

Cheshire West & Chester Council

Budget 2010-11



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Cheshire West
and Chester

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Director's Foreword

Welcome to Cheshire West and Chester's Budget Book 2010-11. This document provides a financial summary of the Council's Revenue Budget and Capital Programme for 2010-11.

Context to the Budget

The budget has been set mindful of the financial scenario facing the authority going forward. At the Executive meeting in November 2009, Members were informed the Authority faced a potential £30m funding deficit over the next three years. This budget makes significant progress on this and we estimate a £20m deficit remains over the following two years. Members and Officers are at advanced stages of developing plans for bridging this gap going forward and the Authority's Business Challenge sessions will continue to monitor this position throughout the year.

A key consideration in these proposals, given the difficult financial scenario, is to review more modern and cost effective methods of providing services. Reductions on this scale will not be able to be achieved by top slicing existing budgets. The Transformation Programme will develop some of these initiatives and Directors are continually reviewing service delivery models.

The Authority is developing a 10-year Capital Vision in readiness for public consultation in mid 2010. The schemes proposed will modernise and streamline service delivery, generate better customer experience and more cost efficient services. Elements of the vision will improve the experience of the borough for residents and visitors alike. The component schemes and financing strategies will need to be developed through to mid 2010.

The Revenue Budget 2010-11

The following pages in this Budget Book provide Revenue Budget summaries for each of the Council's Directorates, which take into account the service pressures and efficiencies required to produce a balanced budget for 2010-11. These pages show that we are budgeting to spend £740.950m on delivering services to the people of Cheshire West and Chester.

For Schools through the Dedicated Schools Grant (DSG) funding per pupil will increase by some 4.17% for 2010-11 to £4,274 per pupil.

The Capital Programme 2010-11

In terms of capital investment, a Capital Programme of £117.038m has been approved, subject to completion of appropriate business cases, for 2010-11. This allows £32.341m for the completion of continuing schemes from 2009-10 and £84.697m for new schemes starting in 2010-11. Details of individual schemes can be found in the appropriate Directorate section of this Budget Book.

In Conclusion

The Council is continuing its commitment to make better use of public money by improving value for money through a continuous challenge process which is aimed at identifying and implementing efficiencies, income generation and service improvement and the Transformation programme.

Julie Gill
Director of Resources

Budget Report Summary 2010-11

Budget Setting Council

Cheshire West and Chester's budget for 2010-11 and the amount of council tax to be levied from 1 April 2010 was approved by Council at its meeting on Thursday 25 February 2010.

Key elements of the Budget Report 2010-11 as approved by Council are summarised in the sections below. There have been no material changes since the Council meeting but where further information has since become available, the analysis below has been updated to reflect this.

Background to the Budget Setting Process

The budget setting process started early 2009-10, with the fundamental review of the Council's budget and initial structures for the organisation (post vesting day). This exercise resulted in revised structures and budgets which were approved by Council on 23 September 2009 and resulted in permanent savings of £4.67m being identified.

Due to the relative newness of the Authority a more extensive process has been followed this year, taking into account changes to structures emerging from challenge reviews, redesign of service provision and the staffing needed to deliver these services. High level planning assumptions also took into account factors such as inflation, government grant, council tax, transitional costs beyond year one of the new Authority and any appropriation to/from reserves.

Following the meeting of the Executive on 16 December 2009, a consultation process took place and the feedback from this process has been reflected in the approved budget.

The Medium Term Financial Strategy (MTFS) 2010-13

Ambitious financial targets have been set for Directorates to deliver net on-going financial savings of £6.9m. These savings were identified within the context of an overall medium term financial strategy based upon the following principles:

- Protecting 'front line' service delivery and ensuring resources are directed towards the Authority's Corporate Priorities;
- Ensuring that staffing structures are as lean and efficient as possible;
- Removing duplication wherever possible; and
- Streamlining service delivery and back office infrastructure.

Business Challenge Sessions

The financial targets were addressed by Directorates through a series of Business Challenge sessions during 2009-10, where proposals for growth and savings items were put forward. As a result of these sessions the Authority was able to formulate a set of budget proposals for stakeholder consultation.

The sessions were an opportunity to challenge and evaluate any proposals which had been put forward and were a key step in the start of the budget setting process and ensuring the budget proposals were aligned to the priorities of the organisation.

The final set of approved budget proposals are included at appendix 1.

Budget Consultation Process

A comprehensive consultation process was approved by the Executive to ensure the budget reflected local needs. The process consisted of two stages. The first stage was to identify broad priorities from all of the consultation that had already taken place, such as the Sustainable Communities Strategy, and to use this information to inform the development of the draft budget. The second stage involved specific consultation on the Council's budget proposals. This took place during a six week period in December and January. A document was prepared which outlined the key proposals being considered. The document was made available online and hard copies were distributed to public buildings such as libraries. The document was also communicated through the local press.

During the consultation period, a range of engagement exercises which took place with key stakeholders. These included consultation meetings with Members, Trade Unions, the third sector, businesses, schools, the Local Strategic Partnership, and residents.

One of the ways that residents were consulted was through Question Time events held in Chester, Ellesmere Port and Winsford. A cross section of 250 residents drawn from the Council's citizens panel View West, were invited to attend the events and given the opportunity to ask Executive Members budget related questions. The audience were also asked to indicate their spending priorities. After the events responses were drafted for each of the 150 questions that were submitted to the Executive.

Feedback from this exercise was collated, analysed and made available to Members at Executive and Council in February. Further information can be found at www.cheshirewestandchester.gov.uk/budgetconsultation

Strategic Planning Framework and the Corporate Plan

The policy and expenditure proposals within the budget are set in the context of the Strategic Planning Framework which incorporates the following components; the Corporate Plan, the Cheshire Sustainable Community Strategy (CSCS), the MTFs and the Capital Strategy, the Business Planning and Performance and Risk Management framework.

The Corporate Plan sets out the objectives and priorities of the Council and how they will be achieved and measured. Key themes in the plan are:

- Jobs and Enterprise
- Children and Young People
- Safer and Stronger Communities
- Adult Health and Well Being
- Environmental Sustainability
- Resources and transformation
- Equality and diversity

Key Planning Assumptions

The Authority's high level planning assumptions around pay and price levels, funding streams, treasury management strategy, reserves position, policy and expenditure proposals and deliverability of the capital programme have been kept under constant review during the budget setting process to ensure they are up to date and accurate information has been used to assess overall affordability. Sensitivity analyses were

produced to assess the potential impact of any changes, in any variables, affecting the key planning assumptions which are included in the proposed budget.

Available Funding

The Council's budget for 2010-11 is £244.296m made up of Formula Grant and Council Tax less the deficit on the Collection Fund. In addition to its core funding the Council also receives additional grant funding which it can use to fund its expenditure plans, as long as it complies with any conditions on that funding.

Formula Grant

A significant proportion of the Authority's revenue budget is funded by Formula Grant of £93.482m which includes Revenue Support Grant (RSG) of £11.9m and National Non-Domestic Rates (redistributed business rates) of £81.6m.

The final settlement represents an increase of 2.06% (+£1.886m) on the previous year and compares to an average of 3.05% for All Purpose Authorities and a national average of 2.6% as shown in **Table 1** below.

Table 1 - 2010-11 Grant Settlement

	Cheshire West and Chester Council £m	Average for All Purpose Authorities £m	England £m
2009-10 Formula Grant	91.596	76.972	28.248
2010-11 Formula Grant	93.482	79.316	28.996
Increase £m	1.886	2.344	0.748
Increase %	2.06%	3.05%	2.65%

Area Based Grant

The Authority is the accountable body for £23.6m of Area Based Grant (ABG) revenue funding which through the Local Strategic Partnership will be used to deliver the priority targets set out in the Local Area Agreement. This represents the final year's allocation of a three year grant settlement.

Dedicated Schools Grant

The Authority receives Dedicated Schools Grant (DSG) which funds most of its schools-related expenditure. Grant is distributed using historic levels of expenditure although this is expected to be reviewed for 2011-12 onwards. The final allocation will depend on actual pupil numbers collected in the January 2010 Pupil Level Annual Schools Census and the March 2010 Early Years Census and as a consequence, will not be known until May/June 2010.

For budget setting purposes, the Authority has assumed a baseline allocation of £190.066m using October 2009 pupil numbers and estimated early years' numbers. It may be necessary to report back to Members with a revised and final DSG allocation once actual numbers are known. This is shown below in **Table 2**.

Table 2 - Dedicated Schools Grant

	DCSF Indicative 2010-11 £m	CWAC Assumed 2010-11 £m
Baseline DSG Allocation	195.471	195.325
Academy Funding Adjustment	(5.259)	(5.259)
Total	190.212	190.066
Increase in Funding Per Pupil		4.17%

Specific Revenue Grant

In addition the Authority will also receive £44.142m of specific revenue grants as part of the local government finance settlement.

Collection Fund

The Authority operates a Collection Fund to account for Council Tax. If the Authority collects more or less Council Tax than it had estimated to collect then a surplus or deficit arises. Any surplus reduces the amount needed to be met from local taxation with any deficit having the opposite effect. The estimated deficit on the Collection Fund as at 31 March 2010 is £1.1m.

Council Tax - Precept

The Council Tax precept represents the difference between total net expenditure and income from Formula Grant adjusted for the Authority's share of any surpluses or deficits on the Collection Fund.

Council Tax is based on property values (relating to the saleable value of the property as at 1 April 1991). Dwellings have been assigned to one of eight valuation bands (Bands A to H) with liability to Council Tax for a property in the top band three times that of a property in the bottom band.

The Authority's taxbase for 2010-11 is 121,096 (0.08% higher than the previous year's figure of 120,994). The Authority's budget proposals require £151.926m to be collected from local taxation. Dividing this by the taxbase gives an annual Council Tax bill for a Band D property of £1,254.59. This represents an increase in Council Tax for 2010-11 of 2.5%, an increase of 59p a week for a Band D property.

Tables 3 and 4 below explain how this has been calculated.

Table 3 - Council Tax Requirement

	£000	£000
Proposed Revenue Budget		244,296
Less Central Government Funding (Formula Grant)		
Revenue Support Grant	11,853	
National Non Domestic Rates	81,629	93,482
Net Budget Requirement		150,814
Plus Estimated Deficit on Collection Fund		1,112
Council Tax Requirement		151,926
Band D Council Tax (i.e. Council Tax Requirement divided by Tax Base)		1,254.59

Table 4 - Council Tax by Value Band

Valuation Band	Value as at 1.4.91	No. of Properties	% No. of Properties	Ratio	2009-10 £	2010-11 £	Annual Increase £	Increase per Week £
A	Up to £40,000	31,866	21.8	6/9	816.03	836.39	20.36	0.39
B	£40,001-£52,000	34,661	23.7	7/9	952.03	975.79	23.76	0.46
C	£52,001 -£68,000	28,881	19.7	8/9	1,088.04	1,115.19	27.15	0.52
D	£68,001-£88,000	19,537	13.3	9/9	1,224.04	1,254.59	30.55	0.59
E	£88,001-£120,000	15,006	10.2	11/9	1,496.05	1,533.39	37.34	0.72
F	£120,001-£160,000	8,753	6.0	13/9	1,768.06	1,812.19	44.13	0.85
G	£160,001-£320,000	7,135	4.9	15/9	2,040.07	2,090.98	50.91	0.98
H	Over £320,000	538	0.4	18/9	2,448.08	2,509.18	61.10	1.18

Service Expenditure Requirements

The Council's net service expenditure requirements of £208.442m are as shown in **Table 5** below. Savings of £6.941m have been required to achieve this.

Table 5 - Budget Requirement 2010-11

	£m	£m
Sources of Funding:		
Council Tax	151.926	
Formula Grant Funding (Note 1)	93.482	
Surplus/(Deficit) on Collection Fund	(1.112)	
Total Funding Available		244.296
Net Service Expenditure:		
Children and Young People	30.040	
Adult Social Care and Health	66.680	
Environment & Community	56.803	
Regeneration and Culture	16.253	
Resources	31.228	
Chief Executive	2.702	
Corporate	4.736	208.442
Centrally Held Provisions		
Pay & Price	4.280	
Contingency for Uncertain Items	2.081	
Transitional Cost & Phasing Contingency	5.500	11.861
Capital Financing		19.200
Contribution to General Reserve		4.793
Total Council Budget (Outturn prices)		244.296

Note 1 – Formula Grant Funding comprises Revenue Support Grant £11.9m and National Non-Domestic Rates £81.6m

Net service expenditure (excluding the Housing Revenue Account) is further analysed in **Table 6** below, to show gross expenditure and income.

