Cheshire West & Chester Council

Budget
2012-13

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Cheshire West and Chester

Contents

Foreword

The following booklet, commonly referred to as the Budget Book, summarises Cheshire West and Chester Council's Budget for 2012-13. This Budget and the resulting Council Tax were agreed at a meeting of full Council on 23 February 2012 and have since been allocated down to the individual managers within the organisation.

The first part of the Budget Book contains a shortened version of the Budget Report approved by Council. This outlines the strategic context in which the budget was set and the factors that were considered in arriving at the final budget. The report sets out some of the key pressures that the Council currently faces or expects to face in later years and how it is seeking to address them. The report also summarises the Council's plans with regard its capital investment programme, borrowing strategy and management of its financial reserves. A copy of the full Budget Report is available on the Council's website.

The Council underwent an organisational restructure in March 2012 which relocated some services within the Council's Directorate Structure. The Budget Book and the information it contains has been updated to reflect the impact of these changes, these changes will not however be reflected in the Budget Report

The supporting tables that follow set out the overall budget for the Council, analysing the expenditure plans by area of activity and the nature of costs incurred and income generated. These tables also contain a summary of the Policy Proposals agreed by Council; these are the key budget changes implemented within the 2012-13 budgets in response to Council investment priorities, reductions in Government funding and rising costs.

The final section of the Budget Book contains service by service summaries setting out the budget that each Head of Service will be responsible for managing during 2012-13. These set out the nature of the costs which are expected to be incurred and the key changes from the previous year. These sections also contain details of each Directorates capital programme.

The Budget Book represents the first stage of the budget monitoring process for 2012-13 and while the budgets contained may be updated during the year in response to changing circumstances or the availability of new funding they will remain a yardstick against which the Council will measure its financial performance over the year.

Budget Report Summary 2012-13

Cheshire West and Chester's budget for 2012-13 and the amount of Council Tax to be levied from 1 April 2012 were approved at its meeting on Thursday 23 February 2012. Key elements from the Budget Report 2012-13, as approved by Council, are summarised below.

Background to the Budget Setting Process

The budget setting process started in July 2011 when the Executive approved the Medium Term Financial Plan for 2012-13 to 2014-15 and endorsed the proposed 2012-13 budget strategy.

The Coalition Government's Comprehensive Spending Review (CSR) in October 2010 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. For Cheshire West and Chester that has led to reductions in Central government funding to the Council in 2012-13 of a further £8.5m on top of the £14.8m seen in 2011-12.

As well as the central government grant settlement there are a number of other factors which influence the budget setting process and inform the financial targets which ultimately need to be considered by Directorates. 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, Council Tax and any appropriations to/from reserves.

The Medium Term Financial Strategy (MTFS)

In July's Medium Term Financial Plan, taking into account the various elements discussed above, a funding shortfall over the three year period was forecast of approximately £44m. Based upon the financial envelope available to the Council, Directorates were then set ambitious targets to deliver on-going financial savings profiled across 2012-13 and 2013-14 to help ensure a balanced budget was achieved for both years.

Despite the significant funding reductions already implemented and those planned for the future, the Council is extremely well placed to respond to these reductions. During the first three years of its operation, the Council has already delivered gross savings of £82m, reinvesting £34m and reducing the cost to taxpayers by £48m.

Business Challenge Sessions

In developing each annual budget for the Council, the successful concept of 'Business Challenge Sessions' has been fundamental to the development of a robust and sustainable budget and this has continued as part of the 2012-13 to 2014-15 budget setting process. The key feature of this process is that there is full engagement from Directors and the Executive Member together with the corporate view from the Leader of the Council, the Executive Member for Resources, the Chief Executive and the Director of Resources. These sessions developed a package of policy proposals that were subsequently considered by scrutiny panels and as part of the formal budget consultation process.

Challenge Sessions were held in July, September, and November 2011 and in January 2012, giving an opportunity to challenge and evaluate any proposals put forward by Directorates. These were a key stage in the budget setting process and ensured the budget proposals were aligned to the priorities of the organisation. The output from the September sessions was fed directly into the public consultation document YouChoose.

Budget Consultation Process

Executive Members approved a comprehensive consultation programme designed to inform decisions on the Council's budget for 2012-13. In response to feedback received during last year's consultation, the process took place at a much earlier stage than in previous years.

The first phase involved the identification of broad priorities and took place between July and September 2011. It was comprised of two elements, an online application called YouChoose and a series of focus groups involving members of the Council's citizens' panel. Initial feedback from this first phase was presented to the Executive in October 2011. This was then followed by a second phase which considered more specific policy proposals drawn from phase 1 and previous business challenge sessions.

> **YouChoose** is an online application which gives users the opportunity to set a 'virtual' budget. Users are asked how they would achieve savings of £38m over the next three years. In order to do this, they can propose increases and decreases in expenditure on individual services. Users are also asked to indicate whether they support different options for increasing income or achieving efficiency savings. YouChoose was made available on the Council's website from July until November, with interim results being reported in September. In addition to YouChoose, five focus groups were also held at locations across the borough. These focus groups were attended by members of the Council's citizens' panel 'View West'.
>
> **Draft Policy Proposals -** The second phase involved consultation on specific draft budget proposals for 2012-13 and took place between October and December. This phase centred on a consultation document containing details of 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.
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> **Three 'Question Time' style events** were held during November in Chester, Ellesmere Port and Northwich. These events were attended by around 120 members of the citizens' panel, who were selected to provide a representative cross section of the local community. Attendees took part in group discussions on the draft proposals and came up with questions which were then put to a panel comprised of members of the Executive. They were also asked to indicate which proposals they supported the most and which ones they were less supportive of.
>
> **Stakeholder Engagement -** During the second phase, a range of engagement exercises took place with key stakeholders. These included consultation involving Trade Unions, the Business Community, Equality and Diversity groups, the Local Strategic Partnership, 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

The 2012-13 Budget, and particularly its Policy Proposals, have been developed in the context of delivering against the key themes, priorities and objectives set out in the Council Plan 2011-15 – "*Altogether Better*" while maintaining the Council on a sound financial footing. This plan was published in August 2011 and includes the targets which will be used to assess progress against the Council's priorities. To ensure that the Council 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 other components as well as the Council Plan.

The wider Strategic Planning Framework comprise the following documents:

- Sustainable Community Strategy (SCS), "*Together We Can Aim High"*
- Council Plan
- Medium Term Service and Financial Scenarios.
- Capital Strategy
- Business Planning and Performance and Risk Management Framework.

Community Budgets

In late 2011 the Council submitted an application – Altogether Better - on behalf of the West Cheshire Together partnership to participate in the national pilot scheme to develop the framework for implementing Community Budgets. These pilot sites would work with Central Government and utilise additional freedoms granted under the Localism Act to work across organisational boundaries and enhance the role of local residents in determining what services are required.

The Council was successful in this application and West Cheshire is one of only four pilot areas that have been invited to participate in the piloting of Whole Place Community Budgets. Involvement in the development of this delivery framework will give the Council the opportunity to shape and influence future policy and to promote the effectiveness of joint working in West Cheshire on a national stage.

As a successful pilot authority the Council and its local partners will help develop the framework under which local agencies are able to:

- make better use of resources (pooling and realigning funding across agencies)
- shift towards tackling root causes of local issues rather than treating symptoms
- redesign services to best meet residents needs with reduced red tape and regulation
- establish a unified governance structure linked to local needs

A central coordination team will be developed including officers from the council, partners and Whitehall officials. From March to September 2012, the team will work with a wide range of services across the partnership to identify new approaches to delivering and funding services. This will inform a set of investment agreements, which following national and local agreement will set out how shared priorities will be funded and addressed across the Borough through to 2015.

National funding will be made available to support this review process and conversations are underway with Whitehall officials to finalise appropriate governance arrangements.

BUDGET COMPONENTS

Formula Grant

On 8 December 2011 the level of Government core support the Council will receive in 2012-13 was confirmed by the Department for Communities and Local Government. This settlement was in line with the figures announced twelve months earlier.

The level of Formula Grant to be received by the Council in 2012-13 will be £91.104m. When compared to the 2011-12 Formula Grant allocation this shows a reduction of £8.470m (8.5%) in the funds available to the Council. This forms another significant instalment on the 26% funding reduction the Council is anticipating between 2010-11 and 2014-15.

The definition of Formula Grant has been amended for 2012-13 to now include any funding that Councils received in return for freezing their Council Tax when setting their 2011-12 budgets. This funding was provided for a four year period and will therefore be available to the Council until 2014-15 after which it will cease. The term Formula Grant does not include the new one-off Council Tax Freeze Grant the Council will receive in return for not increasing its Council Tax in 2012-13. This is addressed under Core Revenue Grants below.

Formula Grant	**2012-13 £000s**	**2011-12 £000s**	
Revenue Support Grant	1,731	22,808	
Business Rates	85,561	73,789	
Council Tax Freeze Grant (Feb 2011)	3,812	3,812	
	91,104	**100,409**	
Changes in responsibilities*	0	-835	Reduction
	91,104	**99,574**	**8,470**

Core Revenue Grants

In addition to the Formula Grant the Council also receives Core Revenue Grants from Government which are passed across without any conditions. These grants differ from Formula Grant in that they are provided for a defined purpose, although it is recognised that the Council has discretion over whether they are used for this purpose.

The majority of Core Revenue Grants were formerly paid to the Council as Specific Grants ring-fenced to a particular service or area of expenditure. In 2011-12 this ring-fencing was removed and the Council was given additional freedoms to redistribute the funding as it saw fit, however, the overall pot of money available was reduced.

From a Government perspective the funding is still provided to meet particular aims and the amount of funding will change year on year in relation to changes in their expectations regarding this funding. The 2012-13 Core Revenue Grant funding levels are set out below.

Core Revenue Grants	**2012-13 £000s**	**2011-12 £000s**	
Early Intervention Grant	12,961	12,234	
Council Tax and Housing Benefit Grant	2,224	2,297	
Learning Disability Grant	8,836	8,623	
New Homes Bonus	1,551	326	
PCT Grants	3,791	3,956	
Council Tax Freeze Grant (Feb 2012)	3,820	0	
Local Services Support Grant	1,716	1,658	Increase
	34,899	**29,094**	**5,805**

In October 2011 it was announced that additional one-off funding would be made available to any Council that did not increase its Council Tax levels from their 2011-12 levels. This funding, the equivalent of a 2.5% increase in Council Tax, will only be available in 2012-13 unlike the previous year's equivalent grant which was provided for a four year period.

Specific Government Grants

The final form of Central Government grant funding is Specific Grants, this funding is given to the Council for the achievement of a certain aim or to support a specific service. If the Council does not utilise the funding for that purpose then it may be liable to repay some or all of the balance. The volume of specific grants was greatly reduced in 2011-12 as part of the Comprehensive Spending Review but by value these grants still represent a significant element of the Council's funding.

These grants are directly linked to the delivery of individual services they are held and managed by the services responsible. This income is therefore shown as part of the Service Expenditure analysis, netting off the gross expenditure on that service. The total level of specific grant funding within Directorates is £313.7m details of individual specific grants are set out in Table 2 (Specific Grants) which follows this summary.

Dedicated Schools Grant

The Council receives Dedicated Schools Grant (DSG) which funds most of its schools-related expenditure. This grant is still being distributed using historic levels of expenditure, however this method is under review by the Department for Education (DfE). Later years will be subject to work by the DfE on the wider reform of the school funding system, including the possible development of a national funding formula.

The final 2012-13 allocation will depend on actual pupil numbers collected in the January 2012 Pupil Level Annual Schools Census and the March 2012 Early Years Census and the final settlement for recoupment for Academies. As a consequence this will not be known until June / July 2012. Even so, any new academies coming on line later in the year will cause the DSG to be further adjusted.

Dedicated Schools Grant	**Per Pupil Funding £**	**Indicative DSG £m**
2012-13 DSG Guaranteed per pupil Unit of Funding	4,895.89	
2012-13 Indicative DSG		222.670
Academy Funding Adjustment		-21.890
Total 2012-13 Indicative DSG		**200.780**

For budget setting purposes the Council has assumed a baseline allocation of £200.780m (after the academy recoupment of £21.9m) using January 2012 pupil numbers and estimated early years' numbers. The level of funding per pupil (GUF) remains unaltered from 2011-12. The net DSG allocation reflects the Academy Adjustment, the funding for which is allocated to the Council, but is subsequently deducted and paid directly to the Academy by the DfE. This adjustment is based on the Fair Funding Formula used within the Council to allocate funding to individual schools.

Collection Fund

The Collection Fund accounts for Council Tax collected by the Council. If it collects more or less Council Tax than estimated it generates a surplus or deficit. Any surplus reduces the amount needed to be met from future local taxation with any deficit having the opposite effect. The estimated deficit on the Collection Fund as at 31 March 2012 is £0.16m.

