Cheshire West & Chester Council

Budget 2017-18

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Cheshire West and Chester

Contents

Introduction

The Council's Budget Book provides detailed information and analysis of Services' 2017-18 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 2 March 2017 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 2017-18.

The Budget Book represents the first stage of the budget monitoring process for 2017-18 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 Corporate Services

Summary Revenue Budget

Directorate	Pay £000	Non-Pay £000	Income £000	Net Budget £000
People:				
Adult Social Care and Health				
Commissioning People	3,524	44,871	(27,417)	20,978
Prevention and Wellbeing	13,869	83,206	(27,894)	69,181
Public Health	1,092	15,591	0	16,683
	18,485	**143,668**	**(55,311)**	**106,842**
Children and Families				
Children's Social Care	14,833	18,660	(2,656)	30,837
Education	11,535	224,054	(224,964)	10,625
Integrated Early Support	5,881	1,861	(2,909)	4,833
	32,249	**244,575**	**(230,529)**	**46,295**
Places:				
Place Commissioning and Commercial Management	2,728	21,042	(1,111)	22,659
Place Operations	18,790	22,197	(18,952)	22,035
Place Strategy	13,523	27,690	(32,445)	8,768
	35,041	**70,929**	**(52,508)**	**53,462**
Corporate :				
Finance	12,082	3,431	(6,761)	8,752
Corporate budgets managed by Finance	0	100,752	(96,943)	3,809
Governance	4,122	1,818	(876)	5,064
Professional Services	4,607	5,706	(2,300)	8,013
Public Service Reform	2,814	342	(625)	2,531
	23,625	**112,049**	**(107,505)**	**28,169**
Budgets held on behalf of Services	497	1,414	-	1,911
Total Service Provision	**109,897**	**572,635**	**(445,853)**	**236,679**
Add:				
Centrally Managed Budgets	5,314	442	(1,741)	4,015
Contingencies and Provisions:				
Pay and Price Contingency				1,255
General Contingency				4,797
Redundancy Contingency				1,000
Adult Social Care Contingency				1,474
Capital Financing				22,300
Total Council Budget				**271,520**
Deduct:				
Business Rates Retention Scheme				(53,485)
Revenue Support Grant				(19,236)
Core Revenue Grant				(13,762)
Specific Government Grants				(21,242)
Surplus / Deficit on Collection Fund				(2,529)
Net Use of Reserves				(846)
Council Tax Requirement				**160,420**

Subjective Analysis

Expenditure	£000	£000
Employees:		
Employees pay	103,588	
Other employee costs	6,309	109,897
Premises		14,061
Transport		28,729
Supplies and services		190,151
Transferred to schools		162,593
Payments to service providers		171,127
Capital Financing Costs		1,649
Growth contingency		4,325
Total Expenditure		**682,532**
Income		
Grants		(319,239)
Customer and Client Receipts		(46,650)
Reimbursements and contributions		(52,564)
Internal recharges		(27,400)
Total Income		**(445,853)**
Net Expenditure		**236,679**

Workforce Estimates

Directorate	FTEs Mar-17	Direct Pay Budget 2017-18 £000
Adult Social Care and Health		
Commissioning People	92.5	3,497
Prevention and Wellbeing	407.4	13,349
Public Health	21.0	1,085
	520.9	**17,931**
Children and Families		
Childrens Social Care	334.6	14,828
Education	129.2	6,661
Integrated Early Support	143.8	5,302
	607.6	**26,791**
Places		
Place Commissioning	55.1	2,726
Place Operations	568.2	18,784
Place Strategy	328.5	13,512
	951.8	**35,022**
Corporate		
Finance	414.1	12,081
Governance	79.7	4,086
Professional Services	122.2	4,368
Public Service Reform	56.1	2,812
	672.1	**23,347**
Budgets Held on behalf of Services	**0.0**	**497**
Total Pay Budget	**2,752.4**	**103,588**

Policy Proposals

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

	Policy Option Description	2017-18 £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)
	Introduce early help teams which combine universal support for 0-19 year olds and health visiting services leading to a redesign of Integrated Early Support Services.	(40)
	Join up our contracted services for Children's Public Health Services.	(156)
A2	Reshape of the provision across the Disabilities Service.	(260)
A3	Review, redesign and recommission the commissioned services supporting Integrated Early Support (IES) and Children's Social Care.	(200)
Total - All of our families, children and young people are supported to get the best start in life		**(686)**
Vulnerable adults and children feel safe and are protected		
B1	Investment in services for Children in Care - Looked After Children*	610
B2	Efficiencies from the newly created Edge of Care Team	(590)
	Investment in the Children's Edge of Care Team*	180
B3	Efficiencies within Children's Social Care Structure	(180)
B4	Provision of a Safeguarding Unit and professional expertise to other Local Authorities	(200)
	Partnership arrangements for Fostering & Adoption	(170)
B5	Smarter purchasing choices for private sector fostering placements	(65)
B6	Review of Adult Safeguarding Services	(50)
B7	Investment for the redesign of Children's Social Care*	310
Total - Vulnerable adults and children feel safe and are protected		**(155)**
Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives		
C1	Investment for adults with learning disabilities*	1,333
C2	Review of in-house support services to ensure services are focussed effectively	(350)
C3	Adult Social care staff review	(141)
C4	Discharge to Assess Model	(83)
	Ensure that care packages are designed in the most cost effective way encouraging individuals to take charge of their own care needs and	(659)
	Expansion of Telecare	(132)
C5	Review of services provided by voluntary and community sector organisations	(130)
C6	Introduce a charge for people who want to defer the costs of their care.	(20)
C7	Reshape the Council's care provider company - income generation and selling specialist services	(250)
C8	Joint Commissioning with Health	(100)
C9	Additional Social Care growth to utilise Social Care Precept*	1,892
Total - Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives		**1,360**
TOTAL - THRIVING RESIDENTS		**519**
Thriving Communities		
Cleanest, safest and most sustainable neighbourhoods in the country		
D1	Review of Waste Strategy	(300)
D2	Street Lighting LED Replacement project - Investment	220
	Street Lighting LED Replacement project - Saving	(220)
D3	Review of Energy and Carbon Reduction Service	(200)
D4	Community and operational asset review	(200)
D5	Income Generation by selling specialist environmental support to other Councils	(80)
Total - Cleanest, safest and most sustainable neighbourhoods in the country		**(780)**
Good quality and affordable housing that meets the needs of our diverse communities		
E1	Reshape our housing related support services	(250)
	Reshape housing services - Homelessness provision	(120)
E2	Reshape housing services - Housing Solutions	(50)
Total - Good quality and affordable housing that meets the needs of our diverse communities		**(420)**
Vibrant and healthy communities with inclusive leisure, heritage and culture opportunities		
F1	A new approach to cultural services - Archives	(75)
	A new approach to cultural services - Cultural Services review	(315)
	A new approach to cultural services - libraries	(100)
F2	A review of tourist information services	(150)
F3	Review of Public Health staffing and discretionary spend	(328)
F5	Review of Health Protection	(15)
F7	New Homes Bonus Community Fund	95
Total - Vibrant and healthy communities with inclusive leisure, heritage and culture opportunities		**(888)**