Table 6 - Net Service Expenditure Budget 2010-11

	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
Children and Young People	322,186	(292,146)	30,040
Adult Social Care and Health	119,701	(53,021)	66,680
Environment/Area & Community	107,986	(51,183)	56,803
Regeneration and Culture	40,277	(24,024)	16,253
Resources	141,946	(110,718)	31,228
Chief Executive	2,713	(11)	2,702
Corporate	6,141	(1,405)	4,736
Total	740,950	(532,508)	208,442

Centrally Held Provisions

From within the Authorities net budget, a number of central contingencies have been identified to meet any emerging inflationary increases (where insufficient information is held to allocate to Directorates). These comprise :

Pay & Price Contingency

The Authority has earmarked an element of its budget for a central pay and price provision to meet the potential cost of items which are known but cannot be fully estimated or allocated at the time of setting the budget. **Table 7** below shows what is included in this provision.

Table 7 - Pay and Price Contingency

	£000
Pay Inflation (1%)	1,410
Non Pay Inflation	1,158
Exceptional Inflation	1,712
Total	4,280

Uncertain Items Contingency

A contingency for uncertain items (£2.081m) has been set aside to meet the potential costs of any budget pressures which have been identified but not met through Policy and Expenditure Proposals and any unforeseen items. The amount of this contingency has been determined having assessed the risk of the identified budget pressures actually emerging.

Transitional Cost & Phasing Contingency

A contingency of £5.5m has been set aside to meet any further transitional costs associated with the creation of the new organisation and to reflect the fact that each Directorate, including the Transformation Programme, has identified considerable savings that can be achieved as part of the service redesign exercise. The delivery of these savings has been assumed in the base budget. However, the timing of when these savings will occur during 2010-11 could be affected by numerous factors.

Capital Financing

The Capital Financing Budget is required to meet the costs of historical capital spend incurred by this Authority and its predecessor Legacy Councils, and also the costs of any new capital spend proposed as part of the 2010-11 and ongoing capital programmes. This budget is offset by income earned on the Authorities cash balances, although given the current economic climate this income is at historically low levels. The Capital Financing Budget for 2010-11 is estimated at £19.2m.

Capital Programme

The Authority is undertaking a two stage process to its capital planning for the current year. The 10 year vision highlights plans to improve the experience for residents and visitors to the borough and will be developed for public consultation towards the middle of 2010.

In the interim, the current year capital programme contained within this report will complete schemes that are already in progress, cover business as usual, and allow some preparatory work for schemes that may ultimately be delivered in the Capital Vision.

The programme presented as part of this report will therefore incorporate allocations to areas of activity that support the Councils corporate priorities. Whilst this money will be allocated to these areas, further reports will come to the Executive to determine the most appropriate distribution of this money in terms of outcomes to be achieved (e.g. Local Transport Plan, transformation programme and ICT Strategy) prior to the start of the financial year. A capital appraisal process has also been implemented to ensure that an appropriate level of scrutiny and challenge exists between the schemes gaining Council approval (for financing) and the scheme eventually starting, as laid down in the Council's Financial Procedures.

A breakdown of the capital programme over continuing schemes and new allocations is provided in **Table 8** and **detailed within the specific section for each Directorate**

Table 8 - Planned Capital Spend in 2010-11

Department	2010-11 Allocation £000	Continuing Schemes £000	Total £000
Children and Young People	18,967	9,010	27,977
Adult Social Care and Health	1,670	617	2,287
Environment & Community	24,983	7,529	32,512
Regeneration and Culture	27,205	11,003	38,208
Resources	11,872	4,182	16,054
Total	84,697	32,341	117,038

Funding of Capital Programme

The Capital Programme is fully funded with estimated capital payments in 2010-11 of £117.038m planned to be financed as shown in **Table 9** below.

Table 9 - Financing of Capital Expenditure

	£000	£000
External Resources:		
Grants	47,272	
Developer/Partner Contributions	11,706	58,978
Council Resources:		
Borrowing	41,152	
Capital Receipts/Reserve	12,507	
Revenue Contrirubutions	4,401	58,060
Total Financing		117,038

Adequacy of Reserves

A summary of the estimated position on the General Reserve over the next three years is shown in **Table 10** below.

Table 10 - Estimated General Fund Reserve Balances

	2010-11 £000	2011-12 £000	2012-13 £000
Estimated Opening Balance as at 1 April	9,391	14,277	17,075
Business Finance Scheme	93	24	13
Planned Contribution to General Reserve	4,793	2,774	2,750
Estimated Closing Balance as at 31 March	14,277	17,075	19,838
Percentage of 2010-11 Net Budget	5.8%	7.0%	8.1%

Based on the latest available information it is estimated that the Authority's opening General Reserves balance for 2010-11 will be £9.4m (3.8% of 2010-11 net budget). £4.8m is planned to be contributed to general reserves in 2010-11 as part of the reserves strategy approved by Council in September 2009, resulting in general reserves being approximately £14.3m at the end of 2010-11.

Appendix 1 - Policy & Expenditure Proposals

Directorate

Policy Options £000

Children & Young People

More effective use of Grant Funding	(1,508)
Early Intervention - reducing the need for high spend specialist placements and interventions	(100)
Better Commissioning and looking for dual funding	(1,200)
To maximise opportunities in reduction in corporate estate	(22)
Review of transport costs	(150)
Reduction in Management Costs	(500)
2009-10 Outturn Ongoing Impact (assumed)	1,200

Total Children & Young People	(2,280)
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Adult Social Care & Health

Home Care - savings through increased range of external provision	(300)
Review Third Sector Funding	(50)
Transport Costs Re-engineering	(350)
Re-configure Physical Disability Day Care Centres	(400)
Reduce use of Long Stay Residential & Nursing placement (net of costs of alternative care)	(150)
More efficient use of Social Care Reform budget	(750)
Improved consistency in application of eligibility criteria and needs assessment	(450)
Further Benefits delivery from Reablement	(50)
Reduce Adult Learning Disability Residential care costs	(50)
Reduction in Adult Learning Disability Domiciliary costs	(50)
Process Control Improvements	(100)
Implementation of Personalisation budgets	(200)
Hot Meals Contract Savings	(100)
Reshape Community Resource Centre Provision	(300)
Negotiate efficiencies in external places budget	(1,350)
Review of intermediate care commissioning	(180)
2009-10 Outturn Ongoing Impact	1,700

Total Adult Social Care & Health	(3,130)
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Appendix 1 - Policy & Expenditure Proposals

Directorate

Policy Options £000

Environment/Area & Community

Development Management - Income Generation Opportunities	(34)
Waste Collection Harmonise Bulky Waste Collection Charges	(200)
Development Management - Transformation Planning Project - Revenue Saving (net effect)	(96)
Development Management - Reduce Specialist Environmental Services	(106)
Highways - Maintenance of Chester City Walls and the Rows	75
Highways - Bikeability	50
Flooding Asset Data Collection	100
Maintenance of Alley Gating	15
Transportation - Introduction of Low Floor Buses to meet Disability Discrimination Act requirements	50
Transportation - 5% growth in Concessionary Fares Scheme	200
Waste Disposal Reduce GMT Payments as per Contract	(186)
Waste Disposal Reduce Waste Tonnages through diversion & minimisation	(467)
Street Scene Levy true cost of maintenance work to Ellesmere Port & Neston Housing Revenue Account	(100)
Waste Strategy Discontinue recycling credits to third party organisations	(49)
Highways - Highways inspection and response standards	(50)
Transportation - Route and Branch Review	(250)
Review of in-house provision of Streetscene, Vehicle Maintenance and Highway Functions	(100)
Development Management - The effect of the upturn in the economy on the level of fee income	(150)
Development Management - Mileage payments	(400)
Reduction in Waste contract costs due to sale of Trade Waste interests	(150)
Loss of income due to reduction in price of recycling materials	150
Net revenue effect from Environmental Health and Trading Standards Service Developments	4
Efficiencies from CCTV Rationalisation	(100)
Reductions in staffing budgets across Directorate	(100)
Net revenue effect from formation of CWAC "safer and stronger" generic enforcement team and New Ways of Working	9
Net revenue effect from new CCTV System, Location, and Automatic Number Plate Recognition (ANPR)	(571)
Domestic Violence - base budget re-alignment	135
River Dee Patrol Boat	30
Customer Services - removal of income target for service charging	125
Community Safety Wardens - base budget re-alignment	114

Total Environment/Area & Community

(2,052)

Appendix 1 - Policy & Expenditure Proposals

Directorate	Policy Options £000
Regeneration & Culture	
Procurement savings	(400)
Generation of income at Cultural and Leisure Facilities	(250)
Private Sector Housing Team - Introduction of an administration fee for processing applications for Disabled Facilities Grants	(35)
Offering to work within a sub-regional Cheshire & Warrington Partnership, placing staff into a shared economic development team	(50)
Reduction in grant payments	(300)
Removal of one off transitional costs	(150)
Total Regeneration & Culture	(1,185)
Resources	
Property Rationalisation - reduced running costs	(250)
Reductions in Building Maintenance budget	(180)
Transformation Programme – net savings	(575)
Property Non-Pay Budget Realignment	500
Phasing of Shared Services Savings	100
Shared Services Income - Removal of contract rebate income target	75
Business Support - Non-pay Budget	100
Total Resources	(230)
Corporate	
Policy Performance Partnerships & Transformation – Area Working	380
Unison Secondments - Pay Budget to fund staff secondments to Unison as required under the Unison/CWAC facilities agreement	179
Increase in External Audit Fee	143
Staff harmonisation programme	125
Corporate Training Programme	500
Chief Executive's Office - non-pay budget	50
Graduate Training Programme	186
Apprenticeships Programme	223
Area Programme Board	150
Total Corporate	1,936
Total Policy Options	(6,941)

Summary Budget Report Tables & Statistics

Summary Tables and General Statistics

Table No	Description	What does this table show?
1	<u>Summary Revenue Budget</u>	An analysis of budget requirement by service including contingencies, provisions and reserves
2	<u>Subjective Analysis of Revenue Budget</u>	An analysis of service budget by expenditure type (e.g. employees, premises, transport, supplies & services, etc.)
3	<u>Total Cost of Directorates</u>	The full budgeted cost of front line service provision
4	<u>Indicative Dedicated Schools Grant (DSG)</u>	An analysis of expenditure budgets funded by DSG, held in various service budgets
5	<u>Capital Budget 2010-11</u>	A summary of 2010-11 Capital Budget by directorate showing 2010-11 new starts, continuing schemes and sources of funding
6	<u>Summary of Workforce Estimates</u>	An analysis of estimated Full Time Equivalent (FTE) employees and Pay Budget
7	<u>Parish Precepts</u>	List of the precepts for 2010-11 paid to each Parish
8	<u>Population Statistics</u>	An analysis of three years population figures for CWAC's administrative area

Table 1 - Summary Revenue Budget

Directorate:	Expenditure	Income	Net Budget
	£000	£000	£000
<u>Children & Young People Directorate</u>			
Safeguarding	24,988	8,737	16,251
Strategic Support	250,013	239,098	10,915
Achievement & Wellbeing	37,863	36,781	1,082
Integrated Strategic Commissioning	9,322	7,530	1,792
	322,186	292,146	30,040
<u>Adult Social Care & Health Directorate</u>			
Operations	86,555	40,813	45,742
Integrated Strategic Commissioning	33,146	12,208	20,938
	119,701	53,021	66,680
<u>Environment/Area & Community Directorate</u>			
Waste Management & Street Scene	31,250	4,166	27,084
Planning & Transport	53,023	33,945	19,078
Regulatory Services	11,847	10,152	1,695
ICT & Customer Services	11,866	2,920	8,946
	107,986	51,183	56,803
<u>Regeneration & Culture Directorate</u>			
Strategic Housing & Spatial Planning	14,228	10,634	3,594
Regeneration	7,706	5,289	2,417
Culture & Recreation	18,343	8,101	10,242
	40,277	24,024	16,253
<u>Resources Directorate</u>			
Director of Resources	175	0	175
Finance	95,726	86,491	9,235
Legal & Democratic	5,313	329	4,984
HR & Organisational Development	3,710	741	2,969
Procurement	3,047	2,435	612
Facilities & Asset Management	21,841	15,441	6,400
Policy, Perf, Partnerships & Transformation	5,860	253	5,607
HR & Finance Shared Services	2,816	995	1,821
Transformation Programme	3,458	4,033	(575)
	141,946	110,718	31,228
<u>Chief Executive Directorate</u>			
Office of Chief Executive	1,687	7	1,680
Marketing & Communications	1,026	4	1,022
	2,713	11	2,702
Corporate (Note 1)	6,141	1,405	4,736
Total Service Provision	740,950	532,508	208,442

Table 1 - Summary Revenue Budget

	Budget £000
Total Service provision	208,442
<u>Add:</u>	
Contingencies & Provisions:	
Inflation (Note 2)	4,280
Pay, Pensions & Prices	2,081
Phasing Adjustment & Transitional costs	5,500
Capital Financing (Note 3)	19,200
	239,503
<u>Add:</u>	
Contribution to Reserves	4,793
Total Council Budget	244,296
Parish Precept	2,454
Amount to be met from Government	
Grants & Local Taxation ('Budget Requirement')	246,750
<u>Deduct:</u>	
Revenue Support Grant	11,853
National Non-Domestic Rates	81,629
Deficit on Collection Fund	(1,112)
	154,380

Notes:

1 The Corporate Budget is made up of the following:

	£000
Actuarial Costs Budget	4,591
Pension Gratuities	115
Miscellaneous Budget	30
	4,736

2 The Budget increase in respect of inflation has not as yet been allocated to the Directorate budgets. This will be allocated in due course during 2010-11.

