Cheshire West & Chester Council

Budget Book 2019-20

Cheshire West and Chester

Contents

Introduction

The Council's Budget Book provides detailed information and analysis of Services' 2019-20 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 21 February 2019 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 2019-20.

The Budget Book represents the first stage of the budget monitoring process for 2019-20 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.

Debbie Hall

Summary Revenue Budget

Directorate	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Adult Social Care and Health				
Commissioning People	1,467	27,888	(13,023)	16,332
Integrated Adult Social Care & Health	14,669	96,494	(27,989)	83,174
Public Health	1,368	14,708	-	16,076
	17,504	**139,090**	**(41,012)**	**115,582**
Children and Families				
Children's Social Care	16,225	22,432	(2,439)	36,218
Education	10,357	230,043	(229,822)	10,578
Early Help & Prevention	6,745	3,507	(4,102)	6,150
	33,327	**255,982**	**(236,363)**	**52,946**
Places				
Place Commissioning & Commercial Management	3,971	15,117	(18,555)	533
Place Operations	19,688	40,584	(20,525)	39,747
Place Strategy	12,155	23,688	(21,547)	14,296
	35,814	**79,389**	**(60,627)**	**54,576**
Corporate				
Finance	12,375	2,947	(7,628)	7,694
Corporate Budgets Managed by Finance	426	100,711	(96,427)	4,710
Governance	4,851	1,696	(1,078)	5,469
Human Resources	2,655	612	(1,284)	1,983
Public Service Reform	4,812	5,786	(2,106)	8,492
	25,119	**111,752**	**(108,523)**	**28,348**
Budgets held on behalf of Services	1,934	24	-	1,958
Total Service Provision	**113,698**	**586,237**	**(446,525)**	**253,410**
Centrally Managed Budgets	9,223	1,208	(1,690)	8,741
Contingency budgets				
Pay and Price Contingency				4,703
General Contingency				2,796
Redundancy Contingency				1,000
Capital Financing				26,921
Total Council Budget				**297,571**
Funding				
Business Rates Retention Scheme				(58,586)
Revenue Support Grant				(3,286)
Core Revenue Grant				(13,887)
Specific Government Grants				(31,136)
Surplus on Collection Fund				(3,101)
Net Use of Reserves				(2,494)
Council Tax Requirement				**185,081**

Subjective Analysis

Expenditure	£000
Employees:	
Pay	108,243
Other employee costs	5,455
Premises	13,781
Transport	28,116
Supplies and services	116,605
Transferred to schools	158,207
Payments to service providers	265,026
Capital Financing Costs	4,502
Total Expenditure	**699,935**
Income	
Grants	(323,750)
Customer and Client Receipts	(54,030)
Reimbursements and contributions	(37,089)
Internal recharges	(31,656)
Total Income	**(446,525)**
Net Expenditure	**253,410**

Workforce Estimates

Directorate	FTEs Mar-19	Direct Pay Budget 2019-20 £000
Adult Social Care and Health		
Commissioning People	31.3	1,464
Integrated Adult Social Care & Health	425.7	14,669
Public Health	14.4	1,362
	471.4	**17,495**
Children and Families		
Childrens Social Care	378.0	16,215
Education	124.4	6,221
Early Help & Prevention	161.9	6,130
	664.3	**28,566**
Places		
Place Commissioning	80.0	3,970
Place Operations	599.8	19,683
Place Strategy	305.1	12,148
	984.9	**35,801**
Corporate		
Finance	337.1	12,433
Governance	96.4	4,828
Human Resources	52.1	2,377
Public Service Reform	94.6	4,809
	580.1	**24,447**
Budgets Held on behalf of Services	**0.0**	**1,934**
Total Direct Pay	**2,700.7**	**108,243**

