

Corporate Scrutiny Committee

Agenda

Date:	Friday, 20th July, 2012
Time:	10.30 am
Venue:	Council Chamber, Municipal Buildings, Earle Street, Crewe CW1 2BJ

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

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

1. **Apologies for Absence**
2. **Minutes of Previous Meeting** (Pages 1 - 6)
3. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary interests in relation to any item on the agenda.

4. **Declaration of Party Whip**

To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the agenda.

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

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

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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.

6. **Business Generation Centre -Task and Finish Group recommendations** (Pages 7 - 14)

To consider a report of the Head of Regeneration.

7. **2011/12 Final Outturn Performance** (Pages 15 - 82)

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

8. **Macclesfield Town Hall - Meeting Facilities** (Pages 83 - 84)

To consider a report of the Head of Regeneration.

9. **Work Programme Progress Report** (Pages 85 - 92)

To consider a report of the Borough Solicitor.

10. **Single Legal Entity (SLE) and Procurement Update** (Pages 93 - 98)

To consider a briefing note prepared by the Shared Services Manager.

11. **Forward Plan - Extracts** (Pages 99 - 104)

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

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Scrutiny Committee**
held on Tuesday, 12th June, 2012 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor J P Findlow (Chairman)
Councillor G Merry (Vice-Chairman)

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

Apologies

Councillors G Barton, D Topping and R Domleo

1 ALSO PRESENT

Councillor P Raynes – Finance Portfolio Holder
Councillor P Mason – Cabinet Support Member

2 OFFICERS PRESENT

Lisa Quinn – Director of Finance and Business Services
Steve Reading – Principal Accountant
Mark Nedderman – Senior Scrutiny Officer

3 MINUTES OF PREVIOUS MEETING

RESOLVED – That the minutes of the meeting held on 17 April 2012 be confirmed as a correct record and signed by the Chairman.

4 DECLARATIONS OF INTEREST

The Chairman declared a personal and prospective prejudicial interest in respect of the item relating to Council Tax discount policy on the grounds that he was joint owner of a tenanted property in Macclesfield

5 DECLARATION OF PARTY WHIP

There were no declarations of the existence of a party whip.

6 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present at the meeting who wished to address the Committee.

7 BUSINESS PLANNING PROCESS 2012/13

The Committee considered a report of the Director of Finance and Business Services providing an update on the business planning process 2013/16.

The report included a draft timetable for the business planning process for the financial year 2012/13 culminating in the Council budget meeting in February 2013., The business plan for 2012/15 , which had been approved by Council in February 2012 had introduced a new integrated approach whereby the setting of Corporate Priorities had been combined with the setting of the Budget. At the end of the 2011/12 municipal year, the Committee having received a number of recommendations from the Budget Task Group, had made a number of comments on the new approach at its meeting held on the 6 March 2012 and the response of Director of Finance and Business Services to each of the comments were included at appendix 1 of the report.

In response to comments raised by members about the level of detail available in the new style business plan, it was suggested that for the current process, two versions of the business plan should be produced. A long version along the lines of the one produced last year, and a shorter summary version for easy reference.

RESOLVED –

- (a) That the report be received and the key stages of the process to create a 2013/16 Business Plan be noted;
- (b) That the Budget Task Group be reconvened and the following Members be appointed to it:

Councillor P Findlow (Chairman) (Con)

Councillor G Merry(Con)

Councillor G Baxendale(Con)

Councillor F Keegan(Con)

Councillor D Newton(Lab)

Councillor D Neilson(LD)

- (c) That each of the remaining 5 Scrutiny Committees be invited to nominate one Member from each Committee to attend meetings of the Budget task group as participating observers.
- (d) That the Director of Finance and Business Services be requested to produce two versions of the Business Plan, a long version along the lines of the one produced last year and a shorter version for easy reference.

8 WORK PROGRAMME PROGRESS REPORT

The Committee reviewed the work programme for 2012/13.

The Chairman informed the Committee that it had been expected that a progress report would have been submitted to this meeting on the new staff agency contract, but that the matter would now be reported to the Committee in September which would coincide with the contract having completed 6 months of operation.

The Chairman also referred to the arrangements that had been agreed at the previous meeting to hold a joint meeting with colleagues from Cheshire West and Chester Council to review the proposed arrangements for a Single Legal Entity (SLE) to provide a range of shared services. The proposed meeting had not taken place, and it had been suggested to the Committee that a joint meeting may not be the most appropriate vehicle to pursue this matter. As an alternative, it was suggested that it might possible for representatives of each of the Council's appropriate Scrutiny committees to attend relevant Committee meetings in each authority when the subject was being discussed.

Members reiterated that the best way forward was to hold a joint meeting of the two authorities

The Committee also referred to the item regarding the review of governance arrangements and requested that regular updates be provided for the Committee.

RESOLVED –

- (a) That the report be received;
- (b) That the position in respect of the monitoring of the agency contract be noted;
- (c) That arrangements be made to hold a Joint meeting with Cheshire West and Chester Council to discuss arrangements to introduce an SLE

9 FORWARD PLAN - EXTRACTS

The Committee considered items listed in the current forward plan.

RESOLVED – That the Forward Plan be received.

10 COUNCIL TAX DISCOUNT POLICY

Note Councillor P Findlow declared a personal and prejudicial interest in respect of this matter and vacated the Chair and left the room during the consideration of this matter.

Councillor G Merry (Vice - Chairman) in the Chair.

The Committee considered a report of the Director of Finance and Business Services advising the Committee on the current arrangements for Council Tax discounts in relation to empty properties and second homes.

The rules in relation to Council Tax discounts on long term empty properties and second homes were first changed for 2006/2007 to enable councils to move away from the compulsory 50% discount to local arrangements (within certain restrictions).

Gradually all councils in Cheshire had moved to a revised discount of 25% for both categories to match the single person discount. For the financial year 2011/2012, Cheshire East Council had agreed a further change to:

- Reduce discount on long term empties to 0%.
- Reduce the discount on second homes to 10%.

These changes had raised an additional £2.1m of income.

In October 2011, the Government had issued a consultation on technical reforms to Council Tax which included scope for further changes to Council Tax discounts from April 2013. This has been followed by a response on 28th May 2012.

The key issues accepted by the Government were that Local Authorities should be allowed to charge 100% for second homes and to potentially charge more where a property was empty.

RESOLVED

- (a) That the proposal to reduce discount levels on long term empty properties and second homes to maximise income be supported by the Committee but the Director of Finance and Business Services be requested to consider appropriate exemptions for people being admitted into care, and consider setting a sensible minimum charge e.g. £50 to ensure efficient billing procedures.
- (b) That the Director of Finance and Business Services be requested to fully involve Members of the Council in the development of new proposals.
- (c) That Director of Finance and Business Services be requested to provide a breakdown of the 12,000 exemptions outlined in the report by category e.g. landlords etc to provide Members with an understanding of who will be affected by any change in policy, and the details be circulated to the committee outside of the meeting.

The meeting commenced at 2.00 pm and concluded at 3.25 pm

Councillor J P Findlow (Chairman)

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CHESHIRE EAST COUNCIL

REPORT TO: Corporate Scrutiny Committee

Date of Meeting: 20th July 2012

Report of:

Subject/Title: Business Generation Centres

Portfolio Holder: Cllr Jamie Macrae - Portfolio Holder for Prosperity & Economic Regeneration

1.0 Report Summary

1.1 At its meeting of 9th January 2012, Cabinet agreed the following in response to the recommendations contained in the final report of the Corporate Overview and Scrutiny Committee's Task and Finish Group set up to review the Council's Business Generation Centres as part of the wider asset management programme:

- 1.1.1 That in line with the Council's Economic Development Strategy, the principle of business generation, for start up incubation businesses in Cheshire East be fully supported.
- 1.1.2 That the existing facilities located at Sandbach and Crewe be retained as Business Generation Centres pending the outcome of the wider sub-regional review and the agreement of a future delivery model.
- 1.1.3 That the future delivery model will ensure the provision of an environment to encourage growth, accelerate progress and remove obstacles to include consistent standards in the provision of facilities and tenancy management services.
- 1.1.4 That the Business Generation Centre at Thomas Street, Congleton be closed down and the building declared surplus to requirements.
- 1.1.5 That, the Council assists in the identification of options to secure, where possible, the continuity of businesses displaced by the closure of the Thomas Street facility.
- 1.1.6 That any expenditure on the remaining facilities identified as a consequence of the wider sub-regional review will be considered as part of the Council's normal business planning processes.
- 1.1.7 The current shortage of available incubation facilities in the north of the Borough will be a consideration of the wider review.
- 1.1.8 That the current practice of providing facilities rent free to tenants in lieu of providing reception services will be brought to an end as soon as alternative arrangements can be put in place.

- 1.2 In addition, Cabinet gave an in-principle agreement to an arrangement of commissioning to an external provider either on a partnering basis with another authority or just as Cheshire East Council following further dialogue at a sub-regional level and with neighbouring authorities.
- 1.3 This report provides the Corporate Scrutiny Committee with an update in respect of the progress made against the recommendations contained in the report of the Task & Finish Group and approved by Cabinet at its meeting on 9th January 2012.

2.0 Decision Requested

- 2.1 That Corporate Scrutiny Committee be asked to note the progress made in respect of the recommendations contained in the final report of the Corporate Overview and Scrutiny Committee's Task and Finish Group and subsequently approved by Cabinet at its meeting of 9th January 2012.

3.0 Reasons for Recommendations

- 3.1 The Council's Economic Development Strategy requires the development of stronger sub-regional collaborative approaches in order to address the emerging economic challenges faced by the borough.
- 3.2 There will be increasing competition for investment in jobs from the rest of the region and our neighbours, making it essential that Cheshire East Council makes the most of a highly skilled workforce and growth in knowledge-based industries.
- 3.3 Manufacturing employment has declined sharply over the last decade. The dependency on large employers is a weakness and illustrates the need to diversify and encourage entrepreneurialism in order to promote a dynamic community of small businesses and start-ups, including many in new technologies and services, building on the skills and wealth of the local population.
- 3.4 The availability of a range of workspace for start-up and micro businesses that meets their needs in terms of location, cost, quality and flexibility.

4.0 Wards Affected

- 4.1 All

5.0 Local Ward Members

- 5.1 All

6.0 Policy Implications including

6.1 Carbon Reduction

As occupiers are responsible for their own utility costs, transfer or disposal of the Thomas Street facility will be carbon neutral in terms of the Carbon Management Plan.

6.2 Health

Not directly applicable.

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

7.1 The disposal of Congleton Business Centre will reduce overall backlog maintenance liability within our property portfolio.

7.2 Any future potential capital receipt will be pooled centrally in accordance with current practice.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 Section 2 of the Local Government Act 2000 empowers the Council to do anything which it considers is likely to achieve the aim of promoting or improving the economic well-being of its area. In exercising this power it must have regard to the limitations on the power contained in Section 3 and to its Sustainable Community Strategy which it has a duty to prepare under Section 4.

8.2 Section 123 of the Local Government Act 1972 empowers the Council to dispose of land held in any manner it wishes, subject to a duty not to dispose of land other than by way of a short tenancy, or with the consent of the Secretary of State, for a consideration less than the best that can reasonably be obtained.

8.3 S123 also specifies steps to advertise land disposals, which must be fully complied with.

8.4 It should be noted that any procurement requirements in relation to disposals will also need to be fully complied with.

9.0 Risk Management

9.1 Business incubation supports the delivery of the Council's Economic Development Strategy. The provision of affordable accommodation combined with intensive dedicated on site business support for businesses from the earliest stage of their development is essential for the creation of jobs and the encouragement of continuous economic growth.

10.0 Background & Options

- 10.1 The Asset Management Service, with the support of the Economic Development, continues to support the principle of business generation for start up incubation businesses in Cheshire East through the provision of incubator space in the existing business generation centres. The monitoring of both performance and opportunities continues in an attempt to ensure that the right balance is struck between opportunity and cost to the Council.
- 10.2 The relocation of Building Control from the space they occupied at the Sandbach Enterprise Centre is an example of progress made in ensuring that available space is not used in such a way that compromises the opportunities for business generation in Cheshire East. However, such a commitment does bring with it an associated risk in terms of a potentially negative impact on the budget position for the individual premises.
- 10.3 Existing facilities located at Sandbach and Crewe continue to be retained as Business Generation Centres pending the outcome of the wider sub-regional review and the agreement of a future delivery model.
- 10.4 Economic Development are in discussions with both Manchester Metropolitan University and Keele University regarding future innovation centre provision, Although neither organisation is a specialist provider of business support, Economic Development has also developed a business support programme with other partners. Work is continuing to explore the possibility of delivering the business support programme to clients in the Business Generation Centres to also include the introduction of business support events within the buildings themselves.
- 10.5 Whilst it is agreed that any future delivery model should encourage growth, accelerate progress and remove obstacles, facilities and tenancy management services are only one part of the offer required in today's market place. Not all business want telephone lines as they use mobiles and landline costs have to be met either directly by the occupier or hidden in licence fees. The emergence of Superfast Broadband should continue to be an aspiration for the Council and individual buildings need to be targeted for inclusion in the process.
- 10.6 Whilst on-site management would be ideal, there is a significant cost associated with its provision. which occupiers in a genuine incubator may be reluctant to absorb. Alternatively, the Council could take the view that the provision of business support opportunities justified the costs associated with the provision of such facilities.
- 10.7 From an operational perspective, the removal of permanent reception facilities has had no noticeably detrimental effect on occupancy levels at the existing centres, although it is not possible to establish whether their absence has had a negative effect on potential tenants. Similarly, communal business equipment at Scope House and Congleton Business Centre is rarely used. There are, simply, easier alternatives available.

- 10.8 The Business Generation Centre at Thomas Street, Congleton has been declared surplus to requirements and added to the Council's Disposals Programme. The Disposals Team has undertaken a detailed review of the options which are due to be considered by the Portfolio Holder for Prosperity & Economic Development in the very near future. Options considered have included a possible sale as part of the Council's Strategic Housing programme and the inclusion of the adjoining Thomas Street Industrial site.
- 10.9 The Council has assisted those businesses directly affected by the decision to declare the premises surplus to requirements. The Council's Business Relocation Service has provided all those affected with the relevant support and information in respect of alternative accommodation. One tenant remains in the building subject to a short term occupancy agreement. The tenant is fully aware that the building is to be closed but is happy to remain until such time as he has to move. This, in turn, assists the Council in terms of an on-site presence and is eliminating security/holding costs whilst disposals and opportunity reviews are being undertaken.
- 10.10 It is agreed that any expenditure on the remaining facilities identified as a consequence of the wider sub-regional review will be considered as part of the Council's normal business planning processes.
- 10.11 The current shortage of available incubation facilities in the north of the Borough will be a consideration of the wider review. The private sector seems to more capably fill the gap in incubation provision in Macclesfield. but the wider review will explore the potential for a Council led solution, although the majority of new facilities of this nature are provided on a joint venture basis with partners such as Universities and/or private developers.
- 10.12 The cost implications associated with the provision of reception and other facilities have been covered elsewhere in this report and will form part of the wider review. However, it is worth noting that the cost implications are unlikely to be sustained by genuine incubator businesses and, as things stand, there is no current in-house budget provision.
- 10.13 Previous experience has shown there to be a reliance on an 'Anchor tenant' for the provision of on-site support including reception facilities. To have [a full time member of staff in a relatively small building such as, for example, Sandbach could not be justified purely from an income perspective. Only when linked to a wider corporate objective of investment could a case be made for a permanent on-site presence.](#)
- 10.14 The identification of a joint venture partner may allow this matter to be addressed in accordance with the recommendation but only set against the backdrop that true business incubators don't generate a surplus and need investment.

Next Steps

- 10.15 That the Council drive the conclusion of the wider sub-regional review and explore the possibilities for an alternative delivery model which seeks to provide

conditions under which incubation businesses can flourish. Consideration of a future delivery model to include the possibility of engagement with a partner, or combination of partners,

- 10.16 That existing facilities located at Sandbach and Crewe continue to be retained as Business Generation Centres pending the outcome of the wider sub-regional review and the agreement of a future delivery model.
- 10.17 That the possibilities in respect of future innovation centre provision continue to be explored and that the potential benefits and interdependencies of both this and the Council's business support programme are explored as part of the wider review into the future provision of business and incubation support.
- 10.17 That the disposal of the Business Generation Centre at Thomas Street, Congleton to be progressed in accordance with the recommendations of the Disposals Team subject to the approval of the Portfolio Holder for Prosperity & Economic Development.

11.0 Access to Information

- 11.1 The background papers, including the full report of the Task and Finish Group, can be inspected by contacting the report writer:

Name: Arthur Pritchard
Designation: Assets Manager
Tel No: 01270 686144
Email: arthur.pritchard@cheshireeast.gov.uk

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CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting:	23 July 2012
Report of:	Director of Finance & Business Services / Strategic Director, Places & Organisational Capacity
Subject/Title:	2011/2012 Final Outturn Performance
Portfolio Holders:	Cllr. Peter Raynes / Cllr. Barry Moran

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 final outturn stage of 2011/2012.
- 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 details of service financial performance for the 2011-2012 financial year. It focuses on the key financial pressures which the Council's services have faced, and areas of high financial risk to the Council, and highlights significant changes to the forecasts reported at the Three Quarter Year review (TQR).
- 1.4 Annex 3 provides a summary of the key performance headlines for the year.
- 1.5 The key points to emerge at the final outturn stage, which are explained in the report, are:

Service Revenue Outturn

- 1.6 The overall service overspend is £10.5m which represents a £0.5m improvement from TQR. This overspend has been further reduced by £2.3m following the capitalisation of Voluntary Redundancy costs, giving a net overspend of £8.2m.
- 1.7 An underspend on capital financing, together with contributions from earmarked reserves and other unbudgeted income have mitigated this by £5.2m. However this has been partly offset by the charging of PFI costs to revenue, approved allocations from balances, and other corporate items of £3.2m.

Reserves

- 1.8 After allowing for the £5.1m budgeted contribution to balances, the final general reserve position is £11.4m. For the reasons set out in the report this position remains adequate in risk terms.

Capital Programme

- 1.9 Expenditure of £50.2m was incurred against a budget of £72.3m. A review of the shortfall of £22m is being undertaken to assess the extent of slippage required to be carried forward, and the reprofiling of future years' forecasts.

Debt

- 1.10 Outstanding debt over 6 months old at 31 March 2012 stood at £2.6m.

Performance

- 1.11 From the retained former statutory indicators (National Indicators and Best Value Performance Indicators) reported corporately during the year, 45% of measures either achieved or exceeded their target at 2011/12 Year End.

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 final service revenue and capital outturn positions (Annex 2);
 - the Council's invoiced debt position as shown in Annex 2;
 - the delivery of the 2011-2012 capital programme, detailed in Annex 2 and Appendix 1;
 - 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 2011/2012, 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:
- Supplementary Capital Estimates and virement requests over £100,000 and up to and including £1,000,000 as shown in Annex 2, Appendix 2a.
- 2.4 Cabinet is requested to ask Council to approve the following:
- a Supplementary Capital Estimate / Virement requests over £1,000,000 as shown in Annex 2, Appendix 2b.

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 final outturn position, ongoing impacts in future years, and the impact on general reserves will be fed into the assumptions underpinning the 2013/2014 Financial Scenario and Business Planning process.