3 The Capital Financing Budget is made up of the following:

	£000
Provision for Debt Repayment	8,650
Direct Revenue Funding	2,000
Interest on Long Term Loans	8,720
Other Interest Payable	840
Revenue Contribution from Housing Revenue Account	(333)
Revenue Contribution from Children & Young People's Directorate	(210)
Total Debt Repayment	19,667
Less: Interest Receivable on Cash Balances	(467)
Total Capital Financing	19,200

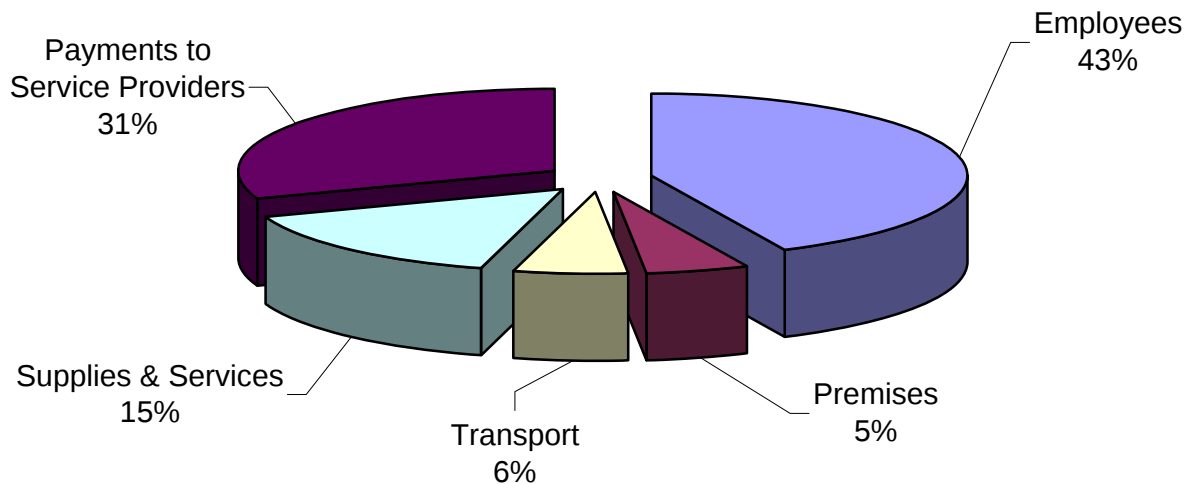
Table 2 - Subjective Analysis of Revenue Budget

Expenditure:		Budget
	£000	£000
Employees		
Employees pay	306,894	
Other employee expenses	<u>12,644</u>	319,538
Premises		38,587
Transport		44,260
Supplies & Services		112,236
<u>Payments to Service Providers</u>		
See attached analysis 1		225,562
Transformation Contingency		390
Transformation Capital Financing		<u>377</u>
Gross Expenditure		<u>740,950</u>
Funding Sources:		
Customer & Client Receipts		54,969
<u>Specific Grants</u>		
See attached analysis 2		335,139
<u>Area Based Grants</u>		
See attached analysis 3		23,275
<u>Reimbursements & Contributions</u>		
See attached analysis 4		56,766
Recharges to Capital		2,274
Internal Recharges		56,052
Transformation Savings		<u>4,033</u>
Total Income		<u>532,508</u>
Net Expenditure		208,442

Table 2 - Subjective Analysis of Revenue Budget

Analysis- Summary Charts

Where is the money spent?



Where does the money come from?

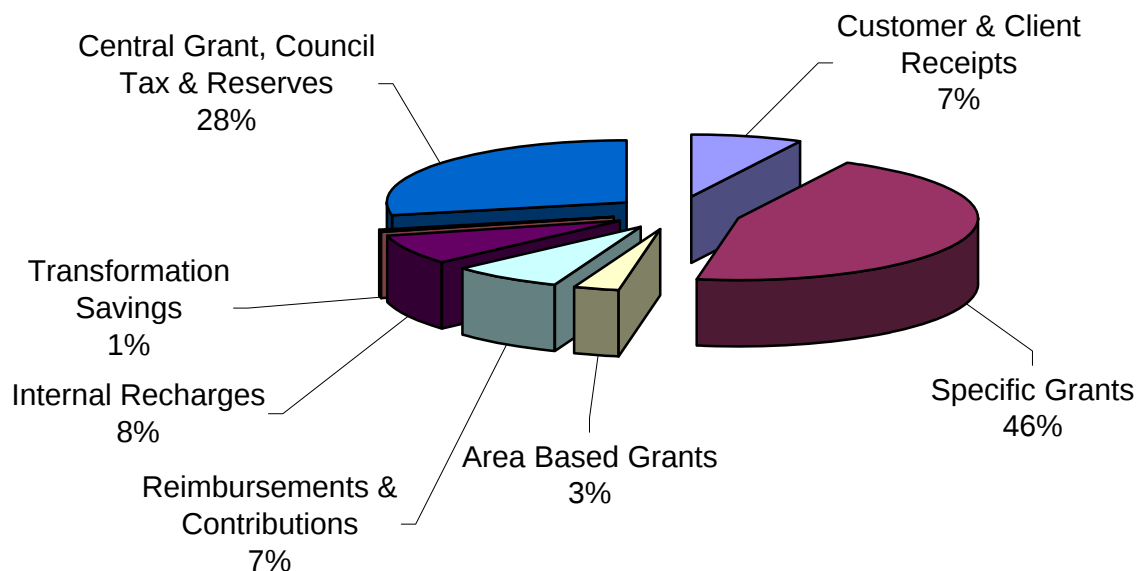


Table 2 - Subjective Analysis of Revenue Budget

1. Analysis of Payments to Service Providers		Budget
	£000	£000
Children & Young People's Directorate		
Further Education Colleges	24,975	
Independent School Fees	4,422	
Foster fees and allowances	4,198	
Agency placements	2,241	
Inter Authority Payments	982	
Allowances for Children in Care	407	
Direct Payments	356	
Education Access, Special Education Needs	236	
Care leaver allowances	161	
Catering	111	
Other	112	
		38,201
Adult Social Care & Health Directorate		
In House Provision	20,876	
Residential Long Stay	20,396	
Nursing Long Stay	15,823	
Domiciliary Care	10,657	
Direct Payment Clients	5,022	
Residential Respite	611	
Extra Care	267	
		73,652
Environment/Area & Community Directorate		
Highways Term Maintenance	9,934	
Joint Waste Contract	9,005	
Waste Collection	8,115	
Safer Roads Partners	1,153	
Street Scene Contract	849	
Community Safety Initiatives	444	
Coroners - Warrington MBC	441	
Cheshire Police	254	
Flood Defence	175	
Other	720	
		31,090
Regeneration & Culture Directorate		
Employment, Skills & Learning	837	
Leisure Dev Health & Wellbeing	630	
Leisure & Community Facilities	298	
Housing Solutions	291	
Tourism Services	197	
Place Marketing	127	
Green Spaces	105	
Other	90	
		2,575
Resources Directorate		
Council Tax & Housing Ben relief	79,613	
Business Rate relief	428	
Other	3	
		80,044
Cheshire West and Chester Council		225,562

Table 2 - Subjective Analysis of Revenue Budget

2. Analysis of Specific Grants	£000	Budget £000
Children & Young People's Directorate		
Dedicated Schools Grant	189,811	
16-19 Funding	24,975	
Standards Fund	19,919	
Sure Start	11,204	
Early Intervention and Prevention Services	601	
Higher Education Funding Council for England	586	
Think Family Grant	521	
YJB Pooled Budget	231	
Targeted Mental Health in Schools	177	
Summer Activities	163	
Prevention Grant (YOT)	149	
Workforce Development (Support Staff)	125	
Home to School Transport	114	
Staying Put	111	
Other	223	248,910
Adult Social Care & Health Directorate		
Social Care Reform	1,448	
Dedicated Schools Grant	235	
Campus Closure	153	
SureStart	123	
Other	360	2,319
Environment/Area & Community Directorate		
Concessionary Fares	1,173	
WPEG	369	1,542
Regeneration & Culture Directorate		
Homelessness	330	
Growth Fund	138	468
Resources Directorate		
Housing Benefit subsidy	81,159	
Business Rates Admin	515	
Department of Communities & Local Government	117	
Dedicated Schools Grant	21	
Other	88	81,900
		335,139

Table 2 - Subjective Analysis of Revenue Budget

3. Analysis of Area Based Grants	£000	Budget £000	Grant Provider
Children & Young People's Directorate			
Connexions	2,740		DCSF
Childrens' Fund	601		DCSF
Child and Adolescent Mental Health	457		Health
Extended Rights for Free Transport	456		DCSF
Extended Schools Start Up Grant	415		DCSF
School Development Grant	403		DCSF
Positive Activities for Young People	363		DCSF
Care Matters White Paper	236		DCSF
School Improvement Partners	180		DCSF
Primary National Strategy - Central	174		DCSF
Secondary National Strategy - Central Co-ord	151		DCSF
School Intervention Grant	120		DCSF
14-19 Flexible Funding pot	101		DCSF
Teenage Pregnancy	100		DCSF
Other	435	6,932	Various
Adult Social Care & Health Directorate			
Carers Grant	1,494		Health
Mental Health	916		Health
Preserved Rights	892		Health
Adults Workforce	855		Health
Learning Disability Development Fund	260		Health
Independent Mental Capacity Act	176		Health
Childrens Workforce	82	4,675	DCSF
Environment/Area & Community Directorate			
Detrunking Grant	1,153		Transport
Road Safety Grant	742		Transport
Stronger Safer Communities	338		Home Office
Rural Bus Subsidy	279		Transport
Youth Taskforce	70	2,582	DCSF
Regeneration & Culture Directorate			
Supporting People Main	8,853		CLG
Supporting People Administration	233	9,086	CLG
		23,275	
Other		307	Various
		23,582	

Key

CLG- Communities and Local Government

DCSF- Department for Children, Schools and Families

Table 2 - Subjective Analysis of Revenue Budget

4. Analysis of Reimbursements & Contributions		Budget
	£000	£000
Children & Young People's Directorate		
Post 16 Funding	16,891	
Inter authority recoupment	5,620	
Carers grant income	279	
Youth Offending - Partner Contributions	198	
LSCB contributions	163	
Education Psychologists	101	
Other	257	23,509
Adult Social Care & Health Directorate		
PCT Contributions to Learning Disability	6,459	
Health Authority Contributions	1,323	
Supporting People	1,160	
Equipment Store	496	
Training	187	
Other	86	9,711
Environment/Area & Community Directorate		
Concessionary Fares/Cheshire Bus	7,986	
Recharges to Other Services	1,378	
Community Safety Initiatives	635	9,999
Regeneration & Culture Directorate		
Special Projects	2,759	
Emp Skills & Learning - Learning Skills Council	2,354	
Libraries	1,285	
Mersey Forest	572	
Green Spaces	562	
Stoak Lodge	441	
Tourism	399	
Housing Strategy	177	
Emp Skills & Learning - Econ Development	177	
Spatial Planning	150	
Archives	138	
Arts	12	9,026
Resources Directorate		
Pan Cheshire shared services	1,745	
Recovery of Court costs	623	
Housing Revenue Account	325	
Reimbursement for Legal Support	116	
Print Section charges	111	
Other	185	3,105
Chief Executive's Directorate		
Other		11
Corporate		1,405
		56,766

Table 3 - Total Cost of Directorates

Directorate:	Service Net Budget £000	Central Support Costs £000	Net Cost Of Service £000
<u>Children & Young People</u>			
Safeguarding	16,251	2,675	18,926
Strategic Support	10,915	6,757	17,672
Achievement & Wellbeing	1,082	1,896	2,978
Integrated Strategic Commissioning	1,792	651	2,443
	30,040	11,979	42,019
<u>Adult Social Care & Health</u>			
Operations	45,742	5,067	50,809
Integrated Strategic Commissioning	20,938	7,162	28,100
	66,680	12,229	78,909
<u>Environment/Area & Community</u>			
Waste Management & Street Scene	27,084	2,917	30,001
Planning & Transport	19,078	5,691	24,769
Regulatory Services	1,695	1,796	3,491
ICT & Customer Services	8,946	(8,946)	0
	56,803	1,458	58,261
<u>Regeneration & Culture</u>			
Strategic Housing & Spatial Planning	3,594	1,751	5,345
Regeneration	2,417	2,126	4,543
Culture & Recreation	10,242	2,644	12,886
	16,253	6,521	22,774
<u>Resources</u>			
Director of Resources	175	(175)	0
Finance	9,235	(9,235)	0
Legal & Democratic	4,984	(4,984)	0
HR & Organisational Development	2,969	(2,969)	0
Procurement	612	(612)	0
Facilities & Asset Management	6,400	(6,400)	0
Policy, Performance, Partnerships & Transformation	5,607	(5,607)	0
HR & Finance Shared Services	1,821	(1,821)	0
Transformation Programme	(575)	0	(575)
	31,228	(31,803)	(575)
<u>Chief Executive</u>			
Office of Chief Executive	1,680	(1,680)	0
Marketing & Communications	1,022	(1,022)	0
	2,702	(2,702)	0
<u>Corporate</u>	4,736	2,318	7,054
Total	208,442	0	208,442

Notes

- 1 This table shows the full budgeted cost of front line service provision by taking account of support service budgets. Allocations are mainly based on gross revenue expenditure plus capital spend for the year. In future years the basis of allocation may change as improved information on usage becomes available.
- 2 Net cost of services do not include depreciation

Table 4 - Indicative Dedicated Schools Grant (DSG)

The funding for schools-related expenditure is paid directly to local authorities via the Dedicated Schools Grant (DSG).

