

Cheshire West & Chester Council

Budget

2014-15



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Cheshire West
and Chester

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Foreword

The following booklet, commonly referred to as the Budget Book, summarises Cheshire West and Chester Council's Budget for 2014-15. This Budget and the resulting Council Tax were agreed at a meeting of full Council on 3 March 2014 and have since been allocated down to the individual managers within the organisation.

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

The supporting tables that follow set out the overall budget for the Council, analysing the expenditure plans by area of activity and the nature of costs incurred and income generated. These tables also contain a summary of the Policy Proposals agreed by Council; these are the key budget changes implemented within the 2014-15 budgets in response to Council investment priorities, reductions in Government funding and rising costs.

The final section of the Budget Book contains service by service summaries setting out the budget that each Head of Service will be responsible for managing during 2014-15. These set out the nature of the costs which are expected to be incurred and the key changes from the previous year. These sections also contain details of each Directorate's capital programme.

The Budget Book represents the first stage of the budget monitoring process for 2014-15 and while the budgets contained may be updated during the year in response to changing circumstances or the availability of new funding they will remain a yardstick against which the Council will measure its financial performance over the year.

Budget Report Summary 2014-15

Cheshire West and Chester Councils budget for 2014-15 and the amount of council tax to be levied from 1 April 2014 were approved at its meeting on Monday 3 March 2014. Key elements from the budget report are summarised below:

In approaching this budget cycle, the Council has been aware that its medium term financial plan for the years 2014-15 to 2016-17, would once again be driven by the Government's priority to tackle the national budget deficit. As such, it is widely acknowledged that all Councils would face a significant financial challenge over the period. For Cheshire West and Chester, as reported within the Medium Term Financial Plan in October 2013, it is estimated that the savings that will be required will amount to £49m over the next 3 years, representing 20% of the Council's current net budget. Despite these pressures the Council is conscious of the need to ensure that increases in the Council Tax do not increase financial pressures on local residents and as a result the budget freezes Council Tax levels for the next two years.

In order to address a budget shortfall of this magnitude, it is clear that the Council would have to set out a strategic direction which would help it make not only direct savings, but also enable it to explore new and innovative ways of delivering services to residents that meet with their aspirations and needs.

This strategic direction is reflected in the Council's aim to become a commissioning authority, that delivers its services as close to its residents as possible through a locality based approach. In practice, this approach will mean that the Council will seek to identify the best placed organisation or partner to deliver services and will capture the needs and priorities of its residents through a series of community conversations that will be held on a local basis. This approach will be supported by a desire to intervene earlier to meet the needs of the residents of the Borough and thereby avoid the need to provide more costly services.

In refining its strategic approach to service delivery, the Council has taken the natural next step to develop a budget package that covers the next three years. This offers the opportunity for all stakeholders to influence the priorities and service delivery options proposed through the recently held budget consultation process and for residents to see how the shape and structure of their Council will evolve. The Budget package has therefore been developed on the following principles:

- Rooting out duplication between services and pursue economies of scale;
- Redesign services to intervene earlier, reducing costly reactive services;
- To recognise that the Council is not always best placed to deliver services;
- To plan over the medium term rather than taking a year by year approach;
- To review all services through the make or buy process and explore alternative models of delivery;
- To make the best of property and land to drive efficiency and growth;
- To refocus services to support local growth;
- To have mature conversations with communities to prioritise what matters to them and encouraging involvement in solving local problems.

3 Year Scenario

The table below shows the impact of changes in funding and costs over the three year planning period and the total funding gap of £49m to be addressed.

Budget Proposals	2014-15 £m	2015-16 £m	2016-17 £m	Cumulative £000s
Reductions in Govt Funding	10.8	15.6	7.1	33.5
Inflation and Growth	8.5	5.9	10.1	24.5
Addl Funding/Other Measures	-4.5	-1.3	-0.7	-6.5
Council Tax Increase	0.0	0.0	-2.8	-2.8
Net Budget Pressures	14.8	20.2	13.7	48.7
Cost Growth in Services	5.2	2.1	1.2	8.5
Savings Target	-20.0	-20.8	-10.8	-51.6
Measures Proposed	-14.8	-18.7	-9.6	-43.1
Remaining Target	0.0	1.5	4.1	5.6

The current gap of £5.6m across 2015-16 and 2016-17 will be addressed through:

- Attracting people and business growth to the Borough
- Looking to share services with other Councils and partners
- Engaging the community in different ways of delivering services
- Continually reviewing services through an internal make or buy process

Impact on 2014-15 Budgets

The Council's 2014-15 budget reflects significant cost pressures with £24.5m of cost pressures to be addressed.

Cost Pressures to be addressed in 2014-15	Cost Increases for 2014-15 £000s
Reductions in Government Funding	10,813
Consequences of 13-14 decisions (inflation)	3,551
New Costs for 14-15	5,004
Growth Funding (in Policy Proposals)	5,173
Total Cost Pressures	24,541

Funding Reductions

The financial scenario within which the Council sets its budget is determined by Central Government policy on Local Government funding. Since the 2010 Spending Review there has been recognition that funding would be reducing year on year but the scale of these reductions has been progressively increased and extended, most recently by the June 2013 Spending Round.

The financial settlement announced provisionally in December 2013 and finalised in February 2014 confirms that like for like Government support for Council services will fall by £10.8m in 2014-15. Revenue Support Grant has reduced by 17% year on year which is consistent with reductions in other Councils.

Reductions in Government Funding	2013-14 Base £000s	Funding Reductions for 2014-15 £000s £000s	
Reductions in Government Funding			
Revenue Support Grant	-69,534	11,944	
Core Revenue Grants	-16,494	-1,131	
Totals	-86,028		10,813

Further reductions are anticipated in subsequent years and by 2016-17 direct government funding is expected to be £33.6m below 2013-14 levels (a 37% reduction). All impacts beyond 2014-15 are estimated based on latest available information but the scale of any future funding reductions may also be significantly affected by future Government decisions.

Increases in Costs

Against this backdrop of funding reductions the Council also needs to manage cost pressures created by an ageing population, investment in the local economy to promote growth, inflationary increases and a desire to continually improve services.

Increases due to price rises or similar	Cost Increases for 2014-15 £000s £000s	
Consequences of funding 13-14 decisions		3,551
Inflationary Costs	2,501	
Permanent Costs	1,050	
New Costs for 14-15		5,004
Contractual Inflation	3,303	
Increased Employer Pension Contributions	500	
Community Benefits Fund	217	
Other	984	
Total Cost Pressures		8,555

The costs above include allowances for contracts where inflation is guaranteed, employee pay awards, changes to staff terms and conditions and areas where existing Council policies commit it to uplifting funding in 2014-15.

The second element of cost growth relates to increases in the level of activity the Council will need to undertake. These comprise increases in demand such as funding being set aside for demographic pressures in Children's (£2.5m) and Adult Social Care (£1.3m) and increases in the scope of Council activities such as preparing for new responsibilities it will inherit on the adoption of the Care Bill (£0.6m). These reflect a determination to ensure that core services continue to be able to meet the growing needs of local residents and vulnerable individuals receive the support they require.

Growth Pressures within Services		Cost Increases for 2014-15	
		£000s	£000s
Growth (in Policy Proposals)			5,173
Adults/Childrens Care (Demographics)		3,818	
Implementation of the Care Bill		640	
Lion Salt Works		250	
Other		465	

The demographic growth allocations are estimates. The balances will be held within Directorates and will only be released to provide services following an evidence based bid for growth that will be approved by the Executive Member for Resources.

The impact of these cost pressures on each Directorate is summarised in the table below.

	Base Budget 2013-14 £000s	Virement/ Restructure £000s	In Year 2013-14 Changes £000s	New Costs 2014-15 £000s	Growth/ Investment 2014-15 £000s	Revised* Budget 2014-15 £000s
Strategic Commissioning	101,777	4,727	1,020	2,091	1,958	111,573
Children & Young People	46,648	-3,420	580	477	2,500	46,785
Growth & Prosperity	22,582	-4,173	317	1,261	250	20,237
Localities	44,919	4,585	1,305	791	435	52,035
Resources	34,660	-573	323	164	30	34,604
Chief Executive	2,045	-1,405	6	3	0	649
Directorate Budgets	252,631	-259	3,551	4,787	5,173	265,883
Centrally Held	14,737	259		217	0	15,213
Total Budget	267,368	0	3,551	5,004	5,173	281,096

* This budget is before the impact of savings planned for 2014-15 are reflected.

Responses to the 2014-15 Financial Scenario

The pressures set out above equate to a funding gap of £24.5m. A range of measures have been proposed to address them. They have been arrived at through consideration at a series of challenge sessions over the past twelve months where all aspects of the Council's expenditure have been scrutinised.

The proposals generated through this process have been opened up to wider discussion through a consultation process with the public, partners, unions and other interested parties.

The following table provides a summary of the areas from which the necessary savings have been sought.

Council Responses	2013-14 Base £000s	Net Saving / Funding Increases £000s £000s	Relative Change %
Service saving proposals	252,631	-20,048	-8%
Redundancy costs linked to 2014-15 savings		4,960	
Changes in central budgets	14,737	-1,860	-13%
Reduction in contingencies	7,317	-1,394	-19%
Increased one off use of reserves	-771	-789	
Changes in Council Tax/linked funding Increase in Taxbase Council Tax Freeze Grant	-139,960	-3,079 -1,508 -1,571	2%
Changes in Business Rates/linked funding Reduction in Business Rates Base Business Rates Grant	-47,926	-2,599 677 -3,276	5%
Deficit from Collection Funds Surplus on Council Tax Fund Deficit on Business Rates Fund Phasing of Business Rates Fund	0	268 -1,393 799 862	
Net Totals	86,028	-24,541	

Cost Reductions

The scale of savings required under the current financial scenario means that it is inevitable that significant contributions will have to be found from within service expenditure. The 2014-15 saving target (£24.5m) equates to broadly 10% of the Council's overall budget, while targeting other areas of the business can reduce the share borne by services below this figure, they remain the largest contributor.

In total, savings of £20.0m are to be delivered in 2014-15 from changes to operational budgets (8%). The priority has been to ensure that savings are found through improving efficiency and aligning structures more closely with priority areas. The key focuses have been:

- Identifying efficiencies (including redesigning structures);
- Procurement savings through contractual efficiencies;
- Increased collaboration and partnership working.

The impact of these savings in 2014-15 will be partly offset, in the short term, by one off costs from potential redundancies (£5m). Whilst every effort will be made to minimise the need for redundancies, there are likely to be some redundancies. The savings being generated through these reductions will refund anticipated costs within 12 months.

Corporate budgets are being reduced by £1.9m (13%), primarily from a reduced need to set aside funding for pension costs. Contingency budgets are reduced by £1.4m (19%) and reserves are being used to fund one off costs linked to the delivery of future savings.

Changes to Council Tax

The Council will benefit from increases in its taxbase as additional residential properties are being constructed. In 2014-15 this is expected to equate to an additional 1,182 Band D equivalent properties, or £1.5m of Council Tax.

To support residents in the challenging financial climate, Council Tax levels will be frozen in 2014-15. In return for freezing the Council Tax the Council will be eligible for a temporary Government Grant equivalent to a 1% rise (£1.6m).

Changes to Business Rates

Since 2013-14 the Council has held a financial stake in the generation of new economic activity within the Borough as income from local Business Rates directly impacts on available funds. Cheshire West retain 32% of all income generated from Business Rates but also carry the risk if levels fall. The underlying level of business rates income is expected to be eroded in 2014-15 (by £0.7m) due to the high volume of successful appeals being made against rate levels.

The Council is taking significant steps to drive forward large developments such as Barons Quay in Northwich and Northgate in Chester, regeneration of underutilised industrial sites in Ellesmere Port, cultural developments such as the new Theatre, improved roads and infrastructure and many smaller projects based around local communities. These programmes will help to drive economic growth in the borough in future years but the benefits will largely flow beyond the timeframe of this budget.

Resultant Budgets/Council Tax

The Council Tax requirement is calculated from the expenditure plans outlined in the remainder of this report allied with the anticipated levels of funding through Government Grants, Business Rates or the Council's own reserves.

	£000	
Proposed Revenue Budget	286,402	
Less Retained Business Rates	-47,249	
Revenue Support Grant	-57,590	
Core/Central Revenue Grants	-38,803	
Planned Usage of Reserves	-1,560	
Net Budget Requirement	141,200	
Estimated Surplus/Deficit on Collection Funds	268	Deficit
Council Tax Requirement	141,468	
Taxbase	110,935	Band D Properties
Average Band D Council Tax (i.e. Council Tax Requirement divided by Tax Base)	1,275.23	Annual cost per Band D

Valuation Band	Value as at 1.4.91	No. of Properties	% No. of Properties	Ratio	2013-14 £	2014-15 £	Annual Increase £
A	Up to £40,000	32,657	21.8	6/9	850.15	850.15	0.00
B	£40,001-£52,000	35,368	23.7	7/9	991.85	991.85	0.00
C	£52,001 -£68,000	29,446	19.7	8/9	1,133.54	1,133.54	0.00
D	£68,001-£88,000	19,926	13.3	9/9	1,275.23	1,275.23	0.00
E	£88,001-£120,000	15,125	10.2	11/9	1,558.61	1,558.61	0.00
F	£120,001-£160,000	8,957	6.0	13/9	1,842.00	1,842.00	0.00
G	£160,001-£320,000	7,204	4.9	15/9	2,125.38	2,125.38	0.00
H	Over £320,000	556	0.4	18/9	2,550.46	2,550.46	0.00

These figures reflect the average Council Tax charge for each band of property across the Borough. The charge within each parish area will vary slightly from these figures due to the impact of special expenses. Total Council Tax in each parish area will be determined by adding the Police and Fire Authorities and (where appropriate) Parish elements to the Council's element

Future Years Planning

Given the scale of anticipated funding reductions it would be inappropriate to only consider the next financial year in the budget planning process. There has been an equal focus on identifying complementary strategies and proposals that will balance the budgets beyond 2014. The table below shows the scale of funding gap and proposed measures for the next three years.

Medium Term Scenario	2014-15 £m	2015-16 £m	2016-17 £m	Cumulative £m
Reductions in Govt Funding	10.8	15.6	7.1	33.5
Inflation and New Costs	8.5	5.8	10.1	24.4
Total Cost Pressures	19.3	21.4	17.2	57.9
Changes to Central Budgets	1.7	-1.1	-1.4	-0.8
Use of Reserves	-0.8	1.6	0	0.8
Changes in Other Funding	-5.4	-1.7	0.7	-6.4
Council Tax Increase	0	0	-2.8	-2.8
Total Funding Proposals	-4.5	-1.2	-3.5	-9.2
Funding Gap	14.8	20.2	13.7	48.7
Cost Growth in Services	5.2	2.1	1.2	8.5
Savings Target	-20.0	-20.8	-10.8	-51.6
Measures Proposed	-14.8	-18.7	-9.6	-43.1
Remaining Target	0	1.5	4.1	5.6

To bridge the funding gap (£49m) and fund growth in demand for services (£9m), the Council will need to deliver £58m of savings over the next three years. The proposals in this paper deliver over 90% of this target. This represents excellent progress towards ensuring the Council has a structure and budget which are sustainable given the reduced funding available.