Council Tax - Precept

The Council Tax precept represents the difference between total net expenditure and available funding. This is the amount that is collected from Council Tax payers. Council Tax is based on property values (relating to the saleable value of the property as at 1 April 1991). Dwellings have been assigned to one of eight valuation bands (Bands A to H) with liability to Council Tax for a property in the top band three times that of a property in the bottom band.

The Authority's taxbase for 2012-13 is 121,681 Band D equivalent properties (0.12% higher than 2011-12's of 121,530). The Council has reduced Council Tax levels by an average of 0.25% in 2012-13, meaning the average Band D Council Tax would reduce to £1,251.45 and the funding generated from local taxation would be £152.278m.

Council Tax Requirement	**Budget £000**
Proposed Revenue Budget	243,604
Less Other Funding Sources	
Contribution From Reserves	382
National Non Domestic Rates/RSG	91,104
Estimated Deficit on Collection Fund	-160
Council Tax Requirement	**152,278**
Average Band D Council Tax (i.e. Council Tax Requirement divided by Tax Base)	**£ 1,251.45**

The actual Council Tax charged in each parish area will differ slightly as the Council collects the costs of some of its activities through "special expenses". These represent services that may be provided by either a local Parish Council or by the Borough Council. As this Council does not provide these services uniformly across the Borough it only recovers its costs from taxpayers in the areas that benefit from the service. Those taxpayers who reside in areas that do not receive such services from the Council will receive a Council Tax charge marginally below the levels shown above while others may be slightly higher. The table below shows the changes in the average Council Tax for each property band.

Valuation Band	Value as at 1.4.91	No. of Properties	% No. of Properties	Ratio	2011-12 £	2012-13 £	Annual Decrease £	Decrease per Week £
A	Up to £40,000	31,900	21.8	6/9	836.39	834.30	-2.09	-0.04
B	£40,001-£52,000	34,813	23.7	7/9	975.79	973.35	-2.44	-0.05
C	£52,001 -£68,000	28,974	19.7	8/9	1,115.19	1,112.40	-2.79	-0.05
D	£68,001-£88,000	19,544	13.3	9/9	1,254.59	1,251.45	-3.14	-0.06
E	£88,001-£120,000	15,035	10.2	11/9	1,533.39	1,529.55	-3.84	-0.07
F	£120,001-£160,000	8,787	6.0	13/9	1,812.19	1,807.65	-4.54	-0.09
G	£160,001-£320,000	7,147	4.9	15/9	2,090.98	2,085.75	-5.23	-0.10
H	Over £320,000	545	0.4	18/9	2,509.18	2,502.90	-6.28	-0.12

Overall Budget Requirements

The Council's budget for 2012-13 is £243,604m, (excluding Housing Revenue Account) which includes a net service expenditure budget of £247.127m.

	Gross Expenditure £m	Gross Income £m	Net Budget £m
Sources of Funding:			
Formula Grant Funding		91.104	
Council Tax		152.278	
Contribution from Reserves		0.382	
Council Tax for Parish Councils		2.624	
Surplus/(Deficit) on Collection Fund		-0.160	
Total Funding Available			**246.228**
Service Expenditure:			
Adult Social Care and Health	109.319	20.261	89.058
Children and Young People	289.629	241.311	48.318
Environment & Community	101.324	48.354	52.970
Regeneration and Culture	35.030	20.043	14.987
Resources	158.693	124.989	33.704
Chief Executive	1.841	0.008	1.833
Corporate Budgets	7.662	1.405	6.257
	703.498	**456.371**	**247.127**
Centrally Held Provisions			
Pay & Price	3.575		
General Contingency	3.667		
Redundancy Provision	2.140		
Community Budget Contingency	0.500		
Demographic Contingency	2.000		11.882
Capital Financing	19.494		19.494
Less: Core Revenue Grants		34.899	-34.899
Total Council Budget	**734.874**	**491.270**	**243.604**
Parish Precept	2.624		2.624
Total Budget Requirement	**737.498**	**491.270**	**246.228**

Service Expenditure Budget

The 2012-13 service budget has been built up in stages as shown below.

Overall Change in Budget	**Changes to Budget**	
	£000	**£000**
Original 2011-12 Base Budget		**253,214**
Stage 1a: Permanent Impacts of 2011-12 Approvals		
Inflation Allocations	2,107	
Additional Grant Allocations	858	
Further Funding Approvals	289	3,254
Revised 2011-12 Permanent Budget		**256,468**
Stage 1b: Technical Adjustments to 2012-13 Base Budgets		
Contribution to Community Benefits Fund	245	
Preparatory work on Major/Special projects	1,000	
Landfill Tax	579	
Employer Pension Contributions	500	
Other	656	2,980
Adjusted 2012-13 Base Budget		**259,448**
Stage 2: Inflation Impacts		
Nil inflation in 2012-13		
Repriced 2012-13 Base Budget		**259,448**
Stage 3: Directorate Budget Proposals		
Investment Proposals	5,220	
Departmental Efficiencies/Savings	-17,541	**-12,321**
2012-13 Base Budget		**247,127**

Change in Directorate Budgets for 2012-13	**2011-12 Base Budget £000**	**2011-12 Permanent Adjustments £000**	**2012-13 Technical Adjustments £000**	**2012-13 Budget Proposals £000**	**2012-13 Base Budget £000**
Adult Social Care and Health	81,247	41	12,298	-4,528	89,058
Children and Young People	49,259	520	-361	-1,100	48,318
Community and Environment	59,496	1,846	-4,405	-3,967	52,970
Regeneration and Culture	24,912	677	-9,532	-1,070	14,987
Resources	32,753	1,339	1,251	-1,639	33,704
Chief Executive	2,490	-830	190	-17	1,833
Corporate	3,057	-339	3,539	0	6,257
	253,214	**3,254**	**2,980**	**-12,321**	**247,127**

Corporate Budgets

Capital Financing

The capital financing budget for 2012-13 is £19.494m as shown below. This budget includes amounts charged in respect of the repayment of outstanding debt, contributions from revenue towards the cost of capital expenditure and interest payable on the Authority's portfolio of long term loans for both the General Fund (GF) and the Housing Revenue Account (HRA). These costs are partly offset by the budgeted amount of interest the Authority anticipates earning from the investment of its cash balances during the year.

Capital Financing Budget	General Fund £m	HRA £m	Total £m
Provision for Debt Repayment	12.605	1.522	14.127
Additional Provision for Repayment of Debt	0.000	0.536	0.536
Direct Revenue Funding	0.500	0.000	0.500
Interest on Long Term Loans	7.287	3.287	10.574
Other Interest Payable	0.350	0.000	0.350
Bank and Cash Collection Charges	0.270	0.000	0.270
Revenue Contribution re PFI schemes	-0.924	0.000	-0.924
Revenue Contribution re Schools (TLC) schemes	-0.357	0.000	-0.357
Revenue Contribution from HRA	0.000	-5.345	-5.345
Total Debt Repayment	**19.731**	**0.000**	**19.731**
Less Interest Receivable on Cash Balances	-0.237	0.000	-0.237
Net Capital Financing Budget	**19.494**	**0.000**	**19.494**

Centrally Held Contingencies

From within the Authority's net budget, a number of central contingencies have been identified to meet emerging cost pressures. These comprise:

Pay and Price Contingency

The Council has earmarked £3.6m of its budget as a central pay and price provision to meet the cost of inflation where contractual commitments may mean increases will be required or where the price of supply is not within the Councils control.

General Contingency

A general contingency (£3.7m) has been set aside to meet non inflationary cost pressures. This could relate to budget pressures that arise from events and decisions taken during the year or any unforeseen items. This contingency would also provide Members with options should external factors mean that a Policy Proposal planned for 2012-13 proves to be unachievable in the planned timescale.

Redundancy Contingency

A redundancy contingency has been created to fund short term severance costs which arise from staffing reductions following service redesign work required to achieve the necessary budget reductions in 2012-13. The balance of £2.1m is based on an estimate that up to 130 redundancies may be necessary; these costs will be carefully managed across the year.

Community Budget Contingency

A community budget contingency has been created to earmark £0.5m in support the Altogether Better programme to develop local services going forward. This money will be held in a central contingency until a full business case has been agreed with the Executive Member for Resources and appropriate governance arrangements developed.

Demographic Contingency

The demographic contingency has been created in response to consistent and increasing cost pressures across the Childrens' and Adults' Directorates in relation to care costs. The rising numbers of elderly people and increasing life expectancies for both Adults and Children with complex care needs is likely to continue to be a cost pressure on the Council in 2012-13. While growth due to school leavers or demographic trends can be predicted many factors cannot be accurately mapped such as migration, the willingness of carers to continue to support individuals and medical developments. The existence of a £2m contingency held against these emergent pressures allows the Council to address these costs.

Ring Fenced Budgets

The Director of Resources has determined that the following budgets should be treated as ring-fenced within the 2012-13 budget. Budgets are ring-fenced to reflect the fact that the costs are not deemed controllable by the manager or service within which they sit, the costs are typically determined outside of the organisation and the Council has limited scope to influence them. As a result any variances on these budgets are considered a corporate issue and budgets are adjusted to match the anticipated costs. These budgets are scrutinised throughout the year to ensure only legitimate costs are incurred against them. No new ring-fenced budgets are proposed for 2012-13.

Ringfenced Budgets	£000
Insurances	1,817
NW Flood Defence Levy	283
Business Rates	3,945
Members' Allowances (including Pensions)	1,378
External Audit and Inspection Fees	435
Coroners Service	441
Subscription to Local Government Association	82
Net Council Tax and Housing Benefit Subsidy Payments	522
Total	**8,903**

Adequacy of Reserves

Analysis of the risks and financial challenges facing the Council indicate that the Council should ensure its General Fund reserve remains in the region of £20.7m. A range of £1.5m is advised around this figure so a General Fund between £19.2m and £22.2m would be considered prudent.

At the time of the Budget Council it is forecast that the General Fund will have a balance at the end of March 2012 of £19.2m. The scenario outlined in this report would maintain the General Fund at £19.2m until 31 March 2013 before reducing again in 2013-14. This gives very limited scope to utilise the General Fund in 2012-13. Over the next three years the existing scenario would result in a reduced General Fund which would be in keeping with the Council making progress in delivering the required savings.

General Fund Forecast Balance	2011-12 £m	2012-13 £m	2013-14 £m	2014-15 £m
Balance at end of Financial Year	19.2	19.2	17.0	17.0

Capital Programme – 2012-13

In 2011-12 the Authority established a capital programme with two distinct elements, namely:-

- An annual 'core' programme that supports front line service delivery; and
- A capital vision that aims to deliver significant infrastructure developments across the Council over a 10 year period.

This successful approach continues into 2012-13, and the budget setting process has sought to build upon the indicative three year programme outlined in February last year.

Core and Committed Programme

The core programme for 2012-13 consists of allocations totalling £73.498m. In addition to detailing the proposed core capital programme for 2012-13 that is affordable based upon the financial assumptions contained within this budget, details are also provided of what a core programme may look like in 2013-14 and 2014-15 based upon the current priorities of the Council and the funding available. This future years' programme will therefore be reviewed on an annual basis as part of the budget setting process.

At this stage the allocation of £73.498m above assumes a sum of £18.792m is required to complete schemes started in prior years which are continuing into 2012-13. However, this total could alter when the final out-turn position is known. A breakdown of the anticipated profile of expenditure in the capital programme between the annual core allocations and the commitments to complete one-off schemes is provided below.

Year	**Core Annual Allocations £m**	**One-off Committed Schemes £m**	**Total £m**
2012-13	51.311	22.187	**73.498**
2013-14	47.807	14.045	**61.852**
2014-15	52.083	6.413	**58.496**
Total	**151.201**	**42.645**	**193.846**

10 Year Vision

Work has been ongoing throughout 2011-12 to progress the schemes included within the first phase of the 10 year capital vision. Within these large infrastructure projects, there are obvious complexities around planning applications, public consultations etc that can and will have an impact on the actual delivery timetable.

The 2012-13 capital programme reflects the organisation's robust project evaluation 'Gateway process' ensuring that all schemes meet Council priorities and are deliverable and affordable. Although budget allocations are set aside for all schemes in this capital programme, schemes not yet ready to start delivery won't progress beyond Gateway 2 (initial project plans) at this stage. Business cases for all schemes have been reviewed and evaluated by the Executive Member for Resources prior to inclusion in this programme.

Capital Vision Schemes	2012-13 Allocation £000	Total Allocation £000
Children and Young People's Services	27.453	45.379
Community and Environment	4.500	Annual
Regeneration and Culture	6.118	71.000
Total Capital Expenditure	**38.071**	**116.379**

Funding of Capital Programme

The Core and Committed capital programme and 10 Year Vision schemes are fully funded with estimated capital payments in 2012-13 of £111.569m planned to be financed as shown below. In considering the 3 year indicative capital programme totalling £306.203m, Council Resources of approximately £138.552m will be required in order to support this expenditure. £35m of this will come from the use of capital receipts to be generated and £103.552m will come 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 liability for the General Fund increasing from £259m to £319m over the 3 year period.

