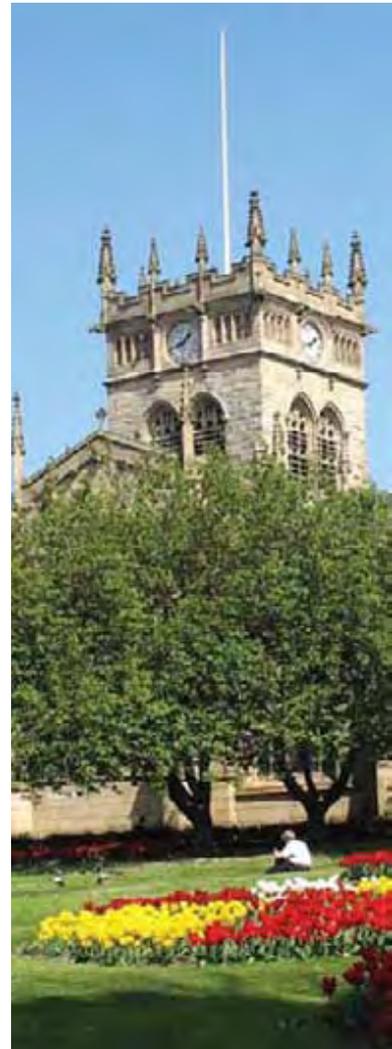


# Financial Plan 2009-2012





# Contents

Page

---

## Section 1

<b>The Budget Process:</b>	<b>1</b>
<b>Introduction</b>	<b>2</b>
<b>Wigan's Budget Process and the Revenue Budget 09/10</b>	<b>3</b>
<b>Prudential Code and Capital Programme</b>	<b>18</b>

---

## Section 2

<b>Service Budgets:</b>	<b>33</b>
<b>Adult Services</b>	<b>34</b>
<b>Children &amp; Young People's Service</b>	<b>43</b>
<b>Community Protection</b>	<b>51</b>
<b>Environment</b>	<b>57</b>
<b>Audit Governance &amp; Improvement</b>	<b>63</b>
<b>Regeneration</b>	<b>73</b>

---

## Section 3

<b>Supplementary Information:</b>	<b>79</b>
<b>Glossary</b>	<b>80</b>
<b>Questionnaire</b>	<b>83</b>

---



# SECTION ONE:

## The Budget Process

## **INTRODUCTION**

The Financial Plan contains the budget that the Council has agreed for 2009/10. It also contains the Medium Term Financial Plan 2009/10 to 2011/12 and should be considered alongside other publications such as the Corporate Plan.

We are one of the largest local authorities in the country with over 139,000 residential properties and a yearly gross budget of over £650 million.

The Financial Plan is divided into three sections. Section 1 contains details of the budget process including the capital programme for 2009/10. Section 2 contains details of the Service budgets in summary format. The Service budgets are preceded by a Purpose Statement for the service, a Departmental Profile, key objectives and performance indicators. Section 3 contains a glossary of terms and also a questionnaire at the end of the document.

This information reflects the budget challenge process that has taken place.

The Council considers control of the budgets to be critical to the management of the overall finances of the Council. The Chief Officers are accountable for delivering the services within the allocated budgets. The Council allows Chief Officers maximum flexibility in the use of budget virement and delegated responsibilities in order to manage departmental budgets within overall cash limits and in compliance with the concepts of Value for Money.

This process is underpinned by the submission of regular budget monitoring reports to the Executive Cabinet, distinguishing between budgets under direct control and those which are centrally allocated. This process allows earlier recognition of budgetary problems and corrective action to mitigate identified overspendings.

It is hoped that external readers of this booklet will find the information helpful in understanding the Council's finances, the Council's budget process set against the national scene, the way in which financial resources are allocated between the competing demands of the services and between the various 'inputs' of staff, premises, transport etc. within budgets for 2009/10.

My thanks go to my dedicated team of finance staff who have worked hard to produce the budget for 2009/10 and to colleagues in other Departments who have helped in the process.

David J. Smith, M.A. Ph.D, C.P.F.A.  
Executive Director of Business Support Services

# **WIGAN'S BUDGET PROCESS**

## **1. COMMENTS ON WIGAN COUNCIL REVENUE BUDGET**

- 1.1 The annual budget embodies the political priorities determined by the Council following the completion of the budget challenge process. It expresses in financial terms the plans for service provision in the coming year. The most significant outcome being the declaration of the Council Tax.
- 1.2 Each year the Council reconsiders its objectives, reassesses its priorities and re-examines how service delivery is currently achieved. The budget process is always challenging in balancing the needs of the major services against the cost to local taxpayers, whilst operating within Government guidelines and requirements for specific spending programmes. In compliance with recent legislation, and with the increased certainty of Government funding levels, the Council currently uses a 3 year financial planning framework.
- 1.3 The budget challenge process during 2009/10 has taken account of both external factors such as the Gershon Agenda as well as the proposed responses to the budget pressures of the Council's departments and partners. Additional service pressures were also reviewed. The aim was to achieve a balanced budget over the next 3 years and a Council Tax rise of no more than 2%. To achieve this in light of service pressures we need to continue to transform our services in the knowledge of the challenges we face in the coming years.
- 1.4 The Council's priorities for improvement are set out in the Corporate Plan and are linked to high level objectives around people, communities and places. There is also a recognition of the need to strengthen our longer term planning linked to Central Government's own planning cycle.
- 1.5 The Council's Citizens Panel were also asked to indicate their priorities for the 2009/10 budget. The results of this survey and of a similar questionnaire relating to the budget and council tax on the Council's web site identified priorities for improvement. Living in a place where citizens feel safe, for instance, was again the top priority for citizens.
- 1.6 Funding the Council's Capital Programme is an important part of the Revenue Budget strategy. The Medium Term Financial Plan contains the revenue consequences of all new programmed major investments that have been approved for inclusion in the Council's capital investment programmes. In addition, the forecast reflects the changing costs of all previous borrowings, provision for debt repayment and fall out of debt where appropriate. This ensures that the revenue forecast and capital investment strategy are linked and reflect the financial consequences of service priorities, as stated in the Corporate Plan.
- 1.7 The Council is required to make a formal calculation of its borrowing requirements, set ceilings on its external debt and set out its Treasury Management Policies in compliance with a Prudential Borrowing regime under the Local Government Act 2002.

- 1.8 The Comprehensive Performance Assessment required Councils to make explicit the links between their spending plans, both revenue and capital, and their service delivery plans, which were designed to meet the often competing priorities of both Government and residents. The CPA process is to be replaced by the proposed Comprehensive Area Assessment (CAA) from 2009 and will be operated by the Audit Commission. The CAA 'will put the experience of citizens, people who use services and local taxpayers at the centre of the new local assessment framework, with a particular emphasis on the needs of those whose circumstances make them vulnerable. Reducing inequalities and discriminatory outcomes for all members of the community will be central to CAA.' (Audit Commission, 2007). In addition, under the Gershon efficiency review the Council needs to identify in a much more formal structured way, its business efficiencies planned during the budget cycle and to report on how these have been achieved. Whilst there is no compulsion to turn these into reductions in expenditure, the reality is that a number of these form part of service reduction options.
- 1.9 It remains the responsibility under the Local Government Act 2003 of the responsible Finance Officer to report the budget to the Council. This has been done and in his opinion the Council's budget estimates for 2009/10 are robust and take into account all the strategic, operational and financial risks facing the Council insofar as these can reasonably be anticipated. The adequacy of the level of balances and reserves has been fully considered for 2009/10 and for the two succeeding years as set out in the revenue budget forecast.
- 1.10 The strategic importance of the budget in the financial management of the Council and the assessment of performance has been recognised in the ever more demanding external scrutiny framework within which the Council operates. It is seen as a critical component in the Use of Resources judgement by bodies such as the Audit Commission.

## **2. FORMULA GRANT**

- 2.1 Government funding is distributed via a process known as Formula Grant Distribution which sets out the mechanism, methodology and basis for sharing the resources which the Government has made available for Local Government spending between the various tier and type of Council.
- 2.2 Formula Grant consists of four main blocks:-
- Relative Needs Amount – a calculation of the authority's needs relative to the national total.
  - Relative Resource Amount - This is a measure of what can be raised locally towards the costs of services from Council Tax.
  - Central Allocation – a per capita amount of central government support.
  - Floor Damping – an adjustment to limit the year on year grant changes by authority type.

2.3 The other important point is that the Government has continued to hold reserve powers to limit the expenditure of local authorities in 2009/10 as protecting council tax payer's from excessive increases. In his statement on Council Tax the Minister for Local Government said that:  
 "We (the Government) expect the average council tax increase in England for 2009/10 and 2010/11 to be substantially below 5%". In addition it was also stated that:-

"No decisions have been taken on capping principles for 2009/10. It would, however, be unwise for any authority to assume that capping principles set in previous years will be repeated. We intend to take decisions on principles after authorities have set their budgets, but we are prepared to announce the principles in advance if the circumstances suggest this is necessary."

### **3. THE BUDGET STRATEGY & PROCESS**

3.1 The Council's budget strategy has continually built upon Government priorities, as expressed through the annual Comprehensive Spending Review and RSG Settlement, but also responded to the concerns of residents as expressed in consultation exercises.

3.2 The Council has a well established three-year budget planning cycle so that the consequences of budget decisions can be rolled forward and forecasts made of the likely effect upon available resources in future years. The completion of the CSR07 has given more certainty about the Formula Grant entitlement for future years and as a result the Council has developed three year departmental plans. The Government has announced the Formula Grant Settlement for 2009/10 and the Provisional Settlement for 2010/11. No figures have been made available for 2011/12 as 2009/10 is the second year of a three year settlement. It is the Government's intention that the data will only be updated at the beginning of each three-year settlement cycle.

3.3 The budget strategy as developed via the budget challenge process includes the views of citizens, stakeholders and partnerships. The wider membership are being consulted where necessary with key formal decisions being taken by the Cabinet within the Council's approved Budget Framework.

3.4 The Budget process:

21 <sup>st</sup> August 2008	Cabinet receive a Medium Term Financial projection updated for outturn / agree budget principles and timetable - timetable and MTFs will also go to Overview and Scrutiny on 8 <sup>th</sup> September 2008.
September to November 2008	Detailed budget preparation proceeds in accordance with principles and guidance from Cabinet.
4 <sup>th</sup> September 2008	Executive Briefing - discussion on budget outlook and principles - Issues Paper draft.
11 <sup>th</sup> September 2008	Growth, Service pressures, Savings and scenario submission by Departments to Service Director Corporate Services.

16 <sup>th</sup> September 2008	Strategic Management Team consider growth proposals and service pressures (including Wigan Leisure and Cultural Trust) in context of the MTFS and revised Issues Paper.
14 <sup>th</sup> October 2008	Further discussion of budget at SMT.
October to November 2008	Consultation with Local Strategic Management Group to identify cross sector issues and highlight these in the budget process. Also ensure that this links with the efficiency process.
Late November / early December 2008	RSG settlement - report to Cabinet on RSG - SMT discuss scenarios and pressures in the light of grant settlement. This will also link in the VFM group being established to embed the efficiency agenda.
Week commencing 18 <sup>th</sup> November 2008	Initial meetings with Trade Unions; Initial Schools Forum / Head Teachers meeting on Schools Budgets.
27 <sup>th</sup> November 2008	Cabinet - initial consideration of draft budget including WLCT subsidy / revenue savings / growth.
Early January 2009	Estimate made of surplus or deficit on the Collection Fund.
February 2009	Precept and levy notifications received.
5 <sup>th</sup> February 2009	Cabinet - further budget report and Capital Programme and Appraisal Options.
19 <sup>th</sup> February 2009	Cabinet propose Council Tax and Budget.
23 <sup>rd</sup> February 2009	Joint meeting of Overview and Scrutiny and Cabinet to consider Council Tax and Budget.
4 <sup>th</sup> March 2009	Special Budget Council.

#### 4. THE BUDGET FOR 2009/10

4.1 The table below sets out a summary of the major changes to the Council's budget between 2008/09 and 2009/10.

	£m
<b>Original estimate 2008/09</b>	<b>233.2</b>
Inflation	7.4
Committed Growth 09/10	5.9
3 Year Budget Challenge Service Growth	2.1
Salary Increments	0.9
Use of Balances	-4.0
2009/10 Efficiency Savings	-2.8
3 Year Budget Challenge Efficiency Savings	-2.3
Capital Financing	-0.5
<b>Revenue Budget 2009/10</b>	<b>239.9</b>

4.2 The Council always uses the budget development process to re-prioritise spending within the Council and to seek out efficiencies in order to finance

growth and inescapable cost pressures. All Departments were set targets for reductions, whilst bids for growth were subject to critical examination and justification. The Table below summarises how the reductions and growth bids were eventually formulated. The reductions and growth emerged from a budget challenge process which considers the Council's strategic perspective and the limited resources available to deliver the Council's Services.

Panel	Reductions £'000	Growth £'000
Children & Young Peoples Services	-280	100
Adult Services	-244	800
Environment	-278	499
Regeneration – Wigan Leisure & Culture Trust	-65	45
Audit Governance & Improvement Review:		
- Chief Executive	0	0
- Finance & IT	-100	50
- Legal & Property Services	-60	32
Support Services Review	-1,250	625
<b>Total</b>	<b>-2,277</b>	<b>2,151</b>

## 5. THE COLLECTION FUND.

5.1 The Collection Fund is used to record receipts of Council Tax (and Housing Benefits), locally collected Business Rates and the payment of precepts to Major Precepting bodies and the net Council Tax requirement to Wigan Council. Revenue Support Grant and the share of National Business rates will be credited directly to the Council's General Fund.

5.2 The Council Tax element of the Collection Fund Estimates 2009/10.

	£m
Wigan Council requirement (net of Parish Precepts)	110.833
Greater Manchester Police Authority	12.859
Greater Manchester Fire & Rescue Authority	4.920
<b>Total to be met by Council Tax</b>	<b>128.612</b>

## 6. HOUSING REVENUE ACCOUNT

The Housing Revenue Account (HRA) records the financial transactions of the Council's housing stock.

## **Rent Levels**

- 6.1 Rt Hon Margaret Beckett MP (Minister of State for Housing and Planning) decided that if authorities were prepared to revisit the level of rents set and reduce them then there would be the option to bid for additional subsidy. The national average guideline would be halved from 6.2 to 3.1 percent, therefore the subsidy position of authorities would be changed for those Councils who reduce the actual average increase in rents for 2009/10 in line with the new national average.
- 6.2 The Council has approved the rental increase of 3.1% for 2009/10.

## **Arms Length Management Organisation**

- 6.3 The general management of the Council's housing stock (and certain other housing activities) is administered by an Arms Length Organisation (ALMO) known as Wigan & Leigh Housing.
- 6.4 The Council remains responsible for the operation of the Housing Revenue Account and retains ownership of all its assets.

## **Rent Rebates**

- 6.5 The transactions relating to the payment of Housing Benefit for Council Tenants, together with an associated element of Housing Subsidy form part of the General Fund.

## **7. JOINT AUTHORITIES PRECEPTS**

- 7.1 The Police and Fire Authorities issue a precept to each of the Greater Manchester Metropolitan Districts which meets their net expenditure requirements after taking into account their own distribution of Revenue Support Grant and share of Business Rates. Their precept is additional to the Council's net budget requirement.
- 7.2 For 2009/10 the Police Authority is levying a precept which has increased by 7.50% and the Fire Authority by 3.40%.
- 7.3 The Passenger Transport Authority issues a levy on the Districts to meet the whole of its expenditure. This is taken into account in the construction of Formula Grant for each Metropolitan District Council in Greater Manchester and forms part of each District's budget requirement for the calculation of Council Tax. The Levy for 2008/09 is £19.649 million.