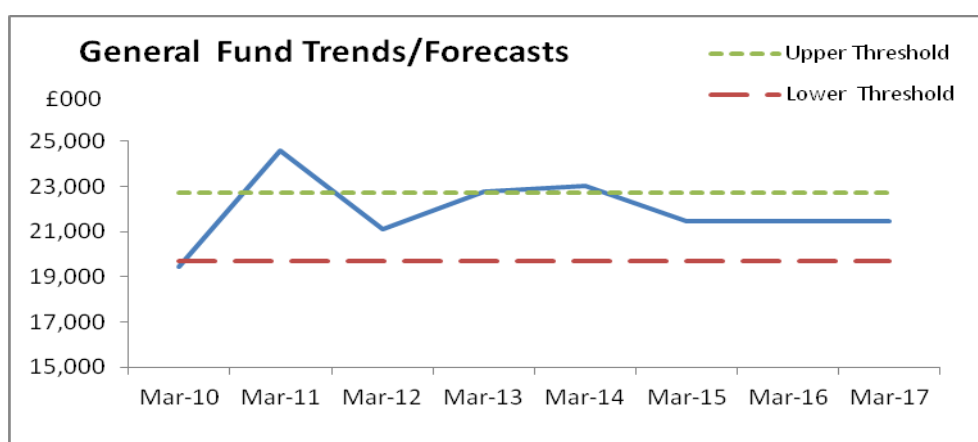
Strategies that will contribute to bridging the remaining funding gap include:

- Further redesign of service delivery, exploring the potential for services to be delivered differently and in partnership across geographical or organisational boundaries.
- Investment in the facilities and infrastructure of the borough to increase its attractiveness to residents, businesses and visitors. Driving forward economic and cultural regeneration as a catalyst for growth and inward investment with the consequent increases in future Council funding.
- Focusing priorities onto the prevention agenda. Utilising the Council's holistic role to build on existing working arrangements with the local health sector to ensure services are not only effective in responding to social care needs but also in preventing them.

Impact on the Council's Reserves

The Director of Resources recommends maintaining general reserves at 8% of the Council's net budget. Allowing some flexibility around this figure for changing circumstances, a General Fund between £19.7m - £22.7m would be prudent as at March 2015. Successfully resolving some of the risks and challenges underpinning that assessment, i.e. those relating to key developments like Baron's Quay, Northgate and the theatre development, coupled with achieving a more stable (and growing) income base would enable reductions in the future.

The estimated General Fund position for March 2014 is £23.0m. The financial scenario allows for usage of £1.6m in 2014-15 with the balance remaining stable at £21.4m beyond that point. The General Fund is only being used to finance short term development costs linked to the prevention agenda. Reserves are not being used to fund any underlying shortfalls on budgets as this would not be prudent or sustainable.



In addition to the General Fund the Council holds a range of earmarked balances which are set aside to fund specific costs to be incurred in future years. It is estimated that as at 31 March 2015 the level of earmarked reserves held for Council (not HRA or Schools) activities will be £33.8m.

To test the Council's financial resilience the combined level of its General Fund and relevant Earmarked Reserves has been compared to those held by similar authorities. This shows that in proportion to its budget the Council's reserves would be slightly below the average of its comparator group. This suggests the levels of reserves held are reasonable but not excessive.

Usable Reserves (as % of Budget)	2010-11	2011-12	2012-13	2013-14
Comparator Group %	14.19%	16.11%	18.83%	18.04%
Cheshire West & Chester %	15.36%	13.47%	17.37%	16.21%

Capital Programme

In total the projected capital programme expenditure for 2014-15 to 2016-17 is estimated at £283.8m, with £106.4m of this planned for 2014-15.

Capital Expenditure	2014-15 (£m)	2015-16 (£m)	2016-17 (£m)	Total (£m)
Capital Vision	29.072	25.153	13.455	67.680
Major Schemes	18.858	1.464	0.082	20.404
Annual Allocations	32.319	23.903	20.025	76.247
Devolved Funds	19.394	21.112	19.228	59.734
Regeneration Schemes	6.722	30.915	22.104	59.741
Total Programme	106.365	102.547	74.894	283.806

Programme outcomes will include:

- New sport/leisure facilities in Ellesmere Port and Northwich
- Chester Theatre/Library
- Lion Salt Works
- Highways Improvements (over £15m)
- Chester Business Quarter

The programme will be financed by a combination of grants and contributions (£130m), capital receipts (£22m) and borrowing (£132m).

As a result of this financing package the long term debt of the Council will increase from £297m to £390m by March 2017. The Council operates prudent controls to ensure that it does not overexpose itself to borrowing costs and one of its corporate health indicators is to ensure that total borrowing (excluding ring-fenced funds) does not grow to more than 130% of the net budget.

While the planned borrowing remains within 130% of the Council's current budget throughout the planning period, reductions in the scale of the budget in future years mean that the debt ceiling also shrinks. As a result the 130% ceiling would be reached during 2016-17.

Both funding and borrowing for 2016-17 are still potentially subject to considerable change and this position will be reviewed as firmer indications of funding become available for each year. Should the position remain in line with current assumptions then the level of the capital programme in relation to the debt ceiling would need to be reviewed prior to 2016-17 to ensure the debt ceiling is not breached.

Any capital expenditure which is initially funded through borrowing will ultimately need to be met from revenue contributions but these costs are spread over an extended period (normally 5-25 years). The Council's debt repayment strategy determines the period over which it intends to meet such costs.

Summary Tables and General Statistics

Table No	Description	What does this table show?
1	Summary Revenue Budget	An analysis of budget requirement by service including contingencies
2	Subjective Analysis of Revenue Budget	An analysis of service budget by expenditure type (e.g. employees, premises, transport, supplies and services, etc.)
3	Total Cost of Directorates	The full budgeted cost of front line service provision
4	Summary of Workforce Estimates	An analysis of estimated Full Time Equivalent (FTE) employees and Pay Budget
5	Policy Proposals	An analysis of policy proposals by Directorate
6	Indicative Dedicated Schools Grant (DSG)	An analysis of expenditure budgets funded by DSG, held in various service budgets
7	Capital Budget 2014-15	A summary of 2014-15 Capital Budget by directorate showing 2014-15 new starts, continuing schemes and sources of funding

Table 1 - Summary Revenue Budget

Directorate:	Expenditure £000	Income £000	Net Budget £000
<u>Strategic Commissioning</u>			
Strategic Commissioning	25,912	-522	25,390
Prevention & Wellbeing	83,791	-19,314	64,477
Public Health	14,182	-7	14,175
Change Management	1,407	0	1,407
Commercial Management	1,546	0	1,546
	126,838	-19,843	106,995
<u>Children and Young People</u>			
Children and Families	28,814	-926	27,888
Achievement & Wellbeing	236,476	-225,478	10,998
Integrated Early Support	6,651	-2,738	3,913
	271,941	-229,142	42,799
<u>Growth and Prosperity</u>			
Directorate Wide	213	0	213
Planning & Infrastructure	32,505	-23,792	8,713
Culture & Economy	24,477	-17,182	7,295
	57,195	-40,974	16,221
<u>Localities</u>			
Director	154	0	154
Chester Locality	17,344	-4,937	12,407
Ellesmere Port Locality	9,326	-1,029	8,297
Northwich & Winsford Locality	5,970	-513	5,457
Rural Locality	16,673	-80	16,593
Regulatory Services	10,623	-9,065	1,558
Marketing & Communications	1,066	-73	993
	61,156	-15,697	45,459
<u>Resources</u>			
Director of Resources	148	0	148
Finance	110,649	-98,453	12,196
Legal & Democratic Services	4,756	-419	4,337
Human Resources	3,354	-1,119	2,235
Procurement & Business Operations	5,233	-1,083	4,150
ICT Strategy	2,025	-120	1,905
Service Delivery Vehicle	6,409	-860	5,549
	132,574	-102,054	30,520
<u>Chief Executive</u>			
Office of the Chief Executive	564	-12	552
Budgets held on behalf of services	3,753	0	3,753
Total Service Provision	654,021	-407,722	246,299

Table 1 - Summary Revenue Budget

	Budget £000
Total Service provision	246,299
Add:	
Centrally Managed budgets	6,115
Contingencies and Provisions:	
Pay and Price Contingency	2,020
General Contingency	3,503
Redundancy Contingency	4,960
Development Contingency	250
Capital Financing	23,255
Total Council Budget	286,402
Deduct:	
Business Rates Retention Scheme	47,249
Revenue Support Grant	57,590
Core Revenue Grant	22,471
Specific Government Grants	16,332
Deficit on Collection Fund	-268
Use of Reserves	1,560
Council Tax	141,468

Table 2 - Subjective Analysis of Revenue Budget

Expenditure:	£000	Budget £000
Employees		
Employees pay	112,878	
Other employee expenses	<u>7,696</u>	120,574
Premises		15,486
Transport		35,609
Supplies and Services		201,765
Transfers to Schools		154,275
<u>Payments to Service Providers</u>		
See attached analysis 1		125,739
Capital Financing Costs		573
Gross Expenditure		<u>654,021</u>
Funding Sources:		
Customer and Client Receipts		
Receipts and fees and charges		41,715
Rents		9,865
<u>Specific Grants</u>		
See attached analysis 2		302,709
<u>Reimbursements & Contributions</u>		
See attached analysis 3		30,599
Internal Recharges		22,834
Total Income		<u>407,722</u>
Net Expenditure		246,299

Table 2 - Subjective Analysis of Revenue Budget

1. Analysis of Payments to Service Providers		Budget
	£000	£000
Strategic Commissioning Directorate		
Direct Payments	10,357	
Home Care	11,407	
Shared Lives	271	
Nursing Long Stay / respite	14,647	
Day Care / Personal Support Contracts	6,366	
Extra Care Housing	3,044	
Residential Long Stay / Respite	22,245	
Vivo Care Choices Limited - Contract	10,786	
Telecare	172	
Adaptations and Equipment	470	
Other	4	79,769
Children and Young People's Services Directorate		
Agency placements	8,855	
Adoption Interagency Fees	91	
Youth Offending Service	401	
Independent School Fees	3,059	
Independent Specialist School Fees	1,370	
Payments to Other Local Authorities	1,139	
Direct Payments Clients	630	
Other Support for children in need/care	130	
Capital Financing costs for PFI Schools	1,256	
Other	113	17,044
Growth and Prosperity Directorate		
NW Flood Defence Levy	193	
Inshore Fisheries	89	
Choice Based Lettings Payments	202	
Homelessness Grant	50	
Arts and Festivals	416	
Salary Grants to Employers	193	
Carbon Reduction Commitment	479	
Commisioned Adult Learning	914	
Other	92	2,628
Localities Directorate		
Ringway	6,724	
WME - Road Lighting energy	1,916	
Salt Union	250	
Safer Roads Partnership	191	
Streetscene Waste Management Contract	409	
Landfil contract	5,672	
Household Waste Recycling	2,611	
Domestic Waste Collection Contract	7,906	
Coroners SLA	442	
Cheshire Police - PCSOs	172	
Other	2	26,295
Resources Directorate		
Other	3	3
		125,739

Table 2 - Subjective Analysis of Revenue Budget

2. Analysis of Specific Grants	£000	Budget £000
Strategic Commissioning Directorate		
Step up to Social Work	48	
Employment programme	17	65
Children and Young People's Services Directorate		
Dedicated Schools Grant	188,191	
Higher Education Funding Council for England	507	
Education Funding Agency Grant	8,480	
Adoption Reform Grant	253	
SEN Reform Grant	353	
Music Service	398	
Multi Systemic Therapy Project	170	
Troubled Families Grant	392	
Pupil Premium	9,355	
ADOPT Grant	70	208,169
Growth and Prosperity Directorate		
Local Sustainable Transport Fund	965	
Bikeability	100	
Other	35	1,100
Localities Directorate		
Highways Maintenance Efficiency Programme	1	1
Resources		
Housing Benefit Subsidy Grant		93,374
		302,709
Centrally Held Specific Government Grants		
PFI Special Grant		1,389
Social Fund Programme Funding		901
Public Health Grant		13,889
New Burdens Funding		145
Other		8
		16,332

Table 2 - Subjective Analysis of Revenue Budget

3. Analysis of Reimbursements and Contributions	£000	Budget £000
Strategic Commissioning Directorate		
Health Authority Contributions	3,958	
Other	106	4,064
Children and Young People's Services Directorate		
Agency Placements	150	
General Contributions for Children's Centres	120	
Youth Offending	810	
Inter-Authority Fee (Wales)	300	
Local Safeguarding Children's Board	189	
Multi Systemic Therapy Project	75	
Manchester University Gratuities Payments	67	
Reimbursement for gratuity costs	2,280	
Other	120	4,111
Growth and Prosperity Directorate		
Mersey Forest	1,394	
Skills Funding Agency - Adult Learning	2,032	
OLA contributions	13,598	
Cheshire East Borough Council	117	
Reimbursements at Markets	132	
Homelessness - Housing Benefit	165	
Joint Arrangements with Halton and Warrington	140	
Cheshire Record Office	61	
Solar Photovoltaic Cells Rebate	92	
Work Programme - Contribution from Avanta	321	
Other	573	18,625
Localities Directorate		
Safer Roads Partnership	60	
Traffic Regulation Order	60	
Streetscene - HRA Income	186	
Pest Control Services	88	
Cheshire Police - Community Safety	138	
Other	138	670
Resources Directorate		
Recovery of Court Costs	623	
Housing Benefits	946	
Contributions National Non Domestic Rates	515	
Contribution towards Oracle	860	
Other	185	3,129
		30,599

Table 3 - Total Cost of Directorates

Directorate:	Service Net Budget	Depreciation	Central Support Costs	Net Cost Of Service
	£000	£000	£000	£000
Strategic Commissioning				
Strategic Commissioning	25,390	1,196	1,775	28,361
Prevention & Wellbeing	64,477	54	5,280	69,811
Public Health	14,175	0	230	14,405
Change Management	1,407	0	-1,407	0
Commercial Management	1,546	0	0	1,546
	106,995	1,250	5,878	114,123
Children and Young People Services				
Children and Families	27,888	27	4,321	32,236
Achievement & Wellbeing	10,998	4,159	4,623	19,780
Integrated Early Support	3,913	108	735	4,756
	42,799	4,294	9,679	56,772
Growth and Prosperity				
Directorate Wide	213	0	40	253
Planning & Infrastructure	8,713	841	3,992	13,546
Culture & Economy	7,295	3,240	-764	9,771
	16,221	4,081	3,268	23,570
Localities				
Director	154	0		154
Chester Locality	12,407	8,504	1,791	22,702
Ellesmere Port Locality	8,297	1,408	940	10,645
Northwich & Winsford Locality	5,457	284	-2,227	3,514
Rural Locality	16,593	0	1,855	18,448
Regulatory Services	1,558	1,164	2,627	5,349
Marketing & Communications	993	0	154	1,147
	45,459	11,360	5,140	61,959
Resources				
Director of Resources	148	0	-30	118
Finance	12,196	5	-5,036	7,165
Legal & Democratic Services	4,337	0	-874	3,463
Human Resources	2,235	0	-2,235	0
Procurement & Business Operations	4,150	5	-4,083	72
ICT Strategy	1,905	4,348	-6,253	0
Service Delivery Vehicle	5,549	0	-5,549	0
	30,520	4,358	-24,060	10,818
Chief Executive				
Office of the Chief Executive	552		95	647
	552	0	95	647
Budgets held on behalf of services	3,753	0		3,753
Total	246,299	25,343	0	271,642
Notes				
1	This table shows the full budgeted cost of front line service provision by taking account of support service budgets and depreciation.			

