Cheshire West & Chester Council

Budget 2018-19

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Cheshire West and Chester

Contents

Introduction

The Council's Budget Book provides detailed information and analysis of Services' 2018-19 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 1 March 2018 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 2018-19.

The Budget Book represents the first stage of the budget monitoring process for 2018-19 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
Chief Operating Officer

Summary Revenue Budget

Directorate	Pay £000	Non-Pay £000	Income £000	Net Budget £000
People:				
Adult Social Care and Health				
Commissioning People	3,501	29,643	(14,182)	18,962
Integrated Adult Social Care and Health	13,153	93,216	(27,911)	78,458
Public Health	1,092	15,450	-	16,542
	17,746	**138,309**	**(42,093)**	**113,962**
Children and Families				
Children's Social Care	15,692	21,901	(2,881)	34,712
Education	10,477	226,732	(226,832)	10,377
Early Help and Prevention	4,415	1,489	(2,315)	3,589
	30,584	**250,122**	**(232,028)**	**48,678**
Places:				
Place Commissioning and Commercial Management	2,263	5,023	(1,170)	6,116
Place Operations	19,393	38,990	(19,550)	38,833
Place Strategy	13,573	30,715	(35,086)	9,202
	35,229	**74,728**	**(55,806)**	**54,151**
Corporate :				
Finance	12,493	2,161	(6,831)	7,823
Corporate Budgets Managed by Finance	157	100,887	(96,427)	4,617
Governance	4,757	1,861	(1,018)	5,600
Human Resources	2,964	629	(1,393)	2,200
Public Service Reform	3,743	5,304	(1,406)	7,641
	24,114	**110,842**	**(107,075)**	**27,881**
Budgets held on behalf of Services	460	1,235	-	1,695
Total Service Provision	**108,133**	**575,236**	**(437,002)**	**246,367**
Add:				
Centrally Managed Budgets	5,178	305	(1,741)	3,742
Contingencies and Provisions:				
Pay and Price Contingency				3,274
General Contingency				3,069
Redundancy Contingency				1,000
Adult Social Care Contingency				917
Capital Financing				20,188
Total Council Budget				**278,557**
Deduct:				
Business Rates Retention Scheme				(56,208)
Revenue Support Grant				(11,271)
Core Revenue Grant				(12,913)
Specific Government Grants				(26,267)
Surplus / Deficit on Collection Fund				(6,079)
Net Contribution to Reserves				5,766
Council Tax Requirement				**171,585**

Subjective Analysis

Expenditure	£000	£000
Employees:		
Employees pay	101,751	
Other employee costs	6,382	108,133
Premises		13,400
Transport		28,475
Supplies and services		203,329
Transferred to schools		162,540
Payments to service providers		165,507
Capital Financing Costs		1,918
Total Expenditure		**683,302**
Income		
Grants		(320,901)
Customer and Client Receipts		(49,022)
Reimbursements and contributions		(38,435)
Internal recharges		(28,577)
Total Income		**(436,935)**
Net Expenditure		**246,367**

Workforce Estimates

Directorate	FTEs Mar-18	Direct Pay Budget 2018-19 £000
Adult Social Care and Health		
Commissioning People	90.4	3,475
Integrated Adult Social Care & Health	420.2	13,153
Public Health	10.0	1,085
	520.6	**17,713**
Children and Families		
Childrens Social Care	365.5	15,683
Education	119.5	5,708
Integrated Early Support	107.0	3,829
	592.0	**25,220**
Places		
Place Commissioning	44.2	2,263
Place Operations	585.7	19,125
Place Strategy	345.7	13,472
	975.6	**34,860**
Corporate		
Finance	340.1	12,226
Governance	94.1	4,756
Human Resouces	53.1	2,677
Public Service Reform	79.8	3,839
	567.1	**23,498**
Budgets Held on behalf of Services	**0.0**	**460**
Total Pay Budget	**2,655.3**	**101,751**

Policy Proposals

Some savings proposals, as indicated below(*), require specific approval from the Director of Finance including areas of significant growth

	Policy Option Description	2018-19 £000
Thriving Residents		
All of our families, children and young people are supported to get the best start in life		
TR1	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.	(375)
	Join up our contracted services for Children's Public Health Services.	(468)
	Review the non-pay budget allocation for the new Early help and Prevention service	(20)
TR2	Review, redesign and recommission the commissioned services supporting Integrated Early Support (IES) and Children's Social Care.	(100)
Total - All of our families, children and young people are supported to get the best start in life		**(963)**
Vulnerable adults and children feel safe and are protected		
TR3	Investment in services for Children in Care and Care Leavers*	4,247
	Investment in Children's Safeguarding*	326
TR4	Efficiencies from new models of working	(210)
TR5	Partnership arrangements for Fostering & Adoption	(130)
TR6	Service redesign of Children's Social Care	(540)
Total - Vulnerable adults and children feel safe and are protected		**3,693**
Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives		
TR7	Investment for adults with learning disabilities*	1,262
TR8	Review of in-house support services to ensure services are focussed effectively and provide value for money	(50)
TR9	Redesign of Adult Social Care - ensure that care packages are designed in the most cost effective way	(1,267)
	Adult Social care staff review	(58)
	Arrangement of care - Investment in a care purchasing hub to ensure efficient coordination of appropriate and cost-effective care to meet service users' needs	(25)
	Review of Adult Safeguarding Services	(50)
TR10	Review of services provided by voluntary and community sector organisations	(170)
TR11	Introduce a charge for people who want to defer the costs of their care.	(22)
TR12	Reshape the Council's care provider company - income generation and selling specialist services	(244)
	Review of spend for services commissioned from the Council's care provider company which is for activity over and above that included in the agreed block management fee	(100)
TR13	Joint Commissioning with Health	(100)
TR14	Additional Social Care growth to utilise Social Care Precept*	1,254
TR15	Review of contribution to Adult Social Care capital schemes	(66)
Total - Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives		**364**
TOTAL - THRIVING RESIDENTS		**3,094**
Thriving Communities		
Cleanest, safest and most sustainable neighbourhoods in the country		
TC1	Review of Waste Management	(83)
TC2	Street Lighting LED Replacement project - Investment	210
	Street Lighting LED Replacement project - Saving	(210)
TC3	Review of Energy and Carbon Reduction Service	(200)
TC4	Community and operational asset review	(100)
TC5	Income Generation by selling specialist environmental support to other Councils	(80)
TC6	Community Safety staffing	(39)
	Review of the charging mechanism and financial contribution to Police Community Support Officers (PCSOs)	(65)
Total - Cleanest, safest and most sustainable neighbourhoods in the country		**(567)**
Good quality and affordable housing that meets the needs of our diverse communities		
TC7	Reshape our housing related support services	(250)
Total - Good quality and affordable housing that meets the needs of our diverse communities		**(250)**
Vibrant and healthy communities with inclusive leisure, heritage and culture opportunities		
TC8	Review of Public Health staffing and discretionary spend	(60)
TC9	Re-commissioning of Adult Public Health contracts (sexual health, substance misuse, integrated wellness)	(284)
TC10	Review of Health Protection	(15)
TC11	Leisure facilities management payments efficiencies	(70)
TC12	Council Tax Reduction Scheme - grants	(137)
Total - Vibrant and healthy communities with inclusive leisure, heritage and culture opportunities		**(566)**