## **8. NATIONAL NON-DOMESTIC RATE**

- 8.1 The rate poundage is set by the Government, not the Council. In 2009/10, the final year of the 2005 Rating List, there is no scheme of Transitional arrangements for businesses affected by revaluation.
- 8.2 The Government has set a poundage rate for 2009/10 at 48.5p. Small businesses that continue to be entitled to relief will receive this automatically as the legislation has changed from April 2007 allowing existing qualifying businesses to continue to receive relief for the duration of the Rating List (next due April 2010) without fresh application – the multiplier in this case will be 48.1p.
- 8.3 The Chancellor, in his Pre-Budget Report, announced for 2009/10 that the rateable value threshold limit at which the changes to Empty Rate legislation brought into effect from 1 April 2008 was to be reviewed so that most small businesses across the country would not have to pay empty rate charges if applicable. Whilst the legislation has still to go before Parliament – and this is expected soon – the threshold is to be increased from £2,200 to £15,000.

## **9. BALANCES**

- 9.1 At 31<sup>st</sup> March 2008 the Council's General Fund balances stood at £25.898 million. The outturn as reported to Cabinet for the third quarter of the current financial year now anticipates that balances as at 31<sup>st</sup> March 2009 will stand at £23.147m. The table below identifies those changes to balances.

		£m
Balance 1 <sup>st</sup> April 2008		25.898
Use of Balances in 2008/09 Estimate		-1.247
Commitments:	Rolling Programmes	-5.699
	Capital Programme	0.250
Predicted Outturn Position for 2008/09		3.945
<b>Predicted Balances 31<sup>st</sup> March 2009</b>		<b>23.147</b>

## **10. THE COUNCIL TAX FOR 2009/10**

- 10.1 The Council meeting of 11<sup>th</sup> March 2009 approved a Council Tax figure of £1,342.85 Band D equivalent for 2009/10, an overall increase of 2.58% on 2008/09.

## **11. BEST VALUE ACCOUNTING CODE OF PRACTICE**

- 11.1 The Council's Revenue Budget contains information relating to the mandatory divisions of service as required by the Chartered Institute of Public Finance & Accountancy's (CIPFA) Best Value Accounting Code of Practice. CIPFA have produced a Code of Practice which is designed to support the Best Value legislative framework by promoting consistency of accounting treatment for local authority expenditure and income. The Code of Practice has implications for the way in which the Council's costs are analysed.

- 11.2 The objectives of the Code are to facilitate accurate comparisons between services and Authorities and to strengthen current arrangements for recharging all support services costs to front line services.

## **12. COUNCIL SERVICE PLANS AND OTHER LINKAGES**

- 12.1 The Council publishes a number of plans in accordance with statutory provision and as part of an improving agenda, which makes explicit the link between its financial planning horizons and its service plans.
- 12.2 These plans are available in hard copy and on the Council's web site. Principal among these is the Corporate Plan. This is underpinned by Departmental Service Plans which contain a wealth of detail about service objectives, priorities, performance targets, resources and their deployment. The Corporate Plan can be viewed using the following link:  
[www.wigan.gov.uk/Services/CouncilDemocracy/CouncilVision/](http://www.wigan.gov.uk/Services/CouncilDemocracy/CouncilVision/)
- 12.3 The following pages contain an overall summary of the Council's budget along with the statutory Council Tax calculations, a three year budget forecast and details of the growth and reductions from the budget challenge process.

## WIGAN COUNCIL REVENUE BUDGET SUMMARY

	Estimate 2008/09 £	Estimate 2009/10 £
<b>EXPENDITURE</b>		
<b>GENERAL FUND ACCOUNTS</b>		
Adult Services	67,670,611	70,765,863
Children & Young People	54,035,545	55,907,551
Community Protection	7,159,837	8,126,412
Environment Panel	40,547,213	42,597,271
Audit Governance & Improvement	16,760,046	16,691,693
Regeneration Panel	20,945,412	21,885,577
Passenger Transport Levy	18,895,000	19,649,000
Capital Charges	7,444,454	5,563,825
DSO surpluses/deficit	-237,779	294,651
	<b>233,220,339</b>	<b>241,481,843</b>
Direct Revenue Financing of Capital	1,247,000	-2,702,000
Use of reserves/other adjustments	29,216	29,216
<b>NET EXPENDITURE</b>	<b>234,496,555</b>	<b>238,809,059</b>
Adjustment to Balances : Surplus / Deficit (-)	-1,247,000	1,054,588
<b>WIGAN NET BUDGET REQUIREMENT</b>	<b>233,249,555</b>	<b>239,863,647</b>
Shevington Parish Precept	72,000	75,700
Haigh Parish Precept	3,600	3,800
<b>BUDGET REQUIREMENT</b>	<b>233,325,155</b>	<b>239,943,147</b>
Less: Revenue Support Grant	-15,212,210	-24,197,014
National Non Domestic Rates	-109,276,737	-104,833,887
Surplus on Collection Fund	-125,000	0
<b>Amount to be met by Council Tax</b>	<b>108,711,208</b>	<b>110,912,246</b>
General Fund Balances b/f 1st April	22,371,000	23,147,000
Revenue Deficit (-) / Surplus for Year	0	-1,647,412
Capital Programme Deficit (-) / Surplus	-1,247,000	2,702,000
Less anticipated Carry Forward bids	-2,500,000	0
<b>General Fund Balances c/f 31st March</b>	<b>18,624,000</b>	<b>24,201,588</b>

<b>WIGAN COUNCIL</b>			
<b>COLLECTION FUND AND CALCULATION OF COUNCIL TAX 2009/10</b>			
		<b>2009/10 ESTIMATE</b>	<b>2009/10 COUNCIL TAX</b>
		<b>£</b>	<b>£. P</b>
<b>Amount to be met by Council Tax including parish precepts</b>		110,912,246	1,158.05
<b>Shevington Parish</b>		75,700	22.99
<b>Haigh Parish</b>		3,800	13.10
<b>Amount to be met by Council Tax excluding parish precepts</b>		110,832,746	1,157.22
<b>G.M. FIRE &amp; RESCUE</b>		4,919,962	51.37
<b>G.M. POLICE</b>		12,858,752	134.26
		<b>128,611,460</b>	<b>1,342.85</b>

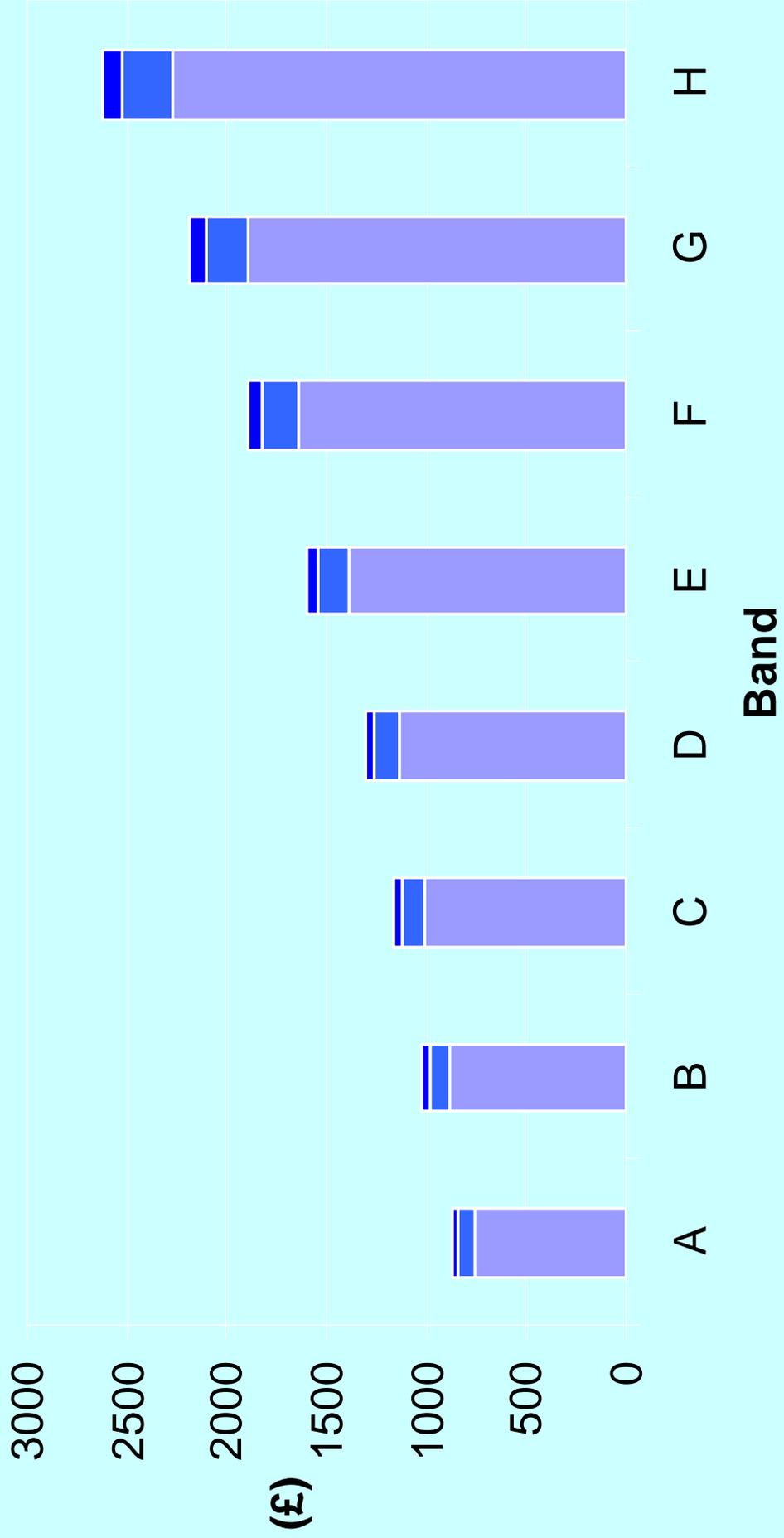
	<b>Wigan</b>	<b>Fire &amp; Rescue</b>	<b>Police</b>	<b>Total</b>
Band A	771.48	34.24	89.51	<b>895.23</b>
Band B	900.06	39.95	104.42	<b>1,044.43</b>
Band C	1,028.64	45.66	119.34	<b>1,193.64</b>
Band D	1,157.22	51.37	134.26	<b>1,342.85</b>
Band E	1,414.38	62.78	164.10	<b>1,641.26</b>
Band F	1,671.54	74.20	193.93	<b>1,939.67</b>
Band G	1,928.70	85.61	223.77	<b>2,238.08</b>
Band H	2,314.44	102.74	268.52	<b>2,685.70</b>

	<b>Shevington</b>	<b>Fire &amp; Rescue</b>	<b>Police</b>	<b>Total</b>
Band A	786.80	34.24	89.51	<b>910.55</b>
Band B	917.94	39.95	104.42	<b>1,062.31</b>
Band C	1,049.07	45.66	119.34	<b>1,214.07</b>
Band D	1,180.21	51.37	134.26	<b>1,365.84</b>
Band E	1,442.47	62.78	164.10	<b>1,669.35</b>
Band F	1,704.74	74.20	193.93	<b>1,972.87</b>
Band G	1,967.01	85.61	223.77	<b>2,276.39</b>
Band H	2,360.42	102.74	268.52	<b>2,731.68</b>

	<b>Haigh</b>	<b>Fire &amp; Rescue</b>	<b>Police</b>	<b>Total</b>
Band A	780.21	34.24	89.51	<b>903.96</b>
Band B	910.24	39.95	104.42	<b>1,054.61</b>
Band C	1,040.28	45.66	119.34	<b>1,205.28</b>
Band D	1,170.32	51.37	134.26	<b>1,355.95</b>
Band E	1,430.39	62.78	164.10	<b>1,657.27</b>
Band F	1,690.46	74.20	193.93	<b>1,958.59</b>
Band G	1,950.53	85.61	223.77	<b>2,259.91</b>
Band H	2,340.64	102.74	268.52	<b>2,711.90</b>

This graph shows the components of total council tax for each band A to H for 2008/09

■ Wigan
 ■ Police
 ■ Fire & Rescue



## **COUNCIL TAX 2009/10**

The table below shows the amount of Council Tax payable at each of the statutory valuation bands into which properties have been placed by the District Valuer, together with the number of properties in each Band. In calculating its tax base, the Council amends these property numbers for expected new builds, demolitions, single person discounts, properties adapted for the disabled and estimated losses on collection (1%). Valuations were made in 1991. The Government has recently deferred a revaluation of property for Council Tax purposes.

<b>BAND</b>	<b>VALUATION</b>	<b>COUNCIL TAX (£)</b>	<b>NO. OF PROPERTIES</b>
<b>BAND A</b>	Up to £40,000	895.23	66,464
<b>BAND B</b>	£40,001 to £52,000	1,044.43	30,705
<b>BAND C</b>	£52,001 to £68,000	1,193.64	22,566
<b>BAND D</b>	£68,001 to £88,000	1,342.85	11,438
<b>BAND E</b>	£88,001 to £120,000	1,641.26	5,417
<b>BAND F</b>	£120,001 to £160,000	1,939.67	1,730
<b>BAND G</b>	£160,001 to £320,000	2,238.08	552
<b>BAND H</b>	exceeding £320,000	2,685.70	50

Wigan Council : Medium Term Financial Plan 2009/10 to 2011/12		ESTIMATE 2009/10 £'000	ESTIMATE 2010/11 £'000	ESTIMATE 2011/12 £'000
<b>BASE BUDGET</b>		<b>233,250</b>	<b>241,513</b>	<b>249,182</b>
Inflationary Uplift		7,445	6,471	6,849
Grant Changes		-12	-485	1,984
Growth/ Savings attributed to Capital Investment		-995	-202	-1,367
Other Growth and Savings		4,021	5,445	-427
Proposed New Growth		2,151	1,137	500
Direct Revenue Funding of Capital		-2,702	3,986	4,100
Transfers to / from Balances and Reserves		1,055	-7,036	-5,750
Efficiency Savings		-4,347	-4,697	-3,351
<b>BUDGET REQUIREMENT</b>		<b>239,866</b>	<b>246,132</b>	<b>251,720</b>
Year on year increase in Budget Requirement		6,616	6,266	5,588
% increase		2.8%	2.6%	2.2%
Grant Income		129,031	133,081	136,408
Collection Fund Surplus		0	0	0
<b>COUNCIL TAX REQUIREMENT</b>		<b>110,835</b>	<b>113,051</b>	<b>115,312</b>
Year on year increase		2,199	2,216	2,261
% increase		2.00%	2.00%	2.00%
Estimated tax base		95,775	95,775	95,775
<b>COUNCIL TAX</b>		<b>£1,157.22</b>	<b>£1,180.38</b>	<b>£1,203.98</b>
<b>Ready reckoner:</b>	1% council tax rise - raises	1,086,606	1,108,327	1,130,509
	£1 million on the budget - gives a percentage rise of	1.03	1.03	1.03
	£1 million on the budget - amount per Band D	£10.44	£10.44	£10.44
<b>REVENUE BALANCES POSITION ANTICIPATED STARTING POINT</b>		<b>23,147</b>	<b>24,202</b>	<b>17,166</b>
Less anticipated c'fwd bids		0	0	0
Proposed usage (capital programme)		2,702	-3,986	-4,100
Use for revenue		-1,647	-3,050	-1,650
Provision for LATS penalties		0	0	0
<b>POSITION AT END OF YEAR</b>		<b>24,202</b>	<b>17,166</b>	<b>11,416</b>
<b>Minimum Balances:</b>	Bellwin threshold (emergency support)	480	492	503
	Balances above Bellwin threshold	23,722	16,674	10,913
<b>EXPENDITURE (BUDGET REQUIREMENT LESS ADDITION TO BALANCES)</b>		<b>238,811</b>	<b>253,168</b>	<b>257,470</b>
Less :-	PTA Levy	19,651	20,437	21,254
	Leisure Trust Funding	16,885	17,341	17,809
<b>UNDERLYING OPERATING COSTS</b>		<b>202,275</b>	<b>215,390</b>	<b>218,406</b>
Balances as a % of underlying operating costs	(A) / (B)	11.73%	7.74%	5.00%
Minimum balances		10,114	10,770	10,920
Above (-) or below (+) minimum		-13,608	-5,904	7

## **Risks and Service pressures not reflected in the forecast**

These forecasts are a snapshot of the expected budget position over the next three years. They will, by their nature, change and will need to be updated on a regular basis.