Table 4 - Summary of Workforce Estimates

By Directorate	Estimate Mar-14 FTE	Pay Budget 2013-14 £000
Strategic Commissioning		
Strategic Commissioning	54.9	2,522
Prevention & Wellbeing	393.3	12,444
Public Health	29.6	1,544
Change Management	19.5	1,117
Commercial Management	27.1	1,059
	524.4	18,686.0
Children and Young People Services		
Children and Families	314.0	12,428
Achievement and Wellbeing	640.0	16,534
Integrated Early Support	115.0	3,939
	1,069.0	32,901
Growth and Prosperity		
Directorate Wide	1.0	154
Planning and Infrastructure	270.8	9,148
Culture and Economy	229.5	9,488
	501.3	18,790
Localities		
Director	1.0	154
Chester Locality	128.0	4,681
Ellesmere Port Locality	233.0	6,188
Northwich and Winsford Locality	182.3	4,426
Rural Locality	5.0	316
Regulatory Services	157.4	5,485
Marketing and Communications	15.0	561
	721.7	21,811
Resources		
Director of Resources	1.0	121
Finance	303.8	9,544
Legal & Democratic Services	52.9	2,530
Human Resources	108.5	2,932
Procurement and Business Operations	127.6	3,727
ICT Strategy	28.5	1,319
Service Delivery Vehicle	0.0	0
	622.3	20,173
Chief Executive		
Office of the Chief Executive	11.0	517
	11.0	517
Total Pay Budget	3,449.7	112,878
School Workforce*		
Teachers	2,121.3	
Support Staff	1,945.0	
	4,066.3	0
*Total pay budget excludes school workforce figures due to changes in funding.		

Table 5 - Policy Proposals

Directorate: Strategic Commissioning

Directorate: Strategic Commissioning

Budget Proposal	Description	Financial Impact
		2014-15 £000
New proposals		
Priority One: Meeting the Challenge of an increased life expectancy		
Additional funding to meet growth in demand	Investment to support growing numbers of young people with learning disability reaching adulthood in the coming years.	500
	Increasing demand for services for older people and to support people and families living with dementia related illnesses.	618
Additional funding for people becoming 'ordinarily resident' in Cheshire West and Chester	Customers become ordinarily resident in the Council area in which they are placed. Custom and practice has been that the placing Council continues to fund their care costs but there are increasing instances of local authorities seeking to transfer funding responsibility by invoking ordinary residence provisions.	200
Development of Extra Care Housing	Investment in care support at new extra care facilities.	1,727
	Investment funded by reduction in spend on traditional, less personalised and less cost effective placements.	-1,523
Expansion of Telecare	Investment to increase the take up of telecare by service users and carers.	115
	Investment funded by reduced cost of traditional care placements.	-187
Preparing to meet responsibilities in the Care Bill	The Council is proposing to set aside additional funding in readiness for the additional responsibilities introduced in the Care Bill, these include new national eligibility criteria, revised assessment requirements and additional responsibilities to support carers amongst others. This investment does not include the impact of social care funding reforms due to take effect from April 2016 pending further announcements from Government on how this will be addressed nationally	640
Total Priority One: Meeting the Challenge of an increased life expectancy		2,090
Priority Two: Reviewing Contracts to ensure high quality services at the best cost		
Preventing more people requiring social care	The Council commissions a range of services from the Third Sector (voluntary, charitable and not for profit organisations). A large proportion of these are in support of clients with low-level needs and in line with prevention and community-based support. Increasing demand and ongoing funding pressures mean that there is a need to review the services that are commissioned from the Third Sector in line with Council priorities and, in particular, the Fair Access to Care Services (FACS) eligibility criteria. A review of services commissioned from the Third Sector is being proposed in order to prioritise financial support to those with highest need. Greater emphasis will be placed on signposting clients to alternative sources of support.	-350
Promoting information, support and advisory services	A review of services commissioned to support adult carers and the people they look after. There will be no reduction in the level of support provided to carers but efficiencies will be achieved through joint commissioning with our health partners.	-200
	It is proposed to achieve contract efficiencies of approximately 15% in the amount being spent on family support, information and advisory services for Children, Families and Young People. This saving is linked to the work being undertaken on Integrated Early Support and Families Together which aims to reduce the demand for these services by supporting families earlier and in a more integrated way.	-479
Housing related support	Housing Related Support services (formerly Supporting People) are focused on helping people to live independently. The Council is investing in preventative services in order to reduce future demand for support, providing scope to consolidate and re-focus resources. Existing contracts for community alarms; specialist housing related services for young people, ex-offenders and the homeless and domestic abuse refuge services are being recommissioned to deliver improved service outcomes for customers but at a lower cost to the taxpayer.	-246
Other non-pay budgets	Full year effect of 2013-14 review of meals income and efficiencies in other retained in house provision (non Vivo).	-251
Waste Management Staffing Structures	Staffing restructure leading to reduced staffing costs	-190
Total Priority Two: Reviewing Contracts to ensure high quality services at the best cost		-1,716

Directorate: Strategic Commissioning (continued)

Budget Proposal	Description	Financial Impact
		2014-15 £000
Priority Three: Exploring Alternative models of service delivery that enhance independence		
Exploring alternative approaches to Adult Service User Transport	A review of service user transport has begun with extensive consultation with service users, carers and stakeholders. The Council is not required to provide or pay for transport to care services. The Council does have a duty to ensure reasonable alternative transport options are available. The review is exploring more sustainable and personalised transport alternatives, including independent travel training and increasing community transport capacity. In some cases the Council may continue to provide transport depending on eligible need. If all proposals were implemented savings of £1m could be achieved.	-250
Vivo care Choices Ltd.	During 2013, Vivo Care Choices Ltd was established to provide a range of adult social care services previously provided in house by the council. Services provided by Vivo include day opportunities, respite and short stay care, specialist care in dementia, autism and supported living networks for people with learning disabilities. Vivo was established as a mutual company (with the Council retaining a 100% stake) to provide flexibility to the needs of the population, meet ongoing demand and deliver more cost effective services. An annual efficiency target for Vivo is proposed as part of its contractual arrangement with the Council.	-430
Staffing Restructure to focus on personalisation	With recent changes in social care including self directed support, direct payments and personal budgets, the current Care Management system does not easily support these new functions. This is compounded by changes brought about by the reablement process and pressures from changing demographics in the population. The proposal is to re-model care management using workload data from a detailed review we have undertaken and plotting current resources against estimated future workload data has identified the potential for efficiencies. This brings the opportunity for a real culture shift for Adult Services Social Work teams. This proposal means workers will gain specialised skills and focus in their work which will lead to efficiencies in service delivery and improvements for customers.	-200
Recycling Credits	Removal of payments made to national voluntary organisations for recycling.	-25
Total Priority Three: Exploring Alternative models of service delivery that enhance independence		-905
Priority Four: Working in Partnership with health & other organisations		
Joint Funding for Integrated Care	Additional transfers of funding from health to social care for 2014-15 and jointly developed health and social care plans for bringing existing funding together into joint fund to be called the Better Care Fund from April 2015. This joint fund is intended to allow services to be delivered in a different ways to protect social care services, improve 7 day services to support hospital discharge and prevent unnecessary weekend hospital admissions and ensure joint approaches to assessments and data sharing. In addition further work is underway to ensure the total resources across health and social care are more focused on supporting services in communities rather than expenditure on hospital and residential care.	0
Total Priority Four: Working in Partnership with health & other organisations		0
Priority Five: Ensuring Staffing Structures are efficient and support the Directorate's priorities		
Staff Restructuring to focus on commissioning priorities	Staff restructuring including reductions in management posts through the merger of commissioning functions; reduction in support roles; merger of workforce development teams and review of workforce development non pay spend to focus on priority areas.	-839
Change Team	Savings from review of 2014-15 resource requirements to the Change team.	-94
Total Priority Five: Ensuring Staffing Structures are efficient and support the Directorate's priorities		-933
Total New proposals		-1,464
Ongoing impacts from decisions made in previous years		-714
Total Strategic Commissioning		-2,178

Directorate: Children and Young People

Directorate: Children and Young People		Financial Impact
Budget Proposal	Description	2014-15 £000
New proposals		
Priority One: Ensuring services are always in place to ensure vulnerable children are protected		
Additional funding for children in care	Investment to meet the high levels of demand for children coming into care.	2,500
Total Priority One: Ensuring services are always in place to ensure vulnerable children are protected		2,500
Priority Two: Intervening earlier to improve outcomes and prevent the need for more costly services		
Appropriately reducing the number of children requiring social care services	As early support and other prevention services are scaled-up it is expected that the numbers of children requiring specialist social care intervention will reduce. This is expected to reduce staff costs and other support services as the volume of social care cases reduce.	-231
Help for children on the edge of care	Target resources at helping children on the margins of the care system with a focus on providing early help and support, avoiding children coming in to care if appropriate.	-100
Foster Care	Increase the total number of in-house foster carers by 20 a year in each of the next three years, reducing reliance upon more costly placements.	-280
Adoption placements	Focus resources on ensuring that appropriate adoption placements happen as quickly as possible, which improves the outcome for the child and reduces children in care costs.	-175
Increase Local Authority recharges to grants	Operational efficiencies across a number of grant funded services to enable further costs currently funded by the local authority to be met from these external resources.	-250
Children in Care system efficiencies.	Redesign internal processes to enable appropriate cases to leave the care system in a more timely manner, minimising delay and reducing the overall cost of care.	-75
Children in Care - Contract price efficiencies	Efficiencies in contracts with external agencies providing Independent Foster Care and residential placements through renegotiation of current contract prices.	-400
Total Priority Two: Intervening earlier to improve outcomes and prevent the need for more costly services		-1,511
Priority Three: Focusing on need and investing in what works		
Children's Centres	Proposals to de-register a number of children's centres, which will generate efficiencies and will allow greater local flexibility for community and school use.	-60
Youth Services	Transform the way youth services are provided by the Council, retaining a number of qualified youth workers to ensure continued support for voluntary / private organisations, schools and local communities, in order to help meet the needs of young people. Council grant funding will be increased by £100,000 to £226,000 a year once changes have been implemented.	0
Rationalise Short Breaks service	Savings resulting from work commenced in 2013 to rationalise the short breaks service provided within the Children and Families Disability service.	-100
Total Priority Three: Focusing on need and investing in what works		-160
Priority Four: Refocusing Support for Schools		
Review costs of service provided to schools	Reduce the costs of some services provided to schools and other organisations by 5% through efficiency savings and income generation.	0
Home to School Transport	Changes to Home to School Transport provision, potentially including introducing contributions towards the cost of some transport services, reducing the cost of single occupancy journeys, increasing the use of volunteer drivers and the Council only paying the cost of transport to the nearest school (where pupils are eligible).	-251
Contract and management efficiencies for Home to school transport	Contracting efficiencies in home to school transport arrangements, and savings arising from management efficiencies in current Service Level Agreement between Children's Services and the Integrated Transport Service.	-349
Total Priority Four: Refocusing Support for Schools		-600

Directorate: Childrens and Young People (continued)

Directorate: Childrens and Young People (continued)		Financial Impact
Budget Proposal	Description	2014-15 £000
Priority Five: Exploring alternative approaches to service delivery that maintain quality and reduce costs		
Commissioning Services	Contract efficiencies through externally commissioning a number of services relating to the Contact Service, Leaving Care, Adoption and Fostering Recruitment, short breaks, outreach services and Integrated Early Support.	0
Staff Restructuring	This proposal seeks to review and streamline a number of services, primarily aimed at reducing duplication and increasing efficiencies across the Directorate. Savings in the Achievement and Wellbeing Service, which provides services to schools, pupils and families, total £444k. Savings in the Early Support Service, where efficiencies can be achieved by delivering services together in an integrated approach, total £240k. Efficiencies in the shared Safeguarding Unit with Halton will save £85k.	-493
Open in-house residential home	The commissioning of an additional in-borough children's residential home enabling further matching of children in care to placements. This would benefit children, as they would be closer to family and friends, but also be more financially efficient when compared to external agency residential placements.	-50
Agency Social Workers	Reduced reliance on the use of agency social workers following recent staffing restructure, which is more able to meet staffing demands from existing resources.	-50
Reducing pension liabilities	The Council is responsible for meeting the pension and gratuity liabilities for ex-employees, but very few new liabilities are arising. This saving represents the expected annual reduction in liabilities over the next three years.	-50
Youth Offending Service	Staffing and non operational efficiencies, including potential rationalisation of buildings, in the shared arrangements for the Youth Offending Service.	-50
Continuing Healthcare placements	Heath service contributions towards the cost of supporting children in care where there is an on-going medical need.	-150
Contribution from Public Health Funding towards services provided through the Integrated Support Service.	Contribution from Public Health Funding towards services provided through the Integrated Early Support Service, which promotes better health for children and families within the borough.	0
Partner contributions for use of shared assets and facilities	Introduce cost sharing arrangement with Health Service and other partner organisations where they occupy and use office space and specialist clinic facilities at key Children's Centres.	0
Total Priority Five: Exploring alternative approaches to service delivery that maintain quality and reduce costs		-843
Total New proposals		-614
Ongoing impacts from decisions made in previous years		-414
Total Children and Young People		-1,028