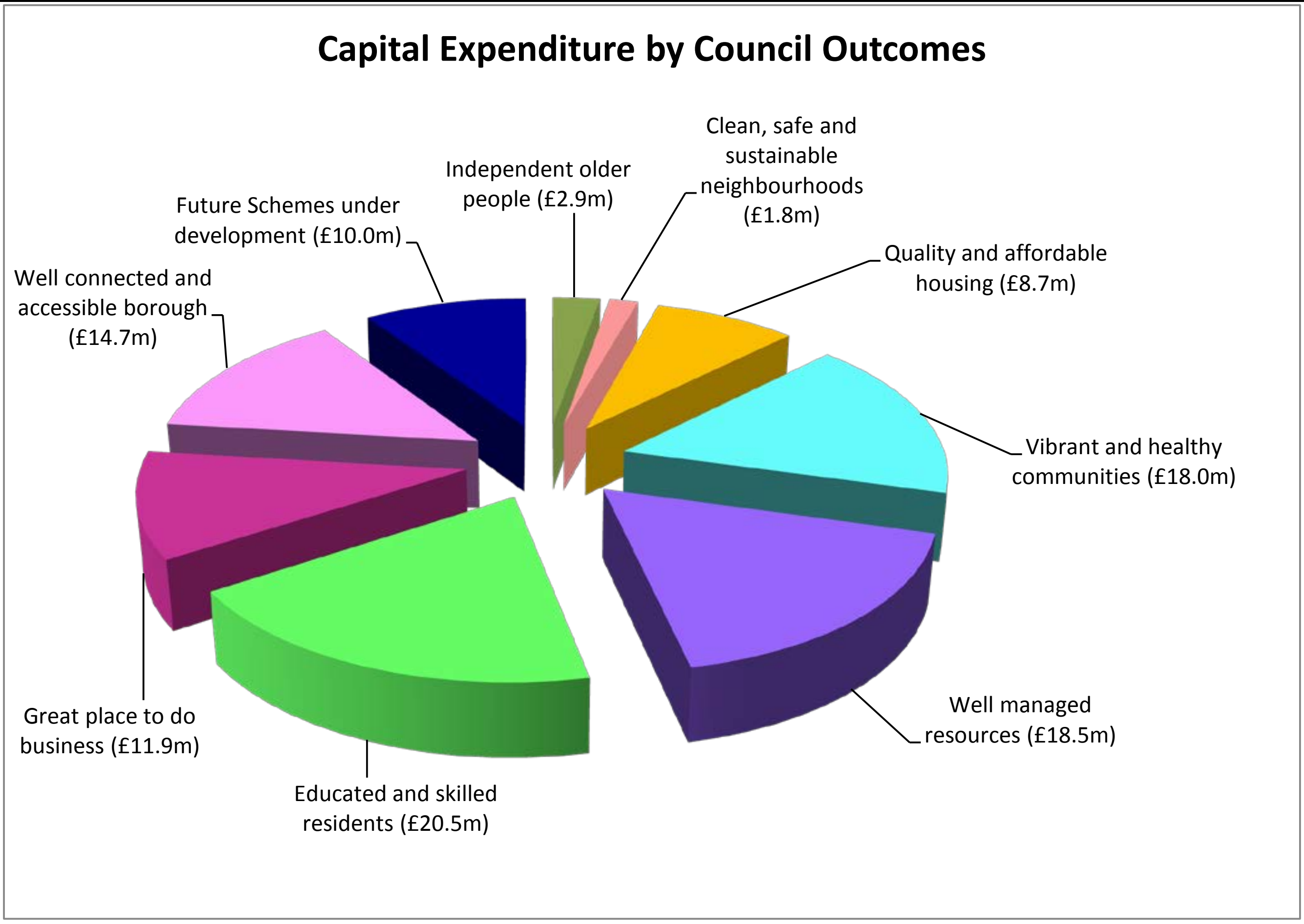
	Policy Option Description	2018-19 £000
Our resources are well managed and reflect the priorities of our residents		
TC13	Reduce council office buildings	(908)
TC14	Review of training budgets	(10)
	Working Rewards income	(100)
TC15	Additional income generation - Marketing, Media & Internal Comms	(15)
	Integration of Marketing, Media and Internal Communications teams	34
TC16	Replacement of the core HR and Finance system	(107)
TC17	Efficiencies within shared ICT and back office services - ICT volume reduction	(60)
	Efficiencies within shared ICT and back office services - Transactional Processing Volume reduction	(19)
TC18	Finance - Investment in Zero based budget review	-
	Finance - Review of non pay budget	-
	Impact Of Universal Credit Roll Out	-
	Reduction in external audit fees	(27)
	Reshape Finance Support	(289)
	Zero based budget review exercise	(300)
TC19	Legal - Further income maximisation opportunities for external Legal fees.	(25)
	Reshape Legal Services	(87)
TC20	Review of the number of Councillors	-
TC21	Executive Support post	68
	Reduction in budgets for Member training	(10)
TC22	Reshape support for complaints and freedom of information	-
TC23	Digital Channel Shift	127
TC24	Public Service Reform - Review and reduction of non-pay spend	(100)
	Public Service Reform - Staffing Restructure - following the integration of the Performance Team and Public Health Strategic Intelligence and Research and Intelligence Teams to create a corporate Insight and Intelligence team.	(90)
	Public Service Reform - Staffing Restructure to reflect work programme and align to Council priorities	(140)
TC25	Review of Occuptional Health Service	(15)
TC26	Review of Property Services	(65)
TC27	Housing & Property Investment - utilising funding available for delivery of the Housing Investment Programme	(100)
TC28	Contract management reviews	(150)
TC29	Land Lease partnership for affordable housing - ground rent	-
Total - Our resources are well managed and reflect the priorities of our residents		**(2,388)**
TOTAL - THRIVING COMMUNITIES		**(3,771)**
Thriving Economy		
People are well educated, skilled and earn a decent living		
TE1	Apprenticeship Scheme	-
	Council support for Apprentices and the Graduate programme	(134)
TE2	Home to School Transport - Alternative delivery models, demand management and contract efficiencies	(170)
	Investment in Home to School Transport to support increasing numbers of children requiring transport	341
TE3	Education Services Grant/Early Years Funding - Reductions in service provision in response to reduced grant funding.	(454)
TE4	Reducing historic pension liabilities for education staff	(50)
Total - People are well educated, skilled and earn a decent living		**(467)**
A Great Place to do Business in the United Kingdom		
TE5	Regulatory Services	(103)
	Regulatory Services - Income Generation	(140)
TE6	Commercial Property - Increased income generation	(300)
	Implementation of Markets strategy	(25)
TE7	Sub Regional Working - join up to support businesses	(130)
Total - A Great Place to do Business in the United Kingdom		**(698)**
A well connected and accessible Borough		
TE8	Car Parking Strategy - investment in parking technology and equipment	200
	Develop a new Car Parking Strategy	(435)
TE9	Review of Delivery Model for Highways & Streetscene	50
	Review of internal processes within highways and streetscene	(435)
TE10	Contract savings from the Council's joint venture company - Qwest	(207)
TE11	Community Transport Efficiencies	-
	Supporting our providers to deliver sustainable services	50
TE12	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		**(1,027)**
TOTAL - THRIVING ECONOMY		**(2,192)**
TOTAL POLICY PROPOSALS		**(2,869)**

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	2,500	
Adult Social Care Investment	416	2,916
Thriving Communities		
Cleanest, safest and most sustainable neighbourhoods in the country		
Community Asset Strategy	240	
Environmental Services	300	
Investment in LED Street Lighting	1,210	1,750
Good quality and affordable housing that meets the needs of our diverse communities		
HRA Existing Stock	2,345	
HRA New Builds	2,711	
Starter Homes	1,530	
Housing Strategy	2,156	8,742
Vibrant and healthy communities with inclusive leisure, heritage and culture		
Northwich Townscape Heritage Initiative	1,270	
Lion Salt Works	350	
Trackside Changing Facility (EPSLV)	217	
Borough Cultural Centre	280	
Play Strategy	565	
Brio Capital Investment	6,950	
Community Watersports	3,000	
Libraries Investment	44	
Archives Facility	500	
Whitby Hall	4,820	17,996
Our resources are well managed and reflect the priorities of our residents		
Property Management	2,965	
Commercial Property Re-investment Programme	4,824	
Accommodation Strategy	50	
Ellesmere Port Public Sector Hub	578	
Weaver Square	490	
Vehicle Replacement	200	
ICT Strategy Core Programme	2,680	
ICT Transformation	3,000	
Digital Strategy	1,198	
HR & Finance System Replacement	2,516	18,501
Thriving Economy		
People are well educated, skilled and earn a decent living		
School Basic Need	15,851	
Devolved Formula Capital	1,000	
School Play Spaces	345	
School Condition Allocation	3,200	
Special Education Needs Provision	80	20,476
A great place to do business in the UK		
Winsford Town Regeneration	1,325	
Barons Quay	1,300	
Waterways Projects	400	
Northgate Development	3,950	
Northgate Site Assembly	3,600	
Winsford Shopping Centre	1,300	11,875