Financing of Capital Expenditure	£m	£m
External Resources/Revenue Contributions:		
Grants	56.103	
Developer/Partner Contributions	1.706	
Revenue Contributions	9.600	67.409
Council Capital Resources:		
Borrowing	32.160	
Capital Receipts/Reserve	12.000	44.160
Total Financing		**111.569**

It is important to note that in developing the overall financial envelope for the capital programme it is assumed that £12m of capital receipts will be generated in 2012-13 and a minimum of £10m in each subsequent year to support the funding of the programme. In the event that this level of receipts is not generated, there will need to be consideration given to reducing the value of the overall programme in order that expenditure remains within the overall cost envelope.

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
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	**Summary of Workforce Estimates**	An analysis of estimated Full Time Equivalent (FTE) employees and Pay Budget
5	**Policy Proposals**	An analysis of policy proposals by Directorate
6	**Indicative Dedicated Schools Grant (DSG)**	An analysis of expenditure budgets funded by DSG, held in various service budgets
7	**Capital Budget 2012-13**	A summary of 2012-13 Capital Budget by directorate showing 2012-13 new starts, continuing schemes and sources of funding

Table 1 - Summary Revenue Budget

Directorate:	Expenditure £000	Income £000	Net Budget £000
Adult Social Care and Health			
Social Care Provision	18,457	-1,817	**16,640**
Strat Comm, Transformation and Innovation	19,272	-223	**19,049**
Prevention and Well-Being	71,590	-18,221	**53,369**
	109,319	**-20,261**	**89,058**
Children and Young People Services			
Children and Families	31,818	-852	**30,966**
Achievement and Well-Being	243,119	-233,246	**9,873**
Strategy and Commissioning	14,692	-7,213	**7,479**
	289,629	**-241,311**	**48,318**
Community and Environment			
Waste and Street Scene	26,676	-1,136	**25,540**
Planning and Transport	59,332	-38,701	**20,631**
Regulatory Services	11,494	-8,502	**2,992**
Customer Services	2,870	-15	**2,855**
Area Boards	952	0	**952**
	101,324	**-48,354**	**52,970**
Regeneration and Culture			
Culture and Recreation	13,143	-4,743	**8,400**
Regeneration	6,266	-4,568	**1,698**
Strategic Housing and Spatial Planning	4,105	-1,220	**2,885**
Marketing and Communications	1,494	-163	**1,331**
Facilities and Asset Management	10,022	-9,349	**673**
	35,030	**-20,043**	**14,987**
Resources			
Director of Resources	391		**391**
Finance	123,465	-109,436	**14,029**
Legal and Democratic Services	4,963	-356	**4,607**
Human Resources	3,493	-755	**2,738**
Procurement and Supplier Management	8,882	-4,055	**4,827**
ICT Strategy	1,887	-490	**1,397**
	143,081	**-115,092**	**27,989**
Chief Executive			
Office of the Chief Executive	1,841	-8	**1,833**
	1,841	**-8**	**1,833**
Shared Services			
Human Resources and Finance Shared Services	2,467	-836	**1,631**
ICT Shared Services	13,145	-9,061	**4,084**
	15,612	**-9,897**	**5,715**
Corporate	7,662	-1,405	**6,257**
Total Service Provision	**703,498**	**-456,371**	**247,127**

Table 1 - Summary Revenue Budget

	Budget £000
Total Service provision	**247,127**
Add:	
Contingencies & Provisions:	
Pay & Price Contingency	3,575
General Contingency	3,667
Redundancy Contingency	2,140
Community Budgets	500
Demographic Contingency	2,000
Capital Financing	19,494
Total Council Budget	**278,503**
Deduct:	
Adjusted Formula Grant	91,104
Core Revenue Grant	34,899
Use of Reserves	382
Deficit on Collection Fund	-160
Council Tax	**152,278**

Table 2 - Subjective Analysis of Revenue Budget

Expenditure:	£000	Budget £000
Employees		
Employees pay	295,354	
Other employee expenses	12,097	307,451
Premises		37,392
Transport		49,425
Supplies & Services		77,872
Payments to Service Providers		
See attached analysis 1		231,358
Gross Expenditure		**703,498**
Funding Sources:		
Customer & Client Receipts		
Receipts and Fees & Charges		44,529
Rents		11,135
Specific Grants		
See attached analysis 2		313,702
Reimbursements & Contributions		
See attached analysis 3		47,786
Internal Recharges		39,219
Total Income		**456,371**
Net Expenditure		**247,127**

Table 2 - Subjective Analysis of Revenue Budget

1. Analysis of Payments to Service Providers	£000	Budget £000
Adult Social Care & Health Directorate		
Nursing Long Stay	13,761	
Residential Long Stay	22,433	
Domicilliary Care	15,227	
Supporting People	10,044	
Direct Payments Clients	7,319	
Adaptations & Equipment	728	
Residential Respite	1,742	
Meals Contract	444	
Third Sector Grants	1,513	
Carers Grants	734	
Extra Care	263	
Other	592	**74,800**
Children & Young People's Services Directorate		
Agency placements	6,500	
Fostering & Adoptions Allowances	4,551	
Independent School Fees	3,959	
Payments to Other Local Authorities - SEN	2,031	
PFI Unitary Payment Charges	1,655	
Direct Payments Clients	575	
Care Plan Packages	300	
Section 17 Payments & Guardianship Allowances	508	
Other	888	**20,967**
Community & Environment Directorate		
Landfill Contract	6,181	
Road Maintenance	7,063	
Waste Collection Contract	7,796	
HWRC Contract	2,472	
Road Lighting Energy	1,446	
Winter Maintenance	916	
Carbon Reduction Allowance	400	
Warrington Borough Council - Coroners	442	
Cheshire Police Authority	262	
Flood Defence Levy	283	
Other	510	**27,771**
Regeneration & Culture Directorate		
Leisure & Green Spaces	213	
Housing Solutions	621	
Cultural & Tourism Services	457	
Employment, Skills & Learning	986	
Other	218	**2,495**
Resources Directorate		
Council Tax & Housing Benefit Relief	104,795	
Business Rate Relief	529	
Other	1	**105,325**
		231,358

Table 2 - Subjective Analysis of Revenue Budget

2. Analysis of Specific Grants	£000	Budget £000
Adults Directorate		
Stroke Grant		**49**
Children & Young People's Services Directorate		
Dedicated Schools Grant	200,761	
Higher Education Funding Council for England	507	
Youth Offending	480	
PFI Unitary Payment Charges	1,389	
Music Service	414	
Multi Systemic Therapy Project	200	
Early Years Funding	73	
Pupil Premium	5,000	
EU Milk Subsidy Grant	20	**208,844**
Resources Directorate		
Dedicated Schools Grant	21	
Council Tax Subsidy	22,535	
Housing Benefit Subsidy	81,738	
Business Rates Admin	515	**104,809**
		313,702

Table 2 - Subjective Analysis of Revenue Budget

3. Analysis of Reimbursements & Contributions	£000	Budget £000
Adult Social Care & Health Directorate		
Health Authority Contributions	3,254	
Supporting People Income	1,160	
Other	78	**4,492**
Children & Young People's Services Directorate		
Young People's Learning Agency	13,361	
PFI Unitary Payment Charges	611	
Youth Offending	272	
Local Safeguarding Children's Board	213	
Other	471	**14,928**
Community & Environment Directorate		
OLA Contributions - Various	14,548	
Other	559	**15,107**
Regeneration & Culture Directorate		
OLA Contributions	247	
Adult Family Learning	1,060	
Employment Support	1,846	
Special Projects	327	
Work Based Learning	784	
Mersey Forest	631	
Museums & Tourism	740	
Stoak Lodge	135	
Housing Strategy	375	
Leisure & Green Spaces	197	
Other	291	**6,633**
Resources Directorate		
Recovery of Court Costs	623	
Housing Benefits	664	
Reimbursement for Legal Support	122	
Other	57	**1,466**
Shared Services Directorate		
Contribution from Cheshire East Council		**3,755**
Corporate - OLA Income - Gratuities		**1,405**
		47,786

Table 3 - Total Cost of Directorates

Directorate:	Service Net Budget £000	Central Support Costs £000	Depreciation £000	Net Cost Of Service £000
Adult Social Care and Health				
Social Care Provision	16,640	3,427	208	20,275
Strat Comm, Transformation and Innovation	19,049	1,855	1,000	21,904
Prevention and Well-Being	53,369	4,002	0	57,371
	89,058	**9,284**	**1,208**	**99,550**
Children and Young People Services				
Children and Families	30,966	3,342	167	34,475
Achievement and Well-Being	9,873	4,178	3,513	17,564
Strategy and Commissioning	7,479	690	49	8,218
	48,318	**8,210**	**3,729**	**60,257**
Community and Environment				
Waste and Street Scene	25,540	2,675	1,167	29,382
Planning and Transport	20,631	4,528	8,225	33,384
Regulatory Services	2,992	2,426	1,139	6,557
Customer Services	2,855	-2,906	40	-11
Area Boards	952	0	9	961
	52,970	**6,723**	**10,580**	**70,273**
Regeneration and Culture				
Culture and Recreation	8,400	2,931	2,681	14,012
Regeneration	1,698	1,841	159	3,698
Strategic Housing and Spatial Planning	2,885	984	24	3,893
Marketing and Communications	1,331	131	0	1,462
Facilities and Asset Management	673	-5,739	1,350	-3,716
	14,987	**148**	**4,214**	**21,603**
Resources				
Director of Resources	391	-281	0	110
Finance	14,029	-6,813	11	7,227
Legal & Democratic Services	4,607	-1,234	0	3,373
Human Resources	2,738	-2,738	0	0
Procurement & Supplier Management	4,827	-4,995	1	-167
ICT Strategy	1,397	-1,451	3,782	3,728
	27,989	**-17,512**	**3,794**	**14,271**
Chief Executive				
Office of the Chief Executive's	1,833	-1,244	0	589
	1,833	**-1,244**	**0**	**589**
Shared Services				
Human Resources and Finance Shared Services	1,631	-1,525	0	106
ICT Shared Services	4,084	-4,084	0	0
	5,715	**-5,609**	**0**	**106**
Corporate	6,257	0	853	**7,110**
Total	**247,127**	**0**	**24,378**	**273,759**

Notes

1 This table shows the full budgeted cost of front line service provision by taking account of support service budgets and depreciation.

Table 4 - Summary of Workforce Estimates

By Directorate	Estimate Mar-12 FTE	Pay Budget 2012-13 £000
Adult Social Care and Health		
Social Care Provision	666.6	17,089
Strat Comm, Transformation and Innovation	60.0	3,043
Prevention and Well-being	190.0	7,123
	916.6	**27,255**
Children and Young People Services		
Children and Families	411.0	16,372
Achievement and Well-being	4,960.5	162,613
Strategy and Commissioning	151.0	6,004
	5,522.5	**184,989**
Community and Environment		
Waste and Street Scene	243.2	6,346
Planning and Transport	372.8	12,461
Regulatory Services	181.6	6,290
Customer Services	98.9	2,393
Area Boards	18.0	596
	914.5	**28,086**
Regeneration and Culture		
Culture and Recreation	264.0	7,497
Regeneration	105.0	3,571
Strategic Housing and Spatial Planning	69.0	3,026
Marketing and Communications	27.0	768
Facilities and Asset Management	65.0	2,672
	530.0	**17,534**
Resources		
Director of Resources	1.0	273
Finance	330.6	11,000
Legal and Democratic Services	59.0	2,758
Human Resources	98.1	2,809
Procurement and Supplier Management	377.0	7,556
ICT Strategy	20.5	1,479
	886.2	**25,875**
Chief Executive		
Office of the Chief Executive	42.7	1,753
	42.7	**1,753**
Shared Services		
Human Resources and Finance Shared Services	88.5	2,262
ICT Shared Services	157.5	7,600
	246.0	**9,862**
Total Pay Budget	**9,058.4**	**295,354**