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 2011/2012 budget and the level of general reserves were factored into the 2012/2013 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 was £419.0m.
2. In 2011/2012 Cheshire East Council's formula grant was £70.3m and specific grants were budgeted to be £373.8m based on Government announcements to February 2011. Further announcements revised this figure to £348.6m. Specific grants are split between non-ringfenced (£128.7m) and ringfenced (£219.9m). 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

	Original Budget 2011/12 £m	Revised Budget 2011/12 £m	Cash Received 2011/12 £m	Variance from revised budget to cash received 2011/12 £m
Formula Grant				
Revenue Support Grant	16.6	16.6	16.6	0.0
Business Rates	53.7	53.7	53.7	0.0
Specific				
Ringfenced Grants	248.1	219.9	219.9	0.0
Non Ringfenced Grants - held within service	95.5	95.5	101.1	5.5
Non Ringfenced Grants - held corporately	30.2	33.2	32.7	(0.5)
Total Government Grant Funding	444.1	419.0	424.0	5.0

Source: Cheshire East Finance

4. Various unconditional non-ringfenced grants have been received during the last quarter of 2011/2012. Accounting rules now require these corporately held grants to be credited to the revenue account, and therefore are effectively held in year-end general reserves. As some of these were received too late for services to seek approval to spend against in 2011/2012, services will be requesting Supplementary Estimates for £75k in 2012/2013 to enable them to utilise these funds.
5. Overall since TQR there has been a decrease in ringfenced grants of £542k. At TQR it had been assumed that £0.8m additional grant (after approved allocations to services) would be added to balances. However, at outturn this figure has reduced to £0.2m mainly as a result of four small Children and Families grants that are now not expected to be received, and retrospectively claimed grants which have been reflected in service outturn positions.

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, when multiplied by the Band D charge, 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 – The majority of Council Tax is retained by Cheshire East

	£m
Cheshire East Council	178.7
Cheshire Police Authority	21.2
Cheshire Fire Authority	9.8
Town & Parish Councils	3.4
	<u>213.1</u>

Source: Cheshire East Finance, Sept 2011

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 £213.7m.
12. Table 3 (below) 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	98.8%
2011/2012	97.9%

Source: Cheshire East Finance, May 2012

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 (below) 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	99.7%
2010/2011	99.1%
2011/2012	98.1%

Source: Cheshire East Finance, May 2012

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. At TQR, the overall saving on the capital financing budget was forecast to be £0.7m. At outturn this has risen to £1.7m, as a result of a £1m underspend on debt repayments due to slippage in the capital programme, and £0.7m savings in external interest costs.

Treasury Management

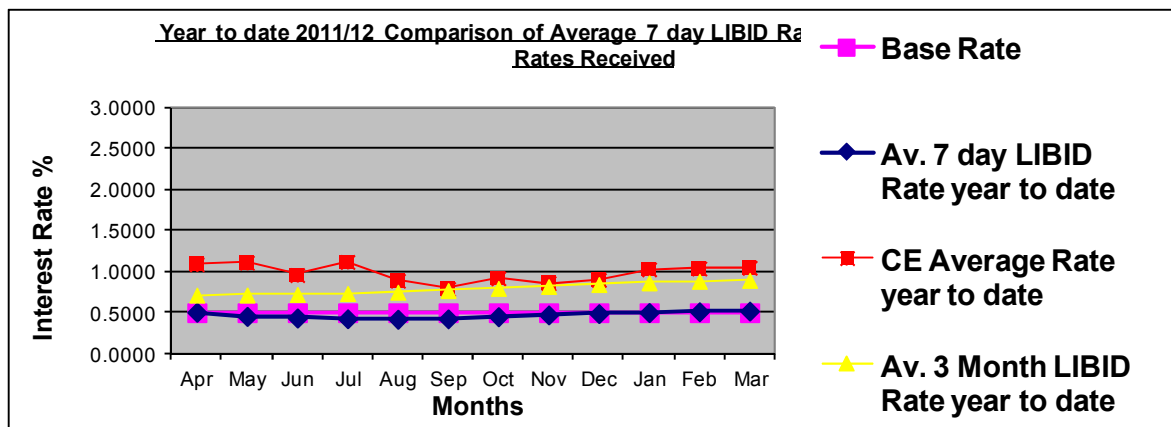
19. Investment income received in 2011/2012 was £816,000, slightly higher than the budget of £800,000:

Source of Income	£
In House Managed Investments	603,000
Fund Manager Interest	139,000
Heritable Bank in Administration	63,000
Other	11,000
TOTAL	816,000

- The average lend position (the 'cash balance') including fund manager in the year was £70.5m.
- The average interest rate received on in house investments in the year was 1.12%
- The average interest rate received on the externally managed pooled funds in the year was 0.83% (0.56% after fees).

20. The Council's total average interest rate in the year was 1.05%. This is favourable when compared to the London Inter-bank Bid Rate for 7 days at 0.52%. The base rate has remained at 0.50% for the quarter.

Comparator	Average Rate Q4
Cheshire East	1.05%
LIBID 7 Day Rate	0.52%
LIBID 3 Month Rate	0.89%
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, UK building societies and foreign banks this has been set as 15% of our total investments, subject to a maximum value of £15m. These limits apply to the banking group that each bank

belongs to. The Council did not invest directly with any foreign banks during 2011/2012.

22. The maximum amount that can be invested with any Money Market Fund has been set at 25% of our total investments subject to a maximum value of £20m. There is also a maximum that can be invested in all Money Market Funds at any one time of 50% of the value of all investments.
23. During 2011/2012 all UK banks have had their credit ratings reviewed mainly as a response to the ongoing debt crisis in the Eurozone. A number of banks which the Council had been using for investment purposes were downgraded and now fall below our minimum investment criteria. Cheshire East has only invested with UK institutions and money market funds. The table below shows the limits relating to each organisation and the investments as at 31st March 2012. 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.

Counterparties	Limits		Investments as at 31/03/12	
UK BANKS				
Barclays Bank	15%	£15m	-	-
Co-operative Bank:	15%	£15m	-	-
HSBC Bank	15%	£15m	-	-
Lloyds TSB	15%	£15m	6%	£3m
Royal Bank of Scotland	15%	£15m	10%	£5m
Santander (UK) plc	15%	£15m	10%	£5m
Standard Chartered Bank	15%	£15m	-	-
Monet Market Funds	50%		34%	
Deutsche	25%	£20m	8%	£4m
Ignis	25%	£20m	9%	£4.5m
Prime Rate	25%	£20m	10%	£5m
Scottish Widows	25%	£20m	7%	£3.6m
Pooled Funds - External Fund Manager	50%		40%	£20m
				£50.1m

24. With the ongoing crisis in the financial system, particularly within the Eurozone, all financial institutions and Money Market Funds are subject to ongoing monitoring by the Council's Treasury advisors, Arlingclose. The Council can react to concerns over any institutions that are on the approved list to ensure that any risk to the Council is minimized. The Council is currently limiting the duration of any new investments to allow for quicker reaction to market changes. 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

Performance of Fund Manager

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

	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%
January 2012	0.39%	0.46%
February 2012	0.05%	0.10%
March 2012	0.10%	0.15%
Cumulative since start	0.64%	0.31%
Value of Investment at 31/03/12	£10,085,046	£10,053,946
Fees	£21,220	£22,840
Annual Equivalent Rate as at 31/03/12	0.75%	0.37%

26. Since the last quarter the funds have shown a marked improvement although weakening financial markets caused by worries on the Greek and Spanish economies has reversed some of these gains at the start of 2012/2013.
27. Market sentiment whether based on fact or rumour, will continue to affect performance which could easily see large swings both upwards and downwards. Most of the increased value to the funds has been attributable to emerging markets debt where economies are not currently affected by the recessionary worries of Europe and the USA. It was poor data coming from the USA economy and the escalation of the Greek debt crisis that led to poor fund performance in August and September.
28. Whilst the performance of the fund since the Council joined is not as good as originally hoped, these investments should be seen as a longer term investment so true performance can only be judged over a longer period of time.

Borrowings

29. The Council currently has debt outstanding of £132.3m of which £115.3m is from the PWLB and £17m is in the form of market LOBO loans. The only borrowing activity which took place in 2011/2012 was to refinance £5m maturing PWLB debt with a new 10 year PWLB Equal Instalments of Principal (EIP) loan at a rate of 2.09%. Whilst there is a short term cost of carrying this loan (compared to investment rates)

this does offset the interest risk inherent in waiting until liquidity issues force new borrowing.

30. The maturing debt arose out of a £50m debt restructuring exercise in July 2010 which assumed savings of £4.47m over 10 years based on refinancing the debt at 4.22%. As the refinancing in 2011/2012 did not take place until March and was at the lower rate of 2.09% then savings are forecast to be higher. Budgeted savings from debt restructuring up to 31/03/12 were £1.4m, although actual savings are £1.6m.

Treasury Management Advisors

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

Central Contingencies

Pay, Prices and Pensions Inflation

32. The 2011/2012 budget contained £2.1m contingency provision 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. This was fully allocated to services, and is therefore reflected in service outturn positions.

Severance and relocation costs

33. A provision of £4.167m was included in the 2011/2012 budget to meet ongoing actuarial charges relating to Voluntary Redundancies (VR), and relocation costs arising from Local Government Reorganisation. Actuarial costs of £3.917m, and relocation costs of £0.545m were incurred in 2011/2012, which in total exceeded the provision by £0.3m. Overall though, relocation costs are lower than originally forecast, and consequently provision has been made in the 2012/2013 budget to return surplus funding of £0.5m transferred to the Council on reorganisation.

Supplementary Revenue Approvals

34. The VR scheme has continued in 2011/2012 but costs are now funded by individual services rather than from a corporate reserve, and costs have been reflected in services' forecast outturn positions. However, as advised at TQR, the Council received approval to capitalise the statutory element of VR payments in 2011/2012, which has been prudently funded from the Capital Reserve rather than borrowing, with a resultant reduction in the impact on revenue budgets. Consequently service costs have been reduced by the capitalisation of VR costs of £2.3m.
35. At TQR, Council approved a Supplementary Revenue Estimate (SRE) of £0.6m (after capitalisation) to be funded from general reserves for one-off VR costs relating to ICT Shared Service and Adults Transport staff. However actual net costs of the VR payments in 2011/2012 were only £130k, as a result of the phasing of some leavers into 2012/2013, thereby reducing the impact on balances by £470k. VR costs in 2012/2013 will be met from the pump priming budget provision, and

therefore there is no need to earmark the remainder of the SRE approval as a call on reserves.

36. At Mid Year Review (MYR), Members also approved an SRE of £860k for Pay Harmonisation costs. Due to timing, only £261k was incurred and allocated to services in year, and therefore it is proposed that the balance of £599k be transferred to an earmarked reserve for drawdown in 2012/2013.

PFI costs

37. Following the Government's abandonment of the PFI schemes relating to Waste and Round 5 Extra Care Housing, it is necessary to write off costs of £1.7m previously treated as capital expenditure on these schemes to the revenue account. The Council did apply for a "capitalisation direction" – i.e. permission to continue to treat those costs as capital expenditure. However in a letter from the Communities & Local Government (CLG) Department dated 23 May 2012, the application was refused, on the grounds that (a) the expenditure was not unavoidable, and (b) there would not be unacceptable adverse impact on those who use or pay for services if the expenditure is met from revenue resources; i.e. the Department was not satisfied that meeting the PFI costs from revenue resources would cause exceptional financial difficulties for Cheshire East.
38. Whilst we are able to make another capitalisation bid in 2012/2013, in the light of the timing of our decision not to proceed with the project (April 2012) and also CLG's response in May, it is considered prudent to reflect the write off (£1.6m expenditure relating to the Waste PFI scheme, and £0.1m relating to the Extra Care Housing scheme) in the 2011/2012 accounts.

Other

39. Other miscellaneous items of income and expenditure including corporate write offs have contributed to a charge against balances of £0.2m.

Outturn Impact

40. The impact of the service outturn position (after capitalisation of VR costs of £2.3m) is to reduce balances by £8.2m. This is reported on fully in Annex 2.
41. Taken into account with the service related items detailed above, the impact of these service outturn issues is to reduce balances by £9.5m, summarised as follows:

	£m
Service Outturn	- 8.2
Capital financing	1.7
Grants	0.2
Relocation	- 0.3
SREs	- 1.0
PFI costs	- 1.7
Other	<u>- 0.2</u>
Total	<u>- 9.5</u>

Management of Council Reserves

42. As previously reported, the opening balance at 1 April 2011 on the Council's General Reserves increased from a projected £6.7m to an actual position of £12.5m, due to the improved outturn position for 2010/2011.
43. The Council's Reserves Strategy 2011/2014 stated that the Council would maintain reserves to protect against risk and support investment. The Strategy forecast an increase in the level of reserves to £15m by 31st March 2012 with a risk assessed minimum level of £14.7m.
44. 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, which increased to £0.3m at outturn resulting in a return to balances of £8.4m. At TQR a further £0.5m had been potentially identified for return to balances from the capital reserve, however after further investigation it has not been possible to release these monies.
45. Taken together with service outturn impacts above, the overall impact is a net reduction in general reserves of £1.1m to £11.4m as shown in Table 5 below.

Table 5 – Change in Reserves Position

	£m	£m
Opening Balance at 1 April 2011		12.5
Planned Contribution to reserves	5.1	
Fleming VAT claims	1.1	
Contribution from earmarked reserves	1.9	
Business Financing scheme	0.3	8.4
Service Outturn Impacts		-9.5
Closing Balance at 31 March		11.4

46. The balance of £11.4m is below the Reserves Strategy risk assessed minimal level of reserves of £14.7m, although it is in line with the £13.2m forecast at TQR. Further calls on the general reserve have been made which had been previously covered by the risk level of reserve. These comprised the Supplementary Revenue Estimates for pay harmonisation issues (£0.86m) and ICT Shared Service redundancies (£0.6m), and the charging of abortive PFI costs of £1.7m which have been prudently recognised against the 2011/2012 outturn position. The final general reserve position of £11.4m therefore remains adequate in risk terms.

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		Original Budget 2011/12 £000	Revised Budget as at TQR 2011/12 £000	Cash Received 2011/12 £000	Variance from revised budget to cash received 2011/12 £000
Note					
Formula Grant					
	Revenue Support Grant	16,607	16,607	16,607	0
	National Non Domestic Rates	53,728	53,728	53,728	0
	Total Formula Grant	70,335	70,335	70,335	0
Specific Grants					
Ringfenced Grants					
	Dedicated Schools Grant	229,619	205,103	205,291	188
	Pupil Premium Grant	0	2,575	2,384	-191
	Sixth Forms Grant (YPLA)	18,432	12,218	12,252	34
	Total Ringfenced Grants	248,051	219,896	219,927	31
Non Ringfenced Grants - held within service					
	Council Tax Benefit Subsidy	20,408	20,408	20,690	282
	Housing Benefit Subsidy	75,128	75,128	80,366	5,238
	Total Benefit Subsidies	95,536	95,536	101,056	5,520
Non Ringfenced Grants - held corporately					
	Early Intervention Grant	11,784	11,836	11,830	-6
	Learning Disabilities & Health Reform	4,021	4,021	4,021	0
	New Homes Bonus	0	870	870	0
	Council Tax Freeze Grant	4,427	4,467	4,467	0
	Housing Benefit and Council Tax Admin.	2,210	2,210	2,210	-0
	NNDR Administration Grant	562	562	562	0
	NHS Funding	3,906	3,906	3,906	0
	Local Service Support Grant -				
	- Preventing Homelessness Grant	253	253		
	- Lead Local Flood Authorities	125	125		
	- Community Safety Fund	340	292		
	- Extended Rights to Free Transport	166	310		
	LSS total	884	980	980	-0
	Music Grant	378	406	406	0
	YOT grant	383	443	443	0
	Children's Workforce in Schools Modernisation Grant	85	85	0	-85
	Learner Support Funds	40	40	0	-40
	16+ Transport Partnership grant	73	73	0	-73
	Further Education Funding (16-18 Funding)	10	10	0	-10
	Adult and Community Learning	728	723	710	-13
	Train to Gain Grant	233	250	250	0
	CWIEC	30	30	20	-10
	Community Transport Grant	0	139	139	0
	Neighbourhood Planning Front Runners	0	80	80	0
	Revocation of Property Search Fee	0	34	34	0
	Planning - Habitats Regulations and Climate Change	0	17	17	
	New Burdens				0
	Winter Impact Grant	0	1,573	1,573	0
	Warm Homes Healthy People	0	69	69	0
	North West Childrens Improvement Programme	0	0	3	3
	Food Hygiene Rating System Grant	0	0	6	6
	Benefits subsidy and performance officer HB transitional funding	0	0	44	44
	Atlas CR 2012	0	0	1	1
	Air Quality DEFRA Grant	0	0	30	30
	DWP - LHA implementation	0	0	8	8
	DWP - Benefits claim	0	0	14	14
	Unidentified income	0	0	2	2
	Grants claimed retrospectively	412	412	0	-412
	Total Non Ringfenced Grants	30,166	33,236	32,695	-542
Total Specific Grants		373,753	348,668	353,678	5,010
Total Government Grant Funding		444,089	419,004	424,014	5,010

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 final outturn positions on revenue and capital budgets, and a summary of the debt position at 31 March 2012. It highlights the key budget pressures faced by the Council, and remedial actions taken, and summarises achievement against savings policy proposals contained in the 2011/2012 budget. Significant variances from the Three Quarter Year Review (TQR) position are highlighted.

OVERALL REVENUE SUMMARY

2. Table 1 overleaf shows the final outturn positions at a service level before and after the deduction of capitalised VR costs. The 'Change from TQR' column relates to the position before these deductions were made.
3. The overall service overspend is £10.5m which represents a £0.5m improvement from the TQR. This overspend has been further reduced by £2.3m following the capitalisation of Voluntary Redundancy costs as proposed at TQR, giving a total overspend of £8.2m.
4. The Places and Organisational Capacity outturn position reflects underspends of £226k against Supplementary Estimates approved in year relating to the allocation of additional specific grant funding in 2011/2012. These underspends are effectively contained within the year end balances position, and therefore services will requesting Council on 19th July to approve the re-allocation of the funding in 2012/2013.
5. Significant elements of overspend arise across all areas of the Council, including unallocated cross-cutting savings. Details of service positions are contained in the following sections.