There are certain changes that will occur but at present it has not been possible to quantify them. The list below indicates these current areas of uncertainty.

- Overspends in 2008/09 – The budget monitoring process has already identified a number of budget pressures. Some of which are structural budget pressures and will need a long term strategy to identify funding.
- Manchester Airport – It is assumed that no dividend will be received during the currency of this forecast 2009/2012. There are prudent reasons underpinned by accounting codes of practice, which advise against taking into account any dividend until physically realised, particularly if they are material. In addition there is also economic uncertainty especially in the current downturn in the economy.
- Insurance claims – a recent actuarial review of the fund has indicated sufficient resources are available to meet known claims. However the nature of the area is such that uncertainty is ever present. In previous years for example the Insurance Fund has been used successfully to meet with costs associated with environmental issues.
- Superannuation – as already explained the increase in employers' contributions may be subject to further increases as a result of future actuarial reviews. As a guide to Members a 1% annual increase equates to approx £0.8m.
- Equal Pay - Whilst a substantial number of payments have already been made there remains the possibility of individual litigation and grievances.
- Pay and Rewards Review – Although a detailed timetable for implementation is in place for October 2009, this remains an area of uncertainty for the Council. Trade Unions have asked for more time to consider our proposals and therefore this may change.
- Capital Receipts – The current uncertainty in the economy has impacted upon the realisation of capital receipts. As a result the Capital Strategy has been reviewed and the Capital Programme subsequently scaled back. The Capital Programme assumes no capital receipts over the next few years.
- Haringey Joint Area Review - Members will be aware that following the death of Baby P in Haringey and the subsequent findings of a serious case review, the Secretary of State for Children, Schools and Families commissioned a special Joint Area Review. In response the Council via its Children and Young People Services Department has commissioned an audit of the social care functions in regard to safeguarding which will address all areas outlined in the documents referred to. At this moment no financial implications can be assessed.

- Building Schools for the Future (BSF) – Wigan Council is engaged in a joint procurement project with Salford City Council to attract government financial assistance via both PFI and conventional funding arrangements to replace or renovate the Borough’s high schools. If successful the programme is likely to require significant revenue and capital support from the Council.
- Joint Service Centre (PFI) – The current economic conditions could impact upon this scheme. This may be in both financial terms and in the terms of a delay in opening.
- The outlook for the public finances at the end of the current Comprehensive Spending Review period in 2011 is uncertain. Much depends on the speed of the economic recovery. Cabinet has previously indicated that our own tax levels and finances will be reviewed for 2011/12 once the position on central government support is clearer.
- Demographic change – estimates of the impact of falling schools rolls will be factored into the separate construction of the schools budget to be met by DSG.
- An examination of the forecast trend in the elderly population indicates an increasing number of individuals in the 85+ category who may become dependent upon our Services and those of the PCT.

The latest forecast is shown below.

<b>WIGAN</b>			
<b>Office of National Statistics Forecast</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Age Group</b>			
65+	29,200	30,000	30,900
75 – 84	15,300	15,800	16,100
85+	5,200	5,300	5,400
<b>Totals</b>	<b>49,700</b>	<b>51,100</b>	<b>52,400</b>

# **PRUDENTIAL CODE AND CAPITAL PROGRAMME**

## **1. The Prudential Code**

Since April 2004 local authorities have had the power to borrow to fund capital schemes without central government approval, but prior to doing so, are required to determine whether or not it is prudent to do so. The mechanism for this is to look at a series of indicators known as prudential indicators intended to measure the extent of our debts and our ability to pay them back. These are set out at the time of setting the revenue budget and capital programme whether or not we are actually planning to use these powers to borrow.

The purpose of this report is to set out the requirements to determine prudential indicators for 2009/10. The main requirements are as follows: -

- To determine estimates of capital expenditure and resources for the forthcoming year and the two years thereafter (See Table 1 and Table 2).
- To determine the capital finance requirement (mainly, the amount of capital expenditure to be financed by borrowing) for each of these years. (See Table 3)
- To estimate the ratio of capital financing costs to net revenue streams and the impact on Council Tax and housing rents. (See Tables 4 and 5)
- To set an operational boundary for the Council's external debt for the forthcoming year and the two years thereafter. (See Table 6)
- To set an authorised limit for external debt for the forthcoming year and the two years thereafter. (See Table 7)
- To set prudential indicators in respect of treasury management. (See sections 6.1 to 6.5 of the report and Tables 8 and 9)

In setting prudential indicators, the Council is required to have regard to the following: -

- Affordability, e.g. implications for Council Tax and Council housing rents.
- Prudence and sustainability, e.g. implications for external borrowing
- Value for money, e.g. option appraisal
- Stewardship of assets, e.g. asset management planning
- Service Objectives, e.g. strategic planning for the authority
- Practicality, e.g. achievability of the forward plan

The contents of this report are consistent with the revenue budget report for 2009/10 to 2011/12.

## **2. Determination of estimates of capital expenditure 2009/10 to 2011/12**

Table 1 below sets out the overall estimated level of capital expenditure on HRA and non-HRA services.

**Table 1. Estimates of capital expenditure**

	<b>Total £000s</b>	<b>2008/09 £000s</b>	<b>2009/10 £000s</b>	<b>2010/11 £000s</b>	<b>2011/12 £000s</b>
Programme reported to Cabinet 13 <sup>th</sup> Nov 2008	313,321.7	96,632.8	109,687.4	78,663.9	28,337.6
Changes	23,403.4	-5,499.4	4,374.80	3,592.5	20,935.5
<b>Programme now estimated</b>	<b>336,725.1</b>	<b>91,133.4</b>	<b>114,062.2</b>	<b>82,256.4</b>	<b>49,273.1</b>
Comprising:					
Non HRA services	269,025.1	77,333.4	94,162.2	64,456.4	33,073.1
HRA Services	67,700.0	13,800.0	19,900.0	17,800.0	16,200.0
<b>Total</b>	<b>336,725.1</b>	<b>91,133.4</b>	<b>114,062.2</b>	<b>82,256.4</b>	<b>49,273.1</b>

In building up these estimates, the following information has been used: -

- The 3 year capital programme up to 2011/12.
- The capital programme has been subject to a special review to consider an earlier report on the potential deficit position of some £17m and also a 3<sup>rd</sup> Review in conjunction with Service Departments. The overall impact of both of these reviews are reported here.
- The assumed incorporation of the Capital Appraisal process
- The HRA capital programme for 2009/10 is set at £19.9m. For 2010/11 and 2011/12 it has been estimated at £14.4m and £14.3m respectively. These estimates are based upon approvals, the likely available level of the Major Repairs Allowance and internal HRA resources.
- Estimates of vehicle and equipment replacement programmes that are funded by operating leases and prudential borrowing.

## **3. Determination of the capital financing requirement**

The Prudential Code requires that estimates of the capital financing requirement should be produced. This is the balance between the use of receipts, borrowing and revenue resources.

The starting point for these calculations is the aggregation of certain figures in the latest balance sheet, in this case 31<sup>st</sup> March 2008. This figure is then affected each year in the following way:

- It increases as capital expenditure is incurred.
- It is reduced to the extent that expenditure is financed by government grants, capital receipts, direct revenue funding and use of external contributions.
- It is reduced by the statutory charge to revenue (Minimum Revenue Provision).
- It is also reduced by any voluntary repayment of debt.

An assessment has been made of the financing sources that will fund the capital expenditure estimates. A summary resources statement is shown at Table 2.

In making this assessment the following assumptions have been made.

- Supported borrowing has been calculated from the allocations given by central government. Some government departments have given provisional allocations to 2010/11, whilst others have not. Indications of allocations have been given for the Local Transport Plan for 2010/11.  
In the absence of any information, I have made reasonable estimates for the purposes of forward planning.
- Unsupported borrowing has been included to fund items of plant and equipment that were formerly leased, approved Adult Services revenue saving schemes, projected costs of Leigh Sports Village (LSV) Pool and funding of the delay between LSV construction costs and receipt of grant. Provision has also been made for the prudential borrowing to fund the Westwood Project prior to the capital receipt from the site materialising. Unsupported Borrowing has also been included to provide support for the delayed receipt of proceeds from the sale of school land which is being used to support the CYPs programme
- For budget purposes and in the interests of prudence, it has been agreed that the land disposal programme will generate no receipts during the next 3 years.
- It is estimated that the usable proportion of Right to Buy receipts for 2009/10 to 2011/12 will also be nil.
- The HRA programme will be funded by a combination of the Major Repairs Allowance and the HRA's own resources.
- That current budget for operating leases may be utilised to finance prudential borrowing if this is considered to be the best option.
- Grants and external contributions have been assessed to match expenditure under the various regimes.
- The figures reflect the impact of the changes agreed following the recent special review of the capital programme.

- Usage of capital receipts shown in Table 2 is usage of receipts already with the Council.

**Table 2. Resourcing the capital programme**

	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
<b>Total Spend requiring funding</b>	<b>91,133.4</b>	<b>114,062.2</b>	<b>82,256.4</b>	<b>49,273.1</b>
Borrowing – supported	10,204.2	12,841.0	10,105.1	8,422.8
Borrowing – unsupported	4,218.6	5,077.3	1,722.0	-5,212.4
External contributions	16,376.2	15,358.5	6,873.7	2,021.0
Capital receipts	8,349.8	9,283.0	4,562.3	7,112.4
Government Grants	34,073.4	53,472.3	36,738.4	15,529.3
Operating leases	2,418.1	1,350.0	1,349.0	2,000.0
Direct Revenue funding – General Fund	3,242.9	482.8	20.0	0
Direct Revenue funding - HRA	0	4,200.0	3,200.0	1,600.0
HRA Resources – Major Repairs Allowance	12,500.0	14,700.0	13,700.0	13,700.0
<b>Sub total</b>	<b>91,383.3</b>	<b>116,764.9</b>	<b>78,270.5</b>	<b>45,173.1</b>
<b>Net Surplus / (deficit)</b>				
In year position	249.9	2,702.7	-3,985.9	-4,100.0
Cumulative	249.9	2,952.6	-1,033.3	-5,133.3

As a consequence of this spending programme and its funding, the capital financing requirement is estimated to change as follows over the period of this review.

**Table 3. The estimated capital financing requirement**

	HRA capital financing requirement £'000	Non-HRA capital financing requirement £'000	Total capital financing requirement £'000
<b>Estimated at 31<sup>st</sup> March 2009</b>	<b>217,595</b>	<b>232,201</b>	<b>449,796</b>
Change in 2009/10	0	6,823	6,823
<b>Estimated at 31<sup>st</sup> March 2010</b>	<b>217,595</b>	<b>239,024</b>	<b>456,619</b>
Change in 2010/11	0	458	458
<b>Estimated at 31<sup>st</sup> March 2011</b>	<b>217,595</b>	<b>239,482</b>	<b>457,077</b>
Change in 2011/12	0	-8,176	-8,176
<b>Estimated at 31<sup>st</sup> March 2012</b>	<b>217,595</b>	<b>231,306</b>	<b>448,901</b>

#### **4. Estimating the ratios of capital financing costs to net revenue streams and the impact on Council Tax and rents**

The Council is required to calculate for 2009/10, 2010/11 and 2011/12 the relationship between financing costs and the net revenue stream.

Financing costs refer mainly to: -

- Interest payable on borrowing and other long-term liabilities.
- The Minimum Revenue provision
- Investment income.

Net revenue stream refers to: -

- For non-HRA services - The amount in the consolidated revenue account for expenditure to be met from government grants and local taxpayers. (Assumed in this report to equate to the budget requirement.)
- For the HRA - The amount met from rents and government grants.

Table 4 below sets out the calculations

**Table 4. Ratio of capital financing costs to revenue streams**

	2009/10	2010/11	2011/12
<b>Non - HRA services</b>			
Estimated financing costs (£'000)	20,430	20,858	20,699
Estimated net revenue stream (£'000)	239,866	246,132	251,720
<b>Ratio of financing costs to net revenue (%)</b>	<b>8.52%</b>	<b>8.47%</b>	<b>8.22%</b>

	2009/10	2010/11	2011/12
<b>HRA</b>			
Estimated financing costs (£'000)	15,312	15,073	15,073
Estimated net revenue stream (£'000)	67,800	69,400	71,300
<b>Ratio of financing costs to net revenue (%)</b>	<b>22.58%</b>	<b>21.72%</b>	<b>21.14%</b>

In addition, the Council is required to show the incremental impact of capital investment decisions on the Council Tax and housing rents. For the purpose of this report, the incremental impact has been calculated as the financial consequences of the unsupported borrowing and any revenue consequences other than financing costs.

Table 5 sets out the calculations.

**Table 5. Impact on Council Tax and Housing Rents**

		2009/10	2010/11	2011/12
<b>Non - HRA services</b>				
Estimated budget requirement with capital programme at estimated levels (£'000)	A	239,866	246,132	251,720
Estimated budget requirement with capital programme estimates excluding unsupported borrowing (£'000)	B	237,326	243,344	249,054
Effect on budget requirement of removing unsupported borrowing and other revenue costs (£'000)	A-B	2,540	2,788	2,666
Cumulative effect on Council Tax [at Band D] (reduction) (£.p)		(-0.17)	2.41	1.12
Effect on Council Tax [at Band D] (reduction) (£.p)		26.52	29.10	27.82

		2009/10	2010/11	2011/12
<b>HRA</b>				
Estimated amount to be met by income from rents etc with capital programme at estimated levels (£'000) – per Cabinet Report 27 <sup>th</sup> Nov 2008	A	69,200	71,600	73,500
Estimated amount to be met by income from rents etc with capital programme estimates excluding unsupported borrowing (£'000)	B	69,200	71,600	73,500
Non financing costs arising from capital programme included in "A" (£'000)	C	0	0	0
Effect on budget requirement of removing unsupported borrowing and other revenue costs (£'000)	(A-B) +C	0	0	0
Cumulative effect on rents (£.p)		0	0	0
Effect on rents (£.p)		0	0	0

## **5. Setting the Authorised Limit and the Operational Boundary for external debt**

The Council is required to set these two limits to its external debt. External debt refers to borrowing and other long-term liabilities

Both the authorised limit and operational boundary need to be consistent with the Council's plans for capital expenditure and financing and with its treasury management policy statement and practices.

