

Cheshire West & Chester Council

Budget 2011-12



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Cheshire West
and Chester

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Statement from the Executive Member for Finance

The Budget Scenario

The budget for 2011-12 has been set in testing circumstances; the national financial position and unprecedented levels of national debt have had a material impact on the funding available for local government, requiring significant savings.

The Council had foreseen the need to make savings and has proactively undertaken steps over the last two years to reduce the net running cost of the Council. Even after investing over £10m of the saving in priority services, net costs have fallen by £45m over this period. These savings have left the Council in a relatively strong position and have minimised the impact of the funding reductions now being experienced.

Even with this headstart, the Council still anticipated the need to make savings of £29m over the next three years, commencing in 2011-12. It was felt that this level of saving could be achieved without reducing services to the public.

The actual financial settlement received by the Council in December was worse than anticipated, requiring the delivery of £25m of savings over the next two years. The like for like reduction in formula grant for Cheshire West and Chester of 13.3% in 2011-12 is significantly above the national average and in concert with other funding reductions has required difficult decisions to be made.

Framing the Budget

The budget for 2011-12, agreed by Council in February and presented within this booklet, reflects the desire to maintain and safeguard key services whilst placing the Council on a sustainable financial footing. Cost pressures and the need to invest in some service areas have been recognised and nearly £20m has been invested in Council services, but to afford this offsetting savings of £28m have been necessary.

In order to minimise the impact of savings requirements on front line services, the Council has both reduced the level of general reserves it holds and reduced its contingency provisions. This reinforces the need for budget managers to ensure that services are delivered within the budgets that have been set for the coming year as there is no scope to absorb overspends.

The budget assumes there will be a reduction in staffing of approximately 140 full time equivalents but this is well within the natural turnover that would be expected over this period. Some redundancies may be necessary but it is hoped these can be achieved through voluntary redundancies.

Capital Programme/Vision

The financial settlement outlined reductions in direct government support to capital projects of 45% over the next three years and increased the Council's costs of borrowing which has limited the flexibility in setting its capital priorities.

In this context, the Council has sought wherever possible to maintain funding for both the ongoing core capital programme but also to initiate the first stage of a 10 year capital vision. Despite the restrictions on available funding in 2011-12, steps are being taken to advance work on academies and the development of new leisure facilities while implementing highways improvements across the borough.

Cllr Les Ford
Executive Member for Finance

Budget Report Summary 2011-12

Budget Setting Council

Cheshire West and Chester's budget for 2011-12 and the amount of Council Tax to be levied from 1 April 2011 were approved by Council at its meeting on Thursday 24 February 2011. Key elements from the Budget Report 2011-12, as approved by Council, are summarised below.

Background to the Budget Setting Process

The budget setting process began in April 2010 when the Executive approved the Medium Term Financial plan for 2011-12 to 2013-14 and endorsed the proposed 2011-12 budget strategy. At this stage a funding shortfall over the 3 year period was forecast of approximately £29m, however it was widely acknowledged that this would be the subject of change as a result of the impending General Election and subsequent Comprehensive Spending Review.

In October 2010, the Coalition Government announced the results of its Comprehensive Spending Review (CSR) and this focussed on not only the level of reductions that would take place within all government departments in order to address the Country's budget deficit, but also announced significant changes in how local authorities would receive their funding. At this point it was announced that local authorities would see the level of funding that they would receive reduce by an average of 25.6% over the period of the CSR, 2011-12 to 2014-15. The scale of these reductions was subsequently confirmed on 13 December 2010 when the provisional local government settlement was announced. As a result of the settlement, Central government funding to Cheshire West and Chester Council will reduce over the 2 year period by £25.4m.

Despite the significant funding reductions being faced, the Council considers itself well placed to respond to these reductions. The Council's medium term financial strategy had anticipated funding reductions of this scale and during the first 2 years of its operation, the Council has delivered gross savings of £53m. The Council has reinvested £14m and reduced the cost to taxpayers by £39m. It is therefore considered that it is well placed to respond to the challenging target currently being faced.

In order to influence the budget setting process and inform the financial targets to be considered by Departments, high level planning assumptions were made to establish the overall financial envelope for both revenue and capital, within which the Authority needs to operate. This took into account factors such as inflation, government grant, Council Tax and any appropriations to/from reserves.

A set of high level options were produced which were then the subject of detailed planning and budget modelling at directorate level. It also included the development of the Capital Programme for 2011-12 and the first phase of a 10 year capital vision.

The Medium Term Financial Strategy (MTFS)

Based upon the financial envelope available to the Council, Departments have worked during the budget setting process on developing policy proposals that would reflect the priorities of their services and would reduce their budgets by 20% over the next three years. These proposals were then considered through a series of Member Business Challenge sessions in October and November 2010. All of the budget proposals have been considered against the following principles:-

- Customers pay for services where appropriate;
- Ensure services represent value for money;
- Empowering the community and voluntary sector to deliver services where appropriate.

Business Challenge Sessions

The Business Challenge sessions were attended by the Leader and Deputy Leader of the Council and the Executive Member for the Service as well as the Chief Executive, Directors and other senior managers. 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.

It is important to note that despite the scale of the savings required, the Council has identified a number of priority areas for re-investment of funding. Subsequently it is proposed that the budgets in respect of 'safeguarding children' and 'adult social care' be increased by £5.4m and £5.1m respectively as part of this budget.

Following the provisional financial settlement announcement on 13 December 2010, a briefing document was circulated to members providing information on the impact of the settlement on the Financial Scenario 2011-12 to 2014-15. The final settlement on 31 January 2011 confirmed there would be no material changes to the provisional grant allocations. The process will culminate here with Council approving a balanced Budget and Council Tax for 2011-12 which it considers reasonable having regard to all the relevant factors and risks.

Following the member Business Challenge Sessions in October and November 2010, and following revision after receipt of the financial settlement on 13 December 2010 the Authority was able to formulate a set of budget proposals for stakeholder consultation. .

Budget Consultation Process

Executive Members approved a comprehensive consultation programme designed to inform the Authority's budget for 2011-12. This approach integrated consultation on both revenue and capital proposals.

The first phase involved the identification of broad priorities and took place between July and November 2010. It was comprised of a number of elements, the first being a capital consultation document and feedback form which was published on the website in July and circulated to all residents in the Talking Together newspaper. Over 1,000 responses were received and initial feedback was presented to the Executive in October.

Focus Groups were also held with members of the Citizens Panel and the consultation document was taken to a number of Stakeholder groups. Three Member 'Question Time' events were held during November in Chester, Ellesmere Port and Northwich. The Question Time events were attended by around 180 people who were selected to provide a representative cross section of the local community. Attendees were provided with information on 18 capital schemes and had the opportunity to question the panel. They were then asked to vote on which schemes they saw as the highest and lowest priorities.

A new web based application called YouChoose was launched in November. YouChoose is an online tool which asks users to identify which service areas they thought, more or less, should be spent on in order to save £35m over the next 4 years. Users were also asked to identify whether they support different options for increasing income or efficiency.

The second phase involved specific consultation on the Council's budget proposals. This took place over a six week period in December and January. This phase centred on a consultation document published in December containing draft revenue budget proposals. The document was placed on the Council's website along with a feedback form. Hard copies were made available through libraries and main Council Offices. The consultation was also publicised through the local press and a prize draw was held to encourage a higher response rate.

During this phase, a range of engagement exercises took place with key stakeholders. These included consultation with Trade Unions, the Business Community, Equality and Diversity groups, Town and Parish Councils, the Local Strategic Partnership, Youth Parliament, Children in Care Council, Schools and Community Forums.

The feedback from all of this consultation activity has been collated and thoroughly analysed. A full copy of the detailed feedback is available to download at the following link:

www.cheshirewestandchester.gov.uk/budgetconsultation

Strategic Planning Framework and the Corporate Plan

To ensure that the Authority allocates its resources effectively to deliver excellent services to its priority areas, the proposed budget has been set in the context of a wider Strategic Planning Framework which incorporates the following components:

- the corporate plan
- the Sustainable Community Strategy (SCS)
- the Medium Term Financial Strategy
- 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 Wellbeing
- 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, deliverability of the capital programme etc have been kept under constant review during the budget setting process.

Since the affordability assessment was initially presented to Members in April 2010, the monitoring of these planning assumptions has been of particular importance as the overall funding envelope has been influenced with changes in 2010-11 outturn projections, projected general reserves balances, confirmation of the deficit on the collection fund, increased council tax base, confirmation of the central government grant settlement and additional information being received with regard to future levels of public sector pay and inflation estimates.

BUDGET COMPONENTS

Financial Settlement – 2 Year Government Grant

A significant proportion of the Authority's revenue budget was previously funded by formula grant which includes Revenue Support Grant (RSG) and National Non Domestic Rates (redistributed business rates), and by area based grants and specific grants.

Following the CSR on 20 October 2010, it was announced that the number of area based and specific grants would be reduced from around 90 nationally to fewer than 10 'Core Revenue Grants' with many of the original grants being rolled up into the Formula Grant.

Following this policy change a number of government departments provided information on the future treatment of grants, setting out which will be rolled into formula grant, which will continue to be received as a Core Revenue Grant or specific grant and which will cease to exist.

The result of this policy change has been given specific attention to assess the impact on individual departmental budgets and this has been incorporated into the budget planning process, most significantly for the Children and Young Peoples Directorate which will now receive approximately £30m of its specific and area based grants through the Dedicated Schools Grant (DSG).

Table 1 below provides an analysis of the shift in allocation between Formula Grant, area based and specific grants, Dedicated Schools Grant and the new Core Revenue Grants which have resulted from the policy changes detailed above. To ensure comparability the analysis below includes only those grants which had been confirmed at the time budgets were set, more detailed analysis later in this book includes further balances which have now been confirmed.

Table 1 - Movement in Grant Allocations (including Schools)

	2010-11 Allocation £m	2011-12 Allocation £m
Formula Grant	93.482	96.597
Area Based Grants	22.156	0
Specific Revenue Grants	49.614	1.311
Core Revenue Grants	0	31.970
Dedicated Schools Grant	195.706	222.876
Income from Primary Care Trust*	8.623	0
Total	369.581	352.754

*This income from the Primary Care Trust has been replaced by the new 'Learning Disability & Health Reform' core revenue grant which is now paid directly to the Council.

Formula Grant

Following evaluation of the final Formula Grant settlement allocation for 2011-12, the amount to be received has been confirmed at £96.597m. Having taken into account movements of Area Based Grants and Specific Grants into this allocation the comparative figure for 2010-11 is £111.416m, confirming a like for like decrease of 13.3% (-£14.819m) on the previous year. This compares to an average of -11.4% for All Purpose Authorities and a national average of -9.9%% as shown in **Table 2** below.

Table 2 - 2011-12 Grant Settlement

	Cheshire West and Chester Council £m	Average for All Purpose Authorities £m	National Average £m
2010-11 Adjusted Formula Grant	111.416	92.661	85.038
2011-12 Formula Grant	96.597	82.126	76.613
Decrease £m	-14.819	-10.535	-8.425
Decrease %	-13.3%	-11.4%	-9.9%

Area Based Grant

The government confirmed in the financial settlement that all Area Based Grants would be discontinued from 2011-12. Similar to the changes in relation to specific grants, some sums previously received in respect of Area Based Grants have now been incorporated into the Formula Grant and Dedicated Schools Grant, however a significant number have now been discontinued.

Revenue Grants

As well as the Formula Grant above, and Dedicated Schools Grant (covered in the following section), the Authority will also receive £31.970m of Core Revenue Grants and a further £1.311m in other specific revenue grants as part of the local government finance settlement in 2011-12. Following the policy change of moving certain specific grants into the formula grant and Dedicated Schools Grant allocations and discontinuing other grant allocations, the amount to be received in respect of specific grants represents a significant reduction on previous years allocations.

