Cheshire West & Chester Council

Budget 2016-17

Visit: cheshirewestandchester.gov.uk

Cheshire West and Chester

Contents

Introduction

The Council's Budget Book provides detailed information and analysis of Services' 2016-17 budgets and provides details of how and where we will spend money over the coming twelve months to turn the Council's priorities into reality on a service by service basis.

This budget and the resulting council tax were agreed at a meeting of full Council on 25 February 2016 and have since been allocated down to the individual managers within the organisation. A copy of the Budget Report can be found on the Council's website.

The supporting tables which follow set out the overall Council budget, 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 and details of the Council's capital budget.

The final section of the Budget Book contains service by service summaries setting out the budget that each Director will be responsible for managing during 2016-17.

The Budget Book represents the first stage of the budget monitoring process for 2016-17 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.

Mark Wynn
Director of Finance

Summary Revenue Budget

Directorate	Expenditure £000	Income £000	Net Budget £000
Adult Social Care and Health			
Commissioning People	45,205	(23,894)	21,311
Prevention and Wellbeing	91,733	(27,124)	64,609
Public Health	17,259	(307)	16,952
	154,197	**(51,325)**	**102,872**
Children and Families			
Childrens Social Care	31,588	(2,147)	29,441
Education	228,284	(217,358)	10,926
Integrated Early Support	7,289	(2,766)	4,523
	267,161	**(222,271)**	**44,890**
Places			
Place Commissioning	23,905	(1,056)	22,849
Place Operations	43,521	(20,175)	23,346
Place Strategy	44,640	(34,770)	9,870
	112,066	**(56,001)**	**56,065**
Corporate			
Finance	15,073	(5,512)	9,561
Corporate budgets managed by Finance	100,600	(96,712)	3,888
Governance	5,938	(651)	5,287
Professional Services	10,693	(2,171)	8,522
Public Service Reform	1,392	(6)	1,386
	133,696	**(105,052)**	**28,644**
Budgets held on behalf of Services	5,644		5,644
Total Service Provision	**672,764**	**(434,649)**	**238,115**
Add:			
Centrally Managed Budgets			2,567
Contingencies and Provisions:			
Pay and Price Contingency			3,247
General Contingency			5,546
Redundancy Contingency			1,080
Capital Financing			23,462
Total Council Budget			**274,017**
Deduct:			
Business Rates Retention Scheme			(49,330)
Revenue Support Grant			(31,858)
Core Revenue Grant			(17,762)
Specific Government Grants			(20,144)
Surplus / Deficit on Collection Fund			(2,255)
Council Tax Requirement			**152,668**

Subjective Analysis

Expenditure	£000	£000
Employees:		
Employees pay	104,664	
Other employee costs	6,226	110,890
Premises		13,594
Transport		32,862
Supplies and services		173,785
Transferred to schools		171,635
Payments to service providers		161,861
Capital Financing Costs		1,016
Growth contingency		7,121
Total Expenditure		**672,764**
Income		
Grants		(311,652)
Customer and Client Receipts		(48,266)
Reimbursements and contributions		(56,998)
Internal recharges		(17,733)
Total Income		**(434,649)**
Net Expenditure		**238,115**

Workforce Estimates

Directorate	FTEs Mar-16	Pay Budget 2016-17 £000
Adult Social Care and Health		
Commissioning People	83.7	3,061
Prevention and Wellbeing	401.9	13,456
Public Health	30.3	1,605
	515.9	**18,122**
Children and Families		
Childrens Social Care	334.5	13,715
Education	136.3	6,395
Integrated Early Support	145.9	5,046
	616.7	**25,156**
Places		
Place Commissioning	49.9	2,960
Place Operations	626.3	20,153
Place Strategy	328.5	13,106
	1,004.7	**36,219**
Corporate		
Finance	438.1	12,903
Governance	78.4	3,918
Professional Services	138.8	4,771
Public Service Reform	18.0	1,075
	673.3	**22,667**
Budgets Held on behalf of Services	**0.0**	**2,500**
Total Pay Budget	**2,810.6**	**104,664.0**

Policy Proposals

All savings proposed will be reviewed for delivery but some (*) require specific approval from the Director of Finance including areas of significant growth

Policy Option Description		2016-17 £000
Thriving Residents		
All of our families, children and young people are supported to get the best start in life		
A1	Reshape of Children's Centres provision.	(30)
A3	Realign commissioned provision for early years.	(30)
	Investment in Children's Commissioning.	100
A4	Transformation of the Youth Service.	(166)
Total - All of our families, children and young people are supported to get the best start in life		**(126)**
Vulnerable adults and children feel safe and are protected		
B1	Investment in services for Children in Care - Looked After Children*	700
	Investment in services for Children in Care - Social Workers*	200
B2	Efficiencies from the newly created Edge of Care Team	(250)
	Investment in the Children's Edge of Care Team	240
B3	Contract efficiencies through externally commissioning Leaving Care.	(180)
	Efficiencies within Children's Social Care Structure	(143)
B4	Increase in-house foster carers	(180)
	Social Care - Shared Fostering, Adoption and Emergency Duty Team Arrangements	(80)
B5	Smarter purchasing choices for private sector fostering placements	(75)
B6	Investment in Deprivation of Liberty Safeguards	156
	Government funding to offset new burdens in relation to the Deprivation of Liberty Safeguards	(156)
B7	Health service contributions towards the cost of supporting children in care.	(175)
Total - Vulnerable adults and children feel safe and are protected		**57**
Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives		
C1	Investment for adults with learning disabilities*	750
C2	Discharge to Access Model	(200)
	Investment for Care Act Changes*	650
	Government funding to offset new burdens relating to the Care Act	(650)
C3	Review of in-house support services to ensure services are focussed effectively	(447)
C4	Social Care staff review to focus on personalisation - Gateway	(100)
	Social Care staff review to focus on personalisation - Hospital	(182)
	Social Care staff review to focus on personalisation - Occupational Therapy	(250)
	Social Care staff review to focus on personalisation - Commissioning	(53)
C5	Development of Extra Care Housing	276
	Review of Learning Disability Service	(1,575)
	Ensure that care packages are designed in the most cost effective way encouraging individuals to take charge of their own care needs and motivating and supporting them towards greater independence.	75
C8	Introduce a charge for people who want to defer the costs of their care.	(37)
C9	Reshape the Council's care provider company - efficiencies in staffing structures	(500)
C12	Joint Commissioning with Health - Promoting information, support and advisory services	(100)
C13	Investment to meet growth in demand - older people*	584
	Investment to meet growth in demand - ordinary residence*	100
C14	Additional Social Care growth to utilise Social Care Precept *	2,707
Total - Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives		**1,048**
TOTAL - THRIVING RESIDENTS		**979**