The operational boundary links the Council's plans for capital expenditure, the estimates of the capital financing requirement and the estimate of the cash flow requirements for all other purposes, including revenue.

The estimate of the balance outstanding at March 2009 is within the approved operational boundary identified in the Prudential report to Cabinet of 19<sup>th</sup> February 2009.

I have set out in Table 6, the calculation of the operational boundary for the years 2009/10 to 2011/12.

**Table 6. The Operational Boundary**

	Borrowing	Other Long Term Liabilities	Total External Debt
	£'000	£'000	£'000
<b>For 2009/10</b>			
Amounts currently outstanding	380,522	0	380,522
<b>2009/10 cash flows</b>			
Replacement of loans due for repayment	770	0	770
Revenue Contributions to programme	1,047	0	1,047
Change in Capital Financing requirement 2009/10	17,918	0	17,918
Revenue set aside (Minimum Revenue Provision etc)	-11,102	0	-11,102
<b>Estimated operational boundary at 31.3.2010</b>	<b>389,155</b>	<b>0</b>	<b>389,155</b>
<b>2010/11 cash flows</b>			
Replacement of loans due for repayment	7,762	0	7,762
Revenue Contributions to programme	20	0	20
Change in Capital Financing requirement 2010/11	11,827	0	11,827
Revenue set aside (Minimum Revenue Provision etc)	-11,375	0	-11,375
<b>Estimated operational boundary at 31.3.2011</b>	<b>397,389</b>	<b>0</b>	<b>397,389</b>
<b>2011/12 cash flows</b>			
Replacement of loans due for repayment	25,905	0	25,905
Use of surplus capital resources at 31.3.12	0	0	0
Change in Capital Financing requirement 2011/12	3,210	0	3,210
Revenue set aside (Minimum Revenue Provision etc)	-11,387	0	-11,387
<b>Estimated operational boundary at 31.3.2012</b>	<b>415,117</b>	<b>0</b>	<b>415,117</b>

It has been assumed that the repayments of PWLB debt of £8.5m over the period of this report will not be replaced. Decisions with regard to the £25.9m which is repayable in 2011/12 are also assumed at this time not to be replaced but this critical decision will be taken nearer the time.

The calculation of the Authorised Limit should provide headroom over and above the operational boundary to allow for unusual cash movements. It is therefore recommended that the Authorised Limit allow for a 5% variation on

the operational boundary to allow for such headroom. On this basis the Authorised Limit would be as shown in Table 7.

**Table 7. The Authorised Limit**

	<b>Borrowing</b>	<b>Other Long Term Liabilities</b>	<b>Total External Debt</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
For 2009/10	408.0	0	408.0
For 2010/11	417.3	0	417.3
For 2011/12	435.9	0	435.9

## **6. Treasury Management Prudential Indicators**

The Council determines a Treasury Management Policy Statement prior to the start of the financial year and this will continue to be done. Under the Prudential Code, there are certain aspects of this policy that need to be determined now and which are the subject of this report.

These indicators are in respect of: -

- The Treasury Management Code of Practice
- Interest rate exposures.
- The maturity structure of borrowing
- The total principal sums invested for periods longer than 364 days.

### **6.1 Code of Practice**

It is confirmed that the Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

### **6.2 Interest rate exposures**

The Council is required to set upper limits to its exposures to the effects of changes in interest rates for both fixed interest rate and variable rate loans.

It has been Council policy to borrow at fixed rates of interest and it is recommended that this will continue. However, for the purpose of these calculations, loans and investments of less than 365 days are classed as variable rate. These transactions are used to assist the Council's day to day cash flows and a prudent level of exposure has been set at a net figure of £10million in each of the 3 years.

Table 8 sets out the calculation of the upper limits for fixed rate and variable rate loans for the period in question.

**Table 8. Calculation of upper limits for fixed and variable rate loans**

	2009/10 £'000	2010/11 £'000	2011/12 £'000
<b>Fixed rate exposure</b>			
Estimated fixed rate borrowing (at operational boundary)	389,155	397,389	415,117
Less :- value of investments held at fixed rates	0	0	0
Upper limit on fixed rate exposure	389,155	397,389	415,117
<b>Variable rate exposure</b>			
Estimated variable rate borrowing	25,000	25,000	25,000
Less :- value of investments held at variable rates	15,000	15,000	15,000
Upper limit on variable rate exposure	10,000	10,000	10,000

### 6.3 The maturity structure of borrowing

The Council is required to set for the forthcoming year only both upper and lower limits with respect to the maturity structure of its projected fixed rate borrowing. The limits are to be expressed as percentages of total projected borrowing. The recommended limits are shown in Table 9.

**Table 9. Maturity structure of projected borrowing**

	Lower limit	Upper limit
	%	%
10 years and above	50	100
5 years and within 10 years	0	50
24 months and within 5 years	0	50
12 months and within 24 months	0	0
Under 12 months	0	0

The Treasury Management Policy seeks to limit maturing loans to no more than 10% in any year. To assist in this objective there must be flexibility over the repayment periods selected for new borrowing. The maturity profile that is actually chosen for new borrowing would depend on prevailing market conditions. The acceptance of the above limits will give reasonable flexibility in that it would allow: -

- At least 50% of all new borrowing to be taken out for 10 years or more.
- Up to 50% of new borrowing to be taken out for periods of 2 to 10 years.
- No borrowing for less than 2 years.

### 6.4 The total principal sums invested for periods longer than 364 days

The Council is required to set a prudential limit on sums invested for periods longer than 364 days.

It is not envisaged that there would be any investments held for more than 364 days.

## **6.5 Cash Balances**

The graph on page 31 shows the estimated daily average per week of cash balances for 2009/10. Surplus bank balances which are not immediately required to meet the outgoings of the Council are invested in the short term (less than one year).

## **7. Controlled companies**

The code requires an authority, which has interests in companies, to have regard to its financial commitments and obligations to those companies in its application of the code.

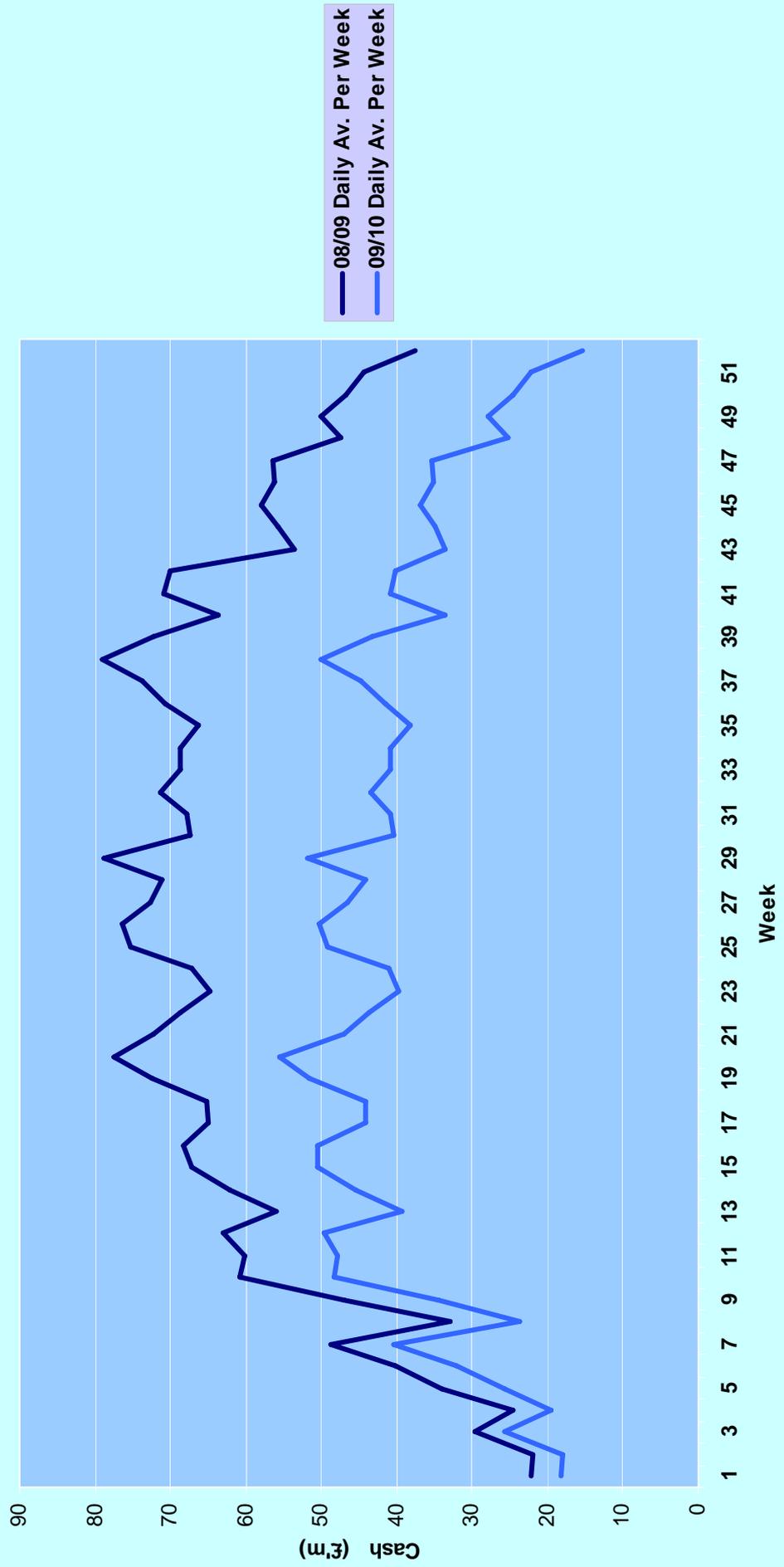
No borrowings are expected by any controlled companies.

**Table 10. Summary of Prudential Indicators**

	<b>Indicator</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
	<b>Capital Spending</b>			
1	Estimated capital expenditure (£)	£114,062,200	£82,256,400	£49,273,100
2	Estimated capital financing requirement (£)	£456,619,000	£457,077,000	£448,901,000
	<b>Capital Financing Ratios</b>			
3	Non HRA Services - estimated ratios of capital financing costs to net revenue streams (%age)	8.52%	8.47%	8.22%
4	HRA Services - estimated ratios of capital financing costs to net revenue streams (%age)	22.58%	21.72%	21.14%
	<b>Impact on Revenue</b>			
5	Annual impact of Capital Expenditure Decisions on Council Tax (£.p)	£26.52	£29.10	£27.82
6	Incremental impact of Capital Expenditure Decisions on Council House Rents (£.p)	Nil	Nil	Nil
	<b>Treasury Management</b>			
7	Operational Boundary (£)	£389,155,000	£397,389,000	£415,117,000
8	Authorised Limit (£)	£408,600,000	£417,300,000	£435,900,000
9	Fixed Rate Exposure Limit (£)	£389,155,000	£397,389,000	£415,117,000
10	Variable Rate Exposure Limit (£)	£10,000,000	£10,000,000	£10,000,000
11	The Council will continue with its policy to borrow only at fixed rates of interest			
12	The Council determines the following maturity structure for new borrowing in 2009/10 :-	Lower limit	Upper limit	
		%	%	
	10 years and above	50	100	
	5 years and within 10 years	0	50	
	24 months and within 5 years	0	50	
	12 months and within 24 months	0	0	
	Under 12 months	0	0	
13	The Council will not invest for periods of longer than 364 days			

SUMMARY Panel	Total Cost £000's	CAPITAL EXPENDITURE FORECAST							Progress	
		Previous Years £000's	2007/08 £000's	2008/09 £000's	2009/10 £000's	2010/11 £000's	2011/12 £000's	2008/09 Spend to 8 <sup>th</sup> Dec 08 £000's	2008/09 %age Spent %	
Housing (HRA)	124,545.9	31,279.1	25,566.8	13,800.0	19,900.0	17,800.0	16,200.0	8,344.6	60%	
Housing (Other)	108,424.0	73,426.3	7,878.1	9,443.7	7,675.9	5,000.0	5,000.0	5,170.8	55%	
<b>Total Housing</b>	<b>232,969.9</b>	<b>104,705.4</b>	<b>33,444.9</b>	<b>23,243.7</b>	<b>27,575.9</b>	<b>22,800.0</b>	<b>21,200.0</b>	<b>13,515.4</b>	<b>58%</b>	
Environment (Roads)	104,691.9	38,555.9	7,652.0	9,300.4	19,871.5	20,028.1	9,284.0	3,447.6	37%	
Environment (Other Services)	38,137.6	20,900.5	3,792.4	6,078.9	2,853.9	2,511.9	2,000.0	3,913.5	64%	
<b>Total Environment</b>	<b>142,829.5</b>	<b>59,456.4</b>	<b>11,444.4</b>	<b>15,379.3</b>	<b>22,725.4</b>	<b>22,540.0</b>	<b>11,284.0</b>	<b>7,361.1</b>	<b>48%</b>	
Children & Young People	184,071.1	58,652.3	17,535.0	29,523.9	42,056.3	24,485.5	11,818.1	16,996.6	58%	
Culture	7,256.3	1,380.2	449.7	752.8	4,002.4	471.2	200.0	299.4	40%	
Adult Services	37,527.1	21,581.0	3,228.4	3,519.3	3,566.4	3,061.0	2,571.0	2,540.2	72%	
Regeneration	61,584.4	32,758.1	6,541.5	5,771.7	11,235.4	5,277.7	0.0	3,339.4	58%	
Corporate	124,059.5	79,780.6	22,614.8	12,942.7	2,900.4	3,621.0	2,200.0	4,900.1	38%	
<b>TOTAL SPEND All Panels</b>	<b>790,297.8</b>	<b>358,314.0</b>	<b>95,258.7</b>	<b>91,133.4</b>	<b>114,062.2</b>	<b>82,256.4</b>	<b>49,273.1</b>	<b>48,952.2</b>	<b>54%</b>	

### Cash Flow Forecast





# SECTION TWO:

## Service Budgets

## Adult Services

Adult Services Portfolio: Councillor Keith Cunliffe

Director of Health and Wellbeing: Bernard Walker

### Purpose

To enable adults of Wigan, whatever their illness or disability, to have maximum control of their life, stay healthy and recover quickly from illness.

We will achieve this aim in partnership with users, carers, and colleagues in the statutory, private and voluntary sectors.

The vision will be delivered within the overall available resources of the Council and its other partners. We will make sure that as much of the resources available are used for direct help for people.

### Department Profile

#### **Adult Services**

Adult Services department is responsible for many of the social care services previously provided by the social services department. Working closely with the Ashton, Leigh and Wigan Primary Care Trust and the Wrightington, Wigan and Leigh NHS Trust, the department also has the prime responsibility for the organisation and planning of social care, co-ordinating public, voluntary and private sector services to enable people to live in their own homes.