Dedicated Schools Grant

The Authority receives Dedicated Schools Grant (DSG) which funds most of its schools-related expenditure. In previous years this grant has been distributed using historic levels of expenditure, however this method will be reviewed for 2012-13 onwards. Later years will be subject to work by the Department for Education (DfE) on the wider reform of the school funding system, including the possible development of a national funding formula, as outlined in the Schools White Paper on 24 November 2010.

The final 2011-12 allocation will depend on actual pupil numbers collected in the January 2011 Pupil Level Annual Schools Census and the March 2011 Early Years Census and the final settlement for recoupment for Academies. As a consequence this will not be known until June/July 2011. Even so, any new academies coming on line later in the year will cause the DSG to be further adjusted.

For budget setting purposes the Authority has assumed a baseline allocation of £211.476m (after the academy recoupment of £11.4m) using January 2011 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 3**.

Table 3 – Dedicated Schools Grant

	Per Pupil Funding	Indicative DSG
	£	£m
2010-11 DSG Guaranteed per Pupil Unit of Funding	4,274.74	
Per pupil amount of Mainstreamed Grants (2010-11 Grants GUF)	621.15	
Total Per Pupil Funding for 2011-12 (DSG & Grants GUF)	4,895.89	
2011-12 Indicative DSG		222.876
Academy Funding Adjustment		(11.400)
Total 2011-12 Indicative DSG		211.476
Note: Per Pupil GUF Increase (2010-11 to 2011-12) = 0%		

Financing of Net Expenditure

A large proportion of the Authority's budget is financed by central government grant funding in the form of Revenue Support Grant, National Non-Domestic Rates and Core Revenue Grants, with the balance needing to be met from local taxation in the form of Council Tax.

Collection Fund

The Authority operates a Collection Fund to account for Council Tax. If the Authority collects more or less Council Tax than it has 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 2011 is £0.3m.

Council Tax - Precept

The Council Tax precept represents the difference between total net expenditure and income from Formula Grant and core revenue grants adjusted for the Authority's share of any surpluses or deficits on the Collection Fund. This is the amount that is collected from Council taxpayers.

Any surpluses or deficits on the 2010- 11 Collection Fund will affect the precepts for 2011-12 and will be shared amongst Cheshire West and Chester Council, the Police Authority and the Fire Authority relative to their respective precepts in 2010-11.

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 coalition government has confirmed that there will be no revaluation of council tax bands in England during the life of the current Parliament.

The Authority's taxbase for 2011-12 is 121,530 (0.36% higher than the previous year's figure of 121,096). The Authority's budget proposals require £152.470m 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 which is a Council Tax freeze for 2011-12.

Tables 4 and 5 below explain how this has been calculated.

Table 4 - Council Tax Requirement

	£000	£000
Proposed Revenue Budget		248,767
Less Central Government Funding (Formula Grant)		
Revenue Support Grant	22,808	
National Non Domestic Rates	73,789	96,597
Net Budget Requirement		152,170
Plus Estimated Deficit on Collection Fund		300
Council Tax Requirement		152,470
Band D Council Tax		£ 1,254.59
(i.e. Council Tax Requirement divided by Tax Base)		

Table 5 - Council Tax by Value Band

Valuation Band	Value as at 1.4.91	No. of Properties	% No. of Properties	Ratio	2010-11 £	2011-12 £	Annual Increase £	Increase per Week £
A	Up to £40,000	31,900	21.8	6/9	836.39	836.39	0.00	0.00
B	£40,001-£52,000	34,813	23.7	7/9	975.79	975.79	0.00	0.00
C	£52,001 -£68,000	28,974	19.7	8/9	1,115.19	1,115.19	0.00	0.00
D	£68,001-£88,000	19,544	13.3	9/9	1,254.59	1,254.59	0.00	0.00
E	£88,001-£120,000	15,035	10.2	11/9	1,533.39	1,533.39	0.00	0.00
F	£120,001-£160,000	8,787	6.0	13/9	1,812.19	1,812.19	0.00	0.00
G	£160,001-£320,000	7,147	4.9	15/9	2,090.98	2,090.98	0.00	0.00
H	Over £320,000	545	0.4	18/9	2,509.18	2,509.18	0.00	0.00

Service Expenditure Requirements

The Council's budget for 2011-12 is £248.767m, (excluding Housing Revenue Account) which includes net service expenditure of £253.214m. See **Table 6** below.

Table 6 - Budget Requirement 2011-12

	Gross Expenditure	Gross Income	Net Budget
	£m	£m	£m
Sources of Funding:			
Council Tax		152.470	
Formula Grant Funding (Note 1)		96.597	
Surplus/(Deficit) on Collection Fund		-0.300	
Total Funding Available			248.767
Service Expenditure:			
Children and Young People	302.898	253.639	49.259
Adult Social Care and Health	101.700	20.453	81.247
Environment & Community	104.529	45.033	59.496
Regeneration and Culture	34.603	9.691	24.912
Resources	151.360	118.607	32.753
Chief Executive	2.502	0.012	2.490
Corporate	4.462	1.405	3.057
	702.054	448.840	253.214
Centrally Held Provisions			
Pay & Price	2.584		
General Contingency	5.045		
Redundancy Provision	3.900		11.529
Capital Financing	19.894		19.894
Less: Use of General Reserves	-3.900		-3.900
Less: Core Revenue Grants		31.970	-31.970
Total Council Budget	729.577	480.810	248.767
Parish Precept	2.473		2.473
Total Budget Requirement	732.050	480.810	251.240

Notes:

1 Formula Grant Funding comprises Revenue Support Grant £22.808m and National Non-Domestic Rates £73.789m.

The parish precept of £2.473m needs to be added to the Council budget to obtain the budget requirement of the Council.

The net service expenditure budgets for 2011-12 have increased significantly compared to 2010-11. This is largely a result of the changes to grant funding. Area based grants and specific grants used to be held within each service budget. £49.6m have now moved to either the formula grant or to a core revenue grant which is held outside of the service budget.

Ring Fenced Budgets

Certain budgets are 'ring-fenced' meaning that underspends on these budgets will return to general reserves and overspends will be met centrally from general reserves. This allows for specific items of expenditure which are so significantly influenced by external factors, beyond the direct control of managers in the short term, not to affect the service outturn.

The Director of Resources, who is responsible for determining which budgets should be ring-fenced, has reviewed these as part of the budget setting process and confirmed that ring-fencing is still the appropriate treatment for the budgets listed in **Table 7** below.

Table 7 - Ringfenced Budgets

	£000
Insurances	2,418
NW Flood Defence Levy	193
Rates	4,211
Members' Allowances (including Pensions)	1,356
External Audit & Inspection Fees	586
Coroners Service	441
Election Expenses	120
Subscription to Local Government Association	82
Supplier Contract Rebates	-39
Capital Financing*	19,894
Actuarial Costs*	4,858
Net Council Tax and Housing Benefit Subsidy Payments	522
Total	34,642

* Ring-fenced specifically as part of the management of long term liabilities.

Single Resource Budget for Locality Working

The Authority has made a commitment to have Single Resource Budgets for a proposed range of locally delivered services. Provisionally five localities have been identified for these Local Integrated Services (LIS). Work has commenced to have a Single Resource Budget in place for the Ellesmere Port Locality by April 2011 and for the remaining 4 localities (Chester, Winsford, Northwich and Rural Clusters) by April 2012.

At this stage work is continuing to finalise the services and budgets which will be included within the Ellesmere Port LIS. It is envisaged that by April progress will have been made to identify – albeit at an indicative level - a Single Resource Budget for the Ellesmere Port LIS, based on an initial list of easily disaggregated Services.

Service Expenditure Budget

The 2011-12 service budget has been built up in stages as shown in **Table 8** below.

Table 8 - 2011-12 Service Expenditure Budget

	£000	£000
Original 2010-11 Base Budget		208,442
Stage 1a: Permanent Adjustments		
Approved Adjustments in 2010-11		2,252
Revised 2010-11 Budget		210,694
Stage 1b: Permanent Adjustments		
2011-12 Adjustments:		
Grant Funding Changes	49,646	
3C Waste	114	
Actuarial Cost Budget	267	
Carbon Reduction Commitment	600	
Landfill Tax	800	
Council Tax on Second Homes Adjustment	-35	
Employer Pension Contributions	500	51,892
Adjusted 2010-11 Base Budget		262,586
Stage 2: Inflation		
Pay increases	0	
Fees & Charges changes	-888	-888
Repriced 2010-11 Base Budget		261,698
Stage 3: Directorate Budget Proposals		
Investment Proposals		19,821
Departmental Efficiencies/Savings		-19,221
Proposals relating to Grant Reductions		-9,084
2011-12 Base Budget		253,214

Centrally Held Provisions

From within the Authorities net budget, a number of central contingencies have been identified to meet any emerging inflationary increases. These comprise:

Central Pay & Price Contingency

The Authority has earmarked an element of its budget for a central pay and price provision to meet the cost of exceptional inflation where contractual commitments may mean increases above inflation will be required. £2.6m has been set aside for this purpose.

General Contingency

A general contingency (£5.045m) 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, and represents 1.5% of the base budget.

Redundancy Provision

£3.9m has been set aside to cover potential redundancy costs which may be required as a result of service redesign during 2011-12. It is estimated that in the region of 140 redundancies will be required, and these will be carefully managed throughout the year.

Capital Financing

The capital financing budget for 2011-12 is £19.89m as shown in **Table 9** below. This includes amounts charged in respect of the repayment of outstanding debt, contributions from the income and expenditure account towards the cost of capital expenditure and the amount of interest payable on the Authority's portfolio of long term loans. These budgeted costs are partly offset by the budgeted amount of interest the Authority anticipates earning from the temporary investment of its cash balances during the year. It should be noted that this budget is set to increase in forthcoming years as the capital programme is delivered. Further details will be included in the medium term financial plan early in the new financial year.

Table 9 - Capital Financing Budget

	£m
Provision for Debt Repayment	12.83
Direct Revenue Funding	0.50
Interest on Long Term Loans	7.16
Savings from Debt Rescheduling	(0.37)
Other Interest Payable	0.35
Bank and Cash Collection Charges	0.27
Revenue Contribution from Children and Young People's Services	(0.36)
Total Debt Repayment	20.38
Less Interest Receivable on Cash Balances	(0.49)
Net Capital Financing Budget	19.89

Capital Programme – 2011-12

As part of the financial settlement, the coalition government has announced that on average, direct funding to local government capital projects will reduce by 45% over the period of the spending review. In addition, whilst the government has agreed to maintain the flexibility of Prudential Borrowing it has increased the interest rates on Public Works Loan Board (PWLB) Loans by 1%, thereby increasing the cost of supporting capital expenditure.

Within this context, the Authority has continued to work on the development of an indicative 3 year core capital programme and a set of schemes to be included in the first stage of a 10 year programme (2011-12 to 2013-14) with a total value over the period of £266.076m. This work incorporated consultation exercises including a consultation document and feedback form on the 10 Year capital Vision which was available online during July – November, attracting over 1000 responses. A breakdown of the capital programme between the core capital programme and schemes included in the first phase of the 10 year capital vision is provided in **Table 10**.

Table 10 - Capital Programme Planned Expenditure- 2011-12

Department	Core & Committed Allocation £000	10 Year Capital Vision Allocation £000	Total £000
Children and Young People	8,330	11,056	19,386
Adult Social Care and Health	387	1,000	1,387
Environment & Community	20,784	4,500	25,284
Regeneration and Culture	25,726	6,200	31,926
Asset Management and Investment	10,788	0	10,788
Total	66,015	22,756	88,771

Core Programme

The core programme for 2011-12 consists of allocations totalling £66.015m which includes an assumed sum of £11.224m is required to complete schemes rolling forward from 2010-11. However, this total could alter when the final outturn position is known.