Table 1: Service Outturn Positions 2011/2012

	Net Budget £000	Variance from Budget £000	Less Capitalised VR costs £000	Net Variance from Budget £000	Change from TQR (excl VR costs) £000
<u>Children & Families</u>					
Directorate	783	73		73	581
Safeguarding & Specialist Support	27,226	2,521	-149	2,372	1,550
Early Intervention & Prevention	11,025	-842		-842	126
Strategy & Planning	18,969	-1,879	-13	-1,892	-705
Other Schools Related	0	2,083		2,083	-666
sub total	58,003	1,956	-162	1,794	886
<u>Adults</u>					0
Care4CE	0	66	-10	56	-838
Local Independent Living	55,363	3,591		3,591	329
Strategic Commissioning	39,651	450	-1,199	-749	441
sub total	95,014	4,107	-1,209	2,898	-68
CHILDREN, FAMILIES & ADULTS	153,017	6,063	-1,371	4,692	818
Waste, Recycling & Streetscape	29,718	1,650	-142	1,508	1,067
Highways & Transport	20,270	-1,140	-40	-1,180	-244
Community	5,384	778	-53	725	123
Development	15,838	432	-189	243	-638
Performance, Customer Services & Capacity	10,791	-485	-83	-568	-279
PLACES & ORGANISATIONAL CAPACITY	82,001	1,235	-507	728	29
Finance & Business Services	18,366	-36	-366	-402	-1,590
HR & OD	3,148	151	-63	88	74
Borough Solicitor	5,819	224	-6	218	96
CORPORATE SERVICES	27,333	339	-435	-96	-1,420
CROSS CUTTING SAVINGS	-2,914	2,914	0	2,914	102
TOTAL SERVICE OUTTURN	259,437	10,551	-2,313	8,238	-471

KEY SERVICE REVENUE ISSUES

6. Key issues impacting on final service outturn positions are summarised below.

CHILDREN & FAMILIES - £1.794m overspend

7. The final outturn for Children and Families is an overspend position of £1.794m. At the Three Quarter Review the reported position was a net overspend of £1.1m, after allowing for remedial action. However this position was worsened at year end following the identification of additional care costs for Looked After Children, and increased agency staffing costs which had previously been assumed to end.

Safeguarding and Specialist Support - £2.372m overspend

8. The total number of Looked After Children has not moved significantly over the year, with 439 children in care at March 2011 and 438 children in care on 30 March 2012. However there have been movements in year, with 129 children admitted into care in 2011/2012 compared with 188 in 2010/2011. Of these 438 children currently looked after, 55 have had a placement order granted and will be placed for adoption in the new year.
9. Placement costs have overspent by £2.6m in 2011/2012, and in part this is due to the number of 16+ placements. There are 87 young people in care over the age of 16, and previously these could have been expected to end. However with the Southwark judgement the authority is obliged to maintain their placements. Investment of £1m has been earmarked in the 2012/2013 budget to address this particular area, through a Targetted Youth service.
10. Staffing budgets for the Social Care Teams and Child Protection service have overspent by £838k in total in 2011/2012. There are high levels of sickness and vacancies which due to the difficulty in recruitment have been filled using agency staff. In particular Social Work agency staff are much more costly than in house Social Workers. During the year it had been assumed that most agency staff would finish by December, and permanent staff recruited, however this has not happened, and agency staff have been retained.
11. Managers are currently looking to advertise for staff, but it is likely that agency staff will be retained for at least the first half of 2012/2013, putting continued pressure on the staffing budgets.

Early Intervention and Prevention - £0.842m underspend

12. Following the creation of Cheshire East Council a review of the approach to safeguarding across the Borough resulted in increasing numbers of children requiring care. In recognition of the increasing costs of these Looked After Children, the department created the Early Intervention and Prevention service in April 2011, which incorporated the Family Service, Children's Centres and the First Contact service, which aims to keep more children in their own homes. Over the longer term through increasing early intervention and support, it is anticipated that the numbers of children needing to be looked after will gradually reduce.
13. Delays in recruitment have meant that the service have been unable to fill vacant posts creating a significant underspend in staffing budgets. However the impact of the delay in setting up the Early Intervention service fully is that the numbers of Looked After Children are not yet reducing.
14. The contract with Connexions was terminated at 31 March 2012 and staff have TUPEd into Cheshire East. The winding up costs have been absorbed within 2011/2012, which has reduced the underspend from that reported at Three Quarter Year review.
15. There is an uncertainty over the levels of Early Intervention Grant (EIG) the Council will receive in future years, which has delayed a further review of the service. In all likelihood funding will reduce, and already the Government has declared that funding for the educational entitlement of 2 year olds will be

provided through Dedicated Schools Grant (DSG) next year rather than EIG. A detailed review will be undertaken towards the end of 2012, when the levels of funding have been announced.

Strategy, Policy and Performance - £1.892m underspend

16. Overall, Strategy, Policy and Performance overspent by £0.743m, however the DSG overspends on Private, Voluntary and Independent Sector (PVIS) and SEN Placements have been stripped out and are reported in the DSG section below, leaving an underspend against non DSG budgets of £1.892m.
17. £1.1m of this is due to the carry forward of funding for Workforce Development of previously unspent grants into 2011/2012, which has again not been spent in 2011/2012 but which cannot be carried forward again. Some of this has been due to the delays in recruitment which has resulted in a lack of permanent staff available to train.
18. The Home to School transport budget has come in £400k underspent this year, due in part to the budgets being realigned correctly at the beginning of the year, and a one off adjustment in the recharge from Places and Organisational Capacity. However this is an area of considerable pressure for the future as the 2012/2013 budget includes a savings policy proposal of £1m. There are proposals in place to achieve these savings, and this will be closely monitored during the year.
19. Business Support also delivered an underspend of £0.6m, which was due in part to the Think Twice campaign and the resulting reduction in spend on supplies and services, and also due to the inability to recruit staff, thereby holding vacancies throughout the year. The Business Support budget has been reduced by £0.2m already in 2012/2013, but it is expected that vacancies will be filled and this level of underspend will not be repeated.
20. No provision had been made in the 2011/2012 budget for the Speech and Language Therapy contract resulting in an overspend on the Commissioning budget of £0.3m. This has been resolved in 2012/2013.

Other School Related - £2.083m overspend

21. 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 2012/2013.

Dedicated Schools Grant (DSG)

22. Pressures on budgets funded by central DSG have led to an overspend on the DSG grant of £1.487m at the end of 2011/2012. This overspend is permitted to be carried forward, and recovered in future years. Robust recovery plans are being formulated to clear this overspend, and were subject to a report to the Schools Forum on 26th June.
23. The overspend is due to increased uptake within the Private, Voluntary and Independent Sector in relation to 3 and 4 year old education. This pressure was identified in January 2012, resulting in an overspend of £1.1m. The

review highlighted that the budget for 3 and 4 year old PVIs had been set too low for 2011/2012. In consultation with Schools Forum, the appropriate level of budget has been set for 2012/2013.

24. At year end, the review of Social Care placements identified several placements which should have been jointly funded with Education, and these costs were transferred to DSG, resulting in an overspend of £1.5m. This area is now the subject of an SEN Review which should prevent this happening again, as the SEN Principal Manager now sits on the Placements Panel and is aware of all jointly funded placements as they are made.
25. Tight control of other central DSG budgets for contingency, rates, rehabilitation, and the use of the DSG underspend carried forward from 2010/2011, mitigated the overspend of £2.635m outlined above by £1.148m. This gives a final overspend position on central DSG at the end of 2011/2012 of £1.487m, to be managed in 2012/2013.
26. Schools Balances at the end of 2011/2012 were £14.962m. A report was taken to Schools Forum on 26th June around these balances, with recommendations for review.

Conclusion

27. During the latter part of 2011/2012, Children and Families repeated the previous year's budget review, building up a Needs Led budget based on services and requirements. The budget policy proposals allocated growth of £4.4m to the service, to target the shortfall in budget provision for Teachers Pensions, a shortfall in grants and to provide investment in the 13+ Early Intervention service. However the service has also been tasked with delivering £3.1m savings, through the transport savings proposals, efficiencies in commissioning, and reductions in placement costs delivered through the establishment of three new residential homes.
28. The First Quarter Review for 2012/2013 will provide a first in depth analysis of all of the factors including any inherent problems carried forward from 2011/2012 and any new emerging pressures. It will report on the three service arms within Children and Families, alongside Schools, and will tie together the ongoing Benefits Realisation work with all other financial issues.

ADULTS - £2.898m overspend

29. The final outturn position for Adults was a £2.898m overspend. The capitalisation of voluntary redundancy costs of £1.2m is the main reason why the outturn position reduced from the TQR forecast of £4.175m.
30. The Adults department continues to experience considerable cost pressures in relation to care cost spend despite the overall client figures remaining static year on year.

Care4CE - £56k overspend

31. Care4CE have delivered an almost balanced budget, through vacancy management and by stopping all non essential spend. Care4CE have worked exceptionally hard to deliver this outturn which, in the context of building based review savings of £1m not being achieved due to buildings remaining

operational, is a reflection of the remedial action that the service has taken and delivered.

32. In addition, £0.198m of the 2011/2012 winter pressure funding was allocated to Care4CE for the delivery of the mobile nights service and this had not been factored in at TQR.
33. The variance from TQR is so dramatic because this data was based on November information and it was difficult to determine whether vacancy management and other remedial action would be sustainable for the remaining parts of the year.

Individual Commissioning - £3.591m overspend

34. The main pressure within the individual commissioning budget is care costs (net £3.6m); however other underlying factors included the contribution to bad debt provision for debts over 6 months old of £0.36m; legal costs of £0.5m and deferred debt losses linked to properties not meeting outstanding debts when sold of £0.1m. These overspends have been supported by underspends in staffing of £0.4m, and transport costs being lower than forecast by £0.3m.
35. Investigating and understanding the pressures on the care cost budget continues to be a high priority. The gross care cost budget was overspent by £5.5m, but has been reduced to £3.6m through the following income streams and adjustments: £0.5m Empower Recovery; £0.86m Learning Disability Pooled Budget additional contribution from the PCT and £0.52m from the s256 reablement agreement.
36. An increase in legal costs of £0.2m and contribution to the bad debt provision for debt over 6 months of £0.15m are the main reasons for the variance from TQR.

Strategic Commissioning - £0.75m underspend

37. The final outturn position for strategic commissioning has reduced from the TQR forecast to an underspend position following the capitalisation of voluntary redundancy costs of £1.2m.
38. The service has funded all VR costs of £1.6m during 2011/2012 (of which £1.2m have been capitalised); contributed £0.673m towards bad debt provision and funded a £0.8m transfer to Individual Commissioning for the transport saving realisation shortfall.
39. The underlying service outturn increased due to spend against the Learning Disability Pooled budget in relation to health contracts. The health contracts had been renegotiated in year and this led to increased costs of £150k that had not been factored into the TQR and additional client cost of £36k increased the position.
40. Savings anticipated in relation to social care redesign did not materialise and most costs increased to slightly higher than the reported forecast.

Conclusion

41. Adults services continue to face major financial challenges given the demographics of the Borough and increasingly, the complex conditions that service users are presenting with. This is especially relevant with regard to the Learning Disability Pooled Budget which cuts across all three services in Adults. The increase in care costs through the Pooled Budget reflects the complexity of service users at both ends of the age spectrum, firstly, those coming through transition at the end of their teenage years with extensive needs and also, those older learning disability service users worsening or developing additional conditions (an example being those with Down's Syndrome having a higher than average risk of presenting with early onset dementia). These financial pressures are only likely to grow in the short term and extensive remedial measures will be necessary to reverse the current year on year trend of increased costs.

PLACES & ORGANISATIONAL CAPACITY - £728k overspend

42. The Places & Organisational Capacity Directorate gross budget for 2011/2012 was £139m, with a net budget of £82m. The final outturn variance from budget was £728k (0.52% of gross budget). At TQR the projected variance from budget totalled £1.2m (incl. £509k VR costs), which reflected various cost pressures but also incorporated estimated pay cost savings, and planned remedial actions on control of non-pay spending.
43. In overall terms the final outturn is only £29k adverse against estimates made at TQR but there have been movements within the Services as set out below.

Waste, Recycling & Streetscape - £1.508m overspend

44. The final out-turn position for Waste, Recycling and Streetscape has increased from the TQR forecast overspend, despite the capitalisation of voluntary redundancy costs.
45. The underlying outturn position in waste operations reflects the additional and mainly one-off costs associated with the split implementation of the new harmonised waste collection service between May and October 2011. Additional pay/agency costs and hired vehicle/fuel costs associated with the roll-out were over and above that envisaged in the roll-out plan. The overspend in Waste has been reduced through lower contract costs of £470k, vacancy management of £154k and reduced supplies and services spend of £195k.
46. The Streetscape Service has a net overspend of £464k due mainly to: not fully realising planned savings for the Streetscape Review or Market rent increases; facing pay pressures in Markets and under-achievement of income in bereavement services as a consequence of reduced capacity at Macclesfield following longer than anticipated implementation of replacement cremators. Again, the service mitigated these costs in part through vacancy management in grounds maintenance, reduced verge maintenance and stopping non essential spending in supplies and services.
47. Further Waste Fleet costs and specifically hired fleet costs being higher than forecast, along with associated fuel usage, totalling £620k were the main

reasons for the adverse variance from the TQR position. Some pay/fleet pressures will remain into 2012/2013, although due to the one-off nature of the costs in 2011/2012, the same level of spend is not envisaged. The service is currently refining its ongoing fleet requirements following implementation of the new harmonised collection rounds.

48. Other adverse movements since TQR occurring mainly in Streetscape included lower than predicted Grounds Maintenance S106 income of £70k, and higher than forecast costs relating to Street Cleansing & Public Convenience transport costs of £92k, utility /service charge costs in Bereavement & Markets of £106k and an increase in Market bad debt provision of £23k.

Highways & Transport – £1.18m underspend

49. The final out-turn position for Highways & Transport has improved from the TQR forecast by a further £244k.
50. The new highways service contract commenced on 5th October 2011 against which the service has delivered its planned £0.5m savings target. Over the whole year the Highways service has spent less against the revenue budget through maintenance savings and cost capitalisation. Further underspends across Transport, PROW & Countryside and Fleet totalling £191k were also achieved.
51. The £244k net improvement from TQR derives mainly from the additional cost capitalisation in Highways and an overall net improvement across PROW/Countryside, offset by an increase in concessionary fares bus operator reimbursement and cost of new and replacement card passes in Transport.

Community - £725k overspend

52. Community Services is reporting a £725k overspend at outturn, which is an increase of £123k since the TQR forecast.
53. The Car Parking service has an adverse income variance of £751k due to continuing economic recessionary pressures and reduction in customer demand. This pressure may carry forward into 2012-13. In addition, car parking premises cost pressures of £206k were incurred due to an unforeseen increase from business rates revaluations and further premises costs relating to general car park maintenance and utilities.
54. In Leisure & Culture, increased utility costs due to the uplift in rates of new contracts incurred additional spend of £258k. Regulatory Services & Neighbourhood Enforcement income streams have been impacted by seasonal fluctuations and a reduction in taxi licensing income giving rise to an under-achievement of income totalling £203k.
55. These pressures of £1.4m have been offset in part through reduced spending in neighbourhood enforcement and regulatory services (£312k) due to vacancy management and non pay savings to reduce service operational costs.

56. Places Directorate Training cost savings of (£116k) were also made as part of the planned remedial actions.
57. The £123k adverse movement from TQR was mainly due to lower than predicted pay & display and fine income collected in last quarter of 2011/2012 and lower than predicted regulatory and enforcement income, and part year savings not being realised.

Development – £243k overspend

58. The main pressure within Development in the year relates to the £0.8m shortfall against the delivery of the Asset Challenge savings target of £2m. In addition, the impact of severance costs and VR cross cutting savings of £250k, together with the impact of energy price increases £450k have resulted in a gross pressure of £1.5m. This has been reduced to a net overspend of £0.87m in Assets, through capitalisation of both staff time, and the costs of disposal (£480k) and reductions in spending on Building Maintenance.
59. Furthermore, vacancy management and austerity measures across Spatial Planning & Housing and Economic Development have helped to reduce the overall Development Service overspend to £243k.
60. Development Management have delivered a balanced out-turn position. However this was only achieved through vacancy management / austerity measures and income overachievement in Land Charges offsetting the under achievement against planning fee income. It is unlikely that all these measures will be achievable in 2012-13 due to new policy savings to be realised.
61. The improvement from TQR forecast is mainly attributable to a higher level of capitalisation of staff time in Assets plus the capitalisation of costs of sale. An improvement in Development Management planning application income plus SRE/Grant funded underspends in Strategic Planning & Housing also contributed to the improvement.

Performance, Customer Services & Partnerships – £568k underspend

62. The outturn position after capitalisation of VR costs reflects a £578k underspend relating to vacancy management across Performance & Partnerships, Communications and Corporate Improvement. In addition, services minimised non-pay spend throughout the year. 2012/2013 budgets have been reduced across these services as part of the business planning process.
63. The 2011/2012 interim budget for Public Health was not utilised as planned, resulting in an underspend during year. This together with small savings elsewhere led to an underspend of £197k. As Public Health transition was only an interim 2011/2012 budget there will be no ongoing benefit into 2012/2013 as the item was removed through budget setting.
64. An overspend in Libraries, mainly against staffing, reduced the overall service underspend by £207k. A new Libraries structure implemented in April 2012 will alleviate this pressure.
65. The improvement from TQR relates mainly to additional staffing and non pay savings, greater than that forecast at TQR plus an improvement in the

Libraries Shared Services outturn from a repayment of 2010-11 shared balances not being forecast at TQR.

Conclusion:

66. Looking ahead to 2012/2013, in addition to new budget savings required, continuing pressures from 2011/2012 across the Directorate include:
- Streets & Open Spaces - Pay, transport and contract pressures in Waste.
 - Development – continued income pressures in Development Management, and the outturn position in Assets confirms the view reported at TQR that there is an underlying £800k pressure in the achievement of the original Asset Challenge target.

CORPORATE SERVICES - £96k underspend

(excluding retained cross-cutting savings – see below)

67. The Corporate Services net budget for 2011/2012 was £27.3m. The final outturn variance from budget was £96k favourable. At TQR the projected variance totalled £1.759m (or £1.324m after adjusting for VR capitalisation).
68. £1.278m of the variance at TQR related to an estimated overspend in ICT Shared Services, partly due to decrease in hours chargeable to capital development schemes. By year-end, the number of chargeable development hours had improved, as had the Shared Services' income position, from full-cost charging for telephony and additional income from schools buying ICT packages.
69. The outturn for ICT Shared Services was £1.126m, net of redundancy costs funded through approved capitalisation and planned use of reserves. The service is actively reducing its baseline costs, with a view to managing within budget for 2012/2013. ICT Strategy budgets showed an underspend of £41k at year end, following capitalisation of staffing (and redundancy) costs, where appropriate.
70. Across other Corporate Services, budget pressures reported through the year included Finance & HR Shared Services (spending / rationalisation of structures) and Procurement (pay and non-pay spend), mitigated by economies in insurance costs, and also pressures in HR & OD (pay harmonisation project costs) and Borough Solicitor (elections costs and Coroner Service contribution).
71. In overall terms for Corporate Services, the outturn improved by £1.42m compared to estimates made at TQR. In addition to the changes described above in ICT, the main movements within the Services related to the following:
- £1.5m improvement in Finance, principally relating to the Benefits subsidy position, including favourable prior year adjustments; and also £103k reduced variance in Revenues in respect of lower supplies spend and higher court costs income
 - £170k variance across HR & OD and Borough Solicitor, mainly in respect of VR and agency / temporary staffing costs

**CENTRALLY RETAINED CROSS CUTTING SAVINGS - £2.914m
overspend**

72. The outturn position on centrally-retained cross-cutting savings targets was £2.9m, compared to £2.8m at TQR. This included £700k procurement savings, £310k in salary sacrifice / agency contract savings and £300k of Shared Services improvements, which have not proved possible to realise; corresponding growth items have been approved in the 2012/13 budget. Conversely, additional VR savings allocated to Services of £300k have assisted the overall position.
73. Whilst £500k of the £2.4m pay harmonisation savings were achieved, £1.9m remained unallocated at year end, reflecting the terms of the agreement reached between the Council and the unions (including one-year increment freeze) and also adjustments at year end totalling £102k in respect of car allowances and Shared Services budgets.