Services Provided:

- Older People Service
- Physical Disability Service
- Ethnic Minority Groups Service
- Misuse of Alcohol and Drugs
- Adult and Community Learning
- Supporting People Programme
- Learning Disability Service
- Mental Health Services
- Community Meals Service
- HIV/AIDS Service
- Adult Guidance

## Objectives

### **1. Develop an infrastructure for increased personalisation, choice and control, through the transforming social care agenda.**

#### Rationale

- Transforming Social Care agenda
- Putting People First
- Wanless Report
- Our Health, Our Care, Our Say
- Commission for Social Care Inspection (CSCI)
- Care Services Efficiency Delivery (CSED)
- Care Services Improvement Partnership (CSIP)
- Gershon Efficiency Review
- Building Stronger Communities agenda
- Engagement feedback from Mobius workshops

#### Outcomes

- Full implementation of the Transforming Social Care agenda:
- People of Wigan have a full awareness and understanding of the choices that are available and how to access them
- Information is effective and accessible for all citizens, enabling informed choices
- People are able to make choices to be full citizens
- The importance of carers and their contribution is recognised
- Personalised budgets that have been allocated in a fair and transparent way are available for those eligible for support
- Our workforce is strong, skilled and fit for purpose
- A robust safeguarding procedure is embodied within the personalisation process
- Service users are involved in service delivery and review
- Effective engagement in the local care market

### **2. Enhance health, emotional well-being and quality of life, through the provision of universal, intermediate and early intervention services that support people to live life in the way that they choose.**

#### Rationale

- Putting People First / Transforming Social Care agenda
- Our Health, Our Care, Our Say
- Evidence from CSED that reablement services increase prevention, which in turn encourages better use of resources/efficiency savings
- Commissioning Strategy for Health and Wellbeing
- Joint Strategic Needs Assessment indicates high levels of incapacity benefit take-up, domestic violence and worklessness within the borough
- Increasing independence of the need for social services – Building Stronger Communities
- Local Area Agreements (LAA) - health indicators
- Local Strategic Partnership
- Customer feedback shows that service users would like an improved quality of life

- Increasing preventative services extends the reach of social care provision, as eligibility criteria restricts beneficiaries

#### Outcomes

- People are less dependent upon services and are living independently within communities
- Fewer service users / more independent citizens – reducing dependency
- Service users have revised expectations of social care provision
- Service users are more visible within the community
- People play their part within the community
- Universal support in place within communities
- Reductions in domestic violence and substance misuse
- Reduction in residential care users and hospital admissions
- Health inequalities addressed
- Achieve the 7 outcomes for adult social care
- Increased integration with health - joint & single commissioning
- Care closer to home
- Seamless provision
- Individual success stories
- Training and education

### **3. Encourage and enable service users and their carers, to be actively involved in the development and review of services.**

#### Rationale

- Our Health, Our Care, Our Say
- Valuing People
- Putting People First
- National and local Carers Strategy
- National Service Frameworks - mental health
- National Service Frameworks - older people
- National Service Frameworks - neurological conditions
- National Service Frameworks - long-term conditions
- Equality Impact Assessment

#### Outcomes

- Services and support are developed to improve the outcomes of individuals
- Assessments are person centred and outcome focused
- Service users driving and setting agendas / user-led organisations
- Service users are involved in service delivery and review
- People are able to make choices to be full citizens

### **4. Support carers to continue in their caring role.**

#### Rationale

- National and local Carers Strategy
- Carers Recognition Act
- National Service Frameworks - mental health
- National Service Frameworks - older people
- Equality Impact Assessment

- Customer Feedback
- High number of carers accessing carers allowance
- High levels of disability and ill health

#### Outcomes

- Carers needs are met and recognised by partner agencies in their work, leisure and day to day life
- All partners are effectively engaged in supporting carers
- Carers training needs are met - both for their caring role and access to work
- The natural support provided by carers is enabled and optimised
- We recognise the importance of carers and their contribution. All carers have equal access to services and support. Carers are involved in creative service planning.

### **5. Ensure people's personal dignity through the development of appropriate safeguarding arrangements.**

#### Rationale

- No Secrets
- Deprivation of Liberty Safeguards
- Mental Capacity Act
- Independent Safeguarding Authority requirements
- Transformation agenda – linked – concern that services will be less regulated
- CSCI – PI's
- LAA local safeguarding PI's
- Mobius Service User Engagement Agency - customer feedback
- High numbers of domestic violence referrals
- Substance misuse
- Customer Relations feedback

#### Outcomes

- People are safe
- People retain their dignity
- Cohesive and effective working arrangements are in place with partner agencies and other council services – 'whole family' approach
- Safeguarding is everyone's business / responsibility (community)
- People have confidence in services and support
- Reduction in formal safeguarding referrals
- There is the right balance between risks, rights and responsibilities
- Appropriate reflection and action is taken on lessons learned

### **6. Ensure equity and a fair balance in the allocation of the department's resources amongst service user groups, whilst remaining within budgetary resources available.**

#### Rationale

- Wanless Report
- Green Paper on the Future of Social Care Funding
- Equality and diversity legislation and drivers
- Councils budget and overspends

- Transition Policy
- Feedback from CSCI – performance indicators related to spend & associated benchmarking data
- Resource Allocation System (RAS) – the why & how

#### Outcomes

- An effective resource allocation system is in place
- The service remains within budget
- Budgets are realigned and allocated according to need

### **7. In partnership, increase the number of people who have access to income, learning and employment opportunities.**

#### Rationale

- Layard Report – incapacity benefit
- Credit crunch / recession
- High levels of worklessness and incapacity benefit take-up within Wigan
- Health inequalities
- Building Stronger Communities
- LAA targets
- Leitch Review
- Skills Pledge
- Reducing skills gaps / inequalities

#### Outcomes

- There is a reduction in unemployment and increase in people with specific needs in employment
- Improved quality of life / self-esteem
- Less economic dependency and reliance on service intervention
- Increased aspirations
- A joined-up, borough-wide worklessness strategy is in place with partner agencies

## Adult Services Revenue Estimates 2009/10

Function	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
<b>Adult Services - Provider Services:</b>			
Adult Guidance	0	-1,093	1,256
Adult & Community Learning	78,940	80,763	124,733
Elderly Residential Care	750,475	596,396	476,997
Elderly Day Care	1,598,796	1,642,973	1,841,349
Physical/Sensory Support & Accomodation	490,782	553,051	514,018
Physical Disability Day Care	612,758	654,108	760,918
Physical Disability Equipment & Adaptation	2,408,752	2,177,588	2,178,536
Learning Disability Residential	1,408,886	1,449,073	1,491,189
Learning Disability Support & Accomodation	1,108,916	814,352	402,147
Learning Disability Day Care	3,523,485	3,582,187	3,548,876
Learning Disability Home Care	4,161,367	4,551,363	4,850,346
Mental Health Needs Residential	163,707	95,245	127,342
Mental Health Needs Support & Accomodation	-6,827	-6,852	-2,967
Mental Health Needs Day Care	214,036	203,042	168,453
Mental Health Needs Other Services	347	347	0
Supported Employment	189,931	200,265	207,718
Training Holding Account	0	837	0
<b>Provider Net Expenditure</b>	<b>16,704,351</b>	<b>16,593,645</b>	<b>16,690,911</b>

## Adult Services Revenue Estimates 2009/10

Function	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
<b>Adult Services - Purchaser Services:</b>			
Elderly Care Management	3,063,679	3,362,770	3,550,395
Elderly Residential Care	9,759,316	11,408,561	12,141,101
Elderly Nursing Care	6,681,191	6,192,680	4,713,514
Elderly Supported & Other	216,108	5,390	5,466
Elderly Day Care	1,290,833	1,033,288	1,195,945
Elderly Equipment & Adaptations	421,573	376,530	392,099
Elderly Home Care	5,461,248	6,141,774	7,534,214
Elderly Meals	404,827	226,545	239,967
Elderly Direct Payments	311,908	614,399	1,213,797
Other Services Elderly	239,502	273,241	282,228
Partnership for Older People Projects	390	59,237	29,537
Physical Disability Care Management	836,756	846,449	899,176
Physical Disability Residential Care	1,137,606	1,106,740	1,212,351
Physical Nursing Care	618,457	552,430	687,644
Physical Supported & Accommodation	168,637	168,042	167,474
Physical Day Care	274,332	370,335	604,939
Physical Equipment & Adaptations	226,708	327,096	315,089
Physical Home Care	1,744,576	1,968,152	2,099,264
Physical Meals	45,611	19,378	18,159
Physical Direct Payments	993,613	1,338,716	2,041,735
Physical Other Services	91,080	151,436	178,171
Learning Disability Care Management	795,251	865,777	917,207
Learning Disability Residential Care	1,212,390	1,515,188	2,318,462
Learning Disability Nursing Care	265,607	257,223	277,567
Learning Disability Supported & Accommodation	-4,447,694	-4,821,379	-4,426,595
Learning Disability Day Care	1,620,525	2,459,949	2,327,383
Learning Disability Equipment & Adaptations	7,043	11,498	10,570
Learning Disability Home Care	5,197,430	7,033,552	7,466,422
Learning Disability Meals	11,788	12,142	20,809
Learning Disability Direct Payments	676,507	1,209,051	1,557,669
Learning Disability Other	26,491	268,780	627,274
Mental Health Needs Care Management	1,644,321	1,769,595	2,142,646
Mental Health Needs Residential Care	455,312	647,203	802,436
Mental Health Nursing Care	1,170,103	1,151,768	943,345
Mental Health Day Care	320,169	337,256	686,093
Mental Health Equipment & Adaptations	9,072	15,609	14,785
Mental Health Home Care	54,137	652,582	823,076
Mental Health Meals	38,074	6,319	4,251
Mental Health Direct Payments	42,564	105,411	212,106

## Adult Services Revenue Estimates 2009/10

Function	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Mental Health Other Services	134,887	151,227	429,631
Aids/Hiv/Drug & Alcohol - Care Management	131,845	143,007	132,159
Aids/Hiv/Drug & Alcohol - Residential	124,088	71,038	27,844
Aids/Hiv/Drug & Alcohol - Nursing	27,573	30,836	30,932
Aids/Hiv/Drug & Alcohol - Other	-42,933	-43,570	2,186
Supported Employment	114,534	62,682	66,261
Service Strategy and Regulation	520,844	622,897	595,738
<b>Purchaser Net Expenditure</b>	<b>44,097,879</b>	<b>51,078,830</b>	<b>57,532,522</b>
<b>Adult Services - Supporting People Services:</b>			
Frail Elderly	166,185	164,266	166,546
Older People	1,399,824	1,407,264	1,656,708
Learning Disabilities	2,967,362	2,863,948	2,981,899
Mental Health	733,484	749,181	858,497
Teenage Parents	230,896	239,890	271,383
Younger People	239,424	241,639	342,095
Homelessness	951,056	956,117	1,197,002
Domestic Violence	253,775	256,106	283,343
Offending	605,005	607,237	671,400
Substance misuse/Aids & HIV Home Care	0	0	235,975
Programme Administration	-7,534,577	-7,486,675	266,582
<b>Supporting People Net Expenditure</b>	<b>12,434</b>	<b>-1,027</b>	<b>8,931,430</b>
<b>Total Net Expenditure</b>	<b>60,814,664</b>	<b>67,671,448</b>	<b>83,154,863</b>

## Adult Services Revenue Estimates 2009/10

Expenditure & Income	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Employees	37,295,043	30,158,309	32,401,987
Premises Related Expenses	3,121,016	3,015,297	3,175,089
Transport Related Expenses	2,109,827	1,294,184	1,416,059
Supplies and Services	7,451,167	8,274,142	10,617,568
Third Party Payments	53,223,282	63,794,954	65,597,075
Support Services	23,087,345	18,143,074	21,865,855
Capital Charges	2,973,825	3,141,104	2,747,920
Capital Financing	72,420	0	0
<b>Total Expenditure</b>	<b>129,333,925</b>	<b>127,821,064</b>	<b>137,821,553</b>
Grants and Contributions	-28,994,759	-25,712,856	-18,280,838
Rents/Fees	-17,410,346	-19,666,091	-19,263,065
Recharges	-22,114,156	-14,770,669	-17,122,787
<b>Total Income</b>	<b>-68,519,261</b>	<b>-60,149,616</b>	<b>-54,666,690</b>
<b>Total Net Expenditure</b>	<b>60,814,664</b>	<b>67,671,448</b>	<b>83,154,863</b>

# Children and Young People's Services

Children's Services Portfolio: Councillor Susan Loudon

Director of Children and Young People's Services: Nick Hudson

## Purpose

Children and Young People's Services (CYPS) works with over 140 schools across the borough and supports all young people aged 0-19 and their families. We work with other services such as hospitals, schools, carers, voluntary groups and leisure centres towards 5 key outcomes. Known collectively as 'Every Child Matters' these outcomes are that children and young people will:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well being.

## Department Profile

### **Children and Young Peoples Services**

The Children and Young People's Services department was created on April 1<sup>st</sup> 2006. The department provides a wide range of services that were previously the remit of the education department, the social services department and Positive Futures.

Services Provided:

- Children in Public Care
- Wigan Safeguarding Children Board
- Children in Need
- SEN Assessment
- Personal, Social and Health Education
- Young People's Drug and Alcohol Team
- School Improvement
- Connexions (including careers advice)
- Drumcroon Education Arts Centre
- Education Business Partnership
- Behaviour Support Service
- Governor Support
- Student Loans
- School Places Planning
- SEN Support Teams
- Educational Psychology
- Sure Start/Children's Centres
- Extended Schools
- Outdoor Education
- Performing Art
- Teenage Pregnancy Strategy
- Education Welfare
- Youth Service
- Child Protection
- Child Support Team
- Youth Offending Team
- School Admissions
- Transport

## Objectives

### 1. Reduce teenage pregnancy and improve access to sexual health services.

#### Rationale

- Low performing local authority against England average
- Impact on learning and attainment
- Not in Education Employment and Training (NEET) figures
- Need to improve life chances for young people and dependants
- Health and well being of young people
- National strategies such as:
  - Teenage Pregnancy Strategy
  - Healthy Schools Strategy
  - PCT sexual health strategy
  - Drugs and alcohol strategy
- Few young people engaged in activities
- Levels of alcohol abuse amongst young people

#### Outcomes

- National Indicator (NI) 112 Under 18 conception rate
- NI 113 Prevalence of Chlamydia under 20 year old
- Primary Care Trust (PCT) Vital Signs
- Improved engagement and participation
- Improved well being
- Confident young people with aspirations
- More young people in Education Employment or Training (EET)
- Use of Genito-Urinary Medicine (GUM)
- Raised awareness and knowledge of consequences

### 2. Enhance children and young people's well being, with a particular focus on obesity, alcohol abuse and emotional resilience.

