2013/14	2014/15	£	£
Lifestyle Centre Refurbishment at MLC	0	0	0	0	115	0	0	0	115	-115
Lifestyle Centre Refurbishment at WLC	0	0	0	0	75	0	0	0	75	-75
Car Park Improvements 11/12	300	0	0	0	0	150	150	0	300	0
Community Safety Schemes 11/12	30	0	30	0	30	0	0	0	30	0
Total 2011/12 New Schemes Approved	910	0	610	50	311	344	150	0	805	105
Total Communities	6,590	1,438	4,327	2,301	3,232	1,727	150	0	6,546	43
Ongoing Schemes - Development										
Private Sector Assistance Initiative	1,520	1,007	204	13	96	315	101	0	1,519	0
Affordable Housing - Assisted Purchase Scheme	600	418	182	86	159	0	0	0	577	23
Tatton Park - Conservatory/Orangery	516	35	481	540	540	0	0	0	575	-59
Farms Estates Reorganisation & Reinvestment	1,410	71	1,339	0	13	1,326	0	0	1,410	0
Office Accommodation Strategy	9,800	5,034	4,766	0	4,796	0	0	0	9,830	-30
Crewe Town Squares - Lyceum Square	1,859	1,789	70	-5	37	33	0	0	1,858	0
Crewe Town Squares/ Shopping Facilities Refurbishment & Toilets	2,909	1,874	100	1	100	935	0	0	2,909	0
Choice Based Lettings	222	182	40	0	8	32	0	0	222	0
Affordable Housing Initiatives	870	559	311	0	0	155	155	0	870	0
Housing Grants - S106 Funded (Ex MBC)	1,045	780	265	27	265	0	0	0	1,045	0
Social Housing Grants/ Enabling Affordable Housing	861	401	318	0	318	141	0	0	860	1
Market Square, Crewe - Interim Improvements	251	233	18	17	18	0	0	0	251	0
Parkgate	1,282	236	145	3	80	966	0	0	1,282	0
Astbury Marsh Caravan Site	42	0	42	11	42	0	0	0	42	0
Private Sector Housing Assistance Initiative	853	81	533	236	386	386	0	0	853	0
Disabled Facilities Grant	1,145	836	308	308	308	0	0	0	1,144	0
Affordable Housing - Assisted Purchase Scheme	330	0	330	0	90	0	0	0	90	240
Empty Homes Initiatives	500	0	100	0	50	450	0	0	500	0
Town Centres Spatial Regeneration	845	0	300	0	0	400	445	0	845	0
Tatton - Visioning feasibility	50	4	46	11	46	0	0	1	50	0
Tatton - Development	240	32	208	108	208	0	0	0	240	0
Tatton Park - Office Accommodation Phase 2	54	0	54	36	54	0	0	0	54	0
Poynton Revitalisation Scheme	3,838	1,642	2,195	1,109	2,195	0	0	0	3,838	0
Poynton High, Links to School	130	0	130	121	130	0	0	0	130	0
Safe Links to Sch Middlewich	147	147	0	0	0	0	0	0	147	0
Building Maintenance	2,581	2,565	16	16	16	0	0	0	2,581	0
MINOR WORKS 10/11	42	37	5	1	5	0	0	0	42	0
WILD BOAR CLOUGH FLOOD PROT	108	6	103	103	102	0	0	0	108	0
Fixed Electrical Installation	76	75	1	1	1	0	0	0	76	0
Disability Discrimination Act Improvements/ Adaptations	246	124	122	51	122	0	0	0	246	0
Church Walls	60	16	44	4	44	0	0	0	60	0
County Farms 2008-09	238	128	110	0	1	0	0	0	129	110
Municipal buildings - Reg accommodation (name Change)	200	0	200	0	200	0	0	0	200	0
Total Ongoing Schemes	34,869	18,309	13,085	2,796	10,431	5,140	701	0	34,581	288
New Schemes - Development										
Disabled Facilities for Cheshire East Residents	1,320	0	1,320	304	1,120	200	0	0	1,320	0
Private Sector Assistance	900	0	300	0	0	600	300	0	900	0
Highway Improvements – Sherborne Estate, Crewe	53	0	53	0	0	53	0	0	53	-1
Assisted Purchase Scheme	900	0	300	0	0	563	0	0	563	337
Regeneration Business Support	700	0	300	0	300	200	200	0	700	0
TIC Improvement Scheme	30	0	30	0	0	0	0	0	0	30
Stableyard Retail Improvement	95	0	95	0	95	0	0	0	95	0

CHESHIRE EAST - CAPITAL PROGRAMME 2011/12

ANNEX 2 APPENDIX 1

2011/12 Third Quarter Review

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	£	£	2011/12	9th Jan 2012	2011/12	2012/13	2013/14	2014/15	£	£
Farm Dev'mnt Phase 1 Tatton	80	0	80	0	80	0	0	0	80	0
Tatton Park Investment 11/12	6,260	0	6,039	0	0	6,260	0	0	6,260	0
AMS BLOCK	13,237	0	4,955	2,066	4,523	4,655	4,000	0	13,178	59
Feasibility Studies 11/12	400	0	200	20	200	100	100	0	400	0
Minor Works 2011/12	0	0	0	0	500	0	0	0	500	-500
Compliance 2011/12	0	0	0	0	500	0	0	0	500	-500
Total New Schemes	23,974	0	13,671	2,389	7,318	12,631	4,600	0	24,549	-575
Total Development	58,843	18,309	26,757	5,185	17,749	17,771	5,301	0	59,130	-287
Ongoing Schemes - Highways & Transport										
LTP - Local Area Programmes - South	360	245	116	0	114	0	0	0	359	0
LTP - Road Safety Schemes	765	429	336	164	336	0	0	0	765	0
Capital Programme Management Support	35	43	-7	0	-7	0	0	0	36	-1
Section 278's - 09-10 New Starts	72	29	7	7	14	2	0	0	45	27
SEMMMS - Cat & Fiddle	867	808	59	59	59	0	0	0	867	0
Section 278 Agreements (2002-03)	34	33	0	0	0	0	0	0	33	1
Section 278 Agreements (2003-04)	195	159	0	0	1	0	0	0	160	35
LTP - Crewe Green Link Road	8,832	8,353	479	268	479	0	0	0	8,832	0
Section 278 Agreements (2004-05)	234	169	0	0	0	0	0	0	169	65
Alderley Edge By-Pass Scheme Implementation	54,687	42,974	3,364	1,501	3,364	4,015	2,719	1,615	54,687	1
Section 278 Agreements (2005-06)	78	67	1	0	1	0	0	0	68	10
Section 278 Agreements (2006-07)	544	236	286	18	36	5	0	0	277	267
Section 278 Agreements (2007-08)	88	17	8	1	8	0	0	0	25	62
Bridges and other structures on Middlewood Way	828	820	8	5	8	0	0	0	828	0
Middlewood Way Viaduct Repairs	546	449	97	8	30	67	0	0	546	0
Lawton Green Landscaping	8	0	8	0	0	0	0	0	0	8
West Street Environmental Improvements	604	638	0	-34	-33	0	0	0	605	-1
Connect2 - Crewe & Nantwich Greenway	473	473	0	2	0	0	0	0	473	0
Section 278 Agreements - (2008-09)	261	41	83	0	12	21	80	0	154	108
Badger Relocation	115	51	64	0	64	0	0	0	115	0
Lower Heath Play Space Renewal ²	120	130	0	-9	-9	0	0	0	121	-1
LTP - Principal Roads Maintenance - Minor Works	1,589	1,588	0	-7	0	0	0	0	1,588	1
LTP - Non Principal Roads Maintenance - Minor Works	3,336	3,280	53	-37	53	0	0	0	3,333	2
LTP - Bridge Maintenance - Minor Works	564	524	40	96	96	0	0	0	620	-56
Gurnett Bridge, Hall Lane, Sutton	1,020	630	390	340	372	18	0	0	1,020	0
Alderley Edge Village enhancements	100	6	94	12	94	0	0	0	100	0
Local Measures - Ward Minor schemes	486	486	0	-13	0	0	0	0	486	0
LTP - Detrunked Road - A523 Bosley	870	69	789	559	791	12	0	0	872	-2
De-Trunked Rds - A51 Landslip, Wardle	88	88	0	1	1	0	0	0	89	-1
Part 1 Claims	107	106	0	-3	0	0	0	0	107	0
Connect 2 - Phase 2	865	289	576	198	456	120	0	0	865	0
Monks Heath, Alderley Edge	350	299	51	54	51	0	0	0	350	0
LTP - Principal Roads Maintenance - Asset Management	85	85	0	-32	0	0	0	0	85	0
LTP - Non Principal Roads Maintenance - Asset Management	141	141	0	-22	0	0	0	0	141	0
LTP - East Cheshire Transport Study	125	125	0	-7	0	0	0	0	125	0
LTP - Road Safety Schemes - Minor works	431	186	245	76	245	0	0	0	431	0
Non LTP s278s	134	29	77	29	88	16	0	0	132	1
Public Rights of Way 10-11	26	24	2	2	2	0	0	0	26	0
Section 278 Agreements (pre 2002-03)	1,909	1,411	0	0	0	0	0	0	1,411	497
Total Ongoing Schemes	81,970	65,530	7,228	3,233	6,726	4,275	2,799	1,615	80,945	1,025