10 Year Capital Vision

At this stage the following 8 schemes are proposed for inclusion in the first phase of the 10 year programme that will encompass the years 2011-12 to 2013-14, with an estimated total cost over this 3 year period of £115m. See **Table 11** below.

Table 11 - Schemes included in first phase of 10 year vision

Scheme	Capital payments 2011-12 - 2013-14
	£m
Ellesmere Port Academy	23.249
Winsford Academy	21.080
Adult Social Care	5.000
Highways Asset Recovery	13.500
EPIC Feasibility Study	0.200
Markets	8.000
Chester Theatre	33.000
Northwich Lifestyle Centre	11.000
Total	115.029

Funding of Capital Programme

The Core Capital Programme and schemes to be included in the first phase of the 10 year vision are fully funded with estimated capital payments in 2011-12 of £88.771m, financed as shown in **Table 12** below. Funding the 3 year indicative capital programme totalling £266.076m, will require approximately £120m of Council Resources (£30m of capital receipts and £90m from long term borrowing). The remaining funding for the capital programme will come from external contributions and grants. The impact of this financing strategy will lead to the long term debt of the Council increasing from £251m to £300m over the 3 year period.

Table 12 - Financing of Capital Expenditure 2011-12

	£m	£m
External Resources/Revenue Contributions:		
Grants	44.980	
Developer/Partner Contributions	4.055	
Revenue Contributions	4.217	53.252
Council Capital Resources:		
Borrowing	21.469	
Capital Receipts/Reserve	14.050	35.519
Total Financing		88.771

Adequacy of Reserves

A summary of the estimated position on the General Reserve over the next three years is shown in **Table 13** below.

Table 13 - Estimated General Fund Reserve Balances

	2011-12 £000	2012-13 £000	2013-14 £000
Estimated Opening Balance as at 1 April	23,874	19,974	17,594
Planned Use of General Reserve	-3,900	-2,380	-1,040
Estimated Closing Balance as at 31 March	19,974	17,594	16,554
Percentage of 2011-12 Net Budget	7.1%	6.3%	5.9%

Based on the latest available information it is estimated that the Authority's opening General Reserve balance for 2011-12 will be £23.9m (8.5% of 2011-12 net budget). The Executive considered a report on the Reserves Strategy on 9 February. A risk assessment of the level of general reserves required for an authority this size and given the current external risks indicates a balance of £19m-£22m would be a prudent level of reserves. The estimated balance of £20m at the end of 2011-12 is therefore within this range and considered prudent.

In addition to the General Reserve, the Authority holds a number of earmarked revenue reserves set aside from operating surpluses to provide for specific future expenditure requirements.

Capital Reserve – this reserve is maintained by capital receipts from the sale of land and buildings and by contributions in some years from revenue. The reserve exists to finance future capital schemes and at no point will the commitments exceed the value of the reserve.

The main features of the reserve therefore are to provide funding for potential emergency spending requirements on assets, support investment in tangible and intangible assets, to hold committed balances where spending is restricted to specific capital schemes and make additional repayments of debt in line with approved Council policy.

The table below shows the estimated balances for the capital reserve for the year 2011-12.

Capital Reserve

	2011-12 £m
Estimated opening balance as at 1 April	12.362
Planned contribution to the Capital Reserve	0.000
Planned use of Capital receipts	-14.050
Contribution to Northgate Development	-1.500
Estimated Capital Receipts in year	15.000
Estimated closing balance at 31 March	11.812

Summary Tables and General Statistics

Table No	Description	What does this table show?
1	Summary Revenue Budget	An analysis of budget requirement by service including contingencies, provisions and reserves
2	Subjective Analysis of Revenue Budget	An analysis of service budget by expenditure type (e.g. employees, premises, transport, supplies & services, etc.)
3	Total Cost of Directorates	The full budgeted cost of front line service provision
4	Indicative Dedicated Schools Grant (DSG)	An analysis of expenditure budgets funded by DSG, held in various service budgets
5	Capital Budget 2011-12	A summary of 2011-12 Capital Budget by directorate showing 2011-12 new starts, continuing schemes and sources of funding
6	Summary of Workforce Estimates	An analysis of estimated Full Time Equivalent (FTE) employees and Pay Budget
7	Policy Proposals	An analysis of policy proposals by Directorate
8	Performance Indicators	An analysis of performance indicators by Directorate
9	Parish Precepts	List of the precepts for 2011-12 paid to each Parish
10	Population Statistics	An analysis of three years population figures for CWAC's administrative area

Table 1 - Summary Revenue Budget

Directorate:	Expenditure £000	Income £000	Net Budget £000
<u>Children & Young People's Services Directorate</u> (Note 1)	(Note 2)		
Children & Families	30,109	1,723	28,386
Achievement & Well-Being	244,982	235,654	9,328
Strategy & Commissioning	6,836	1,502	5,334
Strategic Support	21,013	11,270	9,743
	302,940	250,149	52,791
<u>Adult Social Care & Health Directorate</u>			
Operations - Older People & Physical Disability	65,880	16,175	49,705
Operations - Learning Disability & Mental Health	29,311	3,788	25,523
Strat Comm, Development & Improvement	7,191	490	6,701
	102,382	20,453	81,929
<u>Community & Environment Directorate</u>			
Waste & Street Scene	32,183	4,297	27,886
Planning & Transport	58,852	30,044	28,808
Regulatory Services	13,371	10,187	3,184
Customer Services & ICT	9,784	505	9,279
	114,190	45,033	69,157
<u>Regeneration & Culture Directorate</u>			
Culture & Recreation	16,206	4,890	11,316
Regeneration	5,320	3,271	2,049
Strategic Housing & Spatial Planning	15,191	1,530	13,661
	36,717	9,691	27,026
<u>Resources Directorate</u>			
Director of Resources	276	0	276
Finance	113,759	102,892	10,867
Legal & Democratic Services	5,106	343	4,763
Human Resources & Organisational Development	3,782	723	3,059
Procurement	706	114	592
Facilities & Asset Management	21,137	13,670	7,467
Back Office	2,376	780	1,596
Strategy & Improvement	5,142	85	5,057
	152,284	118,607	33,677
<u>Chief Executive Directorate</u>			
Chief Executive's Office	1,501	8	1,493
Marketing & Communications	1,001	4	997
	2,502	12	2,490
Corporate	5,483	1,405	4,078
Total Service Provision	716,498	445,350	271,148

Table 1 - Summary Revenue Budget

	Budget £000
Total Service provision	271,148
<u>Add:</u>	
Contingencies & Provisions:	
Inflation	2,584
General Contingency	5,045
Redundancy Contingency	3,900
Capital Financing	19,894
Depreciation	-17,934
	284,637
<u>Deduct:</u>	
Contribution to Reserves	-3,900
Total Council Budget	280,737
Parish Precept	2,473
Amount to be met from Government	
Grants & Local Taxation ('Budget Requirement')	283,210
<u>Deduct:</u>	
Adjusted Formula Grant	96,597
Core Revenue Grant	31,970
Deficit on Collection Fund	-300
Council Tax (incl Parish Precept)	154,943

Notes:

- 1 The split between Gross expenditure and Income differs to that which was agreed at Council in February. This is due to adjustments made to the budgets to reflect the latest indicative Dedicated School Grant budgets. These could not be fully reflected in the Council budget report.
- 2 The expenditure budgets shown as part of 'service provision' include allocated depreciation budgets. These national charges were excluded from the budget report for clarity.

Table 2 - Subjective Analysis of Revenue Budget

Expenditure:		Budget
	£000	£000
Employees		
Employees pay	314,047	
Other employee expenses	<u>7,036</u>	321,083
Premises		35,400
Transport		43,001
Supplies & Services		86,916
<u>Payments to Service Providers</u>		
See attached analysis 1		212,164
Depreciation Charges		17,934
Gross Expenditure		<u>716,498</u>
Funding Sources:		
Customer & Client Receipts		50,586
<u>Specific Grants</u>		
See attached analysis 2		313,573
<u>Reimbursements & Contributions</u>		
See attached analysis 3		46,051
Recharges to Capital		2,655
Internal Recharges		32,485
Total Income		<u>445,350</u>
Net Expenditure		271,148

Table 2 - Subjective Analysis of Revenue Budget

1. Analysis of Payments to Service Providers		Budget
	£000	£000
Children & Young People's Services Directorate		
Agency placements	5,450	
Fostering & Adoptions Allowances	4,501	
Independent School Fees	4,258	
Payments to Other Local Authorities - SEN	1,843	
Children with Disabilities	558	
SEN Education Access	244	
Support for Children in Care	210	
Section 17 payments	150	
Other	547	17,761
Adult Social Care & Health Directorate		
Nursing Long Stay	25,248	
Residential Long Stay	20,000	
Domicilliary Care	10,409	
Direct Payments Clients	4,939	
Adaptations & Equipment	624	
Residential Respite	604	
Meals Contract	381	
Extra Care	265	
Other	85	62,555
Community & Environment Directorate		
Landfill Contract	8,166	
Road Maintenance	7,709	
Waste Collection Contract	7,485	
HWRC Contract	1,802	
Road Lighting Energy	1,137	
Winter Maintenance	873	
Vale Contractual Services	800	
Carbon Reduction Allowance	600	
Warrington Borough Council - Coroners	442	
Cheshire Police Authority	194	
Flood Defence Levy	193	
Other	802	30,203
Regeneration & Culture Directorate		
Leisure & Green Spaces	1,161	
Housing Solutions	934	
Cultural & Tourism Services	472	
Place Marketing	209	
Employment, Skills & Learning	161	
Other	56	2,993
Resources Directorate		
Council Tax & Housing Benefit Relief	98,224	
Business Rate Relief	427	
Other	1	98,652
		212,164

Table 2 - Subjective Analysis of Revenue Budget

2. Analysis of Specific Grants	£000	Budget £000
Children & Young People's Services Directorate		
Dedicated Schools Grant	211,454	
Higher Education Funding Council for England	586	
Youth Offending	481	
Children with Disabilities Grant	26	
Pupil Premium	2,768	
EU Milk Subsidy Grant	<u>20</u>	215,335
Resources Directorate		
Dedicated Schools Grant	21	
Housing Benefit Subsidy	97,702	
Business Rates Admin	<u>515</u>	98,238
		313,573

Table 2 - Subjective Analysis of Revenue Budget

3. Analysis of Reimbursements & Contributions		Budget
	£000	£000
Children & Young People's Services Directorate		
Young People's Learning Agency	15,765	
Income from Other Local Authorities - SEN	5,701	
Youth Offending	272	
Local Safeguarding Children's Board	213	
Other	466	22,417
Adult Social Care & Health Directorate		
Health Authority Contributions	3,059	
Supporting People Income	1,160	
Training	187	
Other	60	4,466
Community & Environment Directorate		
OLA Contributions - Concessionary Fares	6,379	
OLA Contributions - Cheshire Bus	1,641	
OLA Contributions - Dial A Ride	209	
Staff Contribution to Car Scheme	166	
Other	323	8,718
Regeneration & Culture Directorate		
Emp Skills & Learning - Learning Skills Council	2,417	
Special Projects	854	
Libraries	870	
Mersey Forest	580	
Museums & Tourism	546	
Stoak Lodge	481	
Housing Strategy	377	
Leisure & Green Spaces	357	
Supporting People	193	
Housing Solutions	120	
Archives	131	
Other	125	7,051
Resources Directorate		
Pan Cheshire Shared Services (Cheshire East)	1,128	
Recovery of Court costs	623	
Reimbursement for Legal Support	117	
Other	118	1,986
Chief Executive's Directorate		
Other		8
Corporate - OLA Income - Gratuities		1,405
		46,051