Table 5 - Policy Proposals

Directorate	Policy Proposal £000
Adult Social Care and Health	
Investments	
Domestic Abuse	70
Learning Disability - Transitions	650
HIV/AIDS	30
Avenue Services Ltd	100
Deprivation of Liberty safeguarding assessments	9
Total Investments	**859**
Efficiencies / Savings	
Retender of External Home Care	-1,000
Agile working	-125
Social Work Review	-250
Revised operating model for in house provision	-300
In house home care savings through transfer of internally provided home care to external sectors	-550
Reduce long stay residential and nursing placements	-450
Community meals	-75
PPP Structure Review	-72
Third Sector Commissioning	-20
Customer contributions	-175
Modernising services for people with learning disabilities	-400
Independent Sector funding review	-75
Terms & Conditions savings	-793
Access to Care Criteria	-1,100
Total Efficiencies / Savings	**-5,385**
Total Adult Social Care and Health	**-4,526**
Children and Young People	
Investments	
Reshaping services for children in care	2,000
Recruitment and retention package for Social Workers	315
Early Intervention - Extended Free entitlement to Education for two year olds	301
Additional hardship fund	30
Total Investments	**2,646**
Efficiencies / Savings	
Children Centres - reduction in operating costs and income generation	-150
Children in Care Costs: a more consistent approach to arranging placements for young people	-300
Ensuring efficient and effective family support	-250
Therapies (MST) project and Family Support	-225
Senior Management Team - Rationalisation New Proposal	-90
Rationalising cross Directorate staffing and operational budgets	-680
Home to School Transport	-373
School related pension and early retirement costs	-50
Safeguarding - interim structures - other efficiencies	-250
Outdoor Education Fee Waiver	-66
Right to Free Travel Grant	-158
A more targeted approach to youth information, advice and guidance services	-900
Terms and Conditions Savings	-254
Total Efficiencies / Savings	**-3,746**
Total Children and Young People	**-1,100**

Table 5 - Policy Proposals

Directorate	Policy Proposal £000
Community and Environment	
Investments	
Reduction in Enforcement Income	121
Car Parking Income	426
Mainstreaming of the additional Chester Streetscene Team (Grime and Rows Caretaker)	135
Ensuring safety of Closed Churchyards and other Cemetery Grounds	75
Loss of car parking income	300
Total Investments	**1,057**
Efficiencies / Savings	
Full Cost Recovery of planning fees	-300
Transport Subsidy Review	-275
Increase in Cremation fees	-80
Waste Collection - contract procurement and staffing reductions	-1,690
Highways Maintenance Term Contract Savings	-294
PPP Structure Review	-200
Procurement costs of Highways Maintenance Term Contract	-200
ICT and Customer Services	-52
Specialist Environmental Services Review	-39
Review of Licensing Fees	-19
Integrated Transport Services efficiencies	-50
Automated Public conveniences review	-242
Terms and Conditions Savings	-263
Waste Disposal Savings	-1,000
Reduction in reactive maintenance Carriageway and Footway defects (Invest to Save Capital)	-100
Development Management - the effect of the economy on the level of fee income	-100
Regulatory Services Restructure	-20
Staff Rationalisation	-100
Total Efficiencies / Savings	**-5,024**
Total Community and Environment	**-3,967**
Regeneration and Culture	
Investments	
Additional funding for Culture Services	250
Avenue Services Ltd	93
Additional funding to support Regeneration project delivery	315
Total Investments	**658**
Efficiencies / Savings	
Review of approach to capital programme delivery	-150
Review of specialist, strategic and commissioning services	-300
Reduction in non pay budgets	-250
Internal rationalisation and review of Culture and Recreational Services	-200
Review of Funding to Third Sector Organisations	-100
Facilities and Asset Management Structure Review	-121
Reduction in building running costs	-200
Removal of additional funding re Leisure Services utilities	-124
Review of Archives	-18
Library Specialist Services	-79
Terms and Conditions Savings	-156
Income generation within Marketing Service	-30
Total Efficiencies / Savings	**-1,728**
Total Regeneration and Culture	**-1,070**

Table 5 - Policy Proposals

Directorate	Policy Proposal £000
Resources	
Efficiencies / Savings	
Finance - structure review	-255
Human Resources - structure review	-54
Legal and Democratic - further structure review	-130
Occupational Health - structure review	-10
Implementing Supplier Management	-50
Savings resulting from salary sacrifice scheme	-100
Insurance Fund Review	-50
ICT Shared Services Efficiencies	-145
ICT and Customer Services Review	-53
Facilities and Asset Management - structure review	-134
PPP structure review	-136
Assumed reduction in external audit fee	-95
Building cleaning - service pricing review	-88
Review of Transformation Programme	-37
Electronic billing	-75
Terms and Conditions Savings	-129
Reductions in scope of Corporate Training Programme	-100
Total Efficiencies / Savings	**-1,641**
Total Resources	**-1,641**
Chief Executive's Office	
Efficiencies / Savings	
Terms and Conditions Savings	-5
PPP Structure review	-12
Total Efficiencies / Savings	**-17**
Total Chief Executive's Office	**-17**
Total Policy Proposals	**-12,321**

Directorate	Investment £000	Efficiencies/Savings £000	Total £000
Adult Social Care & Health	859	-5,385	-4,526
Children & Young People	2,646	-3,746	-1,100
Community & Environment	1,057	-5,024	-3,967
Regeneration & Culture	658	-1,728	-1,070
Resources	0	-1,641	-1,641
Chief Executive Office	0	-17	-17
Total	**5,220**	**-17,541**	**-12,321**

Table 6 - 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 £222.670m is based on estimated pupil numbers at January 2012. An adjustment (£21.89m) has been made to remove, through recoupment, funding for Schools that have transferred to Academy status. The net effect is a budgeted Indicative DSG of £200.780m. The final DSG will be known in July 2012 based on actual numbers at January 2012. Expenditure budgets funded by the grant that are held in various Heads of services budgets are shown below.

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

Directorate:	Budget		Per Pupil	
	£000	£000	£	£
Children and Young People				
Schools	180,401		4,399.01	
Achievement and Wellbeing	13,411		326.99	
Children and Families	415		10.12	
Strategy and Commissioning	4,978	199,205	121.37	4,857.49
Community and Environment				
Waste Management and Street Scene	40		0.98	
Highways	116		2.83	
Regulatory Services	33	189	0.80	4.61
Resources				
Finance	21	21	0.51	0.51
Regeneration and Culture				
Culture and Recreation	18	18	0.44	0.44
Allocation of Overheads from Central Services		1,347	32.84	32.84
		200,780		**4,895.89**

Table 7 - Capital Budget

Estimated Capital Expenditure (All Schemes)		£000
Core and Committed Programme 2012-13		
Adult Social Care and Health		756
Children and Young People's Services		10,828
Community and Environment		16,314
Regeneration and Culture		40,600
Resources		5,000
Schemes included in first phase of 10 year vision		
Ellesmere Port Academy	13,424	23,249
Winsford Academy	14,029	22,130
Highways Asset Recovery	4,500	Annual Allocation
EPIC Replacement	531	12,500
Markets	700	8,000
Chester Theatre	2,937	38,000
Northwich Lifestyle Centre	1,950	12,500
Total Capital Expenditure	**38,071**	**116,379**

Financing	£000
Source of funding	
Borrowing	32,160
Revenue Contribution	9,600
Grant	56,103
Capital Receipts	12,000
Developer/Partner Contributions	1,706
Total	**111,569**

Adult Social Care and Health Directorate
Director - Mark Palethorpe

Budget Summary:

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Social Care Provision	18,457	-1,817	16,640
Strategic Commissioning, Transformation and Innovation	19,272	-223	19,049
Prevention and Wellbeing	71,590	-18,221	53,369
Total Directorate Budget	**109,319**	**-20,261**	**89,058**

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 three service areas:

Social Care Provision
Organisation and management of in-house services across all social care groups. Services include reablement and recovery services, care at home, day care, short term breaks, respite and family based care.

Strategic Commissioning, Transformation and Innovation
Includes strategic commissioning, performance management outcomes, quality assurance and compliance, health sector integration, adult safeguarding, supporting people and housing related support for vulnerable adults, policy, partnerships, members budgets and the corporate lead for equality and diversity.

Prevention and Well-being
Comprising assessment, care management and occupational therapy services for all social care service users.

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	27,255	916.6
Total	**27,255**	**916.6**

As Director I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ……………………………….

Adult Social Care and Health Directorate
Social Care Provision
Head of Service - Linda Couchman

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Building Based Provision	3,259	7,558		12,579	-1,762	10,817
Domiciliary Care	3,594	444		4,093	-55	4,038
Administration/Management		1,706	79	1,785		1,785
Total Budget	**6,853**	**9,708**	**79**	**18,457**	**-1,817**	**16,640**

Summary of changes from 2011-12 Budget

	£000	£000
1. **Original 2011-12 Budget**		20,331
(Restated 2011-12 Social Care Provision budget)		
2. **Adjustments:**		
Inflation increases (incl. Employer Pension Contribution)	87	
Terms and Conditions Savings (part year effect)	-1,010	
Other	-39	-962
3. **Policy Proposals:**		
Efficiency / Savings		
Future Service Design and Commissioning	-2,040	
Terms and Conditions Savings	-689	-2,729
4. **Total 2012-13 Budget**		**16,640**

Adult Social Care and Health Directorate
Social Care Provision
Head of Service - Linda Couchman

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay		17,089
Premises		572
Transport		307
Supplies & Services		489
Total Expenditure		**18,457**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges	-104	
Rents	-1	-105
Reimbursements & Contributions:		
Health Income	-517	
Supporting People	-1,160	
Other	-35	-1,712
Total Income		**-1,817**
Net Budget		**16,640**
Depreciation Budget		208

Workforce Summary 2012-13

Workforce	**Budget £000**	**FTE**
Local Government Officers	17,089	666.6
Total	**17,089**	**666.6**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Adult Social Care and Health Directorate
Strategic Commissioning, Transformation and Innovation
Interim Head of Service - Alistair Jeffs

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Adaptations and Equipment		737	90	827		827
Strategic Commissioning		5,029	624	5,791	-138	5,653
Adult Safeguarding		459		517	-58	459
Supporting People		10,043		10,043		10,043
Policy and Partnerships		1,033		1,053	-20	1,033
Research and Consultation		274		281	-7	274
Members Localisation			760	760		760
Total Budget	**0**	**17,575**	**1,474**	**19,272**	**-223**	**19,049**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			5,997
(Restated 2011-12 Strategic Commissioning, Transformation and Innovation budget)			
2. **Adjustments:**			
Changes in role and function			
Transfer of Supporting People from Regeneration & Culture	10,043		
Transfer of Policy and Partnerships from Resources	3,180		
Transfer of Safeguarding from Prevention & Wellbeing	62		
Transfer of Domestic Abuse from Community & Environment	326		
Transfer of Contracts team to Corporate Procurement	-159		
Local Involvement Network (LINk) funding from Resources	118		
Disability rights officer funding from Resources	31	13,601	
Inflation increases (incl. Employer Pension Contribution)	6		
Terms and Conditions Savings (Part Year Effect)	-10		
Other	-580	-584	13,017
3. **Policy Proposals:**			
Investments			
Grant funding for Deprivation of Liberty Safeguarding assessments	9		
Transfer of former AIDS/HIV grant into base budget	30		
Avenue Service Ltd management fee	100		
Stabilisation of Domestic Abuse base budget	70	209	
Efficiency / Savings			
Independent sector funding review	-95		
Staffing structure review	-72		
Terms and Conditions Savings	-7	-174	35
4. **Total 2012-13 Budget**			**19,049**

Adult Social Care and Health Directorate
Strategic Commissioning, Transformation and Innovation
Interim Head of Service - Alistair Jeffs

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	3,043	
Other employee expenses	16	3,059
Premises		47
Transport		22
Supplies & Services		3,034
Payments to Service Providers:		13,110
Total Expenditure		**19,272**
Income:		
Specific Grants		-49
Reimbursements & Contributions:		
Health Income	-104	
Other	-43	-147
Internal Recharges		-27
Total Income		**-223**
Net Budget		**19,049**
Depreciation Budget		1,000

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	3,043	60.0
Total	**3,043**	**60.0**

As Interim Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Adult Social Care and Health Directorate
Prevention and Wellbeing
Head of Service - Jill Broomhall

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Social Work Teams		7,861		7,929	-68	7,861
Community Based Care	21,701			27,467	-5,766	21,701
Residential / Nursing Care	23,807			36,194	-12,387	23,807
Total Budget	**45,508**	**7,861**	**0**	**71,590**	**-18,221**	**53,369**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			54,919
(Restated 2011-12 Prevention & Wellbeing budget)			
2. **Adjustments:**			
Changes in role and function			
Transfer of Blue Badge scheme budget to Community & Environment	-37		
Transfer of Safeguarding to Strategic Commissioning	-62	-99	
Inflation increases (incl. Employer Pension Contribution)	48		
Terms and Conditions Savings (part year effect)	-134		
Other	467	381	282
3. **Policy Proposals:**			
Investments			
Learning Disability Transitions	650		
Recomissioning of Homecare provided internally	790	1,440	
Efficiency / Savings			
Personalisation	-1,100		
Managing External Care Costs	-1,525		
Future Service Design and Commissioning	-375		
Customer Contributions	-175		
Terms and Conditions Savings	-97	-3,272	-1,832
4. **Total 2012-13 Budget**			**53,369**

Adult Social Care and Health Directorate
Prevention and Wellbeing
Head of Service - Jill Broomhall

Subjective Analysis of Revenue Budget in 2012-13

	£000
Expenditure:	
Employees	
Employees' pay	7,123
Premises	10
Transport	2,362
Supplies & Services	405
Payments to Service Providers:	61,690
Total Expenditure	**71,590**
Income:	
Customer & Client Receipts:	
Receipts and Fees & Charges	-15,588
Reimbursements & Contributions:	
Health Income	-2,633
Total Income	**-18,221**
Net Budget	**53,369**
Depreciation Budget	0

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	7,123	190.0
Total	**7,123**	**190.0**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed …………………………………………..