CHESHIRE EAST - CAPITAL PROGRAMME 2011/12

ANNEX 2 APPENDIX 1

2011/12 Third Quarter Review

Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	£	£	£	£	£	£	£	£
New Schemes - Highways & Transport										
Public Rights of Way 11-12	34	0	34	17	34	0	0	0	34	0
Improvements to Middlewood Way	13	0	13	13	13	0	0	0	13	0
Drain imps at Joey the Swan	35	0	35	0	0	35	0	0	35	0
Vaudreys Wharf Canal (Non LTP)	600	0	50	2	50	550	0	0	600	0
Bridge Maintenance Minor Works - PROW	130	0	90	0	105	20	20	0	145	-15
Bridge Maintenance Minor Works	1,578	0	1,578	482	1,919	0	0	0	1,919	-341
Part 1 Claims	59	0	59	0	59	0	0	0	59	0
Local Measures - Ward Local Works	380	0	380	45	380	0	0	0	380	0
Non Principal Roads Maintenance - Minor Works	3,946	0	3,946	2,669	3,946	0	0	0	3,946	0
Principal Roads Maintenance - Minor Works	1,926	0	1,926	1,042	1,926	0	0	0	1,926	0
Accessibility - Bus Network Investment	50	0	50	3	50	0	0	0	50	0
Accessibility - Cycling	125	0	125	0	125	0	0	0	125	0
Cycle parking, Wilmslow	41	0	41	0	41	0	0	0	41	0
Tipkinder Park Cyclepath	100	0	100	91	100	0	0	0	100	0
Taylor Drive, Nantwich	120	0	120	12	84	36	0	0	120	0
Accessibility - Rail Station Improvements	50	0	50	0	30	20	0	0	50	0
Sustainable Transport Fund	25	0	25	0	25	0	0	0	25	0
LDF - Transport Infrastructure	39	0	39	37	39	0	0	0	39	0
Capital Co-ordination	40	0	40	19	40	0	0	0	40	0
Non Principal Roads Maint - Asset Management	104	0	104	17	104	0	0	0	104	0
Principal Roads Maint - Asset Management	70	0	70	30	70	0	0	0	70	0
Programme Development	0	0	0	0	0	0	0	0	0	0
Crewe Rail Exchange	0	0	0	0	6,177	0	0	0	6,177	-6,177
Capacity enhance. A534 Nant Rd	0	0	0	0	85	0	0	0	85	-85
Road Safety Schemes - Minor Works	377	0	377	31	377	0	0	0	377	0
Non LTP s278s	101	0	25	13	36	66	0	0	102	-1
Street Lighting Carbon Reduction - Pilot Schemes	0	0	0	0	214	0	0	0	214	-214
Total New Schemes	9,944	0	9,278	4,522	16,029	727	20	0	16,776	-6,832
Total Highways & Transport	91,914	65,530	16,506	7,755	22,755	5,002	2,819	1,615	97,721	-5,807
Ongoing Schemes - Performance & Capacity										
Customer Relationship Management & Telephone System	1,455	544	911	315	771	140	0	0	1,455	0
Libraries Facilities	500	500	0	-6	0	0	0	0	500	0
Radio Frequency ID (RFID)	1,200	503	720	130	697	0	0	0	1,200	0
Customer Access	419	234	185	10	60	125	0	0	419	0
Capital Investment Scheme Grants	377	350	27	18	27	0	0	0	377	0
Total Ongoing Schemes	3,951	2,131	1,843	467	1,555	265	0	0	3,951	0
New Schemes - Performance & Capacity										
Performance Management 11/12	35	0	35	35	35	0	0	0	35	0
Relocation of Library Services	285	0	285	0	171	114	0	0	285	0
Total New Schemes	320	0	320	35	206	114	0	0	320	0
Total Performance & Capacity	4,271	2,131	2,163	502	1,761	379	0	0	4,271	0
Ongoing Schemes - Recycling, Waste & Streetscape										
Development of land at Alderley Edge Cemetery	89	8	0	-1	0	81	0	0	89	0
Adaptations to Pym's Lane Garage	6	1	5	0	5	0	0	0	6	0
Waste Infrastructure Capital Grant	1,356	561	795	780	780	0	0	0	1,341	15
Queens Park Restoration	6,757	5,617	1,140	1,310	1,140	0	0	0	6,757	0
Springfield Road Allotments	36	27	9	1	9	0	0	0	36	0