Directorate: Growth and Prosperity

Directorate: Growth and Prosperity		Financial Impact
Budget Proposal	Description	2014-15 £000
New proposals		
Priority One: Driving Economic Growth		
Staff Restructuring	The proposal is for the reduction of staffing through restructuring across a number of services; Planning and Infrastructure (£1.4m) which is to be spread evenly across the three areas of Spatial Planning and Transport, Housing Strategy and Commissioning and Development Management; and Economy and Culture (£1.6) which are likely to be drawn primarily from Capital Delivery and Property as a result of pooling and alignment of project management resource against the capital programme and Culture as a result of integration with other services including Localities.	-1,960
Reductions in non pay budgets	Reductions in non pay budgets as a result of a reduction in the size of the Directorate.	-100
Capital Delivery and Maintenance	Review of the capital delivery and maintenance team. Reduce building maintenance costs as a result of current rationalisation.	-228
Energy and Carbon Management	An Energy and Carbon Management team will manage the Council's carbon reduction commitments and manage and administer externally funded initiatives. Once established the team will be funded from management fees received as part of external funding.	0
Total Priority One: Driving Economic Growth		-2,288
Priority Two: Getting best value for money for external contracts		
Leisure Services	Reduction in the subsidy paid for the management of leisure facilities as a result of reduced costs generated through the achievement of operating efficiencies and increased revenue income as a result of significant investment in new leisure facilities.	-100
Concessionary Fares	Reduction of the reimbursement rates paid to bus operators for operating the national concessionary travel scheme. Removal of discretionary taxi voucher scheme.	-340
Events and Tourism	Reduction in the level of subsidy paid by the Council for events, marketing and tourism services through making greater use of new technology to promote the Boroughs attractions and secure greater sponsorship, contributions from businesses and profit sharing.	0
Sports Development	Review of the subsidy paid to Cheshire and Warrington Sports Trust for the provision of sports development services.	0
Transport Subsidy	Review of the subsidy paid to support commercial bus routes.	-100
Total Priority Two: Getting best value for money for external contracts		-540
Priority Three: Using the Council's land and buildings more effectively to reduce costs and improve service delivery		
Grosvenor Museum	Encourage more donations from visitors to the Grosvenor Museum in order to cover a greater proportion of the museum's costs and explore opportunities for joint ticketing with other museums.	-50
Reduction in corporate buildings	Introduction of new ways of working, flexible working and mobile working technology will reduce the need for fixed office space and therefore the number of corporate buildings the Council requires.	0
Museums - Lion Salt Works	Lion Salt Works restoration is due to be complete in May 2014, therefore a revenue budget is required for the ongoing operational costs of the facility.	250
Markets - make or buy	Savings from the Integrated Workplace Management make or buy review.	-25
Total Priority Three: Using the Council's land and buildings more effectively to reduce costs and improve service delivery		175
Total New proposals		-2,653
Ongoing impacts from decisions made in previous years		-415
Total Growth and Prosperity		-3,068

Directorate: Localities

Directorate: Localities		Financial Impact
Budget Proposal	Description	2014-15 £000
New proposals		
Priority One: Identifying the most efficient and effective ways of serving customers		
Customer Services	Roll out of a wide range of new technologies to improve the way in which customers can engage with the Council, for example a move towards web-based access and away from more costly options such as dedicated contact numbers. Integration of some face to face contact services into libraries.	-215
Libraries	A review of library provision across the borough potentially involving providing some services in a different way or from a different location, and reflecting the changing demands of the service.	0
Operational Libraries	2014-15 savings are as a result of a review of the service and structure and include a reduction in expenditure on books and periodicals to reflect changing useage. The service will then undertake a make or buy review.	-380
Total Priority One: Identifying the most efficient and effective ways of serving customers		-595
Priority Two: Working with communities to identify new and more responsive ways of delivering local services		
Community Safety Wardens	Explore alternative delivery model for community safety wardens across the public agencies including how some of the responsibility and associated funding could be devolved to a local level.	-225
Staff Restructuring	Staffing restructures across a range of services leading to reduced staff costs.	-125
Household Waste Recycling Centres	Review household waste site provision across the borough, redirecting users to alternative sites where appropriate.	0
Christmas Lighting	In 2014-15 the Council will pass some responsibility for providing Christmas Lighting to local Town Councils. These Councils will raise the necessary funding directly from their local residents.	-35
Total Priority Two: Working with communities to identify new and more responsive ways of delivering local services		-385
Priority Three: Ensuring our services are better targeted towards need		
Garden Waste Collection	Suspend garden waste collections during the winter months (Nov to Feb inclusive), reflecting lower demand for the service.	0
CCTV	Reduction in real-time monitoring of CCTV at lower risk times	-240
Highways Maintenance	Review the current operating model for revenue maintenance and inspection with a view to modernising delivery of the service and undertaking a more risk based approach to maintenance. Implementation to be supported through community conversations to assist in reducing demand. In addition, better target the level of winter maintenance.	-600
Consumer Protection and Investigations	Improved efficiency of the staffing through business process reengineering and mobile working. Cease non-statutory work and potentially undertake some food safety inspections based on a risk based assessment.	-320
Compliance and Consumer Protection/ Investigations	Investment in technology, mobile and flexible working to drive further efficiencies.	30
Total Priority Three: Ensuring our services are better targeted towards need		-1,130
Priority Four: Ensuring our services are efficient and business like		
Car Parking	Review car parking service to include different models of service and introduction of consistent charges at all country parks.	-25
Regulatory Services	Regulatory Services function to become an independent organisation with an annual efficiency target.	120
Highways collaboration	Cheshire West and Chester Council and Shropshire County Council currently have a shared highways contract which is achieving significant savings. Further collaboration with Shropshire is being proposed involving joint management of a shared commissioning team and a shared service delivery team.	-150
Streetscene investment to deliver savings	Investment in the early termination of vehicle leases associated with transport savings that form part of Streetscene efficiencies and investment is made in the appointment and development of apprentices.	285
Highways service - make or buy review	Savings from make or buy review of professional services within the Highway service.	0
Total Priority Four: Ensuring our services are efficient and business like		230
Total New proposals		-1,880
Ongoing impacts from decisions made in previous years		-1,928
Total Localities		-3,808

Directorate: Resources and Chief Executive's Office

Budget Proposal	Description	Financial Impact
		2014-15 £000
New proposals		
Priority One: Increase the efficiency and effectiveness of the back office		
Structural Reviews - HR	This proposal seeks to deliver an fte reduction of 2 across the HR service through reducing support for the management of a reduced corporate training programme, less staff engagement initiatives, reduced time spent supporting managers, and 1fte reduction in the Occupational Health Unit.	-140
Structural Reviews - Finance	This proposal seeks to deliver an fte reduction of 4 fte from the production of finance and performance information, 1 fte on quality assurance on benefit claims, 0.75 fte through reviewing processes for the collection of revenues and sundry debt, and 0.5 fte through insurances and claims management.	-237
Structural Reviews - Procurement and Business Operations	This proposal seeks to deliver an fte reduction of 1.5 in the Central Procurement Team in line with the changing shape of the organisation. In addition there is a 15.6 fte reduction in Business Operations as a result of removing existing vacancies from the structure and reviewing management across the teams.	-380
Structural Reviews - Chief Executives / Corporate	This proposal involves a wider review of the Marketing, Communications and Media Relations functions with the aim of identifying efficiencies and achieving an overall reduction.	-97
Structural Reviews - Directorate wide	This proposal seeks to deliver savings at a Directorate level.	-106
Structural Reviews - 2015-16 and 2016-17	Figures for 2015-16 and 2016-17 structural reviews are estimates and predicated at this stage on the developing collaboration programme with Wirral MBC.	0
Staff Training	Centralise training budgets currently held across the Council to deliver efficiencies and review the corporate training budget which funds training for Council staff. As a result of the changing size and shape of the Council it is anticipated that savings of 50% can be delivered from the Corporate Training Budget.	-184
Review of Insurances	This proposal seeks to achieve savings by reviewing the insurance claims management process. The review will also look at whether it is more cost effective for the Council to underwrite risks itself rather than buying cover from external insurers.	-45
Revenue Contribution to Capital	As a result of enhanced controls and management of the capital programme through the gateway process and the capital vision this proposal seeks to release revenue funding no longer required to fund operational expenditure incurred within the capital programme.	-1,605
Review of Legal Processes	This proposal seeks to streamline and review efficiencies within the legal services management structure and where possible strengthen resources at team level.	-88
Microsoft Enterprise Licensing Costs	Further savings resulting from decision not to renew the Council's Microsoft Enterprise Agreement.	-150
PC Desktop Replacement Strategy	In response to the reducing size of the Council, this proposal seeks to reduce the cost of desktop replacements, by both reviewing the volume of desktops and the replacement lifecycle.	-88
Review of Non Pay Budgets	Savings from various reductions in non pay budgets.	-90
Working Rewards Income	The Human Resources service currently receive income for the administration of the Working Reward Scheme. A review of the process has identified that additional income could be achieved relating to this function.	-45
Salary Sacrifice Scheme Income	The Council operates a range of salary sacrifice schemes for staff. This generates a saving for the Council in national insurance and pension contributions. As a result of more staff taking advantage of the salary sacrifice scheme additional income will be generated.	-66
Contract Savings Target for CoSocius	Target saving of 5% per annum against the cost of the contract with CoSocius following its establishment as an separate legal entity.	-271
Total Priority One: Increase the efficiency and effectiveness of the back office		-3,592
Priority Two: Supporting an effective democratic process		
Support for Committee Meetings	The Democratic Services team are responsible for supporting committee meetings. This proposal will seek to review the number of committee meetings and will necessitate an overall service review.	0
Individual Electoral Registration (IER) implementation	Provision to meet further set-up and implementation costs for Individual Electoral Registration (IER) that are expected to be incurred during 2014-15 and 2015-16.	30
Total Priority Two: Supporting an effective democratic process		30
Priority Three: Responding to the challenge of welfare reform		
HELP Scheme	Reduction in level of funding set aside for the HELP scheme, due to original provision being higher than has been required. This will still enable the Council to continue providing the same level of support.	-100
Total Priority Three: Responding to the Challenge of welfare reform		-100
Total New proposals		-3,662
Ongoing impacts from decisions made in previous years		-631
Total Resources and Chief Executive's Office		-4,293

Held Corporately on behalf of Directorates

New proposals		
Priority Two: Reviewing Contracts to ensure high quality services at the best cost		
Public Health Grant	In April 2013, local authorities took over responsibility for Public Health from the NHS. To pay for this, local authorities receive a Public Health Grant, which is a dedicated ring-fenced grant from central government to be used for public health outcomes. The Council intends to ensure that all activities that meet public health outcomes are commissioned in an integrated way and funded from this grant. Public Health is therefore undertaking a commissioning review of all activities across the local authority, in addition to those inherited in April 2013. Bringing these resources together and using the money more effectively will enable us to do more with the available resources.	-500
Total Held Corporately on behalf of Directorates		-500
Total (Council Wide)		-14,875

Table 6 - Indicative Dedicated Schools Grant (DSG)

The funding for schools-related expenditure is paid directly to local authorities via the Dedicated Schools Grant (DSG). The Indicative DSG of £232.812m is based on estimated pupil numbers at October 2013. An adjustment (£41.221m) has been made to remove, through recoupment, funding for Schools that have transferred to Academy status. The net effect is a budgeted Indicative DSG of £191.591m. The final DSG will be known in July 2015 based on actual numbers on the October 14 census for pupils of statutory school age and January 2015 for early years pupils. Expenditure budgets funded by the grant that are held in various Heads of services budgets are shown below.

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

Directorate:

Children and Young People

Schools

Achievement and Wellbeing

Children and Families

Early Support

Localities

Waste and Street Scene

Regulatory Services

Allocation of Overheads from Central Services

Budget		Per Pupil	
£000	£000	£	£
183,288		6,802.30	
6,302		140.20	
102		2.27	
476	190,168	10.59	6,955.36
40		0.89	
33	73	0.73	1.62
	1,350	30.03	30.03
	191,591		6,987.01

Table 7 - Capital Budget

Estimated Capital Expenditure (All Schemes)	£000
Core and Committed Programme 2014-15	
Waste Depot	3,125
Extra Care Housing	1,084
Northwich Transport Infrastructure	2,604
Grosvenor Park	659
Lion Salt Works	3,604
Superfast Broadband	914
Chester Central Business Quarter	2,718
Northwich Flood Defence	250
Newbridge Road Adoption	1,269
Ellesmere Port Regional Growth Fund	631
Schemes included in First Phase of 10 Year Vision	
Academy (Winsford)	267
Highways Asset Recovery	4,500
Ellesmere Port Sports Village	10,189
Chester Theatre	3,480
Northwich Memorial Court	10,636
Below the line and devolved funds	
HRA	14,000
Devolved Formula Capital	1,000
J H Godwin Expansion (PSBP)	159
School Meals Grant	851
Targeted Funding - Bishop Heber High School	3,384
Significant Regeneration Schemes	
Barons Quay	6,722
Northgate Development Enabling Works	2,000
Annual Allocations	
Localities	10,853
Growth	17,616
Business As Usual	3,850
Total Capital Expenditure	106,365

Financing	£000
Source of funding	
Borrowing	45,164
Revenue and Service Contributions	14,650
Grant	33,253
Capital Receipts	10,000
Developer / Partner Contributions	3,298
Total	106,365

Strategic Commissioning Director - Mark Palethorpe

Budget Summary:

Services Provided:	Expenditure £000	Income £000	Net Budget £000
Adults Social Care & Health			
Strategic Commissioning	25,912	-522	25,390
Prevention & Wellbeing	83,791	-19,314	64,477
Public Health	14,182	-7	14,175
ASC&H sub total	123,885	-19,843	104,042
Change Management	1,407	0	1,407
Commercial Management	1,546	0	1,546
Total Directorate Budget	126,838	-19,843	106,995

Services Provided:

Strategic Commissioning

Encompassing commissioning for both adults and children's services, quality assurance and compliance, workforce development, adult safeguarding, housing related support for vulnerable adults and the corporate lead for equality and diversity.

Prevention and Wellbeing

Comprising assessments, care management and occupational therapy services for all eligible adult social care service users as defined under Fair Access to Care. The service also includes internal provision of reablement, mental health outreach/day services and specialist respite.

Public Health

Statutory duties for health improvement, health protection and reducing health inequalities covering areas such as sexual health, immunisation, nutrition, reducing drugs, tobacco and alcohol dependency, pregnancy and children's health.

Change Management

Responsibility for specialised support to Directorates and key partners in the transformation of council services in line with the corporate vision and the need for innovation and continuous improvement.

Commercial Management

Responsibility for managing key strategic contracts including sourcing and contract administration

Held centrally within the Council's approved budget is £2.641m for contractual inflation and changes to pay and conditions which will be allocated to the Directorate once final impacts are determined and costs have been confirmed. Also held centrally is the expected contribution of £0.500m from Public Health to the cost of Council functions which meet public health outcomes - specific cost transfers will be managed within year.