Policy Proposals

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

	Policy Option Description	2019-20 £000	2020-21 £000	2021-22 £000	Total £000
Thriving Residents					
All of our families, children and young people are supported to get the best start in life					
TR1	Make efficiencies through re-designing the delivery model that provides services to young people	(50)	-	-	**(50)**
Total - All of our families, children and young people are supported to get the best start in lif		**(50)**	**-**	**-**	**(50)**
Vulnerable adults and children feel safe and are protected					
TR2	Review of the Contact service	(120)	-	-	**(120)**
TR3	Efficiencies from sharing Fostering services	(100)	-	-	**(100)**
TR4	Efficiencies from New Models of Working				
	(a) Negotiate block purchasing for Looked After Children provision	(60)	-	-	**(60)**
	(b) Family Group Conferencing	(75)	(125)	-	**(200)**
	(c) Step down to Fostering	(150)	-	-	**(150)**
	(d) Target Family Support	(75)	(75)	-	**(150)**
	(e) Care leavers	(220)	-	-	**(220)**
	(f) Children and young people with disabilities	(90)	-	-	**(90)**
	(g) Children in Need Teams	-	(135)	-	**(135)**
	(h) Develop apprenticeship scheme within Early Help and Prevention Service to fund training costs	(23)	-	-	**(23)**
TR5	Additional funding for Children's services*				
	(a) Additional investment in Children's social care	1,500	500	500	**2,500**
	(b) Additional resource to support the delivery of the Looked After Children Placement Commissioning Strategy	60	-	-	**60**
	(c) Increase in resources due to legislative changes to Special Guardianship Orders	59	-	-	**59**
	(d)i-ART	-	129	-	**129**
	(e) Children's Centre facilities	25	-	-	**25**
Total - Vulnerable adults and children feel safe and are protected		**731**	**294**	**500**	**1,525**
Older people and vulnerable adults are compassionately supported to lead fulfilled and independent lives					
TR6	Investment for adults with learning disabilities*	1,382	750	750	**2,882**
TR7	Additional Social Care growth*	2,753	1,569	1,557	**5,879**
TR8	Redesign of Adult Social Care - ensure that care packages are designed in the most cost effective way	(1,184)	-	-	**(1,184)**
TR9	Review of in-house bed based provision such as respite care, "step up" support, "step down" support	(50)	(700)	-	**(750)**
TR10	Ensuring that the Council only supports Adults with eligible social care needs				
	*(a) Investment**	112	-	-	**112**
	(b) Saving	(292)	-	-	**(292)**
TR11	Review of the Direct Payments process	(100)	(100)	-	**(200)**
Total - Older people and vulnerable adults are compassionately supported to lead fulfilled ar		**2,621**	**1,519**	**2,307**	**6,447**
TOTAL - THRIVING RESIDENTS		**3,302**	**1,813**	**2,807**	**7,922**

Thriving Communities					
Cleanest, safest and most sustainable neighbourhoods in the country					
TC1	Street Lighting LED Replacement project				
	(a) Investment	220	-	-	**220**
	(b) Saving	(320)	-	-	**(320)**
TC2	Community and operational asset review				
	(a) Investment	300	-	-	**300**
	(b) Saving	-	(200)	-	**(200)**
Total - Cleanest, safest and most sustainable neighbourhoods in the country		**200**	**(200)**	**-**	**-**
Good quality and affordable housing that meets the needs of our diverse communities					
TC3	Make efficiencies through the re-commissioning of services for home adaptations and wellbeing for older and vulnerable adults	(29)	-	-	**(29)**
Total - Good quality and affordable housing that meets the needs of our diverse communitie		**(29)**	**-**	**-**	**(29)**
Vibrant and healthy communities with inclusive leisure, heritage and culture opportunities					
TC4	Make efficiencies through the re-commissioning of Adult Public Health contracts				
	(a) Saving	(866)	-	-	**(866)**
	(b) Investment	100	-	-	**100**
TC5	Leisure facilities - cost efficiencies	(180)	(173)	-	**(353)**
TC6	Council Tax reduction scheme - review of grants	(45)	-	-	**(45)**
Total - Vibrant and healthy communities with inclusive leisure, heritage and culture opportur		**(991)**	**(173)**	**-**	**(1,164)**
Our resources are well managed and reflect the priorities of our residents					
TC7	Highways fees and charges review	(50)	-	-	**(50)**
TC8	Reduction in Members budgets due to boundary changes	(105)	-	-	**(105)**
TC9	Localities non-pay efficiencies	(40)	-	-	**(40)**