Thriving Communities		
Cleanest, safest and most sustainable neighbourhoods in the country		
D1	Review of Environmental Services	(138)
	Review of Delivery Model for Highways & Streetscene	50
D2	Efficiencies within Household Waste Recycling Centres	(140)
	Review of Waste Strategy	(600)
D4	Energy and Carbon Reduction investment to offset reduced income	180
D6	Harmonisation of Burial Fees	(30)
	Regulatory Services - income generation for cremation, marriage and civil partnerships	(160)
	Development Planning - fees and charges	(50)
D8	Review of Community Safety Team	(40)
Total - Cleanest, safest and most sustainable neighbourhoods in the country		**(928)**
Good quality and affordable housing that meets the needs of our diverse communities		
E2	Reshape housing services - Housing Solutions	(50)
	Reshape housing services - Homelessness provision	120
Total - Good quality and affordable housing that meets the needs of our diverse communities		**70**
Vibrant and healthy communities with inclusive leisure, heritage and culture opportunities		
F1	Review of Cultural Services staffing structures	(190)
	A new approach to cultural services - museums	(50)
	A new approach to cultural services - libraries	(50)
	A new approach to cultural services - Non-planning Archaeology	(40)
	A new approach to cultural services - Archives	75
F3	Efficiencies in the Public Health team	(121)
F5	A single provider for Health Checks	(300)
F6	Review of Health Protection	(40)
F7	Leisure facilities management payments efficiencies	(450)
F8	New Homes Bonus Community Fund	(1,544)
Total - Vibrant and healthy communities with inclusive leisure, heritage and culture opportunities		**(2,710)**
Our resources are well managed and reflect the priorities of our residents		
G1	Reduce council office buildings	(120)
G2	Review Human Resources staffing structures	(162)
	Workforce Development - focus on commissioning priorities	(75)
G3	Additional income generation - Marketing, Media & Internal Comms	(35)
	Integration of Marketing, Media and Internal Communications teams	(80)
	Structural Reviews - Media Relations & Communications	(37)
G5	Efficiencies within shared ICT and back office services - Transactional Processing Volume reduction	93
G6	Finance - Investment in Zero based budget review	111
	Reshape Finance Support	(152)
G7	Legal - Further income maximisation opportunities for external Legal fees.	(100)
G9	Democratic Services - Review of the Support for Committee Meetings	(58)
G10	Reduce pension costs for Councillors	(167)
G11	Reduce Councillors' local budgets	(375)
G13	Democratic Services - Review of non critical spend within Civic & Ceremonial	(22)
G14	Public Service Reform - Staffing Restructure reflect work prgramme and align to Council priorities	(100)
G16	Emergency Planning - Income Generation	(9)
	External Audit Fees - Contract Savings	(100)
	Revenue Contribution to Capital	(650)
	Support to council-owned companies	(82)
	Waste management for council buidlings	(10)
G17	Reshape the Property Team	(35)

G18	Area Partnership Boards - Align funding to locality model	(350)
	Localities team restructure	(50)
G19	Contract efficiencies within shared ICT and back office services	(245)
	Investment in contract management of council-owned companies	122
	Cross Cutting - downsizing savings	(300)
G20	Reshape the Capital Delivery team	(150)
G21	Individual Electoral Registration (IER) implementation	10
Total - Our resources are well managed and reflect the priorities of our residents		**(3,128)**
TOTAL - THRIVING COMMUNITIES		**(6,696)**

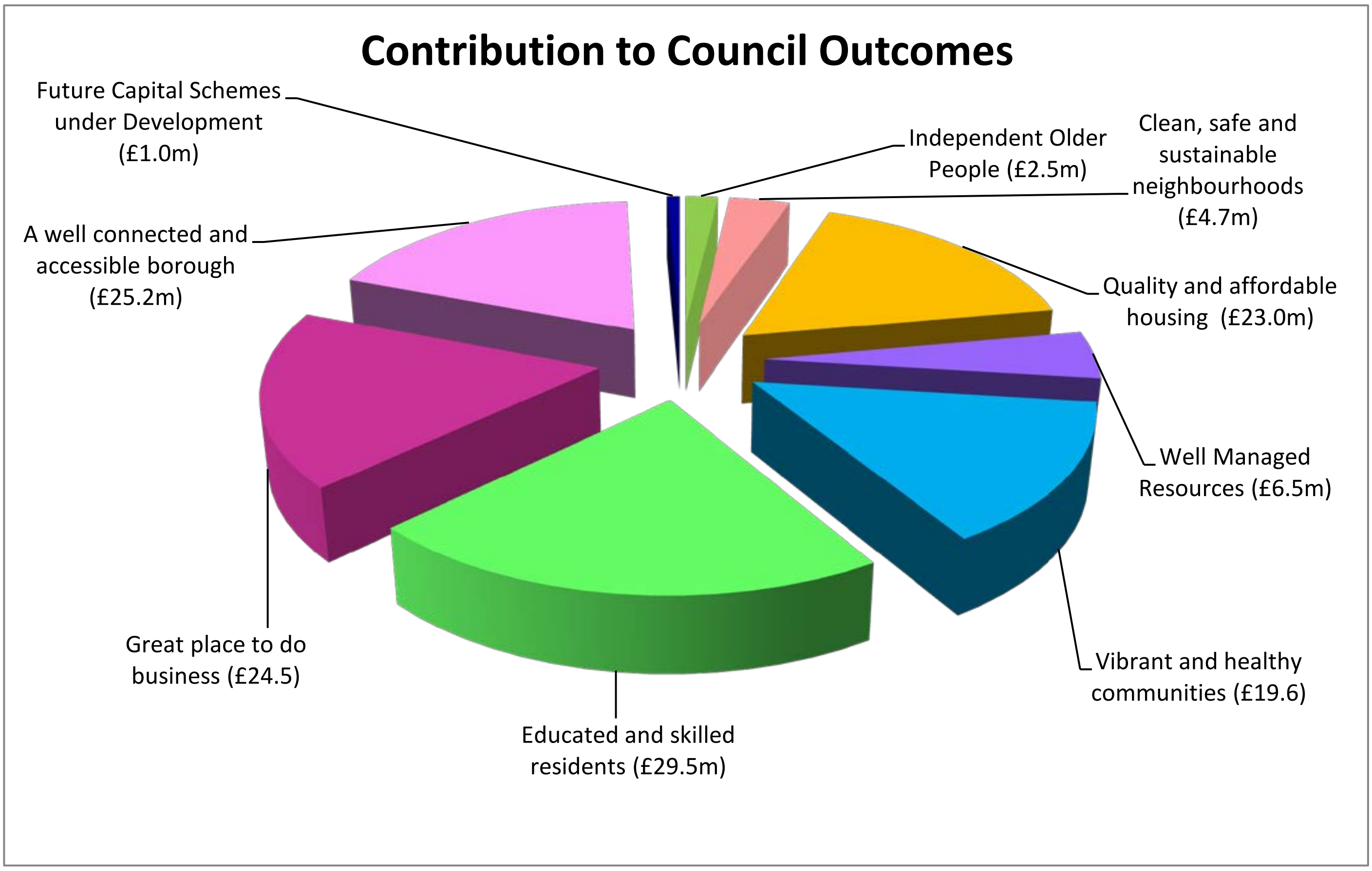
Thriving Economy		
People are well educated, skilled and earn a decent living		
H1	Focus on helping young people into apprenticeships	25
H2	Investment to support individuals back into work	135
H3	Home to School Transport - Contract efficiencies	(99)
	Home to School Transport - Alternative delivery models and demand management	(10)
	Investment in Home to School Transport to support increasing numbers of children requiring transport	50
H4	Investment in Education PsychologistsTeam	55
H5	Reducing historic pension liabilities for education staff	(150)
H6	Investment to develop a company to support local schools	300
Total - People are well educated, skilled and earn a decent living		**306**
A Great Place to do Business in the United Kingdom		
I1	Regulatory Services - Review of Delivery Model	(110)
	Regulatory Services - Income Generation	50
I2	Commercial Property - Increased Income Generation	(100)
	Implementation of Markets strategy	250
I3	Sub Regional Working - join up support to businesses	(40)
Total - A Great Place to do Business in the United Kingdom		**50**
A well connected and accessible Borough		
J1	Develop a new Car Parking Strategy	(414)
	Car Parking Strategy - investment in parking technology and equipment	250
J2	Review of internal processes within the highways service	(1,090)
J5	Contract savings from the Council's new joint venture company - Qwest	(408)
J6	Reduce concessionary fare scheme costs	(250)
Total - A well connected and accessible Borough		**(1,912)**
TOTAL - THRIVING ECONOMY		**(1,556)**
TOTAL POLICY PROPOSALS		**(7,273)**