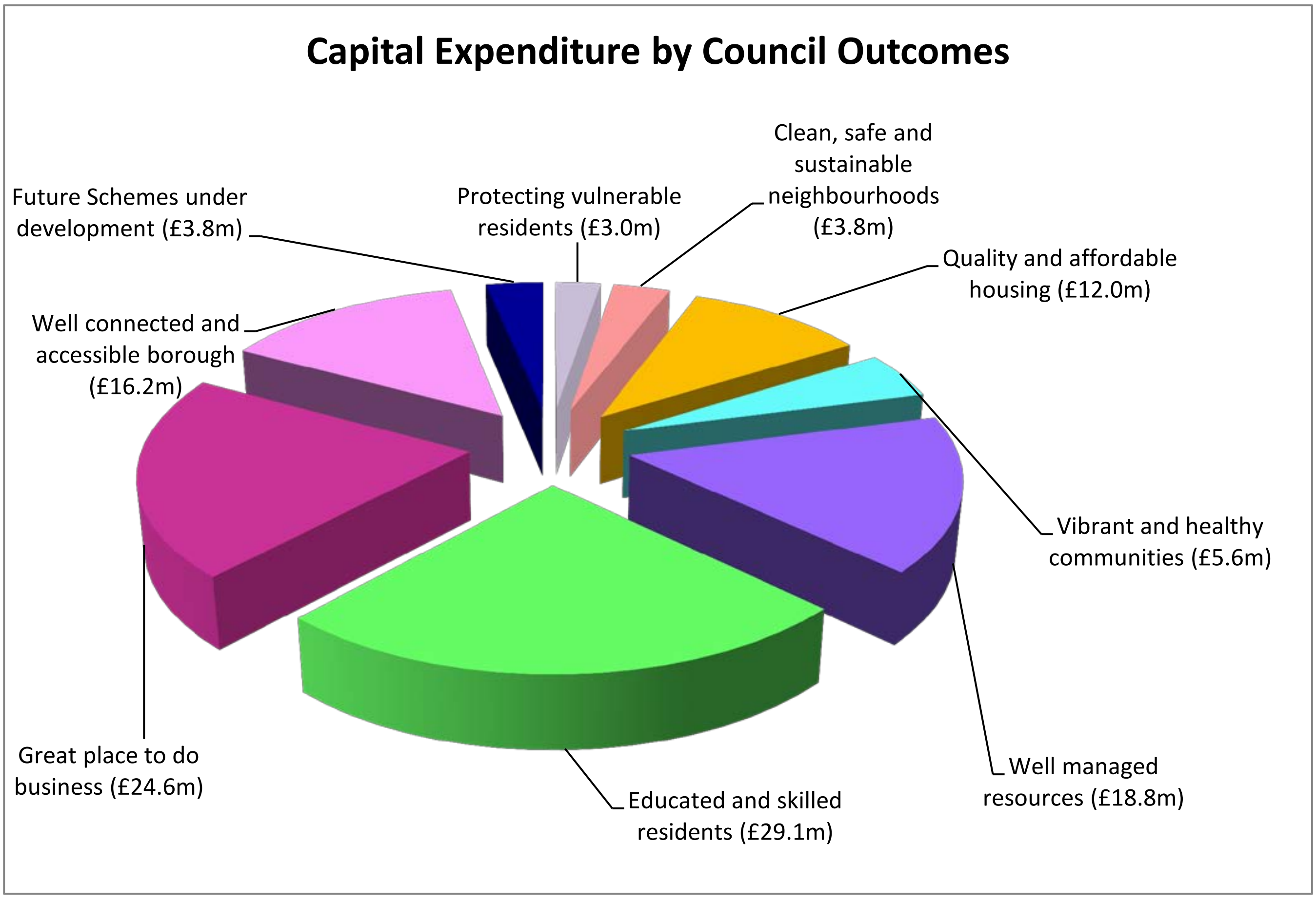
	Policy Option Description	2017-18 £000
Our resources are well managed and reflect the priorities of our residents		
G1	Reduce council office buildings	(273)
G2	Review Human Resources staffing structures	(161)
	Review of training budgets	(10)
G3	Additional income generation - Marketing, Media & Internal Comms	(20)
	Review and reduction of non pay - Marketing, Media & Internal Communications	(100)
G4	Business Technology Solutions structural review	(54)
G5	Efficiencies within shared ICT and back office services	(120)
	Efficiencies within shared ICT and back office services - Transactional Processing Volume reduction	(125)
G6	Finance - Review of non pay budget	(95)
	Reshape Finance Support	(547)
G7	Legal - Further income maximisation opportunities for external Legal fees.	(25)
	Reshape Legal Services	(131)
G9	Democratic Services - Review of the Support for Committee Meetings	39
G10	Reshape support for complaints and freedom of information	(70)
G11	Democratic Services - Review of Civic & Ceremonial duties	(131)
G12	Public Service Reform - Review and reduction of non-pay spend	(40)
	Public Service Reform - Staffing Restructure to reflect work programme and align to Council priorities	(115)
G13	Occupational Health review - Review of the Delivery Model	(10)
	Reduction in Major Projects and Corporate budgets	(700)
G15	Localities service review	(70)
G16	Contract management reviews	(100)
G17	Individual Electoral Registration (IER) implementation	(60)
G19	ICT Infrastructure Transformation working towards a model based in the Cloud*	600
Total - Our resources are well managed and reflect the priorities of our residents		**(2,318)**
TOTAL - THRIVING COMMUNITIES		**(4,406)**
Thriving Economy		
People are well educated, skilled and earn a decent living		
H1	Council support for Apprentices and the Graduate programme	(134)
	Focus on helping young people into apprenticeships	25
H2	Investment to support individuals back into work	65
H3	Home to School Transport - Alternative delivery models and demand management	(216)
	Home to School Transport - Contract efficiencies	(330)
	Investment in Home to School Transport to support increasing numbers of children requiring transport	70
H4	Review of staffing requirements for the Education service	(30)
	Education Services Grant/Early Years Funding - Reductions in service provision in response to reduced grant funding.	(200)
H5	Reducing historic pension liabilities for education staff	(50)
Total - People are well educated, skilled and earn a decent living		**(800)**
A Great Place to do Business in the United Kingdom		
I1	Regulatory Services - Income Generation	(150)
I2	Commercial Property - Increased income generation	(200)
	Implementation of Markets strategy	(40)
I3	Sub Regional Working - join up to support businesses	(130)
Total - A Great Place to do Business in the United Kingdom		**(520)**
A well connected and accessible Borough		
J1	Car Parking Strategy - investment in parking technology and equipment	(100)
	Develop a new Car Parking Strategy	(140)
J2	Review of internal processes within highways and streetscene	(1,090)
	Review of Delivery Model for Highways & Streetscene	(50)
J3	Contract savings from the Council's joint venture company - Qwest	(87)
J5	Ongoing running costs of the new Chester Bus Exchange	250
J6	Increased income generation as a result of an increase in planning applications and non-pay savings across the service	(250)
Total - A well connected and accessible Borough		**(1,467)**
TOTAL - THRIVING ECONOMY		**(2,787)**
TOTAL POLICY PROPOSALS		**(6,674)**