TC10	Place Operations Restructure	(197)	-	-	**(197)**
TC11	Zero based budget review exercise	(125)	(75)	-	**(200)**
TC12	Contract management reviews				
	(a) Investment	292	-	-	**292**
	(b) Saving	(44)	(155)	(225)	**(424)**
TC13	Corporate Accommodation	(227)	(490)	(522)	**(1,239)**
TC14	Review of Property Services	(125)	-	-	**(125)**
TC15	Land Lease partnership - ground rent	(50)	(200)	(50)	**(300)**
TC16	Place Strategy Restructure	(179)	-	-	**(179)**
TC17	Reshape Finance Support				
	(a) Reduction in the cost of the contracts for postage and MFD machines	(59)	-	-	**(59)**
	(b) Focus support to high risk areas	(110)	-	-	**(110)**
TC18	Efficiencies within shared services				
	(a) Reduction of costs for Emergency Planning Service	(15)	-	-	**(15)**
	(b) Efficiencies within ICT shared service	(60)	-	-	**(60)**
	(c) Efficiencies in the Transactional Service Centre	(319)	-	-	**(319)**
TC19	Treasury Management - income from investments	(500)		-	**(500)**
TC20	Discretionary Hardship Fund and Welfare Support				
	(a) Increase in the Disretionary Hardship Fund	100			**100**
	(b) Investment in the Welfare Support team	106			**106**
TC21	Impact of Universal Credit roll out	(100)	(125)	-	**(225)**
TC22	Maximise opportunities for external income from Corporate Services	(105)	(15)	(48)	**(168)**
TC23	Support for GDPR regulations				
	(a) Investment	84	-	48	**132**
	(b) Saving	(48)	-	(39)	**(87)**
TC24	Training costs efficiencies	(10)	-	-	**(10)**
TC25	Public Service Reform - Staffing Restructure and review of non-pay budgets	(133)	-	-	**(133)**
TC26	Replacement of the core HR and Finance system	(41)	(665)	(17)	**(723)**
TC27	Efficiencies generated from the Digital Transformation Strategy				
	(a) Investment	32	-	-	**32**
	(b) Saving	(136)	(511)	-	**(647)**
Total - Our resources are well managed and reflect the priorities of our residents		**(2,164)**	**(2,236)**	**(853)**	**(5,253)**
TOTAL - THRIVING COMMUNITIES		**(2,984)**	**(2,609)**	**(853)**	**(6,446)**

Thriving Economy					
People are well educated, skilled and earn a decent living					
TE1	Home to School Transport - Alternative delivery models and pricing structures				
	(a) Volunteer Drivers	(50)	-	-	**(50)**
	(b) Special Education Needs and Disabilities	(80)	-	-	**(80)**
	(c) Service Level Agreement Efficiencies	(48)	-	-	**(48)**
	(d) High Needs Strategic Review	30	(30)	(70)	**(70)**
	(e) Meeting increased demand for home to school transport	337	-	-	**337**
TE2	Additional resource to provide support for children and young people with Special Educational Needs and Disabilities	144	-	-	**144**
TE3	Reducing historic pension liabilities for ex-Education staff	(80)	(50)	(50)	**(180)**
TE4	Review of non-pay budgets	(70)	-	-	**(70)**
TE5	Further implementation of Apprenticeship scheme	(280)	-	-	**(280)**
Total - People are well educated, skilled and earn a decent living		**(97)**	**(80)**	**(120)**	**(297)**
A Great Place to do Business in the United Kingdom					
TE6	Regulatory Services - Income Generation	(100)	-	-	**(100)**
TE7	Commercial Estate				
	(a) Investment	81	24		**105**
	(b) Saving	(20)	(500)		**(520)**
Total - A Great Place to do Business in the United Kingdom		**(39)**	**(476)**	**-**	**(515)**
A well connected and accessible Borough					
TE8	Make efficiencies through the re-commissioning of community transport contracts	(100)	-	-	**(100)**
TE9	Parking Strategy	(350)	(160)	-	**(510)**
TE10	Highways and Streetscene service				
	(a) Investment	250	-	-	**250**
	(b) Saving	(400)	(300)	-	**(700)**
TE11	Planning & Transport - non-pay efficiencies	(100)	-	-	**(100)**
Total - A well connected and accessible Borough		**(700)**	**(460)**	**-**	**(1,160)**
TOTAL - THRIVING ECONOMY		**(836)**	**(1,016)**	**(120)**	**(1,972)**
TOTAL POLICY PROPOSALS		**(518)**	**(1,812)**	**1,834**	**(496)**