Table 3 - Total Cost of Directorates

Directorate:	Service Net Budget £000	Central Support Costs £000	Net Cost Of Service £000
<u>Children & Young People's Services</u>			
Children & Families	28,386	3,418	31,804
Achievement & Well-Being	9,328	1,844	11,172
Strategy & Commissioning	5,334	1,098	6,432
Strategic Support	9,743	4,180	13,923
	52,791	10,540	63,331
<u>Adult Social Care & Health</u>			
Operations - Older People & Physical Disability	49,705	5,886	55,591
Operations - Learning Disability & Mental Health	25,523	1,604	27,127
Strat Comm, Development & Improvement	6,701	2,240	8,941
	81,929	9,730	91,659
<u>Community & Environment</u>			
Waste & Street Scene	27,886	2,245	30,131
Planning & Transport	28,808	5,402	34,210
Regulatory Services	3,184	1,820	5,004
Customer Services & ICT	9,279	-8,668	611
	69,157	799	69,956
<u>Regeneration & Culture</u>			
Culture & Recreation	11,316	1,609	12,925
Regeneration	2,049	1,100	3,149
Strategic Housing & Spatial Planning	13,661	3,380	17,041
	27,026	6,089	33,115
<u>Resources</u>			
Director of Resources	276	-166	110
Finance	10,867	-6,386	4,481
Legal & Democratic Services	4,763	-1,056	3,707
Human Resources & Organisational Development	3,059	-3,059	0
Procurement	592	-592	0
Facilities & Asset Management	7,467	-10,946	-3,479
Back Office	1,596	-1,596	0
Strategy & Improvement	5,057	-1,482	3,575
	33,677	-25,283	8,394
<u>Chief Executive</u>			
Chief Executive's Office	1,493	-878	615
Marketing & Communications	997	-997	0
	2,490	-1,875	615
<u>Corporate</u>	4,078	0	4,078
Total	271,148	0	271,148

Notes

- This table shows the full budgeted cost of front line service provision by taking account of support service budgets. Allocations are based on gross revenue expenditure plus capital spend for the year.

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 £222.9m is based on estimated pupil numbers at January 2011. An adjustment (£11.4m) has been made to remove, through recoupment, funding for the Academies in Ellesmere Port, Winsford, Christleton and Delamere. The net effect is a budgeted indicative DSG of £211.5m.

The final DSG will be known in July 2011 based on actual pupil numbers at January 2011.

The DSG income budget is fully held within Children & Young People's Services. However, expenditure budgets funded by the grant are held in various Head of Services budgets as shown below:

Directorate:

Children & Young People's Services

Children & Families	1,226		28.38	
Achievement & Well-being	205,753		4,763.41	
Strategy & Commissioning	208		4.82	
Strategic Support	2,713	209,900	62.81	4,859.42

Community & Environment

Waste Management & Street Scene	40		0.93	
Highways	116		2.69	
Regulatory Services	33	189	0.76	4.38

Regeneration & Culture

Culture & Recreation	18	18	0.42	0.42
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Resources

Finance	21	21	0.49	0.49
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Allocation of Overheads from Central Services

Budget		Per Pupil	
£000	£000	£	£
1,226		28.38	
205,753		4,763.41	
208		4.82	
2,713	209,900	62.81	4,859.42
40		0.93	
116		2.69	
33	189	0.76	4.38
18	18	0.42	0.42
21	21	0.49	0.49
1,347	1,347	31.18	31.18
211,475		4,895.89	

Table 5 - Capital Budget

Estimated Capital Expenditure (All Schemes)		£000
2011-12 Allocation		
<u>Children & Young People's Services</u>		8,330
<u>Adult Social Care & Health</u>		387
<u>Community & Environment</u>		20,784
<u>Regeneration & Culture</u>		25,726
<u>Resources</u>		10,788
First phase of 10 year Capital Vision		
Children & Young People's Services		11,056
Adult Social Care & Health		1,000
Community & Environment		4,500
Regeneration & Culture		6,200
Total Capital Expenditure		88,771

Financing		£000
Source of funding		
Borrowing		21,469
Revenue Contribution		4,217
Grant		44,980
Capital Receipts		14,050
Developer/Partner Contributions		4,055
Total		88,771

Table 6 - Summary of Workforce Estimates

By Directorate	Estimate March '11 FTE	Pay Budget 2011-12 £000
Children & Young People's Services		
Children & Families	407	15,095
Achievement & Well-Being	5,011	175,371
Strategy & Commissioning	15	1,721
Strategic Support	248	6,417
	5,681	198,604
Adult Social Care & Health		
Operations - Older People & Physical Disability	774	22,559
Operations - Learning Disability & Mental Health	211	6,406
Strategic Commissioning, Development & Improvement	28	1,884
	1,013	30,849
Community & Environment		
Waste & Street Scene	279	7,170
Planning & Transport	360	11,934
Regulatory Services	190	6,519
Customer Services & ICT	124	3,661
	953	29,284
Regeneration & Culture		
Culture & Recreation	336	8,801
Regeneration	107	4,110
Strategic Housing & Spatial Planning	83	3,333
	526	16,244
Resources		
Director of Resources	1	167
Finance	314	9,700
Legal & Democratic Services	66	2,774
Human Resources & Organisational Development	42	2,892
Procurement	13	689
Facilities & Asset Management	428	9,693
Back Office	83	2,168
Strategy & Improvement	72	3,409
	1,019	31,492
Chief Executive		
Chief Executive's Office	38	1,402
Marketing & Communications	17	719
	55	2,121
Corporate		5,453
Total Pay Budget		314,047

Table 7 - Policy & Expenditure Proposals

Directorate	Policy Options £000
Children & Young People's Services	
<i>Investment</i>	
Looked after Children - Provision for Agency Placements, Fostering, Direct Payments	4,007
Unachievable Income Targets	682
Growth in Early Intervention and Safeguarding Services	1,400
Slippage in 2010-11 management savings	400
Non Delievery (part) of more efficient use of grants 2010-11 policy optio	758
Total Investment	7,247
<i>Departmental Efficiencies / Savings</i>	
Rationalising cross Directorate staffing and operational budgets	-2,470
Home to School Transport	-329
Youth Offending Service	-127
Outdoor Education Fee Waiver Budget	-66
Efficiency savings from non-pay expenditure budgets	-80
Total Departmental Efficiencies / Savings	-3,072
<i>Reduction in Grants</i>	
Connexions (Part grant)	-1,000
Children and family Centre - Reduction in operating costs	-376
Music Service	-295
National Challenge	-529
Short Breaks for Disabled Children	-657
Grants to PVI (Early Years) Settings	-861
Reduction in 14-19 Grants	-250
Right to Free Travel Grant	-222
Workforce Development Training Grants	-767
Total Reduction in Grants	-4,957
Total Children & Young People's Services	-782

Table 7 - Policy & Expenditure Proposals

Directorate	Policy Options £000
Adult Social Care & Health	
Investment	
Additional funding in response to 2010-11 increased demand levels expected to continue	5,086
Total Investment	5,086
Departmental Efficiencies / Savings	
Reduce Long Stay Residential & Nursing placement	-250
Hot Meals: Extend service to include tea time reducing home care visits	-75
Extend use of Telecare	-50
Customer Contributions	
Process Control Improvements	-100
Review service user contribution rates and financial assessment coverage	-350
Review charge rates and charging discretions	-50
Personalisation	
Further benefits delivery from Reablement	-100
Improved consistency in application of eligibility criteria	-950
Future Service Design and Commissioning	
Home Care - savings through increased external provision	-200
Reshape Community Resource Centre Provision	-400
Reconfigure Internal Learning Disability Services	-250
Re-configure Mental Health Services	-150
Efficiencies in Social Work and Occupational Therapist teams	-400
Review of Strategic Commissioning Approach	-100
Efficiency savings from non-pay expenditure budgets	-60
Total Departmental Efficiencies / Savings	-3,485
Reduction in Grants	
Stroke Strategy	-55
Social Care Reform Grant	-183
Carers	-100
Workforce Development	-105
Total Reduction in Grants	-443
Total Adult Social Care & Health	1,158

Table 7 - Policy & Expenditure Proposals

Directorate	Policy Options £000
Community & Environment	
<i>Investment</i>	
Highways Maintenance Term Contract	200
Integration of Council and Police Uniformed Enforcement staff (pilot)	90
Development Management income shortfall	250
Green Travel Agenda	400
Car parking income - underachievement	1,100
Total Investment	2,040
<i>Departmental Efficiencies / Savings</i>	
Development Management - Transformation Planning Project - Revenue Saving (net effect)	-152
Waste Disposal - Reduction in Staffing upon Plant Completion	-100
Waste Disposal - Reduce GMT Payments as per contract	-320
Waste Disposal - Reduce waste tonnages through diversion & minimisation	-483
Transform street scene service via demand led rostering	-500
Review all public conveniences and close low usage facilities	-90
Net revenue effect from Environmental Health and Trading Standards Service Developments	-55
Net revenue effect from formation of CWAC "safer and stronger" generic enforcement team and New Ways of Working	-32
Highways and Transport Service Structure Re-modelling	-750
Integrated Transport Service Review and Implementation	-101
Specialist Environmental Services Review	-231
Rationalise and Develop Parking Service	-426
Review of Licensing and Enforcement Fees	-35
Flood Asset Data Collection budget reduction	-100
Pest control income optimisation	-20
Management of New Roads and Streetworks (Utility) Operations	-80
Review of income potential for highways associated licensing	-14
ICT Shared Service efficiencies	-290
ICT and Customer Services efficiencies	-60
Rationalisation of Green Spaces	-125
Efficiency savings from non-pay expenditure budgets	-120
Total Departmental Efficiencies / Savings	-4,083
<i>Reduction in Grants</i>	
Local Transport Services	-1,273
Concessionary fares	-268
Stronger Safer Communities	-338
Reduced Grants	-122
Total Reduction in Grants	-2,001
Total Community & Environment	-4,044

Table 7 - Policy & Expenditure Proposals

Directorate	Policy Options £000
Regeneration & Culture	
<i>Investment</i>	
Market Income	200
Additional Leisure Costs	374
Green Spaces Staffing	100
Green Spaces Income	40
Support for Housing Delivery programme	326
Evergreen	21
Supporting People review	2,735
Total Investment	3,796
<i>Departmental Efficiencies / Savings</i>	
Outsource Place Marketing, Major Events and Strategic Economic Development functions	-150
Commissioning mechanism (CIC) for Leisure/Culture	-1,350
Internal rationalisation / Review - Culture & Recreation	-200
Review funding to Third Sector Organisations	-100
Private Sector Housing fees	-35
Housing Strategy and Enabling fees	-200
Remodelling Housing Solutions Service	-50
Private Sector Housing efficiency saving	-80
Spatial Planning efficiency saving	-100
Capitalisation	-475
Efficiency savings from non-pay expenditure budgets	-198
Shared Service reviews:	
Archives	-42
Libraries specialist services	-45
Rural Touring Network	-1
Total Departmental Efficiencies / Savings	-3,026
<i>Reduction in Grants</i>	
Economic Assessment Duty	-7
Growth Point Revenue	-138
Supporting People Admin	-1,468
Total Reduction in Grants	-1,613
Total Regeneration & Culture	-843