Adult Social Care and Health Directorate

Capital Programme 2012-13

Director – Mark Palethorpe

Department/Scheme	2012-13 Budget £000	Output to be generated
Adult Social Care and Health		
Core and Committed Programme 2012-13		
Personal Social Services Grant	756	A programme of capital investment to support the implementation of the Directorate's Blueprint that will reshape services in order to meet the new demands presented by demographic change and complex needs.
Total for Adult Social Care and Health	**756**	

Financing	
Source of funding	**£000**
Grant	756
	756

Children and Young People
Director - Gerald Meehan

Budget Summary:

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Children and Families	31,818	-852	30,966
Achievement and Wellbeing	243,119	-233,246	9,873
Strategy and Commissioning	14,692	-7,213	7,479
Total Directorate Budget	**289,629**	**-241,311**	**48,318**

Services Provided:
The Children and Young People's Directorate works with vulnerable children; children in need and young people at risk of significant harm. It has key responsibilities for the delivery of high quality education in a range of settings across the Borough, wider responsibilities for youth justice; youth services and early years provision are also within its remit. The Directorate has three services.

Children and Families
Provides statutory services for child protection, children in care and early help for families.

Achievement and Wellbeing
Focuses on educational attainment and achievement in schools and early years settings, including the private and voluntary sector and child minding. It supports vulnerable school age children, young people and their families through targeted provision in a range of services. Provides support for all "front line" services to enable them to carry out their functions. For example, specialised business support, school support, capital programmes and catering. The service also provides discrete support for Special Education Needs.

Strategy and Commissioning
The commissioning of services that meets the needs of children, young people and their families based on clear analysis of need and priority setting. It works through West Cheshire's Trust and with Health Colleagues.

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	29,305	873.5
Teachers	121,299	2,531.0
Soulbury	1,104	23.0
Other School Based Staff	33,281	2,095.0
Total	**184,989**	**5,522.5**

As Director I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ……………………………….

Children and Young People
Children and Families
Head of Service - Sandra Campbell

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Agency Placements	6,500	0	0	6,500	0	6,500
Children in Care	1,946	1,002	0	2,948	0	2,948
Children in Need	509	5,705	3	6,358	-141	6,217
Children with Disabilities	1,567	1,152	156	2,875	0	2,875
Early Support	753	997	0	2,036	-286	1,750
Management	0	1,018	219	1,237	0	1,237
Provider Services	5,435	2,895	0	8,421	-91	8,330
Safeguarding Unit	0	1,109	0	1,443	-334	1,109
Total Budget	**16,710**	**13,878**	**378**	**31,818**	**-852**	**30,966**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			28,224
2. **Adjustments:**			
Changes in role and function			
Children with Disabilities moving from Achievement and Wellbeing	3,040		
Speech and Language Therapy Services and Family Support Contracts moving to Strategy and Commissioning	-917		
Tarvin Community Centre moving to Resources Directorate	-10	2,113	
Inflation Increases (incl. Employer Pension Contribution)		59	
Terms and Conditions Savings (part year effect)		-293	
Other		10	1,889
3. **Policy Proposals:**			
Investments			
Reshaping services for Children in Care	2,000		
Recruitment and Retention Package for Social Workers	315	2,315	
Efficiency / Savings			
Terms and Conditions Savings	-212		
Children Centres - reduction in operating costs and Income generation	-150		
Children in Care Costs	-300		
Providing early help to Children and Families	-300		
Safeguarding - interim Structures	-250		
Ensuring efficient and effective family support	-250	-1,462	853
4. **Total 2012-13 Budget**			**30,966**

Children and Young People
Children and Families
Head of Service - Sandra Campbell

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	16,372	
Other employee expenses	3	16,375
Premises		670
Transport		458
Supplies & Services		1,881
Payments to Service Providers:		12,434
Total Expenditure		**31,818**
Income:		
Customer & Client Receipts		
Receipts and Fees & Charges		-223
Specific Grants		-415
Reimbursements & Contributions:		-214
Total Income		**-852**
Net Budget		**30,966**
Depreciation Budget		167

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	16,372	411.0
Total	**16,372**	**411.0**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ……………………………………….

Children and Young People
Achievement and Wellbeing
Head of Service - Ann Moore

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Schools	0	0	0	194,003	-194,003	0
Head of Service	0	73	0	312	-239	73
Specialist Services	126	0	0	6,748	-6,622	126
Universal Sevices	196	-472	24	6,592	-6,844	-252
Catering	0	-5	0	7,669	-7,674	-5
Quality Assurance	0	393	54	1,197	-750	447
School Planning & Organisation	8,067	400	0	11,886	-3,419	8,467
Other Schools Related	0	1,000	17	14,712	-13,695	1,017
Total Budget	**8,389**	**1,389**	**95**	**243,119**	**-233,246**	**9,873**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			14,820
(Re-stated 11-12 Strategic Support budget)			
2. **Adjustments:**			
Changes in role and function			
Growth in Home to School Transport budgets	622		
Various other budgets	325		
Children with Disabilities moving to Children & Families	-3,040		
Tarvin Community Centre moving to Resources Directorate	-10		
Specialist and Targeted Services divisions moving to Strategy and Commissioning	-858	-2,961	
Inflation Increases (incl. Employer Pension Contribution)		21	
Terms and Conditions Savings (part year effect)		-39	
Other		-983	-3,962
3. **Policy Proposals:**			
Investments			
Additional Hardship Fund		30	
Efficiency / Savings			
Terms and Conditions Savings	-28		
Rationalising cross Directorate staffing and operational budgets	-340		
Home to School Transport	-373		
School related pension and early retirement costs	-50		
Outdoor Education Fee Waiver budget	-66		
Right to Free Travel Grant	-158	-1,015	-985
4. **Total 2012-13 Budget**			**9,873**

Children and Young People
Achievement and Wellbeing
Head of Service - Ann Moore

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	162,613	
Other employee expenses	3,180	165,793
Premises		20,270
Transport		8,700
Supplies & Services		40,105
Payments to Service Providers:		8,251
Total Expenditure		**243,119**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges	-14,282	
Rents	-48	-14,330
Specific Grants		-201,943
Reimbursements & Contributions:		-14,078
Internal Recharges		-2,895
Total Income		**-233,246**
Net Budget		**9,873**
Depreciation Budget		3,513

Workforce Summary 2012-13

Workforce	**Budget £000**	**FTE**
Local Government Officers	8,763	350.5
Teachers	119,993	2,503.0
Soulbury	576	12.0
Other School Based Staff	33,281	2,095.0
Total	**162,613**	**4,960.5**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Children and Young People
Strategy and Commissioning
Head of Service - Paul Boyce

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Commissioning	1,559	1,772	181	4,799	-1,287	3,512
Youth Offending Service	372	9	173	1,305	-751	554
Youth Services	1,818	0	0	1,818	0	1,818
Specialist Services	458	-15	0	2,018	-1,575	443
Targeted Support	361	54	0	3,179	-2,764	415
Youth Centres	0	-50	0	10	-60	-50
Ex College HEFCE/MMU	0	0	0	573	-573	0
Workforce Development	270	232	0	701	-199	502
Children's Projects	0	163	122	289	-4	285
Total Budget	**4,838**	**2,165**	**476**	**14,692**	**-7,213**	**7,479**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			6,215
(Re-stated 11-12 Strategic Support budget)			
2. **Adjustments:**			
Changes in role and function			
Speech and Language Therapy Services and Family Support Contracts moving from Children and Families	917		
Tarvin Community Centre moving to Resources Directorate	-40		
Specialist and Targeted Services divisions moving from Achievement and Wellbeing	858	1,735	
Inflation Increases (incl. Employer Pension Contribution)		10	
Terms and Conditions Savings (part year effect)		-18	
Other		505	2,232
3. **Policy Proposals:**			
Investments			
Early Intervention - Extended free entitlement for 2 year olds		301	
Efficiency / Savings			
Terms and Conditions Savings	-14		
Senior Management Team Rationalisation	-90		
Rationalising cross Directorate staffing and operational budgets	-340		
Providing early help to children and families	75		
More targeted approach to youth intervention	-900	-1,269	-968
4. **Total 2012-13 Budget**			**7,479**

Children and Young People
Strategy and Commissioning
Head of Service - Paul Boyce

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	6,004	
Other employee expenses	866	6,870
Premises		79
Transport		202
Supplies & Services		7,259
Payments to Service Providers:		282
Total Expenditure		**14,692**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges	-31	
Rents	-60	-91
Specific Grants		-6,486
Reimbursements & Contributions:		-636
Internal Recharges		0
Total Income		**-7,213**
Net Budget		**7,479**
Depreciation Budget		49

Workforce Summary 2012-13

Workforce	**Budget £000**	**FTE**
Local Government Officers	4,170	112.0
Teachers	1,306	28.0
Soulbury	528	11.0
Total	**6,004**	**151.0**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Children and Young People's Services Directorate

Capital Programme 2012-13

Director – Gerald Meehan

Department/Scheme	2012-13 Budget £000	Output to be generated
Core and Committed Programme 2012-13		
Devolved Formula Capital	2,671	To enable schools to have independence in spending capital on building projects/ICT.
Removal of temporary accommodation	770	To improve the education environment by replacing temporary buildings with permanent accommodation.
School Basic Need	4,097	To cope with growing numbers of pupils and to provide adaptations to facilitate the access for children and adults with disabilities.
Primary, Secondary and Special Schools	3,189	Replacement and improvement to School buildings.
Non Schools Capital	101	Provision of a short breaks service to carers of disabled children.
First Phase of 10 year Capital Vision		
Ellesmere Port Academy	13,424	To build a modern purpose built school to replace buildings no longer fit for purpose.
Winsford Academy	14,029	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 and Young People's Services	**38,281**	

Financing	
Source of funding	**£000**
Borrowing	5,283
Grant	32,998
	38,281

Community and Environment
Director - Steve Kent

Budget Summary:

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Waste and Street Scene	26,676	-1,136	25,540
Planning and Transport	59,332	-38,701	20,631
Regulatory Services	11,494	-8,502	2,992
Customer Services	2,870	-15	2,855
Area Boards	952	0	952
Total Directorate Budget	**101,324**	**-48,354**	**52,970**

Services Provided:

- **Waste and Street Scene**
  Manage and co-ordinate waste collection, disposal, minimisation and recycling of waste.
  Manage and deliver street scene and public realm maintenance activities.

- **Planning and 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.
  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.

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

- **Customer Services**
  Provide an excellent inclusive customer focused service to all Cheshire West and Chester residents and service users in the most efficient and effective way.

- **Area Boards**
  Focused on meeting the needs and priorities of the local community. This is achieved through direct involvement with local residents and other key partners and development of area action plans.

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	28,086	914.5
Total	**28,086**	**914.5**

As Director I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ……………………………….