Capital Programme

Estimated Capital Expenditure		£000
Thriving Residents		
Childrens (including Education)		
Devolved Formula Capital	750	
School Basic Need	8,319	
School Condition Allocation	3,270	
Special Education Needs Provision	558	12,897
Adults Social Care		
Adult Social Care Investment	416	416
Thriving Communities		
Housing		
HRA Existing Stock	5,500	
HRA Energy Low Carbon Housing Support	1,000	
Private Sector Housing - annual allocation	2,091	
Housing Delivery	14,279	
Disabled Facilities Grant	3,012	25,882
Leisure, Culture & Tourism		
Storyhouse	150	
Archives Facility	900	
Moss Farm	1,200	
Whitby Hall	1,000	
Lion Salt Works	267	
Football Pitch Investment Programme	2,100	
Play Strategy	565	
Trackside Changing Facility	119	
Alexandra Park	410	
Northwich Library	1,000	7,711
Asset Management		
Asset Management and Property Maintenance	4,760	
Ellesmere Port Public Sector Hub	2,400	
Winsford Town Regeneration	650	
Commercial Property Re-investment Programme	4,500	12,310
Service Redesign/Transformation		
Business World Development	500	
ICT Transformation	3,195	
ICT Core Programme	1,865	
Accommodation Strategy	72	
Service Redesign/Transformation	1,000	6,632
Customer Journey		
Digital Strategy	945	945
Public Realm		
Growth Area Programmes	267	
Northwich Townscape Heritage Initiative	422	689
Feasibility		
Feasibility and Scheme Development	1,000	1,000

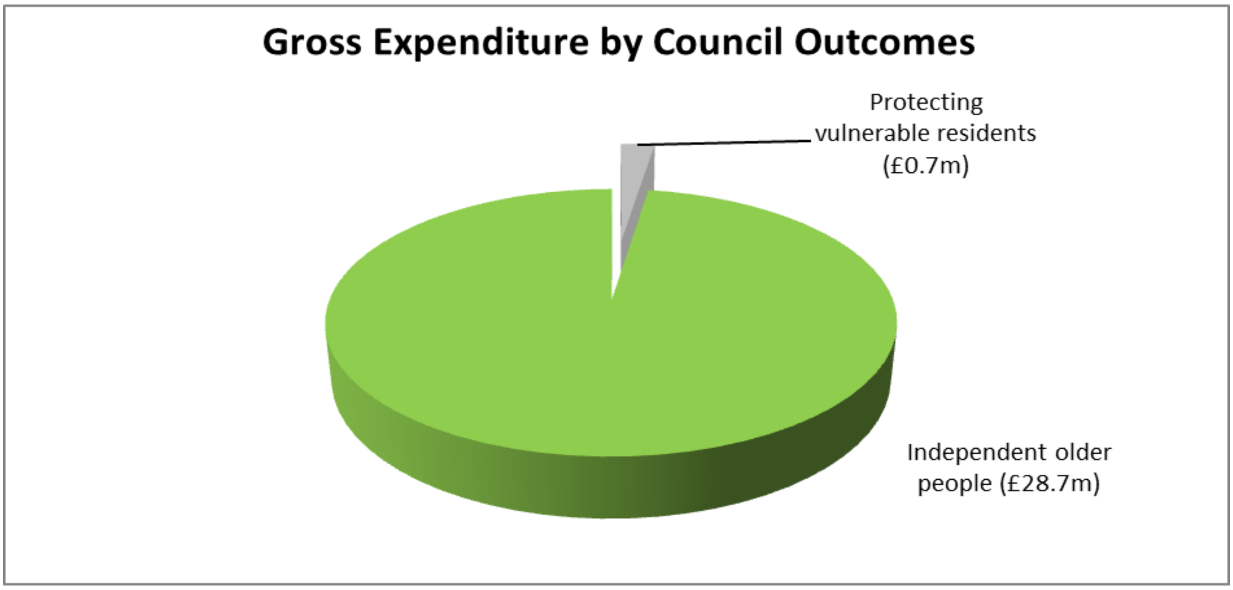
Thriving Economy		
Transport and Infrastructure		
Network Management	9,596	
Network Development	9,549	
Cycling and Walking	3,135	
Vehicle Replacement	200	
Station Car Parking Programme	750	23,230
Employment		
Unlocking Winsford Industrial Estate	1,169	1,169
Commercial Investments		
Northgate Development	4,400	
Northgate Site Assembly	500	
Winsford Shopping Centre	1,071	5,971
Total Capital Expenditure		**98,852**

Financing	**£000**
Source of funding	
External Funding/ Contributions	62,531
Borrowing	24,396
Ringfenced Borrowing (Barons Quay & Invest to Save)	6,675
Capital Receipts / Reserve	5,250
Total	**98,852**

People
Commissioning People
Jennifer McGovern

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

Revenue Budget	**Pay**	**Non-Pay**	**Income**	**Net Budget**
	£000	**£000**	**£000**	**£000**
People's Directorate Management	248	19	-	267
Adult's Commissioning	1,219	8,682	(4,267)	5,634
Vivo / Adult's Commissioning	-	10,481	(50)	10,431
Better Care Fund	-	8,706	(8,706)	-
Total	**1,467**	**27,888**	**(13,023)**	**16,332**