Table 7 - Policy & Expenditure Proposals

Directorate	Policy Options £000
Resources	
<i>Investment</i>	
Fallout of Financial Management Standard in Schools (FMSIS) income	50
Commercial Property Voids	400
Car Parking	60
Lache Neighbourhood Management	117
Non pay budgets supporting delivery of corporate HR agenda	300
Shared Service Legal Entity	100
Total Investment	1,027
<i>Departmental Efficiencies / Savings</i>	
Finance	
Insurance Fund review	-250
Assumed reduction in external audit fee	-56
Structure reviews	-100
Cash collection contract saving	-30
Saving on Housing Benefit Subsidy	-200
Review non pay budgets	-50
Legal & Democratic	
Practising Certificates costs	-15
Structure Review	-100
HR & Organisational Development	
Corporate Training Programme	-100
Union Secondment	-15
Facilities & Asset Management	
Review of staffing structure	-300
Farms Estate Review	-47
Back Office	
Shared Services phasing adjustment	-100
Staff Harmonisation programme	-125
Strategy & Improvement	
Service Rationalisation - Staffing	-240
Service Rationalisation - Non pay	-30
Review of the Transformation Programme	-707
Third Sector commissioning	-115
Directorate-Wide	
Efficiency savings from non-pay expenditure budgets	-140
Total Departmental Efficiencies / Savings	-2,720
<i>Reduction in Grants</i>	
Cohesion Grant	-57
Local Involvement Networks	-13
Total Reduction in Grants	-70
Total Resources	-1,763

Table 7 - Policy & Expenditure Proposals

Directorate	Policy Options £000
Chief Executives	
<i>Departmental Efficiencies / Savings</i>	
Executive Support restructure	-160
Efficiency savings from non-pay expenditure budgets	-40
Total Departmental Efficiencies / Savings	<u>-200</u>
Total Chief Executives	<u><u>-200</u></u>
 Corporate	
<i>Investment</i>	
Increase in Members' Personal Budgets	375
Developing Locality Working	250
Total Investment	<u>625</u>
<i>Departmental Efficiencies / Savings</i>	
Allowances - Premium, Shift and Overtime Enhancements	-1,175
Lease Cars	-1,066
Procurement Savings	-394
Total Departmental Efficiencies / Savings	<u>-2,635</u>
Total Corporate	<u><u>-2,010</u></u>

Table 8 - Performance Indicators

As the requirement to comply with the National Indicator Set has been removed from Councils, the range of indicators and targets maintained by the Council is being reviewed. The indicators listed below reflect areas currently expected to be included in 2011-12. The full set of indicators and the linked targets have been included in each service's business plan to be published in April 2011.

Directorate:

Children & Young People's Services Directorate

Due to the restructuring of the Children's Department indicators are still being developed to complement the operating priorities of the Directorate.

Adult Social Care & Health Directorate

- The proportion of clients in receipt of community based care on a self directed basis.
- The number of Older age 65+ people still in their own homes 91 days after being discharged from hospital to rehabilitation.
- Total carers in year receiving a needs assessment or review, and receiving specific carers service or advice and information.
- The total number of care packages in place within 4 weeks following as assessment.

Community & Environment Directorate

- Improved street and environmental cleanliness (covering litter, detritus, graffiti and fly posting).
- Kg of residual waste per household.
- Percentage of dangerous potholes fixed within 5 working days.
- People killed or seriously injured in road traffic accidents (all and separately under 16s).
- Anti-social behaviour (ASB), percentage of closed ASB cases which receive positive feedback from the customer.
- Average time to process household planning applications.

Regeneration & Culture Directorate

- Net additional homes provided.
- Number of affordable homes provided.
- External funding brought into the regeneration service in total and proportional to core funding.
- Operational performance of the Community Interest Company (CIC).
- Average time taken to let a property (days).
- Rent collected as a percentage of rent owed.

Resources Directorate

- Average processing times for new benefit claims and change events.
- Collection rates for Council Tax and Business Rates (NNDR)
- The total number of working days/shifts lost to the authority due to sickness absence (by Dept).
- Managing the property portfolio:
 - a - voids (%), b - rent receivable -v- budget, c - property empty for more than six months.
- Total net value of any on-going cash releasing value for money gains since 2008-09.
- Procurement savings:
 - a - cashable, b - non-cashable, c - grants, d - capital.

Housing Revenue Account

- Percentage of non-decent homes (improved or reduced).
- Tenant satisfaction measures: Repairs and maintenance, Investment programme, Support to new tenants, dealing with anti-social behaviour.
- Rent collection rate and arrears recovery.
- Void rent loss.

Table 9 - Precept Requirements

Parish	Parish Council Tax per Band D Property	Parish Council Precept 2010-11 £
Acton Bridge	7.86	2,500
Aldford, Saughton & District	7.18	1,500
Allostock	20.96	7,000
Alvanley	12.71	3,000
Anderton / Marbury	19.46	4,300
Antrobus	21.12	8,428
Ashton Hayes	26.45	11,532
Aston	12.75	650
Backford & District	10.87	1,250
Barnton	54.82	100,000
Barrow	28.85	12,000
Beeston	13.46	1,400
Bostock	17.48	2,500
Broxton and District	17.36	4,200
Burwardsley	30.86	2,870
Byley	22.33	2,300
Capenhurst & Ledsham	8.28	1,250
Christleton	29.74	27,000
Churton and District	12.18	1,900
Clotton Hoofield	23.81	3,500
Coddington and District	6.49	2,000
Comberbach	25.59	12,000
Crowton	7.26	1,750
Cuddington -Northwich	22.07	53,500
Darnhall	31.25	3,000
Davenham	16.90	19,603
Delamere	10.76	5,500
Dodleston and District	39.56	18,000
Duddon	19.80	4,000
Dunham Hill and Hapsford	17.62	4,000
Dutton	9.09	1,700
Eaton and District	32.71	4,219
Elton	28.98	32,800
Farndon	23.07	16,700
Foulk Stapleford	6.90	600
Frodsham	30.22	114,704
Great Boughton	17.55	57,018
Great Budworth	34.67	7,350
Guilden Sutton	25.58	16,423
Handley and District	13.64	1,500
Hartford	33.10	85,000
Helsby	46.13	90,000
Huntington	16.81	13,400
Huxley	12.82	1,500
Ince	25.36	1,750
Kelsall	24.61	28,298
Kingsley	22.63	21,609
Kingsmead	10.40	18,500

Table 9 - Precept Requirements

Parish	Parish Council Tax per Band D Property	Parish Council Precept 2010-11 £
Lach Dennis	15.83	2,200
Lea by Backford	23.58	2,500
Little Budworth	14.46	4,700
Little Leigh	32.44	8,500
Little Stanney and District	18.27	3,600
Littleton	13.57	3,500
Lostock Gralam	43.93	32,463
Malpas	16.01	11,000
Manley	12.45	3,400
Marston	19.80	4,000
Mickle Trafford	30.40	29,000
Mollington	13.24	4,500
Mouldsworth	11.35	1,600
Moulton	31.44	26,378
Neston	32.61	197,764
Nether Peover	15.41	3,190
No Mans Heath and District	11.14	5,000
Norley	8.55	5,000
Northwich	73.66	475,622
Oakmere	15.31	4,500
Poulton and Pulford	11.95	3,500
Puddington and District	14.08	3,000
Rowton	15.97	3,610
Rudheath	26.53	32,630
Rushton	13.65	3,400
Saughall & District	44.53	51,432
Shocklach and District	2.24	350
Sproston	32.11	3,500
Sutton Weaver	9.95	2,000
Tarporley	43.55	56,000
Tarvin	24.46	27,440
Tattenhall and District	23.46	23,300
Thornton-le-Moors	15.94	1,100
Threapwood	9.40	1,250
Tilston	20.51	5,250
Tiverton & Tilstone Fearnall	11.48	2,870
Tushingham, Bradley and Macefer	3.25	500
Upton-by-Chester	26.53	86,000
Utkinton	13.32	4,850
Waverton	27.78	19,000
Weaverham	29.94	65,570
Whitegate / Marton	9.66	6,000
Whitley	34.97	10,000
Wincham	31.88	25,500
Winsford	36.46	337,050
Ellesmere Port Charter Trust	1.62	34,294
		2,473,317

Table 10 - Population Statistics

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

Cheshire West and Chester covers an area of 94,117 hectares. The population is 326,600 (2009), making it the fourteenth largest unitary in England.

The age structure of Cheshire West and Chester is slightly older than that of England & Wales. In 2009, 5.6% of Cheshire West and Chester's residents were aged under 5, 12.6% were aged 5 to 15 and 18.1% were aged 65 or more.

By Area	2007	2008	2009
Chester	119,900	120,000	118,700
Ellemere Port & Neston	81,800	81,800	80,600
Vale Royal	126,400	126,800	127,200
Total	328,100	328,600	326,500

By Age Group	2007	2008	2009
0 - 4 years	17,800	18,300	18,400
5 - 15 years	42,700	41,700	41,000
16 - 64 years	210,500	210,600	208,100
65+ years	57,000	57,900	59,100
Total	328,000	328,500	326,600

Population Density 2009	Area (hectares)	Area (acres)	Density (hectares)	Density (acres)
Chester	44,833	110,785	2.65	1.07
Ellemere Port & Neston	10,953	27,065	7.36	2.98
Vale Royal	38,331	94,717	3.32	1.34
Total	94,117	232,567	3.47	1.40

Notes:

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

Children & Young People's Services Directorate

Director - Gerald Meehan

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
Children & Families	30,109	1,723	28,386
Achievement & Well-Being	244,982	235,654	9,328
Strategy & Commissioning	6,836	1,502	5,334
Strategic Support	21,013	11,270	9,743
Total Directorate Budget:	302,940	250,149	52,791

Services Provided

The Children & Young People's Services 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 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 & Chester the best place for children and young people to grow up'.

These services are:

- **Children & Families**

Ensures that the more vulnerable children, young people and families in Cheshire West & Chester are cared for and looked after.

- **Achievement & Well-Being**

Leads on 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.

- **Strategy & Commissioning**

Working closely with the Adult Social Care & 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.

- **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.

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	887
Teachers	2,677
Soulbury	12
Other School Based Staff	2,105
Total	5,681

As Director I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Children & Families

Head of Service - Paul Boyce

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Management	928	4	924
Children in Need & Child Protection	5,109	0	5,109
Children in Care & Care Leavers	17,510	233	17,277
Early Identification and intervention	5,332	1,162	4,170
Safeguarding Unit & LSCB - Reporting to Director	1,230	324	906
Total Budget	30,109	1,723	28,386

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	15,097
Premises	668
Transport	860
Supplies & Services	2,649
Payments to Service Providers	10,673
Depreciation Charges	162
Total Expenditure	30,109
Income:	
Specific Grants	1,337
Reimbursements & Contributions	173
Total Income	1,510
Net Budget	28,599

Changes since 2010-11

	£000
2010-11 Budget	16,251
Adjustments:	
Changes in role & function	865
Grant Funding Changes	6,438
Depreciation	162
Other	356
Policy Options:	
Investment Proposals	8,227
Department Efficiencies/Savings	-3,537
Proposals to Grant Reductions	-376
2011-12 Budget	28,386

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	407
Total	407

Achievement & Well-Being

Head of Service - Ann Moore

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Schools	207,991	207,991	0
Universal Services	6,155	6,016	139
Specialist Support	13,550	8,810	4,740
Targeted Support	2,942	2,453	489
Other Schools Related	14,344	10,384	3,960
Total Budget	244,982	235,654	9,328

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	178,360
Premises	21,128
Transport	628
Supplies & Services	34,848
Payments to Service Providers	6,903
Depreciation Charges	3,115
Total Expenditure	244,982
Income:	
Customer & Client Receipts	3,746
Specific Grants	209,590
Reimbursements & Contributions	21,663
Internal Recharges	655
Total Income	235,654
Net Budget	9,328

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	217
Teachers	2,677
Soulbury	12
Other School Based Staff	2,105
Total	5,011

Changes since 2010-11

	£000
2010-11 Budget	2,003
Adjustments:	
Changes in role & function	23
Grant Funding Changes	2,931
Depreciation	3,115
Other	-50
Inflation:	-74
Policy Options:	
Investment Proposals	1,091
Department Efficiencies/Savings	2,224
Proposals to Grant Reductions	-1,935
2011-12 Budget	9,328