Capital Budget

Estimated Capital Expenditure		£000
Thriving Residents		
Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives		
Disabled Facilities Grant - Government allocation		2,527
Thriving Communities		
Cleanest, safest and most sustainable neighbourhoods in the country		
Greenspaces	100	
Low Emission Bus Scheme	1,690	
Place Operations - Environmental Services	300	
Replace x 20 CCTV cameras Chester City	98	
Community Asset Strategy	700	
Investment in LED Lighting	1,711	
School Lighting / Energy Schemes (Salix Finance)	100	4,699
Good quality and affordable housing that meets the needs of our diverse communities		
Affordable Housing	550	
HRA Existing Stock	9,000	
HRA New Builds	12,295	
Housing - Empty Homes	814	
Housing - Decent Homes	250	
Housing - Energy Projects	75	22,984
Our resources are well managed and reflect the priorities of our residents		
Commercial Property Re-investment Programme	2,070	
Vehicle Replacement	200	
Property Management	1,575	
ICT Strategy Core Programme	2,125	
Transactional Service Centre	200	
Property Management - Demolitions	400	6,570
Vibrant and healthy communities with inclusive leisure, heritage and culture		
Heritage Assets	529	
Cultural Centre	13,951	
Northwich Townscape Heritage Initiative	285	
Libraries Investment	104	
Play Strategy	350	
Lion Salt Works - Coronation Salt Store	120	
Trackside Changing Facility	250	
Community Watersports	2,500	
Brio - Neston, Winsford and Northgate	1,500	19,589
Thriving Economy		
People are well educated, skilled and earn a decent living		
Devolved Formula Capital	1,250	
Capital Maintenance Grant	3,390	
School Basic Need	22,995	
Open Space Scheme- Hebden Green Special School, Oaklands Special School, Winsford Academy	1,858	29,493
A great place to do business in the UK		
Barons Quay	22,104	
Winsford Town Centre Regeneration	1,500	
Growth Area Programmes	762	
Chester Rows	135	24,501

A well connected and accessible borough		
Chester Bus Interchange	10,171	
Superfast Broadband Phase 2	715	
LTP - Principal Roads	775	
LTP - Non Principal Roads	4,552	
LTP - Other Projects	2,612	
LTP - Transport	1,023	
20 mph speed limits	200	
Asset Recovery	4,000	
Car Parking - Infrastructure improvements 2 x P&R sites	544	
- Parking payment equipment	421	
- On-street parking payment equipment	90	
ANPR cameras on Chester bus lanes	50	25,153
Future Capital Schemes under development		1,000
Total Capital Expenditure		**136,516**

Financing	**£000**
Source of funding	
External Funding/ Contributions	79,541
Borrowing	19,873
Ringfenced Borrowing (Barons Quay & Invest to Save)	27,120
Capital Receipts / Reserve	9,982
Total	**136,516**