CAPITAL PROGRAMME

74. At Final Outturn for 2011/2012 Cheshire East achieved expenditure of £50.222m compared to a forecast budget of £72.333m. A justification exercise to review the existing capital programme has been undertaken to establish the level of slippage that is required to be carried forward into 2012/2013 and the re-profiling of future year forecasts.
75. A number of schemes have been identified where the budget will be carried forward into 2012/2013 and services will be required to submit new business cases to use available funding, ensuring they fulfil the Council's priorities for service delivery. Any further unspent balances have been vired to fund overspends elsewhere in the programme or removed enabling resources to be freed up for future allocations.

Table 2 – Capital Final Outturn

	Total Approved Budget	Prior Year Spend	Forecast Budget 2011/12	Actual Spend 2011/12	Variance
Department	£000	£000	£000	£000	£000
Adults, New Starts	746	0	44	179	(135)
Committed schemes	4,668	2,365	1,936	1,091	845
	5,414	2,365	1,980	1,270	710
Children & Families New Starts	16,967	0	6,025	3,735	2,290
Committed schemes	83,299	64,302	11,680	7,642	4,038
	100,266	64,302	17,705	11,377	6,328
Places & Organisational Capacity New Starts	37,741	0	25,794	18,393	7,401
Committed schemes	140,816	100,126	24,211	16,255	7,956
	178,557	100,126	50,005	34,648	15,357
Finance, Legal & Business Services New Starts	1,077	0	227	134	93
Committed schemes	12,259	5,674	2,416	2,793	(377)
	13,336	5,674	2,643	2,927	(284)
Total New Starts	56,531	0	32,090	22,441	9,649
Total Committed schemes	241,042	172,467	40,243	27,781	12,462
Total Capital Expenditure	297,573	172,467	72,333	50,222	22,111

76. The 2011/2012 programme consisted of on-going schemes of £40.243m and new starts of £32.090m.

77. 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 Funding 2011/12 £000	Actual Funding 2011/12 £000	Variance
Grants	36,976	26,333	10,643
External Contributions	3,144	1,842	1,302
Linked/Earmarked Capital Receipts	47	0	47
Supported Borrowing	5,493	3,644	1,849
Non-supported Borrowing	9,740	7,420	2,320
Revenue Contributions	928	303	625
Capital Reserve	16,005	10,680	5,325
Total	72,333	50,222	22,111

78. Outturn spend in 2011/2012 at £50.222m was considerably lower than the forecast budget reported at Third Quarter Review of £72.333m by £22.111m. This in the main relates to planned expenditure that has been committed in 2011/2012 but the expenditure will now occur in future years.
79. However a number of capital schemes have been completed in 2011/2012 as follows:
- Children, Families and Adults - 36
 - Places and Organisational Capacity – 73
 - Finance, Legal and Business Services – 7
80. Annex 2, Appendix 1, details the in-year variances between forecast budget for 2011/2012 and actual expenditure incurred in year (Table 5). The appendix also details the forecast expenditure from 2012/2013 onwards, showing any variances to Total Approved budgets including those requiring either a Supplementary Capital Estimate or a budget virement, which correspond to the supplementary appendices detailed below.
81. Annex 2, Appendix 2a, list proposals for Supplementary Capital Estimates (SCE) /Virements up to and including £1,000,000
82. Annex 2, Appendix 2b lists proposals for Supplementary Capital Estimates (SCE) /Virements exceeding £1,000,000
83. Annex 2, Appendix 3 provides a list of reductions in capital budgets to be noted.

Key Issues and Variances

84. A number of schemes within the Children and Family capital programme have an under spend of over £250,000 against their in-year budget, this includes Tytherington and Poynton High Schools and Cledford Infants School. The projects experienced a delayed start however expenditure forecast in 2011/2012 has now been spent in the early part of 2012/2013.
85. Alderley Edge By-pass

At this stage and through 2012/2013 the project will remain within existing budget provision. However, in future years there is a significant risk of further financial pressures developing. Early indications suggest that the level of claims associated with land compensation claims and Part 1 claims will exceed the budget provision.

Currently the extent to which it will materialise is less clear as it is subject to the level of claims received, combined with our efforts to mitigate these claims and off-set them against income realised from the release of surplus land associated with the Alderley Edge By-pass project. If the scope of the risk remains at current levels additional funding support in the form of a Supplementary Capital Estimate would be required during 2013/2014. We will monitor the situation closely and report progress to the Capital Asset Group throughout 2012/2013.

86. Waste PFI Initiative

After the PFI funding was withdrawn by the Government for the Waste Treatment Facility, the Council was left in the position where its share of the capitalised expenditure, amounting to £1.6m was required to be written off to revenue. The Council decided to apply to the Department of Communities and Local Government (DCLG) for a capitalisation direction in March 2012 which would have allowed the Council to treat the revenue costs as capital. Unfortunately DCLG did not deem the circumstances to be exceptional enough to treat the abortive PFI Waste costs as capital and the direction was not granted.

As the final decision to abort the scheme was approved by Council on 19 April 2012 the Council is able to make another capitalisation bid in 2012/2013, however given the high risk of refusal it is considered prudent to reflect the write off in 2011/2012 and therefore the capital expenditure relating to the PFI Waste Project has been removed and funded from revenue reserves.

87. Poynton Revitalisation

Completion of the scheme was significantly delayed by the discovery of damage to existing drainage systems caused by the installation of a gas main prior to commencement of our contract. The damage necessitated a redesign of the drainage system to provide a new outflow route and its construction on site resulted in the forecast expenditure not being achieved in 2011/2012. As a result a virement of £0.714m has been requested in Annex 2, Appendix 2a to bring the Total Approved Budget in line with expected future expenditure.

88. Queens Park Restoration

The in-year variance of £0.273m was wholly attributable to the work on the park paths and was undertaken to get the park in a suitable condition for the royal visit in July 2011. Further risk and safety assessments have been carried out on the site to establish the work that needs to be undertaken to eliminate “unguarded drops” at some locations adjacent to the pavilion and bridges. This work is estimated to cost around a further £0.200m making the total virement request £0.473m as shown in Annex 2, Appendix 2a.

DEBT MANAGEMENT

89. Total Invoiced Debt at the end of March 2012 was £8.8m. After allowing for £2.6m of debt still within the payment terms, outstanding debt stood at £6.2m. The total amount of service debt over 6 months old is £2.6m which is £0.5m higher than the level of older debt reported at TQR. Services have created debt provisions of £2.4m to cover this debt in the event that it needs to be written off.
90. An analysis of the invoiced debt provision by directorate is provided in Table 4. Since TQR, a system issue which had previously caused the understatement of some debtor balances has been corrected. This has particularly impacted the figures for Adults where the level of bad debt provision has been adjusted accordingly.

Table 4 - Invoiced Debt

Directorate/Service	Total Outstanding Debt as at 31 st March £000	Total Debt Over 6 months old £000	Bad Debt Provision £000
Children & Families	496	337	225
Adults	4,158	1,503	1,503
Total Children, Families & Adults	4,654	1,840	1,728
Waste, Recycling & Streetscape	271	199	129
Highways & Transport	383	233	189
Community	152	92	92
Development	741	239	220
Performance, Customer Services & Capacity	8	3	3
Total Places & Organisational Capacity	1,555	766	633
Finance & Business Services	18	15	4
HR&OD	12	2	0
Borough Solicitor	3	1	0
Total Corporate Services	33	18	4
Total	6,242	2,624	2,365

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CHESHIRE EAST - CAPITAL PROGRAMME 2011-12

as at 31st March 2012 (Final Outturn)

Annex 2 Appendix 1

Department/Scheme	2011/12 In-Year Budget						Forecast 2012/13 Onwards				
	Total	Prior	In Year	Forecast	Actuals	Variance	Forecast	Forecast	Forecast	Total Forecast	Variance From
	Approved Budget	Year Spend	Budget	Expenditure as at TQR	as at 31st March 2012 (Final Outturn)	Between Forecast & Actual Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Total Approved budget
	£000's	£000's	2011-12	2011-12	2011-12	2011-12	2012-13	2013-14	2014-15	£000's	£000's
Adults											
Ongoing Schemes											
2008-09 Building Review Block	192	111	81	81	1	80	0	0	0	112	-80
Mental Health Capital	104	87	17	17	1	16	0	0	0	88	-16
Mayfield Centre	10	4	6	6	0	6	0	0	0	4	-6
Adults Social Care 2010-11	180	5	175	175	-11	186	0	0	0	-6	-186
Adults Protect into Paris	50	0	50	5	0	5	0	0	0	0	-50
CAF Phs 2 Demonstrator	2,585	1,158	1,427	1,177	980	197	0	0	0	2,138	-447
Social Care IT Infrastructure	198	19	179	179	120	59	0	0	0	139	-59
Modernising ICT Delivery	638	545	93	93	0	93	0	0	0	545	-93
Enabling Model of Social Care	61	61	0	0	0	0	0	0	0	61	0
Community Services Flexible and Mobile working	650	375	275	203	0	203	0	0	0	375	-275
Total Ongoing Schemes	4,668	2,365	2,303	1,936	1,091	845	0	0	0	3,456	-1,212
New Schemes											
2011-12 Building Review Block	180	0	180	44	38	6	0	0	0	38	-142
Adults Personal Social Care Capital	566	0	566	0	141	-141	0	0	0	141	-425
Building Base Review							423	0	0	423	423
Total New Schemes	746	0	746	44	179	-135	423	0	0	602	-144
Total Adults Schemes	5,414	2,365	3,049	1,980	1,270	710	423	0	0	4,058	-1,356
Children & Families											
Ongoing Schemes											
East Cheshire Minor Works Ph3	512	507	5	5	6	-1	0	0	0	512	0
Underwood West PH3 Expansion	282	272	10	10	10	0	0	0	0	282	0
ICT Childrens Centres Ph3 East	52	3	49	49	0	49	0	0	0	3	-49
Sandbach Childrens Centres Ph3	783	736	48	48	19	29	5	0	0	759	-24
Signage (£5k*20 centres, estimate)	13	0	13	13	9	4	4	0	0	13	0
Adults workforce Census East	15	0	15	0	0	0	15	0	0	15	0
Children's Workforce Dev Sys East	70	0	70	5	0	5	70	0	0	70	0
Harnessing Technology	245	129	115	115	115	0	0	0	0	244	-1
Contact Point / Further Dev of Children's Hub/ e-CAF	382	95	286	133	87	46	200	0	0	382	0
Childrens Social Care	35	0	35	17	0	17	0	0	0	0	-35
ESCR	350	0	350	120	0	120	0	0	0	0	-350
Integrated Children's Systems (ICS) 08-09 East	922	460	462	128	56	72	0	0	0	516	-406
P.A.R.I.S - PCT access	25	0	25	25	0	25	0	0	0	0	-25
SCP Childrens Services	47	11	36	23	0	23	0	0	0	11	-36
Feasibility 10-11	82	14	68	68	-7	75	0	0	0	7	-75
Land Block 10-11	67	0	67	67	1	66	66	0	0	67	1
Land Drainage 10-11	63	17	46	46	21	25	25	0	0	63	0
Schools - Access Initiative	606	38	568	0	10	-10	0	0	0	48	-558
Schools - Basic Need	433	223	210	210	201	9	0	0	0	424	-9
Schools Modernisation Programme	123	0	123	122	0	122	0	0	0	0	-123
Targetted Capital Funding (TCF) 14 - 19 Diploma	523	0	523	0	0	0	0	0	0	0	-523
VA Contributions 10-11	13	2	11	11	0	11	11	0	0	13	0

CHESHIRE EAST - CAPITAL PROGRAMME 2011-12

Annex 2 Appendix 1

as at 31st March 2012 (Final Outturn)

Department/Scheme	2011/12 In-Year Budget						Forecast 2012/13 Onwards				
	Total	Prior	In Year	Forecast	Actuals	Variance	Forecast	Forecast	Forecast	Total Forecast	Variance From
	Approved Budget	Year Spend	Budget	Expenditure as at TQR	as at 31st March 2012 (Final Outturn)	Between Forecast & Actual Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Total Approved budget
	£000's	£000's	2011-12	2011-12	2011-12	2011-12	2012-13	2013-14	2014-15	£000's	£000's
Cheshire East Surestart Aim High for Disabled Children	391	380	11	11	0	11	0	0	0	380	-11
Devolved Formula Capital 07-08 East	5,045	4,796	250	250	70	180	180	0	0	5,046	1
Devolved Formula Cap 08-09 East	4,925	4,442	529	529	262	267	267	0	0	4,971	45
Devolved Formula Capital	5,146	3,480	1,027	1,027	724	303	1,196	0	0	5,400	254
Devolved Formula Capital - In Advance	1,955	1,946	9	9	118	-109	-109	0	0	1,956	0
Devolved Formula Capital 10-11	2,846	0	1,778	863	780	83	1,675	0	0	2,455	-391
Capital for Kitchen & Dining Facilities	465	218	246	246	77	169	164	0	0	459	-5
Primary Capital Programme (PCP)	22	0	22	22	0	22	22	0	0	22	0
Primary School & YOT Extension repairs	85	83	2	3	1	2	0	0	0	84	-1
Repairs to Mobile Classroom Ext Schs East	30	29	1	0	0	0	0	0	0	29	-1
Adelaide School - New Workshop	200	35	165	165	140	25	25	0	0	200	0
Alsager H S Perf Arts Cent	1,096	373	723	682	706	-24	21	0	0	1,100	4
Brine Leas Sixth Form	7,311	7,214	98	98	3	95	100	0	0	7,316	5
Christ the King Catholic & C of E PS	3,340	3,013	327	327	177	150	147	0	0	3,337	-3
Cledford TLC Scheme	3,360	3,344	16	16	2	14	14	0	0	3,360	0
Gorseley Bank Floor Repair	1,768	1,633	135	135	9	126	0	0	0	1,642	-126
Kings Grove Mobile Replacement	790	428	362	362	179	183	185	0	0	792	2
Malbank School & Sixth Form College	1,349	304	1,045	1,045	912	133	132	0	0	1,349	0
Offley Primary School	1,025	954	71	70	57	13	6	0	0	1,017	-8
Poynton HS	3,150	0	2,130	1,702	1,363	339	1,794	0	0	3,157	7
St Johns Wood CS - Sports Barn	268	264	4	4	0	4	4	0	0	268	0
Stapely Broad Lane PS - Replacement of temp accomodation	942	518	424	422	384	38	6	0	0	908	-34
Styal PS Early Years Classroom	135	12	123	123	10	113	113	0	0	135	0
TLC Dean Oak's PS	3,187	3,164	23	23	1	22	22	0	0	3,187	0
TLC Sir William Stanier Comm S	21,448	21,297	151	151	117	34	34	0	0	21,448	0
TLC Vernons PS Amalgamation	3,753	3,728	25	25	0	25	25	0	0	3,753	0
Tytherington HS	3,130	0	2,153	1,800	968	832	2,162	0	0	3,130	0
Specialist Schools	300	0	300	300	0	300	0	0	0	0	-300
Springfield Spec School	120	116	4	4	4	0	0	0	0	120	0
Mallbank Redesignation of Specialist School	50	0	50	50	50	0	0	0	0	50	0
Tytherington High School Redesignation of Specialist School	25	24	1	1	0	1	0	0	0	24	-1
Total Ongoing Schemes	83,299	64,302	15,340	11,680	7,642	4,038	8,580	0	0	80,523	-2,775
New Schemes											
Oakenclough CC - Co-location (<£100k)	75	0	75	75	4	71	71	0	0	75	0
Short Breaks for Disabled Children	203	0	203	203	113	90	90	0	0	203	0
Short Break Re Provision 11-12	300	0	300	50	51	-1	249	0	0	300	0
Pupil Referral Unit 11-12	1,500	0	1,500	500	38	462	1,463	0	0	1,501	1
Residential Dev Programme 11-12	1,500	0	1,500	918	887	31	613	0	0	1,500	0
Specialist Special Needs Provision 11-12	2,000	0	100	0	0	0	950	0	0	950	-1,050
Cledford Infants School	653	0	653	400	140	260	539	0	0	679	26
Church Lawton - Specialist Provision	1,617	0	5	5	6	-1	1,936	2,052	0	3,994	2,377
Devolved Formula Capital 11-12	898	0	981	100	185	-85	360	431	0	977	79
Capital Maintenance Allocation 11-12	415	0	415	415	119	296	252	0	0	371	-44
Mobile Replacements (<£100k)	99	0	99	99	101	-2	0	0	0	101	2
Minor Works / Accessibility (<£100k)	382	0	382	382	223	159	159	0	0	382	0
Suitability Bids (<£100k)	702	0	702	702	444	258	298	0	0	742	40
Alsager Highfields Primary School	127	0	17	17	6	11	121	0	0	127	0

CHESHIRE EAST - CAPITAL PROGRAMME 2011-12

as at 31st March 2012 (Final Outturn)

Annex 2 Appendix 1

Department/Scheme	2011/12 In-Year Budget						Forecast 2012/13 Onwards				
	Total	Prior	In Year	Forecast	Actuals	Variance	Forecast	Forecast	Forecast	Total Forecast	Variance From
	Approved Budget	Year Spend	Budget	Expenditure as at TQR	as at 31st March 2012 (Final Outturn)	Between Forecast & Actual Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Total Approved budget
	£000's	£000's	2011-12	2011-12	2011-12	2011-12	2012-13	2013-14	2014-15	£000's	£000's
Alsager Secondary School	319	0	15	15	14	1	264	0	0	278	-41
Beechwood Primary School - Basic Needs 11-12	521	0	71	71	7	64	514	0	0	521	0
Bexton Primary School	535	0	46	46	36	10	499	0	0	535	0
Goostrey Primary School	162	0	48	48	13	35	149	0	0	162	0
Gorsey Bank Primary School	227	0	105	105	9	96	218	0	0	227	0
Havannah Primary School	155	0	40	30	0	30	155	0	0	155	0
Lacey Green Primary School - Basic Needs 11-12	140	0	140	140	126	14	0	0	0	126	-14
Leighton Primary School	392	0	44	44	18	26	364	0	0	382	-11
Lindow Primary School - Basic Needs 11-12	350	0	280	350	350	0	0	0	0	350	0
Lostock Hall Primary School	252	0	15	15	24	-9	228	0	0	252	0
Lower Park Primary School	103	0	80	79	62	17	41	0	0	103	0
Middlewich High Secondary School	225	0	163	225	104	121	121	0	0	225	0
Monks Coppenhall Primary School	120	0	55	120	118	2	2	0	0	120	0
Mossley Primary School	149	0	149	149	146	3	3	0	0	149	-1
Oakefield Primary School - Basic Needs 11-12	742	0	90	90	8	82	734	0	0	742	0
Park Lane Special School	140	0	70	70	10	60	228	0	0	238	98
Parkroyal Primary School	169	0	169	169	142	27	27	0	0	168	-1
Pear Tree Primary School	95	0	95	95	97	-2	0	0	0	97	2
Rode Heath Primary School	114	0	20	20	0	20	114	0	0	114	0
Ruskin Secondary School	100	0	100	100	54	46	46	0	0	100	0
Sound & District Primary School	252	0	15	15	6	9	326	0	0	332	80
Styal Primary School	125	0	63	30	10	20	115	0	0	125	0
The Dingle Primary School	112	0	21	21	0	21	112	0	0	112	0
The Quinta Primary School	755	0	44	25	26	-1	730	0	0	756	1
Wilmslow High Secondary School	120	0	40	0	0	0	120	0	0	120	0
Adelaide Special School	122	0	87	87	42	45	80	0	0	122	0
C&F ICT Project 1							852	0	0	852	852
C&F ICT Project 2							981	0	0	981	981
Total New Schemes	16,967	0	8,997	6,025	3,735	2,290	14,125	2,483	0	20,346	3,379
Total Children & Families Schemes	100,266	64,302	24,337	17,705	11,377	6,328	22,705	2,483	0	100,870	604
Places & Organisational Capacity											
Ongoing Schemes - Community											
Car Park Charges Congleton	131	131	0	0	-4	4	0	0	0	127	-4
Thomas Street Car Park - West	77	77	0	-3	-3	0	0	0	0	74	-3
CDRP - Building Safer Communities Fund	80	80	0	0	0	0	0	0	0	80	0
Imps to Chapel Street Car Park - Closed	234	219	0	15	17	-2	0	0	0	236	2
Residents Parking Schemes	282	90	32	32	49	-17	143	0	0	282	0
Car Park Improvements	172	3	169	120	112	8	47	0	0	162	-10
CCTV /UTC Rationalisation	1,248	133	1,115	1,115	989	126	5	0	0	1,127	-121
Improving Leisure Facilities	55	-15	70	70	65	5	0	0	0	50	-5
Nantwich Pool Enhancements (part-funding)	1,129	0	724	0	12	-12	1,117	0	0	1,129	0
Sandbach United Football complex	2,230	705	1,516	1,480	1,504	-24	32	0	0	2,240	10
Swim for Free Capital	128	42	86	86	81	5	4	0	0	128	0
Leisure Centre General Equipment	59	53	5	6	17	-11	0	0	0	70	11

as at 31st March 2012 (Final Outturn)