A well connected and accessible borough		
Chester Bus Interchange		
20 mph speed limits	200	
Asset Recovery	3,000	
LTP - Highways & Transport	8,680	
Gadbrook Park	1,437	
Car Parking	1,393	14,710
Future Investment Programme		10,000
Total Capital Expenditure		**106,966**

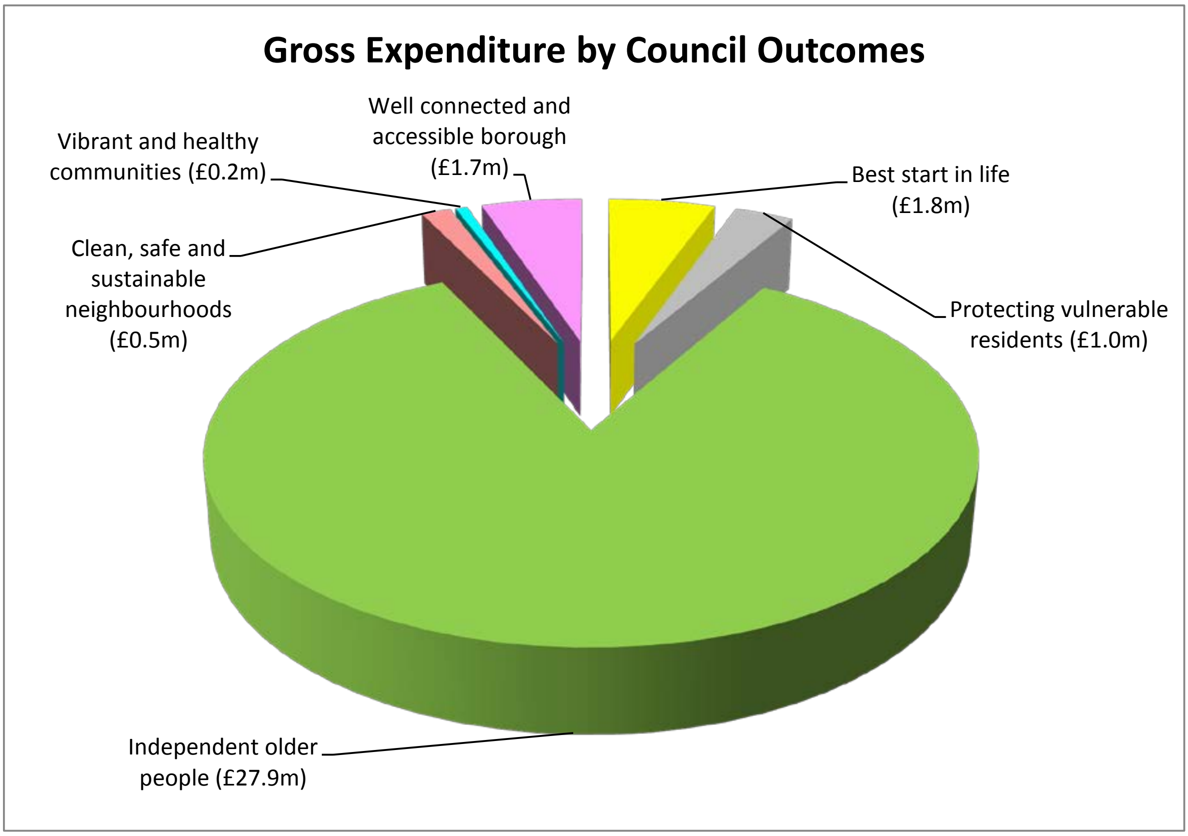
Financing	**£000**
Source of funding	
External Funding/ Contributions	(46,631)
Future Investment Fund Reserve	(6,000)
Borrowing	(21,482)
Ringfenced Borrowing (Barons Quay & Invest to Save)	(27,603)
Capital Receipts / Reserve	(5,250)
Total	(106,966)



People
Commissioning People
Alistair Jeffs

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

Services provided:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
People's Directorate Management	248	6	-	254
Children's Commissioning	571	1,781	(396)	1,956
Adult's Commissioning	1,104	7,604	(3,465)	5,243
Adult and Child Transport	1,483	869	(1,708)	644
Vivo / Adult's Commissioning	95	10,819	(49)	10,865
Better Care Fund	-	8,564	(8,564)	-
Total Budget	**3,501**	**29,643**	**(14,182)**	**18,962**



As Director I confirm that the information above represents my 2018-19 budget and I commit to delivering a balanced budget during the financial year.

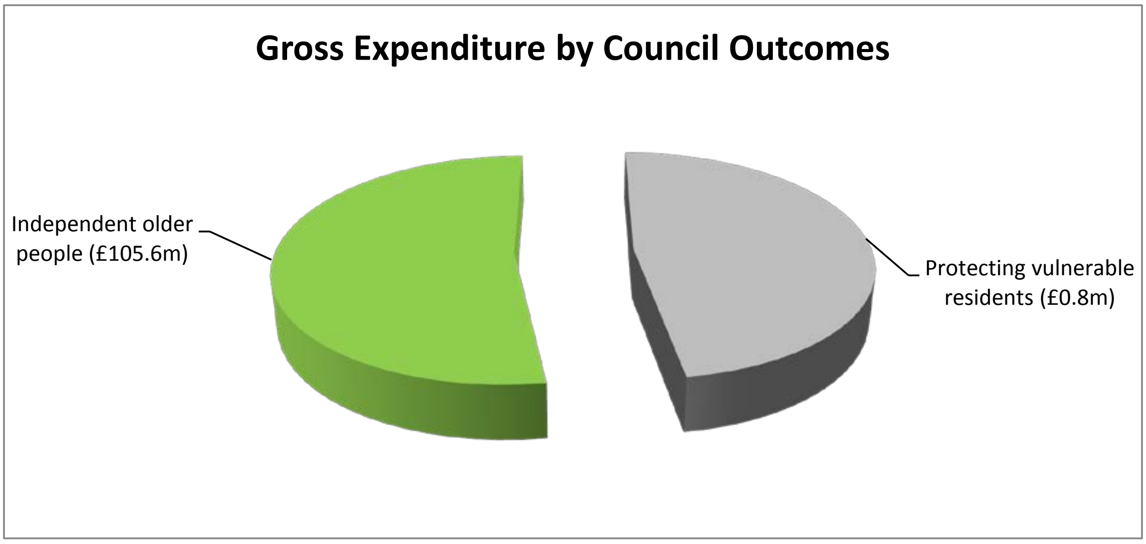
Signed……………………………………………………………………………………….

People
Integrated Adult Social Care & Health
Jennifer McGovern

This Service provides care and support to a wide range of vulnerable adults in the local community across a broad range of 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
Integrated ASC&H Management	532	140	-	672
Older People and Physical Disability	5,074	48,763	(18,282)	35,555
Learning Disability and Mental Health	2,144	40,859	(5,023)	37,980
In-House Services	4,912	635	(4,471)	1,076
Safeguarding	491	303	(135)	659
Growth contingency	-	2,516	-	2,516
Total Budget	**13,153**	**93,216**	**(27,911)**	**78,458**

A temporary Adult Social Care support grant allocation of £0.917m will be held as a central contingency budget. Any investment funded from the Adult Social Care precept or the contingency will need to be signed off by the Director of Finance and the Deputy Chief Executive (People) before expenditure can be incurred.