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	2,500	
Adult Social Care Investment	500	3,000
Thriving Communities		
Cleanest, safest and most sustainable neighbourhoods in the country		
Community Asset Strategy	100	
Environmental Services	300	
Investment in street LED Lighting	2,572	
Household Waste Recycling Centre	836	3,808
Good quality and affordable housing that meets the needs of our diverse communities		
HRA Existing Stock	2,500	
HRA New Builds	7,685	
Housing Strategy	1,844	12,029
Vibrant and healthy communities with inclusive leisure, heritage and culture		
Northwich Townscape Heritage Initiative	634	
Lion Salt Works	367	
Trackside Changing Facility (EPSLV)	200	
Borough Cultural Centre	720	
Play Strategy	450	
Brio Capital Investment	2,250	
Community Watersports	500	
Libraries Investment	44	
Playing Pitches	376	
Archives Facility	100	5,641
Our resources are well managed and reflect the priorities of our residents		
Property Management	1,390	
Commercial Property Re-investment Programme	5,663	
ICT Strategy Core Programme	3,200	
Vehicle Replacement	200	
HR & Finance System Replacement	2,350	
ICT Transformation	3,000	
Ellesmere Port Public Sector Hub	2,500	
Weaver Square	520	18,823
Thriving Economy		
People are well educated, skilled and earn a decent living		
School Basic Need	23,142	
Devolved Formula Capital	1,250	
School Play Spaces (S77 obligation)	1,296	
School Condition Allocation (Capital Maintenance)	3,390	29,078
A great place to do business in the UK		
Winsford Town Regeneration	3,125	
Barons Quay	9,681	
Growth Area Programmes	762	
Waterways Projects	200	
Northgate Development	10,800	24,568

A well connected and accessible borough		
Chester Bus Interchange	600	
20 mph speed limits	200	
Asset Recovery	3,000	
LTP - Highways & Transport	11,420	
Car Parking	932	16,152
Future Capital Schemes under development		3,800
Total Capital Expenditure		**116,899**

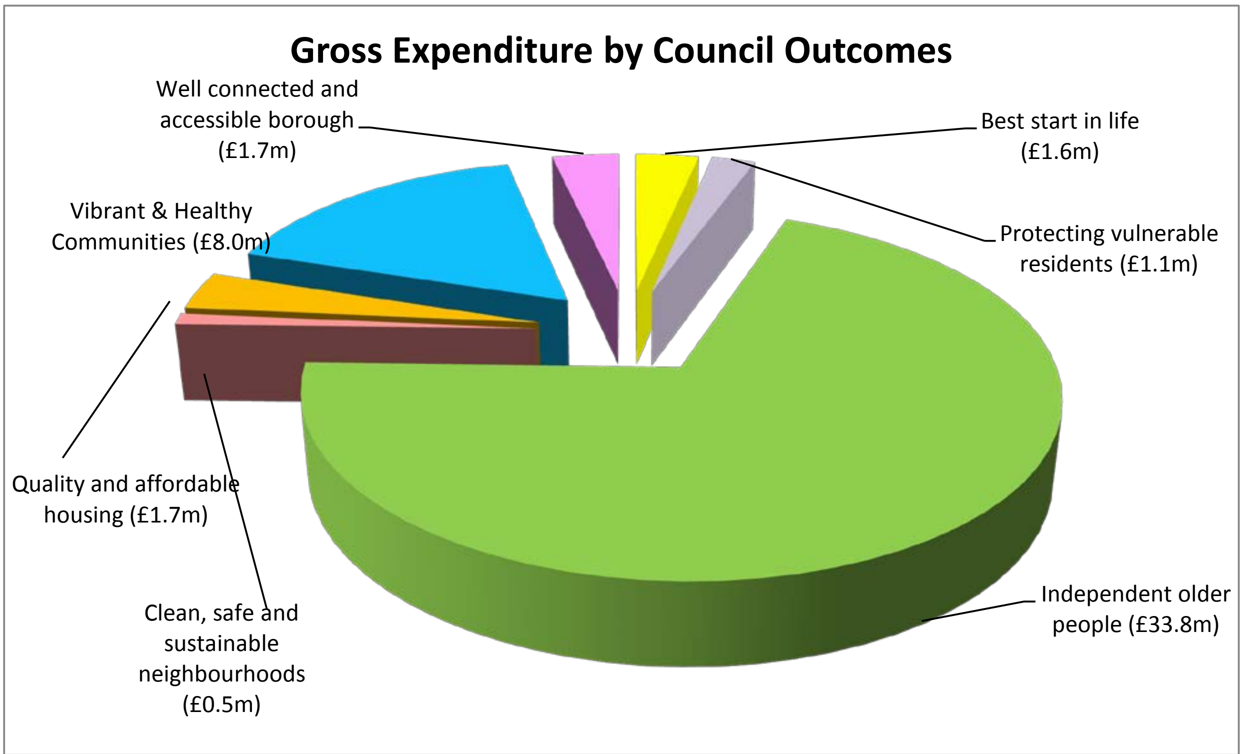
Financing	**£000**
Source of funding	
External Funding/ Contributions	(53,479)
Borrowing	(34,199)
Ringfenced Borrowing (Barons Quay & Invest to Save)	(16,032)
Capital Receipts / Reserve	(13,189)
Total	(116,899)



People
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:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Children's Commissioning	571	7,112	(5,735)	1,948
Adult's Commissioning	1,230	13,784	(11,030)	3,984
Adult and Child Transport	1,628	802	(1,815)	615
Housing Support	0	3,916	(181)	3,735
Vivo / Adult's Commissioning	95	10,777	(176)	10,696
Better Care Fund	0	8,480	(8,480)	0
Total Budget	**3,524**	**44,871**	**(27,417)**	**20,978**



As Director I confirm that the information above represents my 2017-18 budget and I commit to delivering a balanced budget during the financial year.

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

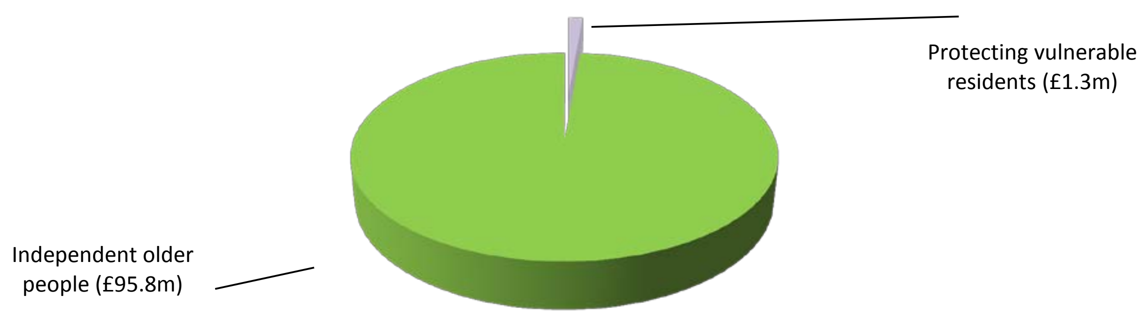
People
Prevention and Wellbeing
Jill Broomhall