Community and Environment
Waste and Street Scene
Head of Service - John Jeffrey

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Waste Procurement			126	126	0	126
Waste Collection	7,716	2,220		10,016	-80	9,936
Waste Disposal	8,722	224	108	9,054	0	9,054
Street Scene	4,898	1,356	170	7,480	-1,056	6,424
Total Budget	**21,336**	**3,800**	**404**	**26,676**	**-1,136**	**25,540**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			27,255
2. **Adjustments:**			
Inflation Increases (incl. Employer Pension Contribution)		731	
Terms and Conditions Savings (part year effect)		-98	
Efficiency / Procurement Savings		-75	
Landfill Tax		579	
Other		16	1,153
3. **Policy Proposals:**			
Investments			
Mainstreaming of the Chester Street Scene Team		135	
Efficiency / Savings			
Terms and Conditions Savings	-71		
Waste Collection Contract - contract procurement	-1,690		
Automated Public Conveniences Review	-242		
Waste Disposal Savings	-1,000	-3,003	-2,868
4. **Total 2012-13 Budget**			**25,540**

Community and Environment
Waste and Street Scene
Head of Service - John Jeffrey

Subjective Analysis of Revenue Budget in 2012-13

	£000
Expenditure:	
Employees	
Employees' pay	6,346
Premises	419
Transport	1,298
Supplies & Services	1,821
Payments to Service Providers:	16,792
Total Expenditure	**26,676**
Income:	
Customer & Client Receipts:	
Receipts and Fees & Charges	-262
Internal Recharges	-874
Total Income	**-1,136**
Net Budget	**25,540**
Depreciation Budget	1,167

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	6,346	243.2
Total	**6,346**	**243.2**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Community and Environment
Planning and Transport
Head of Service - Chris Hindle

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Planning Management			279	279	0	279
Planning	-479	602		2,093	-1,970	123
Building Control	-159	341		1,013	-831	182
Plan Processing & Land Charges	-271	767	19	916	-401	515
Specialist Environment Services		1,230	655	2,048	-163	1,885
Highways Management	2,438	-2,043		2,558	-2,163	395
Chester Area Highways Office	2,464	1,285		3,924	-175	3,749
Winsford Area Highways Office	1,530	1,406		3,170	-234	2,936
Contract Management & Shared Services	2,993	822		4,652	-837	3,815
Asset Management		202		546	-344	202
Transport Management		-27		143	-170	-27
Transport Network Development	3,901	375	97	18,714	-14,341	4,373
Specialist Transport Operations				5,126	-5,126	0
Public & Mainstream & School Transport		1,293	399	9,624	-7,932	1,692
Transport Management & Passenger Fleet		-20	142	4,098	-3,976	122
Transport Planning & Policy		390		428	-38	390
Total Budget	**12,417**	**6,623**	**1,591**	**59,332**	**-38,701**	**20,631**

Summary of changes from 2011-12 Budget

	£000	£000
1. **Original 2011-12 Budget**		21,858
2. **Adjustments:**		
Inflation Increases (incl. Employer Pension Contribution)	599	
Terms and Conditions Savings (part year effect)	-136	
Efficiency / Procurement Savings	-92	
Financial Scenario - Carbon Reduction Commitment	-200	
Inshore Fisheries	89	
Other	70	330
3. **Policy Proposals:**		
Efficiency / Savings		
Terms and Conditions Savings	-99	
Full cost recovery of Planning Fees	-300	
Increased Planning income due to increase in activity	-100	
Transport Subsidy Review	-275	
Procurement costs of Highways contract	-200	
Reduction in reactive Highway Maintenance	-100	
Integrated Transport Service Efficiencies	-50	
Staff Rationalisation	-100	
Specialist Environmental Services Review	-39	
Highways Maintenance Term Contract Savings	-294	-1,557
4. **Total 2012-13 Budget**		**20,631**

Community and Environment
Planning and Transport
Head of Service - Chris Hindle

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	12,461	
Other employee expenses	114	12,575
Premises		1,125
Transport		33,444
Supplies & Services		1,914
Payments to Service Providers:		10,274
Total Expenditure		**59,332**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges	-3,999	
Rents	-18	-4,017
Reimbursements & Contributions:		
Other Local Authorities	-14,599	
Other	-357	-14,956
Internal Recharges		-19,728
Total Income		**-38,701**
Net Budget		**20,631**
Depreciation Budget		8,225

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	12,461	372.8
Total	**12,461**	**372.8**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Community and Environment
Regulatory Services
Head of Service - Helen Bailey

Analysis of Service Budget 2012-13

	Risk H	Risk M	Risk L	Expenditure	Income	Net Budget
Services Provided:	**£000**	**£000**	**£000**	**£000**	**£000**	**£000**
Consumer Protect. & Investigations		1,289	52	1737	-396	1,341
Compliance & Improvement		1,556		1,944	-388	1,556
Licensing		-166	-146	549	-861	-312
Lifetime Services inc Coroners	206	-469	446	1,865	-1,682	183
Car Parking	-511	-1,120		3,391	-5,022	-1,631
Community Safety	352	1,503		2,008	-153	1,855
Total Budget	**47**	**2,593**	**352**	**11,494**	**-8,502**	**2,992**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			2,216
2. **Adjustments:**			
Changes in role and function			
Domestic Abuse move to Adults	-326		
Castle Sq car parking income moved to Facilities	95	-231	
Inflation Increases (incl. Employer Pension Contribution)		23	
Terms and Conditions Savings (part year effect)		-123	
Department Efficiancies/Savings		-65	
Community Safety - additional grant		302	
Other		155	61
3. **Policy Proposals:**			
Investments			
Reduction in enforcement income	121		
Reduction in car parking income	426		
Loss of car parking income through disposal	300		
Ensuring safety of Closed Churchyards	75	922	
Efficiency / Savings			
Terms and Conditions Savings	-88		
Increase in Cremation Fees	-80		
Regulatory Services restructure	-20		
Review of Licensing fees	-19	-207	715
4. **Total 2012-13 Budget**			**2,992**

Community and Environment
Regulatory Services
Head of Service - Helen Bailey

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	6,290	
Other employee expenses	40	6,330
Premises		1,528
Transport		1,588
Supplies & Services		1,343
Payments to Service Providers:		705
Total Expenditure		**11,494**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges	-8,187	
Rents	-35	-8,222
Reimbursements & Contributions:		
Police and Fire Authority Reimbursements	-83	
Other	-68	-151
Internal Recharges		-129
Total Income		**-8,502**
Net Budget		**2,992**
Depreciation Budget		1,139

Workforce Summary 2012-13

Workforce	**Budget £000**	**FTE**
Local Government Officers	6,290	181.6
Total	**6,290**	**181.6**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Community and Environment
Customer Services
Head of Service - Maria Byrne

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Customer Services		2,843	12	2,870	-15	2,855
Total Budget	**0**	**2,843**	**12**	**2,870**	**-15**	**2,855**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			2,505
2. **Adjustments:**			
Changes in role and function			
Castle Park & staff moved to Facilities	-59		
Blue Badge Scheme	38	-21	
Inflation Increases (incl. Employer Pension Contribution)		8	
Terms and Conditions Savings (part year effect)		-6	
Customer First		434	
Other		-8	407
3. **Policy Proposals:**			
Efficiency / Savings			
Terms and Conditions Savings		-5	
Customer Services Review		-52	-57
4. **Total 2012-13 Budget**			**2,855**

Community and Environment
Customer Services
Head of Service - Maria Byrne

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay		2,393
Supplies & Services		477
Total Expenditure		**2,870**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges		-15
Total Income		**-15**
Net Budget		**2,855**
Depreciation Budget		40

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	2,393	98.86
Total	**2,393**	**98.86**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Community and Environment
Area Boards
Director - Steve Kent

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Area Boards		952		952	0	952
Total Budget	**0**	**952**	**0**	**952**	**0**	**952**

Summary of changes from 2011-12 Budget

	£000
1. **Original 2011-12 Budget**	0
2. **Adjustments:**	
Changes in role and function	
Transfer in of Locality Working from Resources	1,152
3. **Policy Proposals:**	
Efficiency / Savings	
Transformation Savings - Customer Access	-200
4. **Total 2012-13 Budget**	**952**

Community and Environment
Area Boards
Director - Steve Kent

Subjective Analysis of Revenue Budget in 2012-13

	£000
Expenditure:	
Employees	
Employees' pay	596
Transport	6
Supplies & Services	350
Total Expenditure	**952**
Net Budget	**952**
Depreciation Budget	9

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	596	18
Total	**596**	**18**

As Director I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Community and Environment Directorate
Capital Programme 2012-13
Director – Steve Kent

Department/Scheme	2012-13 Budget £000	Output to be generated
Community and Environment		
Core and Committed Programme 2012-13		
Crematorium refurbishment	4,133	To provide the community with a modern Crematorium and to upgrade the crematorium to reduce toxic mercury emissions.
CCTV	295	Modernisation of CCTV networks.
City Walls – Essential Repairs and Maintenance	380	A rolling programme of repair and improvement works to the Roman walls around Chester city centre.
Investment in Street Scene	750	Rolling programme of core essential street scene investment, development and maintenance across the whole of the Borough inc investment in public conveniences and asset replacement.
Investment in Waste	150	To improve, upgrade and replace the Council's waste collection assets, including the provision of wheeled bins to residents.
Local Transport Plan Maintenance	9,941	To improve the highway condition, focussing on the most critical structural & 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.
First Phase of 10 year Capital Vision		
Highways asset recovery	4,500	To bring about a significant enhancement of the highway condition.
Total for Community and Environment	**20,814**	

Financing	
Source of funding	**£000**
Borrowing	10,753
Grant	8,426
Capital Receipts	1,635
	20,814

Regeneration and Culture
Director - Charlie Seward

Budget Summary:

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Culture and Recreation	13,143	-4,743	8,400
Regeneration	6,266	-4,568	1,698
Strategic Housing and Spatial Planning	4,105	-1,220	2,885
Marketing and Communications	1,494	-163	1,331
Facilities and Asset Management	10,022	-9,349	673
Total Directorate Budget	**35,030**	**-20,043**	**14,987**

Services Provided:

Culture and Recreation:

Enabling the efficient and effective provision and management of 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 and Spatial Planning:

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

Provide high quality affordable homes for residents of Cheshire West and 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 and Communications:

Corporate Marketing and Promotion build, manage, and enhance the Cheshire West and Chester brand across all communication channels.

Organise corporate events and exhibitions.

Facilities and 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.

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	17,534	530.0
Total	**17,534**	**530.0**

As Director I confirm that the information above represents my 2012-13 Service Budget and I endeavour to delivering a balanced budget during the financial year.

Signed ……………………………….

Regeneration and Culture
Culture and Recreation
Interim Head of Service - Charlie Seward

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Cultural & Tourism Services		4,565	666	7,344	-2,113	5,231
Leisure & Green Spaces	-494	3,431		5,567	-2,630	2,937
Business Excellence		232		232		232
Total Budget	**-494**	**8,228**	**666**	**13,143**	**-4,743**	**8,400**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			9,315
2. **Adjustments:**			
Inflation increases (incl. Employer Pension Contribution)		25	
Terms and Conditions Savings (part year effect)		-125	
Other		-230	-330
3. **Policy Proposals:**			
Investments			
Reinstate budget for culture CIC		250	
Efficiency / Savings			
Internal Rationalisation and Review	-595		
Reduction of non pay budgets	-150		
Terms and Conditions Savings	-90	-835	-585
4. **Total 2012-13 Budget**			**8,400**

Regeneration and Culture
Culture and Recreation
Interim Head of Service - Charlie Seward

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	7,497	
Other employee expenses	146	7,643
Premises		1,945
Transport		260
Supplies & Services		2,625
Payments to Service Providers:		670
Total Expenditure		**13,143**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges	-1,068	
Rents	-1,669	-2,737
Reimbursements & Contributions:		-1,568
Internal Recharges		-438
Total Income		**-4,743**
Net Budget		**8,400**
Depreciation Budget		2,681

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	7,497	264.0
Total	**7,497**	**264.0**

As Interim Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Regeneration and Culture
Regeneration
Head of Service - Cliff Mallows

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Employment Skills & Learning	476	413		4,655	-3,766	889
Special Projects	642	167		1,611	-802	809
Total Budget	**1,118**	**580**	**0**	**6,266**	**-4,568**	**1,698**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			1,957
2. **Adjustments:**			
Changes in role and function			
Place Marketing transfer to Marketing and Communications		-250	
Inflation increases (incl. Employer Pension Contribution)	14		
Terms and Conditions Savings (part year effect)	-29		
Other	-38	-53	-303
3. **Policy Proposals:**			
Investments			
Removal of external funding targets		315	
Efficiency / Savings			
Review of Capital Programme delivery	-150		
Reduction of non pay budgets	-25		
Internal rationalisation and review	-75		
Terms and Conditions Savings	-21	-271	44
4. **Total 2012-13 Budget**			**1,698**

Regeneration and Culture
Regeneration
Head of Service - Cliff Mallows

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	3,571	
Other employee expenses	7	3,578
Premises		179
Transport		102
Supplies & Services		1,418
Payments to Service Providers:		989
Total Expenditure		**6,266**
Income:		
Reimbursements & Contributions:		-4,093
Internal Recharges		-475
Total Income		**-4,568**
Net Budget		**1,698**
Depreciation Budget		159

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	3,571	105.0
Total	**3,571**	**105.0**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Regeneration and Culture
Strategic Housing and Spatial Planning
Head of Service - Alan Slater

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Housing Solutions	1,357			1,898	-541	1,357
Housing Strategy & Enabling		124		500	-376	124
Private Sector Housing		540		824	-284	540
Spatial Planning		864		883	-19	864
Total Budget	**1,357**	**1,528**	**0**	**4,105**	**-1,220**	**2,885**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			13,638
2. **Adjustments:**			
Changes in role and function			
Supporting People transfer to Adults Directorate	-10,044		
Supporting People transfer to Resources Directorate	-519	-10,563	
Inflation increases (incl. Employer Pension Contribution)	11		
Terms and Conditions Savings (part year effect)	-34		
Other	-37	-60	-10,623
3. **Policy Proposals:**			
Efficiency / Savings			
Reduction of non pay budgets		-30	
Internal rationalisation and review		-75	
Terms and Conditions Savings		-25	-130
4. **Total 2012-13 Budget**			**2,885**