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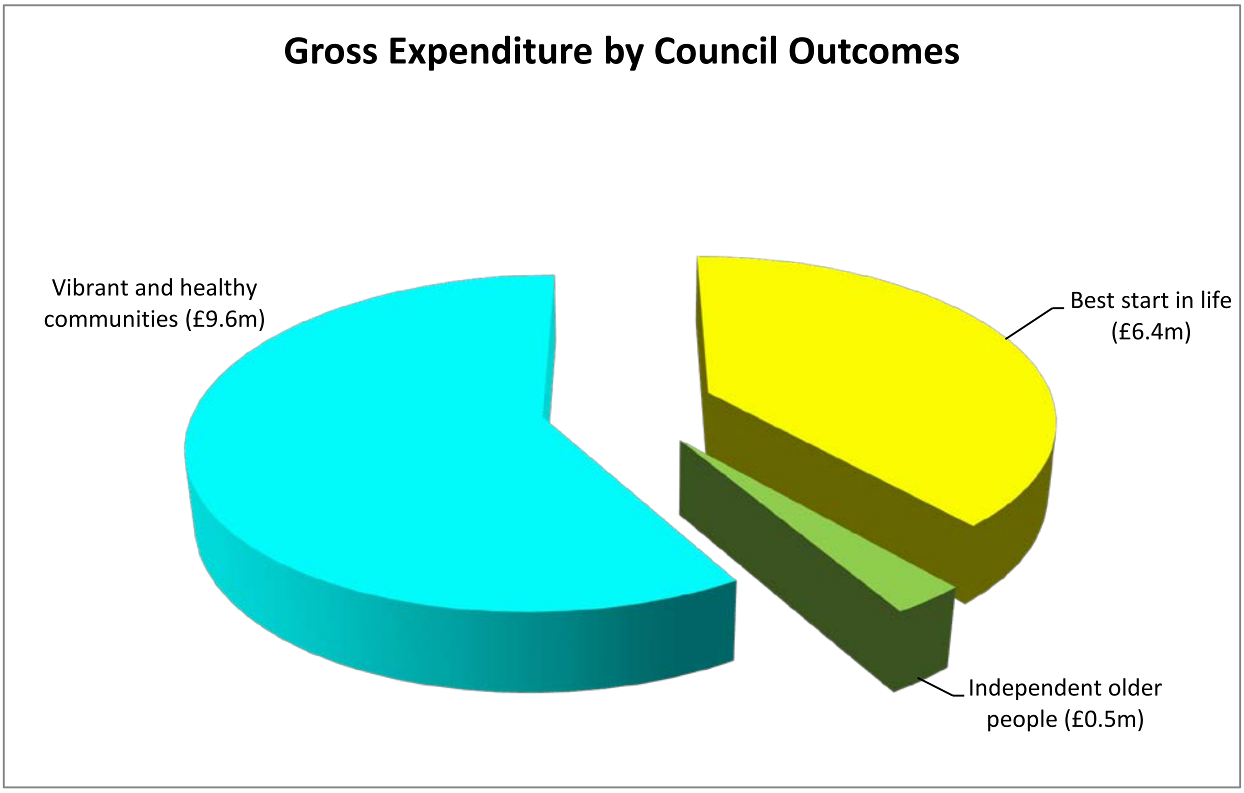
People
Public Health
Ian Ashworth

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	106	-	1,198
Sexual Health and Substance Misuse	-	6,598	-	6,598
0 - 19 Services	-	5,706	-	5,706
Other Contracts	-	784	-	784
Social Determinants of Health	-	1,765	-	1,765
Health Protection and Improvement	-	491	-	491
Total Budget	**1,092**	**15,450**	**-**	**16,542**



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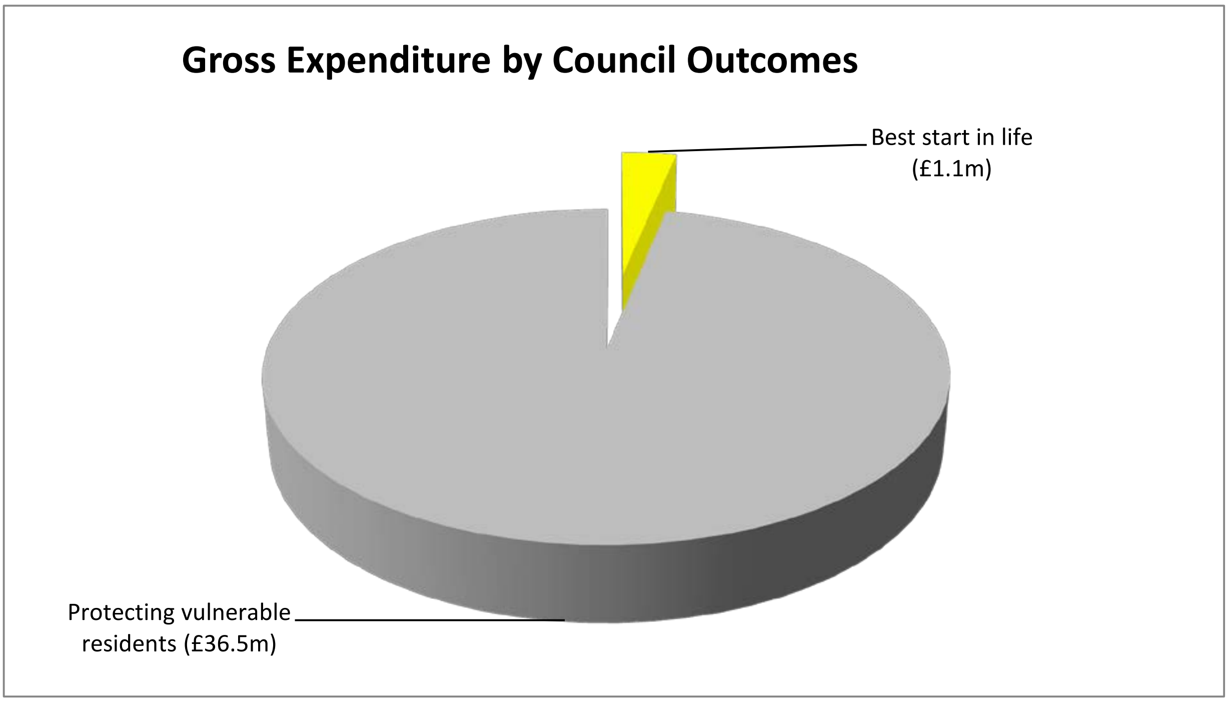
People
Children's Social Care
Emma Taylor

Provides statutory services to children and families, including children in need of help, support and protection, children in care and care leavers, fostering and adoption via Together for Adoption (Regional Adoption Agency) children with disabilities, residential care and short breaks provision for disabled children, children's participation and inclusion, contacts and referrals into children's services 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	7,198	752	(126)	7,824
Children with Disabilities Service	1,266	1,344	(419)	2,191
Edge of Care	392	31	-	423
Leaving Care	509	568	-	1,077
Management Team	529	108	(87)	550
Provider Services	3,147	14,199	(843)	16,503
Public Law Outline	-	386	-	386
Youth Offending Service	762	395	(808)	349
Safeguarding Unit	1,684	76	(598)	1,162
Growth Contingency	205	4,042		4,247
Total Budget	**15,692**	**21,901**	**(2,881)**	**34,712**