Department/Scheme	2011/12 In-Year Budget						Forecast 2012/13 Onwards				
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	Approved	Year	Budget	Expenditure	as at 31st March	Between Forecast &	Expenditure	Expenditure	Expenditure	Expenditure	Total Approved
	Budget	Spend	2011-12	2011-12	2011-12	2011-12	2012-13	2013-14	2014-15	£000's	budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Total Ongoing Schemes	5,825	1,518	3,717	2,921	2,839	82	1,348	0	0	5,704	-121
New Schemes - Community											
Car Park Improvements 11/12	300	0	0	0	18	-18	132	150	0	300	0
Community Safety Schemes 11/12	30	0	30	30	19	11	11	0	0	30	0
Harmonisation of Business Supp	0	0	0	0	93	-93	0	0	0	93	93
Leisure Cent ICT Member Sys	200	0	200	6	3	3	197	0	0	200	0
Athletics Track at Macc L C	60	0	60	60	52	8	3	0	0	55	-5
H & S Works at Macc L C	25	0	25	25	0	25	25	0	0	25	0
Lifestyle Centre Refurbishment at MLC	115	0	115	115	0	115	115	0	0	115	0
Lifestyle Centre Refurbishment at WLC	75	0	75	75	0	75	75	0	0	75	0
Lyceum Microphone	0	0	0	0	10	-10	0	0	0	10	10
Total New Schemes	805	0	505	311	195	116	558	150	0	903	98
TOTAL COMMUNITY SERVICES	6,630	1,518	4,222	3,232	3,034	198	1,905	150	0	6,607	-23
Ongoing Schemes - Development											
Tatton Park - Conservatory/Orangery	575	35	540	540	586	-46	5	0	0	626	51
Crewe Town Squares - Lyceum Square	1,859	1,789	70	37	21	16	49	0	0	1,859	0
Crewe Town Squares/ Shopping Facilities Refurbishment & Toilets	2,909	1,874	100	100	1	99	1,034	0	0	2,909	0
Choice Based Lettings	222	182	40	8	0	8	20	20	0	222	0
Affordable Housing Initiatives	870	559	311	0	0	0	155	155	0	870	0
Housing Grants - S106 Funded (Ex MBC)	1,045	780	265	265	27	238	160	78	0	1,044	-1
Social Housing Grants/ Enabling Affordable Housing	861	401	318	318	134	184	65	0	0	600	-261
Market Square, Crewe - Interim Improvements	251	233	18	18	17	1	0	0	0	250	-1
Parkgate	1,282	236	145	80	53	27	313	660	20	1,282	0
Astbury Marsh Caravan Site	42	0	42	42	39	3	3	0	0	42	0
Disabled Facilities Grant	1,145	836	308	308	308	0	0	0	0	1,144	0
Empty Homes Initiatives	500	0	100	50	1	49	100	399	0	500	0
Town Centres Spatial Regeneration	845	0	300	0	0	0	400	445	0	845	0
Tatton - Visioning feasibility	50	4	46	46	18	28	28	0	0	50	0
Tatton - Development	240	32	208	208	151	57	57	0	0	240	0
Tatton Park - Office Accommodation Phase 2	54	0	54	54	51	3	5	0	0	56	2
Poynton Revitalisation Scheme	3,838	1,642	2,195	2,195	1,936	259	973	0	0	4,551	714
Poynton High, Links to School	130	0	130	130	129	1	0	0	0	129	-1
Safe Links to Sch Middlewich	147	147	0	0	0	0	0	0	0	147	0
Disability Discrimination Act Improvements/ Adaptations	246	124	122	122	53	69	69	0	0	246	0
Church Walls	60	16	44	44	5	39	0	0	0	21	-39
County Farms 2008-09	129	128	1	1	1	0	0	0	0	129	-1
Municipal buildings - Reg accommodation (name Change)	200	0	200	200	3	197	0	0	0	3	-197
Farms Estates Reorganisation & Reinvestment	1,410	71	1,339	13	94	-81	1,245	0	0	1,410	0
Fixed Electrical Installation	76	75	1	1	3	-2	0	0	0	78	2
Office Accommodation Strategy	9,830	5,034	4,796	4,796	1,343	3,453	3,454	0	0	9,830	0

CHESHIRE EAST - CAPITAL PROGRAMME 2011-12

as at 31st March 2012 (Final Outturn)

Annex 2 Appendix 1

Department/Scheme	2011/12 In-Year Budget						Forecast 2012/13 Onwards				
	Total	Prior	In Year	Forecast	Actuals	Variance	Forecast	Forecast	Forecast	Total Forecast	Variance From
	Approved Budget	Year Spend	Budget	Expenditure as at TQR	as at 31st March 2012 (Final Outturn)	Between Forecast & Actual Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Total Approved budget
	£000's	£000's	2011-12	2011-12	2011-12	2011-12	2012-13	2013-14	2014-15	£000's	£000's
Building Maintenance	2,581	2,565	16	16	56	-40	0	0	0	2,620	39
MINOR WORKS 10/11	42	37	5	5	9	-4	0	0	0	46	4
WILD BOAR CLOUGH FLOOD PROT	109	6	103	102	107	-5	0	0	0	113	4
Total Ongoing Schemes	31,546	16,803	11,818	9,699	5,146	4,553	8,136	1,757	20	31,861	315
New Schemes - Development											
Disabled Facilities for Cheshire East Residents	1,320	0	1,320	1,120	895	225	425	0	0	1,320	0
Private Sector Assistance	2,185	0	300	376	376	0	333	475	415	1,599	-586
Highway Improvements – Sherborne Estate, Crewe	53	0	53	0	0	0	53	0	0	53	0
Assisted Purchase Scheme	811	0	563	249	242	7	450	119	0	811	0
Regeneration Business Support	700	0	300	300	300	0	200	200	0	700	0
Stableyard Retail Improvement	95	0	95	95	0	95	95	0	0	95	0
Farm Dev'mnt Phase 1 Tatton	80	0	80	80	47	33	33	0	0	80	0
Tatton Park Investment 11/12	6,260	0	6,039	0	0	0	6,260	0	0	6,260	0
COMPLIANCE 2011/12	500	0	500	500	545	-45	4	0	0	549	49
Feasibility Studies 11/12	300	0	100	100	60	40	240	0	0	300	0
Wilmslow Feasibility 11/12	100	0	100	100	95	5	5	0	0	100	0
MINOR WORKS 11 12	500	0	500	500	220	280	227	0	0	447	-53
AMS BLOCK	4,678	0	4,896	4,523	3,527	996	1,036	0	0	4,563	-115
Total New Schemes	17,582	0	14,846	7,943	6,307	1,636	9,359	794	415	16,875	-707
TOTAL DEVELOPMENT	49,128	16,803	26,664	17,642	11,453	6,189	17,495	2,551	435	48,737	-391
Ongoing Schemes - Highways & Transport											
LTP - Local Area Programmes - South	360	245	116	114	0	114	0	0	0	245	-114
LTP - Bridge Maintenance	1,223	1,223	0	0	0	0	0	0	0	1,223	0
LTP - Road Safety Schemes	765	429	336	336	264	72	72	0	0	765	0
Section 278's - 09-10 Starts	65	28	7	14	10	4	3	3	0	44	-21
Capital Programme Management Support	35	43	-7	-7	0	-7	0	0	0	43	8
SEMMMS - Cat & Fiddle	867	808	59	59	59	0	0	0	0	867	0
LTP - SEMMMS - Major Projects	2,895	2,895	0	0	9	-9	0	0	0	2,904	9
LTP - SEMMMS - Transport element - BQP/PTI	2,618	2,618	0	0	0	0	0	0	0	2,618	0
LTP - Crewe Green Link Road	8,832	8,353	479	479	492	-13	0	0	0	8,845	13
Section 278 Agreements (2004-05)	234	169	0	0	0	0	0	0	0	169	-65
Alderley Edge By-Pass Scheme Implementation	54,687	42,974	3,364	3,364	1,748	1,616	6,519	3,446	0	54,687	0
Section 278 Agreements (2006/07)	488	236	286	36	19	17	5	2	0	262	-226
Section 278 Agreements (2007/08)	26	16	8	8	2	6	8	0	0	26	0
West Street Environmental Improvements	604	638	-33	-33	-33	0	0	0	0	605	1
Connect2 - Crewe & Nantwich Greenway	473	473	0	0	2	-2	0	0	0	475	2
Section 278 Agreements (2008/09)	260	41	83	12	3	9	40	82	0	166	-94
Integrated Area Programme - Minor Works	793	793	0	0	38	-38	0	0	0	831	38
LTP - Principal Roads Maintenance - Minor Works	1,589	1,588	0	0	-7	7	0	0	0	1,581	-8
LTP -Non Principal Roads Maintenance - Minor Works	3,336	3,280	53	53	-37	90	0	0	0	3,243	-92

CHESHIRE EAST - CAPITAL PROGRAMME 2011-12

as at 31st March 2012 (Final Outturn)

Annex 2 Appendix 1

Department/Scheme	2011/12 In-Year Budget						Forecast 2012/13 Onwards				
	Total	Prior	In Year	Forecast	Actuals	Variance	Forecast	Forecast	Forecast	Total Forecast	Variance From
	Approved Budget	Year Spend	Budget	Expenditure as at TQR	as at 31st March 2012 (Final Outturn)	Between Forecast & Actual Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Total Approved budget
	£000's	£000's	2011-12	2011-12	2011-12	2011-12	2012-13	2013-14	2014-15	£000's	£000's
LTP - Bridge Maintenance - Minor Works	590	524	96	96	105	-9	0	0	0	629	39
Gurnett Bridge, Hall Lane, Sutton	1,020	630	390	372	338	34	52	0	0	1,020	0
Alderley Edge Village enhancements	100	6	94	94	28	66	75	0	0	109	9
Local Measures - Ward Minor schemes	486	486	0	0	0	0	0	0	0	486	0
Local Measures - Ward Local schemes	274	274	0	1	1	0	0	0	0	275	1
LTP - Detrunked Road - A523 Bosley	870	69	789	791	778	13	12	0	0	859	-11
De-Trunked Rds - A51 Landslip, Wardle	88	88	1	2	2	0	0	0	0	90	2
Part 1 Claims	107	106	0	0	0	0	0	0	0	106	0
Connect 2 - Phase 2	865	289	576	456	241	215	335	0	0	865	0
Monks Heath, Alderley Edge	350	299	51	51	51	0	0	0	0	350	0
LTP - Principal Roads Maintenance - Asset Management	85	85	0		-32	32	0	0	0	53	-32
LTP - Non Principal Roads Maintenance - Asset Management	141	141	0		-22	22	0	0	0	119	-22
LTP - East Cheshire Transport Study	125	125	0		-7	7	0	0	0	118	-7
LTP - Road Safety Schemes - Minor works	431	186	245	245	109	136	11	0	0	306	-125
Non LTP s278s	130	29	77	88	44	44	59	6		138	8
Bridges and other structures on Middlewood Way	828	820	8	8	10	-2	0	0	0	830	2
Middlewood Way Viaduct Repairs	546	449	97	30	8	22	87	0	0	544	-2
Badger Relocation	115	51	64	64	0	64	64	0	0	115	0
Lower Heath Play Space Renewal 2	120	131	0	-9	-9	0	0	0	0	122	2
Public Rights of Way 10-11	26	24	2	2	2	0	0	0	0	26	0
Total Ongoing Schemes	87,447	71,664	7,242	6,725	4,214	2,511	7,342	3,539	0	86,760	-687
New Schemes - Highways & Transport											
Vaudreys Wharf Canal (Non LTP)	600	0	50	50	23	27	577	0	0	600	0
Bridge Maintenance Minor Works - PROW	145	0	105	105	3	102	91	20	0	114	-31
Bridge Maintenance Minor Works	1,893	0	1,893	1,552	864	688	274	0	0	1,138	-755
Part 1 Claims	59	0	59	59	16	43	8	0	0	24	-35
Local Area Programme - A34 By Pass	99	0	99	0	0	0	99	0	0	99	0
Local Area Programme - Part Night Trial	99	0	99	0	0	0	99	0	0	99	0
Local Area Programme - Dimming Trial	15	0	15	0	0	0	15	0	0	15	0
Local Measures - Ward Local Works	380	0	380	380	420	-40	32	0	0	452	72
Eaton Village Flood Alleviation	0	0	0	0	0	0	50	0	0	50	50
Non Principal Roads Maintenance - Minor Works	3,946	0	3,946	3,946	4,277	-331	0	0	0	4,277	331
Principal Roads Maintenance - Minor Works	1,926	0	1,926	1,552	2,287	-735	0	0	0	2,287	361
Accessibility - Bus Network Investment	50	0	50	50	20	30	25	0	0	45	-5
Accessibility - Cycling	125	0	125	125	142	-17	15	0	0	157	32
Cycle parking, Wilmslow	41	0	41	41	33	8	8	0	0	41	0
Tipkinder Park Cyclepath	100	0	100	100	102	-2	0	0	0	102	2
Taylor Drive, Nantwich	120	0	120	84	79	5	41	0	0	120	0
Accessibility - Rail Station Improvements	50	0	50	30	5	25	30	0	0	35	-15
Sustainable Transport Fund	25	0	25	25	22	3	0	0	0	22	-3
LDF - Transport Infrastructure	39	0	39	39	40	-1	0	0	0	40	1
Capacity enhanc. A534 Nant Rd	85	0	85	85	68	17	17	0	0	85	0
Capital Co-ordination	40	0	40	40	43	-3	0	0	0	43	3

as at 31st March 2012 (Final Outturn)

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	£000's	£000's	2011-12	2011-12	2011-12	2011-12	2012-13	2013-14	2014-15	£000's	£000's
Non Principal Roads Maint - Asset Management	104	0	104	104	55	49	0	0	0	55	-49
Principal Roads Maint - Asset Management	70	0	70	70	51	19	0	0	0	51	-19
Crewe Rail Exchange	6,177	0	6,177	6,177	131	6,046	1,500	2,000	2,546	6,177	0
Road Safety Schemes - Minor Works	377	0	377	377	99	278	100	0	0	199	-178
Non LTP s278s	160	0	30	36	37	-1	113	8	0	158	-2
Improvements to Middlewood Way	13	0	13	13	13	0	0	0	0	13	0
Public Rights of Way 11-12	42	0	42	34	31	3	10	0	0	41	-1
Drain imps at Joey the Swan	35	0	35	0	0	0	35	0	0	35	0
SEMMS - South Manchester Relief Road	0	0	0	0	796	-796	0	0	0	0	0
Total New Schemes	16,817	0	16,097	15,074	9,657	5,417	3,139	2,028	2,546	16,574	-242
TOTAL HIGHWAYS & TRANSPORT	104,264	71,664	23,339	21,799	13,871	7,928	10,481	5,567	2,546	103,335	-929
Ongoing Schemes - Performance, Customer Services & Capacity											
Customer Access	419	234	185	60	31	29	154	0	0	419	0
Capital Investment Scheme Grants	377	350	27	27	27	0	0	0	0	377	0
Customer Relationship Management & Telephone System	1,455	544	911	771	549	222	362	0	0	1,455	0
Libraries Facilities	500	500	0	0	0	0	0	0	0	500	0
Radio Frequency ID (RFID)	1,200	503	720	697	463	234	234	0	0	1,200	0
Total Ongoing Schemes	3,951	2,131	1,843	1,555	1,070	485	750	0	0	3,950	-1
New Schemes - Performance, Customer Services & Capacity											
Relocation of Library Services	285	0	285	171	74	97	211	0	0	285	0
Performance Management 11/12	35	0	35	35	35	0	0	0	0	35	0
Total New Schemes	320	0	320	206	109	97	211	0	0	320	0
TOTAL PERFORMANCE, CUSTOMER SERVICES & CAPACITY	4,271	2,131	2,163	1,761	1,179	582	961	0	0	4,270	-1
Ongoing Schemes - Streets & Open Spaces											
Development of land at Alderley Edge Cemetery	89	8	0	0	-1	1	81	0	0	88	-1
Adaptations to Pym's Lane Garage	6	1	5	5	5	0	0	0	0	6	0
Waste Infrastructure Capital Grant	1,341	561	780	780	780	0	0	0	0	1,341	0
Queens Park Restoration	6,757	5,617	1,140	1,140	1,413	-273	200	0	0	7,230	473
Crewe and Macc HWRCs	151	158	0	-7	-7	0	0	0	0	151	0
Alsager Closed Landfill Site	60	0	60	0	0	0	60	0	0	60	0
Leighton Brook Park	379	377	2	0	0	0	0	0	0	377	-2
Crematoria - Replacement cremators	450	0	450	0	0	0	450	0	0	450	0
New Cremators - Macclesfield	800	48	752	752	535	217	217	0	0	800	0
Replacement Bin Stock	36	26	10	10	10	0	0	0	0	36	0
Cemetery road and path improvements	100	32	68	10	11	-1	57	0	0	100	0
Springfield Road Allotments	36	27	9	9	5	4	4	0	0	36	0
Improvements to Congleton Park	29	12	17	16	10	6	7	0	0	29	0

CHESHIRE EAST - CAPITAL PROGRAMME 2011-12

as at 31st March 2012 (Final Outturn)