Thrive Outcome	**£m**
Protecting Vulnerable Residents	0.7
Independent Older People	28.7
	29.4

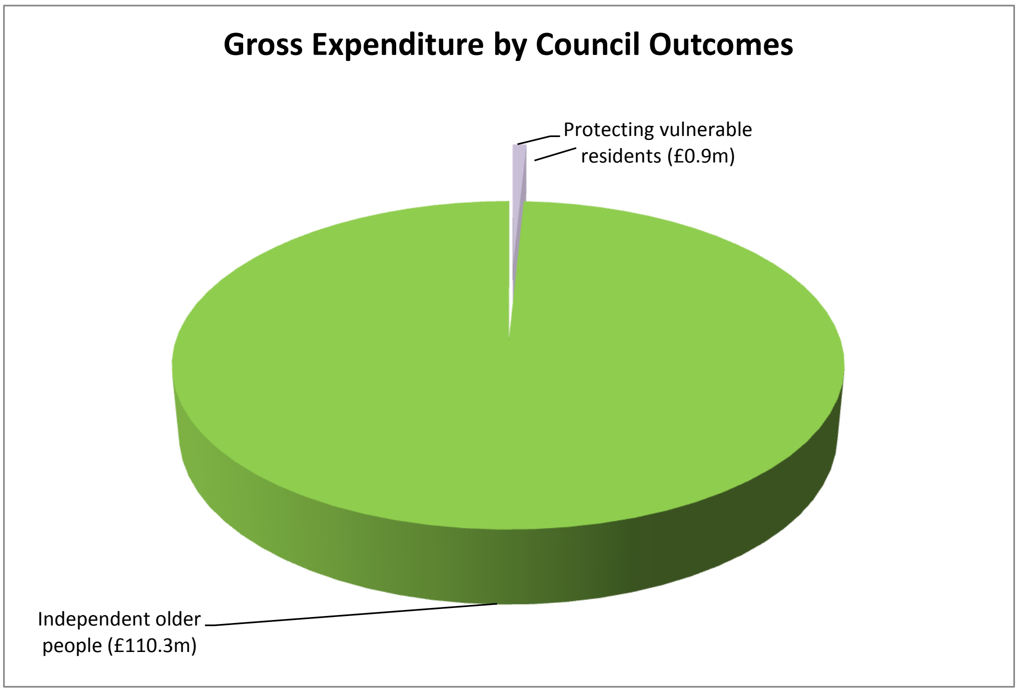
As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

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.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Integrated ASC&H Management	1,265	1,607	(714)	2,158
Older People and Physical Disability	5,288	48,535	(18,663)	35,160
Learning Disability and Mental Health	2,198	40,965	(4,794)	38,369
In-House Services	5,360	736	(3,632)	2,464
Safeguarding	558	404	(186)	776
Growth contingency	-	4,247	-	4,247
Total	**14,669**	**96,494**	**(27,989)**	**83,174**



Thrive Outcome	£m
Protecting Vulnerable Residents	0.9
Independent Older People	110.3
	111.2

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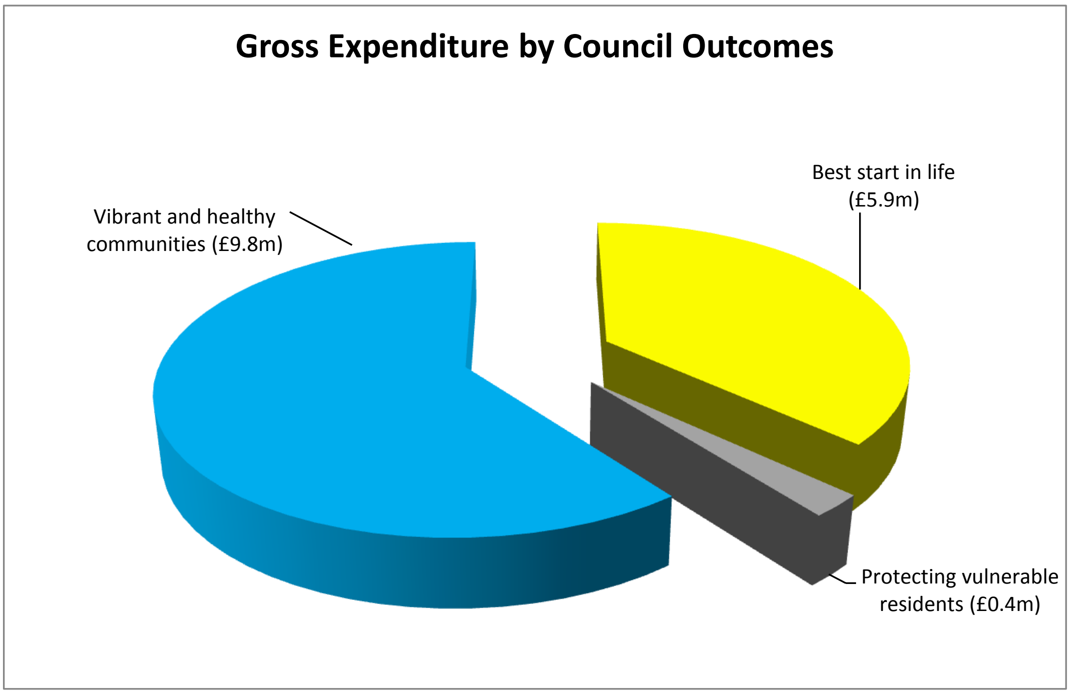
Signed:

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.

Revenue Budget	**Pay**	**Non-Pay**	**Income**	**Net Budget**
	£000	**£000**	**£000**	**£000**
Leadership and Strategic Intelligence	1,271	118	-	1,389
Sexual Health and Substance Misuse	-	6,119	-	6,119
0 - 19 Services	-	5,667	-	5,667
Other Contracts	-	744	-	744
Social Determinants of Health	-	1,765	-	1,765
Health Protection and Improvement	-	226	-	226
Equality and Diversity	97	69	-	166
Total	**1,368**	**14,708**	**-**	**16,076**



Thrive Outcome	**£m**
Protecting Vulnerable Residents	0.4
Best Start in Life	5.9
Vibrant and Healthy Communities	9.8
	16.1

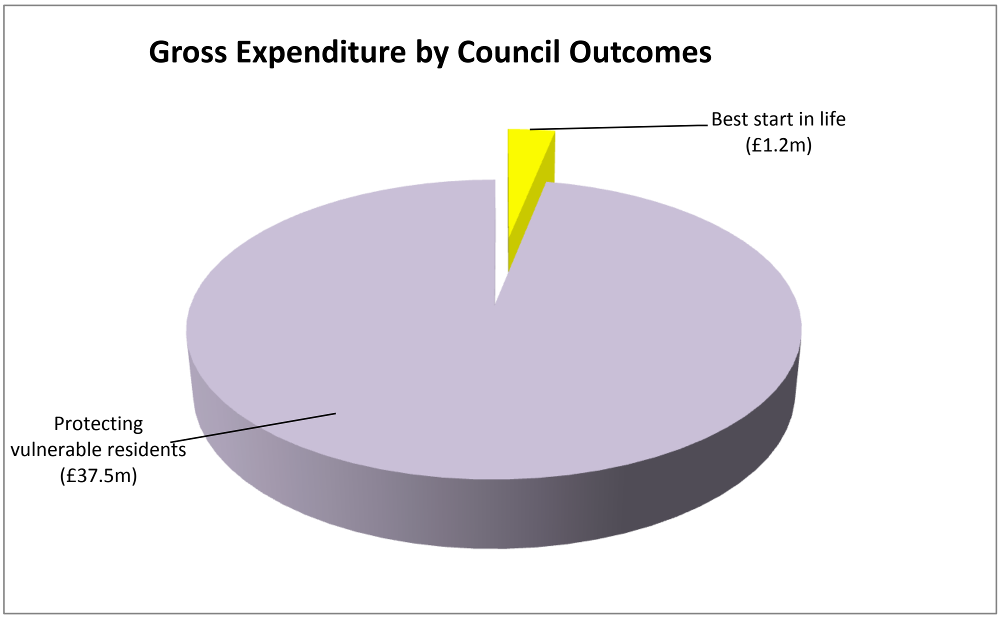
As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

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 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.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Children's Social Care Teams	7,430	693	(20)	8,103
Children with Disabilities Service	1,279	1,309	(383)	2,205
Edge of Care	399	31	-	430
Leaving Care	519	987	-	1,506
Management Team	565	13	-	578
Provider Services	3,244	16,945	(698)	19,491
Public Law Outline	-	386	-	386
Youth Offending Service	784	415	(824)	375
Safeguarding Unit	1,886	153	(514)	1,525
Growth Contingency	119	1,500	-	1,619
Total	**16,225**	**22,432**	**(2,439)**	**36,218**