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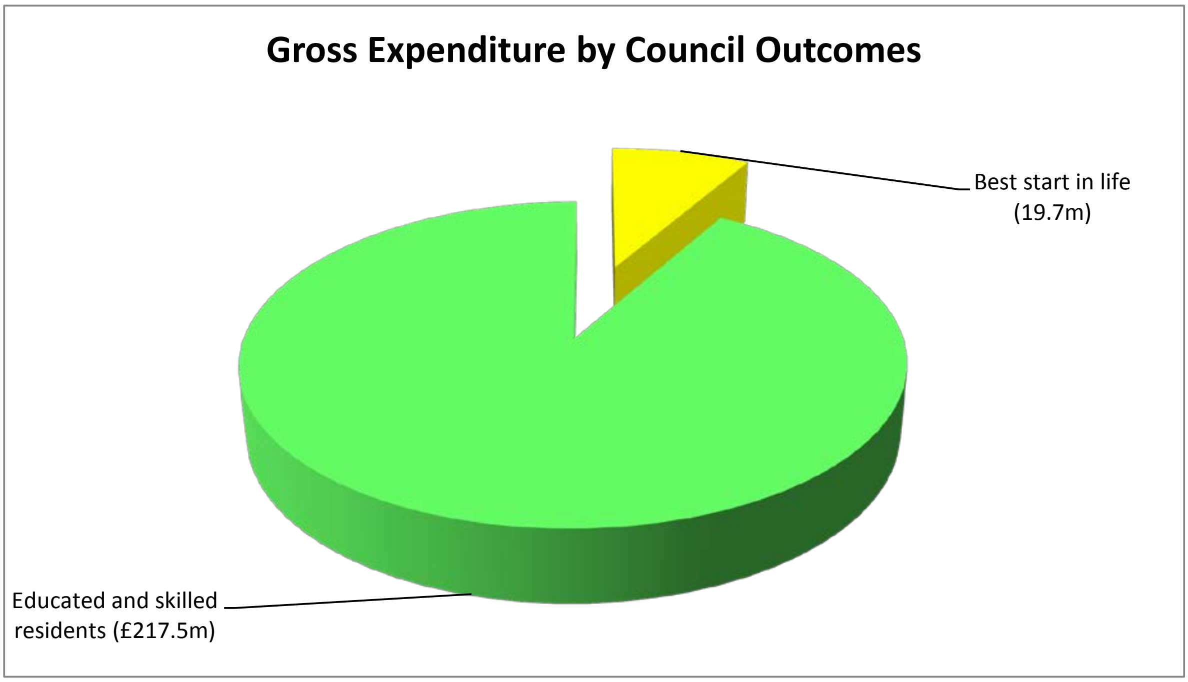
People
Education
Mark Parkinson

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 childminders). 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
Director of Education	140	221	(239)	122
School Intervention	843	186	(815)	214
Virtual School Head	356	198	(554)	-
Special Educational Needs and Disabilities	911	165	(934)	142
Specialist Services	2,241	314	(2,104)	451
Education Infrastructure	1,269	9,620	(2,536)	8,353
Other Schools Related	4,717	53,488	(57,110)	1,095
Schools	-	162,540	(162,540)	-
Total Budget	**10,477**	**226,732**	**(226,832)**	**10,377**



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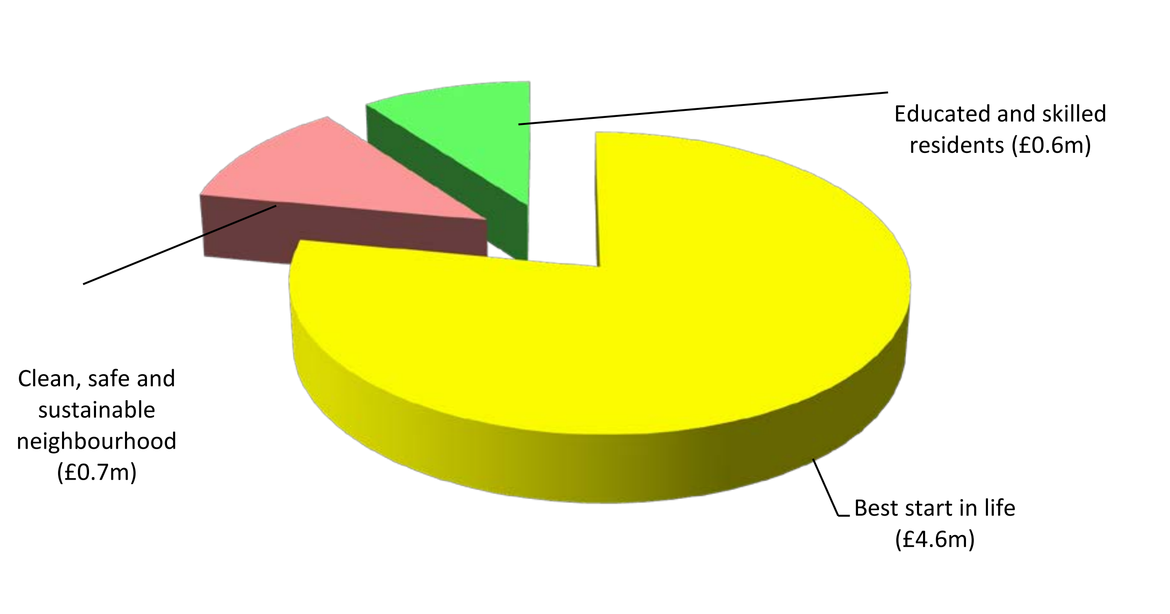
Signed………………………………………………………………………………………….

People
Early Help and Prevention
Helen Brackenbury

The Early Help and Prevention Service service helps local children, families and young people with complex needs and adults affected by domestic abuse and focuses on three key areas: Family Casework and Domestic Violence and Abuse, Early help, Schools and Partnerships and Community Safety and the Youth Service. A business and governance team provide the back office support to the whole service, including the administration of the troubled families' payments and sourcing new funding to support more prevention opportunities.

Services provided:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Business Governance	421	377	(430)	368
Children's Centre Premises	-	508	(158)	350
Early Help and Partnerships	900	84	(339)	645
Casework and Domestic Abuse	1,674	94	(551)	1,217
Youth and Community Safety	847	426	(264)	1,009
Pensions/Gratuities (Ex Colleges)	573	-	(573)	-
Total Budget	**4,415**	**1,489**	**(2,315)**	**3,589**

Gross Expenditure by Council Outcomes



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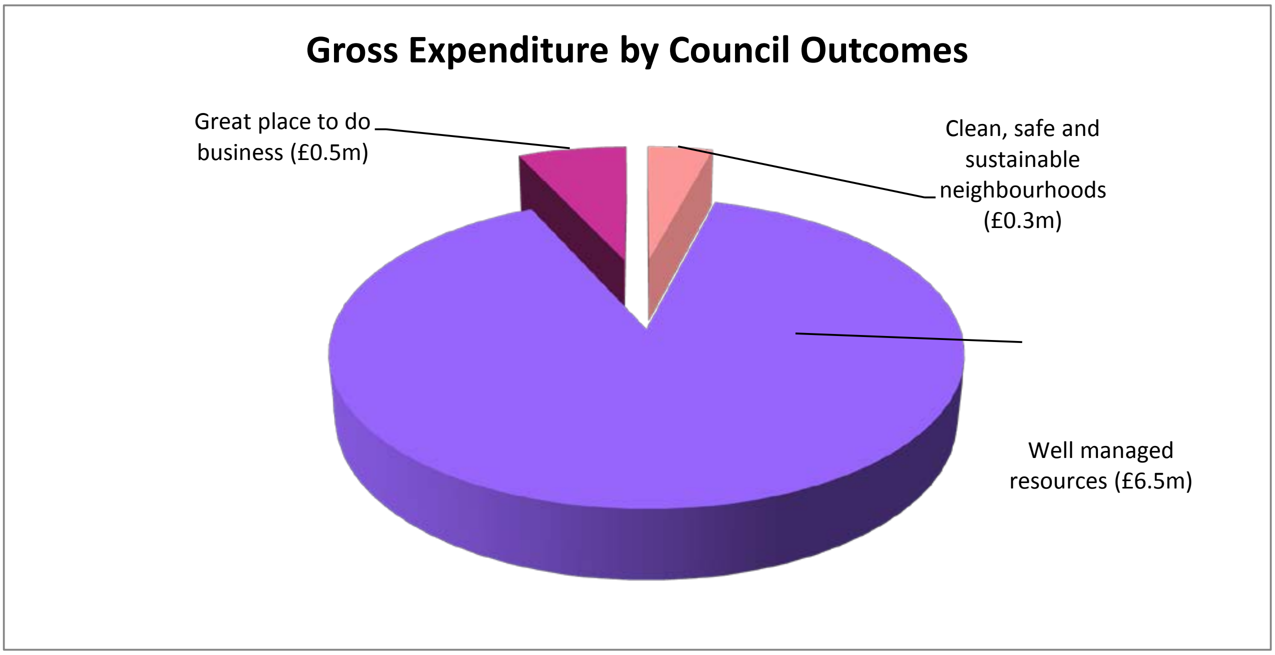
Places
Place Commissioning and Commercial Management
Graham Pink