The Indicative DSG of £195.3m is based on estimated pupil numbers at January 2010. An adjustment (£5.3m) has been made to remove, through recoupment, funding for the Academy in Ellesmere Port. The net effect is a budgeted Indicative DSG of £190.0m.

The final DSG will be known in July 2010 based on actual pupil numbers at January 2010.

Expenditure budgets funded by the grant are held in various Head of Service budgets as shown below.

Directorate:

Children & Young People

Achievement & Wellbeing

Strategic Support

Safeguarding

Integrated Strategic Commissioning

Adults, Social Care & Health

Integrated Strategic Commissioning

Environment/Area & Community

Waste Management & Street Scene

Highways

Regulatory Services

Regeneration & Culture

Culture & Recreation

Allocation of Overheads from Central Services

Budget		Per Pupil	
£000	£000	£	£
7,113		159.98	
180,239		4,053.72	
630		14.17	
274	188,256	6.16	4,234.03
235	235	5.29	5.29
40		0.90	
116		2.61	
33	189	0.74	4.25
18	18	0.40	0.40
1,368	1,368	30.77	30.77
190,066		4,274.74	

Table 5 - Capital Budget

Estimated Capital Expenditure (All Schemes)		£000
2010-11 Allocation		
<u>Children & Young People</u>		18,967
<u>Adult Social Care & Health</u>		1,670
<u>Environment/Area & Community</u>		24,983
<u>Regeneration & Culture</u>		27,205
<u>Resources</u>		11,872
Continuing Schemes		
Children & Young People		9,010
Adult Social Care & Health		617
Environment/Area & Community		7,529
Regeneration & Culture		11,003
Resources		4,182
Total Capital Expenditure		117,038

Financing		£000
Source of funding		
Borrowing		41,152
Revenue Contribution		4,401
Grant		47,272
Capital Receipts		12,507
Developer/Partner Contributions		11,706
Total		117,038

Table 6 - Summary of Workforce Estimates

By Directorate	Estimate March '10 FTE	Pay Budget 2010-11 £000
Children & Young People		
Safeguarding	309	11,492
Strategic Support	5,341	161,136
Achievement & Wellbeing	194	9,483
Integrated Strategic Commissioning	26	819
	5,870	182,930
Adult Social Care & Health		
Operations	1,020	29,294
Integrated Strategic Commissioning	55	5,014
	1,075	34,308
Environment/Area & Community		
Waste Management & Street Scene	291	8,532
Planning & Transport	398	12,715
Regulatory Services	217	6,585
ICT & Customer Services	239	7,761
	1,145	35,593
Regeneration & Culture		
Strategic Housing & Spatial Planning	85	3,291
Regeneration	107	4,096
Culture & Recreation	363	9,951
	555	17,338
Resources		
Director of Resources	1	166
Finance	305	9,750
Legal & Democratic	70	2,935
HR & Organisational Development	49	2,898
Procurement	35	1,199
Facilities & Asset Management	446	10,135
Policy, Perf, Partner & Transformation	80	3,567
HR & Finance Shared Service	94	2,265
	1,080	32,915
Chief Executive		
Office of the Chief Executive	44	1,557
Marketing & Communications	17	716
	61	2,273
Pay Budget		305,357
Transformation Programme (backfill) (to be confirmed)	0	1,537
Total Pay Budget		306,894

Table 7 - Precept Requirements

Parish	Parish Council Tax per Band D Property	Parish Council Precept 2010-11 £
Acton Bridge	7.12	2,250
Aldford, Saughton & District	7.14	1,500
Allostock	20.77	7,000
Alvanley	12.88	3,000
Anderton / Marbury	19.72	4,300
Antrobus	21.02	8,428
Ashton Hayes	24.48	10,675
Aston	12.50	650
Backford & District	10.68	1,250
Barnton	42.42	77,000
Barrow	26.76	11,000
Beeston	9.80	1,000
Bostock	13.99	2,000
Broxton & District	17.00	4,200
Burwardsley	30.00	2,760
Byley	24.47	2,300
Capenhurst & Ledsham	7.43	1,100
Christleton	29.54	27,000
Churton & District	10.19	1,600
Clotton Hoofield	24.48	3,500
Coddington & District	4.95	1,500
Comberbach	24.42	11,500
Crowton	7.32	1,750
Cuddington - Northwich	20.11	49,000
Darnhall	30.93	3,000
Delamere	8.74	4,500
Dodleston & District	46.00	20,884
Duddon	22.50	4,500
Dunham Hill & Hapsford	17.39	4,000
Dutton	9.09	1,700
Eaton & District	9.61	1,240
Elton	28.39	32,000
Farndon	23.10	16,700
Foulk Stapleford	7.06	600
Frodsham	32.99	124,530
Great Boughton	17.55	57,018
Great Budworth	34.67	7,350
Guilden Sutton	24.54	15,778
Handley & District	13.39	1,500
Hartford	37.12	95,000
Helsby	45.89	90,000
Huntington	17.22	13,400
Huxley	12.61	1,500
Ince	26.12	1,750
Kelsall	22.60	26,040
Kingsley	22.56	21,609
Lach Dennis	14.71	2,000

Table 7 - Precept Requirements

Parish	Parish Council Tax per Band D Property	Parish Council Precept 2010-11 £
Lea by Backford	20.75	2,200
Little Budworth	14.69	4,700
Little Leigh	32.57	8,500
Little Stanney & District	17.95	3,500
Littleton	11.67	3,000
Lostock Gralam	43.52	32,463
Malpas	12.41	8,500
Manley	10.99	3,100
Marston	20.10	4,000
Mickle Trafford	30.05	29,000
Mollington	10.81	3,750
Mouldsworth	11.11	1,600
Moulton	28.88	24,200
Neston	37.34	226,330
Nether Peover	15.58	3,178
No Mans Heath & District	11.11	5,000
Norley	8.61	5,000
Northwich	73.66	487,776
Oakmere	15.10	4,500
Poulton & Pulford	11.95	3,500
Puddington & District	9.52	2,000
Rowton	14.32	3,150
Rudheath	26.68	32,630
Rushton	13.77	3,400
Saughall & District	44.53	52,011
Shocklach & District	2.29	350
Sproston	45.24	4,750
Sutton Weaver	9.80	2,000
Tarporley	43.38	56,000
Tarvin	23.94	26,745
Tattenhall & District	22.84	22,500
Thornton-le-Moors	12.86	900
Threapwood	9.33	1,250
Tilston	19.76	5,000
Tiverton & Tilstone Fearnall	11.24	2,800
Upton-by-Chester	28.45	91,755
Utkinton	13.77	5,109
Waverton	20.80	14,000
Weaverham	30.71	67,600
Whitegate / Marton	10.57	6,500
Whitley	34.74	10,004
Wincham	34.42	27,500
Winsford	36.46	335,193
Ellesmere Port Charter Trust	1.62	34,000
		2,453,806

Table 8 - Population Statistics

(Source: Registrar General's Mid Year Estimates - O.N.S Crown Copyright)

The Unitary Council of Cheshire West and Chester serves an area previously served by the Councils of Chester City, Ellesmere Port & Neston, Vale Royal and Cheshire County Council.

Cheshire West and Chester covers an area of 94,117 hectares. The population is 328,600 (2008), making it the fourth largest unitary authority in the North West and fourteenth largest unitary in England.

The age structure of Cheshire West and Chester is slightly older than that of England & Wales. In 2008, 5.6% of Cheshire West and Chester's residents were aged under 5, 12.7% were aged 5 to 15 and 17.6% were aged 65 or more.

By Area	2006	2007	2008
Chester	119,700	119,900	120,000
Ellemere Port & Neston	81,800	81,800	81,800
Vale Royal	126,000	126,400	126,800
Total	327,500	328,100	328,600

By Age Group	2006	2007	2008
0 - 4 years	17,500	17,800	18,300
5 - 15 years	43,800	42,700	41,700
16 - 64 years	210,000	210,500	210,600
65+ years	56,200	57,000	57,900
Total	327,500	328,000	328,500

Population Density 2008	Area (hectares)	Area (acres)	Density (hectares)	Density (acres)
Chester	44,833	110,785	2.67	1.08
Ellemere Port & Neston	10,953	27,065	7.47	3.02
Vale Royal	38,331	94,717	3.30	1.33
Total	94,117	232,567	3.49	1.41

Notes:

- Population figures are rounded independently and therefore may not sum to the area total.

Children & Young People

Children & Young People's Directorate

Director - John Stephens

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
Safeguarding	24,988	8,737	16,251
Strategic Support	250,013	239,098	10,915
Achievement and Wellbeing	37,863	36,781	1,082
Integrated Strategic Commissioning	9,322	7,530	1,792
Total Directorate Budget:	322,186	292,146	30,040

Services Provided

The Children and Young People's Services (CYPS) Directorate has an overarching role to improve the outcomes of children based around the five outcomes of 'Every Child Matters' (ECM). In order to meet the objectives of ECM the CYPS Directorate has developed the four Services, detailed below, to work across the outcomes of the ECM agenda and achieve the vision 'To make Cheshire West and Chester the best place for children and young people to grow up'.

These services are:

- Safeguarding - ensures that the more vulnerable children, young people and families in Cheshire West and Chester are cared for and looked after; includes Children's Centres.
- Strategic Support - provides support to all 'front' line services to enable them to carry out their functions. For example, specialised business support, school support, capital programmes and catering.
- Achievement & Wellbeing - leads educational attainment and achievement in schools and early years settings including the private and voluntary sector and child minding and supports vulnerable school age children, young people and their families through targeted provision of a range of services.
- Integrated Strategic Commissioning - working closely with Adult Social Care and Health Directorate to ensure safe transition for children and young people into adult services and the commissioning of services that best meet the needs of children, young people and their families where they are required.