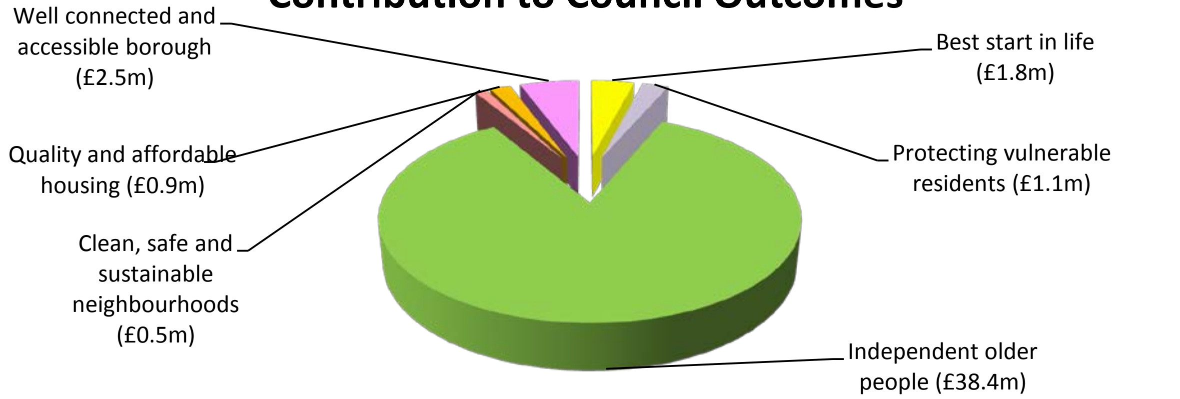


Adult Social Care and Health
Commissioning People
Alistair Jeffs

Commissioning People encompasses commissioning for both adults and children's services, quality assurance and compliance, housing related support for vulnerable adults and is the corporate lead for equality and diversity.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Children's Commissioning	5,939	(3,727)	2,212
Adults Commissioning	10,281	(7,078)	3,203
Adult and Child Transport	3,384	(2,770)	614
Housing Support	5,661	(271)	5,390
Vivo Care Choices Limited	10,344	(452)	9,892
Better Care Fund	9,596	(9,596)	0
Total Budget	**45,205**	**(23,894)**	**21,311**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17	£000	£000
Expenditure		
Employees		
Employee pay	3,061	
Other employee costs	26	3,087
Premises		20
Transport		978
Supplies and services		2,127
Payments to service providers		38,993
Total Expenditure		**45,205**
Income		
Grants		(1,844)
Customer and Client Receipts		(60)
Reimbursements and contributions		(20,975)
Internal recharges		(1,015)
Total Income		**(23,894)**
Net Budget		**21,311**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

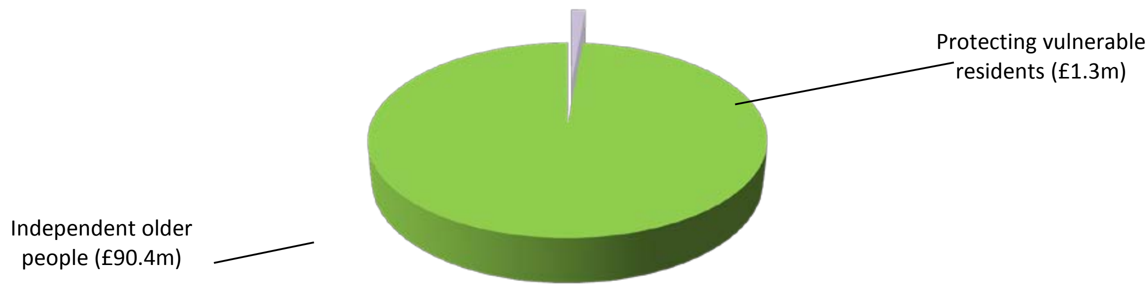
Signed…………………………………………………………………………………….

Adult Social Care and Health
Prevention and Wellbeing
Jill Broomhall

This Service provides care and support to a wide range of vulnerable adults in the local community across a broad range individual groups including elderly people with physical and/or mental frailties, people with learning disabilities, people with a range of mental health problems, people with physical and sensory disabilities and other vulnerable adults with conditions requiring support. Care services are provided to individuals in their homes, at day centre facilities and through respite care and are delivered through a combination of in-house services and external providers.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Prevention and Wellbeing Management	484		484
Older People and Physical Disability	47,127	(18,732)	28,395
Learning Disability and Mental Health	32,409	(5,016)	27,393
In-House Services	5,636	(2,976)	2,660
Safeguarding	1,286	(400)	886
Growth contingency	4,791		4,791
Total Budget	**91,733**	**(27,124)**	**64,609**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17	
	£000
Expenditure	
Employees	
Employee pay	13,456
Premises	208
Transport	1,141
Supplies and services	880
Payments to service providers	71,257
Growth contingency	4,791
Total Expenditure	**91,733**
Income	
Grants	(156)
Customer and Client Receipts	(14,880)
Reimbursements and contributions	(11,408)
Internal recharges	(680)
Total Income	**(27,124)**
Net Budget	**64,609**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

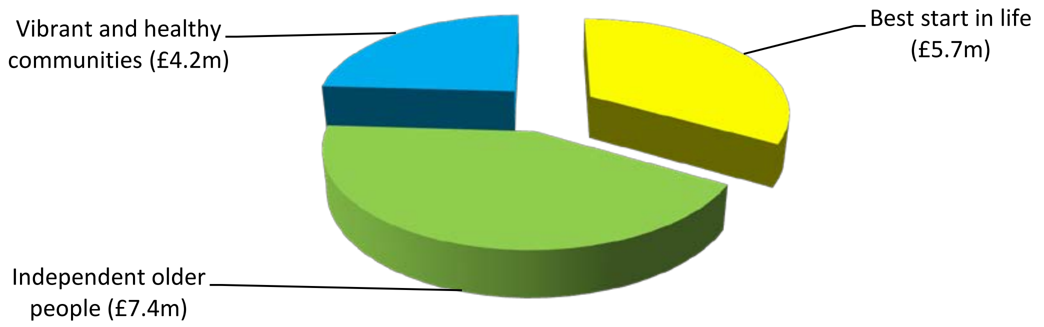
Signed……………………………………………………………………………………….

Adult Social Care and Health
Public Heath
Fiona Reynolds

Public Health have statutory duties for health improvement, health protection and reducing health inequalities covering a wide range of areas such as sexual health, immunisation, nutrition, reducing drugs, alcohol and tobacco dependency, pregnancy and children's health.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Leadership and Strategic Intelligence	1,715	(7)	1,708
Sexual Health and Substance Misuse	6,371	(300)	6,071
0 - 19 Services	5,358		5,358
Other Contracts	1,455		1,455
Social Determinants of Health	2,099		2,099
Health Protection and Improvement	261		261
Total Budget	**17,259**	**(307)**	**16,952**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17	£000	£000
Expenditure		
Employees:		
Employee pay	1,605	
Other employee costs	7	1,612
Premises		1
Transport		11
Supplies and services		15,635
Total Expenditure		**17,259**
Income		
Reimbursements and contributions		(307)
Total Income		**(307)**
Net Budget		**16,952**

As (Interim) Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

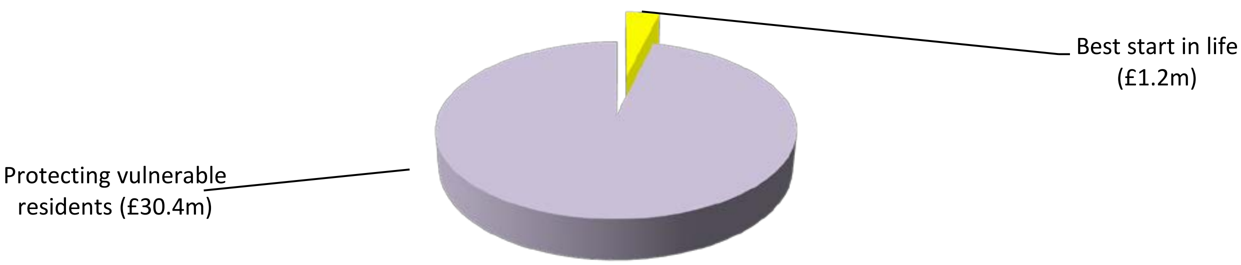
Signed……………………………………………………………………………………

Children and Families
Children's Social Care
Emma Taylor

Provides statutory services to children and families, including children in need of help, support and protection, children in care, fostering and adoption, children with disabilities, residential care and short breaks provision, leaving care, children's participation and inclusion, contacts and referrals into social care and the out of hours emergency duty service