The service implements a consistent approach to contract administration and performance management across the Council's outsourced services 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*	1,076	(145)	(193)	738
Major Projects Delivery	300	-	(300)	-
Procurement	458	29	(4)	483
Capital Delivery Team	429	20	(400)	49
Qwest	-	5,119	(273)	4,846
Total Budget	**2,263**	**5,023**	**(1,170)**	**6,116**

*Commercial Management Non Pay budget (£0.145m)incorporates £0.250m Contract Management savings to be delivered across various Service areas and will be allocated as savings are realised during the year.



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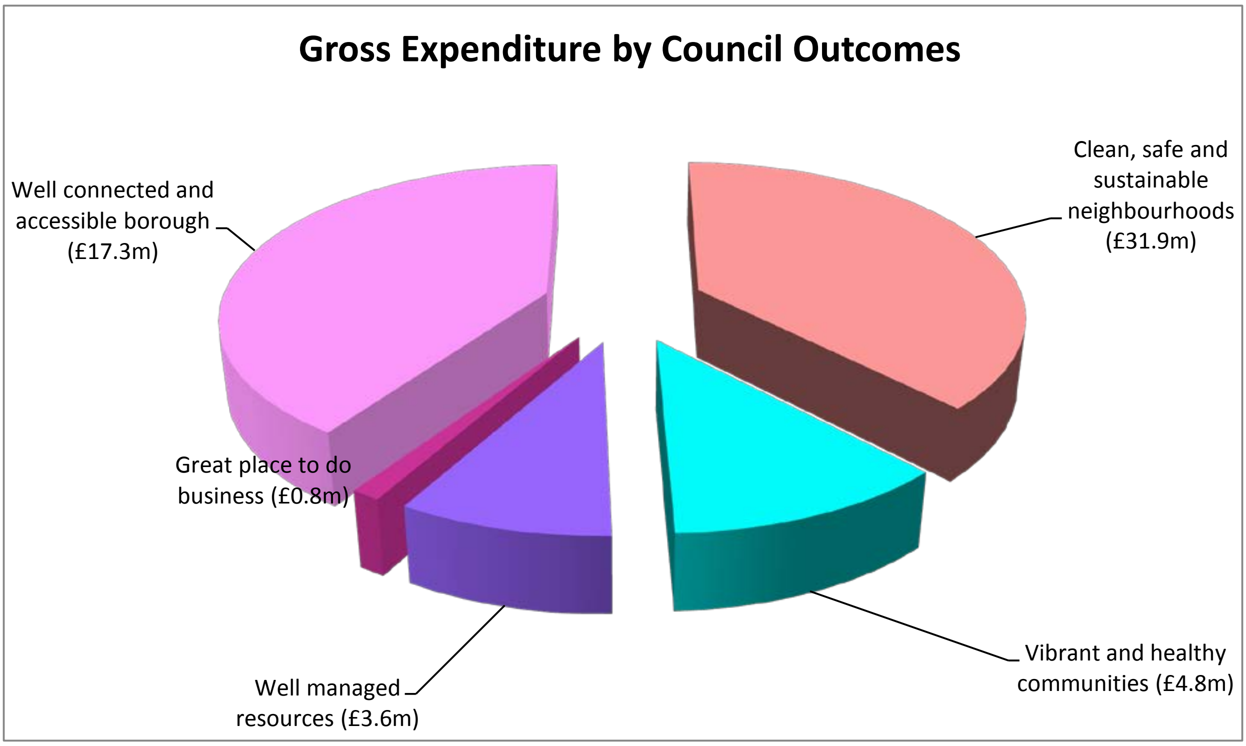
Signed……………………………………………………………………………………..

Places
Place Operations
Maria Byrne

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	(201)	-	(85)
Highways and Environment Services	9,178	31,460	(6,548)	34,090
Customer Services and Libraries	3,305	1,735	(1,581)	3,459
Regulatory Services	5,718	5,149	(11,280)	(413)
Localities	1,076	847	(141)	1,782
Total Budget	**19,393**	**38,990**	**(19,550)**	**38,833**

*Public Operations Management Non Pay budget (£0.201m) incorporates £0.300m 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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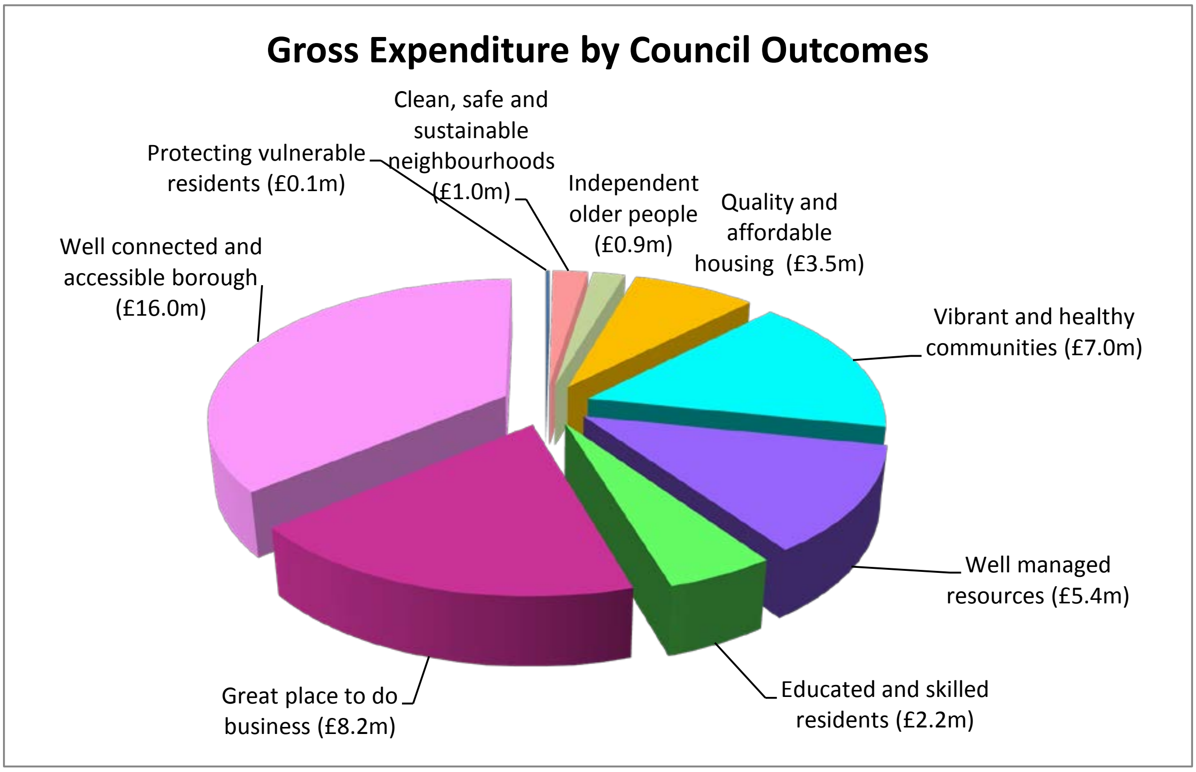
Places
Place Strategy
Lisa Harris

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
Places Strategy Management	393	58	-	451
Planning and Transport	3,713	15,305	(14,476)	4,542
Strategic Housing	1,568	2,879	(914)	3,533
Culture and Leisure	2,794	4,538	(2,970)	4,362
Total Environment and Mersey Forest	386	236	(622)	-
Economic Growth	2,998	1,526	(2,427)	2,097
Asset Management and Development	1,721	6,173	(13,677)	(5,783)
Total Budget	**13,573**	**30,715**	**(35,086)**	**9,202**



As Director I confirm that the information above represents my 2018-19 budget and I commit to delivering a balanced budget during the financial year.