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:	**Pay £000**	**Non-Pay £000**	**Income £000**	**Net Budget £000**
Prevention and Wellbeing Management	428	91	-	519
Older People and Physical Disability	4,730	44,921	(18,201)	31,450
Learning Disability and Mental Health	2,791	34,035	(4,882)	31,944
In-House Services	4,972	516	(4,393)	1,095
Safeguarding	948	418	(418)	948
Growth contingency	-	3,225	-	3,225
Total Budget	**13,869**	**83,206**	**(27,894)**	**69,181**

- A temporary Adult Social Care support grant allocation of £1.474m will be held as a central contingency budget. Any investment funded from the ASC precept or the contingency will need to be signed off by the Director of Corporate Services and The Deputy Chief Executive (People) before expenditure can be incurred.
- As part of the government's 2017 Spring Budget there was confirmation of additional grant funding for Adult Social Care over the next three years. Cheshire West and Chester are expecting to receive £5.7m in 2017-18. This additional funding has not been included in the budget allocation above as at the time of writing it is not yet know what conditions this new grant will come with.

Gross Expenditure by Council Outcomes



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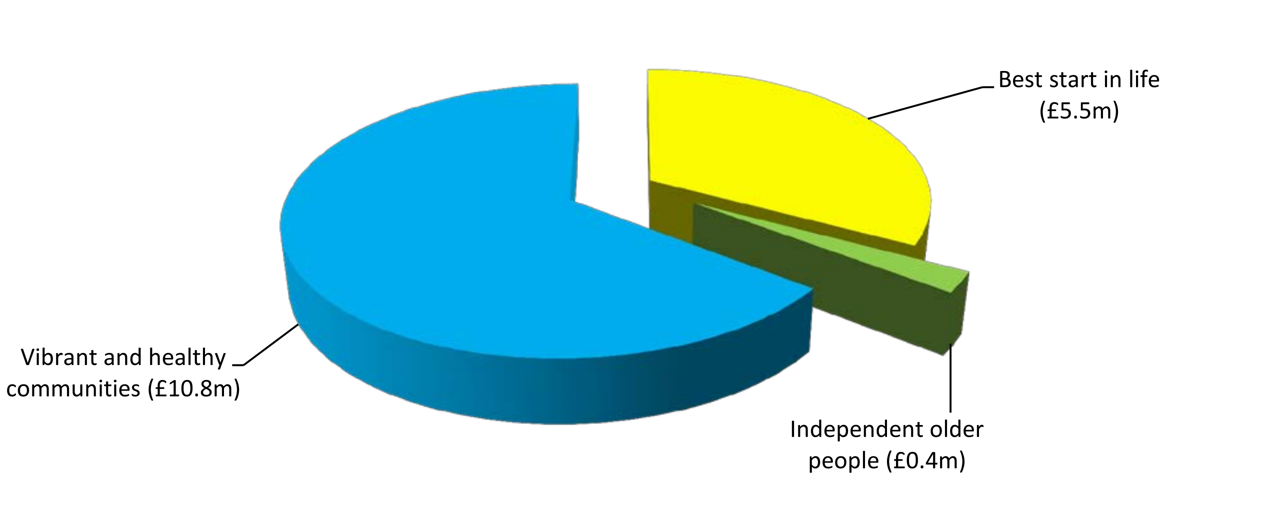
People
Public Health
Helen Bromley (Interim)

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:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Leadership and Strategic Intelligence*	1,092	(337)	0	755
Sexual Health and Substance Misuse	0	6,441	0	6,441
0 - 19 Services	0	5,334	0	5,334
Other Contracts	0	1,622	0	1,622
Social Determinants of Health	0	2,250	0	2,250
Health Protection and Improvement	0	281	0	281
Total Budget	**1,092**	**15,591**	**0**	**16,683**

*Leadership and Strategic Intelligence Non Pay budget (£0.337m) includes anticipated drawdown from the ringfenced Public Health Grant Earmarked Reserve.

Contribution to Council Outcomes



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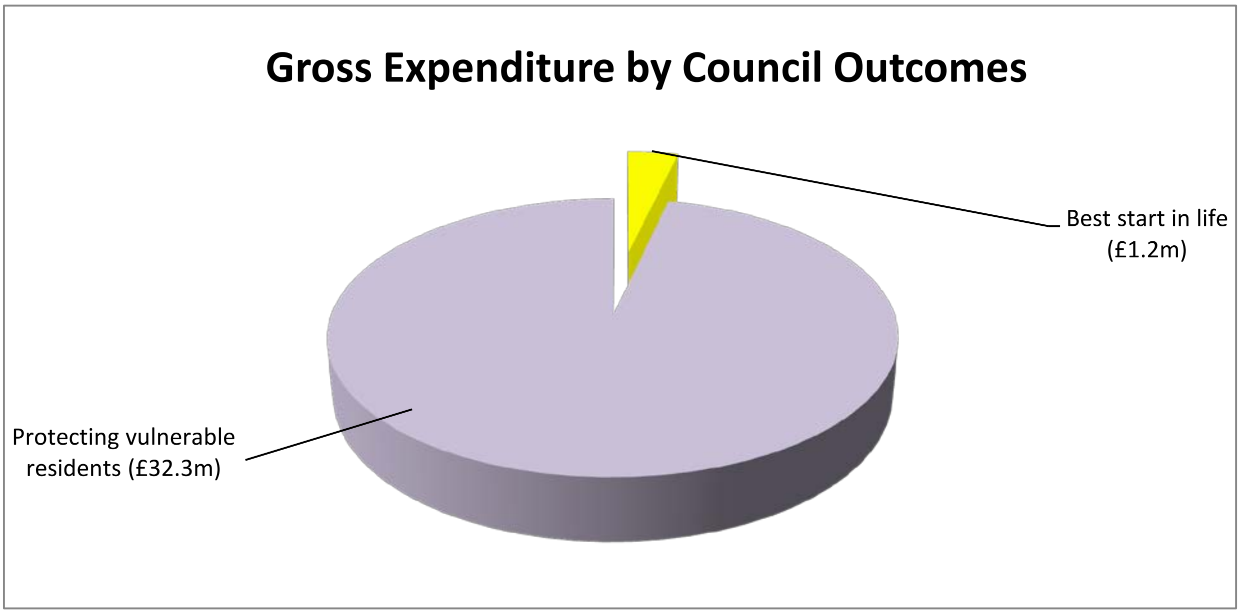
Signed…………………………………………………………………………………….