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	17,682	508.7
Health Professionals	1,004	15.7
Total	18,686	524.4

As Director I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Strategic Commissioning Head of Service - Alistair Jeffs

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Adult Safeguarding		733		783	-50	733
Adaptations & Equipment		735		735		735
Strategic Commissioning		1,027	458	1,661	-176	1,485
Third Sector Commissioning		2,520	72	2,626	-34	2,592
Housing Support		4,641	1,808	6,449		6,449
Integrated Workforce Development		376	240	754	-138	616
Children's Commissioning			1,994	2,118	-124	1,994
Vivo Care Choices Ltd Contract			10,786	10,786		10,786
Total Budget	0	10,032	15,358	25,912	-522	25,390

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			25,729
2. Adjustments:			
Changes in role and function:			
Transfer of Children's Commissioning & Workforce Development functions from Children's	3,129		
Transfer of Supplier Management function from Resources	577		
De-centralisation of Policy function	-297		
Transfer of Partnerships budgets to Localities	-335		
Transfer of Housing Related Support (Care with Support) budget to Prevention & Wellbeing	-508		
Amendment to Vivo Care Choices contract for agreed buy back arrangements	244		
		2,810	
Inflation Increases (incl. Employer Pension Contribution):			
Pay Award	34		
Employer Pension Contribution	16		
Contingency allocation - Extra Care Housing PFI Schemes	125	175	
Other		-10	2,975
3. Policy Proposals:			
Efficiencies / Savings:			
Review of Third Sector commissioning	-350		
Refocus Carers services	-200		
Refocus Children & Young Peoples commissioned services	-479		
Recommissioning of Housing Related Support contracts (including full year effect of 2013-14 review)	-960		
Non pay review	-151		
VIVO Care Choices contract - annual efficiency target	-430		
Commissioning staffing structures and Workforce Development review (pay/non pay)	-744		-3,314
4. Total 2014-15 Budget			25,390

**Strategic Commissioning
Strategic Commissioning
Head of Service - Alistair Jeffs**

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees:		
Employees pay	2,522	
Other Employee Expenses	<u>139</u>	2,661
Transport		43
Supplies & Services		11,943
Payments to Service Providers		11,265
Total Expenditure		<u>25,912</u>
Income:		
Customer & Client Receipts:		
Receipts, Fees & Charges		-24
Specific Grants		-65
Reimbursements & Contributions		-339
Internal Recharges		-94
Total Income		<u>-522</u>
Net Budget		<u>25,390</u>
Depreciation Budget		1,196

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	2,522	54.9
Total	2,522	54.9

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Strategic Commissioning Prevention & Wellbeing Head of Service - Jill Broomhall

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Community Care - External	28,103			31,779	-3,676	28,103
Residential/Nursing Care	21,960			36,725	-14,765	21,960
Social Work Teams		8,318		9,168	-850	8,318
Management & Administration		702	58	760		760
In House Building Based Provision		2,692		2,707	-15	2,692
In House Reablement	2,644			2,652	-8	2,644
Total Budget	52,707	11,712	58	83,791	-19,314	64,477

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			62,394
2. Adjustments:			
Changes in role and function:			
Transfer of Housing Related Support (Care with Support) budget from Strategic Commissioning		508	
Inflation Increases (incl. Employer Pension Contribution):			
Pay Award	124		
Employer Pension Contribution	54	178	
Other		-48	638
3. Policy Proposals:			
Investments			
Demographic Growth:			
Older Population	618		
Learning Disability Transitions	500		
Ordinary Residence Impact	200		
Expansion of Extra Care Housing - investment	1,727		
Funded by savings in traditional placement costs	-1,523		
Expansion of Telecare - investment	115		
Funded by savings in traditional placement costs	-187		
Care Bill additional responsibilities	640	2,090	
Efficiencies / Savings			
Performance Support staffing review	-95		
Review of In House Day Care	-100		
Refocus Reablement services	-200		
Review of Service User Transport	-250	-645	1,445
4. Total 2014-15 Budget			64,477

Strategic Commissioning Prevention & Wellbeing Head of Service - Jill Broomhall
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Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees:		
Employees pay		12,444
Premises		201
Transport		1,924
Supplies & Services		718
Payments to Service Providers		68,504
Total Expenditure		83,791
Income:		
Customer & Client Receipts:		
Receipts, Fees & Charges	-15,590	
Rents	<u>-6</u>	-15,596
Reimbursements & Contributions		-3,718
Total Income		-19,314
Net Budget		64,477
Depreciation Budget		54

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	12,444	393.3
Total	12,444	393.3

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

**Strategic Commissioning
Public Health
Director of Public Health - Caryn Cox**

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Leadership		2,616		2,616		2,616
Children, Young People & Lifestyles	10,437			10,437		10,437
Intelligence & Ageing Well		480	285	772	-7	765
Health Protection		357		357		357
Total Budget	10,437	3,453	285	14,182	-7	14,175

Summary of changes from 2013-14 Budget

	£000	£000
1. Original 2013-14 Budget		13,654
2. Adjustments:		
Inflation Increases (incl. Employer Pension Contribution):		
Pay Award (base budget funded functions)	2	
Additional Public Health ring fenced grant allocation	519	521
3. Total 2014-15 Budget		14,175

Strategic Commissioning Public Health Director of Public Health - Caryn Cox
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Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000
Employees:	
Employees pay	1,544
Transport	1
Supplies & Services	12,637
Total Expenditure	14,182
Income:	
Reimbursements & Contributions	-7
Total Income	-7
Net Budget	14,175
Depreciation Budget	0

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	540	13.9
Health Professionals	1,004	15.7
Total	1,544	29.6

As Director of Public Health I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Strategic Commissioning Change Management Head of Service - Laurence Ainsworth

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Change Team			1,407	1,407		1,407
Total Budget	0	0	1,407	1,407	0	1,407

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			0
2. Adjustments:			
Changes in role and function:			
Creation of Change Management team:			
Temporary funding to March 2015 from Chief Executive	1,163		
Transfer from Resources	330		
Transfer from Strategic Commissioning	70		
Transfer of pay budget to Commercial Management (temporary)	-80	1,483	
Inflation Increases (incl. Employer Pension Contribution):			
Pay Award	12		
Employer Pension Contribution	6	18	1,501
3. Policy Proposals:			
Efficiencies / Savings			
Review of 2014-15 resource requirements			-94
4. Total 2014-15 Budget			1,407

Strategic Commissioning Change Management Head of Service - Laurence Ainsworth

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees:		
Employees pay	1,117	
Other Employee Expenses	<u>3</u>	1,120
Premises		2
Transport		4
Supplies & Services		281
Total Expenditure		<u>1,407</u>
 Net Budget		 <u>1,407</u>
 Depreciation Budget		 0

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	1,117	19.5
Total	1,117	19.5

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Strategic Commissioning Commercial Management Head of Service - John Outram

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Commercial Management		1,546		1,546		1,546
Total Budget	0	1,546	0	1,546	0	1,546

Summary of changes from 2013-14 Budget

	£000	£000
1. Original 2013-14 Budget		0
2. Adjustments:		
Changes in role and function:		
Transfer of Waste Management Client Function from Localities (approved since the Budget Report)	1,681	
Transfer of pay budget from Change Management (temporary)	80	1,761
3. Policy Proposals:		
Efficiencies / Savings:		
Waste Management Staffing Structure Review	-190	
Reduction in Recycling Credits	-25	-215
4. Total 2014-15 Budget		1,546

Strategic Commissioning Commercial Management Head of Service - John Outram
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Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000
Employees:	
Employees pay	1,059
Premises	101
Transport	72
Supplies & Services	314
Total Expenditure	1,546
 Net Budget	 1,546
 Depreciation Budget	 0

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	1,059	27.1
Total	1,059	27.1

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Children & Young People Director - Gerald Meehan

Budget Summary:			
Services Provided:	Expenditure	Income	Net Budget
	£000	£000	£000
Children & Families	28,814	-926	27,888
Achievement & Wellbeing	236,476	-225,478	10,998
Integrated Early Support	6,651	-2,738	3,913
Total Directorate Budget	271,941	-229,142	42,799

Services Provided:

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

Children and Families

Provides statutory and non-statutory services including safeguarding and child protection, children in care, adoption, children with disabilities, court proceedings, fostering, residential care, participation and inclusion, children in need, referrals to social care and the out of hours service.

Achievement and Wellbeing

The Achievement and Wellbeing Services focuses on improving the educational attainment and achievement in schools and early years settings, including the private and voluntary sector and child minding. It supports schools and setting through robust monitoring, challenge, intervention and the brokering of support. It supports vulnerable children, young people and their families through targeted provision in a range of services. The service provides a wide range of support for "front line" services to enable them to carry out their functions. There is support for the education infrastructure such as transport, capital programmes and admissions. The service provides support for children with Special Education Needs. The service also provides and co-ordinates a range of traded services.

Integrated Early Support

The Integrated Early Support Services offers a holistic, multi-agency approach to supporting individuals and families with multiple needs before their problems escalate. It is the product of West Cheshire's Whole Place Community Budget and is a collaborative programme developed in 2012, launched in June 2013.

Held centrally is £0.459m budget for contractual inflation and changes to pay and conditions which will be allocated to the directorate once costs have been confirmed.

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	30,555	1,023.0
Teachers	2,346	46.0
Total	32,901	1,069.0

As Director I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

**Children & Young People
Children & Families
Head of Service - Sandra Campbell**

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure	Income	Net Budget
	H	M	L			
	£000	£000	£000	£000	£000	£000
Agency Placements	8,705			8,855	-150	8,705
Children in Need & CP	285	3,870	688	4,843	0	4,843
Children With Disability	630	1,835	296	2,766	-5	2,761
CIC and Care Leavers		1,537	1,205	2,742	0	2,742
Management Team		-98	453	355	0	355
Provider Services		4,983	2,607	8,038	-448	7,590
Safeguarding Unit		970	-78	1,215	-323	892
Total Budget	9,620	13,097	5,171	28,814	-926	27,888

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			30,262
2. Adjustments:			
Changes in role and function			
Transfer of Participation & Inclusion from Early Support	129		
Transfer of Children's Centres and Children In Need family support workers to Early Support	-3,262		
Caring to Care contract to Strategic Commissioning	-112		
Other	1	-3,244	
Inflation Increases (incl. Employer Pension Contribution)		180	
Other		-39	-3,103
3. Policy Proposals:			
Investments			
Growth for Children in Care		2,500	
Efficiencies / Savings			
Removal of short term social workers support packages	-100		
Statutory contributions from NHS for young people with complex needs	-150		
Staffing structures	-341		
Rationalise short break service	-100		
Reshaping the service for Looked after Children	-1,080	-1,771	729
4. Total 2014-15 Budget			27,888

Children & Young People Children & Families Head of Service - Sandra Campbell
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Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	12,428	
Other Employee Expenses	<u>6</u>	12,434
Premises		108
Transport		378
Supplies & Services		6,188
Payments to Service Providers		9,706
Total Expenditure		<u>28,814</u>
 Income:		
 Customer & Client Receipts		-91
Specific Grants		-425
Reimbursements & Contributions		-410
Total Income		<u>-926</u>
Net Budget		<u>27,888</u>
 Depreciation Budget		27

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	12,428	314.0
Total	12,428	314.0

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Children & Young People Achievement & Wellbeing Head of Service - Mark Parkinson

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Schools				154,275	-154,275	0
Youth Service			1,216	1,216		1,216
Capital Development			164	230	-66	164
Education Welfare Service			342	751	-409	342
Engagement & Access			0	802	-802	0
Head of Service			91	349	-258	91
Quality Learning Partners	-339			4,689	-5,028	-339
School Planning & Org	6,949	1,389	226	10,827	-2,263	8,564
Schools Intervention		-2		1,325	-1,327	-2
Sen and Disabilities			134	1,092	-958	134
Specialist Services		349	22	2,003	-1,632	371
Other Schools Related	1,170	32,583	-32,898	48,304	-47,449	855
Catering & Cleaning	-398			10,613	-11,011	-398
Total Budget	7,382	34,319	-30,703	236,476	-225,478	10,998

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			10,989
2. Adjustments:			
Changes in role and function			
Transfer of Youth Service from Early Support	1,203		
Transfer Cleaning Service from Resources	-212		
Transfer of Policy post from Strategic Commissioning	47		
Other	-40	998	
Inflation Increases (incl. Employer Pension Contribution)		367	
Other		-85	1,280
3. Policy Proposals:			
Efficiencies / Savings			
Staff Restructure		-307	
Reduction in Pension Liabilities		-50	
Catering - review of costs and charges		-80	
Home to School Transport savings		-800	
Music Service - review of costs and charges		-34	-1,271
4. Total 2014-15 Budget			10,998

**Children & Young People
Achievement & Wellbeing
Head of Service - Mark Parkinson**

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	16,534	
Other Employee Expenses	<u>5,283</u>	21,817
Premises		1,142
Transport		7,402
Supplies & Services		44,361
Transferred to Schools*		154,275
Payments to Service Providers		6,906
Capital Financing Costs		573
Total Expenditure		<u>236,476</u>
Income:		
Customer & Client Receipts		-9,385
Specific Grants		-206,186
Reimbursements & Contributions		-2,642
Internal Recharges		-7,265
Total Income		<u>-225,478</u>
Net Budget		<u>10,998</u>
Depreciation Budget		4,159

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	14,188	594.0
Teachers*	2,346	46.0
* relates to non-schools staff		
Total	16,534	640.0

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

*Prior to the School Funding Reform in April 2013, funding for schools was allocated on a formula of 37 factors which could each be equated to a type of expenditure – employee costs, premises costs, and supplies and services. Due to changes in school formula funding arising from the Reform, schools are no longer allocated funding on factors pertaining to the school. Funding is now allocated according to the number and characteristics of the pupils on roll in the school and as such cannot be equated to expenditure headings until the schools themselves allocate their budget in the new financial year.