Regeneration and Culture
Strategic Housing and Spatial Planning
Head of Service - Alan Slater

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	3,026	
Other employee expenses	30	3,056
Premises		53
Transport		88
Supplies & Services		264
Payments to Service Providers:		644
Total Expenditure		**4,105**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges	-89	
Rents	-346	-435
Reimbursements & Contributions:		-590
Internal Recharges		-195
Total Income		**-1,220**
Net Budget		**2,885**
Depreciation Budget		24

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	3,026	69.0
Total	**3,026**	**69.0**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Regeneration and Culture
Marketing and Communications
Head of Service - Pam Bradley

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Corporate Marketing		732		766	-34	732
Place Marketing		269		398	-129	269
Communications Service Mgt		330		330		330
Total Budget	**0**	**1,331**	**0**	**1,494**	**-163**	**1,331**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			0
2. **Adjustments:**			
Changes in role and function			
Place Marketing transfer from Regeneration	500		
Marketing & Communications from Chief Executive	753	1,253	
Inflation increases (incl. Employer Pension Contribution)	2		
Terms and Conditions Savings (part year effect)	-3		
Additional budget for Christmas Lighting	250		
Transfer of Staff from ICT	69		
Other	-88	230	1,483
3. **Policy Proposals:**			
Efficiency / Savings			
Additional income generation		-30	
Reduction of non pay budgets		-45	
Internal rationalisation and review		-75	
Terms and Conditions Savings		-2	-152
4. **Total 2012-13 Budget**			**1,331**

Regeneration and Culture
Marketing and Communications
Head of Service - Pam Bradley

Subjective Analysis of Revenue Budget in 2012-13

	£000
Expenditure:	
Employees	
Employees' pay	768
Premises	20
Transport	19
Supplies & Services	495
Payments to Service Providers:	192
Total Expenditure	**1,494**
Income:	
Customer & Client Receipts:	
Receipts and Fees & Charges	-30
Reimbursements & Contributions:	
Other	-129
Internal Recharges	-4
Total Income	**-163**
Net Budget	**1,331**
Depreciation Budget	0

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	768	27.0
Total	**768**	**27.0**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Regeneration and Culture
Facilities and Asset Management
Head of Service Noel O'Neill

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Farms		-274		121	-395	-274
Capital & Construction		400	612	1,138	-126	1,012
Property Services	-7,949	3,120	171	2,932	-7,590	-4,658
Facilities Management	1,393	2,900	300	5,831	-1,238	4,593
Total Budget	**-6,556**	**6,146**	**1,083**	**10,022**	**-9,349**	**673**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			0
2. **Adjustments:**			
Changes in role and function			
Transfer budget from Resources Directorate			920
3. **Policy Proposals:**			
Investments			
Avenue Services		93	
Efficiency / Savings			
Structure review savings	-121		
Building running costs reduction	-200		
Terms and Conditions Savings	-19	-340	-247
4. **Total 2012-13 Budget**			**673**

Regeneration and Culture
Facilities and Asset Management
Head of Service - Noel O'Neill

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	2,672	
Other employee expenses	74	2,746
Premises		6,861
Transport		38
Supplies & Services		377
Payments to Service Providers:		
Total Expenditure		**10,022**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges	-162	
Rents	-8,727	-8,889
Reimbursements & Contributions:		
Pan Cheshire Shared Services	-247	
Other	-6	-253
Internal Recharges		-207
Total Income		**-9,349**
Net Budget		**673**
Depreciation Budget		1,350

Workforce Summary 2012-13

Workforce	**Budget £000**	**FTE**
Local Government Officers	2,672	65.0
Total	**2,672**	**65.0**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Regeneration and Culture Directorate

Capital Programme 2012-13

Director – Charlie Seward

Department/Scheme	2012-13 Budget £000	Output to be generated
Regeneration and Culture		
Core and Committed Programme 2012-13		
Affordable Housing	497	Facilitate and enable the delivery of housing development to meet the need for new Affordable Housing.
Housing Capital Programme	4,100	Programme to support strategic housing priorities which include the improvement of standards in private housing and enabling the provision of housing related support to vulnerable residents.
Growth Point	479	To enable the acceleration of housing delivery through new inward investment and the provision of supporting infrastructure.
HRA	7,200	First phase of a five year investment programme to bring the Council's housing stock up to decency levels and to deliver statutory improvements.
Chester Area Programme	1,203	Rolling programme of regeneration projects to deliver a common aim, "By 2027 Chester will be a truly exceptional city using its unique and authentic qualities to provide for all its communities".
Ellesmere Port Area Programme	500	Rolling programme to support and facilitate the regeneration of the town, economic development and physical change.
Market Towns and Rural Area Programme	1,322	The aim is to put in place a Key Services Programme strengthening the role of the network of towns as employment hubs.
Weaver Valley	2,000	To secure the economic regeneration of Northwich and Winsford incl associated land purchases.
Lion Salt Works	2,941	This project will restore and refurbish the Lion Salt Works.
Chester Cathedral	2,250	Improvements to facilities at Chester Cathedral.
Grosvenor Park	1,832	Parks for People' Heritage Lottery Fund supported project to improve the City centre park.
Extra Care Housing	1,116	Provision of Extra Care housing development situated on Northgate Avenue, Chester.
Superfast Broadband	2,081	Roll out of super fast broadband coverage across the Borough.
Green Space Strategy	532	A programme of improvement and development projects relating to green space sites.

Property Management (Building maintenance etc)	4,400	A full capital repairs and maintenance programme will be completed including boiler replacement, carbon reduction initiatives and investment in DDA compliant infrastructure.
Waste Depot	1,000	Provision of an all purpose waste depot to replace current sites within the Borough.
Capital Maintenance	5,147	This will support the capital maintenance needs of schools.
Land Acquisition	2,000	Purchase of land to support the Authority's strategic capital objectives
First Phase of 10 year Capital Vision		
Markets	700	To create a high value brand image providing a choice of trading environments.
Chester Theatre	2,937	To develop a new theatre in Chester.
Northwich Lifestyle Centre	1,950	To provide a modern purpose built lifestyle centre for Northwich.
EPIC replacement	531	To provide a modern purpose built leisure facility for Ellesmere Port.
Total for Regeneration and Culture	**46,718**	

Financing	
Source of funding	**£000**
Borrowing	16,124
Revenue Contribution (£2,400k held in Resources Revenue Budget)	9,600
Grant	13,923
Capital Receipts	5,365
Developer/Partner Contributions	1,706
	46,718

Resources
Director - Julie Gill

Budget Summary:

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Director of Resources	391	0	391
Finance	123,465	-109,436	14,029
Legal and Democratic Services	4,963	-356	4,607
Human Resources	3,493	-755	2,738
Procurement and Supplier Management	8,882	-4,055	4,827
ICT Strategy	1,887	-490	1,397
Total Directorate Budget	**143,081**	**-115,092**	**27,989**

Services Provided:

Finance provides professional, efficient and customer focused financial support and advice to a range of internal and external clients through Revenues and Benefits, Adults Client Finance, Pensions, Financial Management, Corporate Finance and Audit and Risk Management.

Legal and Democratic provide support to members, Corporate Officers and Departmental clients to ensure that the Council acts at all times in accordance with the Law and the Council's interests are protected.

The **Human Resources** 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 Apprentice and Graduate Trainee schemes, Corporate Training Programme, Corporate Health & Safety and Occupational Health Services.

Procurement and Supplier Management works with key stakeholders within the Council, with partners and suppliers in order to deliver best value in the sourcing of goods and services. This service is also responsible for Building Cleaning, Print units and Hub management. The provision of Business Support across the organisation is also managed in this service.

ICT Strategy provides support to users, maintaining and servicing ICT infrastructure and business applications.

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	25,490	841.9
Modern Apprentices	225	41.0
Nurses	112	3.0
Doctors	48	0.3
Total	**25,875**	**886.2**

As Director I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ……………………………….

Resources
Director of Resources
Head of Service - Julie Gill

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Director of Resources			391	391	0	391
Total Budget	**0**	**0**	**391**	**391**	**0**	**391**

Summary of changes from 2011-12 Budget

		£000	£000
1.	**Original 2011-12 Budget**		276
2.	**Adjustments:**		
	Policy, Performance and Partnerships disaggregation	116	
	Other	-1	115
4.	**Total 2012-13 Budget**		**391**

Resources
Director of Resources
Head of Service - Julie Gill

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	273	
Other employee expenses	2	275
Transport		13
Supplies & Services		103
Total Expenditure		**391**
Net Budget		**391**
Depreciation Budget		0

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	273	1.0
Total	**273**	**1.0**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Resources
Finance
Head of Service - Mark Wynn

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Financial Management			3,641	4,146	-505	3,641
Client Finance			806	821	-15	806
Audit & Risk Management			1,751	1,809	-58	1,751
Revenues & Benefits	2,451	530	129	109,185	-106,075	3,110
Pensions		-171		1,658	-1,829	-171
Corporate Budget		4,457	435	5,846	-954	4,892
Total Budget	**2,451**	**4,816**	**6,762**	**123,465**	**-109,436**	**14,029**

Summary of changes from 2011-12 Budget

	£000	£000
1. **Original 2011-12 Budget**		10,856
2. **Adjustments:**		
Facilities and Asset Management Disaggregation	2,664	
Policy, Performance and Partnerships Disaggregation	1,360	
Internal contribution to Motor Insurance fund	-220	
Information Communications Technology desktop savings	-57	
Centralisation of postage budgets	-126	
Housing Revenue Account corporate charges adjustment	59	
Discretionary rate relief - CIC buildings	103	
Inflation increases (incl. Employer Pension Contribution)	36	
Terms and Conditions Savings (part year effect)	-46	
Other	17	3,790
3. **Policy Proposals:**		
Efficiency / Savings		
Finance Service structure review	-255	
Policy Performance & Partnerships structure review	-146	
Transformation Programme Savings	-37	
External Audit Fee reduction	-95	
Insurance Fund Review	-50	
Terms and Conditions Savings	-34	-617
4. **Total 2012-13 Budget**		**14,029**

Resources
Finance
Head of Service - Mark Wynn

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	11,000	
Other employee expenses	612	11,612
Premises		3,173
Transport		134
Supplies & Services		3,221
Payments to Service Providers:		105,325
Total Expenditure		**123,465**
Income:		
Customer & Client Receipts:		
Rents		-231
Specific Grants		-104,809
Reimbursements & Contributions:		
Recovery of court costs	-623	
Other	-679	-1,302
Internal Recharges		-3,094
Total Income		**-109,436**
Net Budget		**14,029**
Depreciation Budget		11

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	11,000	330.6
Total	**11,000**	**330.6**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Resources
Legal and Democratic Services
Head of Service - Simon Goacher

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Legal Services			2,100	2,377	-277	2,100
Members Service			1,888	1,959	-71	1,888
Civic Office			198	206	-8	198
Electoral Services			421	421		421
Total Budget	**0**	**0**	**4,607**	**4,963**	**-356**	**4,607**

Summary of changes from 2011-12 Budget

		£000	£000
1.	**Original 2011-12 Budget**		4,763
2.	**Adjustments:**		
	Housing Revenue Account corporate charges adjustment	49	
	Information Communications Technology desktop savings	-19	
	HQ Print/Photocopy budget savings	-15	
	Centralisation of postage budgets	-20	
	Inflation increases (incl. Employer Pension Contribution)	11	
	Terms and Conditions Savings (part year effect)	-18	-12
3.	**Policy Proposals:**		
	Efficiency / Savings		
	Democratic and Legal Services restructure	-130	
	Terms and Conditions Savings	-14	-144
4.	**Total 2012-13 Budget**		**4,607**

Resources
Legal and Democratic Services
Head of Service - Simon Goacher

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	2,758	
Other employee expenses	38	2,796
Premises		13
Transport		94
Supplies & Services		2,060
Total Expenditure		**4,963**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges		-1
Reimbursements & Contributions:		-155
Internal Recharges		-200
Total Income		**-356**
Net Budget		**4,607**
Depreciation Budget		0

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	2,758	59.0
Total	**2,758**	**59.0**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Resources
Human Resources
Head of Service - Sam Brousas

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Human Resources		1,203	337	2,055	-515	1,540
Organisational Development	425			425		425
Occupational Health		99		275	-176	99
Corporate Health & Safety			253	317	-64	253
Apprentices and Graduates			421	421		421
Total Budget	**425**	**1,302**	**1,011**	**3,493**	**-755**	**2,738**