#### Rationale

- Strong requirement from government working with partners to improve health and well being of young people.
- Health Schools Strategy
- Substance misuse Strategy
- Children's Emotional Mental Health and Wellbeing Strategy
- Parenting Strategy
- Effectiveness and impact of Child and Adolescent Mental Health Service
- Too many children abusing alcohol, smoking and being overweight

#### Outcomes

- Reduction in bullying
- Increased involvement and participation
- Improved attainment

- More children involved in physical activities
- Less young people abusing alcohol and so impact on teenage pregnancy and Anti-Social Behaviour (ASB)
- All children having good emotional health
- Effective child and adolescent mental health services that meet need
- Less young people smoking
- Less teenage pregnancy

### **3. Safeguard children and young people through improved prevention, early intervention and community engagement.**

#### Rationale

- National drivers and current experiences of children
- Every Child Matters - 5 Outcomes
- Protecting our C&YP
- Change for children system
- Enabling the best start in life for each child
- Contact Point – electronic directory of every child and young person in the country
- The role of Local Authority Designated Officer (LADO)
- Rates of hospital admissions
- Low involvement in community activities

#### Outcomes

- Improved health and well being
- Managed case loads
- Relevant numbers of social workers
- Well managed systems and processes with clear accountability
- Improved knowledge of geographically mobile children
- Managed risk
- Improved timeliness of assessments
- Child protection reviews within required timescales
- Reduction in children experiencing bullying
- Reduction in hospital admissions
- Increased involvement and engagement within the community

### **4. Improve outcomes for Children in Care (CIC).**

#### Rationale

- Low attainment rates compared their peers
- CIC vulnerable in relation to crime alcohol abuse and so on
- Low levels of self esteem
- Keeping them safe
- Increasing numbers of CIC
- After math of Haringey
- Delivery of training across the partnership in awareness raising of safeguarding issues
- Care leavers NEET

### Outcomes

- Improved learning and attainment
- Improved life chances
- Effective corporate parenting – Targeted provision for CIC in allocation of training and learning opportunities
- Increased aspirations
- Better health and wellbeing
- Stable placements
- Suitable accommodation for CIC

## **5. Narrow the attainment gap between our most disadvantaged communities and the population as a whole.**

### Rationale

- Inequalities exist within Income Deprivation Affecting Children Index (IDACI)
- Index of Multiple Deprivation (IMD)
- Services currently not always delivered in the right place
- Low performance within deprived areas
- White under achieving boys
- Move towards locality working
- Numbers of Children and Young People NEET
- Gap in attainment of most deprived communities
- High benefit claimants

### Outcomes

- Improved accessibility to services
- Targeted services relevant to need
- Increased equality in service provision
- Informed needs assessment
- Locality working linked to 5 outcomes
- Improved absences rates across primary and secondary
- More young people from low income background in Higher Education
- Reduction in inequalities between young people from low income background and their peers
- Increase in attainment and aspirations

## **6. Reduce children and young people's involvement in anti-social behaviour and offending**

### Rationale

- Community cohesion – vulnerable/minority groups often the target of anti-social behaviour.
- Perception of CYP involvement in ASB
- Negative media focus
- EET
- Deteriorating target of reoffending offenders in EET and first time offending

- Credit Crunch
- Youth Justice Board Business Plan
- Respect Action Plan
- ASB Strategy
- Too many children abusing alcohol
- Low levels of involvement in community activity

#### Outcomes

- Improved community safety, including for children, young people and their families
- Improved young people's life chances
- Improved safety of young people
- YP feeling involved and respected in the community
- More parents who take responsibility
- Positive perception of young people
- Decrease in re offenders
- Increase in no of young offenders in EET
- Reduction in young offenders
- Reduction in substance misuse by young people

### **7. Improve the range and accessibility of positive activities for all children and young people**

#### Rationale

- Under resourced youth service
- Tell us survey and other consultation
- Capacity issue within voluntary and comm. Sector
- Good relationship with key partners
- Lack of sponsors and providers
- Building Schools for the Future (BSF)
- Volunteering Strategy
- Involvement of Wigan Leisure and Culture Trust (WLCT)

#### Outcomes

- Improved health and well being
- Improved community cohesion
- Decrease in anti social behaviour
- Improve learning and participation
- Improve aspirations
- Improved reputation of Borough
- More access to positive activities for Young people
- C & YP satisfied with parks and play areas

### **8. Increase participation and attainment in education, employment and training for 14 - 19 years olds**

#### Rationale

- NEET strategy

- 14 to 19 Strategy
- Under performance on target for NEET
- Credit crunch
- Low skills levels in adults
- No growth in Further Education provision
- Numbers and range of government sponsored training opportunity
- BSF
- Information, Advice and Guidance (IAG) Strategy
- Labour Market Information telling us provision for future is insufficient
- Need for increased provision
- Employment Engagement Strategy

#### Outcomes

- Increase EET
- Range of opportunities increasing aspirations
- Increase in attainment of 14-19 year olds
- Reduced inequality gap
- Targeting provision
- Improved knowledge and understanding of progression routes
- Increase take up of diplomas
- Increased participation of 17 year olds

## Children and Young People's Services Revenue Estimates 2009/10

Function	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Service Strategy - Strategic Management	3,246,717	3,209,170	3,296,970
Care Management	5,278,892	6,146,096	7,128,364
Children Looked After - Childrens Homes	6,202,458	6,507,065	6,766,251
Children Looked After - Fostering Services	4,558,273	4,917,135	5,098,405
Family Support Services - Family Centres	628,614	644,638	656,431
Family Support Services - Services for Under 8's	1,379,264	1,447,958	1,476,713
Family Support Services - Direct Payments	232,654	238,470	549,290
Family Support Services - Home Care	284,884	229,539	223,912
Family Support Services - Equipment & Adaptations	12,595	12,868	11,574
Family Support Services - Other Services	1,001,288	1,157,901	2,045,828
Youth Justice - Youth Offender Teams	1,114,079	1,148,421	1,258,565
Youth Justice - Other Services	69,688	103,728	53,502
Youth Justice - Young Persons Substance Misuse	42,748	56,133	173,798
Other Children & Families - Adoption Services	343,565	557,985	605,424
Other Children & Families - Leaving Care Services	1,244,792	1,139,863	1,118,090
Other Children & Families - Other Services	296,931	304,774	533,562
Holding Accounts - General	139,363	109,988	104,303
Other Services / Non Social Services	50,167	50,760	86,400
Sure Start - Hindley/Hindley Green	434,916	7,415,263	-13,713
Sure Start - Tyldesley/Shakerley	353,015	0	22,129
Sure Start - Grants	-787,931	-7,415,263	-8,416
Individual Schools Budget	-11,070,058	-12,430,887	-13,260,974
Schools Strategic Management	8,599,706	8,983,426	9,708,740
Standard Fund Central Grant	759,674	143,948	81,026
Non Delegated School Grants	0	405,728	4,127,450
Facilitating School Improvement	1,769,603	1,759,648	1,715,088
Supporting SEN	7,503,025	8,815,851	9,515,084
Assuring Access to Schools	5,320,594	5,729,612	5,785,561
Recoupment	351,507	377,033	383,805
Pre-school	3,793,116	4,245,382	4,433,949
Community	290,663	297,087	274,406
Support for Further Education	108,476	103,992	109,631
Home to School Transport post 16	50,790	52,314	53,360
Youth Service	1,816,613	1,880,808	1,905,725
Residual Support	520,241	513,639	525,472
Management and Support	1,589,396	1,636,317	1,514,935
Positive Futures	0	0	3,312,189
Capital Charges	3,909,851	3,539,155	3,577,722
<b>Total Net Expenditure</b>	<b>51,440,169</b>	<b>54,035,545</b>	<b>64,950,551</b>

## Children and Young People's Services Revenue Estimates 2009/10

Expenditure & Income	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Employees	196,865,992	196,621,403	200,710,723
Premises Related Expenses	17,519,500	17,604,831	18,249,075
Transport Related Expenses	4,069,091	4,389,407	4,619,947
Supplies and Services	27,687,585	33,985,428	28,557,915
Third Party Payments	24,250,374	23,533,257	33,160,124
Transfer Payments	3,339,505	3,707,830	3,613,871
Support Services	5,285,820	8,181,583	8,514,024
Capital Charges	4,071,847	3,618,244	7,612,586
Capital Financing	95,584	77,827	80,826
<b>Total Expenditure</b>	<b>283,185,298</b>	<b>291,719,810</b>	<b>305,119,091</b>
Grants and Contributions	-224,662,831	-229,255,696	-231,725,435
Rents/Fees	-5,166,593	-6,338,523	-6,453,600
Recharges	-1,915,705	-2,090,046	-1,989,505
<b>Total Income</b>	<b>-231,745,129</b>	<b>-237,684,265</b>	<b>-240,168,540</b>
<b>Total Net Expenditure</b>	<b>51,440,169</b>	<b>54,035,545</b>	<b>64,950,551</b>

## Community Protection

Community Protection Portfolio: Councillor Kevin Anderson  
Licensing Portfolio: Councillor John Hilton

Executive Director Environmental Services: Martin Kimber  
Chief Executive of Wigan and Leigh Housing: Ashley Crumbley

### Panel Profile

Community Protection Panel monitors the performance of Wigan and Leigh Housing, and reviews all community safety matters such as youth offending, town centre safety, trading standards, food safety, public health, pest control and private sector housing.

The panel comprises the Neighbourhood Services and Regeneration and Protection Divisions of the Environmental Services Department and Wigan and Leigh Housing.

### Department Profiles

#### **Environmental Services - Community Protection**

The Community Protection Department was formed in April 2004 from the former Environmental Health and Consumer Protection Department, from April 2007 it became part of the newly formed Environmental Services Department and is responsible for maintaining a healthy local environment. The teams of the department deal with a wide range of public health concerns including pollution, stray dogs, food hygiene, rubbish on private land, blocked drains, unlawful street trading and unfit privately owned properties.

The department also co-ordinates the framework for dealing with housing issues in the borough such as homelessness, asylum seekers, the management of social housing and the health of privately owned homes.

#### Services Provided

- Community Safety
- Trading Standards
- Urban Renewal/Client Functions
- Emergency Planning
- Environmental Health
- Licensing
- Security Services
- Central Watch

#### **Wigan and Leigh Housing**

Wigan and Leigh Housing Company was set up on the 1<sup>st</sup> April 2002, replacing the Council's Housing Department. The Company is responsible for managing and maintaining the council's 23,500 homes. The Company has 5 Area Housing Forums and area housing offices, and two property shops in Wigan and Leigh town centres.

## Services Provided

- Rent collection
- Dealing with empty properties
- Homelessness
- Repairs and maintenance
- Tenancy matters
- Council house sales

## Objectives

### 1. Provide residents with a choice of decent, affordable homes

#### Rationale

- Human right – having somewhere basic to live
- Housing need/shortage
- Affordability gap
- Health and well being effect
- Prevention of family breakdown
- Economy
- Debt avoidance

#### Outcomes

- Reduced levels of homelessness
- Lower levels of empty properties
- Housing mix appropriate to demand
- Achieved decency standards
- Range of tenure opportunities
- Housing led regeneration
- Right conditions to in-migrate, to live within the borough
- Reducing the need for affordable housing

### 2. Make neighbourhoods safer and cleaner

#### Rationale

- Most important impact on how residents are feeling –To raise aspirations and ambition
- Perceived high levels of crime
- Citizens Panel results
- Place Survey results

#### Outcomes

- Looking at actuals and perception and be clear about drivers
- Increased satisfaction
- Effective place management
- Improved actual and perception of cleanliness
- Safest borough in Grt Manchester
- Breaking down the barriers/ Reducing inequalities
- Integrated place management
- Improved Community empowerment
- Stronger pride and civic involvement and engagement

### **3. Helping/Improve how people, goods and services move easily and safely through the borough linking to regional networks**

#### Rationale

- Current congestion problems
- Need to promote local shift
- Reduce dependency on private cars
- Encourage development and economic prosperity
- Investment in development
- Transport network puts people off coming into the Borough
- Healthy borough
- Climate change/ encourage modal shift
- Air quality

#### Outcomes

- Reduced congestion
- Achieved priorities within Local Transport Plan (LTP)
- Increase use of sustainable travel
- Improve road safety
- Increase road space in targeted areas
- More road space
- Best network management system
- Our priorities are recognised amongst National, regional authorities

## Community Protection Revenue Estimates 2009/10

Function	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Community Safety	1,308,209	1,568,882	2,006,582
Crime Reduction Scheme	0	64,186	96,491
Disability Discrimination	235,437	238,422	318,630
Community Risk Initiative	80,770	82,790	461,060
Drug and Alcohol Scheme	-12,606	0	973
Building Safer Communities	0	0	428,933
Safer Communities Initiative	0	0	252,500
Environmental Health	2,565,171	2,424,336	2,456,660
Trading Standards	932,164	849,412	829,828
Property and Design Services Section	127,629	0	0
Corporate Services	310,257	340,080	329,825
Other Council Property	0	67,559	0
Coroners Court Services	484,640	526,973	582,934
Miscellaneous	6,267	5,662	8,815
Crime and Disorder	45,000	0	0
Licensing	52,521	87,622	-4,711
Private Sector Renewal	1,327,975	726,409	806,420
Housing Strategy	71,597	186,687	327,092
Housing Standards	232,136	213,681	287,250
Housing Benefit Payments	-452,090	-465,239	-475,042
Housing Benefit Administration	312,971	-140,779	-590,186
Homelessness Service	541,010	598,691	617,754
Housing Advice	76,202	78,107	80,060
Other Council Property	-6,986	-4,507	1,544
<b>Total Net Expenditure</b>	<b>8,238,274</b>	<b>7,448,974</b>	<b>8,823,412</b>

## Community Protection Revenue Estimates 2009/10

Expenditure & Income	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Employees	6,228,236	5,479,660	6,031,643
Premises Related Expenses	378,187	376,685	469,463
Transport Related Expenses	201,076	206,243	188,296
Supplies and Services	1,173,422	705,586	1,372,900
Third Party Payments	778,886	745,457	889,608
Transfer Payments	61,946,484	63,577,851	70,080,466
Support Services	5,562,563	4,771,853	4,788,978
Capital Charges	8,830,227	7,687,999	7,383,063
<b>Total Expenditure</b>	<b>85,099,081</b>	<b>83,551,334</b>	<b>91,204,417</b>
Grants and Contributions	-71,641,261	-72,712,547	-79,190,787
Rents/Fees	-1,523,868	-1,476,295	-1,268,519
Recharges	-3,695,678	-1,913,518	-1,921,699
<b>Total Income</b>	<b>-76,860,807</b>	<b>-76,102,360</b>	<b>-82,381,005</b>
<b>Total Net Expenditure</b>	<b>8,238,274</b>	<b>7,448,974</b>	<b>8,823,412</b>

## HRA Revenue Estimates 2009/10

Function	2008/09 Estimate £	2009/10 Estimate £
Net S&M and Repairs Administration expenditure	14,161,189	15,279,073
Rents, Rates, Taxes & Miscellaneous Costs	44,379	45,266
Housing Programmed Repairs (net of capitalisation)	4,700,000	8,500,000
Housing Responsive Repairs (net of capitalisation)	12,140,262	12,637,898
Building DLO surplus	-140,262	-137,898
Capital Charges - Depreciation: dwellings	13,654,429	13,847,011
Capital Charges - Depreciation: other property/land etc	128,562	132,127
Capital Charges - Debt Management Costs	45,079	45,079
Capital Charges: Loan Charge Interest	15,536,269	14,948,763
Revenue Contributions to Capital Exp.	8,900,000	4,300,000
Contribution to Bad Debts Provision	250,000	400,000
Rent Loss on Empty Dwellings	804,181	699,590
Housing Subsidy Payable to Central Government	0	305,816
<b>Total Expenditure</b>	<b>70,224,088</b>	<b>71,002,725</b>
Rents: Dwellings	65,380,551	68,560,368
Rents: Other	635,795	634,132
Housing Subsidy	719,659	0
Interest Receivable: Cash Balances	186,597	15,224
Interest Receivable: Mortgages	3,279	2,777
Capital Charges: Depreciation (non dwellings)	128,562	132,127
<b>Total Income</b>	<b>67,054,443</b>	<b>69,344,628</b>
<b>Deficit / Surplus (-)</b>	<b>3,169,645</b>	<b>1,658,097</b>
<b>Balance Brought Forward 1st April</b>	<b>-7,618,943</b>	<b>-7,854,497</b>
<b>Balance Carried Forward 31st March</b>	<b>-4,449,298</b>	<b>-6,196,400</b>

# Environment

Neighbourhood Services portfolio: Councillor David Molyneux  
Planning: Councillor John Hilton

Executive Director Environmental Services: Martin Kimber

## Panel Profile

The Environment Panel reviews the Council's policies on the environment, highways and transport. The Panel comprises the Development, Operations and Performance and Resource Management divisions of the Environmental Services Department.