Children & Young People Integrated Early Support Head of Service - Ali Stathers-Tracey

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Directorate Wide			210	229	-19	210
Early Support Ops	82	3,203		4,621	-1,336	3,285
Pensions				573	-573	0
Youth Offending Service		405	13	1,228	-810	418
Total Budget	82	3,608	223	6,651	-2,738	3,913

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			5,397
2. Adjustments:			
Changes in role and function			
Transfer of Commissioning Services to Strategic Commissioning	-3,017		
Transfer Youth Service to Achievement and Wellbeing	-1,203		
Transfer Participation & Inclusion to Children and Families	-129		
Transfer of Children's Centres and Children In Need family support workers from Children and Families	3,262		
Transfer of Troubled Families from Localities	97		
Other	-49	-1,039	
Inflation Increases (incl. Employer Pension Contribution)		51	
Other		-10	-998
3. Policy Proposals:			
Efficiencies / Savings			
Increase recharge of Early Support Workers to grant		-233	
Reduction in premises budget for Youth Offending Service		-50	
De-register a number of children's centres		-60	
Staff Restructuring		-143	-486
4. Total 2014-15 Budget			3,913

**Children & Young People
Integrated Early Support
Head of Service - Ali Stathers-Tracey**

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	3,939	
Other Employee Expenses	<u>576</u>	4,515
Premises		501
Transport		121
Supplies & Services		1,082
Payments to Service Providers		432
Total Expenditure		<u>6,651</u>
 Income:		
 Customer & Client Receipts		-121
Specific Grants		-1,558
Reimbursements & Contributions		-1,059
Total Income		<u>-2,738</u>
Net Budget		<u>3,913</u>
 Depreciation Budget		108

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	3,939	115.0
Total	3,939	115.0

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Children and Young People Directorate

Capital Programme 2014-15

Director – Gerald Meehan

Department/Scheme	2014-15 budget	Output to be generated
Core and Committed Programme 2014-15		
Devolved formula capital	1,000	To enable schools to have independence in spending capital on building projects/ICT
PSBP (JH Godwin)	159	Contribution by Cheshire West and Chester to larger scheme funded by Education Funding Agency under the Priority School Building Programme
School Meals Grant	851	To ensure that new requirements under Universal Infant Free School Meals are met
Targeted Basic Need Funding	3,384	Targeted funding for expansion to ensure sufficient school places are available. Projects to be completed by September 2015.
First phase of 10 year capital vision		
Winsford Academy	267	To provide new, purpose built accommodation to be able to operate on a single site and vacate the current buildings that are not fit for purpose.
Total	5,661	

Financing:	
Sources of Funding	
Capital Receipts	75
Grant	5,586
	5,661

Growth & Prosperity Director - Charlie Seward

Budget Summary:			
Services Provided:	Expenditure	Income	Net Budget
	£000	£000	£000
Directorate Wide	213	0	213
Planning & Infrastructure	32,505	-23,792	8,713
Culture & Economy	24,477	-17,182	7,295
Total Directorate Budget	57,195	-40,974	16,221

Services Provided:

The Directorate is responsible for facilitating growth and prosperity across the borough and implementing the Council's Growth Strategy. Specific areas of responsibility include leisure and recreation, tourism, museums, property, markets, regeneration, housing, energy efficiency, employment skills, planning and transport. The Directorate is structured into two areas of activity:

Planning & infrastructure

Connects housing, planning and transport policies to deliver a single growth strategy.

Makes decisions or recommendations on all planning applications.

Ensures all new buildings comply with the latest building regulations.

Ensures the housing stock is managed effectively.

Culture & Economy

Encompasses all those services that develop and manage cultural facilities and activities to ensure we have a coherent cultural strategy.

Leads on Energy Efficiency and Carbon Management programmes.

Brings together multi disciplinary teams to enable the delivery of all aspects of regeneration and economic development.

Enables the creative use of assets.

Takes a lead on the Working Well Programme, working closely with Localities to develop work zones.

Hosts multi disciplinary teams to project manage regeneration schemes.

Held centrally is £0.330m budget for contractual inflation and changes to pay and conditions which will be allocated to the Directorate once costs have been confirmed.

Workforce Summary 2014-15

Workforce	Budget £000	FTE	As Director I confirm that the information above represents my 2014-15 Directorate Budget and I commit to delivering a balanced budget during the financial year. Signed
Local Government Officers	18,790	501.3	
Total	18,790	501.3	

**Growth & Prosperity
Directorate Wide
Director - Charlie Seward**

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Directorate Wide			213	213		213
Total Budget	0	0	213	213	0	213

Summary of changes from 2013-14 Budget

	£000	£000
1. Original 2013-14 Budget		123
2. Adjustments:		
Inflation Increases (incl. Employer Pension Contribution)	3	
Other	87	90
3. Total 2014-15 Budget		213

Growth & Prosperity
Directorate Wide
Director - Charlie Seward

Subjective Analysis of Revenue Budget in 2014-15

Expenditure: **£000**

Employees

Employees pay 154

Supplies & Services 59

Total Expenditure **213**

Net Budget **213**

Depreciation Budget 0

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	154	1.0
Total	154	1.0

As Director I confirm that the information above represents my 2014-15 Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Growth & Prosperity Planning & Infrastructure Head of Service - Chris Hindle

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Strategic Transport & Spatial Planning	3,694	2,626	364	25,985	-19,301	6,684
Development Planning	-1,575	1,669	204	4,059	-3,761	298
Strategic Housing	1,354	267	110	2,461	-730	1,731
Total Budget	3,473	4,562	678	32,505	-23,792	8,713

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			11,435
2. Adjustments:			
Changes in role and function			
Transfer TMO to Highways	40		
Transfer Specialist Environmental Services to Culture & Economy	-1,843	-1,803	
Inflation Increases (incl. Employer Pension Contribution)		159	
Specific Inflation - Local Bus		41	
Other		216	-1,387
3. Policy Proposals:			
Efficiencies / Savings			
Structural Reviews		-625	
Make or Buy Reviews		-220	
Concessionary Fares Review		-340	
Transport Subsidy Review		-100	
Non Pay Efficiencies		-50	-1,335
4. Total 2014-15 Budget			8,713

**Growth & Prosperity
Planning & Infrastructure
Head of Service - Chris Hindle**

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	9,148	
Other Employee Expenses	<u>62</u>	9,210
Premises		275
Transport		20,219
Supplies & Services		2,201
Payments to Service Providers:		600
Total Expenditure		<u>32,505</u>

Income:

Customer & Client Receipts	
Receipts, Fees & Charges	-4,077
Specific Grants	-1,085
Reimbursements & Contributions:	-13,759
Internal Recharges	-4,871
Total Income	<u>-23,792</u>
Net Budget	<u>8,713</u>

Depreciation Budget 841

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	9,148	270.8
Total	9,148	270.8

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

**Growth & Prosperity
Culture & Economy
Head of Service - Alison Knight**

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Capital Delivery & Property	485	-3,519	1,968	10,033	-11,099	-1,066
Economic Growth		1,973	291	5,443	-3,179	2,264
Culture & Environment		4,728	1,369	7,525	-1,428	6,097
Mersey Forest				1,476	-1,476	0
Total Budget	485	3,182	3,628	24,477	-17,182	7,295

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			11,025
2. Adjustments:			
Changes in role and function			
Operational Libraries & Green Spaces to Localities	-4,115		
Policy Manager Transfer	63		
Place Marketing to Tourism	125		
Maintenance Contribution to VIVO	-150		
Transfer out to CoSocius Commissioning	-367		
Corporate Buy Back for CoSocius	-2		
Transfer of Specialist Environmental Services from Planning & Infrastructure	1,843	-2,603	
Inflation Increases (incl. Employer Pension Contribution)		180	
Chester Theatre		343	
Other		83	-1,997
3. Policy Proposals:			
Investments			
Lion Salt Works		250	
Efficiencies / Savings			
Structural Reviews	-1,363		
Make or Buy Reviews	-25		
Additional Rental Income	-170		
Review of Archives	-25		
Maintenance Contract	-200		
Visitor Contribution in Museums	-50		
Non Pay Efficiencies	-50		
BRIO Leisure	-100	-1,983	-1,733
4. Total 2014-15 Budget			7,295

**Growth & Prosperity
Culture & Economy
Head of Service - Alison Knight**

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	9,488	
Other Employee Expenses	<u>159</u>	9,647
Premises		8,211
Transport		235
Supplies & Services		4,356
Payments to Service Providers:		2,028
Total Expenditure		<u>24,477</u>
 Income:		
Customer & Client Receipts		
Receipts, Fees & Charges	-1,335	
Rents	<u>-9,759</u>	-11,094
Reimbursements & Contributions:		-4,866
Specific Grants		-15
Internal Recharges		-1,207
Total Income		<u>-17,182</u>
Net Budget		<u>7,295</u>
 Depreciation Budget		3,240

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	9,488	229.5
Total	9,488	229.5

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Growth & Prosperity Directorate

Capital Programme 2014-15

Director – Charlie Seward

Department/Scheme	2014-15 budget	Output to be generated
Core and Committed Programme 2014-15		
Extra Care Housing	1,084	Provision of Extra Care housing development situated on Northgate Avenue, Chester.
Grosvenor Park	659	Park for People Heritage Lottery Fund supported project to improve the City centre park.
Lion Salt Works	3,604	Restoration and refurbishment of the Lion Salt Works Museum.
Superfast Broadband	914	Roll out of super fast broadband coverage across the Borough.
Chester Central Business Quarter	2,718	Creation of a new, vibrant commercial quarter within the city centre, providing up to 50,000 sqm of new high quality commercial floor space in a very sustainable location.
Newbridge Road Adoption	1,269	Bringing Newbridge Road up to an adoptable standard in order to facilitate economic development in the area.
Ellesmere Port Regional Growth Fund	631	Unlocking and accelerating development across key sites in Ellesmere Port, delivering a range of infrastructural improvements to facilitate economic development in the area.
HRA	14,000	
Significant Regeneration Schemes 2014-15		
Barons Quay	6,722	A retail and leisure quarter on the riverside in Northwich, creating up to 1,500 jobs.
Northgate Enabling Works	2,000	Enabling works as part of the Northgate development, including relocation of Chester Bus Exchange.
First phase of 10 year capital vision		
Ellesmere Port Sports Village	10,189	To provide a modern, purpose built leisure facility in Ellesmere Port.
Chester Theatre	3,480	To develop a new theatre in Chester.
Northwich Memorial Court	10,636	To provide a modern, purpose built leisure facility in Northwich.
Annual Thematic Allocations 2014-15		
Growth	17,616	Maintenance and investment in the council's asset base and facilitation of regeneration projects in line with the growth agenda.
Total	75,522	

Financing:

Sources of Funding

Capital Receipts	9,480
Borrowing	34,434
Grant	15,321
Revenue and Service Contributions	14,000
Developer/Partner Contributions	2,287
	75,522

Localities

Director - John Jeffrey

Budget Summary:			
Services Provided:	Expenditure	Income	Net Budget
	£000	£000	£000
Director	154	0	154
Chester Locality	17,344	-4,937	12,407
Ellesmere Port Locality	9,326	-1,029	8,297
Northwich & Winsford Locality	5,970	-513	5,457
Rural Locality	16,673	-80	16,593
Regulatory Services	10,623	-9,065	1,558
Marketing & Communications	1,066	-73	993
Total Directorate Budget	61,156	-15,697	45,459

Services Provided:

Each Area based Locality Team provides a mechanism to develop how Cheshire West will work with our communities in the future and shape how services are delivered focusing on local need.

Chester Locality

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

Ellesmere Port Locality

Manage and deliver streetscene, green spaces, and public realm maintenance activities

Northwich and Winsford Locality

Provide inclusive and focussed customer services to all Cheshire West and Chester residents and service users in the most efficient and effective way.

Management and operation of library services.

Rural Locality

Manage and co-ordinate the collection, disposal, minimisation and recycling of waste.

Regulatory Services

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

Marketing and Communications

Marketing and promotion of Cheshire West and Chester brand across all communication channels.

Organising corporate events and exhibitions

Held centrally is £0.644m budget for contractual inflation and changes to pay and conditions which will be allocated to the Directorate once costs have been confirmed.

Workforce Summary 2014-15

Workforce	Budget	FTE	
	£000		
Local Government Officers	21,811	721.7	As Director I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year. Signed
Total	21,811	721.7	

Localities
Directorate Wide
Director - John Jeffrey

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Director			154	154	0	154
Total Budget	0	0	154	154	0	154

Summary of changes from 2013-14 Budget

	£000
1. Original 2013-14 Budget	152
2. Adjustments:	
Inflation Increases (incl. Employer Pension Contribution)	2
3. Total 2014-15 Budget	<u>154</u>

Localities Directorate Wide Director - John Jeffrey
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Subjective Analysis of Revenue Budget in 2014-15

Expenditure: **£000**

Employees

Employees pay 154

Total Expenditure **154**

Net Budget **154**

Depreciation Budget 0

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	154	1.0
Total	154	1.0

As Director I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Localities
Chester Locality (Highways)
Head of Service - Noel O'Neill

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Area Team Chester	36	906	88	1,102	-72	1,030
Highways		10,142	2	15,009	-4,865	10,144
Partnership & Development		1,223	10	1,233		1,233
Total Budget	36	12,271	100	17,344	-4,937	12,407

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			12,137
2. Adjustments:			
Changes in role and function			
Highways Maintenance budget to Streetscene	-458		
Trf of Partnership budgets from Strategic Commissioning	273		
TMO from Transport to Highways	-40	-225	
Inflation Increases (incl. Employer Pension Contribution)		570	
Restructure of Localities		732	
Other		133	1,210
3. Policy Proposals:			
Efficiencies / Savings			
Review of highways maintenance expenditure		-500	
Review of levels of winter maintenance		-100	
Reduction in reactive maintenance		-100	
Review of commissioning and service delivery		-150	
Efficiencies from highways maintenance contract		-90	-940
4. Total 2014-15 Budget			12,407

Localities
Chester Locality (Highways)
Head of Service - Noel O'Neill

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	4,681	
Other Employee Expenses	<u>5</u>	4,686
Premises		267
Transport		1,327
Supplies & Services		1,983
Payments to Service Providers:		9,081
Total Expenditure		<u>17,344</u>
Income:		
Customer & Client Receipts		
Receipts, Fees & Charges	-690	
Rents	<u>-32</u>	-722
Specific Grants		-1
Reimbursements & Contributions:		-167
Internal Recharges		-4,047
Total Income		<u>-4,937</u>
Net Budget		<u>12,407</u>
Depreciation Budget		8,504

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	4,681	128.0
Total	4,681	128.0

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Localities
Ellesmere Port Locality (Environmental)
Head of Service - Paula Worthington

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Area Team Ellesmere Port		384	50	463	-29	434
Environmental services	2,293	5,408	162	8,863	-1,000	7,863
Total Budget	2,293	5,792	212	9,326	-1,029	8,297

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			6,933
2. Adjustments:			
Changes in role and function			
Trf of Pay Budget (Comm Safety) to Troubled Families	36		
Transfer of Troubled Families Budget to CYP	-97		
Transfer of Depot Maint Budget	28		
Transfer of Highways Maint Budget	458		
Transfer of Greenspaces Budget	1,076	1,501	
Inflation Increases (incl. Employer Pension Contribution)		95	
Restructure of Localities		-165	
Other		1	1,432
3. Policy Proposals:			
Investments			
Early Termination of Vehicle Leasing		285	
Efficiencies / Savings			
Depot Rationalisation	-40		
Make or Buy	-288		
Car Parking in Country Parks	-25	-353	-68
4. Total 2014-15 Budget			8,297

Localities Ellesmere Port Locality (Environmental) Head of Service - Paula Worthington