People
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:	**Pay £000**	**Non-Pay £000**	**Income £000**	**Net Budget £000**
Children's Social Care Teams	7,691	1,586	(110)	9,167
Edge of Care	295	31	-	326
Leaving Care	409	538	-	947
Management Team	515	50	(83)	482
Provider Services	3,214	14,903	(875)	17,242
Public Law Outline	0	386	-	386
Safeguarding Unit	1,464	93	(798)	759
Youth Offending Service	755	463	(790)	428
Growth contingency	490	610	-	1,100
Total Budget	**14,833**	**18,660**	**(2,656)**	**30,837**



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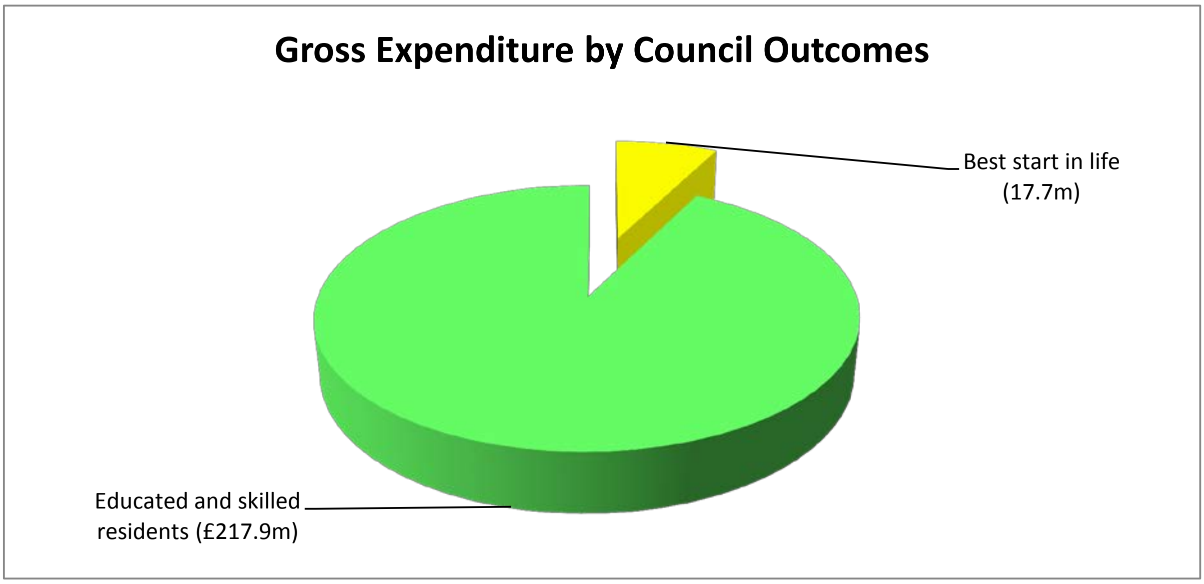
People
Education
Mark Parkinson

The Education Service focuses on improving the educational attainment and achievement of children and young people from 0-25 whether they are placed in settings, schools or providers (including the private and voluntary sector and child minders). 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 through a range of services such as the Virtual School Head and Education Access. There is support for education infrastructure such as schools places, transport, capital programmes and admissions. The Service helps children with Special Educational Needs and Disabilities through effective identification/assessment of need and the matching of appropriate support/provision.

Services provided:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Education Infrastructure	1,269	9,341	(2,622)	7,988
Director and Other Support	194	214	(234)	174
Virtual School Head	356	198	(554)	-
School Intervention	1,694	192	(1,503)	383
Special Educational Needs and Disabilities	911	165	(934)	142
Specialist Services	2,289	330	(1,729)	890
Other Schools Related	4,822	51,021	(54,795)	1,048
Schools	-	162,593	(162,593)	-
Total Budget	**11,535**	**224,054**	**(224,964)**	**10,625**



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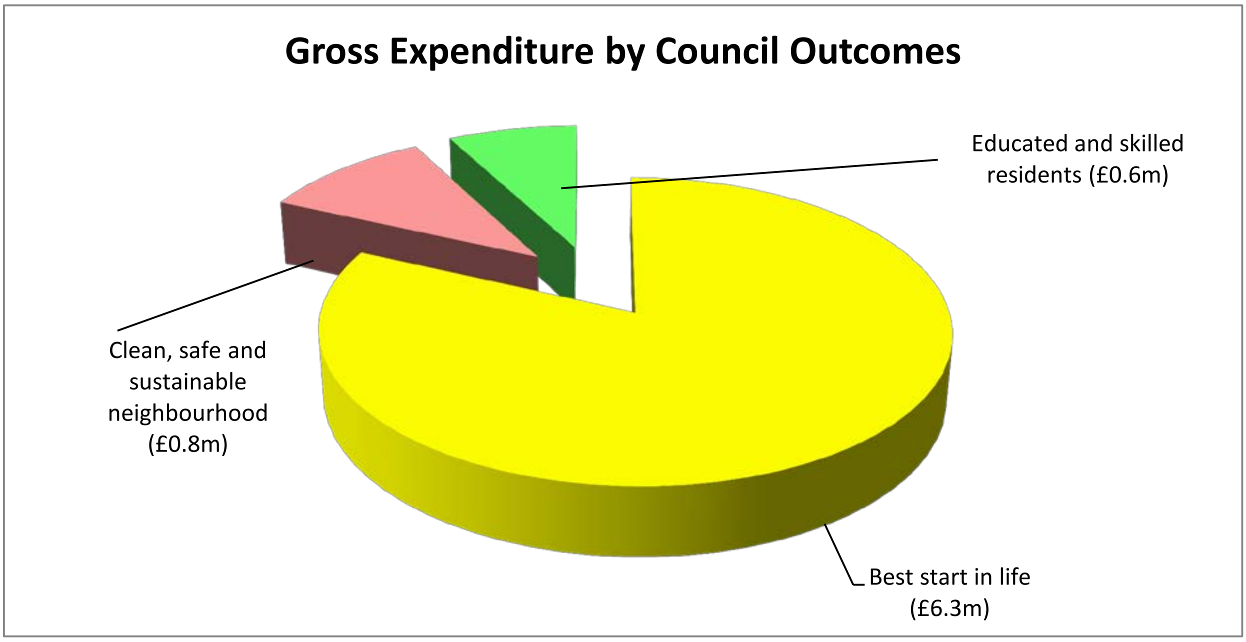
People
Integrated Early Support
Helen Brackenbury

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:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Directorate wide	2	112	(4)	110
Chester IES	1,281	355	(433)	1,203
Ellesmere Port IES	996	320	(385)	931
Northwich and Winsford IES	1,081	298	(311)	1,068
Management and IES Support	1,120	277	(939)	458
Community Safety	490	305	(114)	681
Youth Service	338	194	(150)	382
Pensions/Gratuities (Ex Colleges)	573	0	(573)	0
Total Budget	**5,881**	**1,861**	**(2,909)**	**4,833**