Annex 2 Appendix 1

Department/Scheme	2011/12 In-Year Budget						Forecast 2012/13 Onwards				
	Total	Prior	In Year	Forecast	Actuals	Variance	Forecast	Forecast	Forecast	Total Forecast	Variance From
	Approved Budget	Year Spend	Budget	Expenditure as at TQR	as at 31st March 2012 (Final Outturn)	Between Forecast & Actual Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Total Approved budget
	£000's	£000's	2011-12	2011-12	2011-12	2011-12	2012-13	2013-14	2014-15	£000's	£000's
Alsager Skate Park/Milton Park	37	29	8	8	-1	9	5	0	0	32	-4
Allotment Improvements	15	12	3	3	0	3	3	0	0	15	0
Sandbach Park Building Refurbish	29	10	19	19	7	12	12	0	0	29	0
Playgrounds	64	43	21	21	21	0	0	0	0	64	0
Play Capital	807	759	48	48	31	17	17	0	0	807	0
Sandbach Park	101	0	101	70	62	8	39	0	0	101	0
Congleton Park Improvements - Town Wood	72	0	72	72	2	70	35	35	0	72	0
Keepers Close / Mill Close	18	18	0	0	0	0	0	0	0	18	0
Shell House, Station Road, Wilmslow	129	25	104	104	2	102	102	0	0	129	0
Ilford Imaging Site, Mobberley, Knutsford	47	0	47	47	5	42	42	0	0	47	0
Land South West of Moss Lane	228	187	41	42	0	42	42	0	0	228	0
Earl's Court, Earlsay, Macclesfield	146	60	86	86	66	20	20	0	0	145	0
Ground Work Cheshire - Bird Sanctuary	20	2	18	18	0	18	18	0	0	20	0
Pub Open Spaces-King St	30	0	30	30	0	30	30	0	0	30	0
The Blue Lamp Carrs Park	40	2	39	39	1	38	37	0	0	40	0
Alderley Park	29	0	29	29	29	0	0	0	0	29	0
Meriton Rd Pk Fitness inc	0				0	0				0	
Piggenshaw Brook INC	0				0	0				0	
Total Ongoing Schemes	12,047	8,011	3,961	3,351	2,987	364	1,478	35	0	12,510	463
New Schemes - Streets & Open Spaces											
Materials Transfer Fac. 11/12	650	0	650	650	696	-46	30	0	0	726	76
Wheeled Bins 11/12	1,315	0	1,315	1,318	1,345	-27	0	0	0	1,345	30
Rode Heath Community Facility	24	0	24	24	24	0	0	0	0	24	0
Y.P.U., Victoria Rd., Macclesfield	35	0	35	35	1	34	34	0	0	35	0
Reades Lane, Congleton	14	0	14	14	0	14	14	0	0	14	0
Lower Heath Community Project	10	0	10	10	8	2	2	0	0	10	0
Oakbank Mill Bollington	18	0	18	18	0	18	18	0	0	18	0
King George V Playing Fields	50	0	50	50	0	50	50	0	0	50	0
Malkins Bank Play Area	41	0	41	41	0	41	41	0	0	41	0
Bromley Farm Adventure & Assault Course	50	0	50	50	49	1	1	0	0	50	0
Bromley Farm Junior Play Area	10	0	10	10	0	10	0	0	0	0	-10
Total New Schemes	2,217	0	2,217	2,220	2,123	97	190	0	0	2,313	96
TOTAL STREETS & OPEN SPACES	14,265	8,011	6,178	5,571	5,110	461	1,668	35	0	14,824	559
Total Places & Organisational Capacity Schemes	178,557	100,126	62,565	50,005	34,648	15,357	32,510	8,303	2,981	177,773	-784
Corporate Services											
Ongoing Schemes											
NHS LINK / Connected Cheshire	80	77	2	2	0	2	0	0	0	77	-2

CHESHIRE EAST - CAPITAL PROGRAMME 2011-12

as at 31st March 2012 (Final Outturn)

Annex 2 Appendix 1

Department/Scheme	2011/12 In-Year Budget						Forecast 2012/13 Onwards				
	Total	Prior	In Year	Forecast	Actuals	Variance	Forecast	Forecast	Forecast	Total Forecast	Variance From
	Approved Budget	Year Spend	Budget	Expenditure as at TQR	as at 31st March 2012 (Final Outturn)	Between Forecast & Actual Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Total Approved budget
	£000's	£000's	2011-12	2011-12	2011-12	2011-12	2012-13	2013-14	2014-15	£000's	£000's
ICT Small Projects Block New scheme	153	112	41	41	43	-2	0	0	0	155	2
Information Management	1,409	706	704	255	268	-13	436	0	0	1,410	0
Development Management System	437	423	14	14	116	-102	0	0	0	539	102
Click into Cheshire	39	32	7	7	0	7	0	0	0	32	-7
Government Connect	290	58	232	182	168	14	64	0	0	290	0
ICT Security & Research	209	138	71	71	106	-35	0	0	0	244	35
Flexible & Mobile Working	1,171	360	270	150	141	9	400	270	0	1,171	0
Data Centre Macclesfield	495	28	467	167	423	-256	44	0	0	495	0
Single Revenue & Benefits Systems	503	447	56	56	55	1	0	0	0	502	-1
Integrated Legal ICT System	60	1	59	41	40	1	13	5	0	60	0
Accident Reporting system New scheme	18	10	8	8	5	3	3	0	0	18	0
Essential Replacement 10-11	2,384	1,286	1,098	500	865	-365	191	0	0	2,342	-42
ICT Security	185	104	81	30	84	-54	0	0	0	188	3
Internet Service Provision	142	0	142	142	0	142	0	0	0	0	-142
IPT Harmonisation	725	313	412	100	0	100	412	0	0	725	0
Oracle Optimisation	3,960	1,579	732	650	480	170	1,077	824	0	3,960	0
Total Ongoing Schemes	12,259	5,674	4,396	2,416	2,793	-377	2,640	1,099	0	12,208	-51
New Schemes											
WAN Hardware	275	0	182	0	1	-1	274	0	0	275	0
ICT Rural Broadband Project	530	0	530	130	112	18	418	0	0	530	0
ICT Security 11/12	195	0	195	20	22	-2	135	0	0	157	-38
Customer Access in Libraries	77	0	77	77	0	77	77	0	0	77	0
Total New Schemes	1,077	0	984	227	135	92	904	0	0	1,039	-38
Total Corporate Services Schemes	13,336	5,674	5,380	2,643	2,927	-284	3,545	1,099	0	13,247	-89
Total Cheshire East Council - Capital Programme	297,573	172,467	95,331	72,333	50,222	22,111	59,182	11,886	2,981	295,948	-1,625

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Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements
Final Outturn 2011-12

ANNEX 2
APPENDIX 2A

Capital Scheme					Virement FROM ...	
Starts Year	Amount Requested £	SCE/ Virement/ Reduction	Funding of SCE/Virement	Starts Year	Amount Requested £	
SCE and Virements up to and including £1,000,000						
Children, Families & Adults						
Capital Maintenance Allocation 11-12	2011-12	122,000	Virement	Suitability Bids (<£100k) - Lostock???	2011-12	8,000
			Virement	Bexton Primary School	2011-12	25,000
			Virement	Lostock Hall Primary School	2011-12	2,000
			Virement	The Quinta Primary School	2011-12	47,000
			Virement	Alsager Highfields Primary School	2011-12	10,000
			Virement	Sound & District Primary School	2011-12	30,000
Suitability Bids (<£100k) - Lostock???	2011-12	8,000	SCE	School Contribution		8,000
Bexton Primary School	2011-12	25,000	SCE	School Contribution		25,000
Lostock Hall Primary School	2011-12	2,000	SCE	School Contribution		2,000
The Quinta Primary School	2011-12	47,000	SCE	School Contribution		47,000
Alsager Highfields Primary School	2011-12	10,000	SCE	School Contribution		10,000
Sound & District Primary School	2011-12	30,000	SCE	School Contribution		30,000
Church Lawton - Specialist Provision	2011-12	1,000	Virement	Capital Maintenance Allocation 11-12	2011-12	1,000
Sound & District Primary School	2011-12	79,559	Virement	Capital Maintenance Allocation 11-12	2011-12	126,292
Park Lane Special School	2011-12	98,000	Virement	Alsager Secondary School	2011-12	40,825
			Virement	Leighton Primary School	2011-12	10,442
Suitability Bids (<£100k) - Wistaston Church Lane	2011-12	40,000	Virement	Capital Maintenance Allocation 11-12	2011-12	63,000
Cledford Infants School	2011-12	23,000	Virement			
Alsager H S Perf Arts Cent	2011-12	4,000	SCE	Alsager Trust & Donations		4,000
Kings Grove Mobile Replacement	2009-10	2,000	SCE	External Contribution		2,000
Pupil Referral Unit 11-12	2011-12	757	Virement	Gorsey Bank Floor Repair	2008-09	126,000
Cledford Infants School	2011-12	2,907	Virement	Lacey Green Primary School - Basic Needs 11-12	2011-12	14,000
Mobile Replacements (<£100k)	2011-12	1,604	Virement	Christ the King Catholic & C of E PS	2009-10	2,608
Offley Primary School	2009-10	1,394	Virement			
Pear Tree Primary School	2011-12	3,485	Virement			
Poynton HS	2010-11	6,970	Virement			
Stapely Broad Lane PS - Replacement of temp accomodatio	2009-10	6,970	Virement			
Capital Maintenance Allocation 11-12	2011-12	118,521	Virement			
Brine Leas Sixth Form	2008/09	94,708	Virement	Capital Maintenance Allocation 11-12	2011-12	94,708
Building Base Review Block Project		423,000	Virement	2008-09 Building Review Block	2008/09	80,000
			Virement	Mental Health Capital	2009/10	15,000

Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements
Final Outturn 2011-12

ANNEX 2
APPENDIX 2A

Capital Scheme	Starts Year	Amount Requested £	SCE/ Virement/ Reduction	Funding of SCE/Virement	Virement FROM ...	
					Starts Year	Amount Requested £
ICT Block Project		852,000	Virement	Adults Social Care 2010-11	2010-11	186,000
			Virement	2011-12 Building Review Block	2011/12	142,000
			Virement	Childrens Social Care	2010-11	35,000
			Virement	ESCR	2010-11	350,000
			Virement	Integrated Children's Systems (ICS) 08-09 East	2008/09	406,000
			Virement	P.A.R.I.S - PCT access	2010-11	25,000
ICT Block Project		981,000	Virement	SCP Childrens Services	2008/09	36,000
			Virement	CAF Phs 2 Demonstrator	2009/10	447,000
			Virement	Social Care IT Infrastructure	2009/10	59,000
			Virement	Adults Protect into Paris	2010-11	50,000
			Virement	Adults Personal Social Care Capital	2011/12	425,000
TOTAL CHILDRENS, FAMILIES & ADULTS		2,984,875				2,984,875
Places & Organisational Capacity						
Community Services						
Improvements to Chapel St Car Park	2008-09	1,572	Virement	Virement from Assets Planned Maintenance Budget	2011-12	1,572
Harmonisation of Business Support Service	2011-12	93,000	Virement	CCTV Rationalisation	2010-11	93,000
Lyceum Microphone	2011-12	10,000	Virement	Capital Reserve	2010-11	10,000
Leisure Centre General Equipment	2009-10	5,297	Virement	Capital Reserve	2008-09	5,297
Leisure Centre General Equipment	2009-10	5,010	Virement	Funded from Prudential Borrowing	2011-12	5,010
Leisure Centre General Equipment	2009-10	243	Virement	Capital Reserve	2011-12	243
Leisure Centre General Equipment	2009-10	230	Virement	Swim for Free Grant	2011-12	230
Sandbach United Football complex	2009-10	10,378	Virement	Capital Reserve	2011-12	10,378
Total Community		125,730				125,730
Development						
Private Sector Assistance	2011-12	14,100	SCE	Additional external income	2010-11	14,100
Tatton Park - Office Accomodation	2010-11	2,036	SCE	Fully funded by Revenue Budget contribution	n/a	2,036
Tatton Park - Conservatory/Orangery	2009-10	51,090	Virement	Virement from Assets Planned Maintenance Budget	2011-12	51,090
Fixed Electrical Installation	2009-10	1,516	Virement	Capital Reserve	2011-12	1,516
Building Maintenance	2010-11	39,075	Virement	Capital Reserve	2011-12	39,075
MINOR WORKS 10/11	2010-11	4,578	Virement	Capital Reserve	2011-12	4,578
WILD BOAR CLOUGH FLOOD PROT	2010-11	4,434	Virement	Capital Reserve	2011-12	4,434
COMPLIANCE 2011/12	2011-12	48,891	Virement	Capital Reserve	2011-12	48,891
Poynton Revitalisation	2010-11	713,604	Virement	External income/contribution from Transco	2010-11	300,000
				Part 1 Claims	2011-12	20,852
				Non Principal Roads Maint - Minor Works	2010-11	20,050
				Bridge Maintenance Minor Works	2011-12	140,000
				Road Safety Schemes - Minor Works	2011-12	140,000
				Road Safety Schemes - Minor Works	2010-11	92,702
Total Development		879,324				879,324
Highways & Transport						

Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements
Final Outturn 2011-12

ANNEX 2
APPENDIX 2A

					Virement FROM ...	
Capital Scheme	Starts Year	Amount Requested £	SCE/ Virement/ Reduction	Funding of SCE/Virement	Starts Year	Amount Requested £
Eaton Village Flood Alleviation	2011-12	50,000	SCE	Fully funded by Environment Agency Grant	2011-12	50,000
Part 1 Claims (Antler Homes)	2011-12	25,000	SCE	Fully funded by external income	2011-12	25,000
Local Measures - Minor Works	2011-12	76,880	Virement	Local Area Programme - South	2009-10	76,880
Capital Co-ordination	2011-12	2,683	Virement	Part 1 Claims	2011-12	2,683
Tipkinder Park Cyclepath	2011-12	1,843	Virement	Part 1 Claims	2011-12	1,843
Bridge Maintenance Minor Works	2010-11	39,237	SCE	Expected to be funded by insurance claim re Coppock Fm Br	2010-11	39,237
West Street Environmental Improvements	2008-09	699	Virement	Alderley Edge Village Enhancements	2010-11	699
Capital Programme Management Support	2008-09	7,030	Virement	CEC Transport Study	2010-11	7,030
Integrated Area Programme - Welsh Row	2007-08	37,555	Virement	Local Area Programme - South	2009-10	37,555
SEMMMS - Major Projects	2002-03	9,490	Virement	De-Trunked Roads - A523 Bosley	2010-11	9,490
S278 Portland Drive, Gladedale	2011-12	1,000	SCE	Fully funded by Developer Contributions	2011-12	1,000
S278 Junction Fallibroome - Meg Lane	2010-11	1,500	SCE	Fully funded by Developer Contributions	2010-11	1,500
S278 Tesco Broken Cross	2010-11	1,500	SCE	Fully funded by Developer Contributions	2010-11	1,500
S278 Chapel St Sandbach Seddon	2010-11	2,000	SCE	Fully funded by Developer Contributions	2010-11	2,000
S278 Moss Lane Bridge	2010-11	5,078	SCE	Fully funded by Developer Contributions	2010-11	5,078
S278 Maplewood Macclesfield	2009-10	500	SCE	Fully funded by Developer Contributions	2009-10	500
S278 Park House Fm	2007-08	500	SCE	Fully funded by Developer Contributions	2007-08	500
De-Trunked Rds - A51 Landslip, Wardle	2010-11	1,520	Virement	De-Trunked Roads - A523 Bosley	2010-11	1,520
Road Safety Schemes - Minor Works	2011-12	25,000	Virement	Part 1 Claims	2011-12	25,000
Crewe Green Link Road	2004-05	23,186	Virement	Accessibility - Rail Station Improvements	2011-12	15,135
				Part 1 Claims	2011-12	4,708
				Sustainable Transport Fund	2011-12	3,081
				CEC Transport Study 2010-11	2010-11	262
Accessibility - Cycling	2011-12	31,948	SCE	Fully funded by contribution from Haslam Homes	2011-12	7,529
			SCE	Fully funded by additional Sustrans Grant	2011-12	5,000
				Accessibility - Bus Network Investment	2011-12	4,708
				Funded by contribution from 12-13 LTP	2012-13	10,000
				Part 1 Claims	2011-12	4,711
Local Measures - Ward Local - Minor Works	2010-11	672	Virement	Local Measures - Ward Minor Schemes	2010-11	427
			Virement	Part 1 Claims	2011-12	245
Bridges and other structures on Middlewood Way	2008-09	1,465	Virement	Capital Reserve	2011-12	1,465
Non Principal Roads Maintenance - Minor Works	2011-12	330,394	Virement	Bridge Maintenance Minor Works (addntl LTP funding)	2011-12	109,120
			Virement	Non Principal Roads Maint - Minor Works (Asset Man)	2011-12	49,018
			Virement	Road Safety Schemes - Minor Works	2011-12	37,747
			Virement	Bridge Maintenance Minor Works	2011-12	50,000
			Virement	Road Safety Schemes - Minor Works	2010-11	7,253
			Virement	Local Measures - Ward Local Minor Works	2011-12	5,000
			Virement	Non Principal Roads Maint - Minor Works	2010-11	72,256
Principal Roads Maintenance - Minor Works	2011-12	361,077	Virement	Bridge Maintenance Minor Works (addntl LTP funding)	2011-12	231,880
			Virement	Bridge Maintenance Minor Works	2011-12	24,000
			Virement	Road Safety Schemes - Minor Works	2010-11	25,000

Delegated Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements
Final Outturn 2011-12

ANNEX 2
APPENDIX 2A

Capital Scheme	Starts Year	Amount Requested £	SCE/ Virement/ Reduction	Funding of SCE/Virement	Virement FROM ...	
					Starts Year	Amount Requested £
			Virement Virement Virement Virement	Principal Roads Maint - Minor Works (Asset Man) Principal Roads Maint - Minor Works Principal Roads Maint - Minor Works (Asset Man) Non Principal Roads Maint - Minor Works (Asset Man)	2011-12 2010-11 2010-11 2010-11	18,536 7,689 32,389 21,583
Total Highways & Transport		1,037,757				1,037,757
Recycling, Waste & Streetscape						
Wheeled Bins	2011-12	30,293	SCE	Stapeley Broad Lane PS - Repl of Temp Accommodation	2009-10	30,293
Materials Transfer Facility	2011-12	76,078	SCE	Stapeley Broad Lane PS - Repl of Temp Accommodation Sandbach Childrens Centre Ph3 Schools Basic Need Primary School & YOT Extension repairs Offley Primary School Tytherington High School Redesignation of Specialist School 08-09 Social Housing Grants/Enabling Affordable Housing	2009-10 2008-09 2010-11 2009-10 2009-10 2010-11 2008-09	10,707 24,500 9,000 1,000 9,000 1,000 20,871
Queens Park Restoration	2004-05	472,713	Virement SCE Virement	Virement from Assets Planned Maintenance Budget Additional Wren Grant income Bridge Maintenance Minor Works Bridge Maintenance - PROW Municipal Buildings - Reg accommodation Alsager Skate Park/Milton Park	2011-12 2004-05 2011-12 2011-12 2008-09 2008-09	1,350 40,000 200,000 31,000 196,897 3,466
Total Recycling, Waste & Streetscape		579,084				579,084
TOTAL PLACES & ORGANISATIONAL CAPACITY		2,621,895				2,621,895
Corporate Services						
ICT						
Development Management System	2009-10	61,334	Virement	Revenue contribution from Places		61,334
Development Management System	2009-10	40,493	Virement	Capital Reserve	2010-11	40,493
ICT Security & Research	2009-10	35,769	Virement	Funded from Prudential Borrowing	2011-12	35,769
ICT Small Projects Block New scheme	2009-10	2,111	Virement	Capital Reserve	2010-11	2,111
ICT Security	2010-11	2,505	Virement	Funded from Prudential Borrowing	2011-12	2,505
Total Corporate Services		142,212				142,212
Total SCE's, Virements and Budget Reductions		5,748,982				5,748,982