Performance Indicators

Target 2010-11

NI59 Initial Assessments in 7 days	90.00%
NI60 Core Assessments in 35 days	92.00%
NI73 Achievement of Level 4 English & Maths at Key Stage 2	80.00%
NI75 Achievement of 5 or more A* - C GCSE incl. English & Maths	58.00%
NI92 Narrowing the gap in Early Years attainment	28.00%
NI112 Under 18 conception rate	110 = 19.4 per 1,000

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	868
Soulbury	93
Teachers	56
School Based Grants	4,853
Total	5,870

As Director I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Safeguarding

Head of Service - Paul Boyce

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Management	1,227	106	1,121
Children in Need	5,980	1,379	4,601
Children in Care	11,010	1,273	9,737
Locality Services	6,486	5,783	703
Safeguarding unit	285	196	89
Total Budget	24,988	8,737	16,251

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	11,607
Premises	730
Transport	611
Supplies & Services	4,677
Payments to Service Providers	7,363
Total Expenditure	24,988
Income:	
Specific Grants	7,383
Area Based Grants	732
Reimbursements & Contributions	621
Internal Recharges	1
Total Income	8,737
Net Budget	16,251

Main Changes since 2009-10

	£000
2009-10 Budget	18,764
Adjustments:	
Changes in role & function	(1,161)
Technical	(17)
Savings	(2,609)
Service Improvements	1,200
Inflation	74
2010-11 Budget	16,251

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	309
Total	309

Strategic Support

Head of Service - Carly Brown

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Catering	7,840	7,897	(57)
Business Change & Support	15,369	5,091	10,278
Outdoor Education	2,824	3,051	(227)
Further Education Colleges	24,975	24,975	0
Other Schools Related	199,005	198,084	921
Total Budget	250,013	239,098	10,915

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	164,133
Premises	20,331
Transport	9,368
Supplies & Services	31,011
Payments to Service Providers	25,170
Total Expenditure	250,013
Income:	
Customer & Client Receipts	4,223
Specific Grants	210,521
Area Based Grants	457
Reimbursements & Contributions	16,891
Internal Recharges	7,006
Total Income	239,098
Net Budget	10,915

Main Changes since 2009-10

	£000
2009-10 Budget	10,160
Adjustments:	
Changes in role & function	986
Technical	268
Savings	(538)
Inflation	39
2010-11 Budget	10,915

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	474
Teachers	14
School Based Staff	4,853
Total	5,341

Achievement & Wellbeing

Head of Service - Ann Moore

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Improvement & Achievement	21,470	21,137	333
Parent, Family & Community	7,089	6,733	356
Engagement & Access	9,304	8,911	393
Total Budget	37,863	36,781	1,082

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	9,483
Premises	312
Transport	279
Supplies & Services	22,149
Payments to Service Providers	5,640
Total Expenditure	37,863
Income:	
Customer & Client Receipts	575
Specific Grants	27,824
Area Based Grants	1,741
Reimbursements & Contributions	5,733
Internal Recharges	908
Total Income	36,781
Net Budget	1,082

Main Changes since 2009-10

	£000
2009-10 Budget	1,641
Adjustments:	
Changes in role & function	(333)
Technical	56
Savings	(268)
Inflation	(14)
2010-11 Budget	1,082

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	59
Soulbury Advisors	93
Teachers	42
Total	194

Integrated Strategic Commissioning

Head of Service - Jane Middleton

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Childrens Fund	1,202	1,202	0
Workforce Development	977	922	55
Health & Wellbeing	522	522	0
HEFCE/MMU Gratuities Payments	653	653	0
Int Youth Service	4,865	3,621	1,244
Performance Management	(82)	15	(97)
Youth Offending Team	1,185	595	590
Total Budget	9,322	7,530	1,792

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	1,512
Premises	114
Transport	9
Supplies & Services	7,659
Payments to Service Providers	28
Total Expenditure	9,322
Income:	
Customer & Client Receipts	82
Specific Grants	3,182
Area Based Grants	4,002
Reimbursements & Contributions	264
Total Income	7,530
Net Budget	1,792

Main Changes since 2009-10

	£000
2009-10 Budget	2,342
Adjustments:	
Changes in role & function	(629)
Technical	132
Savings	(65)
Inflation	12
2010-11 Budget	1,792

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	26
Total	26

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Children & Young People's Directorate

Capital Programme 2010-11

Director - John Stephens

Department/Scheme	Capital Theme	2010-11 Budget £000	Output to be generated
Children and Young People			
2010-11 allocations for existing schemes		9,010	
New starts for 2010-11			
Schools Capital - removal of temporary accommodation in primary and secondary schools	Council/ Transformation	500	This scheme will improve the learning facilities within primary and secondary schools and will lead to enhanced educational attainment and school attendance.
Academy - preparatory works/New Build	Ellesmere Port & Neston	6,820	This scheme will lead to the development of a new, purpose built academy in Ellesmere Port.
Primary and Special Schools Capital Schemes	Council/ Transformation	9,329	This scheme will continue the programme of making buildings fit for purpose and addressing health and safety issues.
Sure Start Aiming Higher	Council/ Transformation	388	This scheme will improve access to buildings such as Youth clubs for people with disabilities.
Devolved Formula Capital	Council/ Transformation	1,930	Under this scheme each school will receive a funding allocation to further improve the school's facilities.
Total for Children and Young People		27,977	

Financing	
Source of funding	£000
Borrowing	2,766
Revenue Contribution	0
Grant	23,891
Capital Receipts	790
Developer/Partner Contributions	530
	27,977

It should be noted that all 2010-11 allocations for existing schemes are indicative at this stage and will be the subject of specific carry forward requests at outturn.

Adult Social Care & Health

Adult Social Care & Health Directorate

Director - Ian Whitehead

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
Operations & Social Care Provision	86,555	40,813	45,742
Integrated Strategic Commissioning	33,146	12,208	20,938
Total Directorate Budget:	119,701	53,021	66,680

Services Provided

The directorate provides services to vulnerable adults according to an eligibility criteria for assessment based on Fair Access to Care Services guidelines. Activities are grouped under two service areas:

- **Operations & Social Care Provision** - comprising individual commissioning and prevention services, occupational therapy, community mental health and learning disability teams; safeguarding. Social care provision services include reablement and recovery services, care at home services, day care and short term breaks and respite for all groups, family based care.
- **Integrated Strategic Commissioning** - including joint working with NHS partners and children's services to commission services which meet local needs. These include market management with private and third sector providers, including grants and contracts, workforce development and the strategic commissioning of a range of services such as residential and nursing care, meals, telecare, and domiciliary care.

Performance Indicators

Target 2010-11

NI125 Achieving independence for older people through rehab/intermediate care	75%
NI130 Clients receiving self directed support	60% or 5,660 clients
NI132 Timeliness of assessments	85%
NI133 Timeliness of care packages	95%
NI146 Adults with LD in paid employment	5.6%

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	1,075
Total	1,075

As Director I confirm that the information above represents my 2010-11 Budget and I commit to delivering a balanced budget during the financial year.

Signed

Operations

Head of Service - Mick Howarth

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Assessment & Care Management	7,965	740	7,225
Community Based Care - External	16,559	4,187	12,372
Community Based Care - Internal	23,687	23,687	0
Residential/Nursing Care - External	36,557	12,199	24,358
Transport	1,787	0	1,787
Total Budget	86,555	40,813	45,742

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	29,294
Premises	610
Transport	2,604
Supplies & Services	1,271
Payments to Service Providers	52,776
Total Expenditure	86,555
Income:	
Customer & Client Receipts	15,300
Specific Grants	214
Area Based Grants	2,030
Reimbursements & Contributions	2,393
Internal Recharges	20,876
Total Income	40,813
Net Budget	45,742

Main Changes since 2009-10

	£000
2009-10 Budget	44,540
Adjustments:	
Changes in role & function	(236)
Technical	(267)
Savings	(3,930)
Internal Recharge Income Redn	2,575
Service Improvements	2,763
Inflation	297
2010-11 Budget	45,742

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	1,020
Total	1,020

Integrated Strategic Commissioning

Head of Service - Jane Middleton

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Specialist Commissioning	4,943	8,305	(3,362)
In House Provision	20,876	0	20,876
Adults Commissioning	1,342	736	606
Adaptations / Equipment	1,614	571	1,043
Children's Commissioning	1,756	648	1,108
Transformation Funding	1,170	1,170	0
Other	1,445	778	667
Total Budget	33,146	12,208	20,938

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	5,113
Premises	176
Transport	146
Supplies & Services	6,835
Payments to Service Providers	20,876
Total Expenditure	33,146
Income:	
Customer & Client Receipts	140
Specific Grants	2,105
Area Based Grants	2,645
Reimbursements & Contributions	7,318
Total Income	12,208
Net Budget	20,938

Main Changes since 2009-10

	£000
2009-10 Budget	25,651
Adjustments:	
Changes in role & function	236
Technical	(440)
Savings	(1,963)
Internal Recharge Budget Redn	(2,575)
Inflation	29
2010-11 Budget	20,938

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	55
Total	55

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Adult Social Care & Health Directorate

Capital Programme 2010-11

Director - Ian Whitehead

Department/Scheme	Capital Theme	2010-11 Budget £000	Output to be generated
Adult Social Care & Health			
2010-11 allocations for existing schemes		617	
New starts for 2010-11			
Social Care Buildings Review Grant	Council/Transformation	170	This scheme will ensure that high quality services continue to be delivered and investment in core services.
Community Support Centre/Short Stay Provision/Day Care Provision	Council/Transformation	1,500	This scheme was directly linked to revenue savings that are required in 2010-11 and will lead to the provision of care facilities.
Total for Adult Social Care & Health		2,287	

Financing	
Source of funding	£000
Borrowing	477
Revenue Contribution	0
Grant	310
Capital Receipts	1,500
Developer/Partner Contributions	0
	2,287

It should be noted that all 2010-11 allocations for existing schemes are indicative at this stage and will be the subject of specific carry forward requests at outturn.

Environment / Area & Community

Environment/Area & Community Directorate

Director - Steve Kent

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
<u>Waste & Street Scene</u>	31,250	4,166	27,084
<u>Planning & Transportation</u>	53,023	33,945	19,078
<u>Regulatory Services</u>	11,847	10,152	1,695
<u>ICT & Customer Services</u>	11,866	2,920	8,946
Total Directorate Budget:	107,986	51,183	56,803

Services Provided

- Manage & co-ordinate waste collection, disposal, minimisation & recycling of waste.
- Manage & deliver streetscene and public realm maintenance activities.
- Manage & co-ordinate the strategic delivery of the Highways & Transportation agenda necessary to meet the authorities statutory obligations.
- Make decisions on all planning applications.
- Ensure the safe, secure and high quality development design in all new developments.
- Investigate, conserve and enhance the natural and historic environment by providing a range of specialist environmental services.
- Encourage the wise and sustainable use of natural resources by co-ordinating the sustainability and climate change agendas and more sustainable building materials.
- Provide an excellent inclusive customer focused service to all Cheshire West and Chester residents and service users in the most efficient and effective way.
- Develop, operate and deliver a cost-effective, quality and efficient ICT service.
- Provide support to users, maintaining and servicing the ICT infrastructure and business applications
- Include management and operation of parking services, consumer protection and investigations, compliance and support to business, lifetime services and community safety and CCTV.

Performance Indicators

Target 2010-11

NI18 Adult re-offending rates for those under probation supervision	-10.35%
NI20 Assault with injury crime rate (crimes per 1,000 population)	-7.5% from baseline of 2,096 crimes
NI21 Dealing with local concerns about anti-social behaviour and crime by the local council and police	36.70%
NI168 & 169 Principal/Non-principal roads where maintenance should be considered	3.00%/3.00%
NI192 Percentage of household waste sent for reuse, recycling and composting	612kg

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	1,145
Total	1,145

As Director I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Waste Management & Street Scene

Head of Service - John Jeffrey

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Joint Waste	9,460	0	9,460
Waste Strategy	764	369	395
Waste Collection	12,552	2,671	9,881
Street Scene	8,474	1,126	7,348
Total Budget	31,250	4,166	27,084

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	8,565
Premises	506
Transport	2,126
Supplies & Services	1,572
Payments to Service Providers	18,481
Total Expenditure	31,250
Income:	
Customer & Client Receipts	3,797
Specific Grants	369
Total Income	4,166
Net Budget	27,084

Main Changes since 2009-10

	£000
2009-10 Budget	27,750
Adjustments:	
Technical	95
Savings	(1,002)
Inflation	241
2010-11 Budget	27,084

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	291
Total	291

Planning & Transport

Head of Service - Chris Hindle

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Highways Term Maintenance	9,934	0	9,934
Network Management	3,892	3,632	260
Network Strategy	3,625	2,198	1,427
Public & Mainstream Educ Trans	21,550	16,223	5,327
Operations	8,370	8,365	5
Development Control	2,119	2,175	(56)
Building Control	1,973	1,329	644
Specialist Services	1,560	23	1,537
Total Budget	53,023	33,945	19,078

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	12,746
Premises	1,102
Transport	25,925
Supplies & Services	1,892
Payments to Service Providers	11,358
Total Expenditure	53,023
Income:	
Customer & Client Receipts	5,450
Specific Grants	1,173
Area Based Grants	2,174
Reimbursements & Contributions	9,364
Recharges to Capital	1,900
Internal Recharges	13,884
Total Income	33,945
Net Budget	19,078

Main Changes since 2009-10

	£000
2009-10 Budget	20,074
Adjustments:	
Technical	(478)
Savings	(702)
Service Improvements	6
Inflation	178
2010-11 Budget	19,078

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	398
Total	398

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Regulatory Services

Head of Service - Helen Bailey

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Consumer Protect. & Investigations	2,168	305	1,863
Market Surveillance & Bus. Support	1,627	279	1,348
Licensing	572	772	(200)
Lifetime Services	1,711	1,591	120
Car Parking	3,010	6,162	(3,152)
Community Safety	2,759	1,043	1,716
Total Budget	11,847	10,152	1,695