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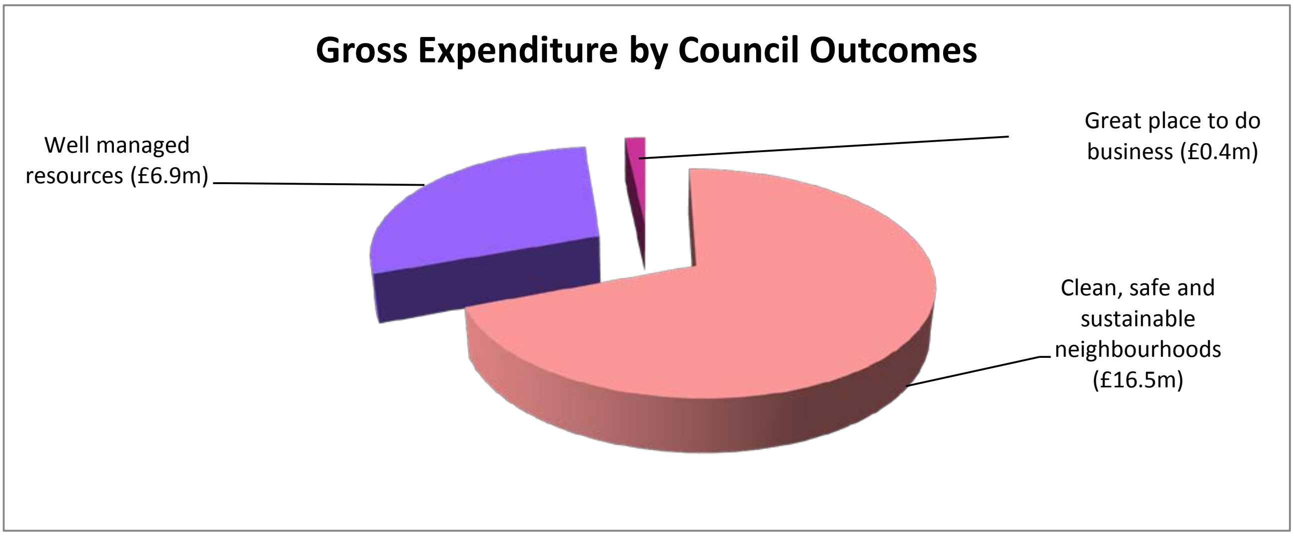
Signed……………………………………………………………………………………..

Places
Place Commissioning and Commercial Management
Graham Pink

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:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Commercial Management	1,120	30	(354)	796
Waste Management	721	15,737	(80)	16,378
Procurement	458	29	(4)	483
Capital Delivery Team	429	20	(400)	49
Qwest	-	5,226	(273)	4,953
Total Budget	**2,728**	**21,042**	**(1,111)**	**22,659**



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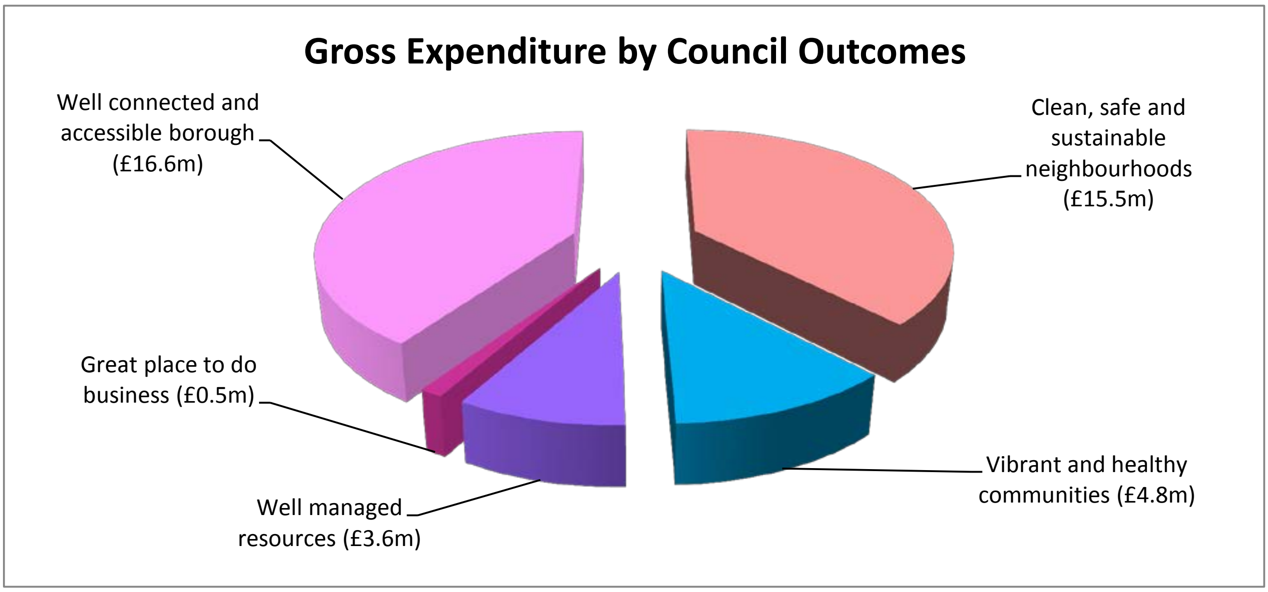
Places
Place Operations
Maria Byrne

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:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Place Operations Management*	116	(101)	-	15
Public Realm	8,446	14,652	(6,381)	16,717
Customer Services and Libraries	3,339	1,798	(1,679)	3,458
Regulatory Services	5,815	4,999	(10,751)	63
Localities	1,074	849	(141)	1,782
Total Budget	**18,790**	**22,197**	**(18,952)**	**22,035**

*Public Operations Management Non Pay budget (£0.101m) incorporates £0.2m Community Asset savings to be delivered across various areas of the Service and will be allocated as savings are realised during the year.



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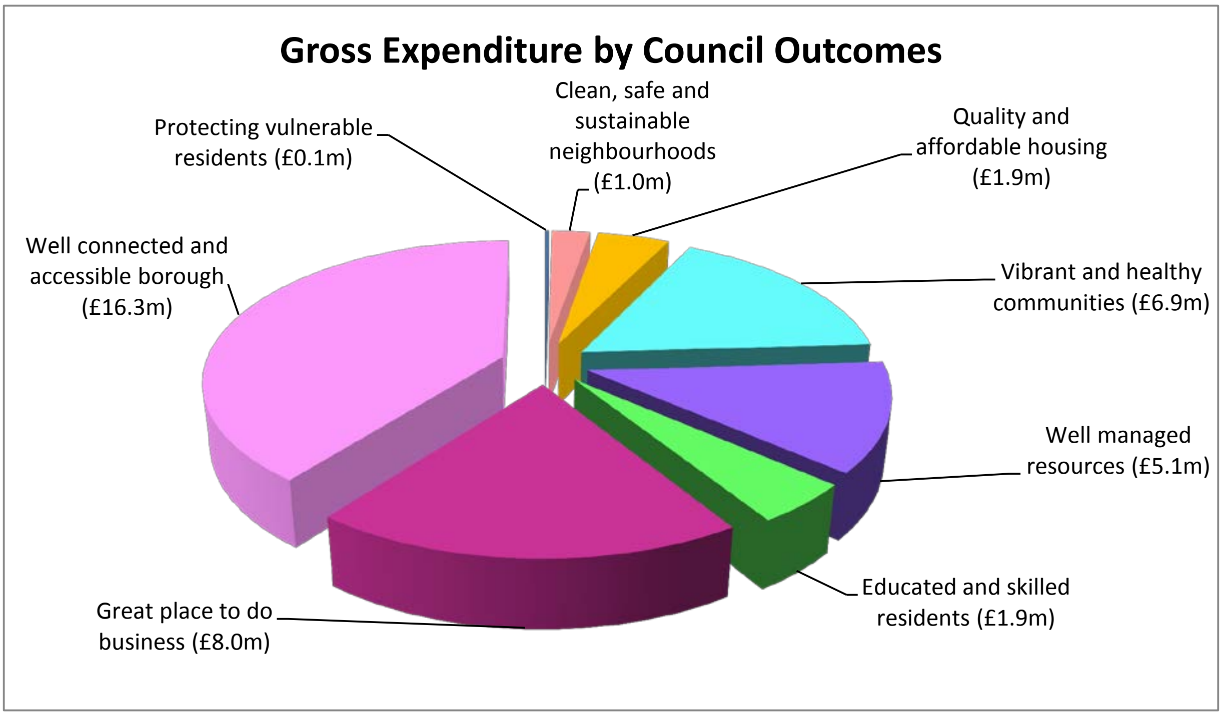
Places
Place Strategy
Alison Knight