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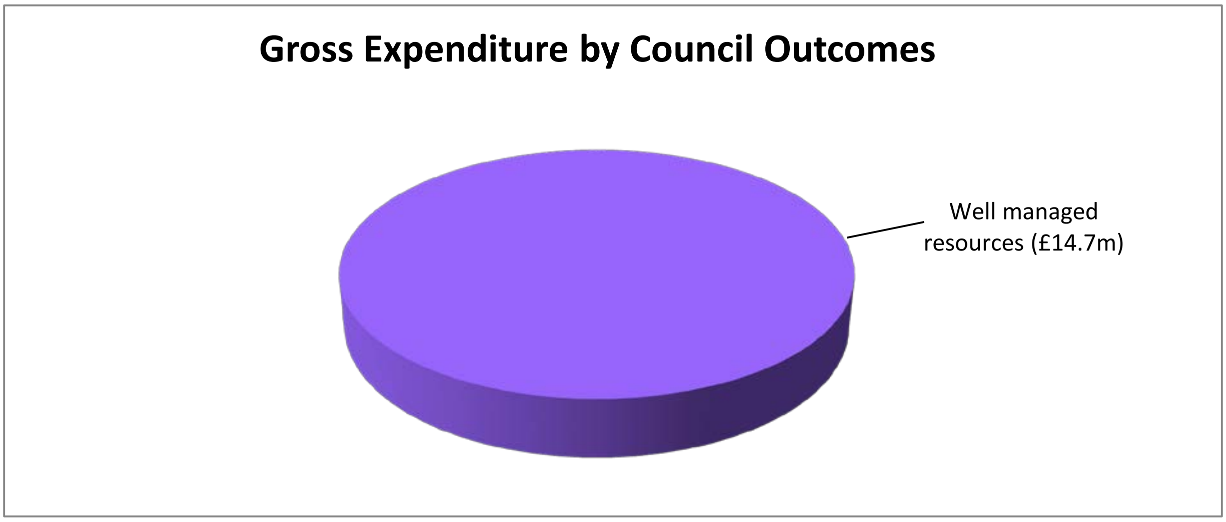
Corporate Services
Finance
Debbie Hall

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	3,898	138	(631)	3,405
Transactional Services	8,215	2,005	(6,187)	4,033
Total Budget	**12,493**	**2,161**	**(6,831)**	**7,823**



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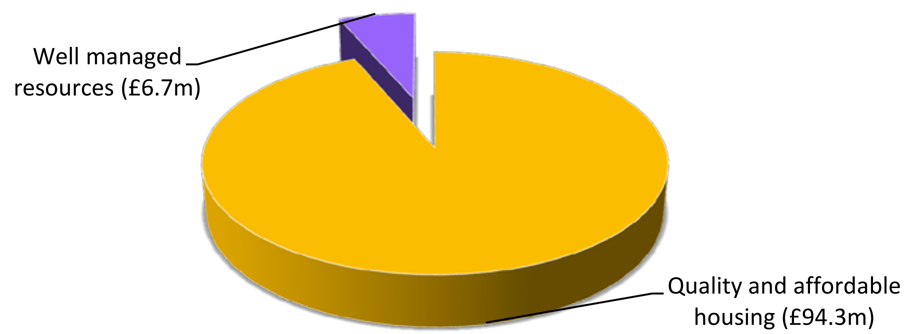
Corporate Services
Corporate budgets managed by Finance
Debbie Hall

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

Services provided:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Housing Benefits	-	94,322	(94,320)	2
Corporate Budgets	-	1,940	(309)	1,631
Centralised Budgets	-	497	(35)	462
Insurance	157	4,128	(1,763)	2,522
Total Budget	**157**	**100,887**	**(96,427)**	**4,617**

Gross Expenditure by Council Outcomes



As Director I confirm that the information above represents my 2018-19 budget and I commit to delivering a

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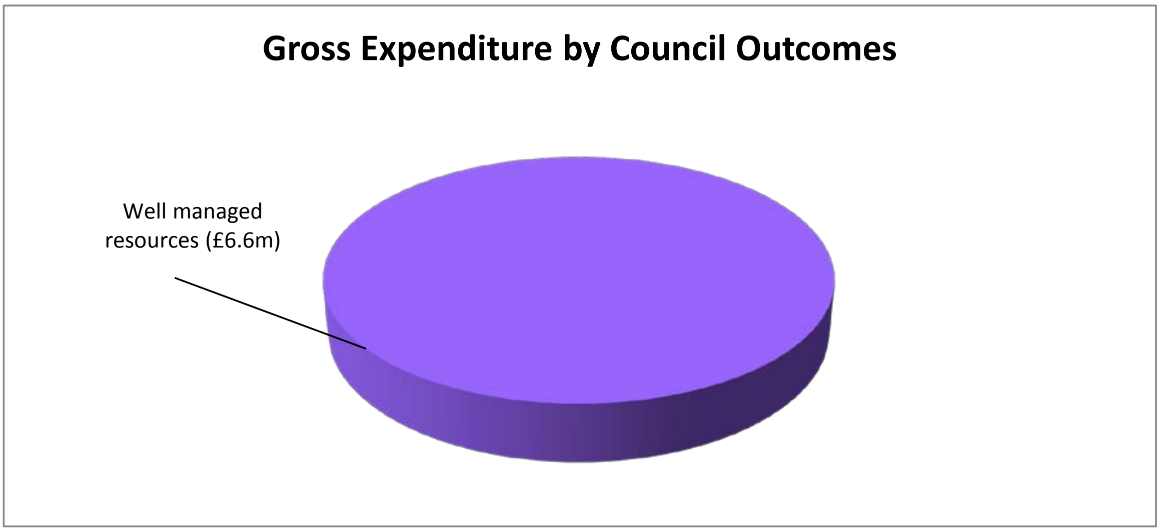
Corporate Services
Governance
Vanessa Whiting / Karen McIlwaine

Governance provides professional, efficient, customer focused support and advice to a range of internal and external clients and members through the Legal, Democratic and 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
Governance Management	451	51	(10)	492
Emergency Planning	161	10	(17)	154
Customer Relations and Information	739	78	(161)	656
Legal Services	2,255	195	(686)	1,764
Democratic Services	922	1,511	(144)	2,289
Chief Executive	229	16	-	245
Total Budget	**4,757**	**1,861**	**(1,018)**	**5,600**



As Directors' we confirm that the information above represents our 2018-19 budget and I commit to delivering a balanced budget during the financial year.