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	6,610
Premises	1,404
Transport	1,675
Supplies & Services	961
Payments to Service Providers	1,197
Total Expenditure	11,847
Income:	
Customer & Client Receipts	9,109
Area Based Grants	408
Reimbursements & Contributions	635
Total Income	10,152
Net Budget	1,695

Main Changes since 2009-10

	£000
2009-10 Budget	(32)
Adjustments:	
Changes in role & function	2,135
Technical	(21)
Savings	(100)
Service Improvement	(282)
Inflation	(5)
2010-11 Budget	1,695

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	217
Total	217

ICT & Customer Services

Head of Service - Dermot Lacey

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
ICT	9,424	2,920	6,504
Customer Services	2,442	0	2,442
Total Budget	11,866	2,920	8,946

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	7,761
Premises	32
Transport	7
Supplies & Services	4,012
Payments to Service Providers	54
Total Expenditure	11,866
Income:	
Internal Recharges	2,920
Total Income	2,920
Net Budget	8,946

Main Changes since 2009-10

	£000
2009-10 Budget	13,133
Adjustments:	
Changes in role & function	(4,319)
Technical	72
Savings	28
Service Improvement	
Inflation	32
2010-11 Budget	8,946

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	239
Total	239

Environment/Area & Community Directorate

Capital Programme 2010-11

Director - Steve Kent

Department/Scheme	Capital Theme	2010-11 Budget £000	Output to be generated
Environment/Area & Community			
2010-11 allocations for existing schemes		7,529	
New starts for 2010-11			
Local Transport Plan Asset Maintenance	Council/Transformation	8,320	This funding allocation will enable the continued maintenance and improvement of public highways.
Integrated Transport Programme	Council/Transformation	3,734	This scheme will ensure that all transport demands on all Council services are maintained safely and efficiently on a cost effective basis.
Investment in Street Scene	Council/Transformation	750	This scheme assists in producing a clean and attractive environment and meeting LAA targets.
Investment in Waste	Council/Transformation	300	This scheme will improve, upgrade and replace depot, Materials Recycling Facilities and waste collection assets, including the provision of new wheeled bins to residents.
Waste Disposal Treatment Plant Private Finance Initiative Project	Council/Transformation	500	This scheme will develop a sustainable disposal route for residual waste that cannot be recycled or re-used.
Transformation of Planning Programme	Council/Transformation	1,260	This scheme will re-design development management so it is focussed on delivering high customer service and will lead to the generation of revenue
Formation of Cheshire West and Chester Council's 'safer and stronger' generic enforcement team	Wellbeing & Community Safety	1,184	This scheme will improve efficiency by introducing multi-skilled team working by providing a new joint working location in Chester. Making better use of technology and maximising revenue under the assets recovery scheme.
Environmental Health and Trading Standards - Service Development	Wellbeing & Community Safety	270	To develop a scientific service laboratory to support the Authority's statutory metrological function and to provide a range of services to customers, thereby generating increased income opportunities.
Car Parks - Essential Repair and Upgrade Rolling Programme	Council/Transformation	225	This scheme is essential for the repair and improvements of current stock. It will tackle the issue of rough sleeping /anti social behaviour in car parks by making car parks more secure.
New CCTV System, Location, and Automatic Number Plate Recognition	Wellbeing & Community Safety	729	To provide a unified service provision within a new location that will provide a better working relationships with partners. Use of new technology to improve service provision and provide safer and more efficient council facilities.

Department/Scheme	Capital Theme	2010-11 Budget £000	Output to be generated
Chester Crematorium - 'Capital Refurbishment' option	Chester City	680	To provide a modern crematorium which meets legislative requirements. In particular the reduction of toxic admissions to meet statutory requirements by 2012.
ICT	ICT Strategy	7,031	This funding allocation for ICT will support a variety of projects including essential replacement, ICT Security and Oracle Development.
Total Environment/Area & Community		32,512	

Financing
Source of funding
Borrowing
Revenue Contribution
Grant
Capital Receipts
Developer/Partner Contributions
32,512

It should be noted that all 2010-11 allocations for existing schemes are indicative at this stage and will be the subject of specific carry forward requests at outturn.

Regeneration & Culture

Regeneration & Culture Directorate

Director - Charlie Seward

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
Strategic Housing & Spatial Planning	14,228	10,634	3,594
Regeneration	7,706	5,289	2,417
Culture & Recreation	18,343	8,101	10,242
Total Directorate Budget:	40,277	24,024	16,253

Services Provided

- Address the issue of affordable housing, decency standards for social housing stock and strengthen structure and processes in the private housing sector.
Manage the Local Development Framework to support the creation of sustainable communities and drive forward the delivery of the Growth Point programme.
Ensure a comprehensive and proactive approach to gypsy and traveller provision.
- Deliver with the help of partners' major regeneration programmes in Chester, Ellesmere Port, Weaver Towns and rural areas of the Authority.
Improve access to employment and increase the skills base of the workforce.
Provide business and economic development support to the private sector co-ordinating the partnership response to the recession.
- Enabling the efficient and effective provision and management of leisure and cultural facilities and assets.
Ensuring investment in culture and leisure also benefits other community priorities such as health, environment, social inclusion, education and the economy.
Put in place a cultural vision and master-plan with an associated short medium and long term investment programme.

Performance Indicators

Target 2010-11

NI141 The percentage of vulnerable people achieving independent living	73.00%
NI142 The percentage of vulnerable people who are supported to maintain independent living	98.55%
NI153 Working age people claiming out of work benefits in the worse performing neighbourhoods	Proposed: maintaining a gap of 2.6% between CWAC and the North West Region average
NI154 Net additional homes provided	Proposed: 675
NI155 Number of affordable homes delivered (gross)	330
NI156 Number of households living in temporary accommodation	49
NI171 New business registration rate	Proposed: 108.50%

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	555
Total	555

As Director I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Strategic Housing & Spatial Planning

Head of Service - Alan Slater

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Private Sector Housing	935	245	690
Housing Strategy	1,028	177	851
Housing Solutions	1,727	781	946
Supporting People	9,526	9,086	440
Spatial Planning	1,012	345	667
Total Budget	14,228	10,634	3,594

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	3,306
Premises	74
Transport	72
Supplies & Services	10,457
Payments to Service Providers	319
Total Expenditure	14,228
Income:	
Customer & Client Receipts	161
Specific Grants	468
Area Based Grants	9,086
Reimbursements & Contributions	769
Recharges to Capital	150
Total Income	10,634
Net Budget	3,594

Main Changes since 2009-10

	£000
2009-10 Budget	3,031
Adjustments:	
Technical	512
Service Improvements	(35)
Inflation	86
2010-11 Budget	3,594

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	85
Total	85

Regeneration

Head of Service - Cliff Mallows

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Special Projects	3,869	2,758	1,111
Employment, Skills & Learning	3,837	2,531	1,306
Total Budget	7,706	5,289	2,417

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	4,118
Premises	364
Transport	131
Supplies & Services	2,125
Payments to Service Providers	968
Total Expenditure	7,706
Income:	
Reimbursements & Contributions	5,289
Total Income	5,289
Net Budget	2,417

Main Changes since 2009-10

	£000
2009-10 Budget	2,860
Adjustments:	
Technical	(373)
Service Improvements	(50)
Inflation	(20)
2010-11 Budget	2,417

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	107
Total	107

Culture & Recreation

Head of Service - Chris Cook

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Cultural & Tourism Services	9,003	3,765	5,238
Leisure & Green Spaces	8,455	3,764	4,691
Business Excellence	315	0	315
Mersey Forest	570	572	(2)
Total Budget	18,343	8,101	10,242

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	9,951
Premises	3,714
Transport	454
Supplies & Services	2,936
Payments to Service Providers	1,288
Total Expenditure	18,343
Income:	
Customer & Client Receipts	5,133
Reimbursements & Contributions	2,968
Total Income	8,101
Net Budget	10,242

Main Changes since 2009-10

	£000
2009-10 Budget	12,209
Adjustments:	
Changes in role & function	(652)
Technical	(223)
Savings	(850)
Service Improvements	(250)
Inflation	8
2010-11 Budget	10,242

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	363
Total	363

Regeneration & Culture Directorate

Capital Programme 2010-11

Director - Charlie Seward

Department/Scheme	Capital Theme	2010-11 Budget £000	Output to be generated
Regeneration & Culture			
2010-11 allocations for existing schemes		11,003	
New starts for 2010-11			
Leisure and cultural asset review and options appraisal	Council/Transformation	380	The scheme will identify solutions for improved leisure and cultural assets provision throughout the Borough.
Open Space	Rural Areas	150	This scheme will support specific activities in rural areas
Library Enhancement Programme	Ellesmere Port & Neston	250	This scheme will provide of a one stop shop/shared service delivery point within Ellesmere Port library.
Lion Salt Works	Weaver Valley	3,000	This scheme will meet a funding deficit following withdrawal of Rural Development Agency funding for Lion Salt works.
Major Investment of cultural stock	Council/Transformation	900	This scheme will maximise the wider value of culture throughout the borough. Including events infrastructure at Chester Grosvenor park before a wider roll out within the borough.
Addressing the Recession - Towards Recovery	Council/Transformation	200	A grant scheme to small businesses encouraging entrepreneurship and relieving some businesses from hardship.
Weaver Valley	Weaver Valley	1,800	To secure the economic regeneration of Northwich and Winsford realising the high-value growth potential of these Weaver Valley towns to deliver sustainable economic growth and prosperity.
Housing -Private Sector inc Disabled Facility Grant	Housing Strategy	4,200	This scheme will continue to provide aids and adaptations within the home to those who meet specific criteria.
Market Towns and Rural Agenda	Rural Areas	900	A sustainable environment where people feel socially inclusive and economically prosperous. Also to improve connectivity between rural towns and their surrounding areas.
Chester Renaissance	Chester City	5,000	To make Chester a must see European city by regeneration schemes and general improvements to the city centre.
Ellesmere Port Regeneration Programme	Ellesmere Port & Neston	900	To deliver and accelerate major economic growth and investment in Ellesmere Port alongside quality of life improvements for existing and new communities.
Growth Point	Council/Transformation	1,100	This scheme will utilise the £1.1m external funding from Communities and Local Government.
Extra Care Development at Northgate	Chester City	4,300	This scheme will utilise the department of health grant of £4.3m earmarked for Extra Care Housing

Department/Scheme	Capital Theme	2010-11 Budget £000	Output to be generated
Housing Revenue Account			
Asbestos Removal		104	Ongoing programme to identify and remove asbestos from Council dwellings
Central Heating Installations		554	New installations and replacement of obsolete central heating systems
Roof Replacements:			
Roof Replacements Ministry of Supply (flat to pitched)		405	Replacement of problematic flat roofs with pitched roofs
Roof Replacements British Iron & Steel Federation		110	Replacement of asbestos roofs with tiled roof
Cornish Units Overcladding		720	Overcladding of concrete walls, renewal of doors & windows, insulation and environmental improvements
Lead service replacement		85	Continuing programme replacing lead water supply pipes with plastic pipes
Electrical Re-wiring		252	Ongoing programme to maintain 30 year standard for rewiring
Medical Adaptations		600	Property adaptations for medical reasons as recommended consultation with Adult Health and Social Services/ Occupational Therapists
Kitchen and Bathroom Replacements		500	Ongoing scheme of replacement of outdated kitchens and bathrooms
Replacement Windows and Doors		600	Rolling annual programme
Garage sites demolish existing		30	Demolition or refurbishment as appropriate
Small Scale Improvements/Highway Crossovers		60	Programme of small schemes in consultation with tenants usually relating to security and car parking issues
Joseph Groome Towers CCTV Upgrade		45	Replacement of obsolete system with system that is compliant with other council systems and monitoring equipment
Fire Safety		60	Various small works required to maintain or enhance fire safety and prevention
Total Housing Revenue Account	Housing Strategy	4,125	This funding allocation will support a variety of projects associated with the Ellesmere Port Housing Stock.
Total Regeneration & Culture		38,208	

Financing	
Source of funding	£000
Borrowing	11,740
Revenue Contribution	501
Grant	18,111
Capital Receipts	190
Developer/Partner Contributions	7,666
	38,208

It should be noted that all 2010-11 allocations for existing schemes are indicative at this stage and will be the subject of specific carry forward requests at outturn.