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000
Employees	
Employees pay	6,188
Premises	620
Transport	1,661
Supplies & Services	446
Payments to Service Providers:	411
Total Expenditure	9,326
 Income:	
Customer & Client Receipts	
Receipts, Fees & Charges	-503
Reimbursements & Contributions:	-186
Internal Recharges	-340
Total Income	-1,029
Net Budget	8,297
 Depreciation Budget	 1,408

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	6,188	233.0
Total	6,188	233.0

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Localities Northwich & Winsford Locality (Customer & Library Service) Head of Service - Maria Byrne

Analysis of Service Budget 2014-15
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Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Area Team			524	555	-31	524
Customer Services		2,274		2,351	-77	2,274
Book Funds		469		472	-3	469
Operational Libraries		2,190		2,592	-402	2,190
Total Budget	0	4,933	524	5,970	-513	5,457

Summary of changes from 2013-14 Budget
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	£000	£000	£000
1. Original 2013-14 Budget			3,254
2. Adjustments:			
Changes in role and function			
Operational Libraries Budget	3,035		
Winsford Neighbourhood Centre	22		
Corporate Buy back for CoSocius	-7		
Transfer Area Team Manager	62	3,112	
Inflation Increases (incl. Employer Pension Contribution)		74	
Restructure of Localities		-359	
Other		-29	2,798
3. Policy Proposals:			
Efficiencies / Savings			
Channel Shift		-140	
Libraries Integration		-75	
Review of Service & Structure		-380	-595
4. Total 2014-15 Budget			5,457

Localities Northwich & Winsford Locality (Customer & Library Service) Head of Service - Maria Byrne
--

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	4,426	
Other Employee Expenses	<u>5</u>	4,431
Premises		530
Transport		64
Supplies & Services		945
Total Expenditure		<u>5,970</u>
 Income:		
Customer & Client Receipts		
Receipts, Fees & Charges	-459	
Rents	<u>-25</u>	-484
Internal Recharges		-29
Total Income		<u>-513</u>
Net Budget		<u>5,457</u>
 Depreciation Budget		284

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	4,426	182.3
Total	4,426	182.3

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Localities
Rural Locality (Waste Management)
Head of Service - Sarah Clein

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Area Team Rural			410	410	0	410
Waste Collection	7,826			7,906	-80	7,826
Waste Disposal	8,357			8,357	0	8,357
Total Budget	16,183	0	410	16,673	-80	16,593

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			18,777
2. Adjustments:			
Changes in role and function			
Transfer of Depot Maint Budget to Streetscene	-28		
Transfer of non-contract budgets to Strategic Comm	<u>-1,681</u>	-1,709	
Inflation Increases (incl. Employer Pension Contribution)		228	
Landfill Tax		521	
Restructure of Localities		-94	
Other		<u>-10</u>	-1,064
3. Policy Proposals:			
Efficiencies / Savings			
Waste Disposal Savings		-1,000	
Waste Procurement Savings		<u>-120</u>	-1,120
4. Total 2014-15 Budget			<u>16,593</u>

Localities Rural Locality (Waste Management) Head of Service - Sarah Clein

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	316	
Other Employee Expenses	<u>1</u>	317
Premises		73
Transport		0
Supplies & Services		94
Payments to Service Providers:		16,189
Total Expenditure		<u>16,673</u>
 Income:		
 Customer & Client Receipts		
Receipts, Fees & Charges		-80
Total Income		<u>-80</u>
Net Budget		<u>16,593</u>
 Depreciation Budget		0

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	316	5.0
Total	316	5.0

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Localities
Regulatory Services
Head of Service - Vanessa Griffiths

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Compliance & Improvement	815	538		1,705	-352	1,353
Consumer Protct & Investns	41	743		1,098	-314	784
Car Parking	-688	-1,121	-21	3,600	-5,430	-1,830
Community Safety		1,359		1,512	-153	1,359
Head Of Regulatory		207	120	327		327
Licensing & Markets	60	-376	28	544	-832	-288
Lifetime Services	-344	-319	516	1,837	-1,984	-147
Total Budget	-116	1,031	643	10,623	-9,065	1,558

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			2,542
2. Adjustments:			
Changes in role and function			
Transfer of post to Troubled Families Team		-36	
Inflation Increases (incl. Employer Pension Contribution)		155	
Restructure of Localities		-114	
Other		-89	-84
3. Policy Proposals:			
Investments			
Investment in new Technology for mobile working	30		
Development of Single Legal Entity	120	150	
Efficiencies / Savings			
Savings through Mobile Working	-412		
Restructure of Parking services	-75		
Restructure of Community Safety	-225		
Reduction in CCTV Real-time	-148		
Restructure of Cemetery & Cremation Services	-50		
Increase Cremation Fees	-110		
Increase of Burial Fees	-30	-1,050	-900
4. Total 2014-15 Budget			1,558

Localities Regulatory Services Head of Service - Vanessa Griffiths

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	5,485	
Other Employee Expenses	<u>29</u>	5,514
Premises		1,606
Transport		1,708
Supplies & Services		1,181
Payments to Service Providers:		614
Total Expenditure		<u>10,623</u>
 Income:		
Customer & Client Receipts		
Receipts, Fees & Charges	-8,659	
Rents	<u>-43</u>	-8,702
Reimbursements & Contributions:		-282
Internal Recharges		-81
Total Income		<u>-9,065</u>
Net Budget		<u>1,558</u>
 Depreciation Budget		1,164

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	5,485	157.4
Total	5,485	157.4

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Localities
Marketing & Communications
Head of Service - Pam Bradley

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Marketing		946	47	1,066	-73	993
Total Budget	0	946	47	1,066	-73	993

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			1,124
2. Adjustments:			
Changes in role and function			
Marketing Cheshire budget to Culture & Rec		-125	
Inflation Increases (incl. Employer Pension Contribution)		7	
Other		22	-96
3. Policy Proposals:			
Efficiencies / Savings			
Northwich Christmas lighting			-35
4. Total 2014-15 Budget			993

Localities Marketing & Communications Head of Service - Pam Bradley
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Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000
Employees	
Employees pay	561
Premises	19
Transport	7
Supplies & Services	479
Total Expenditure	<u>1,066</u>
 Income:	
Customer & Client Receipts	
Receipts, Fees & Charges	-10
Reimbursements & Contributions:	-35
Internal Recharges	-28
Total Income	<u>-73</u>
Net Budget	<u>993</u>
 Depreciation Budget	 0

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	561	15.0
Total	561	15.0

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Localities Directorate

Capital Programme 2014-15

Director – John Jeffrey

Department/Scheme	2014-15 budget	Output to be generated
Core and Committed Programme 2014-15		
Waste Depot	3,125	Provision of an all purpose waste depot to replace current sites within the Borough.
Northwich Transport Infrastructure	2,604	Supporting the regeneration of Northwich Town Centre through the implementation of highway works that will support increased traffic capacity.
Northwich Flood Defence	250	Contribution to larger Environment Agency scheme to boost flood defences in Northwich, resulting in over 700 homes and businesses being better protected.
First phase of 10 year capital vision		
Highways Asset Recovery	4,500	To bring about a significant enhancement of the highway condition
Annual Thematic Allocations 2014-15		
Localities	10,853	A dedicated capital allocation to endure the differing priorities of individual communities can be met with flexibility.
Total	21,332	

Financing:	
Sources of Funding	
Borrowing	7,625
Capital Receipts	350
Grant	12,346
Developer / Partner Contributions	1,011
	21,332

Resources

Director - Julie Gill

Budget Summary:			
Services Provided:	Expenditure	Income	Net Budget
	£000	£000	£000
Director of Resources	148	0	148
Finance	110,649	-98,453	12,196
Legal & Democratic Services	4,756	-419	4,337
Human Resources	3,354	-1,119	2,235
Procurement and Business Operations	5,233	-1,083	4,150
ICT Strategy	2,025	-120	1,905
Service Delivery Vehicle	6,409	-860	5,549
Total Directorate Budget	132,574	-102,054	30,520

Services Provided:

Finance provides professional, efficient and customer focused financial support and advice to a range of internal and external clients through Revenues and Benefits, Adults Client Finance, Pensions, Financial Management, Corporate Finance and Performance and Internal Audit. The service also manages a number of Corporate Council-wide budgets.

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

The **Human Resources** Service provides support to both internal and external clients to enable employees to achieve optimum performance and maximise their potential. The Service is responsible for the development of HR strategy and provides a comprehensive HR advisory service through its Business Partners. The Service also manages the Council's Modern Apprentice and Graduate Trainee schemes, Corporate Training Programme, Corporate Health & Safety and Occupational Health Services.

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

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

Service Delivery Vehicles manage the client budget in respect of CoSocius, (formerly ICT Shared Services and HR and Finance Shared Services)

Workforce Summary 2014-15

Workforce	Budget	FTE	
	£000		
Local Government Officers	19,572	563.1	As Director I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.
Apprentices & Graduates	515	57.0	
Nurses	43	1.8	
Doctors	43	0.4	
Total	20,173	622.3	
			Signed

Resources
Directorate Wide
Head of Service - Julie Gill

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Resources Directorate			148	148		148
Total Budget	0	0	148	148	0	148

Summary of changes from 2013-14 Budget

	£000	£000
1. Original 2013-14 Budget		301
2. Adjustments:		
Changes in role and function		
Transfer to CoSocius Service Delivery Vehicle	-50	
Inflation Increases (incl. Employer Pension Contribution)	1	
Pay award	<u>2</u>	-47
3. Policy Proposals:		
Efficiencies / Savings		
Review of Management Structure		-106
4. Total 2014-15 Budget		<u><u>148</u></u>

Resources Directorate Wide Head of Service - Julie Gill
--

Subjective Analysis of Revenue Budget in 2014-15

Expenditure: **£000**

Employees:

Employees pay 121

Transport 5

Supplies & Services 22

Total Expenditure **148**

Income: 0

Total Income **0**

Net Budget **148**

Depreciation Budget 0

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	121	1.0
Total	121	1.0

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Resources Finance Head of Service - Mark Wynn
--

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Audit, Performance & Risk			1,299	1,370	-71	1,299
Client Finance			812	827	-15	812
Corporate Budget		3,102		99,585	-96,483	3,102
Financial Management			3,316	4,061	-745	3,316
Revenue & Benefits	2,763	772	132	4,806	-1,139	3,667
Total Budget	2,763	3,874	5,559	110,649	-98,453	12,196

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			14,606
2. Adjustments:			
Changes in role and function			
Transfer out to create Change Management Team	-285		
Transfer in from Strategic Commissioning - Policy Officers	88		
Transfer in from Children's Trust	31		
Transfer in from Children's Centres	34	-132	
Inflation Increases (incl. Employer Pension Contribution)		142	
Transfer of New Burdens Funding		162	
Realignment of Income Targets		-145	
Corporate Buy Back for Vivo Care Choices		-111	
Corporate Buy Back for CoSocius		-38	
Cost of establishing Business Improvement Districts (BIDs)		40	
Other		-37	-119
3. Policy Proposals:			
Efficiencies / Savings			
Finance Service Structure Review		-336	
Budget Manager Roll Out/Support fall out		-150	
Help Scheme Realignment		-100	
Revenues and Benefits non pay budget review		-55	
Revenue Contribution to Capital		-1,605	
Insurance Claims Management Process Review		-45	-2,291
4. Total 2014-15 Budget			12,196

Resources Finance Head of Service - Mark Wynn
--

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees:		
Employees pay	9,544	
Other Employee Expenses	233	9,777
Premises		1,757
Transport		170
Supplies & Services:		4,520
Housing Benefit Allowances		94,422
Payments to Service Providers		3
Total Expenditure		110,649
Income:		
Fees & Charges:		
Receipts, Fees & Charges		-149
Specific Grants		-93,374
Reimbursements & Contributions		-2,099
Internal Recharges		-2,831
Total Income		-98,453
Net Budget		12,196
 Depreciation Budget		5

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	9,544	303.8
Total	9,544	303.8

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Resources Legal & Democratic Services Head of Service - Vanessa Whiting
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Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Civic Services		108		108		108
Electoral Services	196	122		318		318
Member Services		1,440		1,440		1,440
Committee & Scrutiny Services		699		779	-80	699
Legal Services		1,772		2,111	-339	1,772
Total Budget	196	4,141	0	4,756	-419	4,337

Summary of changes from 2013-14 Budget

	£000	£000
1. Original 2013-14 Budget		4,486
2. Adjustments:		
Changes in role and function:		
Transfer out ICT budgets from Members Support to ICT	-27	
Inflation Increases (incl. Employer Pension Contribution)	38	
Corporate Buy Back for Vivo Care Choices	-19	
Corporate Buy Back for CoSocius	-21	
Other	-12	-41
3. Policy Proposals:		
Investments		
Set up and implementation of Individual Electoral Register (IER)	30	
Efficiencies / Savings		
Legal Services review of shared working with public/private sector	-50	
Legal Services structure review	-88	-108
4. Total 2014-15 Budget		4,337

Resources Legal & Democratic Services Head of Service - Vanessa Whiting
--

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	2,530	
Other Employee Expenses	<u>28</u>	2,558
Premises		15
Transport		76
Supplies & Services		2,107
Total Expenditure		<u>4,756</u>
 Income:		
Customer & Client Receipts		
Receipts, Fees & Charges		-134
Reimbursements & Contributions:		-123
Internal Recharges		-162
Total Income		<u>-419</u>
Net Budget		<u>4,337</u>
 Depreciation Budget		0

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	2,530	52.9
Total	2,530	52.9

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Resources
Human Resources
Head of Service - Sam Brousas

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Corporate Health & Safety		168		274	-106	168
Occupational Health		35		262	-227	35
Human Resources Staff		1,183		1,689	-506	1,183
Human Resources Central		-2		278	-280	-2
Human Resources Internal Comms		190		190		190
Apprentices & Graduates		524		524		524
Organisational Development		137		137		137
Total Budget	0	2,235	0	3,354	-1,119	2,235

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			2,588
2. Adjustments:			
Changes in role and function			
Transfer in Internal Communication team from Chief Execs		188	
Inflation Increases (incl. Employer Pension Contribution)		45	
Corporate Buy Back for Vivo Care Choices		-128	
Corporate Buy Back for CoSocius		-21	
Other		93	177
3. Policy Proposals:			
Efficiencies / Savings			
HR structure review		-190	
Schools Business Support Agreement increase		-20	
Review of Corporate Training budget		-184	
Increase in income from Working Rewards		-111	
Non pay budget savings		-25	-530
4. Total 2014-15 Budget			2,235