CHESHIRE EAST - CAPITAL PROGRAMME 2011/12
2011/12 Third Quarter Review

ANNEX 2 APPENDIX 1

Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12	9th Jan 2012	2011/12	2012/13	2013/14	2014/15	£	£
Improvements to Congleton Park	29	13	17	4	16	0	0	0	29	0
Alsager Skate Park/Milton Park	29	29	0	-1	8	0	0	0	37	-8
Allotment Improvements	15	12	3	0	3	0	0	0	15	0
Sandbach Park Building Refurbish	29	10	20	0	19	0	0	0	29	0
Crangage Bowling Green & Pavilion refurbishment	1	1	0	0	0	0	0	0	1	0
Playgrounds	64	43	21	0	21	0	0	0	64	0
Crewe and Macc HWRCs	151	158	0	-7	-7	0	0	0	151	0
Alsager Closed Landfill Site	60	0	60	0	60	0	0	0	60	0
Leighton Brook Park	379	377	2	0	0	0	0	0	377	2
Play Capital	807	759	48	31	48	0	0	0	807	0
Sandbach Park	101	0	101	0	70	31	0	0	101	0
Congleton Park Improvements - Town Wood	72	0	72	2	72	0	0	0	72	0
Shell House, Station Road, Wilmslow	129	25	104	2	104	0	0	0	129	0
Ilford Imaging Site, Mobberley, Knutsford	47	0	47	0	47	0	0	0	47	0
Land South West of Moss Lane	229	187	41	0	42	0	0	0	229	0
Earl's Court, Earlsway, Macclesfield	146	60	86	66	86	0	0	0	146	0
Ground Work Cheshire - Bird Sanctuary	20	2	18	0	18	0	0	0	20	0
Crematoria - Replacement cremators	450	0	450	0	0	450	0	0	450	0
New Cremators - Macclesfield	800	48	752	244	752	0	0	0	800	0
Replacement Bin Stock	36	26	10	10	10	0	0	0	36	0
Waste PFI Procurement	500	500	0	921	0	0	0	0	500	0
Cemetery road and path improvements	100	32	68	7	10	58	0	0	100	0
Pub Open Spaces-King St	30	0	30	0	30	0	0	0	30	0
The Blue Lamp Carrs Park	41	2	39	1	39	0	0	0	41	0
Alderley Park	29	0	29	29	29	0	0	0	29	0
Total Ongoing Schemes	12,538	8,496	3,968	3,400	3,411	620	0	0	12,528	10
New Schemes - Recycling, Waste & Streetscape										
Rode Heath Community Facility	24	0	24	24	24	0	0	0	24	0
Y.P.U., Victoria Rd., Macclesfield	35	0	35	1	35	0	0	0	35	0
Reades Lane, Congleton	14	0	14	0	14	0	0	0	14	0
Lower Heath Community Project	10	0	10	4	10	0	0	0	10	0
Oakbank Mill Bollington	18	0	18	0	18	0	0	0	18	0
Malkins Bank Play Area	41	0	41	0	41	0	0	0	41	0
Bromley Farm Adventure & Assault Course	50	0	50	0	50	0	0	0	50	0
Bromley Farm Junior Play Area	10	0	10	0	10	0	0	0	10	0
King George V Playing Fields	50	0	50	0	50	0	0	0	50	0
Materials Transfer Fac. 11/12	650	0	650	191	650	0	0	0	650	0
Wheeled Bins 11/12	1,300	0	1,300	1,318	1,318	0	0	0	1,318	-18
Total New Schemes	2,202	0	2,202	1,538	2,220	0	0	0	2,220	-18
Total Recycling, Waste & Streetscape	14,740	8,496	6,170	4,938	5,631	620	0	0	14,748	-7
Total Places & Organisational Capacity	176,358	95,904	55,923	20,682	51,128	25,499	8,270	1,615	182,416	-6,058
Finance, Legal & Business Services										
Ongoing Schemes - Finance Legal & Business Services										
Integrated Legal ICT System	60	1	59	34	41	13	5	0	60	0
Development Management System	437	423	14	26	14	0	0	0	437	0
Click into Cheshire	39	32	7	0	7	0	0	0	39	0
Government Connect	290	58	232	93	182	50	0	0	290	0
ICT Security & Research	209	138	71	70	71	0	0	0	209	0

Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12	9th Jan 2012	2011/12	2012/13	2013/14	2014/15	£	£
Flexible & Mobile Working	1,171	360	270	68	150	390	270	0	1,170	0
Data Centre Macclesfield	495	28	467	27	167	300	0	0	495	0
Accident Reporting system New scheme	18	10	8	5	8	0	0	0	18	0
Single Revenue & Benefits Systems	524	447	77	56	56	0	0	0	503	21
Essential Replacement 10-11	2,384	1,286	1,098	306	500	598	0	0	2,384	0
ICT Security	185	104	81	15	30	51	0	0	185	0
Internet Service Provision	142	0	142	0	142	0	0	0	142	0
IPT Harmonisation	725	313	412	0	100	312	0	0	725	0
Oracle Optimisation	3,960	1,579	732	180	650	907	824	0	3,960	0
NHS LINK / Connected Cheshire	80	77	2	0	2	0	0	0	79	0
ICT Small Projects Block New scheme	153	112	41	40	41	0	0	0	153	0
Information Management	1,409	706	704	136	255	449	0	0	1,410	0
Total Ongoing Schemes	12,280	5,674	4,417	1,056	2,416	3,070	1,099	0	12,259	21
New Schemes - Finance, Legal & Business Services										
WAN Hardware	275	0	182	0	0	275	0	0	275	0
ICT Rural Broadband Project	530	0	530	62	130	400	0	0	530	0
ICT Security 11/12	195	0	195	8	20	175	0	0	195	0
Customer Access in Libraries	77	0	77	0	77	0	0	0	77	0
Total New Schemes	1,077	0	984	71	227	850	0	0	1,077	0
Total Finance Legal & Business Systems	13,357	5,674	5,401	1,127	2,643	3,920	1,099	0	13,336	21
Summary										
Adults										
Ongoing Schemes - Adults	6,886	4,563	2,324	622	1,956	367	0	0	6,886	0
New Schemes - Adults	380	0	380	27	44	136	0	0	180	200
Total	7,266	4,563	2,704	649	2,000	503	0	0	7,066	200
Childrens & Families										
Ongoing Schemes - Childrens & Families	84,506	65,403	15,530	3,485	11,679	7,174	60	0	84,316	190
New Schemes - Children & Families	18,351	0	10,298	348	6,275	9,291	1,483	0	17,050	1,301
Total	102,857	65,403	25,828	3,833	17,954	16,465	1,543	0	101,366	1,491
Places & Organisational Capacity										
Ongoing Schemes - Community Services	5,680	1,438	3,717	2,251	2,921	1,383	0	0	5,741	-62
Ongoing Schemes - Development	34,869	18,309	13,085	2,796	10,431	5,140	701	0	34,581	288
Ongoing Schemes - Highways & Transport	81,970	65,530	7,228	3,233	6,726	4,275	2,799	1,615	80,945	1,025
Ongoing Schemes - Performance & Capacity	3,951	2,131	1,843	467	1,555	265	0	0	3,951	0
Ongoing Schemes - Recycling, Waste & Streetscape	12,538	8,496	3,968	3,400	3,411	620	0	0	12,528	10
Total Ongoing Schemes	139,008	95,904	29,841	12,148	25,044	11,683	3,500	1,615	137,746	1,262
New Schemes - Community Services	910	0	610	50	311	344	150	0	805	105
New Schemes - Development	23,974	0	13,671	2,389	7,318	12,631	4,600	0	24,549	-575
New Schemes - Highways & Transport	9,944	0	9,278	4,522	16,029	727	20	0	16,776	-6,832
New Schemes - Performance & Capacity	320	0	320	35	206	114	0	0	320	0
New Schemes - Recycling, Waste & Streetscape	2,202	0	2,202	1,538	2,220	0	0	0	2,220	-18
Total New Schemes	37,351	0	26,082	8,534	26,084	13,816	4,770	0	44,670	-7,320

CHESHIRE EAST - CAPITAL PROGRAMME 2011/12

ANNEX 2 APPENDIX 1

2011/12 Third Quarter Review

Scheme	Total Approved Budget	Prior Year Spend	In Year Budget	Actuals Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Forecast Expenditure	Total Forecast Expenditure	Variance From Total Approved budget
	£	£	2011/12	9th Jan 2012	2011/12	2012/13	2013/14	2014/15	£	£
Overall Places & Organisational Capacity	176,358	95,904	55,923	20,682	51,128	25,499	8,270	1,615	182,416	-6,058
Finance, Legal & Business Services										
Ongoing Schemes - Finance Legal & Business Services	12,280	5,674	4,417	1,056	2,416	3,070	1,099	0	12,259	21
New Schemes - Finance, Legal & Business Services	1,077	0	984	71	227	850	0	0	1,077	0
Total	13,357	5,674	5,401	1,127	2,643	3,920	1,099	0	13,336	21
Total Ongoing Schemes	242,680	171,544	52,112	17,311	41,095	22,294	4,660	1,615	241,207	1,473
Total New Schemes	57,159	0	37,744	8,980	32,630	24,093	6,253	0	62,977	-5,819
Total	299,839	171,544	89,856	26,291	73,725	46,387	10,913	1,615	304,184	-4,346

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Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements
Three Quarter Review 2011-12