Services provided:	**Expenditure £000**	**Income £000**	**Net Budget £000**
Children's Social Care and Leaving Care	9,332		9,332
Edge of Care	314		314
Management Team	495	(33)	462
Provider Services	17,362	(700)	16,662
Public Law Outline	386		386
Safeguarding Unit	1,608	(640)	968
Youth Offending Service	1,191	(774)	417
Growth contingency	900		900
Total Budget	**31,588**	**(2,147)**	**29,441**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17

	£000	**£000**
Expenditure		
Employees:		
Employee pay	13,715	
Other employee costs	9	13,724
Premises		299
Transport		438
Supplies and services		942
Payments to service providers		15,285
Growth Contingency		900
Total Expenditure		**31,588**
Income		
Grants		(249)
Customer and Client Receipts		(91)
Reimbursements and contributions		(1,807)
Total Income		**(2,147)**
Net Budget		**29,441**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

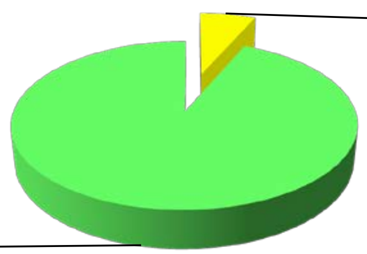
Signed...

Children and Families
Education
Mark Parkinson

Education focuses on improving the educational attainment and achievement in setting, schools and providers, including the private and voluntary sector and child minding. It supports schools and settings 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 schools places, transport, capital programmes and admissions. The service provides support for children with Special Education Needs.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Education Infrastructure	10,809	(2,520)	8,289
Other Schools Related	39,064	(37,965)	1,099
Schools	171,635	(171,635)	0
Education Support Services	6,776	(5,238)	1,538
Total Budget	**228,284**	**(217,358)**	**10,926**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17

	£000	£000
Expenditure		
Employees		
Employee pay	6,395	
Other employee costs	5,026	11,421
Premises		350
Transport		6,503
Supplies and services		33,082
Transferred to Schools		171,635
Payments to service providers		4,721
Capital Financing Costs		572
Total Expenditure		**228,284**
Income		
Grants		(212,965)
Customer and Client Receipts		(218)
Reimbursements and contributions		(2,668)
Internal recharges		(1,507)
Total Income		**(217,358)**
Net Budget		**10,926**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

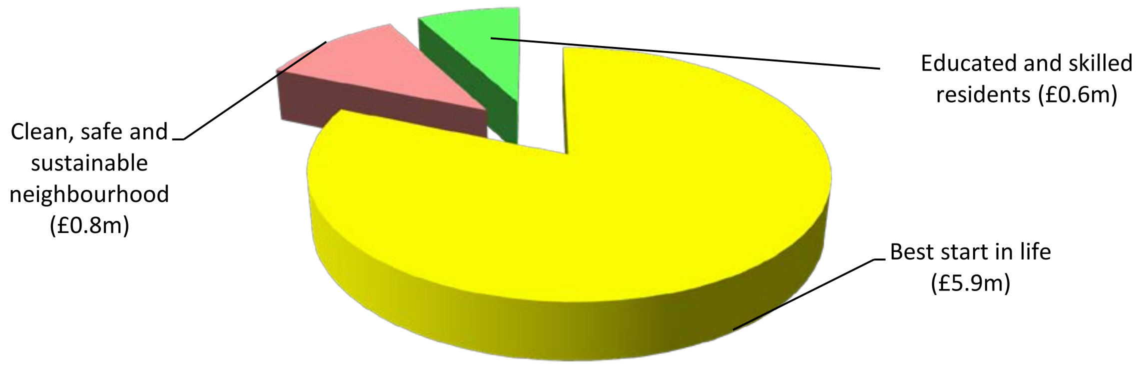
Signed………………………………………………………………………………………

Children and Families
Integrated Early Support
Helen Brackenbury

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.

Services provided:	**Expenditure £000**	**Income £000**	**Net Budget £000**
Directorate wide	118	(7)	111
Chester IES	1,605	(244)	1,361
Ellesmere Port IES	1,505	(201)	1,304
Northwich and Winsford IES	1,356	(171)	1,185
Management and IES Support	1,341	(1,442)	(101)
Community Safety	791	(128)	663
Pensions/Gratuities (Ex Colleges)	573	(573)	0
Total Budget	**7,289**	**(2,766)**	**4,523**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17

	£000	**£000**
Expenditure		
Employees:		
Employee pay	5,046	
Other employee costs	578	5,624
Premises		514
Transport		160
Supplies and services		798
Payments to service providers		193
Total Expenditure		**7,289**
Income		
Grants		(2,060)
Customer and Client Receipts		(145)
Reimbursements and contributions		(247)
Internal recharges		(314)
Total Income		**(2,766)**
Net Budget		**4,523**

As Interim Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

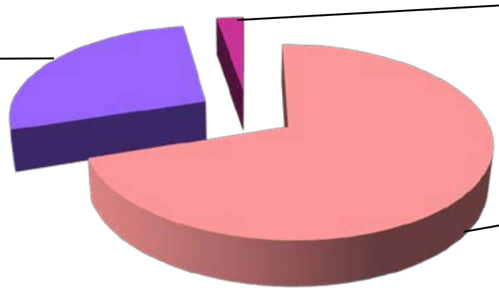
Signed………………………………………………………………………………….