Thrive Outcome	£m
Protecting Vulnerable Residents	37.5
Best Start in Life	1.2
	38.7

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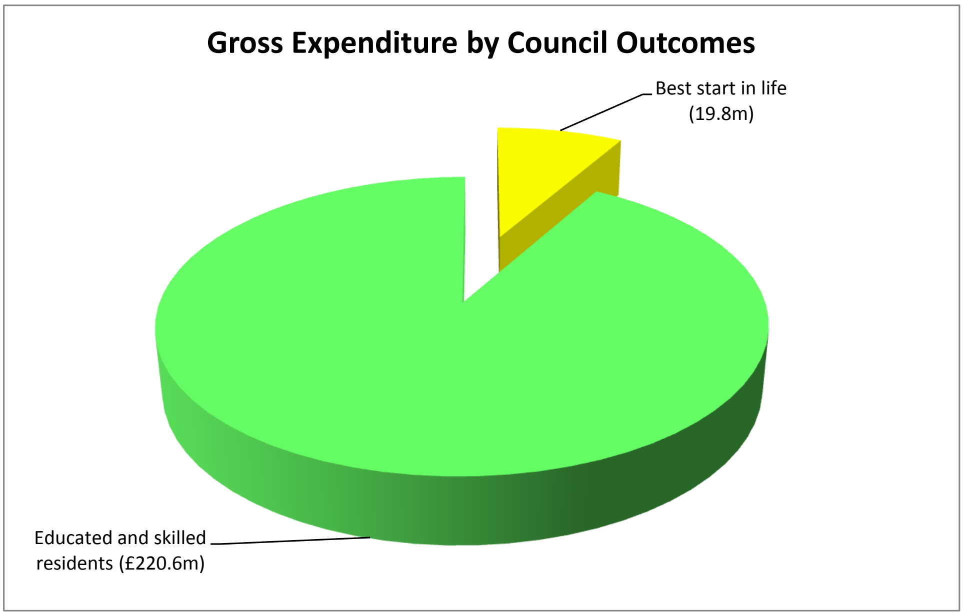
Signed:

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.

Revenue Budget	**Pay**	**Non-Pay**	**Income**	**Net Budget**
	£000	**£000**	**£000**	**£000**
Director of Education	143	75	(134)	84
School Intervention	843	770	(1,588)	25
Virtual School Head	377	129	(506)	-
Special Educational Needs and Disabilities	1,006	39	(821)	224
Specialist Services	2,466	302	(2,247)	521
Education Infrastructure	1,406	9,526	(2,286)	8,646
Other Schools Related	4,116	60,995	(64,033)	1,078
Schools	-	158,207	(158,207)	-
Total	**10,357**	**230,043**	**(229,822)**	**10,578**



Thrive Outcome	**£m**
Educated and Skilled Residents	220.6
Best Start in Life	19.8
	240.4

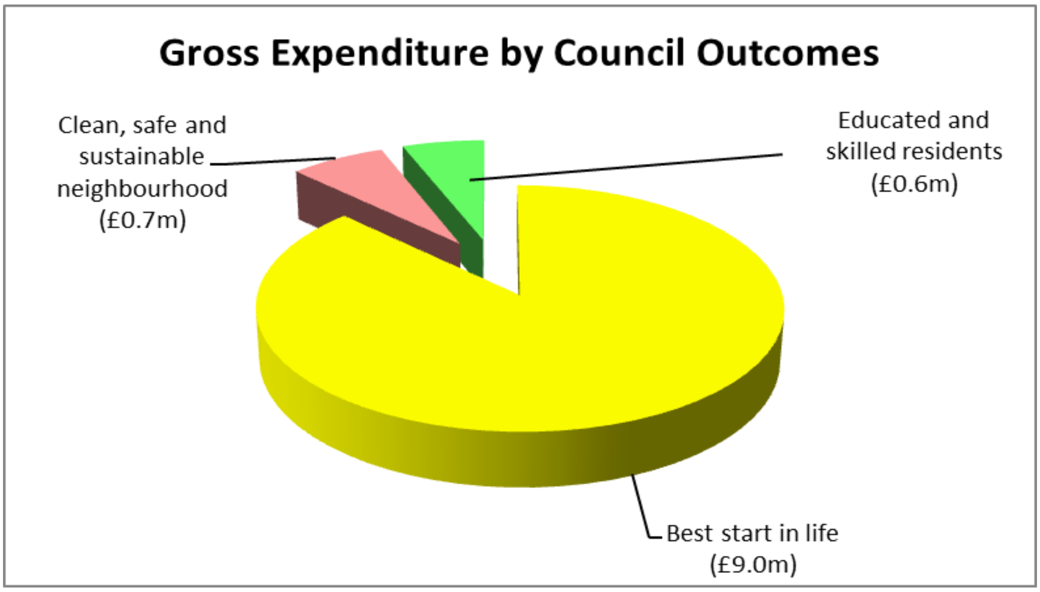
As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