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Strategy & Commissioning

Head of Service - Jane Middleton

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Head of Service	177	12	165
Childrens Trust	157	0	157
Commissioning	3,966	53	3,913
HEFCE/MMU Gratuities Payments	653	653	0
Workforce Development	574	32	542
Youth Offending Service	1,309	752	557
Total Budget	6,836	1,502	5,334

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	2,722
Premises	92
Transport	2
Supplies & Services	3,938
Payments to Service Providers	29
Depreciation Charges	53
Total Expenditure	6,836
Income:	
Specific Grants	1,164
Reimbursements & Contributions	338
Total Income	1,502
Net Budget	5,334

Changes since 2010-11

	£000
2010-11 Budget	1,792
Adjustments:	
Changes in role & function	225
Grant Funding Changes	6,227
Depreciation	53
Other	7
Inflation:	-2
Policy Options:	
Investment Proposals	-590
Department Efficiencies/Savings	46
Proposals to Grant Reductions	-2,424
2011-12 Budget	5,334

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	15
Total	15

Strategic Support

Head of Service - Carly Brown

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Head of Service	1,573	863	710
Catering Support	124	0	124
Home to School Transport	8,824	690	8,134
Localities & Partnerships	1,915	1,498	417
Quality Assurance & Systems	821	390	431
Catering	7,756	7,829	-73
Total Budget	21,013	11,270	9,743

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	6,441
Premises	96
Transport	8,408
Supplies & Services	5,710
Payments to Service Providers	156
Depreciation Charges	202
Total Expenditure	21,013
Income:	
Customer & Client Receipts	1,197
Specific Grants	3,244
Reimbursements & Contributions	30
Internal Recharges	6,799
Total Income	11,270
Net Budget	9,743

Changes since 2010-11

	£000
2010-11 Budget	9,994
Adjustments:	
Changes in role & function	-41
Grant Funding Changes	3,128
Depreciation	202
Other	-15
Inflation:	-17
Policy Options:	
Investment Proposals	-1,481
Department Efficiencies/Savings	-1,805
Proposals to Grant Reductions	-222
2011-12 Budget	9,743

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	248
Total	248

Children & Young People's Services Directorate

Capital Programme 2011-12

Director – Gerald Meehan

Department/Scheme	Capital Theme	2011-12 Budget £000	Output to be generated
Children & Young People's Services			
Core and Committed Programme 2011-12			
Devolved Formula Capital		3,979	To enable schools to have independence in spending capital on building projects and ICT.
Removal of temporary accommodation		1,900	To improve the education environment by replacing temporary buildings with permanent accommodation.
School Basic Need		2,451	To cope with growing numbers of pupils and to provide adaptations to facilitate the access for children and adults with disabilities.
First Phase of 10 years Capital Vision			
Ellesmere Port Academy		8,220	To build a modern purpose built school to replace buildings no longer fit for purpose.
Ellesmere Port Academy (Highways cost)		1,066	To improve the road network in the vicinity of the new Academy.
Winsford Academy		1,770	To provide new, purpose built accommodation to be able to operate on a single site and vacate the current buildings that are not fit for purpose.
Total for Children & Young People's Services		19,386	

Financing	
Source of funding	£000
Borrowing	2,126
Grant	17,260
	19,386

Adult Social Care & Health Directorate

Director - Mark Palethorpe

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
Operations - Older People & Phys Disability	65,880	16,175	49,705
Operations - Learning Dis & Mental Health	29,311	3,788	25,523
Strat Comm, Development & Improvement	7,191	490	6,701
Total Directorate Budget:	102,382	20,453	81,929

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**

Comprising individual commissioning and prevention services, occupational therapy, community mental health and learning disability teams and 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 and family based care.

- **Strategic Commissioning, Development & Improvement**

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.

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	1,013
Total	1,013

As Director I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Operations - Older People & Physical Disability

Head of Service - Mick Howarth

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Social Work Teams	6,081	68	6,013
Community Based Care - External	11,183	3,776	7,407
Community Based Care - Internal	18,236	1,471	16,765
Residential/Nursing Care - Ext	29,538	10,860	18,678
Transport	842	0	842
Total Budget	65,880	16,175	49,705

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	22,559
Premises	250
Transport	1,481
Supplies & Services	857
Payments to Service Providers	40,565
Depreciation Charges	168
Total Expenditure	65,880
Income:	
Customer & Client Receipts	14,742
Reimbursements & Contributions	1,433
Total Income	16,175
Net Budget	49,705

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	774
Total	774

Changes since 2010-11

	£000
2010-11 Budget	30,356
Adjustments:	
Changes in role & function	2,534
Grant Funding Changes	1,029
Depreciation	168
Other*	16,570
Inflation:	-90
Policy Options:	
Investment Proposals	1,733
Department Efficiencies/Savings	-2,540
Savings required by Grant Redns	-55
2011-12 Budget	49,705

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

* These adjustments include the removal of £16.4m of internal recharge income.

Operations - Learning Disability & Mental Health

Interim Head of Service - Keith Evans

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Social Work Teams	1,828	93	1,735
Community Based Care - External	8,229	2,531	5,698
Community Based Care - Internal	5,267	449	4,818
Residential/Nursing Care - Ext	12,672	715	11,957
Transport	1,315	0	1,315
Total Budget	29,311	3,788	25,523

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	6,406
Premises	272
Transport	1,465
Supplies & Services	191
Payments to Service Providers	20,900
Depreciation Charges	77
Total Expenditure	29,311
Income:	
Customer & Client Receipts	1,135
Reimbursements & Contributions	2,653
Total Income	3,788
Net Budget	25,523

Changes since 2010-11

	£000
2010-11 Budget	15,386
Adjustments:	
Changes in role & function	-6,967
Grant Funding Changes	9,988
Depreciation	77
Other*	4,519
Inflation:	-8
Policy Options:	
Investment Proposals	3,353
Department Efficiencies/Savings	-825
2011-12 Budget	25,523

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	211
Total	211

* These adjustments include the removal of £4.5m of internal recharge income.

Strategic Commissioning, Development & Improvement

Head of Service - Joe Riley

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Specialist Commissioning	6,195	490	5,705
Adaptations / Equipment	996	0	996
Total Budget	7,191	490	6,701

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	1,884
Premises	133
Transport	125
Supplies & Services	3,522
Payments to Service Providers	1,090
Depreciation Charges	437
Total Expenditure	7,191
Income:	
Customer & Client Receipts	110
Reimbursements & Contributions	380
Total Income	490
Net Budget	6,701

Changes since 2010-11

	£000
2010-11 Budget	20,938
Adjustments:	
Changes in role & function	3,237
Grant Funding Changes	3,563
Depreciation	437
Other*	-20,963
Inflation:	-3
Policy Options:	
Department Efficiencies/Savings	-120
Savings required by Grant Redns	-388
2011-12 Budget	6,701

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	28
Total	28

* These adjustments include the removal of £20.9m of internal recharge costs.

Adult Social Care & Health Directorate

Capital Programme 2011-12

Director – Mark Palethorpe

Department/Scheme	Capital Theme	2011-12 Budget £000	Output to be generated
Adult Social Care & Health			
Core and Committed Programme 2011-12			
Mental Health capital grant		113	To deploy the annual capital grant for mental health capital projects.
Modernising social care IT grant		104	To deploy the annual capital grant for developing social care IT systems.
Social care building review		170	To deploy the annual capital grant for small scale projects supporting social care building improvements.
First Phase of 10 years Capital Vision			
Adult social care		1,000	To improve social care infrastructure.
Total for Adult Social Care & Health		1,387	

Financing	
Source of funding	£000
Borrowing	1,000
Grant	387
	1,387

Community & Environment Directorate

Director - Steve Kent

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
Waste & Street Scene	32,183	4,297	27,886
Planning & Transport	58,852	30,044	28,808
Regulatory Services	13,371	10,187	3,184
Customer Services & ICT	9,784	505	9,279
Total Directorate Budget:	114,190	45,033	69,157

Services Provided

- **Waste & Street Scene**

Manage and co-ordinate waste collection, disposal, minimisation and recycling of waste.
Manage and deliver streetscene and public realm maintenance activities.

- **Planning & Transport**

Manage and co-ordinate the strategic delivery of the Highways and Transportation agenda necessary to meet the authority's statutory obligations.

Make decisions on all planning applications.

Ensure safe, secure and high quality development design in all new developments.

- **Regulatory Services**

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.

- **Customer Services & ICT**

Provide an excellent inclusive customer focused service to all Cheshire West & 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.

Management and operation of parking services, consumer protection and investigations, compliance and support to business, lifetime services, community safety and CCTV.

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	953
Total	953

As Director I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Waste & Street Scene

Head of Service - John Jeffrey

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Joint Waste Team	10,432	0	10,432
Street Scene	7,795	1,136	6,659
Waste Collection	13,162	2,792	10,370
Waste Strategy	794	369	425
Total Budget	32,183	4,297	27,886

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	7,670
Premises	588
Transport	2,651
Supplies & Services	1,625
Payments to Service Providers	19,018
Depreciation Charges	631
Total Expenditure	32,183
Income:	
Customer & Client Receipts	3,401
Recharges to Capital	200
Internal Recharges	696
Total Income	4,297
Net Budget	27,886

Changes since 2010-11

	£000
2010-11 Budget	27,084
Adjustments:	
Changes in role & function	20
Depreciation	631
Other	1,850
Inflation:	-61
Policy Options:	
Department Efficiencies/Savings	-1,638
2011-12 Budget	27,886

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	279
Total	279

Planning & Transport

Head of Service - Chris Hindle

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Highways Term Maintenance	9,719	0	9,719
Highways Network Management	10,490	2,699	7,791
Highways Network Strategy	2,049	903	1,146
Public & Mainstream Transport	21,006	14,818	6,188
Transport Operations	8,599	8,360	239
Building Control	1,672	1,165	507
Planning	2,941	1,932	1,009
Specialist Environmental Services	2,376	167	2,209
Total Budget	58,852	30,044	28,808

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	11,999
Premises	1,088
Transport	25,428
Supplies & Services	2,838
Payments to Service Providers	10,549
Depreciation Charges	6,950
Total Expenditure	58,852
Income:	
Customer & Client Receipts	4,697
Reimbursements & Contributions	8,525
Recharges to Capital	1,857
Internal Recharges	14,965
Total Income	30,044
Net Budget	28,808

Changes since 2010-11

	£000
2010-11 Budget	19,078
Adjustments:	
Changes in role & function	129
Grant Funding Changes	4,048
Depreciation	6,950
Other	923
Inflation:	-46
Policy Options:	
Investment Proposals	850
Department Efficiencies/Savings	-1,489
Savings required by Grant Redns	-1,635
2011-12 Budget	28,808

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	360
Total	360

Regulatory Services

Head of Service - Helen Bailey

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Consumer Protect. & Investigations	1,688	386	1,302
Compliance & Improvement	1,839	347	1,492
Licensing	583	837	-254
Lifetime Services	1,910	1,602	308
Car Parking	5,155	6,835	-1,680
Community Safety	2,196	180	2,016
Total Budget	13,371	10,187	3,184

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	6,547
Premises	1,404
Transport	1,650
Supplies & Services	2,166
Payments to Service Providers	636
Depreciation Charges	968
Total Expenditure	13,371
Income:	
Customer & Client Receipts	9,905
Reimbursements & Contributions	193
Internal Recharges	89
Total Income	10,187
Net Budget	3,184

Changes since 2010-11

	£000
2010-11 Budget	1,695
Adjustments:	
Grant Funding Changes	458
Depreciation	968
Other	14
Inflation:	-189
Policy Options:	
Investment Proposals	1,190
Department Efficiencies/Savings	-588
Savings required by Grant Redns	-364
2011-12 Budget	3,184

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	190
Total	190

Customer Services & ICT

Head of Service - Dermot Lacey

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
ICT	7,297	490	6,807
Customer Services	2,487	15	2,472
Total Budget	9,784	505	9,279

Budgets currently do not reflect required in year adjustments for the Transformation programme.