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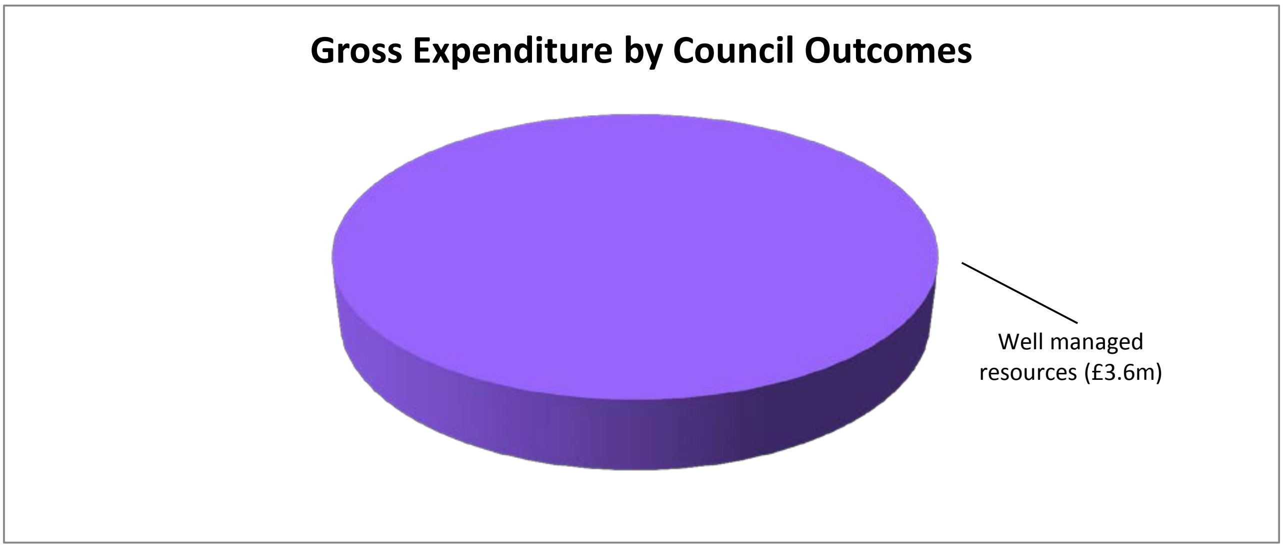
Corporate Services
Human Resources
Debbie Thompson

Human Resources provide a range of corporate support services to the Council, Schools and external clients. Services are provided by the Human Resources, and include HR support and training, Graduates and Apprentice schemes, Health and Safety, and the Occupational Health Unit.

Services provided:	**Pay** **£000**	**Non-Pay** **£000**	**Income** **£000**	**Net Budget** **£000**
Human Resources	2,176	614	(1,306)	1,484
Personal Assistants	415	15	-	430
Corporate Budget - Apprentices and Graduates	373	-	(87)	286
Total Budget	**2,964**	**629**	**(1,393)**	**2,200**



As the Lead Officer for Human Resources I confirm that the information above represents my 2018-19 budget and I commit to delivering a balanced budget during the financial year.

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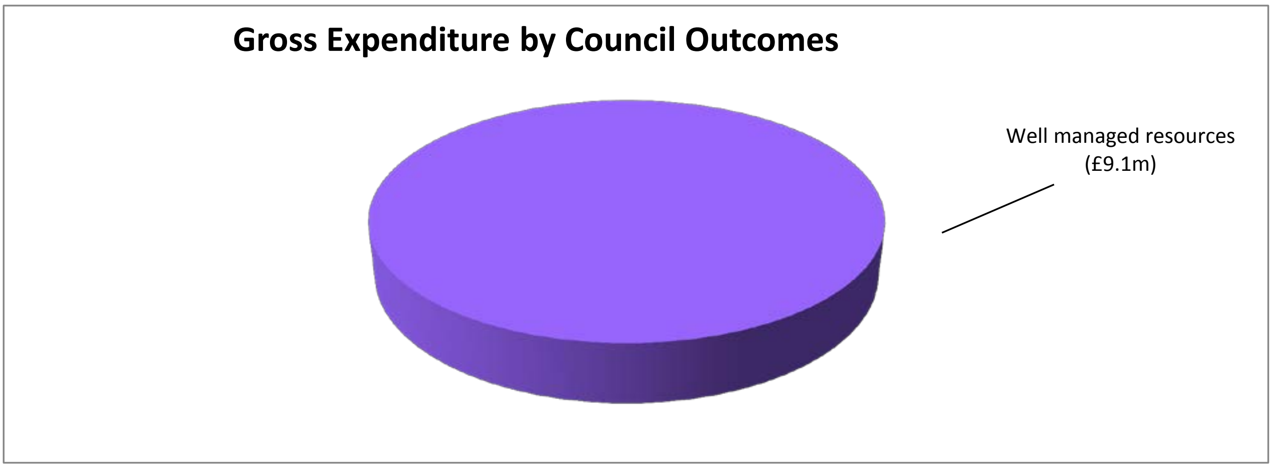
Corporate Services
Public Service Reform
Laurence Ainsworth

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 research, consultation, performance management and public health intelligence through the Insight and Intelligence team. The ICT and Marketing teams provide Business Technology Solutions, Social care systems support ICT policy, internal and external communications, marketing and graphic design, maintaining the intranet and Council website. They also manage the hardware and software budget and the ICT client budget on behalf of the Council.

Services provided:	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Change Team	1,125	110	-	1,235
Insight and Intelligence	1,164	117	(518)	763
Communications	843	478	(470)	851
Business Technology Solutions	611	25	(42)	594
Corporate Budget - Computer Hardware & Software	-	574	-	574
Corporate Budget - ICT Client budget	-	4,000	(376)	3,624
Total Budget	**3,743**	**5,304**	**(1,406)**	**7,641**



As Director I confirm that the information above represents my 2018-19 budget and I commit to delivering a balanced budget during the financial year.

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Budgets Held on behalf of Services
Debbie Hall

This area contains the 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	-	1,000	-	1,000
Employer Pension Contributions uplift/Living Wage	440	-	-	440
ICT Transformation	-	600	-	600
Downsizing due to organisational changes	-	(85)	-	(85)
Savings from review and redesign of business processes	-	(280)		(280)
Premature Baby Leave	20	-	-	20
Total Budget	**460**	**1,235**	**-**	**1,695**

Centrally Managed Budgets
Debbie Hall

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	-	(1,405)	115
Actuarial Pension Costs	3,258	-	(285)	2,973
Apprentice Levy	400	-	-	400
Capital Feasibility Fund	-	200	-	200
Academy Transfers	-	-	(51)	(51)
Payments to Parishes	-	89	-	89
Other	-	16	-	16
Total Budget	**5,178**	**305**	**(1,741)**	**3,742**

As Director I confirm that the information above represents my 2018-19 budget and I commit to delivering a balanced budget during the financial year.

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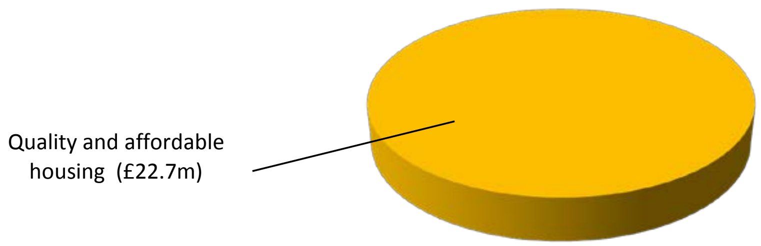
Housing Revenue Account
Alison Amesbury

The management of the Housing Revenue Account is delivered by City West Housing Trust (trading as ForViva Group) on a ten year contract commencing on the 1st July 2017. 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 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 management contract, for example grounds maintenance and third party insurance cover.

Contribution to Council Outcomes



Narrative	Budget 2018-19 £000
Rent	(21,928)
Rents - Non Dwellings	(471)
Charges for Services and Facilities	(176)
Contributions towards expenditure	(94)
Total Income	**(22,669)**
Management Fee	8,549
Client Budget	1,109
Corporate and Democratic Costs	62
Increase in Bad Debts Provision	873
Total Operating Expenditure	**10,593**
Principal Repayments	2,454
Voluntary Repayments	445
Interest Repayments	3,217
Debt Management Expenses	7
Interest Received	(2)
Revenue Contributions to Capital	5,955
Total Other Expenditure	**12,076**
Net HRA Revenue (Surplus) / Deficit for the year	**0**

As Lead Client Officer I confirm that the information above represents my 2018-19 budget and I commit to delivering a balanced budget during the financial year.

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