ANNEX 2 APPENDIX 2a

					Virement FROM ...	
Capital Scheme	Starts Year	Amount Requested £'000	SCE/ Virement/ Reduction	Funding of SCE/Virement	Starts Year	Amount Requested £'000
Chief Officers for the service is asked to approve SCE and virements up to and including £100,000						
Children, Families & Adults						
Leighton Primary School	2011/12	25,400	Virement	Mobile Replacements <£100k [Task 4]	2011/12	25,400
Malbank School & Sixth Form College	2010/11	13,608	SCE	Funded by School Contribution		13,608
Signage (£5k*20 centres, estimate)	2010/11	3,000	Virement	Schools Modernisation Programme	2010/11	3,000
Schools - Basic Need	2010/11	46,454	Virement	Schools Modernisation Programme	2010/11	46,454
Parkroyal Primary School	2011/12	24,904	SCE	LMS Budget		24,904
		113,366				113,366
Places & Organisational Capacity						
Highways & Transport						
Capacity Enhancement A534 Nantwich Rd	2011-12	85,000	SCE	Funded from Capital Reserves (South St Property Pu	2011-12	85,000
LTP - Bridge Maintenance - Minor Works	2010-11	26,414	Virement	Funded from Transport Grant	2011-12	26,414
Bridge Maintenance Minor Works - PROW	2011-12	15,000	SCE	Funded from Transport Grant	2011-12	15,000
Recycling, Waste & Streetscape						
Wheeled Bins 11/12	2011-12	15,013	Virement	Funded from Prudential Borrowing	2011-12	15,013
Alsager Skate Park/Milton Park	2008-09	8,000	Virement	Funding - Supported Borrowing - Non-specific	2008-09	8,000
Community Services						
Sandbach United Football complex	2009/10	10,000	SCE	Football Foundation Grant		10,000
Nantwich Pool Enhancements (part-funding)	2008/09	55,000	Virement	Funded from Prudential Borrowing	2011/12	20,000
			SCE	Capital Reserve	2011/12	35,000
Lifestyle Refurbishment @WLC	2011/12	75,000	Virement	Funded from Prudential Borrowing	2011/12	75,000
Development						
Office Accommodation Strategy	2009-10	30,000	Virement	Funded from Capital Reserves	2011-12	30,000
Assisted Purchase Scheme	2011-12	23,000	Virement	Affordable Housing - Assisted Purchase Scheme	2009-10	23,000
Tatton Park - Conservatory/Orangery	2010/11	58,669	Virement	AMS BLOCK	2011/12	58,669
Wilmslow Feasibility 11/12	2011/12	100,000	Virement	Funded from Revenue contributions	2011/12	100,000
		501,096				501,096
Total SCE's, Virements and Budget Reductions						
		614,462				614,462

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Matters for Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements
Three Quarter Review 2011-12

ANNEX 2 APPENDIX 2b

					Virement FROM ...	
Capital Scheme	Starts Year	Amount Requested £'000	SCE/ Virement/ Reduction	Funding of SCE/Virement	Starts Year	Amount Requested £'000
SCE and Virements over £100,000 and up to and including £1,000,000						
<u>Children, Families & Adults</u>						
Malbank School & Sixth Form College	2010/11	150,000	Virement	Malbank Secondary School	2011/12	150,000
Adults Personal Social Care Capital	2011/12	566,000	SCE	NHS Capital Grant Allocation	2011/12	566,000
Capital Maintenance Allocation 11-12	2011/12	252,058	SCE	Additional Basic Needs Grant Funding	2011/12	252,058
<u>Places & Organisational Capacity</u>						
Highways & Transport						
Bridge Maintenance Minor Works	2011-12	341,000	SCE	Funded from Transport Grant	2011/12	341,000
Street Lighting Carbon Reduction - Pilot Schemes	2011-12	213,700	SCE	Funded from Prudential Borrowing	2011/12	213,700
Development Services						
Assisted Purchase Scheme	2011-12	240,000	Virement	Affordable Housing - Assisted Purchase Scheme	2010-11	240,000
MINOR WORKS 11 12	2011/12	500,000	Virement	AMS BLOCK	2011/12	500,000
COMPLIANCE 2011/12	2011/12	500,000	Virement	Capital Reserve	2011/12	500,000
AMS BLOCK	2011/12	1,000,000	Virement	AMS BLOCK	2011/12	500,000
				Capital Reserve	2011/12	1,000,000
				Asset Management Condition Priority	2011/12	1,000,000
Community Services						
Lifestyle Refurbishment @MLC	2011/12	115,000	Virement	Funded from Prudential Borrowing	2011/12	115,000
Total SCE's, Virements and Budget Reductions		3,877,758				3,877,758

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Matters for Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements
Three Quarter Review 2011-12

ANNEX 2 APPENDIX 2c

Capital Scheme	Starts Year	Amount Requested £'000	SCE/ Virement/ Reduction	Funding of SCE/Virement	Virement FROM ...	
					Starts Year	Amount Requested £'000
SCE and Virements over £1,000,000 to Council						
Places & Organisational Capacity						
Crewe Rail Exchange	2011/12	6,177,388	SCE	Funded by Government Grant	2010/11	6,177,388
Total SCE's, Virements and Budget Reductions		6,177,388				6,177,388

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Third Quarter 2011-12
Reductions in Approved Capital Budgets

ANNEX 2 APPENDIX 3

Scheme	Approved Budget £	Revised Approval £	Reduction £	Reason
ADULTS				
Businesss Systems for Transformation	200,000	0	200,000	Reduction following review of capital programme
	200,000	0	200,000	
CHILDREN, FAMILIES & ADULTS				
Cap Kit & Dining Facilities	594,571	464,571	130,000	Double counted on App 1 - £65k Malbank Sch & 6th Form College and £65k Tytherington HS
Childrens Homes Rationalisation	1,012,658	1,006,282	6,376	Reduction following review of capital programme
TLC Sir William Stanier Comm S	21,598,406	21,447,626	150,780	Reduction following review of capital programme
Underwood West PH3 Expansion	309,577	281,854	27,723	Reduction following review of capital programme
Short Break Re Provision 11-12	700,000	300,000	400,000	Reduction following review of capital programme
Alsager H S Perf Arts Cent	1,134,000	1,096,000	38,000	Reduction following review of capital programme
Devolved Formula Capital 11-12	1,009,000	981,410	27,590	Reduction in funding from the DFC Grant
	26,358,212	25,577,743	780,469	
PLACES				
<u>Highways & Transport</u>				
S278 Alderley Serv Rd - Sainsburys	2,000	348	1,652	To re-align S278 Budgets with actual spend and Developer contribution
S278 B5078 Radway Green, Crewe	2,500	614	1,886	To re-align S278 Budgets with actual spend and Developer contribution
S278 Lowerhouse Mill, Bollington	5,000	125	4,875	To re-align S278 Budgets with actual spend and Developer contribution
S278 B5077 Crewe Road, Alsager	4,000	3,000	1,000	To re-align S278 Budgets with actual spend and Developer contribution
S278 Tesco Kiln Croft Lane	4,000	3,000	1,000	To re-align S278 Budgets with actual spend and Developer contribution
S278 Kennels Farm, Aston	5,000	2,127	2,873	To re-align S278 Budgets with actual spend and Developer contribution
S278 Tytherington Bus Park	40,000	1,569	38,431	To re-align S278 Budgets with actual spend and Developer contribution
S278 Webbs Lane, Middlewich	12,000	1,183	10,817	To re-align S278 Budgets with actual spend and Developer contribution
S278 Moss Lane, Macclesfield	5,000	2,759	2,241	To re-align S278 Budgets with actual spend and Developer contribution
S278 Parkgate Ind Estate	40,000	32,529	7,471	To re-align S278 Budgets with actual spend and Developer contribution
S278 Ashley Hall Farm	5,000	1,999	3,001	To re-align S278 Budgets with actual spend and Developer contribution
S278 Laiden Avenue, Wistaston	20,000	2,234	17,766	To re-align S278 Budgets with actual spend and Developer contribution
S278 Nantwich Rd	30,838	4,917	25,921	To re-align S278 Budgets with actual spend and Developer contribution
S278 20 Manchester Rd, Macc	5,000	1,500	3,500	To re-align S278 Budgets with actual spend and Developer contribution
S278 A532 Weston Rd, Crewe	45,000	38,640	6,360	To re-align S278 Budgets with actual spend and Developer contribution
	225,338	96,544	128,794	
<u>Development</u>				
Assisted Purchase Scheme	900,000	300,000	600,000	Reduction following review of capital programme
H & S Works at Macc L C	50,000	25,000	25,000	To fix issues with the Macclesfield LC. Tender is on cheste and returns recieved. Appointment due before end of December with work s on site Jan 12. first £25k will be met by capital and the remainder can be found from planned maintenance. Therefore £25k can be offered up.
County Farms 2008-09	238,000	129,000	109,000	As per review of Capital Programme budget no longer required
	1,188,000	454,000	734,000	
<u>Community Services</u>				
Refurb of Oakley Centre	250,000	190,000	60,000	Scheme has been withdrawn from the Programme - balance of £190k to fund Lifestyle refurbishments at Macclesfield & Wilmslow Leisure Centres
	250,000	190,000	60,000	
Finance				
Single Revenue & Benefits Systems	524,000	503,000	21,000	Reduction following review of capital programme
Totals	28,745,550	26,821,287	1,924,263	