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	3,668
Premises	35
Transport	36
Supplies & Services	4,935
Depreciation Charges	1,110
Total Expenditure	9,784
Income:	
Customer & Client Receipts	15
Recharges to Capital	322
Internal Recharges	168
Total Income	505
Net Budget	9,279

Changes since 2010-11

	£000
2010-11 Budget	8,946
Adjustments:	
Depreciation	1,110
Other	-407
Policy Options:	
Department Efficiencies/Savings	-370
2011-12 Budget	9,279

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	124
Total	124

Community & Environment Directorate

Capital Programme 2011-12

Director – Steve Kent

Department/Scheme	Capital Theme	2011-12 Budget £000	Output to be generated
Community & Environment			
Core and Committed Programme 2011-12			
Crematorium refurbishment		3,325	To provide the community with a modern Crematorium and to upgrade the crematorium to reduce toxic mercury emissions.
Environmental Health & Trading Standards		30	Expansion of the Regulatory Services Training Centre as well as the relocation, development and expansion of the calibration laboratory.
Formation of CWAC 'Safer & Stronger' enforcement team		122	To further develop the 'Safer and Stronger' Enforcement Team.
New CCTV system, location & Automatic Number Plate Recognition		692	To make use of the newly identified synergies (CCTV, community safety, car parking and enforcement (including smart cars)) to the benefit of communities.
Investment in Street Scene		750	Development and maintenance across the whole of the Borough.
Investment in Waste		300	To improve, upgrade and replace the Council's waste collection assets, including the provision of new wheeled bins to residents.
Local Transport Plan Maintenance		9,900	To improve the highway condition, focussing on the most critical structural and surface defects on carriageways and footways.
Vehicle Replacement		440	To replace old vehicles and to increase the fleet of gritters.
Car parks – essential repair & upgrade		225	Essential repair and improvements to the existing car parks. Resurfacing to reduce risk of injury or property damage to car park users.
ICT strategy core programme		5,000	Provide a stable and sound technology to support the Councils priorities and requirements.

First Phase of 10 years Capital Vision			
Highways asset recovery		4,500	To bring about a significant enhancement of the highway condition.
Total for Community & Environment		25,284	

Financing		
Source of funding		£000
Borrowing		9,325
Grant		8,400
Capital Receipts		7,411
Developer/Partner Contributions		148
		25,284

Regeneration & Culture Directorate

Director - Charlie Seward

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
Culture & Recreation	16,206	4,890	11,316
Regeneration	5,320	3,271	2,049
Strategic Housing & Spatial Planning	15,191	1,530	13,661
Total Directorate Budget:	36,717	9,691	27,026

Services Provided

- **Culture & Recreation**

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.

- **Regeneration**

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.

- **Strategic Housing & Spatial Planning**

Address the issue of affordable housing, decency standards for social housing stock and strengthen structure and processes in the private housing sector.

Provide high quality affordable homes for residents of Cheshire West & Chester in neighbourhoods that are safe, secure and welcoming places to live.

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.

- **Marketing**

At present these pages do not include all the budgets for marketing the Council's services. It has been agreed that a further transfer from the Chief Executive's Directorate with a budget of £0.800m will transfer during 2011-12.

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	526
Total	526

As Director I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Culture & Recreation

Head of Service - Chris Cook

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Cultural & Tourism Services	8,365	1,972	6,393
Leisure & Green Spaces	6,822	2,277	4,545
Business Excellence	380	1	379
Mersey Forest	639	640	-1
Total Budget	16,206	4,890	11,316

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	8,816
Premises	1,811
Transport	274
Supplies & Services	1,671
Payments to Service Providers	1,633
Depreciation Charges	2,001
Total Expenditure	16,206
Income:	
Customer & Client Receipts	1,922
Reimbursements & Contributions	2,530
Internal Recharges	438
Total Income	4,890
Net Budget	11,316

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	336
Total	336

Changes since 2010-11

	£000
2010-11 Budget	10,242
Adjustments:	
Depreciation	2,001
Other	142
Inflation:	-169
Policy Options:	
Investment Proposals	858
Department Efficiencies/Savings	-1,758
2011-12 Budget	11,316

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Regeneration

Head of Service - Cliff Mallows

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Special Projects	1,817	853	964
Employment, Skills & Learning	3,503	2,418	1,085
Total Budget	5,320	3,271	2,049

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	4,133
Premises	253
Transport	113
Supplies & Services	356
Payments to Service Providers	373
Depreciation Charges	92
Total Expenditure	5,320
Income:	
Reimbursements & Contributions	3,271
Total Income	3,271
Net Budget	2,049

Changes since 2010-11

	£000
2010-11 Budget	2,417
Adjustments:	
Grant Funding Changes	65
Depreciation	92
Other	96
Inflation:	19
Policy Options:	
Investment Proposals	70
Department Efficiencies/Savings	-703
Savings required by Grant Redns	-7
2011-12 Budget	2,049

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	107
Total	107

Strategic Housing & Spatial Planning

Head of Service - Alan Slater

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Private Sector Housing	840	280	560
Housing Strategy	509	377	132
Housing Solutions	2,065	661	1,404
Supporting People	10,881	193	10,688
Spatial Planning	896	19	877
Total Budget	15,191	1,530	13,661

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	3,354
Premises	62
Transport	88
Supplies & Services	10,677
Payments to Service Providers	987
Depreciation Charges	23
Total Expenditure	15,191
Income:	
Customer & Client Receipts	70
Reimbursements & Contributions	1,250
Recharges to Capital	150
Internal Recharges	60
Total Income	1,530
Net Budget	13,661

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	83
Total	83

Changes since 2010-11

	£000
2010-11 Budget	3,594
Adjustments:	
Grant Funding Changes	9,757
Depreciation	23
Other	-409
Inflation:	-1
Policy Options:	
Investment Proposals	2,868
Department Efficiencies/Savings	-565
Savings required by Grant Redns	-1,606
2011-12 Budget	13,661

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Regeneration & Culture Directorate

Capital Programme 2011-12

Director – Charlie Seward

Department/Scheme	Capital Theme	2011-12 Budget £000	Output to be generated
Regeneration & Culture			
Core and Committed Programme 2011-12			
Extra Care Housing		2,200	Extra Care Housing scheme for older people.
Housing Capital Programme		8,000	To improve the Authority's housing stock.
Growth Point		2,030	To increase the amount of affordable housing available.
HRA		4,629	To ensure that council house rents are not used to subsidise general council expenditure.
Chester Renaissance		500	Re-energise and reshape the city while protecting Chester's past.
Ellesmere Port Regeneration Programme		500	To improve the image and perception of Ellesmere Port.
Market Towns and Rural Agenda		500	The aim is to put in place a Key Services Programme strengthening the role of the network of towns as service and employment hubs.
Weaver Valley		1,000	To secure the economic regeneration of Northwich and Winsford.
Lion Salt Works		3,167	This project will restore and refurbish the Lion Salt Works.
Chester Cathedral		2,450	To develop a new square for the city adjacent to the Cathedral.
Public Realm (Walls)		750	Continuing the repairs and improvements to Chester City walls.

First Phase of 10 years Capital Vision			
Markets		1,000	To create a high value brand image providing a choice of trading environments.
Chester Theatre		3,000	To develop a new theatre in Chester.
Northwich Lifestyle Centre		2,000	To provide a modern purpose built lifestyle centre for Northwich.
EPIC replacement		200	Completion of feasibility study.
Total for Regeneration & Culture		31,926	

Financing		
Source of funding		£000
Borrowing		8,107
Revenue Contribution		1,129
Grant		13,233
Capital Receipts		5,550
Developer/Partner Contributions		3,907
		31,926

Resources Directorate

Director - Julie Gill

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
Director of Resources	276	0	276
Finance	113,759	102,892	10,867
Legal & Democratic Services	5,106	343	4,763
HR & Organisational Development	3,782	723	3,059
Procurement	706	114	592
Facilities & Asset Management	21,137	13,670	7,467
Back Office	2,376	780	1,596
Policy, Performance & Partnerships	5,142	85	5,057
Total Directorate Budget:	152,284	118,607	33,677

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, Adults Client Finance, Pensions, Financial Management, Corporate Finance and Audit & Risk Management.
- **Legal & Democratic Services** 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 Council's interests are protected.
- The **Human Resources and Organisational Development Service** provides support to both internal and external clients to enable employees to achieve optimum performance and maximise their potential. The Service is responsible for the development of HR strategy and provides a comprehensive HR advisory service through its Business Partners. The Service also manages the Council's Modern Apprenticeship and Graduate Trainee schemes, Corporate Training Programme, and Corporate Health & Safety and Occupational Health Services.
- **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. The Service is also responsible for the provision of Business Support across the organisation.
- **Back Office** provide administrative support to the two Councils and a range of external customers. The services provided include recruitment, contractual management, payroll, purchasing, accounts payable and receivable.
- The **Strategy and Improvement Service** is responsible for managing and co-ordinating the strategic policy development, research and consultation, performance and change management and the Council's partnerships functions including grants to third sector organisations.

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	1,019
Total	1,019

As Director I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Director of Resources

Head of Service - Julie Gill

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Director of Resources	276	0	276
Total Budget	276	0	276

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	167
Transport	5
Supplies & Services	104
Total Expenditure	276
Income:	
Total Income	0
Net Budget	276

Changes since 2010-11

	£000
2010-11 Budget	175
Adjustments:	
Other	1
Policy Options:	
Investment Proposals	100
2011-12 Budget	276

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	1
Total	1

Finance

Head of Service - Mark Wynn

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Financial Management	3,963	564	3,399
Client Finance	888	0	888
Audit & Risk Management	941	0	941
Revenues & Benefits	102,860	99,504	3,356
Pensions	1,654	1,829	-175
Corporate Budget	3,453	995	2,458
Total Budget	113,759	102,892	10,867

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	11,358
Premises	943
Transport	444
Supplies & Services	2,351
Payments to Service Providers	98,652
Depreciation Charges	11
Total Expenditure	113,759
Income:	
Customer & Client Receipts	895
Specific Grants	98,238
Reimbursements & Contributions	623
Internal Recharges	3,136
Total Income	102,892
Net Budget	10,867

Changes since 2010-11

	£000
2010-11 Budget	9,235
Adjustments:	
Changes in role & function	-110
Grant Funding Changes	2,297
Depreciation	11
Other	112
Inflation:	-22
Policy Options:	
Investment Proposals	50
Department Efficiencies/Savings	-706
2011-12 Budget	10,867

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	314
Total	314

Legal & Democratic Services

Simon Goacher

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Legal Services	2,156	310	1,846
Members Service	2,294	29	2,265
Civic Office	237	0	237
Electoral Services	419	4	415
Total Budget	5,106	343	4,763

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	2,795
Premises	7
Transport	109
Supplies & Services	2,195
Total Expenditure	5,106
Income:	
Customer & Client Receipts	53
Reimbursements & Contributions	139
Internal Recharges	151
Total Income	343
Net Budget	4,763

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	66
Total	66

Changes since 2010-11

	£000
2010-11 Budget	4,984
Adjustments:	
Changes in role & function	-110
Other	25
Inflation:	-1
Policy Options:	
Department Efficiencies/Savings	-135
2011-12 Budget	4,763

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Human Resources & Organisational Development

Head of Service - Euan Murdoch-Hollies

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Human Resources	1,889	416	1,473
Organisational Devel & Training	798	0	798
Occupational Health	352	242	110
Corporate Health & Safety	324	65	259
Apprentice/Graduate Schemes	419	0	419
Total Budget	3,782	723	3,059