Resources
Human Resources
Head of Service - Sam Brousas

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees:		
Employees pay	2,932	
Other Employee Expenses	<u>186</u>	3,118
Transport		33
Supplies & Services		203
Total Expenditure		<u>3,354</u>
Income:		
Customer & Client Receipts:		
Receipts, Fees & Charges		-260
Reimbursements & Contributions		-36
Internal Recharges		-823
Total Income		<u>-1,119</u>
Net Budget		<u>2,235</u>
Depreciation Budget		0

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	2,331	49.3
Apprentices & Graduates	515	57.0
Nurses	43	1.8
Doctors	43	0.4
Total	2,932	108.5

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Resources Procurement & Business Operations Head of Service - Andrew Williams
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Analysis of Service Budget 2014-15

Services Provided:

	Risk			Expenditure	Income	Net Budget
	H	M	L			
	£000	£000	£000	£000	£000	£000
Business Support		3,298		3,384	-86	3,298
Central Procurement			653	676	-23	653
Print Unit			199	1,173	-974	199
Total Budget	0	3,298	852	5,233	-1,083	4,150

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			4,943
2. Adjustments:			
Changes in role and function			
Transfer out of supplier management to Strategic Commissioning	-577		
Transfer out of Cleaning to Children and Young Peoples	212		
Transfer out to Change team	-45		
Transfer out of Information management posts to ICT Strategy	-72	-482	
Inflation Increases (incl. Employer Pension Contribution)		125	
Corporate Buy Back for Vivo Care Choices		-5	
Corporate Buy Back for CoSocius		-24	
Other		-7	-393
3. Policy Proposals:			
Efficiencies / Savings			
Structure review Business Operations		-320	
Structure review Central procurement		-60	
Non pay budget review		-20	-400
4. Total 2014-15 Budget			4,150

Resources Procurement & Business Operations Head of Service - Andrew Williams
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Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	3,727	
Other Employee Expenses	<u>21</u>	3,748
Premises		34
Transport		139
Supplies & Services		1,312
Total Expenditure		<u>5,233</u>
 Income:		
Customer & Client Receipts:		
Receipts, Fees & Charges		-72
Internal Recharges		-1,011
Total Income		<u>-1,083</u>
Net Budget		<u>4,150</u>
 Depreciation Budget		5

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	3,727	127.6
Total	3,727	127.6

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Resources
ICT Strategy
Head of Service - Dermot Lacey

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
ICT Strategy		1,516		1,623	-107	1,516
Solutions Team		340		342	-2	340
Paper Records Management		22		33	-11	22
Members ICT		27		27		27
Total Budget	0	1,905	0	2,025	-120	1,905

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			2,310
2. Adjustments:			
Changes in role and function			
Transfer in Member's ICT	27		
Transfer in Information Management Staff	72		
Transfer out to Localities Staff	-62		
Transfer in of Policy Officers from Strategic Commissioning	62	99	
Inflation Increases (incl. Employer Pension Contribution)		23	
Contribution from Capital		145	
Corporate Buy Back for Vivo Care Choices		-62	
Corporate Buy Back for CoSocius		-2	
Other		47	250
3. Policy Proposals:			
Efficiencies / Savings			
Microsoft Enterprise Licence Costs Reduction		-400	
ICT Strategy Team Restructure		-157	
PC Desktop Replacement Strategy Reduction		-88	
Paper Records Premises budget reduction		-10	-655
4. Total 2014-15 Budget			1,905

Resources ICT Strategy Head of Service - Dermot Lacey
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Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	1,319	
Other Employee Expenses	<u>1</u>	1,320
Premises		24
Transport		7
Supplies & Services		674
Total Expenditure		<u>2,025</u>
 Income:		
Customer & Client Receipts:		
Receipts, Fees & Charges		-64
Reimbursements & Contributions:		-11
Internal Recharges		-45
Total Income		<u>-120</u>
Net Budget		<u>1,905</u>
 Depreciation Budget		4,348

Workforce Summary 2014-15

Workforce	Budget	FTE
	£000	
Local Government Officers	1,319	28.5
Total	1,319	28.5

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Resources
Service Delivery Vehicle - CoSocius
Julie Gill

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Council Service Delivery Vehicles		6,409		6,409		6,409
Access Charges and Loan Interest		-860			-860	-860
Total Budget	0	5,549	0	6,409	-860	5,549

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			5,426
2. Adjustments:			
Changes in role and function			
Corporate buy back for VIVO Care Choices	-151		
Trf of property budgets to CoSocius	367		
Trf from Directors budget	50		
Trf Pension deficit funding	-205		
Trf budget for corporate buy back	<u>114</u>	175	
Inflation increases		44	
Other		<u>9</u>	228
3. Policy Proposals:			
Investments			
Development of a Separate Legal Entity (SLE)			166
Efficiencies / Savings			
SLE Contract Savings			-271
4. Total 2014-15 Budget			<u><u>5,549</u></u>

Resources
Service Delivery Vehicle - CoSocius
Julie Gill

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000
Supplies & Services	
Contract Payment	6,409
Total Expenditure	6,409
Income:	
Reimbursements & Contributions	-860
Total Income	-860
Net Budget	5,549
Depreciation	0

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	0	0.0
Total	0	0.0

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Resources Directorate

Capital Programme 2014-15

Director – Julie Gill

Department/Scheme	2014-15 budget	Output to be generated
Annual Thematic Allocations 2014-15		
Business as Usual	3,850	Investment in areas critical for the council to continue to carry out its day to day business.
Total	<u>3,850</u>	

Financing:	
Sources of Funding	
Borrowing	3,105
Capital Receipts	95
Revenue and Service Contributions	650
	<u>3,850</u>

Chief Executive Director - Steve Robinson

Budget Summary:			
Services Provided:	Expenditure	Income	Net Budget
	£000	£000	£000
Office of the Chief Executive	564	-12	552
Total Directorate Budget	564	-12	552

Services Provided:

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

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

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

Workforce Summary 2014-15

Workforce	Budget	FTE	As Director I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.
	£000		
Local Government Officers	517	11.0	
Total	517	11.0	Signed

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

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Chief Executive			236	236		236
Emergency Planning		154		166	-12	154
Media Relations		162		162		162
Total Budget	0	316	236	564	-12	552

Summary of changes from 2013-14 Budget

	£000	£000	£000
1. Original 2013-14 Budget			2,045
2. Adjustments:			
Changes in role and function			
Transfer out Internal Communications to HR	-188		
Transfer out Change Team to Strategic Commissioning	<u>-1,163</u>	-1,351	
Pay award		6	
Other		<u>-51</u>	-1,396
3. Policy Proposals:			
Efficiencies / Savings			
Review of Chief Executives		-30	
Review of Communications		<u>-67</u>	-97
4. Total 2014-15 Budget			<u>552</u>

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

Subjective Analysis of Revenue Budget in 2014-15

Expenditure:	£000	£000
Employees		
Employees pay	517	
Other Employee Expenses	<u>9</u>	526
Transport		10
Supplies & Services		28
Total Expenditure		<u>564</u>
Income:		
Customer & Client Receipts		
Receipts, Fees & Charges		-12
Total Income		<u>-12</u>
Net Budget		<u>552</u>
Depreciation Budget		0

Workforce Summary 2014-15

Workforce	Budget £000	FTE
Local Government Officers	517	11.0
Total	517	11.0

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed.....

Budgets held on behalf of services Head of Service - Julie Gill

Budgets held on behalf of services	£000	£000	£000
Terms and Conditions:			
Strategic Commissioning		627	
Children & Young People		106	
Growth & Prosperity		40	
Localities		<u>177</u>	950
Contingency Allocations:			
Strategic Commissioning	14		
- Care Contracts	<u>2,000</u>	2,014	
Children & Young People		353	
Growth & Prosperity		290	
Localities		617	
Resources		<u>29</u>	3,303
Strategic Commissioning Policy Proposal			
- Public Health			<u>-500</u>
			<u>3,753</u>

This page contains budgets that have been provisionally identified with particular services but will only be passed to them once the level of costs to be incurred have been confirmed. In many cases this will involve finalising uplifts in contract values that are dependent on published indices. Should budgets not be required for the intended purpose they will be returned to corporate contingencies.

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

**Centrally Managed
Head of Service - Julie Gill**

Analysis of Service Budget 2014-15

Services Provided:	Risk			Expenditure £000	Income £000	Net Budget £000
	H £000	M £000	L £000			
Pension Gratuities			115	1,520	-1,405	115
Actuarial Pension Costs			3,877	3,877		3,877
Major / Special Projects			500	500		500
Community Benefits Fund			697	697		697
Additional Responsibilities			826	826		826
Payment to Parishes			286	286		286
Academy Transfers			-210	-210		-210
Other			24	24		24
Total Budget	0	0	6,115	7,520	-1,405	6,115

Summary of changes from 2013-14 Budget

	£000	£000
1. Original 2013-14 Budget		8,489
2. Adjustments:		
Allocation of budgets from front line services		
Increase in Community Benefits Fund	217	
Reduced actuarial costs budget	-2,707	
Additional Pension Contributions - External companies	696	
Pre-preparatory work on major / special projects - Trf to property	-200	
Mitigation of Academy Transfers	-93	
Allocation of Grants - New Burdens Grant to Revenue & Benefits	-162	
Unallocated inflation returned	-125	-2,374
3 Total 2014-15 Budget		6,115

Centrally Managed Head of Service - Julie Gill

Subjective Analysis of Revenue Budget in 2014-15

£000

Expenditure:

Employees

Other employee expenses

5,187

Premises

24

Supplies and Services

2,309

Total Expenditure

7,520

Income:

Reimbursements and Contributions:

Pension Gratuities Income

-1,405

Total Income

-1,405

Net Budget

6,115

Depreciation Budget

145

Workforce Summary 2014-15

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

As Head of Service I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Housing Revenue Account (HRA)

Director - Charlie Seward

Services Provided :

On the 1 July 2012, the Council entered into a Housing Management Contract with Plus Dane (Cheshire) to provide a housing management service and maintain and improve housing stock.

- **Housing Management**

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

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

- **Maintenance and Improvement of Housing Stock**

Responsive repairs arising from notifications from residents.

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

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

- **Client Team**

The outsourced Housing Management Contract is monitored by a small Client Team. The team set performance targets each year, negotiate budget and spending variations, monitor and report on performance, and enforce contract conditions where required. The Client Team comprises of two officers, supplemented by the Housing Accountant and other specialist support as required.

In addition, the Client Team manages a budget which provides for the costs of services which are retained by the Council and are not part of the Housing Management Contract, for example grounds maintenance and third party insurance cover.

Other Statistical Information

Full Time Equivalent employees	2
Number of dwellings at 1 April	5,576
Number of leasehold dwellings as at 1 April	295
Average rent per week	78.95

As Director I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Housing Revenue Account (HRA)

Lead Client Officer - Alison Amesbury

Housing Revenue Account - Budget 2014-15

	Budget £000
Income:	
Rents - dwellings	-21,693
Rents - non dwellings	-454
Charges for services and facilities	-188
Contributions towards expenditure	-135
Total Income	-22,470
Management fee	8,931
Client monitoring	1,240
Corporate and Democratic Core Costs	62
Increase in provision for bad debts	868
Total Operating Expenditure	11,101
Principal repayments	1,736
Interest repayments	2,695
Voluntary repayments	548
Debt management expenses	4
Premia and discounts	2
Interest receivable	-2
Revenue contributions to capital	6,304
Total Other Expenditure	11,287
Net HRA Revenue (Surplus) / Deficit for the year	-82

Changes since 2013-14

	£000
2013-14 Budget	-35
Inflation	195
Services pressure / other changes	768
Increase in rent for dwellings	-1,011
Income decreases (other)	1
2014-15 Budget	-82

As Lead Client Officer I confirm that the information above represents my 2014-15 Service Budget and I commit to delivering a balanced budget during the financial year.

Signed

Glossary of Terms

Appropriations

Amounts transferred between the Comprehensive Income and Expenditure Statement and revenue or capital reserves.

Balances (or General Revenue Reserve)

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

Band D Equivalent

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

Base Budget

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

Budget

A statement of the Council's expected level of service and spending over a set period, usually one year.

Budget Adjustment

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

Budget Consultation

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

Business Rates Retention Scheme

From 2013-14, local authorities no longer receive Central Government funding through Formula Grant but through the Business Rates Retention Scheme. Under this method of funding, each local authority will retain a percentage of the business rates that they collect with the remainder being paid to central government or other bodies. The Council will continue to collect business rates but will not retain the full amount. A fixed allocation of 50% will be paid to central government and 1% to the Fire Service.

Capital Expenditure

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

Capital Financing Costs

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

Capital Grant

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

Capital Programme

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

Capital Receipts

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

Capital Receipts Reserve

A reserve held to provide an alternative source for financing future capital expenditure and to ensure some stability in the level of capital programmes that can be financed.

Central Support Costs

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

Collection Fund

A collection fund is maintained by the Council to receive all income due in respect of Council Tax, Business Rates and remaining Community Charge and shows the precept payments due to Cheshire West and Chester Council, Cheshire Police Authority and Cheshire Fire Authority.

Contingencies

These are sums set aside to meet the potential costs of activities expected to occur during the year. These costs are over and above those included in service budgets.

Council Tax

The means of raising money locally to pay for local authority services. For 2014–15, the Council element of the Council Tax for a Band D property is £1,275.23.

Council Tax Base

The number of properties in the West County area, expressed in terms of Band D equivalents, which are liable for payment of Council Tax. In 2013-14, Cheshire West and Chester Council's council tax base is 110,935 Band D equivalents.

Dedicated Schools Grant (DSG)

The Dedicated Schools Grant (DSG) is the total budget for all aspects of expenditure on pupils. The DSG is funded entirely from specific grant. The DSG is a ring fenced grant calculated on the total number of pupils in the County. The DSG must be used in support

of the Schools Budget as defined in the School Finance (England) Regulations 2009. It cannot be used for any other purpose.

Depreciation Charges

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

Earmarked Reserves

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

Executive

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

Financial Scenario

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

Financial Year

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

Full Council

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

General Fund

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

Gross Expenditure

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

Housing Comprehensive Income and Expenditure Statement (HRA)

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

Income

Amounts which the Council receives (or expects to receive) from any source. Income includes fees, charges and sales, which are included in the net expenditure budget as well as grants, council tax and business rates which are shown separately.

Inflation

An amount applied to base budgets in order to update them from one year's price levels to the next. Inflation allocations are calculated using a mix of factors including the cost of pay

awards, Consumer Price Index, Retail Price Index, and specific indices used in contractual agreements.

Local Government Finance Settlement

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

Local Strategic Partnership

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

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

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

Medium Term Financial Strategy (MTFS)

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

Net Expenditure

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

Policy and Expenditure Proposals

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

Precept

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

Reserves

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

Revenue Expenditure

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

Revenue Support Grant (RSG)

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

Ring Fencing

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

Specific Revenue Grants

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

Subjective Analysis

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

Supplementary Estimates

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

Support Services

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

Virement

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