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2011/12 Quarter Three Performance Report – 6th February 2012
Strategic Director Places & Organisational Capacity

1.0 PERFORMANCE UPDATE

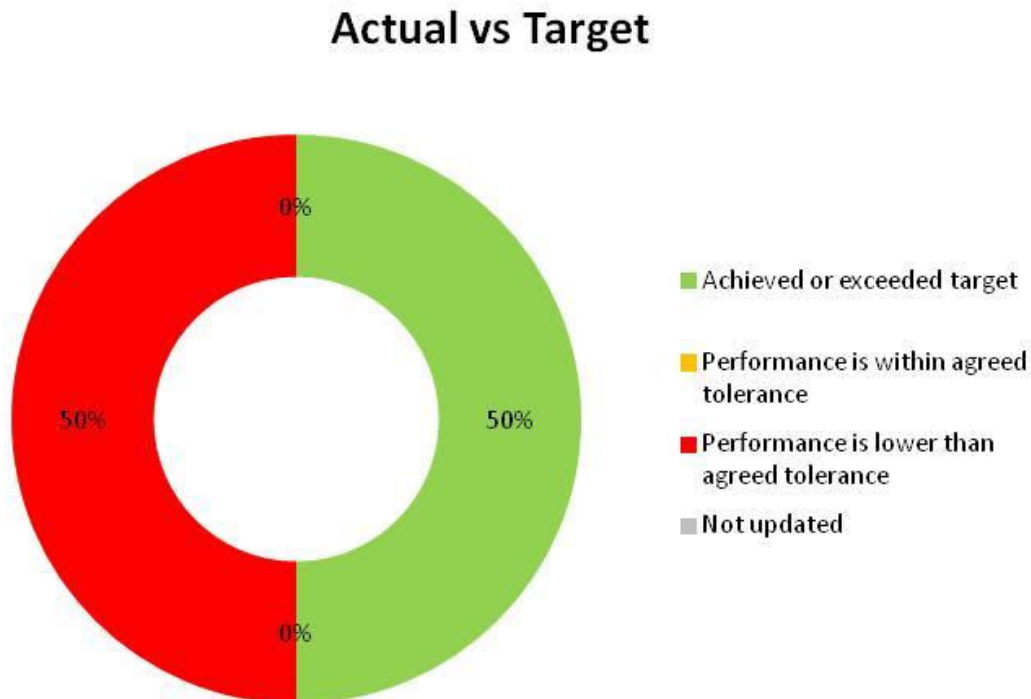
- 1.0.1 This section provides a high level summary of the key performance headlines at the end of the first nine months of 2011/12.
- 1.0.2 During 2011/12, the Performance & Partnerships Team are centrally monitoring a range of measures underpinning service objectives across the organisation. Many of these are newly developed local performance measures, and these will be developed and managed internally throughout 2011/12 in order to establish baseline data to inform future target-setting.
- 1.0.3 For external reporting purposes, the Council will report on a basket of measures retained within service plans from the former National Indicator Set, and former Best Value performance measures – 41 measures in total. Of these 41 measures, 28 can be reported on a quarterly basis.

1.1 Performance Measure Tolerances (Red/Amber/Green ratings)

The Council's electronic Monitoring and Performance System (CorVu) was pre-populated with a five percent tolerance against the targets set by service areas, meaning that the system assigns a 'red' assessment to performance data 5% (or more) short of the target, an 'amber' assessment to data within 5% of the target, and a 'green' assessment to data performing on or above target. Where strong cases are made for the revision of tolerances in 2011/12 (e.g. where a 5% tolerance is not appropriate due to a measure's data return format), the Team revised tolerances to support individual targets. In all other circumstances, the 5% tolerance will remain in place for performance measure reporting in 2011/12.

PERFORMANCE AGAINST TARGET

Performance assessments (red; amber; green) have been made based on performance against target.



50% of measures either achieved or exceed their target for quarter three.

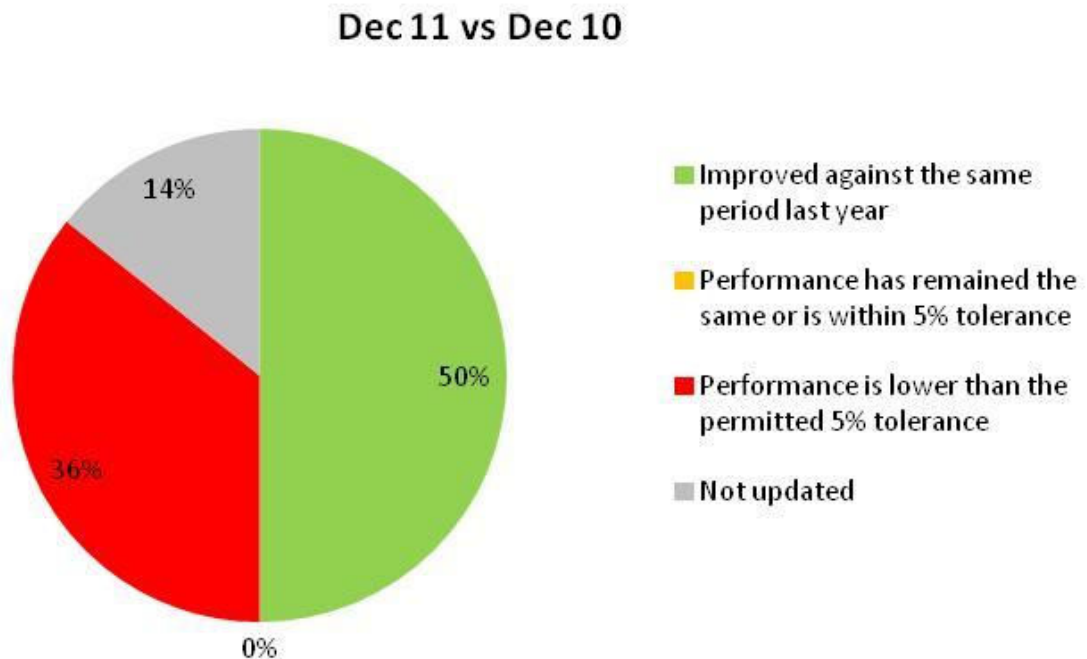
However 50% did not achieve their quarterly target, they included:

- NI 125 Achieving independence for older people through rehabilitation/intermediate care
- NI 130 Social care clients receiving Self Directed Support
- NI 146 Adults with learning disabilities in employment
- NI 59 Initial assessments for children's social care carried out within 7 working days of referral
- NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement
- NI 63 Stability of placements of looked after children: length of placement
- NI 68: Referrals to children's social care going on to initial assessment
- NI 111 First time entrants to the Youth Justice Systems aged 10 to 17
- NI 117 16 to 18 year old who are not in education, training or employment
- NI 155 Number of affordable homes delivered
- NI 157a Processing of planning applications (major)
- NI 157b Processing of planning applications (minor)
- NI 157c Processing of planning applications (other)
- BV 12 Working days lost due to sickness absence

(See Annex 3 Appendix 1 for further detail)

YEAR ON YEAR DIRECTION OF TRAVEL

Performance assessments (red; amber; green) have been made based on current performance compared to the same period last year.