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	3,467
Premises	4
Transport	51
Supplies & Services	260
Total Expenditure	3,782
Income:	
Customer & Client Receipts	128
Internal Recharges	595
Total Income	723
Net Budget	3,059

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	42
Total	42

Changes since 2010-11

	£000
2010-11 Budget	2,969
Adjustments:	
Changes in role & function	-23
Other	-49
Inflation:	-3
Policy Options:	
Investment Proposals	300
Department Efficiencies/Savings	-135
2011-12 Budget	3,059

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Procurement

Head of Service - Andrew Williams

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Corporate Procurement	706	114	592
Total Budget	706	114	592

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	689
Transport	4
Supplies & Services	12
Depreciation Charges	1
Total Expenditure	706
Income:	
Customer & Client Receipts	32
Reimbursements & Contributions	82
Total Income	114
Net Budget	592

Changes since 2010-11

	£000
2010-11 Budget	612
Adjustments:	
Depreciation	1
Other	-1
Policy Options:	
Department Efficiencies/Savings	-20
2011-12 Budget	592

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	13
Total	13

Facilities & Asset Management

Head of Service - Noel O'Neill

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Farms	222	395	-173
Building Maintenance	3,533	206	3,327
Property Services	3,291	8,175	-4,884
Facilities Management	11,773	4,894	6,879
Business Support	2,318	0	2,318
Total Budget	21,137	13,670	7,467

NB Budgets do not reflect the in-year adjustments required to transfer the Transformation Programme

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	9,781
Premises	6,432
Transport	126
Supplies & Services	3,890
Depreciation Charges	908
Total Expenditure	21,137
Income:	
Customer & Client Receipts	8,505
Reimbursements & Contributions	1,141
Recharges to Capital	126
Internal Recharges	3,898
Total Income	13,670
Net Budget	7,467

Changes since 2010-11

	£000
2010-11 Budget	6,400
Adjustments:	
Changes in role & function	64
Depreciation	908
Other	221
Inflation:	-219
Policy Options:	
Investment Proposals	460
Department Efficiencies/Savings	-367
2011-12 Budget	7,467

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	428
Total	428

Back Office

Head of Service - Vanessa Coates

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Exchequer Services	1,009	128	881
Contracts & Payroll	918	652	266
Development	191	0	191
Sourcing	258	0	258
Total Budget	2,376	780	1,596

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	2,170
Transport	23
Supplies & Services	183
Total Expenditure	2,376
Income:	
Customer & Client Receipts	27
Internal Recharges	753
Total Income	780
Net Budget	1,596

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	83
Total	83

Changes since 2010-11

	£000
2010-11 Budget	1,821
Adjustments:	
Changes in role & function	23
Other	-3
Policy Options:	
Department Efficiencies/Savings	-245
2011-12 Budget	1,596

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Policy, Performance & Partnerships

Head of Service - Alistair Jeffs

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Head of Policy, Perf & Ptnships	132	0	132
Performance Management	1,358	58	1,300
Policy	880	27	853
Partnerships	2,544	0	2,544
Localisation	360	0	360
Internal Communications	6	0	6
Transformation Programme	-138	0	-138
Total Budget	5,142	85	5,057

NB Budgets do not reflect the in-year adjustments required to transfer the Transformation Programme

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	3,421
Premises	35
Transport	60
Supplies & Services	1,622
Depreciation Charges	4
Total Expenditure	5,142
Income:	
Customer & Client Receipts	7
Internal Recharges	78
Total Income	85
Net Budget	5,057

Changes since 2010-11

	£000
2010-11 Budget	5,032
Adjustments:	
Changes in role & function	-227
Depreciation	4
Other	1,313
Policy Options:	
Investment Proposals	117
Department Efficiencies/Savings	-1,112
Savings required by Grant Redns	-70
2011-12 Budget	5,057

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	72
Total	72

Resources Directorate Asset Management & Investment

Capital Programme 2011-12

Director – Julie Gill

Department/Scheme	Capital Theme	2011-12 Budget £000	Output to be generated
Resources			
Core and Committed Programme 2011-12			
Property Management (Building maintenance etc)		4,400	To improve building environments and reduce the backlog maintenance issue.
Transformation Programme (Customer First)		688	To ensure that the Council puts the customer first, delivers value for money and implements best practice across the organisation.
Capital Maintenance		5,700	To repair and improve authority buildings.
Total for Resources		10,788	

Financing	
Source of funding	£000
Borrowing	911
Revenue Contribution	3,088
Grant	5,700
Capital Receipts	<u>1,089</u>
	10,788

Chief Executive's Directorate

Director - Steve Robinson

Budget Summary

Services:	Expenditure £000	Income £000	Net Budget £000
Chief Executive's Office	1,501	8	1,493
Marketing & Communications	1,001	4	997
Total Directorate Budget:	2,502	12	2,490

Services Provided

- **Chief Executive's Office**

Chief Executive - Responsible for Strategic and Corporate Management of Cheshire West & Chester.

Secretarial Support - Provision of secretarial services to Directors and Heads of Service.

Solutions Team - Section provides comprehensive complaints investigation and response service and also co-ordinates responses to Freedom of Information requests.

Emergency Planning - Pan Cheshire Shared Service co-ordinating multi - agency response to major incidents across Cheshire.

Quality Standards - Co-ordinate, manage and advise on the development of Cheshire West & Chester'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 & Communications**

Corporate Marketing & Promotion - Team responsible for building, managing, and enhancing the Cheshire West & Chester brand across all communication channels.

Press Liaison - Management of press releases and media relations.

Events & Exhibitions - Organisation of corporate events and exhibitions.

During 2011-12 it has been agreed that the Marketing budget will transfer to Regeneration & Culture and an element of the Communications budget will transfer to the Resources Directorate. The remaining budget will stay in the Chief Executive's Directorate. These agreed transfers have not been reflected in the directorate totals within the budget book.

Workforce Summary (Full Time Equivalent)

	FTE
Local Government Officers	55
Total	55

As Director I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Chief Executive's Office

Head of Service - Steve Robinson

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Chief Executive	313	0	313
Executive Support	969	0	969
Emergency Planning	219	8	211
Total Budget	1,501	8	1,493

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	1,407
Premises	3
Transport	16
Supplies & Services	75
Total Expenditure	1,501
Income:	
Reimbursements & Contributions	8
Total Income	8
Net Budget	1,493

Changes since 2010-11

	£000
2010-11 Budget	1,680
Adjustments:	
Other	-7
Policy Options:	
Department Efficiencies/Savings	-180
2011-12 Budget	1,493

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	38
Total	38

Marketing & Communications

Head of Service - Pam Bradley

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Marketing & Communications	1,001	4	997
Total Budget	1,001	4	997

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	719
Premises	1
Transport	20
Supplies & Services	261
Total Expenditure	1,001
Income:	
Internal Recharges	4
Total Income	4
Net Budget	997

Changes since 2010-11

	£000
2010-11 Budget	1,022
Adjustments:	
Changes in role & function	40
Other	-45
Policy Options:	
Department Efficiencies/Savings	-20
2011-12 Budget	997

As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	17
Total	17

Housing Revenue Account (HRA)

Director - Charlie Seward

Services Provided

- **Housing Management**

Provision of a comprehensive management service, including rent collection, arrears recovery, estate management and management services to leasehold properties.

Provision of support and training to tenant representatives to promote participation, involvement and scrutiny of the service.

- **Maintenance and Improvement of Housing Stock**

Responsive repairs arising from notifications from residents.

Programmes of cyclical maintenance (e.g. painting, rewiring).

Programmes of improvements (e.g. kitchens and bathrooms).

- **Improvement to Housing Service**

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

Other Statistical Information

Full Time Equivalent employees	182
Number of dwellings at 1st April	5,639
Number of leasehold dwellings at 1st April	296
Average rent per week	£63.80

As Director I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Housing Revenue Account (HRA)

Interim Head of Service - David Green

Housing Revenue Account - Budget 2011-12

Expenditure:	Budget £000
Repairs & Maintenance	4,214
Supervision & Management	4,690
Rents, Rates & Taxes & Other Charges	91
Negative HRA Subsidy Payable	4,908
Capital Charges - Dwellings Depreciation	3,775
Debt Management Costs	4
Increase in Provision for Bad Debts	94
	17,776
HRA estimated share of Central Costs	60
Total Expenditure	17,836
Income:	
Rents - Dwellings	17,894
Rents - Non Dwellings	536
Charges for Services & Facilities	228
Contributions towards Expenditure	266
	18,924
Net Operating (Surplus)/Deficit on HRA Services	-1,088
Interest Payable	243
Amortisation of Premiums & Discounts	170
Interest Receivable on Mortgages & Balances	-10
Revenue Contribution to Capital	300
Net HRA Revenue (Surplus)/Deficit for the year	-385

Changes since 2010-11

	£000
2010-11 Budgeted Deficit	215
Inflation	115
Savings	-288
Subsidy payable to government	776
Increase in rent for dwellings	-1,451
Services pressure / other changes	58
Direct revenue funding	300
Capital charges	-110
2011-12 Budget Surplus	-385

As Interim Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Corporate

Director - Julie Gill

Analysis of Service Budget 2011-12

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Gratuties	1,520	1,405	115
Cross Cutting Policy Proposals	-2,010	0	-2,010
Pension Costs	4,858	0	4,858
Depreciation	1,020	0	1,020
Rates	95	0	95
Total Budget	5,483	1,405	4,078

Income / Expenditure - Budget by Category

Expenditure:	£000
Employees	5,453
Premises	95
Transport	-1,066
Supplies & Services	-19
Payments to Service Providers	
Depreciation Charges	1,020
Total Expenditure	5,483
Income:	
Reimbursements & Contributions	1,405
Total Income	1,405
Net Budget	4,078

Changes since 2010-11

	£000
2010-11 Budget	4,735
Adjustments:	
Depreciation	1,020
Other	333
Policy Options:	
Investment Proposals	625
Department Efficiencies/Savings	-2,635
2011-12 Budget	4,078
As Head of Service I confirm that the information above represents my 2011-12 Service Budget and I commit to delivering a balanced budget during the financial year.	
Signed	

Workforce Summary 2011-12

Workforce	FTE
Local Government Officers	0
Total	0

Glossary of Terms

Appropriations

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

Balances (or General Revenue Reserve)

These represent an accumulated surplus of income over expenditure in the General 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, Town and Parish Councils and other interested parties) in order to disseminate information and canvass views on policy and expenditure options.

Capital Asset

An item which will provide the Council with a service for more than twelve months. May also be referred to as a fixed or non current asset.

Capital Expenditure

Expenditure on the purchase, construction or replacement of capital assets.

Glossary of Terms

Capital Financing Costs

Capital financing includes the cost of interest, 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 Receipts 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.

Central Support Costs

Costs of Corporate Service Units which are 'notionally' charged to the front line directorates within the Council to give an indication of the full cost of service provision.

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.

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.

Corporate Management Team

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

Glossary of Terms

Council Tax

The means of raising money locally to pay for local authority services. For 2011–11, 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 2011-12, Cheshire's council tax base is 121,530 Band D equivalents.

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 a notional charge for their use of capital assets. This charge is based on the value of the asset and its expected useful life.

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.

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.

Glossary of Terms

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, leisure) 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.

General 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.

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 and which are included in the net expenditure budget as well as grants, council tax and business rates which are shown separately.

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 Government Finance Settlement

The Local Government Finance Settlement is the annual determination made by the Government in respect of the amount of Central Government support for Local Authority expenditure.

Local Strategic Partnership

Glossary of Terms

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 (MTFS)

This covers a three 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.

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.

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.

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.

Glossary of Terms

Reserves

Accumulated balances, most notably the Capital Receipts Reserve and the General 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.

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 rates, 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 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.

Glossary of Terms

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).