## Department Profiles

### **Environmental Services - Engineering**

The department has many responsibilities covering public works and plays an important role in improving the physical environment of the Borough. As the highway authority, the Council is responsible for the maintenance of roads, footpaths and bridges. Street lights, traffic lights, road markings and traffic planning are also responsibilities of this department.

Refuse collection and street cleaning, anti-litter campaigns, recycling and waste disposal are important functions of the department, which also maintains the Council's fleet of plant and vehicles.

#### Services Provided

- Street Scene
- Road Safety
- Engineering Consultancy
- Leigh Building Services
- Highways
- Street Lighting
- Refuse Collection
- Transport and Hire

## **Environmental Services - Planning and Regeneration**

The department has a major role in trying to make sure the Borough's residents live in an attractive, safe and secure environment. Together, the departments services have responsibility for developing a quality local built environment, an enhanced green environment and accessible and safe amenities, whilst protecting, enhancing and improving the built and natural environment. The department also works in partnership to provide an effective and accessible transport infrastructure.

### Services Provided

- Building control – this service deals with approvals and inspections under building regulations
- Development Control – this service deals with planning applications, minerals planning and enforcement.
- Forward Planning – deals with the likes of the Unitary Development Plan, Urban Regeneration, Agenda 21 and environmental planning.

## **Objectives**

### **1. Protect and improve the natural and physical environment for future generations**

#### Rationale

- Significant concerns about climate change
- Global climate change
- Threat
- Impact on future generations
- Promoting sustainability
- Attractiveness of the Borough
- Place shaping agenda

#### Outcomes

- Improved air quality
- More sustainable forms of travel
- Energy efficient buildings
- Evidence of use of renewable energy sources
- Increased recycling activity
- More attractive, accessible green space
- Improved external perception of the attractiveness of their local area
- Preserved historic buildings
- Improved design standards
- Increased spending with local retailers

## **2. Reduce the levels of waste produced in the Borough**

### Rationale

- Additional costs and landfill
- European requirement
- Climate change and sustainability
- Residents ambition to be more green
- Waste management
- No more landfill sites

### Outcomes

- Increased recycling
- More cost efficient ways of waste disposal
- Reduced amounts of waste
- Raised knowledge/ambition of residents

## Environment Revenue Estimates 2009/10

Function	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Grime Busters	20,431	20,977	0
Former Landfill Sites	0	0	298,169
Public Conveniences	175,831	193,869	234,786
Public Health	6,790	6,960	3,743
Disposal of Household & Trade Waste	7,333,735	9,167,862	10,607,789
Recycling Disposal	163,096	48,127	80,441
Kerbside Recycling Disposal	127,580	231,166	189,387
Collection of Household & Trade Waste	4,559,303	3,817,058	499,460
Street Cleansing Not Chargeable to Hways	3,114,402	3,351,921	15,017
Waste Collection Civic Amenities Sites	659,001	0	0
Recycling Collection	103,529	101,592	38,189
Kerbside Recycling Collection	1,461,060	2,420,814	470,960
Defence against Flooding	198,239	225,359	184,611
Wigan Car Parks	-817,950	-583,692	-452,187
Leigh Car Parks	-207,165	-254,300	-251,518
Free Surface Car Parks	134,594	129,049	124,863
On Street Car Parking	-252,506	-218,984	-266,635
Decriminalised Parking Enforcement	9,716	99,001	348,107
Environmental Maintenance	284,032	370,944	549,359
Winter Maintenance	568,049	599,623	587,622
Safety Maintenance	921,102	968,050	1,076,298
Routine Repairs	1,092,830	1,049,831	1,043,759
Highways Roads Routine Rech. Works	156,242	161,278	169,771
Street Lighting	2,333,284	2,452,837	2,812,993
Construction	5,013,484	4,052,056	4,157,728
Structural Maintenance	5,549,418	5,778,139	5,410,191
Bridges	158,300	131,162	181,978

## Environment Revenue Estimates 2009/10

Function	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Public Rights of Way	350,421	356,368	336,706
Transportation Planning	331,906	427,401	399,297
Scheme Design & Construction	30,435	57,337	73,850
Traffic Management	104,953	105,134	215,304
Area Traffic Control	471,481	514,725	593,928
Highways & Works Miscellaneous	105,535	0	6
Road Safety Unit	263,971	257,337	282,470
Safe Routes to School	600,019	616,092	7
Management & Administrat	427,184	421,136	0
Income Holding Account	-2,848,740	-2,935,119	-88,110
Contract	2,489,530	2,574,458	0
Area Cleaning Teams	-31,451	12,723	3,699,252
Additional Cleaning	0	-360	0
Non Contract/Non Act Wor	-80,452	-83,479	0
Development Control	1,032,368	783,053	987,907
Enviornmental Initiative	983,567	1,268,982	1,093,675
Building Control	479,281	380,182	515,081
Planning Policy	1,104,280	1,515,370	1,231,106
Non Planning Services	70,163	-82,345	106,085
Community Development (Planning)	352,566	371,698	415,086
Economic Development	-588,916	-624,297	-645,698
Management and Administr	440,642	370,947	0
Income Holding Account.	-4,065,073	-3,376,447	0
Operational Units	3,593,064	2,970,180	5,353,937
Cleansing Supervision	0	0	494,136
Administration	269,825	335,998	300,598
Bridges	-85,382	-85,964	-92,105
Drainage Sector	-58,577	-62,458	-33,851
Highways	-186,021	-192,973	-255,277
<b>Total Net Expenditure</b>	<b>38,423,006</b>	<b>40,216,378</b>	<b>43,098,271</b>

## Environment Revenue Estimates 2009/10

Expenditure & Income	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Employees	14,919,694	15,290,988	15,236,767
Premises Related Expenses	1,603,364	1,673,493	1,714,254
Transport Related Expenses	4,490,977	3,616,843	3,767,902
Supplies and Services	2,780,095	3,017,889	3,273,607
Third Party Payments	27,983,667	29,345,916	21,473,511
Support Services	8,668,270	10,436,023	10,317,889
Capital Charges	5,271,981	4,398,181	4,767,306
<b>Total Expenditure</b>	<b>65,718,048</b>	<b>67,779,333</b>	<b>60,551,236</b>
Grants and Contributions	-1,160,692	-790,002	-307,920
Rents/Fees	-7,065,623	-7,007,609	-6,716,619
Recharges	-19,068,727	-19,765,344	-10,428,426
<b>Total Income</b>	<b>-27,295,042</b>	<b>-27,562,955</b>	<b>-17,452,965</b>
<b>Total Net Expenditure</b>	<b>38,423,006</b>	<b>40,216,378</b>	<b>43,098,271</b>

# Audit, Governance & Improvement

Improvement Portfolio: Councillor Michael William Winstanley

Chief Executive: Joyce Redfearn

Executive Director of Business Support Services: David Smith

## Purpose

To utilise the resources available to us in the most effective way, so that we can provide value for money front line services that meet our customer's needs now and in the future.

Our role is to lead and support transformational change and improvement, helping to develop approaches that are customer centric and intelligence led that ensure the consistent delivery of good quality public services.

We aim to develop a culture that sustains change and improvement, and embeds pace, momentum and urgency. As part of our purpose we will develop the leadership capability of the organisation, supporting the political Executive and wider Council in their partnership and community leadership roles.

## Department Profiles

### **Chief Executive's Services**

The Chief Executive is the head of the Council's paid service and its principal adviser on policy with corporate responsibilities for management and performance across the Council.

#### Services Provided

- Corporate Services
- Public Relations
- Corporate Procurement
- Community Engagement
- Policy & Performance Improvement
- Staff Training & Workforce Development

## **Business Support Services**

The Executive Director of Business Support Services is the Council's statutory financial officer and responsible for the overall financial management of the Council. This is discharged by producing the statutory statement of accounts, compiling the annual and medium term financial estimates, and assuring the effectiveness of corporate governance and management of risk. The Borough Solicitor is the Council's monitoring officer.

### Services Provided

- Audit
- Accountancy
- Financial Planning
- Land management, acquisition and disposal
- Childcare litigation
- Maintenance of statutory registers
- Planning matters
- Preparation of bylaws and other statutory orders
- Prosecutions under environmental protection regulations
- Health Safety & Welfare
- Job Evaluation
- Central Services
- Elections & Electoral Registration
- Mayoral Secretariat
- Registration Service
- Administrative Buildings
- Payroll
- Council Tax, Revenues & Benefits
- Information Technology
- Preparation of contracts
- Education law matters
- Local land charges services
- Highway matters
- Employment law issues
- Staff Recruitment
- Trade Union
- Personnel Policy & Advice
- Democratic Services
- Internal Mail
- Print Unit
- Land Charge Service
- Corporate Property Maintenance Fund

## Objectives

### 1. Lead and support a new approach to customer centric service delivery

#### Rationale

- Profiled customers help the organisation target and learn from needs better
- Personalised customer service
- Queries resolved first time
- Channels appropriate to needs
- Facilities close to contact
- Administrative and operational buildings fit for purpose
- Professional and consistent delivery
- Motivated employees

#### Outcomes

- National Indicator (NI) 14 – Avoidable contact
- Satisfaction with complaint handling
- Satisfaction with front line customer service
- % first point resolution
- Staff suggestions – do they focus upon customer centric service delivery?
- % efficiency savings from customer channel management
- Information Technology Infrastructure Library (ITIL)

### 2. Enhance and protect the reputation of Wigan

#### Rationale

- Mature, positive dialogue with local press
- Satisfaction with and experience of the Council are aligned
- Realise 'One Council'
- Pride in working for the Council
- Modelling behaviour
- National reputation

#### Outcomes

- Equivalent ad value
- NI5 – satisfaction with local area
- % of employees who would recommend working for Wigan Council to someone else - Would/Might
- % of employees who would tell others about how good our services are – often/sometimes
- Citizen's Panel – standard questions re: efficiency

### 3. Lead development and delivery of initiatives to achieve the Council's vision for organisational capacity and capability

#### Rationale

- Individuals understand their roles and their contribution to organisational success
- Capability, capacity and succession planning is consistent and leaves no legacy issues

- Leadership is seen as a strength
- Council role as employer meets and responds to needs of diverse communities

#### Outcomes

- % overall employee satisfaction with Wigan Council as an employer
- % overall satisfaction with leadership & direction of Council
- % satisfaction with training opportunities provided at work
- DLA Piper – Number of training days per employee p.a.
- Kirkpatrick evaluation

### **4. Lead and support partnership development for stronger communities**

#### Rationale

- Effective LSP – seen as being a driver for local priorities
- Partners work together
- Effective voice at locality level
- Third sector recognised and valued
- Thematic partnerships effective at driving improvement

#### Outcomes

- NI1 – % people get on
- NI3 – civic participation
- NI4 - % influence decisions
- NI7 – thriving third sector
- LAA achievement
- % of voluntary organisations that receive long-term funding
- % of partner agencies that take up training/learning opportunities

### **5. Lead the development and delivery of strategic initiatives to achieve the Council's vision for improvement and efficiency**

#### Rationale

- Sustainable financial strategy is implemented
- Clear programme with defined impact
- Service delivery reflects local priorities
- Collaborative and shared services are the norm

#### Outcomes

- Efficiency savings delivered to plan – collaborative services plan ( 8 themes) and fundamental reviews
- Overall target attainment

### **6. Commitment to high standards of governance**

#### Rationale

- Transparency in decision making
- White Paper
- Strengthening democratic process
- Codes of conduct
- Civil behaviour and expectation
- Statutory officer role

- Legality and probity of decision making and actions
- Corporate health
- Public confidence
- Volumes of complaints in relation to behaviour of elected members
- Supporting the role of standards committee
- Principals of public life
- Strong ethical framework
- Accounting Standards
- Section 151

#### Outcomes

- Good perception in relation to how we handle complaints and decision making
- Process
- Level 4 for organisational assessment (put in different elements)
- Annual Governance Statement
- Un qualified accounts
- No findings of maladministration
- Low volume of complaints in relation to elected members
- Numbers of employees understanding role of elected members
- Members understand their role

### **7. Commitment to strengthening the democratic process**

#### Rationale

- Transparency in decision making
- White Paper
- Strengthening democratic process
- Supporting community engagement
- Low electoral turnout
- Legality and probity of decision making and actions
- Having in place and effective scrutiny process demonstrating engagement of all elected members
- Clarify role profiles for elected members
- Consultation on ensuring an appropriate executive model
- Integrating Townships
- Community leadership requirements
- Implementation of CFA's petitions

#### Outcomes

- Increased electoral turnout
- Effective influence in decision making
- Good perception and clarity of elected members role
- Transparency in decision making
- Successful appeals (Managing)
- Ability to influence
- Training spend per member
- Training take up of members

## **8. Manage risk across the council**

### Rationale

- Saving money
- Insurance requirements
- Risk register requirements
- Business continuity
- Managed assets
- Staff and public protection (H & S)
- Section 151 Officer
- Monitoring Officer
- Responsibility
- Council understands and actively manages risk
- Programme and project risk assessments
- Policy implementation

### Outcomes

- Reduced insurance premiums and claims
- Maintain services in the light of adverse circumstances
- Reduces maladministration findings and complaints
- Successful treasury management
- Understanding risks of programmes and projects
- Limiting tax exposure
- Reduced employee claims against authority
- Reduced disciplinary cases
- Maximise attendance

## **9. Enable and support the council and partners to deliver outstanding services that anticipate and respond to needs of customers**

### Rationale

- Support Services Review (SSR) recommendations
- Responding to requirements of customers
- Economies of scale
- Integration of customer focused services
- Provide value for money
- Understanding and meeting customer need
- Ensure effective utilisation of resources
- Partnership arrangements
- Efficiency savings
- Determining best method of delivery
- Consistent standards of delivery

### Outcomes

- Top quartile comparative data on quality, time and cost.
- Good private sector comparison
- Meeting efficiency targets
- Relevant quality accreditation achieved
- Delivery to SLA targets
- Effective relationship management

## 10. Develop outstanding people

### Rationale

- Delivery of services through people
- Succession planning
- People strategy
- Supporting the local economy – jobs
- Recruitment and retention
- Support to training and development
- Valuing and recognition of employees

### Outcomes

- High levels of employee satisfaction
- IIP
- High reputation of good place to work
- Number of applicants meeting person specification
- Number of internal applicants successfully promoted
- Employee survey results
- High levels of attendance and motivation
- Employees developed to deliver
- No of days take up on training
- % of rating opportunities for personal development.