Places
Place Commissioning
Richard Harrison

The service implements a consistent approach to contract administration and performance management across the Council's outsourced services (Place). The service aims to secure value for money, deliver best practice and exceed customer expectations. Place Commissioning is a key interface with contractors, partner organisations, business sectors, public bodies and internal directorates.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Commercial Management	914	(193)	721
Waste Management	16,739	(80)	16,659
Procurement	523	(49)	474
Capital Delivery Team	627	(650)	(23)
Qwest	5,102	(84)	5,018
Total Budget	**23,905**	**(1,056)**	**22,849**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17	£000	£000
Expenditure		
Employees:		
Employee pay	2,960	
Other employee costs	3	2,963
Premises		120
Transport		87
Supplies and services		310
Payments to service providers		20,356
Capital Financing Costs		69
Total Expenditure		**23,905**
Income		
Customer and Client Receipts		(213)
Internal recharges		(843)
Total Income		**(1,056)**
Net Budget		**22,849**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

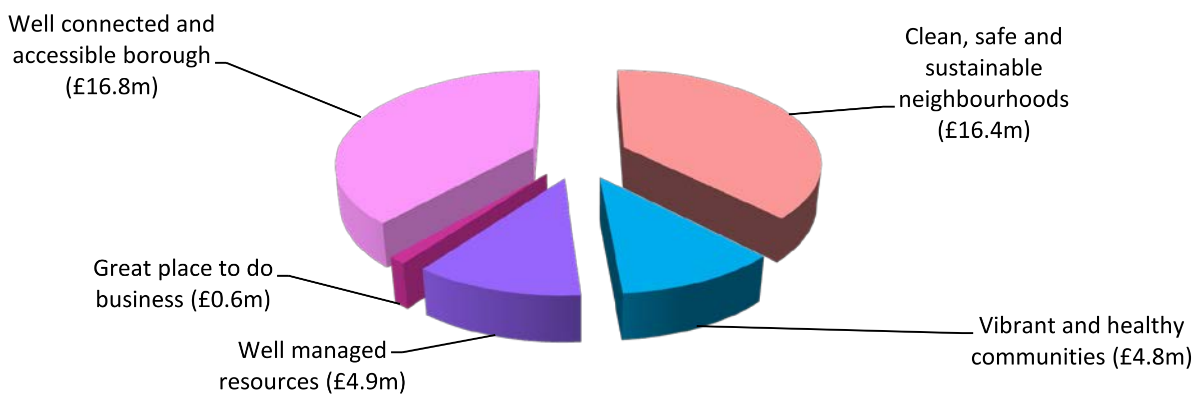
Signed…………………………………………………………………………………….

Places
Place Operations
Maria Byrne

Place Operations provides place-based services which are aligned to key Council plans and outcomes and aim to meet the needs and aspirations of our citizens. The services provided include highways, streetscene activities, parking services, lifetime services, regulatory services, customer services, library services and locality working.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Place Operations Management	217		217
Street Cleansing and Grounds Maintenance	6,716	(610)	6,106
Place Network and Environment	18,639	(7,256)	11,383
Customer Services and Libraries	5,132	(1,679)	3,453
Regulatory Services	10,851	(10,502)	349
Localities	1,966	(128)	1,838
Total Budget	**43,521**	**(20,175)**	**23,346**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17	£000	£000
Expenditure		
Employees:		
Employee pay	20,153	
Other employee costs	5	20,158
Premises		3,071
Transport		6,394
Supplies and services		4,139
Payments to service providers		9,509
Capital Financing Costs		250
Total Expenditure		**43,521**
Income		
Grants		(88)
Customer and Client Receipts		(11,854)
Reimbursements and contributions		(1,051)
Internal recharges		(7,182)
Total Income		**(20,175)**
Net Budget		**23,346**

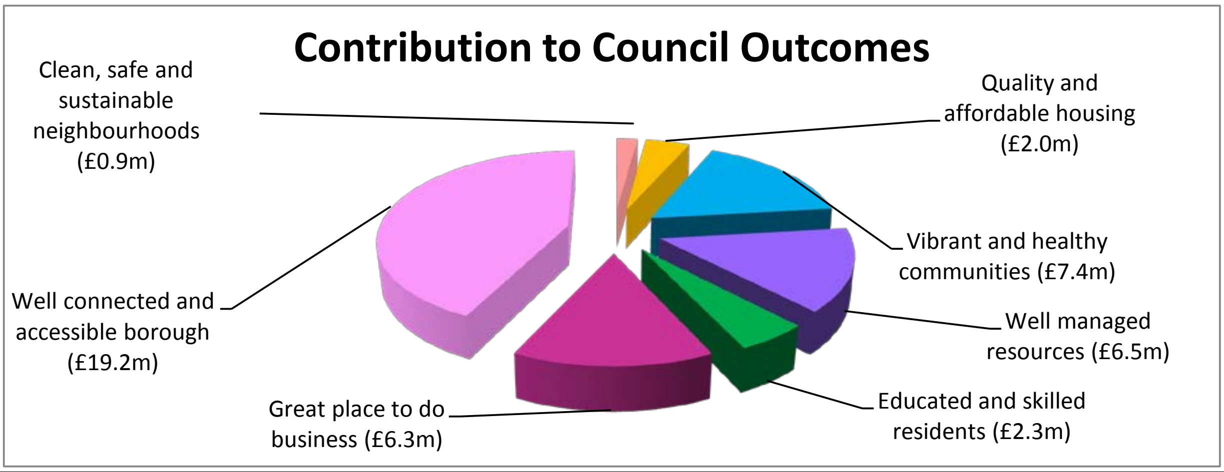
As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

Signed……………………………………………………………………………………….

Places
Place Strategy
Alison Knight

The service 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, property, markets, regeneration, housing, energy efficiency, employment skills, planning and transport.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Place Strategy Management	377		377
Planning and Transport	21,813	(16,696)	5,117
Strategic Housing	1,998	(806)	1,192
Economic Growth	4,430	(2,235)	2,195
Energy and Carbon Reduction	689	(170)	519
Culture and Environment	7,687	(3,164)	4,523
Asset Management and Development	7,646	(11,699)	(4,053)
Total Budget	**44,640**	**(34,770)**	**9,870**



Subjective analysis of revenue budget 2016-17	£000	£000
Expenditure		
Employees:		
Employee pay	13,106	
Other employee costs	10	13,116
Premises		7,602
Transport		16,763
Supplies and services		5,487
Payments to service providers		1,547
Capital Financing Costs		125
Total Expenditure		**44,640**
Income		
Grants		(339)
Customer and Client Receipts		(16,186)
Reimbursements and contributions		(15,855)
Internal recharges		(2,390)
Total Income		**(34,770)**
Net Budget		**9,870**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

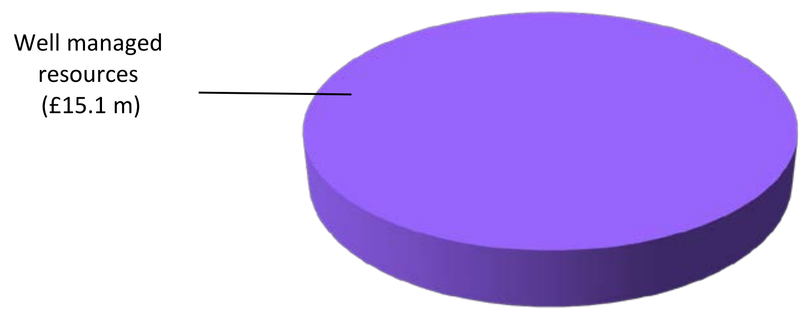
Signed..