Summary of changes from 2011-12 Budget

	£000	£000
1. **Original 2011-12 Budget**		3,059
2. **Adjustments:**		
Housing Revenue Account corporate charges adjustment	1	
Information Communications Technology desktop savings	-22	
Centralisation of postage budgets	-17	
Inflation increases (incl. Employer Pension Contribution)	10	
Terms and Conditions Savings (part year effect)	-13	
Other	-7	-48
3. **Policy Proposals:**		
Efficiency / Savings		
Salary sacrifice schemes savings	-100	
Human Resources structure review	-54	
Corporate training budget - budget savings	-100	
Occupational Health Unit structure review	-10	
Terms and Conditions Savings	-9	-273
4. **Total 2012-13 Budget**		**2,738**

Resources
Human Resources
Head of Service - Sam Brousas

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	2,809	
Other employee expenses	445	3,254
Transport		33
Supplies & Services		206
Total Expenditure		**3,493**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges		-61
Internal Recharges		-694
Total Income		**-755**
Net Budget		**2,738**
Depreciation Budget		0

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	2,424	53.8
Modern Apprentices	225	41.0
Nurses	112	3.0
Doctors	48	0.3
Total	**2,809**	**98.1**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Resources
Procurement and Supplier Management
Head of Service - Andrew Williams

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Corporate Procurement			1,335	1,344	-9	1,335
Facilities Management			1,429	5,474	-4,045	1,429
Business Support			2,063	2,064	-1	2,063
Total Budget	**0**	**0**	**4,827**	**8,882**	**-4,055**	**4,827**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			591
2. **Adjustments:**			
Changes in role and function			
Supplier Management - transfer from Adults	160		
Supplier Management - transfer from Regeneration	519		
Facilities and Asset Management disaggregation	3,754	4,433	
Net Procurement Income target reduction	86		
Inflation increases (incl. Employer Pension Contribution)	7		
Terms and Conditions Savings (part year effect)	-4		
Other	29	118	4,551
3. **Policy Proposals:**			
Efficiency / Savings			
Centralisation of Procurement/Supplier Management		-50	
Facilities and Asset Management Structure Review		-134	
Building Cleaning Pricing Review		-88	
Terms and Conditions Savings		-43	-315
4. **Total 2012-13 Budget**			**4,827**

Resources
Procurement and Supplier Management
Head of Service - Andrew Williams

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	7,556	
Other employee expenses	48	7,604
Premises		37
Transport		129
Supplies & Services		1,112
Total Expenditure		**8,882**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges		-92
Reimbursements & Contributions:		-9
Internal Recharges		-3,954
Total Income		**-4,055**
Net Budget		**4,827**
Depreciation Budget		1

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	7,556	377.0
Total	**7,556**	**377.0**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Resources
ICT Strategy
Head of Service - Dermot Lacey

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
ICT Strategy	354	-322	1,365	1,887	-490	1,397
Total Budget	**354**	**-322**	**1,365**	**1,887**	**-490**	**1,397**

Summary of changes from 2011-12 Budget

	£000	£000
1. **Original 2011-12 Budget**		
2. **Adjustments:**		
ICT Strategy - transfer from Customer Services and ICT		1,599
3. **Policy Proposals:**		
Efficiency / Savings		
Terms & Conditions Savings	-4	
ICT Strategy Efficiencies	-145	
ICT Service Review	-53	-202
4. **Total 2012-13 Budget**		**1,397**

Resources
ICT Strategy
Head of Service - Dermot Lacey

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay		1,479
Premises		16
Transport		-3
Supplies & Services		395
Total Expenditure		**1,887**
Income:		
Internal Recharges		-490
Total Income		**-490**
Net Budget		**1,397**
Depreciation Budget		3,782

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	1,479	20.5
Total	**1,479**	**20.5**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Resources Directorate
Asset Management & Investment

Capital Programme 2012-13

Director – Julie Gill

Department/Scheme	2012-13 Budget £000	Output to be generated
Resources		
Core and Committed Programme 2012-13		
ICT strategy core programme	5,000	Provide a stable and sound technology to support the Councils priorities and requirements. (Subject to sign off of business case by Executive Member for Resources).
Total for Resources	**5,000**	

Financing	
Source of funding	**£000**
Capital Receipts	5,000
	5,000

Office of the Chief Executive
Chief Executive - Steve Robinson

Budget Summary:

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Office of the Chief Executive	1,841	-8	1,833
Total Directorate Budget	**1,841**	**-8**	**1,833**

Services Provided:

Office of Chief Executive :

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

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

Solutions Team - Provides a 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 and Chester Council's Quality Standards activities. Ensuring that service delivery across the organisation is fit for purpose and meets both external and internal requirements, including legal compliance and customer expectations.

Media Relations - Managing media enquiries, press releases and providing a crisis media management service

Internal Communications - Develop, manage and deliver a fully integrated communications campaign and provide advice and guidance.

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	1,753	42.7
Total	**1,753**	**42.7**

As Director I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ……………………………….

Chief Executive
Office of the Chief Executive
Head of Service - Steve Robinson

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Chief Executive			314	314		314
Executive Support			904	904		904
Emergency Planning			205	213	-8	205
Internal Communications			182	182		182
Media Relations			228	228		228
Total Budget	**0**	**0**	**1,833**	**1,841**	**-8**	**1,833**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			2,490
2. **Adjustments:**			
Changes in role and function			
Marketing & Communications transfer to Regeneration	-997		
Executive Support post transfer to PPP	-49		
Media Relations team transfer from Marketing	103		
Policy, Performance & Partnerships disaggregation	194	-749	
Inflation increases (incl. Employer Pension Contribution)	5		
Terms and Conditions Savings (part year effect)	-6		
Other	110	109	-640
3. **Policy Proposals:**			
Efficiency / Savings			
Policy, Performance & Partnerships Structure Review		-12	
Terms and Conditions Savings		-5	-17
4. **Total 2012-13 Budget**			**1,833**

Chief Executive
Office of the Chief Executive
Head of Service - Steve Robinson

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	1,753	
Other employee expenses	11	1,764
Transport		10
Supplies & Services		67
Total Expenditure		**1,841**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges		-8
Total Income		**-8**
Net Budget		**1,833**
Depreciation Budget		0

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	1,753	42.7
Total	**1,753**	**42.7**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Shared Services
Director - Julie Gill

Budget Summary:

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Human Resources and Finance Shared Services	2,467	-836	1,631
ICT Shared Services	13,145	-9,061	4,084
Total Directorate Budget	**15,612**	**-9,897**	**5,715**

Services Provided:

HR and Finance Shared Service provides administrative support to the two Councils, Cheshire West and Chester Council and Cheshire East and a range of external customers. The services provided include recruitment, contractual management, payroll, purchasing, accounts payable and receivable.

ICT Share Services develops, operates and delivers a cost-effective, quality and efficient ICT service.

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	9,862	246.0
Total	**9,862**	**246.0**

As Director I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………

Shared Services
Human Resources and Finance Shared Services
Head of Service - Vanessa Coates

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Exchequer Services		781		937	-156	781
Contracts & Payroll		242	50	972	-680	292
Development			299	299		299
Sourcing			259	259		259
Total Budget	**0**	**1,023**	**608**	**2,467**	**-836**	**1,631**

Summary of changes from 2011-12 Budget

	£000	£000
1. **Original 2011-12 Budget**		1,596
2. **Adjustments:**		
Staff transfer to Oracle Development team from ICT	105	
Inflation increases (incl. Employer Pension Contribution)	8	
Terms and Conditions Savings (part year effect)	-2	111
3. **Policy Proposals:**		
Efficiency / Savings		
Electronic Billing Savings	-75	
Terms and Conditions Savings	-1	-76
4. **Total 2012-13 Budget**		**1,631**

Shared Services
Human Resources and Finance Shared Services
Head of Service - Vanessa Coates

Subjective Analysis of Revenue Budget in 2012-13

	£000	£000
Expenditure:		
Employees		
Employees' pay	2,262	
Other employee expenses	3	2,265
Transport		21
Supplies & Services		181
Total Expenditure		**2,467**
Income:		
Customer & Client Receipts:		
Receipts and Fees & Charges		-27
Internal Recharges		-809
Total Income		**-836**
Net Budget		**1,631**
Depreciation Budget		0

Workforce Summary 2012-13

Workforce	**Budget £000**	**FTE**
Local Government Officers	2,262	88.45
Total	**2,262**	**88.45**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

Shared Services
ICT Shared Services
Head of Service - John Callan

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
ICT Shared Services	5,163	-1,461	382	13,145	-9,061	4,084
Total Budget	**5,163**	**-1,461**	**382**	**13,145**	**-9,061**	**4,084**

Summary of changes from 2011-12 Budget

	£000
1. **Original 2011-12 Budget**	
2. **Adjustments:**	
ICT Shared Services - transfer from Customer Services and ICT	4,098
3 **Policy Proposals:**	
Efficiency / Savings	
Terms and Conditions Savings	-14
4. **Total 2012-13 Budget**	**4,084**

Shared Services
ICT Shared Services
Head of Service - John Callan

Subjective Analysis of Revenue Budget in 2012-13

	£000
Expenditure:	
Employees	
Employees' pay	7,600
Premises	282
Transport	100
Supplies & Services	5,163
Total Expenditure	**13,145**
Income:	
Customer & Client Receipts:	
Receipts and Fees & Charges	-4,055
Internal Recharges	-5,006
Total Income	**-9,061**
Net Budget	**4,084**
Depreciation Budget	0

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	7,600	157.5
Total	**7,600**	**157.5**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed …………………………………………..

Centrally Held
Head of Service - Julie Gill

Analysis of Service Budget 2012-13

Services Provided:	Risk H £000	Risk M £000	Risk L £000	Expenditure £000	Income £000	Net Budget £000
Pension Gratuities			115	1,520	-1,405	115
Actuarial Pension Costs			4,942	4,942		4,942
Business Rates			93	93		93
Procurement Savings		-138		-138		-138
Major / Special Projects			1,000	1,000		1,000
Community Benefits Fund			245	245		245
Total Budget	**0**	**-138**	**6,395**	**7,662**	**-1,405**	**6,257**

Summary of changes from 2011-12 Budget

	£000	£000	£000
1. **Original 2011-12 Budget**			3,057
2. **Adjustments:**			
Allocation of Budgets to front line Directorates:			
Terms and Conditions Savings (part year effect)	2,211		
Procurement Savings	256		
Members Localisation Grants	-375		
Locality Working	-250	1,842	
Community Benefits Fund		245	
Pre-preparatory work on major / special projects		1,000	
Additional Pension Contribution		83	
Other		30	3,200
3. **Total 2012-13 Budget**			**6,257**

Centrally Held
Head of Service - Julie Gill

Subjective Analysis of Revenue Budget in 2012-13

	£000
Expenditure:	
Employees	
Other employee expenses	6,462
Premises	93
Supplies & Services	1,107
Total Expenditure	**7,662**
Income:	
Reimbursements & Contributions:	
Pension Gratuities Income	-1,405
Total Income	**-1,405**
Net Budget	**6,257**
Depreciation Budget	853

Workforce Summary 2012-13

Workforce	Budget £000	FTE
Local Government Officers	0	0
Total	**0**	**0**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………………..

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).

  Manage the HRA's investment programme and debt portfolio to ensure that funding is available to achieve the Decent Homes Standard in the next five years.

- **Changes to Housing Service**

  From the 1 July 2012 the responsibility for the management of the Housing Service is to transfer to an external supplier.

Other Statistical Information

Full Time Equivalent employees	190
Number of dwellings at 1 April	5,637
Number of leasehold dwellings as at 1 April	293
Average rent per week	69.68

As Director I confirm that the information above represents my 2012-13 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 2012-13

	Budget £000
Expenditure:	
Repairs & Maintenance	4,400
Supervision & Management	4,091
Rents, Rates, Taxes & Other Charges	91
Special Services	1,240
Corporate & Democratic Core Costs	58
Increase in Provision for Bad Debts	165
Total Expenditure:	**10,045**
Income:	
Rents - Dwellings	-19,424
Rents - Non Dwellings	-539
Charges for Services & Facilities	-234
Contributions towards Expenditure	-287
Total Income:	**-20,484**
Net Operating (Surplus)/Deficit on HRA Services	**-10,439**
Capital Charges - Dwellings Depreciation	5,515
Debt Charges	3,404
Debt Management Expenses	34
Amortisation of Premiums & Discounts	146
Interest Receivable	-70
Net Operating (Surplus)/Deficit	**-1,410**
Revenue Contributions to Capital/Debt Repayment	1,121
Net HRA Revenue (Surplus)/Deficit for the year	**-289**

Changes since 2011-12

	£000
2011-12 Budget	-385
Inflation	272
Growth Pressures / Efficiencies	624
Increase in Dwellings Rent	-1,530
Income Increases (other)	-30
Removal of Subsidy Payment	-4,908
Self-Financing Changes	4,847
Revenue Contribs to Capital / Debt	821
2012-13 Budget	**-289**

As Head of Service I confirm that the information above represents my 2012-13 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed ………………………………….

Glossary of Terms

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

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.

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.

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.

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

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.

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.

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).