Matters for Decision - Requests for Supplementary Capital Estimates (SCEs) and Virements
Final Outturn 2011-12

Annex 2
Appendix 2b

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						
Children, Families & Adults						
Church Lawton - Specialist Provision	2011-12	2,377,805	Virement Virement Virement Virement Virement	ICT Childrens Centres Ph3 East Feasibility 10-11 Schools - Access Initiative Schools Modernisation Programme Targetted Capital Funding (TCF) 14 - 19 Diploma Specialist Special Needs Provision 11-12	2008-09 2010-11 2010-11 2010-11 2010-11 2011-12	49,000 75,270 557,989 122,546 523,000 1,050,000
Total SCE's, Virements and Budget Reductions		2,377,805				2,377,805

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Scheme	Approved Budget £'000	Revised Approval £'000	Reduction £'000	Reason
<u>PLACES & ORGANISATIONAL CAPACITY</u>				
<u>Development</u>				
08-09 Social Housing Grants/Enabling Affordable Housing	861	622	239	£239k remaining (£260k less contribution to Materials Transfer Facility) - to apply for the redevelopment of the homelessness hostel - new business case required
11-12 Private Sector Assistance	2,185	1,585	600	Adjustment to remove effect of rolling programme - included as part of 12-13 New Starts Programme
AMS BLOCK	4,678	4,633	45	£45k reduction Capital Maintenance Allocation Grant transferred from C & F, Asset Management Condition Priority proportion of budget.
County Farms 2008-09	129	128	1	Residual roundings amount additional to what was already taken off at TQR 2011
<u>Recycling, Waste & Streetscape</u>				
Bromley Farm Junior Play Area	10	0	10	
Alsager Skate Park/Milton Park	37	36	1	
Leighton Brook Park	379	377	2	
<u>Highways & Transport</u>				
Public Rights of Way 11-12	42	40	1	
<u>Community</u>				
CCTV /UTC Rationalisation	1,248	1,220	28	
	9,569	8,641	927	
<u>CHILDREN, FAMILIES & ADULTS</u>				
Cheshire East Surestart Aim High for Disabled Children	391	379	12	Claw Back by Sure Start in 2011-12
Brine Leas Sixth Form	7,311	7,221	90	No funding for the £90k
Capital for Kitchen & Dining Facilities	465	460	5	Styal project already has Kitchen funding
Specialist Schools	300	0	300	No funding for the project
Mayfield Centre	6	0	6	Funded by borrowing so projects have been closed
Modernising ICT Delivery	93	0	93	Funded by borrowing so projects have been closed
Community Services Flexible and Mobile working	275	0	275	Funded by borrowing so projects have been closed
	8,841	8,060	781	
<u>CORPORATE SERVICES</u>				
<u>ICT</u>				
Internet Service Provision	142	0	142	Revenue contribution no longer available.
Capital Investment Scheme Grants	377	376	1	
NHS LINK / Connected Cheshire	80	77	2	
Click into Cheshire	39	32	7	
<u>Finance</u>				
Single Revenue & Benefits Systems	503	502	1	
	1,141	987	153	
Totals	19,550	17,688	1,861	

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2011/12 Year End Performance Report – 23rd July 2012**Strategic Director Places & Organisational Capacity****1.0 2011/12 YEAR END PERFORMANCE UPDATE**

- 1.0.1 This section provides a high level summary of the key performance headlines for the twelve months of 2011/12.
- 1.0.2 During 2011/12, the Performance & Partnerships Team centrally monitored a range of measures underpinning service objectives across the organisation. Many of these were newly developed local performance measures, which were 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 reported on a basket of measures retained within service plans from the former National Indicator Set, and former Best Value performance measures – 40 measures in total. Of these 40 measures, 28 were reported on a quarterly basis.

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

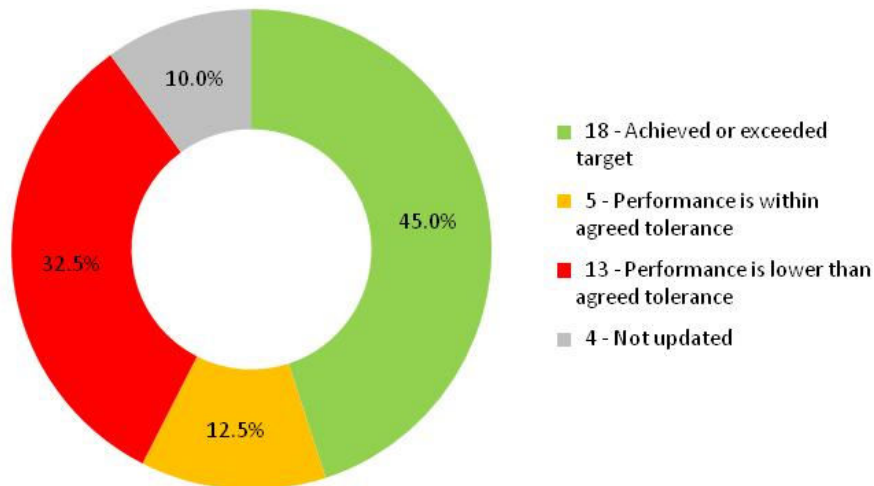
The Council's electronic Monitoring and Performance System (CorVu) was pre-populated with a five percent tolerance against the targets set by service areas, meaning that the system assigned a 'red' assessment to performance data 5% (or more) short of the target, an 'amber' assessment to data within 5% of the target, and a 'green' assessment to data performing on or above target. Where strong cases were made for the revision of tolerances 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 remained in place for performance measure reporting in 2011/12.

Although no performance target was set for NI 112 (under 18 conception rate) in 2011/12, performance has been assessed to be 'green' based on a reduction since 2010/11 and based on favourable comparisons when benchmarked both regionally and nationally.

2011/12 PERFORMANCE AGAINST TARGET

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

11/12 Actual vs Target



45% of measures either achieved or exceeded their target at 2011/12 Year End.

However **32.5%** did not achieve their quarterly target, they included:

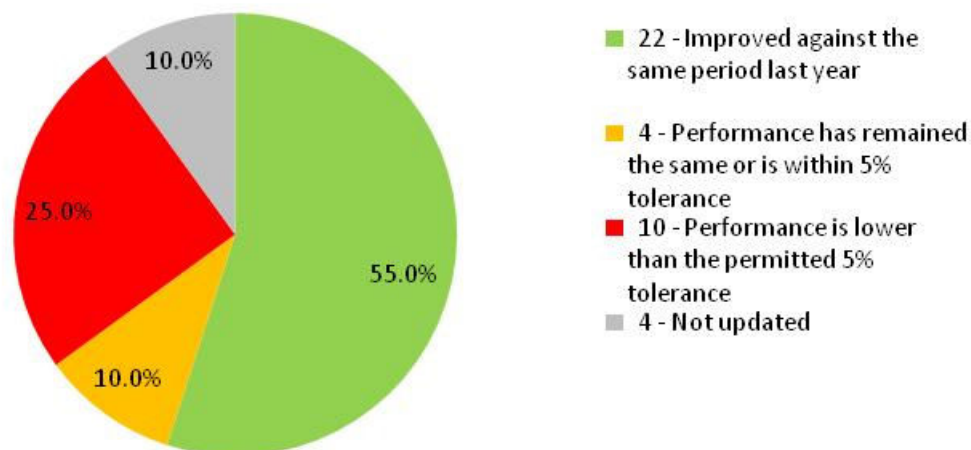
<i>Directorate</i>	<i>Reference</i>	<i>Definition</i>
Adults	NI 130	Social care clients receiving Self Directed Support
Children's and Families	NI 59	Initial assessments for children's social care carried out within 7 working days of referral
	NI 60	Core assessments for children's social care that were 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
Places & Organisational Capacity	NI 154	Net additional homes provided
	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)
	NI 168	Principal roads where maintenance should be considered
	NI 182	Satisfaction of businesses with local authority regulation services
	NI 188	Adapting to climate change

(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 2010/11 Year End.

Mar 11 vs Mar 12



The **25%** of measures which failed to achieve the same level of performance when compared to the same period last year were:

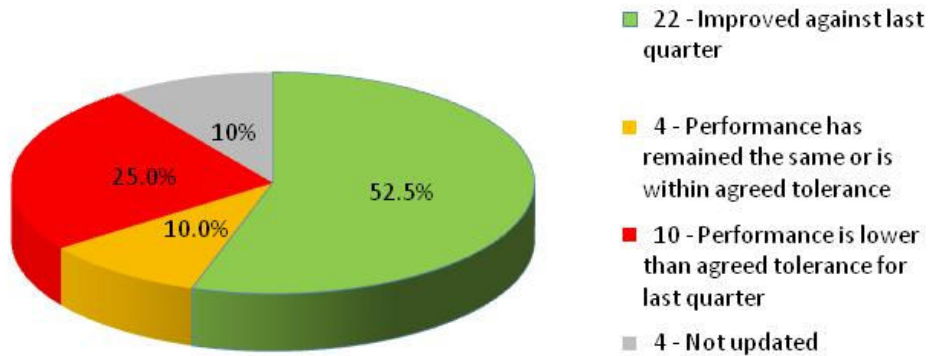
Directorate	Reference	Definition
Children's and Families	NI 59	Initial assessments for children's social care carried out within 7 working days of referral
	NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement
	NI 63	Stability of placements of looked after children: length of placement
	NI 64	Child Protection Plans lasting 2 years or more
Places & Organisational Capacity	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)
Human Resources	NI 168	Principal roads where maintenance should be considered
	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 Mar 12



The **25%** which did not meet the same level of performance as last quarter comprises:

Directorate	Reference	Definition
Adults	NI 141	Percentage of vulnerable people achieving independent living
	NI 142	Percentage of vulnerable people who are supported to maintain independent living
Children's and Families	NI 19	Rate of proven re-offending by young offenders
	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 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time
Places & Organisational Capacity	NI 157a	Processing of planning applications (major)
	NI 157b	Processing of planning applications (minor)
	NI 168	Principal roads where maintenance should be considered
Human Resources	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 six 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 (Mar 2012)	Target (Mar 2012)	Result (Mar 2011)	Result (Dec 2011)
NI 59 - Initial assessments for children's social care carried out within 7 working days of referral	High	46.8%	75.0%	56.0%	55.23%
NI 60 - Core assessments for children's social care that were carried out within 35 working days of their commencement	High	58.0%	70.0%	63.0%	60.0%
NI 157a - Processing of planning applications (major)	High	31.3%	67.0%	60.71%	37.5%
NI 157b - Processing of planning applications (minor)	High	51.7%	83.0%	68.8%	53.39%
NI 168 - Principal roads where maintenance should be considered	Low	6.0%	5.0%	5.0%	5.0%
BV 12 - Working days lost due to sickness absence	Low	9.16 days	9.0 days	8.19 days	6.33 days

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Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

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%	74.40%	Performance dropped below target in March. The measure involves relatively small numbers, therefore, it is susceptible to fluctuations. In March, there were 5 patients who had subsequently died and 3 patients that were unable to be traced – these 8 clients equate to 10% of the March cohort for this measure. In April 2012, performance did go back up to 82.9%
	NI 130	Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	Monthly	High	40.70%	60.00%	60.00%	45.50%	Whilst there has been some improvement on this measure through the year, it has fallen short of the target figure. A‘Personal Budget Eligible’ marker has now been set up on the database system and a revised support plan has been devised that will help to better identify personal budgets eligible service users.
	NI 131	Delayed transfers of care from hospitals	Monthly	Low	10.00 number	10.00 number	10.00 number	8.70 number	This is an improvement on last year's performance of 10.0. The rate attributable to adult social care is only 0.3.
	NI 132	Timeliness of social care assessment	Monthly	High	80.00%	88.00%	88.00%	92.80%	Increased by 0.1 percentage points. This measure has exceeded target. This is a significant improvement in performance from the previous year, outturn for 10/11 was 79.5%

Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

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%	93.80%	Increased by 0.3 percentage points. Indicator has exceeded target. This is an improvement on 2010/11 performance of 90.4%
	NI 135	Carers receiving needs assessment or review and a specific carers service, or advice and information	Monthly	High	10.20%	28.00%	28.00%	35.45%	Due to a major push on carers assessments being completed figures made a significant rise in the second half of 10/11. This continued into 2011/12 and as a result we have exceeded ambitious target set for this measure compared to 10/11 outturn. Occupational Therapists at frontline have also being loading carers assessments which further boosted the numbers.
	NI 141	Percentage of vulnerable people achieving independent living	Quarterly	High	72.51%	65.00%	65.00%	73.45%	There have been a large number of evictions this quarter, a reflection of the volatile nature of some service users using our accommodation services. Nevertheless a high number of people continue to be supported to make the move into their own independent accommodation.
	NI 142	Percentage of vulnerable people who are supported to maintain independent living	Quarterly	High	99.13%	98.70%	98.70%	98.43%	This figure has risen slightly since the last quarter indicating that long term and floating support services continue to be very successful at helping vulnerable people to live independently.

Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

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%	45.00%	52.90%	Learning Disability reviews were highlighted as a priority which led to this indicator exceeding its target ahead of the end of the reporting year. A data housekeeping project undertaken by the Team Support Service also had a big impact on the indicator.
	NI 146	Adults with learning disabilities in employment	Monthly	High	6.28%	6.90%	6.90%	7.00%	The upturn in performance seen towards the end of the previous quarter continued to see this measure exceed its target.
Children & Families	NI 19	Rate of proven re-offending by young offenders	Quarterly	Low	Not Recorded	1.06 number	1.06 number	0.85 number	a) the cohort of young people used is all young people who received an outcome during January – March 2011 and tracking them quarterly for one year. The frequency rates are calculated using all young people in the cohort and based on the rate of reoffending at 3mths, 6mths, 9mths and 12mths. Based on a cohort of 107 individuals
	NI 59	Initial assessments for childrens social care carried out within 7 working days of referral	Quarterly	High	56.00%	75.00%	75.00%	52.20%	This relates to the percentage of IA signed off by manager within 7 working days for the 12 month period from 1/4/2011 - 31/12/2012 The percentage signed off within 10 working days is 61.2%

Page 73

Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	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%	60.60%	This relates to the percentage of CA signed off by managers within 35 working days for the period 1/4/2012-31/3/2012
	NI 63	Stability of placements of looked after children: length of placement	Quarterly	High	70.00%	85.00%	85.00%	62.10%	Outturn as per the statutory SSDA903 return
	NI 64	Child protection plans lasting 2 years or more	Quarterly	Low	2.00%	5.00%	5.00%	2.63%	This is an accumulated figure for 1/4/2011 - 31/03/2012, of 190 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%	11.11%	This relates to the % of children that became subject to a plan for a second or subsequent time between 1/1/2012 and 31/03/2012. 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	100.00%	100.00%	100.00%	100.00%	

Page 74

Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

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%	76.70%	Relates to the period 1/4/2011 - 31/03/2012. The final figure for the CIN return may change slightly
	NI 71	Children who have run away from home/care overnight		Low	671 number	671 number	671 number	342 number	This is an adaptation of the scored definition of NI 71 and relates to the numbers of individuals that have been reported in the year. 2010/11 figures related to the number of incidents, which were substantially higher as there are a number of individuals with multiple incidents. Not all of these individuals are Cheshire East residents. There is a separate work group looking at missing children and an extensive report is produced which is fed into the Local Safeguarding Children Board.
	NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy		High	68.00%	71.90%	71.90%	Not Updated	Early data available in July

Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)		High	81.00%	85.00%	85.00%	Not Updated	Data currently being collated and should be available by end July
	NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)		High	59.70%	67.80%	67.80%	64.70%	Relates to 2010-11 results. Results for this years cohort will be available in August
	NI 79	Achievement of a Level 2 qualification by the age of 19		High	80.30%	86.00%	86.00%	Not Updated	Data not due until August
	NI 80	Achievement of a Level 3 qualification by the age of 19		High	57.60%	63.00%	63.00%	Not Updated	data not due until August
	NI 111	First time entrants to the Youth Justice System aged 10 to 17	Quarterly	Low	204 number	198 number	198 number	188 number	relates to the period 1/4/2011 - 31/1/2012
	NI 112	Under 18 conception rate		None	29.40%	Not Set	Not Set	28.40%	This is the latest DfE figure provided in May and relates to 2010 and Q1 2011 data. These figures compare to 34.1% nationally and 38.8% across the NW authorities
	NI 117	16 to 18 year olds who are not in education, training or employment (NEET)	Quarterly	Low	5.80%	4.90%	4.90%	5.00%	Figure relates to Feb 2012 - March are not yet available.

Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
HR & OD	BV012	Working days lost due to sickness absence (cumulative)	Monthly	Low	8.19 days	9.00 days	9.00 days	9.16 days	Managing attendance is being treated as a priority by the Council. Although the sickness level of 9.16 days is only slightly higher than the regional figure for comparable Councils (9.15) and is lower than that reported by the Chartered Institute of Personnel & Development for public service employers of 5000 people or more (9.6) it is felt to be unacceptably high. Reports giving a thorough review of sickness over the last 12 months have been received by Cabinet/CMT and Corporate Scrutiny Committee. An updated action plan for improvement is being developed and will be kept under review.
Places & Organisational Capacity	NI 154	Net additional homes provided		High	466 number	700 number	700 number	577 number	For the period 01/04/11 to 31/03/12 there had been 762 completions, 74 of these were extra care. During the same period there have been 111 losses, through conversion, change of use or demolition. Giving a total of 577 net dwellings (not incl. the extra care dwellings).

Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 155	Number of affordable homes delivered (gross)	Quarterly	High	290 number	300 number	300 number	247 number	247 new affordable homes delivered in 2011/12 against a target of 300. Three Homes and Communities Agency funded schemes did not complete in 2011/12 as originally anticipated. These would have delivered a further 61 units. We anticipate these 61 units will complete in 2012/13 and will count towards the total compeltions for that year.
	NI 157a	Processing of planning applications as measured against targets for major application types	Quarterly	High	60.71%	67.00%	67.00%	31.30%	Performance remains steady across all four quarters (between 31 and 40%), bu has not improved as much as expected. Lack of legal resources somewhat inhibits improving performance in this area (as a rule, 'major' applications tend to have legal agreements attached to them. As such, the speed these types of application are dealt with is dependent on quick legal input). Nevertheless, performance must improve in this area to a level where we reach the National Target figure (60%) and steps are in place to ensure a significant improvement in Quarter 1.

Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 157b	Processing of planning applications as measured against targets for minor application types	Quarterly	High	68.80%	83.00%	83.00%	51.70%	The Council's performance in this area continues to improve quarter by quarter (from 19.33% in Quarter 1 to 51.7% in Quarter 4) as expected and predicted previously. This is despite the fact that Quarter 4 saw officers clearing out their old cases in preparation to ensure they return to 'normal' performance (80%) 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%	69.60%	The Council's performance in this area continues to improve quarter by quarter (from 23.6% in Quarter 1 to 69.6% in Quarter 4) as expected and predicted previously. This is despite the fact that Quarter 4 saw officers clearing out their old cases in preparation to ensure they return to 'normal' performance (80%) in Q1 of 2012-13.
	NI 168	Principal roads where maintenance should be considered		Low	5.00%	5.00%	5.00%	6.00%	The network has suffered over the previous two winters from significant levels of deterioration, this has materialised in a percentage increase in the length of road requiring immediate maintenance from a steady state for the previous 4 years.

Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 169	Non-principal roads where maintenance should be considered		Low	11.00%	11.00%	11.00%	11.00%	This represents the B and C road network and shows no movement in the performance for this year however the overall trend is the network is in a managed decline. Again the network is suffering the after effects of the previous two winters. The halt in the downward trend can be attributed to the additional highway investment funding provided last year to combat the more seriously damaged areas of the network.
	NI 182	Satisfaction of businesses with local authority regulation services		High	85.00%	90.00%	90.00%	83.00%	End of year performance is down on target. Mainly due to a number of factors including a lower sample survey than required 152/195. Overall face value returns indicate that the service is rated highly for fairness and helpfulness.
	NI 188	Adapting to climate change		High	0.00%	2.00%	2.00%	0.00%	Adaptation Strategy not yet developed. Reduction in resources has affected ability to progress NI 188.

Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

Objective	Measure		Frequency	Polarity	Result 2010/11	Year End Target 2011/12	Latest Data		Operational Comments
	Ref	Description					Target	Result	
Cabinet Measures									
	NI 191	Residual household waste per head	Quarterly	Low	566 kgs	543 kgs	543 kgs	505 kgs	The residual waste per household figure is considerably better than the target for this year. The figure represents a total tonnage of 84,000 tonnes of household waste (kerbside and Household Waste Recycling Centres) sent to landfill which is a significant improvement of 9643 tonnes less sent to landfill than the previous year. NB this is a draft figure, final figures will be published by DEFRA in November based on this submitted data.
	NI 192	Household waste recycled and composted	Quarterly	High	49.00%	52.00%	52.00%	52.90%	The recycling figure exceeds the target for this year and is an improvement of 3.9 percent on the previous year. This passes the 50% recycling level for the first time for Cheshire East which represents the national recycling target for local authorities for the year 2020. The increase is largely due to the roll out of the silver bin recycling scheme which was fully operational by last October. We would therefore expect to see further improvements in the recycling rate in 2012-13 with a full year of operation of the silver bin recycling service. NB this is a draft figure, final figures will be published by DEFRA in November based on this submitted data.

Corporate Scorecard Report for 11/12 Quarterly Cabinet

(Organisation Summary)

Mar-2012

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%	43.50%	The municipal waste landfilled is better than the target for this year and an improvement of 4.3% on last year. NB this is a draft figure, final figures will be published by DEFRA in November based on this submitted data.

CHESHIRE EAST COUNCIL

REPORT TO: CORPORATE SCRUTINY COMMITTEE

Date of Meeting: 20th July 2012
Report of: Head of Development
Subject/Title: Macclesfield Town Hall – Meeting Facilities
Portfolio Holder: Councillor Jamie Macrae

1.0 Report Summary

- 1.1 During the refurbishment of the Town Hall, all room bookings were suspended. However, since completion bookings have resumed, with the building being utilised for both internal Member meetings and for external functions.
- 1.2 In order to ensure efficiency of use within the newly refurbished buildings, and to ensure the building is used to best effect, both for the Authority and the Community, all bookings are made through the Asset Management Service.
- 1.3 The building itself is managed by Facilities Management, within the Asset Management Service, and is open from 7am – 7pm, Monday to Friday, with extended hours as necessary to meet booking requirements.
- 1.4 Macclesfield Town Hall is generally well equipped with meeting facilities, providing the following:-

Town Hall

Assembly Room
Council Chamber
Tatton Room
Old Members Room
Silk Room
Capesthorpe Room

All bookable through Melanie Rogers, melanie.rogers@cheshireeast.gov.uk;
01270 686143

Town Hall Extension

24 rooms with varying capacity
3 general training rooms
2 ICT training rooms

- 1.5 Rooms can be booked through the central room booking system on CEntranet

<http://centranet.ourcheshire.cccusers.com/roombooking/Pages/roombook.aspx>

- 1.6 In addition, there are 6 small meeting rooms across both floors; which are suitable for 2/3 people together with 5 informal meeting areas. These rooms are not on the room booking system, but are available on a first come first serve basis.

Name: Denise Griffiths

Designation: Facilities Manager

Tel No: 01270 686628

Email: denise.griffiths@cheshireeast.gov.uk

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

Date of Meeting: 20 July 2012
Report of: Borough Solicitor
Subject/Title: Work Programme update

1.0 Report Summary

- 1.1 To review items in the 2012/2013 Work Programme listed in the schedule attached, together with any other items suggested by Committee Members.

2.0 Recommendations

That the 2012/2013 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, with the addition of 2 new items which had been suggested as potential items at meetings held between the Chairman and Vice Chairmen and the Committee's 3 portfolio holders on 6 July 2012. The two items are pensions and benefits. Both items need to be prioritised and deadlines set.
- 10.2 One outstanding matter contained in the work programme relates to the governance review. The Council in May 2012 agreed with effect from the end of a shadow period of operation, which shall end no earlier than September 2012, that the existing Overview and Scrutiny Committees will be dissolved and be replaced with two Overview and Scrutiny Committees and a number of Policy Advisor Groups aligned to Cabinet.
- 10.3 The current position is that a draft discussion document has been prepared by the Borough Solicitor outlining the terms of reference for the proposed advisory groups and how these Groups might operate in the policy development and decision making process. The document also sets out the changes to the current system that will be required to facilitate their introduction.
- 10.4 It is expected that a meeting of the Governance Joint Member Working Group will be convened later in July to consider the discussion document.
- 10.5 Members are asked to review the schedule attached to this report and if appropriate add new items or delete items that are no longer require any scrutiny activity. 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 20 July 2012

Issue	Description/Comments	Suggested by	Portfolio Holder as at May 2012	Corporate Priority	Current Position R,A,G	Date for completion
Budget	Consultation group set up to review consultation arrangements for 2011/2012.	Committee	Finance	Nurture Strong Communities	The first meeting of the Budget Task group took place on 11 July 2012. A schedule of meetings for the remainder of the year is being prepared..	Start date June 2012 and ongoing
Business Generation Centres	Review the formal response of Cabinet and subsequent actions	Portfolio Holder	Prosperity and Regeneration	Create Conditions for Business growth	Report on today's agenda.	July 2012
Procurement	To review procurement arrangements in Cheshire to ensure that the Council is achieving best value.	Portfolio Holder	Corporate Policy	Nurture Strong Communities	Report on today's agenda	TBA
Shared Services	The Committee received a presentation on the latest position with regard to shared services and the possible creation of a Separate legal entity for certain core services on 1 November 2011	Portfolio Holder	Corporate Policy	Nurture Strong Communities	Report on today's agenda	TBA

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	Corporate Policy	Nurture Strong Communities	Comment contained in the covering report	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	Performance	Nurture Strong Communities	Report on considered on 25 November 2011. The matter to be reviewed in 6 months after the commencement of the new contract which began in April 2012.	September 2012
Second Homes Discount	To review the Council Policy on second home discounts	The Committee	Finance	Nurture Strong Communities	Report considered on 12 June	12 June 2012
Pensions	To receive an update on the Councils contributions to the Cheshire pension fund	Finance portfolio holder	Finance	Nurture Strong Communities	To be prioritised	TBA
Benefits	To receive an update on the new arrangements relating to benefits and the implications for the Council	Finance portfolio holder	Finance	Nurture Strong Communities	To be prioritised	TBA

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CORPORATE SCRUTINY COMMITTEE – 20 JULY 2012-07-11**SHARED SERVICE BRIEFING****Separate Legal Entity**

1. A project is currently underway to develop a separate legal entity for (SLE) for the HR and Finance and ICT to enable these shared services to operate on a more commercial footing with a view to delivering greater efficiency and generating more income in the future.
2. The Shared Services Joint Committee has been monitoring this project and are heavily involved in shaping the SLE proposal. Further deliberations are due at the end of July when it is anticipated that a firm basis for the development of a business case to inform future decisions will be agreed.
3. No final decision to move to an SLE has yet been agreed but it is anticipated that this will be achieved by September working to the timeline attached. This will be firmed up following the meeting at the end of the month
4. It should be noted that joint scrutiny meeting between CE and CWAC members is scheduled for 13 September and arrangements will be put in place for this to take place in Winsford. However it should be noted that the timing for this is likely to be late afternoon / early evening.

SLE Project Progress to Date

5. Part of the SLE project focused on stabilising and improving service delivery and involved extensive benchmarking (Gartner) and consultation activity (SOCITIM). Overall the results arising from this activity were largely favourable.
6. The development of the SLE will also help to address a range of staffing issues arising as a result of the existing Secondment Agreement e.g. co-workers on differing terms and conditions.
7. A revised target operating model (TOM) for the ICT Shared Service is being put in place which will benefit service delivery irrespective of the decision on the SLE. In preparation for this a comprehensive skills audit was undertaken to assess the suitability of staff moving forward. Where appropriate existing staff have been appointed to new roles but 39 staff have been released by the service. Vacancies for 24 posts are currently being advertised.
8. The vacancies reflect new roles not previously in the old TOM. These include Programme Managers; Domain Architects; Service Level Managers; Security; Capacity Management and Application Managers.
9. All of the roles in areas such as Service Desk had new role and job descriptions written upgrading the skill and job evaluated grades.
10. The new TOM was formally under Consultation for 3 months before selection and all colleague comments were addressed during that period and shared with both Trade Unions.

11. Colleagues applied for roles following the Consultation and unsuccessful applicants are following respective Redeployment processes – these have been more successful in CE than in CWAC.
12. More emphasis has been put on stronger succession management in key leadership roles including direct reports to the Head of Service.
13. The aim is to recruit more commercially experienced colleagues with cross sector experience.
14. Staff downsizing will eventually enable the ICT Service to operate from a single location which does not necessarily have to be Chester.
15. As the SLE develops new “factories” will be added to the model. A shared Revenues service has been identified as the most immediate opportunity.
16. Additional partner/s for the SLE are also being sought. This has involved discussions with several neighbouring authorities and other public sector organisations in Cheshire.

SHARED SERVICE SLE – PROPOSED DECISION TIMELINE

CE CMT Discussion	07.08.12	14.08.12	21.08.12	
CWAC Corporate Management Team				
CE: Informal Cabinet		13.08.12	20.08.12	27.08.12
CWAC				
CE Deadline for Cabinet Briefing Paper			29.08.12	
CE Briefing Meeting				03.09.12
CWAC Executive Briefing			22.08.12	
CWAC Deadline for Exec Papers			23.08.12	
CE/ CWAC Joint Scrutiny				13.09.12
CE: Cabinet				17.09.12
CWAC Executive			05.09.12	04.10.12
Joint Committee				28.09.12

Proposal for Shared Procurement Function

1 The Council's Corporate Procurement Unit has limited capacity which is becoming increasingly stretched. There are options for remedying this situation through internal unification of the procurement function or shared arrangements with other Councils. However the Council needs to have a very clear view of what it is trying to achieve and the appetite for change e.g.

- Reduced cost
- Driving out waste
- Increased intelligence on spend
- Demand management
- Retendering of contracts

2 The cultural change required to achieve any of the above should not be underestimated particularly as this will require a significant focus on driving compliance with procurement systems and processes.

Options Under Consideration

3 In September 2011, Cheshire East agreed to participate in project to explore the potential for a shared strategic procurement function between AGMA authorities. Ten authorities expressed an interest in being part of a joint procurement service with five (as highlighted below) taking forward the initiative as early adopters:

- | | | |
|------------------------|--------------------|---------------------|
| • Bury | • Salford | • Transport for GM |
| • Cheshire East | • Stockport | • Warrington |
| • Oldham | • Tameside | • GMP |
| • Rochdale | • Trafford | |

4 Consequently a project group consisting of the five earlier adopters was set up to progress the development of a Strategic Procurement Unit (SPU) reporting to a Project Board involving representatives from all ten interested parties and chaired by the Acting Chief Executive of Trafford Council. Each early adopter Council was allocated a core support role to offer advice on corporate issues (HR, Finance, Legal etc,) for the duration of the project. Cheshire East was allocated Legal on the basis of its experience of existing sharing arrangements.

5 At the SPU Project Board on 8 June 2012 Warrington Borough Council announced their intention to withdraw from the SPU (early adopters') project with immediate effect.

6 Ensuing discussions suggested that the remaining early adopter authorities (Trafford, Stockport and Rochdale) are keen for Cheshire East to remain in the project. However in the event that it decided

to withdraw it is likely that the three remaining early adopters will continue with the SPU project. The potential to go down this route has been aired with members in these authorities and whilst these are largely supported there are concerns about the impact on spend in individual local economies.

7 A Memorandum of Understanding is currently being considered to formalise the Early Adopters participation in the project.

8 All the early adopters with the exception of Cheshire East suggest that they have been successful in unifying the procurement function within their authorities. It is envisaged that by bringing these together in the SPU this will deliver savings and benefits to the participating authorities.

9 The aim of the Early Adopters Group is to set up a shared strategic procurement function on a model yet to be agreed but at this stage a separate legal entity has been ruled out.

10 All early adopters have committed to invest a modest sum of money (£15k) to resource project delivery. This temporary post will be advertised across all AGMA authorities.

11 Staff in all participating councils have been kept aware of developments and Trade Unions are currently being advised that this work is taking place.

Issues for Cheshire East Council

12 Cheshire East currently has a disparate approach to procurement. Resources deployed on procurement in service areas as well as the small corporate team need to be considered in this project to bring the Council into line with the other early adopters. An options appraisal for procurement will be developed to examine the proposed shared service and other models of delivery to ascertain the best way forward for Cheshire East. The timeline for this piece of work is yet to be agreed.

13 Concern has been expressed in other early adopter councils about the impact of strategic procurement on local suppliers. The same issue has been raised in terms of Cheshire East

13 No host / lead authority has been identified from the early adopters and the Council needs to consider if it goes down this route should it be offering itself up for this role.

Conclusions

13 This projects is still in the exploratory stage in terms of developing a fully informed business case for a shared strategic procurement unit which will deliver efficiencies and clear benefits to the participating councils. No firm commitment has been made by the Council at this stage to pursue this route other than modest funding to support the delivery of the initial project. However in the event of this proving to be a viable option for Cheshire East the Council will be required to formalise its commitment through the appropriate channels.

Jackie Gray

Shared Services Manager and Temporary Head of Procurement.

11 July 2012

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FORWARD PLAN 1 JULY 2012 - 31 OCTOBER 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 July and will then contain all key decisions expected to be taken between 1 August and 30 November 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 July 2012 to 31 October 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
CE12/13-2 Shadow and Health and Wellbeing Board Revised Terms of Reference	To consider revised recommended terms of reference for the Shadow Board and for when it becomes statutory in April 2013.	Cabinet	25 Jun 2012	Through the commissioning groups.	Health and Wellbeing	Lorraine Butcher, Strategic Director (Children, Families and Adults)
CE12/13-6 SEMMMS Scheme Update	To authorise Officers to approve the major scheme business case in order to access DfT funding. To review the mitigation strategy, authorise the next stage of public consultation, and to delegate the lead on delivering the scheme to Stockport MBC on behalf of the 3 promoting authorities.	Cabinet	25 Jun 2012	With residents, landowners, the general public and key stakeholders through public meetings and the Council's website.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE11/12-21 Cheshire Homechoice - Allocation Policy Review	To approve the allocation policy for adoption.	Cabinet	23 Jul 2012	Partner housing providers, Homechoice officers, housing benefits, Police and community safety, tenants and residents.	Environment and Prosperity 21st 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
CE11/12-30 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	23 Jul 2012	Registered Providers and their Board Members, Stakeholders. Further guidance awaited from DCLG.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE11/12-42 Review of Discretionary Rate Relief Policy	To amend policy so applicants for discretionary rate relief must also apply for small business rate relief if appropriate, award top-up relief to those qualifying for mandatory rural settlement relief and to remove any legacy authority protection.	Cabinet	23 Jul 2012	N/A	Corporate	Lisa Quinn, Director of Finance and Business Services
CE11/12-44 Review of the Interim Planning Policy on the Release of Housing Land	To approve and to recommend to Council the interim planning policy on the release of housing land.	Cabinet, Council	23 Jul 2012	With housing stakeholders, Parish Councils, Housing Market Partnership and the Local Plan database using the website, post and email.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE12/12-7 Special Educational Needs and Disability Policy	To approve the implementation of the Special Educational Needs and Disability Policy.	Cabinet	23 Jul 2012	This has already been carried out.	Children and Families	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
CE11/12-29 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	20 Aug 2012	Affected land owners and developers.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE11/12-41 Future Operation of the Old Town Hall, Macclesfield	To decide upon the future running and preferred operating model for the Old Town Hall.	Cabinet	20 Aug 2012	With Macclesfield Charter Trustees and Macclesfield Forum.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE12/13-9 Libraries Strategy	To approve the Libraries Strategy and its implementation.	Cabinet	20 Aug 2012	With relevant stakeholder and user groups on individual proposals during the implementation.	Sustainable Communities	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE11/12-39 Cheshire Shared Services Legal Entity	To consider the policy decision to establish a Separate Legal Entity (SLE) for the ICT, HR and Finance, and Occupational Health Shared Services from 1 April 2013.	Cabinet	17 Sep 2012	With Chester West and Chester Council.	Corporate	Lisa Quinn, Director of Finance and Business Services

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	Relevant Scrutiny Committee	How to make representation to the decision made
CE12/13-8 Determination of School Organisation Plan 2011-2016	To approve the Plan which drives the overall School Organisation Framework and provides the strategy for ensuring the provision of sufficient suitable school places for all children and young people resident in the Borough for the period 2011-2016.	Cabinet	17 Sep 2012	By meetings and the School Organisation website.	Children and Families	Lorraine Butcher, Strategic Director (Children, Families and Adults)
CE11/12-45 Cheshire East Local Plan Core Strategy	To approve and to recommend to Council the publication draft of the Cheshire East Core Strategy.	Cabinet, Council	12 Nov 2012	With housing, business and environment stakeholders, infrastructure providers, Parish Councils and local communities through the website, email post and general publicity.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE12/13-4 Health and Wellbeing Strategy	To consider and review the draft health and wellbeing strategy.	Cabinet	12 Nov 2012	Extensive community consultation.	Health and Wellbeing	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
CE12/13-3 Business Planning Process 2013/16 Business Plan	To approve the business plan for 2013/16 incorporating the Council's priorities, budget, policy proposals and capital programme.	Cabinet	4 Feb 2013	Members, a range of stakeholders including PCT's, Parish Councils, social care representatives, businesses, trades unions, the schools forum and the public by meetings and the website.	Corporate	Lisa Quinn, Director of Finance and Business Services