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:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Place Strategy Management	326	58	-	384
Planning and Transport	3,666	15,490	(14,110)	5,046
Strategic Housing	1,484	540	(847)	1,177
Economic Growth	3,133	931	(1,837)	2,227
Culture and Environment	3,074	4,152	(3,157)	4,069
Energy and Carbon Reduction	196	479	(352)	323
Asset Management and Development	1,644	6,040	(12,142)	(4,458)
Total Budget	**13,523**	**27,690**	**(32,445)**	**8,768**



As Director I confirm that the information above represents my 2017-18 budget and I commit to delivering a balanced budget during the financial year.

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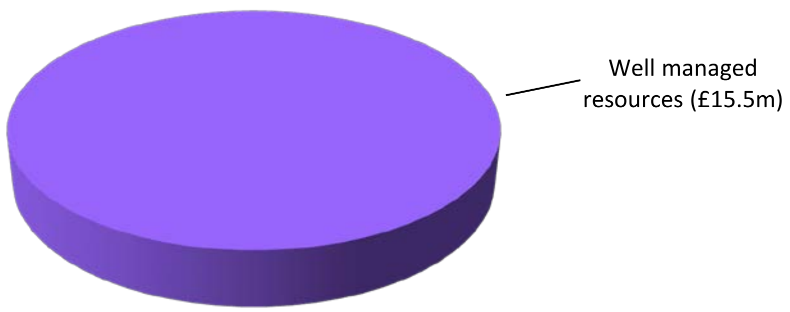
Corporate Services
Finance
Mark Wynn

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 and Fraud Teams. The service also manages a number of Corporate Council-wide budgets.

Services provided:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Audit and Fraud	380	18	(13)	385
Financial Management	3,844	132	(630)	3,346
Transactional Service Centre	7,858	3,281	(6,118)	5,021
Total Budget	**12,082**	**3,431**	**(6,761)**	**8,752**

Gross Expenditure by Council Outcomes



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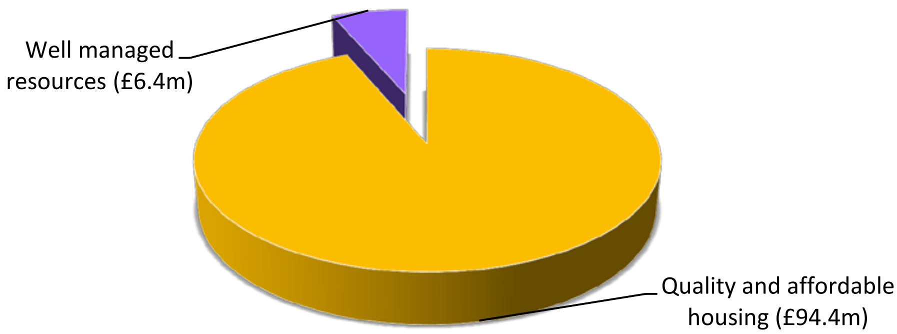
Corporate Services
Corporate budgets managed by Finance
Mark Wynn

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:	**Pay £000**	**Non-Pay £000**	**Income £000**	**Net Budget £000**
Housing Benefits	0	94,422	(94,320)	102
Corporate Budgets	0	988	(309)	679
Centralised Budgets	0	597	(35)	562
Insurance Costs	0	4,745	(2,279)	2,466
Total Budget	**0**	**100,752**	**(96,943)**	**3,809**

Gross Expenditure by Council Outcomes



As Director I confirm that the information above represents my 2017-18 budget and I commit to delivering a

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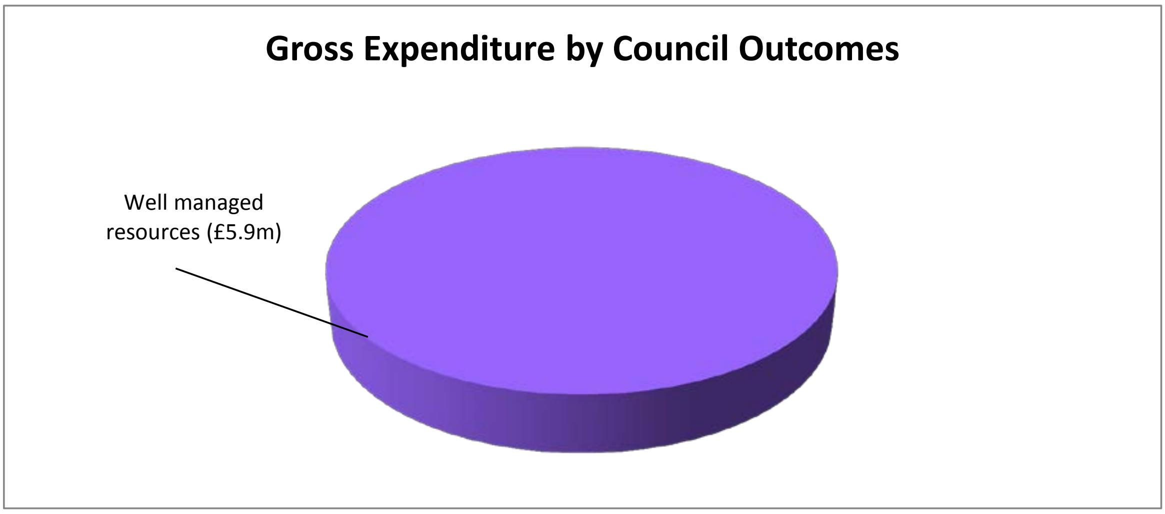
Corporate Services
Governance
Vanessa Whiting / Karen Mcllwaine

Governance provides professional, efficient, customer focused support and advice to a range of internal and external clients and members through the Legal, Democratic and Customer Relations and Information 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:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Director of Governance	183	52	(10)	225
Emergency Planning	161	10	(17)	154
Customer Relations and Information	667	20	(53)	634
Legal Services	2,005	226	(655)	1,576
Democratic Services	877	1,494	(141)	2,230
Chief Executive	229	16	-	245
Total Budget	**4,122**	**1,818**	**(876)**	**5,064**



As Directors' we confirm that the information above represents my 2017-18 budget and I commit to delivering a balanced budget during the financial year.