Resources

Resources Directorate

Director - Julie Gill

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
Director of Resources	175	0	175
Finance	95,726	86,491	9,235
Legal & Democratic	5,313	329	4,984
HR & Organisational Development	3,710	741	2,969
Procurement	3,047	2,435	612
Facilities & Asset Management	21,841	15,441	6,400
Policy, Perf, Partnerships & Transformation	5,860	253	5,607
HR & Finance Shared Service	2,816	995	1,821
Transformation	3,458	4,033	(575)
Total Directorate Budget:	141,946	110,718	31,228

Services Provided

- Finance provides professional, efficient and customer focused financial support and advice to a range of internal and external clients through Revenue and Benefits, Pensions, Financial Management, Corporate Finance and Audit & Risk Management.
- Legal & Democratic provide support to members, Corporate Officers and Departmental clients to ensure that the Council acts at all times in accordance with the Law and the Councils interests are protected.
- The purpose of HR and Organisational Development is to work with partners to recruit, pay and enable all employees to work efficiently and effectively and to ensure progress towards being the highest performing Council.
- Procurement works with key stakeholders within the Authority, with partners and suppliers in order to deliver best value in the sourcing of goods and services.
- Facilities & Asset Management provides the resources to develop and maintain all of the Council's assets. They also deliver the corporate asset management plan ensuring all assets are fit for purpose with appropriate maintenance schedules.
- Policy, Performance, Partnerships and Transformation are responsible for managing and co-ordinating the strategic policy development, performance management and partnerships functions of the Council and the transformation programme..
- HR & Finance Shared Services provide administrative support to the two Councils and a range of external customers including recruitment, contractual management, pay purchasing, payments, income and despatch.

Performance Indicators

Target 2010-11

NI1 The percentage of people from different backgrounds who believe that they get on well together in their local area	85.00%
NI4 The percentage of people who feel they can influence decisions in their locality	31.00%
NI179 Value for money	£6.941 million
NI180 Number of change of circumstances affecting customers Housing Benefit/Council Tax Benefit entitlement within the year '000 caseload	1,200
NI181 Time Taken to process Housing Benefit and Council Tax Benefit claims and changes in circumstances	11 days

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	1,080
Total	1,080

As Director I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Director of Resources

Director - Julie Gill

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Director of Resources	175	0	175
Total Budget	175	0	175

Income/Expenditure - Budget by Category

Expenditure:	
Employees	166
Transport	5
Supplies & Services	4
Total Expenditure	175
Income:	
Total Income	0
Net Budget	175

Main Changes since 2009-10

	£000
2009-10 Budget	(411)
Adjustments:	
Changes in role & function	586
2010-11 Budget	175

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	1
Total	1

Signed

Finance

Head of Service - Mark Wynn

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Financial Management	4,795	953	3,842
Client Finance	985	0	985
Audit & Risk Management	4,114	764	3,350
Revenues & Benefits	84,182	82,945	1,237
Pensions	1,650	1,829	(179)
Total Budget	95,726	86,491	9,235

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	11,498
Premises	1,104
Transport	441
Supplies & Services	2,639
Payments to Service Providers	80,044
Total Expenditure	95,726
Income:	
Customer & Client Receipts	987
Specific Grants	81,695
Reimbursements & Contributions	623
Internal Recharges	3,186
Total Income	86,491
Net Budget	9,235

Main Changes since 2009-10

	£000
2009-10 Budget	8,105
Adjustments:	
Changes in role & function	492
Technical	472
Service Improvements	143
Inflation	23
2010-11 Budget	9,235

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	305
Total	305

Legal & Democratic

Head of Service - Simon Goacher

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Legal Services	2,403	296	2,107
Members Service	2,248	29	2,219
Civic Office	238	0	238
Electoral Services	424	4	420
Total Budget	5,313	329	4,984

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	2,956
Premises	10
Transport	108
Supplies & Services	2,239
Total Expenditure	5,313
Income:	
Customer & Client Receipts	38
Reimbursements & Contributions	140
Internal Recharges	151
Total Income	329
Net Budget	4,984

Main Changes since 2009-10

	£000
2009-10 Budget	5,276
Adjustments:	
Changes in role & function	(642)
Technical	334
Inflation	16
2010-11 Budget	4,984

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	70
Total	70

Human Resources & Organisational Development

Head of Service - Euan Murdoch-Hollies

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Human Resources	1,859	434	1,425
Organisational Dev & Training	867	7	860
Occupational Health	175	234	(59)
Corporate Health & Safety	374	66	308
Apprentice / Graduate Schemes	435	0	435
Total Budget	3,710	741	2,969

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	3,549
Premises	18
Transport	25
Supplies & Services	118
Total Expenditure	3,710
Income:	
Customer & Client Receipts	157
Reimbursements & Contributions	19
Internal Recharges	565
Total Income	741
Net Budget	2,969

Main Changes since 2009-10

	£000
2009-10 Budget	2,407
Adjustments:	
Changes in role & function	(540)
Technical	17
Service Improvements	1,088
Inflation	(3)
2010-11 Budget	2,969

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	49
Total	49

Procurement

Head of Service - Andrew Williams

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Corporate Procurement	703	39	664
CBS Supplies	2,344	2,396	(52)
Total Budget	3,047	2,435	612

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	1,203
Premises	116
Transport	39
Supplies & Services	1,689
Total Expenditure	3,047
Income:	
Customer & Client Receipts	930
Reimbursements & Contributions	84
Internal Recharges	1,421
Total Income	2,435
Net Budget	612

Main Changes since 2009-10

	£000
2009-10 Budget	57
Adjustments:	
Changes in role & function	(1)
Technical	550
Inflation	6
2010-11 Budget	612

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	35
Total	35

Facilities & Asset Management

Head of Service - Noel O'Neill

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Property Services	3,166	8,854	(5,688)
Farms	120	287	(167)
Capital & Construction	4,218	1,282	2,936
Facilities Management	12,296	5,018	7,278
Business Support	2,041	0	2,041
Total Budget	21,841	15,441	6,400

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	10,140
Premises	7,334
Transport	130
Supplies & Services	4,237
Total Expenditure	21,841
Income:	
Customer & Client Receipts	8,859
Reimbursements & Contributions	2,181
Recharges to Capital	224
Internal Recharges	4,177
Total Income	15,441
Net Budget	6,400

Main Changes since 2009-10

	£000
2009-10 Budget	4,997
Adjustments:	
Changes in role & function	1,941
Technical	(707)
Savings	(430)
Service Improvements	600
Inflation	(1)
2010-11 Budget	6,400

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	446
Total	446

Policy, Performance, Partnerships & Transformation

Head of Service - Alistair Jeffs

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Head of Pol, Perf, Part & Trans	207	0	207
Performance Management	1,051	1	1,050
Policy	811	47	764
Partnerships	3,387	205	3,182
Transformation	404	0	404
Total Budget	5,860	253	5,607

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	3,612
Premises	69
Transport	58
Supplies & Services	2,121
Total Expenditure	5,860
Income:	
Customer & Client Receipts	18
Specific Grants	205
Reimbursements & Contributions	30
Total Income	253
Net Budget	5,607

Main Changes since 2009-10

	£000
2009-10 Budget	2,314
Adjustments:	
Changes in role & function	2,740
Technical	41
Service Improvements	492
Inflation	20
2010-11 Budget	5,607

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	80
Total	80

HR & Finance Shared Services

Head of Service - Vanessa Coates

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Exchequer Services	1,358	261	1,097
Contracts & Payroll	1,036	734	302
Development	160	0	160
Sourcing	262	0	262
Total Budget	2,816	995	1,821

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	2,280
Premises	5
Transport	23
Supplies & Services	508
Total Expenditure	2,816
Income:	
Customer & Client Receipts	10
Reimbursements & Contributions	28
Internal Recharges	957
Total Income	995
Net Budget	1,821

Main Changes since 2009-10

	£000
2009-10 Budget	0
Adjustments:	
Changes in role & function	1,505
Technical	20
Service Improvements	300
Inflation	(4)
2010-11 Budget	1,821

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	94
Total	94

Transformation

Head of Service - Alistair Jeffs

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Savings £000	Net Budget £000
Back Office	342	467	(125)
Customer First	1,567	206	1,361
ICT	479	1,125	(646)
Procurement	160	1,455	(1,295)
Property	0	400	(400)
Revenue Income Optimisation (RIO)	143	380	(237)
Contingency	390	0	390
Capital Financing	377	0	377
Total Budget	3,458	4,033	(575)

The Transformation Programme

The Transformation Programme focuses on a number of key projects that are cross cutting and require an integrated approach to their governance and implementation to deliver on a wide range of priorities of the council. The Outline Business Case for the identified net savings for the authority of £1.958m in 2010-11 and the allocation of these savings across the cross-cutting themes are detailed above. Approximately £1.383m of savings have already been attributed to Directorates and the residual savings target of £575k will be allocated during 2010-11.

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	1,537
Premises	453
Transport	0
Supplies & Services	701
Contingency	390
Capital Financing	377
Total Expenditure	3,458
Savings :	
Transformation Savings	5,416
Less Directorate Specific Savings	(1,383)
Net Savings	4,033
Net Budget	(575)

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Resources Directorate

Capital Programme 2010-11

Director - Julie Gill

Department/Scheme	Capital Theme	2010/11 Budget £000	Output to be generated
Resources			
2010-11 allocations for existing schemes		4,182	
New starts for 2010-11			
Property Management (build maintenance, DDA, etc)	Council/Transformation	4,693	Property land acquisitions will provide the asset base to enable regeneration schemes to move forward
Transformation Programme	Council/Transformation		This funding will support the Councils Transformation programme as detailed in the previously approved transformation business case
		7,179	
Total Resources		16,054	

Financing	
Source of funding	£000
Borrowing	12,412
Revenue Contribution	2,400
Grant	396
Capital Receipts	696
Developer/Partner Contributions	150
	16,054

It should be noted that all 2010-11 allocations for existing schemes are indicative at this stage and will be the subject of specific carry forward requests at outturn.

Chief Executive

Chief Executive's Directorate

Director - Steve Robinson

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
Office of Chief Executive	1,687	7	1,680
Marketing & Communications	1,026	4	1,022
Total Directorate Budget:	2,713	11	2,702

Services Provided

- Office of Chief Executive is responsible for Strategic and Corporate Management of CWAC. It also provides secretarial services to Directors and Heads of Service. The Solutions team who provide comprehensive complaints investigation and response service and also to co-ordinate responses to Freedom of Information requests. Emergency Planning who are responsible for the Pan Cheshire Shared Services, co-ordinate multi-agency response to major incidents across Cheshire. The office also co-ordinates, manage and advise on the development of Cheshire West and Chester council's Quality Standards activities in order to ensure that service delivery across the organisation is fit for purpose and meets both external and internal requirements, including legal compliance and customer expectations.
- Marketing and Communications delivers the Corporate Marketing and Promotion Team who are responsible for building, managing and enhancing the Cheshire West and Chester brand across all communication channels. The Press Liaison team management press releases and media relations and the organisation of corporate events and exhibitions.

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	61
Total	61

As Director I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Office of the Chief Executive

Head of Service - Steve Robinson

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Chief Executive	312	0	312
Executive Support	1,147	0	1,147
Emergency Planning	228	7	221
Total Budget	1,687	7	1,680

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	1,571
Premises	7
Transport	4
Supplies & Services	105
Total Expenditure	1,687
Income:	
Reimbursements & Contributions	7
Total Income	7
Net Budget	1,680

Main Changes since 2009-10

	£000
2009-10 Budget	622
Adjustments:	
Changes in role & function	(158)
Technical	1,130
Service Improvements	88
Inflation	(2)
2010-11 Budget	1,680

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	44
Total	44

Marketing & Communications

Head of Service - Pam Bradley

Analysis of Service Budget 2010-11

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Marketing & Communications	1,026	4	1,022
Total Budget	1,026	4	1,022

Income/Expenditure - Budget by Category

Expenditure:	£000
Employees	716
Premises	2
Transport	20
Supplies & Services	288
Total Expenditure	1,026
Income:	
Reimbursements & Contributions	4
Total Income	4
Net Budget	1,022

Main Changes since 2009-10

	£000
2009-10 Budget	688
Adjustments:	
Changes in role & function	(1)
Technical	333
Inflation	2
2010-11 Budget	1,022

As Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2010-11

Workforce	FTE
Local Government Officers	17
Total	17

Housing Revenue Account

Housing Revenue Account (HRA)

Director - Charlie Seward

Services Provided

- **Housing Management**

Provision of a comprehensive management service, including consultation, to residents and leaseholders.