Corporate Services
Finance
Mark Wynn

Finance provides professional, efficient and customer focused financial support and advice to a range of internal and external clients through Transactional Services, Financial Management, Pensions and the Audit, Performance, Risk and Compliance Teams. The service also manages a number of Corporate Council-wide budgets.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Audit, Compliance and Performance	1,579	(72)	1,507
Financial Management	3,775	(584)	3,191
Transactional Services	4,951	(1,154)	3,797
HR and Finance Shared Service	4,768	(3,702)	1,066
Total Budget	**15,073**	**(5,512)**	**9,561**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17	£000	£000
Expenditure		
Employees:		
Employee pay	12,903	
Other employee costs	60	12,963
Premises		361
Transport		108
Supplies and services		1,641
Total Expenditure		**15,073**
Income		
Grants		(515)
Customer and Client Receipts		(3,548)
Reimbursements and contributions		(947)
Internal recharges		(502)
Total Income		**(5,512)**
Net Budget		**9,561**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

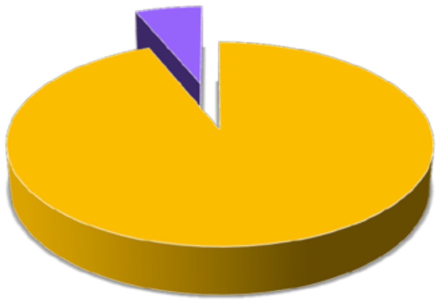
Signed………………………………………………………………………………….

Corporate Services
Corporate budgets managed by Finance
Mark Wynn

The Finance service manages a number of Corporate Council-wide budgets. These include Housing Benefit – receipt of grant and payment of benefit, Insurance reserve and claims and the External Audit fee payment.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Housing Benefits	94,422	(94,320)	102
Corporate Budgets	1,079	(88)	991
Centralised Budgets	636	(40)	596
Insurance Costs	4,463	(2,264)	2,199
Total Budget	**100,600**	**(96,712)**	**3,888**

Contribution to Council Outcomes



*This relates to government grant funded Housing Benefits. The Council's contribution is £0.102m.

Subjective analysis of revenue budget 2016-17	£000
Expenditure	
Employees:	
Other employee costs	136
Premises	1,000
Transport	125
Supplies and services	99,339
Total Expenditure	**100,600**
Income	
Grants	(93,374)
Customer and Client Receipts	(121)
Reimbursements and contributions	(1,034)
Internal recharges	(2,183)
Total Income	**(96,712)**
Net Budget	**3,888**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

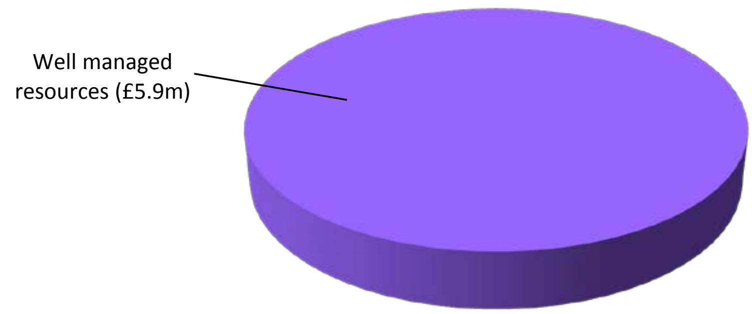
Signed……………………………………………………………………………………….

Corporate Services
Governance
Vanessa Whiting / Karen McIlwaine

Governance provides professional, efficient, customer focused support and advice to a range of internal and external clients and members through the Legal, Democratic and Information Governance services and Emergency Planning, which is a shared service with Cheshire East.
Office of the Chief Executive is responsible for Strategic and Corporate Management of Cheshire West and Chester Council.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Emergency Planning	166	(17)	149
Head of Service	249	(10)	239
Information Governance	712	(33)	679
Legal Services	2,137	(505)	1,632
Democratic Services	2,433	(86)	2,347
Chief Executive	241		241
Total Budget	**5,938**	**(651)**	**5,287**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17		
	£000	**£000**
Expenditure		
Employees:		
Employee pay	3,918	
Other employee costs	32	3,950
Premises		13
Transport		103
Supplies and services		1,872
Total Expenditure		**5,938**
Income		
Customer and Client Receipts		(363)
Reimbursements and contributions		(100)
Internal recharges		(188)
Total Income		**(651)**
Net Budget		**5,287**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

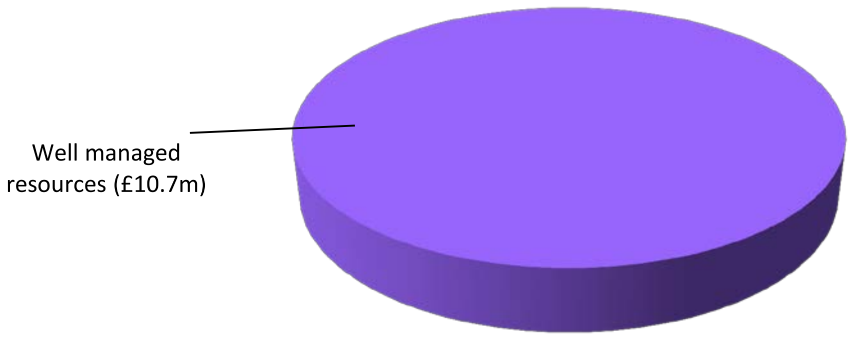
Signed……………………………………………………………………………………….