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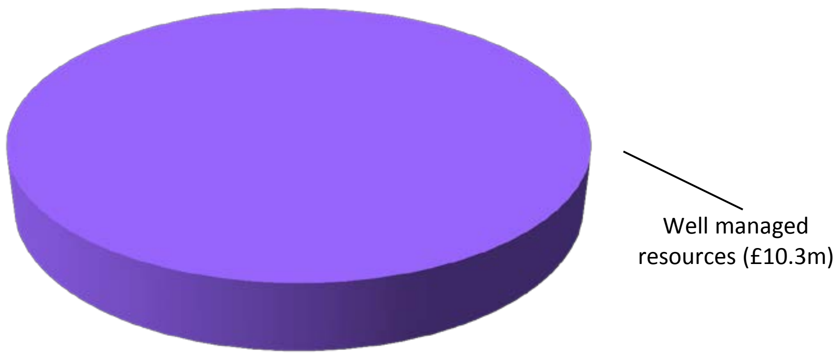
Corporate Services
Professional Services
Sam Brousas

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, Occupational Health Unit, internal and external communications, marketing and graphic design, maintaining the intranet and Council website, ICT policy and support to Directors.

Services provided:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Business Technology Solutions	420	25	(53)	392
Media, Marketing and Communications	808	490	(477)	821
Human Resources	2,480	629	(1,330)	1,779
Personal Assistants	415	15	-	430
Corporate Budgets - Apprentices and Graduates	484	0	(64)	420
Corporate Budgets - Hardware and Software	0	574	-	574
Corporate Budgets - ICT Shared Service Delivery	0	3,973	(376)	3,597
Total Budget	**4,607**	**5,706**	**(2,300)**	**8,013**

Gross Expenditure by Council Outcomes



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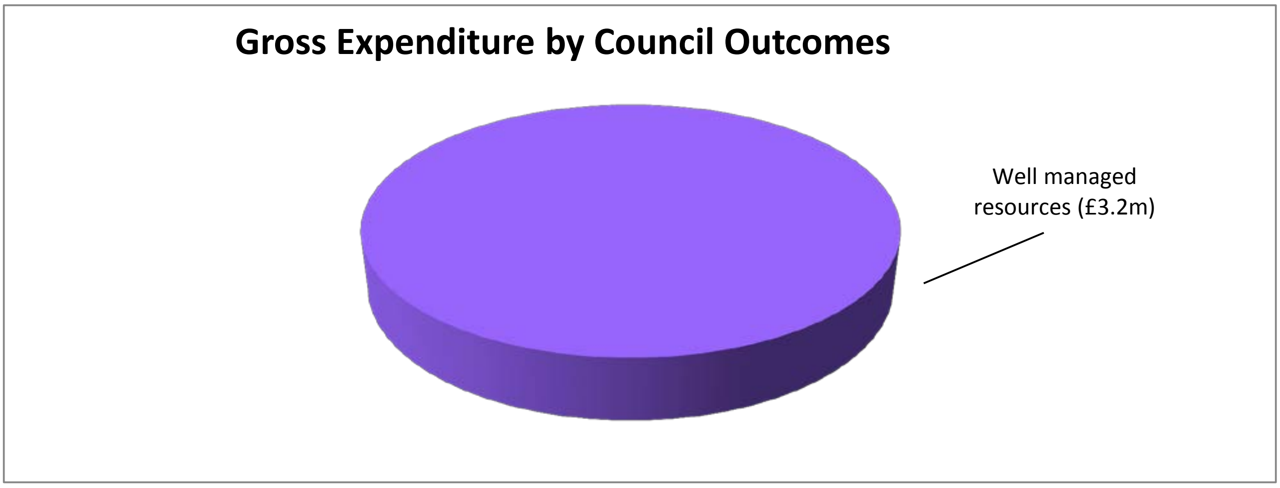
Corporate Services
Public Service Reform
Laurence Ainsworth

Public Service Reform provide project management, business analysis, process redesign, business case development, Central Government liaison and benefits realisation expertise through the Change team who ensure that projects are delivered in line with the aims of the Council. They also provide social care systems support, research, consultation, performance management and public health intelligence through the Insight and Intelligence team.

Services provided:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Insight and Intelligence	1,482	126	(552)	1,056
Change Team	1,332	216	(73)	1,475
Total Budget	**2,814**	**342**	**(625)**	**2,531**



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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:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Bridging the Inequality Gap	0	1,000	0	1,000
Impacts of Living Wage	473	0	0	473
ICT Transformation	0	600	0	600
Downsizing due to organisational changes	0	(186)	0	-186
Other	24	0	0	24
Total Budget	**497**	**1,414**	**0**	**1,911**

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:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Pension Gratuities	1,520	0	(1,405)	115
Actuarial Pension Costs	3,294	0	(285)	3,009
Apprentice Levy	500	0	0	500
Capital Feasibility Fund	0	200	0	200
Academy Transfers	0	0	(51)	(51)
Payments to Parishes	0	226	0	226
Other	0	16	0	16
Total Budget	**5,314**	**442**	**(1,741)**	**4,015**

As Director I confirm that the information above represents my 2017-18 budget and I commit to delivering a balanced budget during the financial year.

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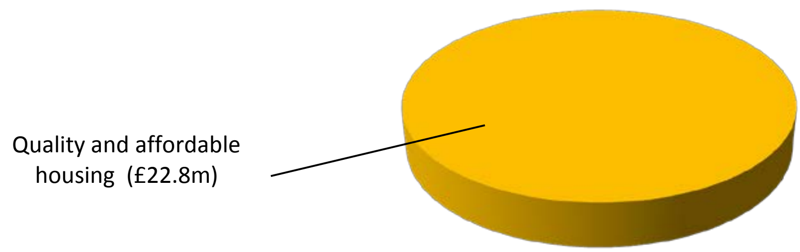
Housing Revenue Account
Alison Amesbury

The Housing Management Contract will be delivered by a new provider, City West Housing Trust (trading as ForViva Group), from the 1st July 2017. The contract will have a ten year term. The contract delivers a comprehensive management service including rent collection, arrears recovery, stock improvement programmes and estate management, together with a commitment to promote participation, involvement and health and wellbeing by working in partnerships with local groups along with the delivery of education, training and employment opportunites for residents through a range of programmes.

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 2017-18 £000**
Rent	(22,051)
Rents - Non Dwellings	(471)
Charges for Services and Facilities	(167)
Contributions towards expenditure	(98)
Total Income	**(22,787)**
Management Fee	8,686
Client Budget	1,034
Corporate and Democratic Costs	62
Increase in Bad Debts Provision	880
Total Operating Expenditure	**10,662**
Principal Repayments	2,186
Voluntary Repayments	431
Interest Repayments	3,146
Debt Management Expenses	7
Interest Received	(2)
Revenue Contributions to Capital	6,357
Total Other Expenditure	**12,125**
Net HRA Revenue (Surplus) / Deficit for the year	**0**

As Lead Client Officer I confirm that the information above represents my 2017-18 budget and I commit to delivering a balanced budget during the financial year.

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