- **Maintenance and Improvement of Housing Stock**

Responsive repairs arising from notifications from residents

Programmes of cyclical maintenance (eg painting, rewiring)

Programmes of improvements (eg kitchens and bathrooms)

- **Improvement to Housing Service**

Implementation of service improvement plan with the aim of providing an excellent service

Other Statistical Information

Number of dwellings at 1st April	5,645
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Number of leasehold dwellings at 1st April	294
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Average rent per week	£59.35
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As Director I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Housing Revenue Account (HRA)

Interim Head of Service - Stewart Holton

Housing Revenue Account - Budget 2010-11

Expenditure:	Budget £000
Repairs & Maintenance	4,323
Supervision & Management	4,329
Rents, Taxes & other charges	329
Negative HRA subsidy payable	4,132
Capital Charges - Dwellings Depreciation	3,806
Debt Management Costs	12
Interest payable & Amortisation charges	480
Increase in provision for Bad Debts	48
HRA estimated share of central costs	254
Total Expenditure	17,713
Income:	
Rent - Dwellings	16,442
Rent - Non Dwellings	410
Service & Facilities charges	269
Contributions	273
Other recharges & interest	104
Total Income	17,498
Projected Use Of Balances	215

Main Changes since 2009-10

	£000
2009-10 Budget	982
Inflation	105
Savings	(1,709)
Subsidy Payable to Government	384
Increase in Rent for Dwellings	(436)
Services pressure/other changes	889
2010-11 Budget	215

As Interim Head of Service I confirm that the information above represents my 2010-11 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Glossary of Terms

Appropriations

Amounts transferred between the revenue account and revenue or capital reserves.

Area Based Grants

Area Based Grant is the general grant allocated directly to local authorities as additional revenue funding to areas. It is allocated according to specific policy criteria rather than general formulae. Local authorities are free to use all of the non-ringfenced funding as they see fit to support the delivery of local, regional and national priorities in their areas.

Balances (or General Revenue Reserve)

These represent an accumulated surplus of income over expenditure in the Council Fund. Balances can be used to reduce future Council Tax precepts, provided that adequate levels are maintained.

Band D Equivalent

The Council Tax is based on property values. Dwellings have been assigned to one of eight valuation bands (Bands A to H). The Council Tax for each band is a fixed proportion of the Band D tax. For example, the tax for a Band H property is twice that of a Band D, whereas a Band A is two thirds. In calculating the likely yield from the tax, the tax base (number of taxable properties) is expressed as the number of 'Band D' equivalents so that, for example, a Band H equates to two Band D equivalents.

Base Budget

The core cost to the Council of maintaining service delivery at current levels of provision. The base budget is inflated annually to take account of price level changes.

Budget

An approved financial plan which has been formulated to meet agreed policy objectives over a given period. Provides a basis for monitoring and accountability.

Budget Adjustment

A budget change which is required to reflect the impact of known factors which will affect future service costs, e.g. the transfer of functions or responsibilities (aka Virement).

Budget Consultation

Provision of opportunities for feedback from the West Cheshire community (including the general public, businesses, Trades Unions, District Councils and other interested parties) in order to disseminate information and canvass views on policy and expenditure options.

Capital Asset

An item with a life of more than a year, and with a value above a defined limit (e.g. land, buildings, vehicles). May also be referred to as a fixed asset.

Capital Expenditure

Expenditure over £10,000 on the purchase, construction or replacement of capital assets.

Glossary of Terms

Capital Financing Costs

Capital financing includes the cost of annual debt repayments and other direct capital contributions, which have to be funded from the revenue budget.

Capital Grant

Specific grant funding is an important feature of Central Government support to local authority capital spending. Such funding is made available for specified types of capital expenditure to support national priorities.

Capital Programme

The Authority's plan of capital projects and spending over future years. Includes the purchase of land and buildings, the erection of new buildings and works, design fees and the acquisition of vehicles and major items of equipment.

Capital Receipts

Income received from the sale of capital assets. Subject to rules laid down by the Government, capital receipts are available to finance new capital expenditure or to repay debt.

Capital Reserve

Created to provide an alternative source of financing capital expenditure and to ensure some stability in the level of capital programme that can be financed.

Capital Starts Year

The financial year in which a planned capital scheme will begin (*not* when pre-start costs are undertaken).

Central Support Costs

Costs of Corporate Service Units which are 'notionally' charged to their client directorates within the Council to give an indication of the full cost of front line service provision. Suppliers and clients are expected to agree a 'Service Level Statement' which specifies the costs, quantity and quality of service provided.

Collection Fund

A collection fund is maintained by the Council to receive all income raised in respect of Council Tax and National Non-Domestic Rates. The fund shows the income received from Council Tax payers and National Non-Domestic Rate Payers. It also shows the National Non-Domestic Rate income being paid over to the Central Government pool (from where it is redistributed to Councils through formula grant) and how the Council Tax income is distributed between Cheshire West & Chester, Cheshire Police Authority, Cheshire Fire & Rescue Authority and Town/Parish Councils.

Glossary of Terms

Contingencies

These are sums set aside to meet the potential costs of activities expected to occur during the year. These costs are over and above those included in service budgets (pay and price contingency), or items which are difficult to predict in terms of financial impact or timing (e.g. Transitional Costs).

Corporate Management Team

The Management Board is the top-level officer management forum for the Council, comprising the Chief Executive and Directors.

Council Tax

The means of raising money locally to pay for local authority services. For 2010–11, the Council element of the Council Tax for a Band D property is £1,254.59.

Council Tax Base

The number of properties in the West County area, expressed in terms of Band D equivalents, which are liable for payment of Council Tax. In 2010-11, Cheshire's council tax base is 121,096 Band D equivalents.

Council Fund

The Council's main revenue fund, to which all revenue receipts are credited, and from which revenue liabilities are discharged. The movement on the fund in the year represents the excess of income over expenditure within the Consolidated Income and Expenditure Account.

Dedicated Schools Grant (DSG)

The Dedicated Schools Grant (DSG) is the total budget for all aspects of expenditure on pupils. The DSG is funded entirely from specific grant. The DSG is a ring fenced grant calculated on the total number of pupils in the County. The DSG must be used in support of the Schools Budget as defined in the School Finance (England) Regulations 2009. It cannot be used for any other purpose.

Depreciation Charges

Service budgets include an internal charge for their use of capital assets. From 2006-07 the basis of these charges has been depreciation costs.

Developer's Contributions

Income from developers under joint financing arrangements.

Earmarked Reserves

These reserves represent monies set aside for specific usage or purposes.

Executive

The Executive consists of the Leader of the Council and the Portfolio holders for each area and is responsible for proposing the policy framework and budget to Full Council and discharging Executive functions in accordance with the policy framework and budget.

Glossary of Terms

External Audit

External Auditors provide an independent check on the Authority's financial operations, and are required to certify the annual accounts.

Finance Procedure Rules

Finance Procedure Rules define the respective roles and responsibilities of the Council and its officers in relation to financial matters. They provide a framework of rules and procedures within which the Council conducts all financial affairs, and take into account national standards of best practice in public authority financial management.

Financial Scenario

The first stage of the annual policy and expenditure planning process. This involves producing an estimate of the resources and spending demands for the following financial year, based on an agreed set of reasonable planning assumptions. The aim of the exercise is to identify any potential funding gap.

Financial Year

The Council's accounting period covers the 12 months from 1 April to 31 March.

Formula (Block) Grant

National funding from Central Government, comprising Revenue Support Grant and contributions from the National Non-Domestic Rates Pool.

Front-Line Service

Services which operate at the interface with the Council's end users (e.g. schools, social care, libraries) are referred to as front-line services. This is in contrast to support services.

Full Council

The pre-eminent decision-making forum comprising all elected members of the Council. Major policy and resourcing decisions, such as the setting of the annual budget and the level of Council Tax, are made by Full Council.

Gross Expenditure

Total expenditure on a service or project before taking into account any income from grants, sales, fees, charges and other general receipts.

Housing Revenue Account (HRA)

The Council has to maintain separate accounts for its landlord service. The HRA is ring-fenced no cross subsidy is allowed between the HRA and General Fund, out of which the Council pays for the remainder of services.

Income

Amounts which the Council receives (or expects to receive) from any source. Income includes fees, charges, sales, capital receipts, the precept on Council Tax collection funds, and grants including Revenue Support Grant and National Non-Domestic Rate.

Glossary of Terms

Inflation

An amount applied to base budgets in order to update them from one year's price levels to the next. Inflation allocations are calculated using a mix of factors including the cost of pay awards, Consumer Price Index, Retail Price Index, and specific indices used in contractual agreements.

Local Area Agreement

This is a three year agreement between Government, local authorities and partners to improve services and quality of life for local people. There are a number of annual key improvement targets to meet which will be monitored and reported by Government, together with a number of locally measure targets. CWAC and the Local Strategic Partnership are accountable to Government for performance in these targets and progress is monitored by the Audit Commission.

Local Government Finance Settlement

The Local Government Finance Settlement is the annual determination made by the Government in respect of the following year of the provision for local authority expenditure, the amount of Central Government support for that expenditure, how that support will be distributed, and the support for certain other Local Government bodies.

Local Strategic Partnership

The areas new Local Strategic Partnership, 'West Cheshire Together' brings together the key public, private and voluntary sector organisations and has agreed five local themes, which form the basis of the assessment. The themes are:

- Safer and stronger communities
- Children and Young People
- Health and Wellbeing
- Business, enterprise and Culture
- Environmental sustainability

They meet on a quarterly basis to oversee the effective partnership working, key challenges for the area, delivery of the Sustainable Communities Strategy and the outcomes and achievement of the Local Area Agreement targets.

Medium Term Financial Strategy

This generally covers a four year planning period and provides a framework for the identification of likely future spending plans and available sources of finance, the determination of policies and priorities and evaluation of options for 'balancing the books'.

National Non-Domestic Rate (NNDR)

The means by which local businesses contribute to the cost of providing local authority services (the replacement for non-domestic rates, which were previously set by individual local authorities). The Government now sets a standard rate on all properties and cannot increase it by more than the Retail Price Index (RPI). The rates are collected on behalf of the Government by Councils and are then redistributed nationally on the basis of resident population.

Glossary of Terms

Net Expenditure

Expenditure after income from all sources has been taken into account.

Outturn

The actual level of spending and income against budget in a particular year.

Outturn Prices

The pay and price levels expected to prevail over the accounting period in question. For example, “2010-11 outturn prices” relates to the total mix of prices paid over the period 1 April 2010 to 31 March 2011.

Policy and Expenditure Proposals

Proposals, including new policies, which have resource implications and will be subject to appraisal by Members, Corporate Management Team and consultees before inclusion in the annual budget preparation.

Precept

The amount of money the Council has to raise from Council Tax payers to pay for Council services.

Price Base

The reference point for pay and price levels in a specified year or at a specific date. For example, ‘outturn 2009-10 prices’ refers to pay and price levels expected during the 2010-11 financial year.

Provision

An amount set aside by the Authority for any liabilities which are likely to be incurred but which are of uncertain amount or timing.

Reserves

Accumulated balances, most notably the Capital Reserve and the Council Fund. Some of these balances are ‘earmarked’ to meet specific known future costs, the remainder are ‘general’ reserves which can be used to fund additional expenditure requirements, as an alternative to the Council Tax. The Local Government Act 2003 requires the Council to take into account the adequacy of reserves when setting the annual budget.

Revenue Expenditure

Spending on the day-to-day running expenses of the Council. Includes expenditure on employees, premises, transport and supplies and services.

Revenue Support Grant (RSG)

Central Government support towards Local Government expenditure. The level of grant is determined by the Government, and is announced in an annual Settlement.

Glossary of Terms

Ring Fencing

Certain budgets agreed by Members are 'ring-fenced'. This means that underspends on these budgets will return to balances and overspends will be met centrally. This is to reflect the fact that certain items of expenditure are either demand-led, or so significantly influenced by extraneous factors that they are beyond the direct control of managers. Ring-fenced budgets include planning levies, external audit fees and election expenses.

Specific Revenue Grants

Government grants to aid certain services, paid at a fixed proportion of the spending actually incurred.

Subjective Analysis

A standard way of classifying accounting information. A subjective analysis shows expenditure and income broken down over the inputs that are needed for a Service to fulfil its objectives (for example, employees, premises, transport costs, etc). The breakdown must follow a format laid down by Chartered Institute of Public Finance and Accountancy (CIPFA).

Supplementary Estimates

These can be either a Supplementary Capital Estimate (SCE) or Supplementary Revenue Estimate (SRE). SCEs are additional resources approved by Members and funded by transfer from elsewhere within the capital programme, by a third party or by the use of Council Reserves. SREs are approved increases to a service revenue budget during the financial year, funded centrally from general reserves or contingencies.

Support Services

Services which provide essential support to front-line and other services, for example financial, personnel and legal services. The charges for these services may be based on Service Level Statements or, where these are not in use, on allocations or apportionments.

Sustainable Communities Strategy

This sets out the overall direction and long term vision for the social, economic and environmental well being of the area.

Virement

Transfer of amounts from one budget heading to another either within or between services (aka budget adjustment).