The 36% of measures which failed to achieve the same level of performance when compared to the same period last year were:

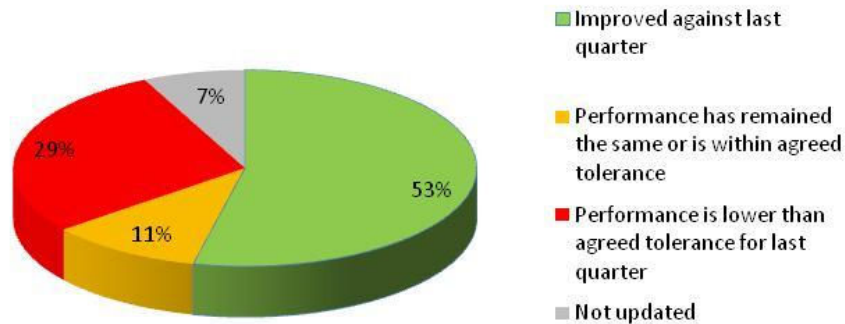
- NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement
- NI 64 Child Protection Plans lasting 2 years or more
- NI 65 Children becoming the subject of a Child Protection Plan for a second subsequent time
- NI 111 First time entrants to the Youth Justice Systems aged 10 to 17
- NI 125 Achieving independence for older people through rehabilitation/intermediate care
- NI 155 Number of affordable homes delivered (gross)
- NI 157a Processing of planning applications (major)
- NI 157b Processing of planning applications (minor)
- NI 157c Processing of planning applications (other)
- BV 12 Working days lost due to sickness absence

(See Annex 3 Appendix 1 for further detail)

QUARTER ON QUARTER PERFORMANCE

Performance assessments (red; amber; green) have been made based on current performance compared to the previous quarter's data.

Dec 11 vs Sept 11



The 29% which did not meet the same level of performance as last quarter comprises:

- NI 59 Initial assessments for children's social care carried out within 7 working days of referral
- NI 63 Stability of placements of looked after children: length of placement
- NI 64 Child Protection Plans lasting 2 years or more
- NI 68 Referrals to children's social care going on to initial assessment
- NI 125 Achieving independence for older people through rehabilitation/ intermediate care
- NI 131 Delayed transfers of care from hospitals
- NI 157a Processing of planning applications (major)
- BV 12 Working days lost due to sickness absence

(See Annex 3 Appendix 1 for further detail)

The data comparisons above show that there are two measures in particular that are failing to achieve their in-year targets, failing to achieve the same level of performance when compared to the same period last year and performance has deteriorated when compared to the last quarter. Details of these two measures are listed below.

Measure	Polarity	Current Performance (Dec 2011)	Target (Dec 2011)	Result (Sept 2011)	Result (Dec 2010)
NI 157a Processing of planning applications (major)	High	39.70%	67%	40.48%	52%
BV 12 Working days lost due to sickness absence	Low	6.33 days	5.20 days	3.94 days	5.99 days

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
Adults	NI 125	Achieving independence for older people through rehabilitation/ intermediate care	Monthly	High	76.80%	78.30%	78.30%	70.00%	<p>The tight deadlines for producing this report were in advance of the normal timescales for performance analysis and discussions with the Individual Commissioning SMT. Therefore, these are initial comments only - more thorough analysis will be done through these performance discussions.</p> <p>After strong performance in the previous quarter, this measure has now fallen below target. However, this closely echoes the pattern from the same quarter in the previous year which then saw an upturn in the final quarter.</p>

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 130	Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	Monthly	High	40.70%	60.00%	47.10%	44.10%	The tight deadlines for producing this report were in advance of the normal timescales for performance analysis and discussions with the Individual Commissioning SMT. Therefore, these are initial comments only - more thorough analysis will be done through these performance discussions. Maximum possible target for 10/11 was 64% (calculated by discounting those clients ineligible for this indicator), so target for 11/12 set at 60%. New reporting methods means that current % is a more accurate measure of what we can expect for year end. This month's figure has gone down compared to last month's figure. Although the numbers receiving personal budgets has increased by 81, there has been an increase in the denominator of 320. The Team Support Service are currently investigating the under performance of this indicator to see whether this is an anomaly caused by data loading issues. Plans are in place to assist with better identification of NI130 eligible clients

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 131	Delayed transfers of care from hospitals	Monthly	Low	10.00 number	10.00 number	10.00 number	9.40 number	<p>The tight deadlines for producing this report were in advance of the normal timescales for performance analysis and discussions with the Individual Commissioning SMT. Therefore, these are initial comments only - more thorough analysis will be done through these performance discussions.</p> <p>Figures from the NHS are not yet available, therefore, the figure quoted is an estimate based on the latest data. This is an improvement on 2010/11. The element of the figure that is attributable to social care is only 0.3</p>
	NI 132	Timeliness of social care assessment	Monthly	High	80.00%	88.00%	88.00%	91.80%	<p>The tight deadlines for producing this report were in advance of the normal timescales for performance analysis and discussions with the Individual Commissioning SMT. Therefore, these are initial comments only - more thorough analysis will be done through these performance discussions.</p> <p>This measure is exceeding target. This is a significant improvement in performance from the previous year, outturn for 10/11 was 79.5%</p>

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 133	Timeliness of social care packages	Monthly	High	90.40%	93.00%	93.00%	93.20%	<p>The tight deadlines for producing this report were in advance of the normal timescales for performance analysis and discussions with the Individual Commissioning SMT. Therefore, these are initial comments only - more thorough analysis will be done through these performance discussions.</p> <p>Indicator currently reporting above target with a small disparity between adults and older people. This is an improvement on 2010/11 performance of 90.4%</p>

Page 62

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 135	Carers receiving needs assessment or review and a specific carers service, or advice and information	Monthly	High	10.20%	28.00%	20.60%	31.00%	The tight deadlines for producing this report were in advance of the normal timescales for performance analysis and discussions with the Individual Commissioning SMT. Therefore, these are initial comments only - more thorough analysis will be done through these performance discussions. Due to a major push on carers assessments being completed figures made a significant rise in the second half of 10/11. This has continued into the new reporting year and as a result we are now well ahead of the estimated numerator for this time of year and have already hit ambitious target set for this indicator compared to 10/11 outturn. New method of reporting means that we would expect this indicator to climb throughout the year, and to give a more accurate measure of exactly how this indicator is reporting at any given time. OTs at frontline are also starting to load carers assessments which should further boost these numbers. Negotiations also underway with Strategic Commissioning to allow us to capture more assessments within Mental Health.

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 141	Percentage of vulnerable people achieving independent living	Quarterly	High	72.51%	65.00%	65.00%	75.68%	Quarter 3 figures are not yet available, the figure quoted is an estimated figure. Overthree quarters of people using accommodation based services were moved onto independent living in a planned way.
	NI 142	Percentage of vulnerable people who are supported to maintain independent living	Quarterly	High	99.13%	98.70%	98.70%	99.24%	Quarter 3 figures are not yet available, the figure quoted is an estimated figure. This is very strong performance. SP services are successfully supporting people to live independently.