Corporate Services
Professional Services
Sam Brousas

Professional Services provide a range of corporate support services to the Council, Schools and external clients. Services are provided by the Human Resources, Communications, Business Technology Solutions and Personal Assistant (PA) teams and include HR support and policy development, training, Graduates and Apprentice schemes, Health and Safety, OHU, internal and external communications, marketing and graphic design, maintaining the intranet and Council website, ICT policy and support to Directors.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Business Technology Solutions	1,072	(59)	1,013
Marketing Media and Communications	1,093	(168)	925
HR	3,998	(1,568)	2,430
PAs	437		437
ICT Shared Service Delivery	4,093	(376)	3,717
Total Budget	**10,693**	**(2,171)**	**8,522**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17		
	£000	£000
Expenditure		
Employees:		
Employee pay	4,771	
Other employee costs	322	5,093
Premises		34
Transport		39
Supplies and services		5,527
Total Expenditure		**10,693**
Income		
Grants		(62)
Customer and Client Receipts		(587)
Reimbursements and contributions		(593)
Internal recharges		(929)
Total Income		**(2,171)**
Net Budget		**8,522**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

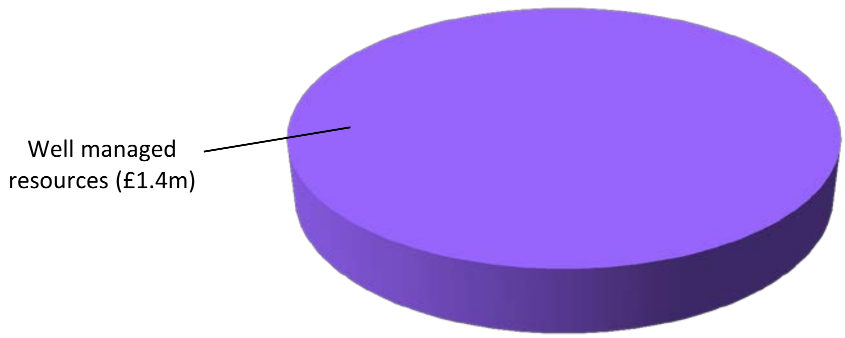
Signed……………………………………………………………………………………….

Corporate Services
Public Service Reform
Laurence Ainsworth

The team is responsible for ensuring projects are delivered in line with the aims of the Council - providing key project resources and expertise including programme/project management, business analysis, process redesign, business case development, Central Government liaison and benefits realisation.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Change Team	1,392	(6)	1,386
Total Budget	**1,392**	**(6)**	**1,386**

Contribution to Council Outcomes



Subjective analysis of revenue budget 2016-17		
	£000	**£000**
Expenditure		
Employees:		
Employees pay	1,075	
Other employee costs	12	1,087
Premises		1
Transport		12
Supplies and services		292
Total Expenditure:		**1,392**
Income		
Reimbursements and contributions		(6)
Total Income		**(6)**
Net Budget		**1,386**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

Signed………………………………………………………………………………………

Budgets Held on behalf of Services
Mark Wynn

This page contains budgets or saving targets that are linked to services but will only be passed to them once the level of costs to be incurred have been confirmed. Should budgets not be required for the intended purpose they will be returned to corporate contingencies.

Services provided:	**Expenditure £000**	**Income £000**	**Net Budget £000**
Contribution Related Reward	250		250
Downsizing due to organisational changes	(376)		(376)
Bridging the inequality gap	1,430		1,430
Care contracts	1,707		1,707
Impacts of Living Wage	1,779		1,779
Impact of NI single tier pension	330		330
Building Management contracts	524		524
Total Budget	**5,644**	**0**	**5,644**

Subjective analysis of revenue budget 2016-17	
	£000
Expenditure	
Employees	
Employee pay	2,500
Supplies and services	1,714
Growth contingency	1,430
Total Expenditure	**5,644**
Net Budget	**5,644**

As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

Signed………………………………………………………………………………………..

Centrally Managed Budgets
Mark Wynn

A number of budgets are held centrally as they reflect costs that either relate to the Council as a whole or impact on multiple services. A number of the budgets relate to new activities or initiatives the Council is undertaking and budgets will ultimately be passed out to services to manage once the ongoing costs / savings have been established.

Services provided:	Expenditure £000	Income £000	Net Budget £000
Pension Gratuities	1,520	(1,405)	115
Actuarial Pension Costs	1,585	(285)	1,300
Major / Special Projects	500		500
Payments to Parishes	226		226
Public Health	461		461
Academy Transfers	(51)		(51)
Other	16		16
			0
Total Budget	**4,257**	**(1,690)**	**2,567**

Subjective analysis of revenue budget 2016-17	
	£000
Expenditure	
Employees	
Other employee costs	3,054
Premises	16
Supplies and services	1,187
Total Expenditure	**4,257**
Income	
Customer and Client Receipts	(285)
Reimbursements and contributions	(1,405)
Total Income	**(1,690)**
Net Budget	**2,567**

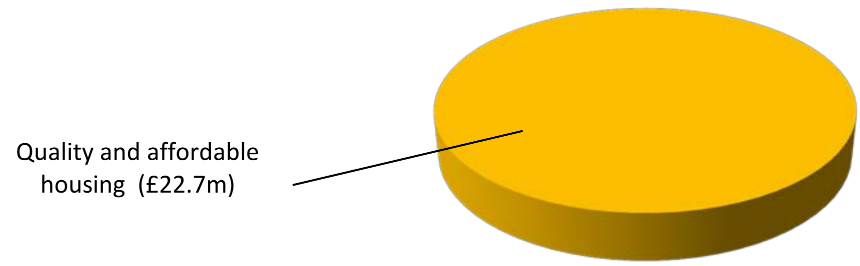
As Director I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

Signed……………………………………………………………………………………..

Housing Revenue Account
Alison Amesbury

The Housing Management Contract is delivered by Plus Dane. The contract has a 5 year term, effective from 1 July 2012. The contract delivers a comprehensive management service including rent collection, arrears recovery, stock improvement programmes and estate management, together with support and training to tenant representatives to promote participation, involvement and scrutiny of the service.
The outsourced Housing Management Contract is monitored by the Place Commissioning Team who set performance targets each year, negotiate budget and spending variations, monitor and report on performance and enforce contract conditions where required.
The Client Team, within the Housing Service, comprises of two officers (1 FTE), supplemented by Finance 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.

Contribution to Council Outcomes



Narrative	Budget 2016-17 £000
Rent	(22,023)
Rents - Non Dwellings	(465)
Charges for Services and Facilities	(161)
Contributions towards expenditure	(10)
Total Income	**(22,659)**
Management Fee	9,185
Client Budget	1,206
Corporate and Democratic Costs	62
Increase in Bad Debts Provision	881
Total Operating Expenditure	**11,334**
Principal Repayments	2,134
Interest Repayments	3,520
Voluntary Repayments	418
Debt Management Expenses	5
Premia and Discount	2
Interest Received	(2)
Revenue Contributions to Capital	5,250
Total Other Expenditure	**11,327**
Net HRA Revenue (Surplus) / Deficit for the year	**2**

As Lead Client Officer I confirm that the information above represents my 2016-17 budget and I commit to delivering a balanced budget during the financial year.

Signed…………………………………………………………………………………………………….