## Audit/Governance & Improvement Revenue Estimates 2009/10

Function	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Centralised Repairs & Maintenance	-105,175	433,798	-15,357
Administrative Buildings	32,563	-13,073	-275,940
Grand Arcade Shopping Development	-325,000	-324,262	-350,000
Design & Property Services	0	0	-105,068
Asset Management Services	-34,863	-122,813	-129,362
Support Services	4,378	14,623	9,942
DRM - Members	1,867,617	1,921,970	1,846,212
DRM - Mayoralty	135,248	138,343	131,139
DRM - Officer Support	2,643,309	2,583,587	2,699,047
DRM - Local Authority	339,712	365,138	503,300
Corporate - Surplus Property	404,385	419,117	598,224
Corporate - Information	1,073,201	1,113,161	929,327
Corporate - Resources	282,126	289,219	374,243
Corporate - External Audit	286,029	319,375	327,962
Corporate - Treasury Management	166,145	171,338	283,097
Corporate - Chief Executive	444,861	465,332	492,349
Corporate - Best Value	268,381	338,832	116,461
Corporate - Other	189,610	131,752	140,945
Unapportionable Central	1,787,315	1,828,013	1,803,000
Central Services - Local Tax Collection	1,663,253	1,741,674	1,738,880
Central Services - Benefits Admin	764,505	1,294,591	1,618,893
Central Services - Registrars	210,774	232,340	216,118
Central Services - Elections	495,368	524,946	355,100
Central Services - Grants	699,234	711,682	715,064
Other Operating Costs - Magistrates	-31,012	-31,335	-15,409
Other Operating Costs - Former Policy	-288,177	-288,223	-286,875
Other Operating Costs - Former Finance	64,862	443,375	468,389
Brighter Borough	430,750	441,525	441,525
Central Services Holding	-1,509	30,629	177,307
District Offices Holding	-15,824	10,976	-1,356
Internal Mail Holding A/C	-1,193	0	0
Public Relations Holding	-1,888	-841	24,576
Performance Review Unit	-3,712	-4,357	30,820
Central Initiatives Hold	226,830	327,636	226,636
Print and Reprographics	-64,732	-94,026	-101,908
New Town Hall Functions	-62,100	-66,921	1,118
Personnel	-241,526	132,673	0

## Audit/Governance & Improvement Revenue Estimates 2009/10

Function	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Central Training Holding Account	89,342	-903	-8,597
Trade Union Facilities	116,915	0	0
Adult Services Workforce Development	0	-837	-40,147
CYPS Workforce Development	0	0	-12,583
Environmental Services Workforce Devel.	0	-1	-1,602
Adult Services Direct Business Support	0	0	-48,965
CYPS Direct Business Support	0	0	-40,811
Environmental Services Direct Bus.Support	0	1	-218,732
Chief Execs Dept Direct Business Support	0	-5,430	2,583
Finance Dept Units Holding Account	-84,667	-4,120	65,210
Computer Section Holding Account	-47,247	-43,319	-15,347
I.T. Investment Account	509,975	1,212,320	597,257
Telecommunications Section	-45,032	-1,034	-16,319
Local Taxation Support Holding Account	12,557	2,484	-25,324
Joint Service Centre	531,099	600,742	924,714
Support Services Review	0	45,000	-580,000
Safer & Stronger Communities	5,000	0	0
Healthy Communities & Older People Administration	171,972	0	0
Administration	390,049	253,048	44,325
Grant Holding Account	-567,021	-253,201	-44,325
Legal Services Dept Holding Account	14,481	-9,785	3,527
Land Charges Trading A/C	-413,106	-415,560	-155,086
Accountable Body	0	-388	0
Trade Union Facilities	0	120,549	125,354
Personnel Dept Holding A/C	0	-239,469	-73,739
Payroll Services	0	-2,628	-108,099
Central Debt Charges	11,591,151	9,411,681	9,404,032
Appropriations A/C	6,121,749	-1,967,227	-3,840,207
<b>Total Net Expenditure</b>	<b>31,700,962</b>	<b>24,181,717</b>	<b>20,925,518</b>

## Audit/Governance & Improvement Revenue Estimates 2009/10

Expenditure & Income	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Employees	22,082,988	30,623,587	32,139,723
Premises Related Expenses	8,420,880	8,531,286	8,061,509
Transport Related Expenses	393,898	530,763	514,669
Supplies and Services	23,223,699	21,920,934	15,786,995
Third Party Payments	647,339	753,134	731,720
Transfer Payments	20,220,241	20,809,565	21,908,701
Support Services	14,095,277	15,573,792	15,775,755
Capital Charges	5,580,136	8,011,911	-937,834
Capital Financing	29,030,230	28,167,022	26,893,739
<b>Total Expenditure</b>	<b>123,694,688</b>	<b>134,921,994</b>	<b>120,874,977</b>
Grants and Contributions	-32,649,947	-34,300,121	-29,389,628
Rents/Fees	-8,564,084	-18,227,113	-9,290,970
Recharges	-50,779,695	-58,213,043	-61,268,861
<b>Total Income</b>	<b>-91,993,726</b>	<b>-110,740,277</b>	<b>-99,949,459</b>
<b>Total Net Expenditure</b>	<b>31,700,962</b>	<b>24,181,717</b>	<b>20,925,518</b>

## Regeneration

Deputy Leader of the Council: D T Molyneux

Chief Executive of Wigan Leisure and Culture Trust: Rodney Hill  
Executive Director Environmental Services: Martin Kimber

### Panel Profile

The Regeneration Panel reviews the Council's policies and performance on economic regeneration and urban regeneration, and monitors the performance of Wigan Leisure and Culture Trust. The Panel comprises of Wigan Leisure and Culture Trust and Environmental Services incorporating Economic Regeneration.

### Departmental Profiles

#### **Wigan Leisure and Culture Trust (Retained Leisure Services)**

Wigan Leisure and Culture Trust (WLCT) was formed in 2003, replacing the former Leisure and Cultural Services Department. The organisation is a charitable trust working on behalf of Wigan Council to manage and support Leisure and Cultural facilities, initiatives and events for over 300,000 residents across the Wigan Borough. WLCT is sustained by a combination of external funding and income generation, including an annual £16.9m grant from Wigan Council.

Services Provided by WLCT on behalf of Wigan Council:

- 18 Libraries, Information and Heritage
- Environmental Management and Sustainability
- Cemeteries & Crematoria
- Active Living, Sports Development and Active Life, which includes the Boroughs 4 Swimming pools and 4 Leisure Centres
- Play, Arts and Festivals and Community and Youth Development

Leisure Services retained by Wigan Council:

- Community Centres
- Wigan Jazz Youth Orchestra

### **Environmental Services – Markets**

Wigan Council's Environmental Services are responsible for the management and day-to-day running of the Boroughs two indoor and five outdoor markets. Wigan, Leigh, Ashton, Tyldesley and Hindley can all boast thriving markets offering everything from glistening rows of fresh fruit and vegetables to the chance of snapping up their own bargain or unusual curiosity. The markets also provide members of the local community with the opportunity to set up their own market stalls and enjoy the thrills and spills of a market trader.

Services Provided:

- Indoor Markets
- Outdoor Markets
- Farmers Market
- Car Boot Sale

### **Environmental Services – Economic Regeneration**

Economic Regeneration is responsible for managing the Council's multi-million pound externally funded programmes and projects, including major economic development zones, to develop and enhance a sustainable local economy. The department is also responsible for attracting inward economic investment through external funding applications and working in partnership across the non-statutory sector.

Services Provided:

- Economic Development Function including the likes of inward investment and business support initiatives
- Resource Procurement & Development Team – attracting external grant aid into the Borough
- Programme Management – financial and performance monitoring of major regeneration programmes
- Policy Team – interrogate and disseminate policy changes at EU, UK, NW and GM level

## Objectives

### 1. Getting local people into work and sustaining existing employment

#### Rationale

- Unemployment– effect on health and wealth (LAA)
- Economic Strategy – Skills analysis
- Generating wealth to sustain local economy
- Regional agenda – built on opportunities
- Achieving economic, environmental and social progress
- Supporting small businesses

#### Outcomes

- Less people receiving benefits
- Improved health and wellbeing
- More people in work
- Move to diverse, knowledge based economy
- Higher skills economy, higher wages
- Raised aspiration and ambition
- Greater representation of office rather than service sector
- Available premises and infrastructure
- Narrowed unemployment gap locally and regionally

## Regeneration Revenue Estimates 2009/10

Function	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Community Development	1,712,267	0	0
Community Empowerment	136,247	0	0
Cleaner Greener	70,286	0	0
Community Safety	384,000	0	0
Economy	771,315	0	0
Education/Skills	401,350	0	0
NRF Health	747,993	0	0
NRF Management	-4,223,458	0	0
Economic Development (Tsfr B1)	1,092,747	1,094,092	1,007,523
Working Neighbourhood Fund	0	0	7,322,000
Markets	-643,306	-455,818	-431,806
Jazz Youth Orchestra	55,581	75,628	58,307
AGMA	484,835	501,982	496,124
Landlord Services	3,163,843	3,199,204	3,839,899
Community Centres	14,910	15,282	15,588
Periodic Income	132,034	-69,485	-78,223
Leisure Trust	16,525,972	16,516,874	16,884,716
Partnership	67,116	85,599	116,449
<b>Total Net Expenditure</b>	<b>20,893,732</b>	<b>20,963,358</b>	<b>29,230,577</b>

## Regeneration Revenue Estimates 2009/10

Expenditure & Income	2007/08 Estimate	2008/09 Estimate	2009/10 Estimate
	£	£	£
Employees	1,728,393	1,885,682	2,094,335
Premises Related Expenses	2,110,633	2,050,594	2,227,660
Transport Related Expenses	10,590	12,234	11,763
Supplies and Services	7,371,674	6,771,985	8,675,011
Third Party Payments	17,199,171	17,213,755	17,508,687
Support Services	1,176,060	1,239,349	1,081,244
Capital Charges	4,277,522	2,836,740	1,739,626
<b>Total Expenditure</b>	<b>33,874,043</b>	<b>32,010,339</b>	<b>33,338,326</b>
Grants and Contributions	-9,603,996	-7,668,441	-784,292
Rents/Fees	-2,826,363	-2,748,215	-2,754,546
Recharges	-549,952	-630,325	-568,911
<b>Total Income</b>	<b>-12,980,311</b>	<b>-11,046,981</b>	<b>-4,107,749</b>
<b>Total Net Expenditure</b>	<b>20,893,732</b>	<b>20,963,358</b>	<b>29,230,577</b>



# SECTION THREE:

## Supplementary Information

## **GLOSSARY**

**Area Based Grant** – a general grant allocated directly to local authorities as additional revenue funding to areas. It is allocated according to specific policy rather than general formulae and is free to be used to support the delivery of local, regional and national priorities as the Council sees fit.

**Best Value Accounting Code of Practice (BVACOP)** – Devised by CIPFA to ensure that proper accounting practices are followed by authorities with the aim of modernising the system of local authority accounts and reporting.

**Capital Charges** – The revenue cost of paying for capital expenditure. Services are charged with depreciation in recognition of the wearing out, consumption, or other reduction in the economic life of a fixed asset. Whether arising from use, passage of time or obsolescence through technological or other changes.

**Capital Expenditure** – Expenditure on major items, such as land and buildings, which is paid for over more than one year.

**Capital Financing** – The revenue cost of paying for capital expenditure, where services are charged for using capital assets. The effect is similar to a householder paying off a mortgage.

**Capital Receipts** – Income generated from the sale of capital assets.

**Capping** – If Central Government believes that the budget set by an authority is too high it may specify a maximum budget level. The authority is then required to reduce its budget to a level that does not exceed that limit.

**CIPFA** – The Chartered Institute of Public Finance and Accountancy, the leading professional accountancy body for public services.

**Collection Fund** – District authorities are required to keep Collection Funds into which all Council Tax and Non Domestic Rates collected are paid, and out of which all precepts and payments into a centrally controlled non domestic rates pool are made.

**Corporate Plan** – A high level document outlining how the Council will contribute to delivering the aspirations of the Borough for the year as set out in the Vision for Wigan.

**Council Tax Base** – Every domestic property is banded from A to H according to its value. The Council Tax base for each local authority is the number of eligible properties within its area expressed as Band D equivalents with suitable adjustments made for single person discounts and losses on collection. It is used as a base to set the Council Tax for each property band in the area.

**Dedicated Schools Grant (DSG)** – The DSG is a ring-fenced grant that will be used wholly and only to fund schools block expenditure, i.e. the Individual Schools Budget (ISB).

**Direct Service Organisation (DSO)** – an organisation which consists of workers directly employed by a local authority to carry out work specified under the Local Government Act 1988.

**General Fund** – The main revenue fund of the Authority. This account includes the net cost of all services financed by local taxpayers and Government grants.

**Housing Revenue Account** – The Housing Revenue Account (HRA) is a statutory account maintained separately from General Fund services. It includes all revenue expenditure and income relating to the provision, maintenance and administration of Council Housing and associated areas.

**Local Authority Business Growth Incentives (LABGI)** – A power given under the Local Government Act 2003 which allows local authorities to retain a share of any extra revenue they raise through the National Non Domestic Rates.

**National Non Domestic Rates** – Sometimes referred to as the Business Rate, this is a standard rate in the pound set by Central Government for business premises, and collected on its behalf by district councils. The amount collected is paid into a central pool and redistributed to all authorities including this Authority.

**Provisions** – Sums set aside to meet any liabilities or losses which are likely or certain to be incurred, but uncertain as to the amounts or dates on which they will arise.

**Prudential Code** – A professional code of practice devised by CIPFA, to support local authorities in taking their decisions on capital investments.

**Reserves** – Sums set aside to finance future spending for purposes falling outside the definition of a provision. Reserves set aside for stated purposes are known as Earmarked Reserves, the remainder are classed as Unallocated Reserves.

**Revenue Balances** – The cumulative excess of the Authority's annual income over its expenditure.

**Revenue Expenditure** – Spending on day-to-day running costs such as employees, transport or supplies and services.

**Revenue Support Grant** – An amount of money paid to local authorities by Central Government towards the revenue costs of providing services. Revenue Support Grant is a general grant and its use is not restricted to any particular service. Revenue Support Grant is paid directly to the Authority.



# 2009/12 Financial Plan Feedback Questionnaire

Here at Wigan Council, we value the input and views of our stakeholders. Having read our 2009/12 Financial Plan we would be extremely grateful if you could spare a few moments to complete and return our Feedback Questionnaire.

Your views would be valuable in assisting us to improve the content, language and format used in the 2010/13 Financial Plan.

(Please tick the appropriate box and place any comments on the dotted lines provided below)

**1. Did you find the Financial Plan easy to read?**

Yes  No

If No, please state why:

.....  
.....

**2. Did you find the information contained within the Financial Plan easy to understand?**

Yes  No

If No, please state why:

.....  
.....

**3. Did you find that the budget figures and data were presented in a clear and easy to understand format?**

Yes  No

If No, please state why:

.....  
.....

**4. Did you find the information on services added value to the financial information?**

Yes  No

If No, please state why:

.....  
.....

Please turn over the page

**5. Did you find the Service Objectives useful and easy to understand?**

Yes  No

If No, please state why:  
.....  
.....

**6. Has the Financial Plan been of value in helping you to understand the Council's finances, budget process and service priorities?**

Yes  No

If No, please state why:  
.....  
.....

**7. Do you think there is anything that should be added to the Financial Plan?**

Yes  No

If Yes, please state what:  
.....  
.....

**8. Please state below any further comments or suggested improvements you may have regarding the Financial Plan**

.....  
.....

**9. Which of the following best describes you?**

An employee or elected member of the authority

A member of the public

A member of another organisation/interested party

**Thank you for taking the time to complete this questionnaire**

**Please return the completed feedback questionnaire to:  
Anthony Clarke, Wigan Council, Business Support Services, Civic  
Centre, Millgate, Wigan, WN1 1DD**

**If you require any further information please do not hesitate to contact  
us on 01942 827272**