Page 64

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 145	Adults with learning disabilities in settled accommodation	Monthly	High	35.33%	45.00%	34.50%	45.90%	<p>The tight deadlines for producing this report were in advance of the normal timescales for performance analysis and discussions with the Individual Commissioning SMT. Therefore, these are initial comments only - more thorough analysis will be done through these performance discussions.</p> <p>This indicator has now exceeded target ahead of the end of the reporting year and we can expect to climb further as the remaining learning disability clients reviews (highlighted as a priority) are completed. Recent data housekeeping project undertaken by TSS has also had a big impact on the indicator.</p>

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 146	Adults with learning disabilities in employment	Monthly	High	6.28%	6.90%	5.22%	4.22%	<p>The tight deadlines for producing this report were in advance of the normal timescales for performance analysis and discussions with the Individual Commissioning SMT. Therefore, these are initial comments only - more thorough analysis will be done through these performance discussions.</p> <p>Although this measure is still under the Quarter 3 target, performance in the last month has increased considerably: performance has risen from 3.00% in November to 4.22% in December.</p>
Children & Families	NI 19	Rate of proven re-offending by young offenders	Quarterly	Low	Not Recorded	1.06 number	1.06 number	0.67 number	This relates to the Frequency rate of offences within 6 months
	NI 59	Initial assessments for childrens social care carried out within 7 working days of referral	Quarterly	High	56.00%	75.00%	75.00%	55.23%	This relates to the quarter from 1/10/2011 to 31/12/2011
	NI 60	Core assessments for childrens social care that were carried out within 35 working days of their commencement	Quarterly	High	63.00%	70.00%	70.00%	60.00%	This relates to core assessments completed in the quarter 1/10/2011 to 31/12/2011
	NI 63	Stability of placements of looked after children: length of placement	Quarterly	High	70.00%	85.00%	85.00%	58.00%	

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 64	Child protection plans lasting 2 years or more	Quarterly	Low	2.00%	5.00%	5.00%	3.45%	This figure is an accumulated figure from the 1/4/2011 to 31/12/2011 of 145 plans that ceased within the year 5 were over 2 years. You do not want too many children on child protection plans for long periods as it suggests drift, the data reported illustrates no drift in cases.
	NI 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time	Quarterly	Low	13.00%	15.00%	15.00%	5.40%	This relates to the % of children that became subject to a plan for a second or subsequent time between 1/10/2011 and 31/12/2011. This figure suggests that plans are effective in the longer term in keeping children safe in Cheshire East after the risks have been reduced.
	NI 67	Child protection cases which were reviewed within required timescales	Monthly	High	96.50%	100.00%	100.00%	100.00%	The purpose of this indicator is to demonstrate that the multi-agency plans to keep the most vulnerable children in Cheshire East safe are independently reviewed in a timely way to ensure they are appropriately robust. Operational arrangements will ensure that this is a priority and will endeavour to continue to achieve 100%

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 68	Referrals to childrens social care going on to initial assessment	Quarterly	High	79.00%	100.00%	100.00%	58.00%	This figure is not complete and will alter following data cleansing work during the CIN return. Considerable work is still ongoing around the nature of referrals and contacts into the authority and being able to accurately identify new requests as opposed to information on ongoing cases
	NI 111	First time entrants to the Youth Justice System aged 10 to 17	Quarterly	Low	204 number	198 number	198 number	229 number	This figure is for the 12mths ending June 2011 - the previous 12 months were 223
	NI 117	16 to 18 year olds who are not in education, training or employment (NEET)	Quarterly	Low	5.80%	4.90%	4.90%	5.70%	This figure relates to the position at end Nov 2011 as Dec is not yet available
HR & OD	BV012	Working days lost due to sickness absence	Monthly	Low	8.19 days	9.00 days	5.20 days	6.33 days	December return = 0.91 days which is slightly lower than the return for last month.
Places & Organisation al Capacity	NI 155	Number of affordable homes delivered (gross)	Quarterly	High	290 number	300 number	150 number	99 number	This quarter’s provision derives mainly from two private sites in Congleton. Overall housing market remains sluggish which has limited the progress on market sites across the Borough. In addition some of the schemes anticipated via Registered Providers have not come to fruition as expected - further depressing the numbers of homes provided this year.

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 157a	Processing of planning applications as measured against targets for major application types	Quarterly	High	60.71%	67.00%	67.00%	39.70%	Whilst performance is steady in comparison to the last quarter, it has not improved as much as expected. There are signs of improving performance in the current quarter.
	NI 157b	Processing of planning applications as measured against targets for minor application types	Quarterly	High	68.80%	83.00%	83.00%	35.10%	Performance continues to improve slightly in comparison to the last quarter. The Council is determining more applications than in 2010 (3637 applications in 2011). A return to acceptable performance (80%) should occur in Q1 of 2012-13.
	NI 157c	Processing of planning applications as measured against targets for other application types	Quarterly	High	80.88%	89.00%	89.00%	44.44%	Performance continues to improve slightly in comparison to the last quarter. Further improvement should be seen in performance figures in Q4 and a return to acceptable performance (80%) should occur in Q1 of 2012-13.
	NI 191	Residual household waste per head	Quarterly	Low	566 kgs	543 kgs	543 kgs	526 kgs	Data is lagged. 526kg relates to Q1 & Q2 result 134kg + 129 multiplied by 2 to provide yearend forecast.
	NI 192	Household waste recycled and composted	Quarterly	High	49.00%	52.00%	52.00%	55.10%	Data is lagged. 55.1% relates to Q1 & Q2 result to provide yearend forecast. NB first 2 quarters are usually higher than second 2 due to green waste. Actual result will be less than this e.g. 52-53%

Corporate Scorecard Report for Quarterly Cabinet 11/12

(Organisation Summary)

Dec-2011

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 193	Municipal waste land filled	Quarterly	Low	47.80%	44.00%	44.00%	41.40%	Data is lagged. 41.4% relates to Q1 & Q2 result to provide yearend forecast.

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

Date of Meeting: 3 February 2012
Report of: Borough Solicitor
Subject/Title: Work Programme update

1.0 Report Summary

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

2.0 Recommendations

That the 2011/2012 work programme be reviewed.

3.0 Reasons for Recommendations

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

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 Not applicable.

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

- 6.1 Not known at this stage.

7.0 Financial Implications

- 7.1 Not known at this stage.

8.0 Legal Implications

- 8.1 None.

9.0 Risk Management

- 9.1 There are no identifiable risks.

10.0 Background and Options

- 10.1 The schedule attached has been updated since the last meeting.
- 10.2 Members are asked to review the schedule and if appropriate add new items. When selecting potential topics, Members must have regard to the Corporate Plan and Sustainable Community Strategy – ‘Ambition for all’ and also to the general criteria which should be applied to all potential items when considering whether any Scrutiny activity is appropriate. Matters should be assessed against the following criteria:
- Does the issue fall within a corporate priority;
 - Is the issue of key interest to the public;
 - Does the matter relate to a poor or declining performing service for which there is no obvious explanation;
 - Is there a pattern of budgetary overspends;
 - Is it a matter raised by external audit management letters and or audit reports?
 - Is there a high level of dissatisfaction with the service;
- 10.3 If during the assessment process any of the following emerge, then the topic should be rejected:
- The topic is already being addressed elsewhere
 - The matter is subjudice
 - Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale
 -

11 Access to Information

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

Name: Mark Nedderman
Designation: Senior Scrutiny Officer
Tel No: 01270 686459
Email: mark.nedderman@cheshireeast.gov.uk

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Corporate Overview and Scrutiny Committee Work Programme 3 February 2012

Issue	Description/Comments	Suggested by	Portfolio Holder as at October 2011	Corporate Priority	Current Position R,A,G	Date for completion
Budget	Consultation group set up to review consultation arrangements for 2011/2012.	Committee	Resources	Nurture Strong Communities	Next meeting 1 February 2012.	Start date July 2011 and ongoing
Business Generation Centres	Review the formal response of Cabinet and subsequent actions	Portfolio Holder	Prosperity	Create Conditions for Business growth	Formal Cabinet response received January 2012	6 March 2012
Mayoralty/Civic arrangements in Cheshire East	Review procedures and support for the mayoralty and arrangements for civic duties.	Portfolio Holder	Resources	Nurture Strong Communities	To be reviewed in 6 months time.	17 April 2012
Procurement	To review procurement arrangements in Cheshire to ensure that the Council is achieving best value.	Portfolio Holder	Procurement and Shared Services	Nurture Strong Communities	Presentation received on 4 October 2011. No further action planned at the moment but the situation to be kept under review.	TBA
Shared Services	The Committee received a presentation on the latest	Portfolio Holder	Procurement and Shared Services	Nurture Strong Communities	To be reviewed	12 June 2012

	position with regard to shared services and the possible creation of a Separate legal entity for certain core services on 1 November 2011				again in 6 months time.	
Future Political Management arrangements in Cheshire East	To review the range of options likely to be available to local authorities in the Localism Bill in respect political management structures	The Committee	Resources	Nurture Strong Communities	This committee on 10 January 2012 agreed to set up a joint working group with Constitution Committee	TBA
Temporary Agency Staff Contract	To be consulted on the procurement of temporary agency staff – a joint arrangement with Cheshire West and Chester Council.	The Committee	Procurement and Shared Services	Nurture Strong Communities	Report considered on 25 November 2011. The matter to be reviewed in 6 months.	12 June 2012

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FORWARD PLAN 1 FEBRUARY 2012 - 31 MAY 2012

This Plan sets out the key decisions which the Executive expect to take over the next four months. The Plan is rolled forward every month. It will next be published in mid February and will then contain all key decisions expected to be taken between 1 March and 30 June 2012. Key decisions are defined in the Councils Constitution.

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

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

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

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

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

Forward Plan 1 February 2012 to 31 May 2012

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	Relevant Scrutiny Committee	How to make representation to the decision made
CE11/12-18 Renewal of Agency Contract (Staffing)	To approve the award of this contract as a joint arrangement with Cheshire West and Chester Council.	Cabinet	9 Jan 2012	Supplier Briefing.	Corporate	Paul Bradshaw, Head of HR and Organisational Development
CE11/12-20 Improvements to Adult Social Care Services	To consider whether there is a need to decommission named social care establishments, currently subject to consultation (interim report).	Cabinet	9 Jan 2012	Users of day care centres and their carers and relatives, the wider public and stakeholder organisations.	Adult Social Care	Lorraine Butcher, Strategic Director (Children, Families and Adults)
CE11/12-22 Farms Estate Policy Review	To determine management policies for Farms Estates.	Cabinet	9 Jan 2012	Internal and external stakeholders including Government Office, National Farmers Union, Tenant Farmers Association, Reaseheath College, Confederation of Young Farmers and CE Council tenants.	Environment and Prosperity 22 November 2011	John Nicholson, Strategic Director (Places and Organisational Capacity)

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	Relevant Scrutiny Committee	How to make representation to the decision made
CE11/12-26 Knutsford Health and Social Care Development	To authorise officers to take all necessary actions to develop proposals for the possible joint (with East Cheshire NHS Trust) sale or lease of the Knutsford community hospital site to a private developer to enable the re-provision of modern integrated services for the community.	Cabinet	9 Jan 2012	Public meetings, Knutsford Town Council, GP surgeries, NHS Commissioners (PCT and Clinical Commissioning Group), East Cheshire NHS Trust.	Health and Adult Services	Lorraine Butcher, Strategic Director (Children, Families and Adults)
CE11/12-4 Business Planning Process 2012/2015 - Business Plan	To approve the Business Plan for 2012/2015 incorporating updated budget and policy proposals.	Cabinet, Council	6 Feb 2012	With all Members and a range of local stakeholders including PCT's, Parish Councils, social care representatives, businesses, trades unions, the schools forum and the public.	To be determined but expected to be a scrutiny budget consultation group.	Lisa Quinn, Director of Finance and Business Services
CE11/12-31 Crewe Rail Exchange	To consider accepting grant funding from the Dept of Transport and arrangements for the transfer of the necessary land.	Cabinet	6 Feb 2012	Consultations as part of the planning application process.	Corporate; Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	Relevant Scrutiny Committee	How to make representation to the decision made
CE11/12-32 Land at Pyms Lane and Minshull New Road, Crewe	To consider the sale of the freehold interest at Pyms Lane, and to explore the sale of land at Minshull New Road.	Cabinet	6 Feb 2012	N/A	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE10/11-49/1 Future Operation Knutsford Cinema	To decide on the future running and preferred operating model.	Cabinet	5 Mar 2012	Local community groups and Knutsford Town Council.	Health and Wellbeing	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE10/11-49/2 Future Operation of Crewe Lyceum Theatre	To decide on the future running and preferred operating model.	Cabinet	5 Mar 2012	Voice for Crewe, local community groups, Crewe Charter Trustees,	Health and Wellbeing	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE11/12-21 Cheshire Homechoice - Allocation Policy Review	To approve the allocation policy for adoption.	Cabinet	5 Mar 2012	Partner housing providers, Homechoice officers, housing benefits, Police and community safety, tenants and residents.	Environment and Prosperity 21 February 2012	John Nicholson, Strategic Director (Places and Organisational Capacity)

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	Relevant Scrutiny Committee	How to make representation to the decision made
CE11/12-25 Cheshire Youth Offending Service Governance Arrangements	To consider recommendations for greater collaboration of youth offending services in Cheshire.	Cabinet	5 Mar 2012		Children and Families	Lorraine Butcher, Strategic Director (Children, Families and Adults)
CE11/12-29 Crewe Green Link Road Highway Scheme - Revised Area of CPO	To consider an amended area for the compulsory purchase of land associated with this scheme.	Cabinet	5 Mar 2012	Affected land owners and developers.	Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE11/12-33 Improvements to Adults Social Care Services	To approve the decommissioning of named social care establishments and invest in other respite and day service provision to improve service delivery.	Cabinet	5 Mar 2012	Public meetings, day centre and stakeholder meetings, questionnaires, Council web site.	Adult Social Care	Lorraine Butcher, Strategic Director (Children, Families and Adults)

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	Relevant Scrutiny Committee	How to make representation to the decision made
CE11/12-34 Proposed Expansion of Oakefield Primary and Nursery School, Crewe	To approve the expansion of Oakefield Primary and Nursery School, Crewe from 315 to 420 school places, with a proposed implementation date of September 2012.	Cabinet	5 Mar 2012	School organisations, East Cheshire Association of Primary School Heads, local Headteachers through meetings and the School Organisation website.	Children and Families	Lorraine Butcher, Strategic Director (Children, Families and Adults)
CE11/12-27 Private Sector Housing Financial Assistance Policy	To approve the policy.	Cabinet	2 Apr 2012	The public and the third sector, including on line consultation.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE11/12-28 Admission Arrangements and Local Authority Co-ordinated Scheme 2013	To approve changes in admission arrangements for community and voluntary controlled schools for which the LA is the admission authority.	Cabinet	2 Apr 2012	With admission authorities and neighbouring authorities.	Children and Families 14 December 2011	Lorraine Butcher, Strategic Director (Children, Families and Adults)

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	Relevant Scrutiny Committee	How to make representation to the decision made
CE11/12-30 Strategic Tenancy Strategy	In accordance with the Localism Act to publish a Tenancy Strategy setting out the broad objectives to be taken into consideration by Social Landlords when producing their own policies, and on the granting and reissuing of tenancies.	Cabinet	2 Apr 2012	Registered Providers and their Board Members, Stakeholders. Further guidance awaited from DCLG.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)

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