Signed:

People
Early Help & Prevention
Helen Brackenbury

The Early Help and Prevention 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.

Revenue Budget	**Pay**	**Non-Pay**	**Income**	**Net Budget**
	£000	**£000**	**£000**	**£000**
Business Governance	567	-54	(201)	312
Children's Centre Premises	-	462	(187)	275
Early Help and Partnerships	922	82	(340)	664
Casework and Domestic Abuse	2,079	90	(644)	1,525
Youth and Community Safety	877	417	(264)	1,030
Pensions/Gratuities (Ex Colleges)	573	-	(573)	-
Children's Commissioning	296	1,738	(389)	1,645
Transport	1,431	772	(1,529)	674
Growth Contingency	-	-	25	25
Total	**6,745**	**3,507**	**(4,102)**	**6,150**



Thrive Outcome	**£m**
Educated and Skilled Residents	0.6
Best Start in Life	9
Clean, Safe and Sustainable Neighbourhood	0.7
	10.3

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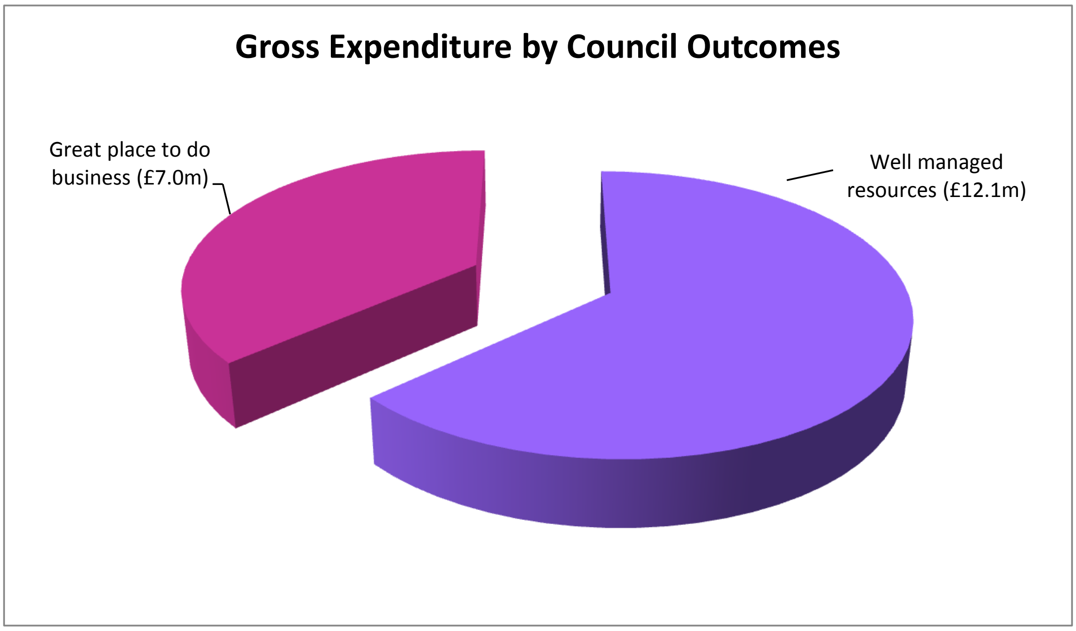
Signed:

Places
Commissioning & 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.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Commercial Management*	1,151	31	(193)	989
Major Projects Delivery	309	-	(300)	9
Procurement	418	29	(4)	443
Capital Delivery Team	322	20	(283)	59
Qwest	-	5,340	(190)	5,150
Asset Management and Development	1,771	9,697	(17,585)	(6,117)
Total	**3,971**	**15,117**	**(18,555)**	**533**

*Commercial Management Non Pay budget of £0.031m includes £0.070m savings to be delivered through contract management reviews.



Thrive Outcome	£m
Well Managed Resources	12.1
Great Place to do Business	7
	19.1

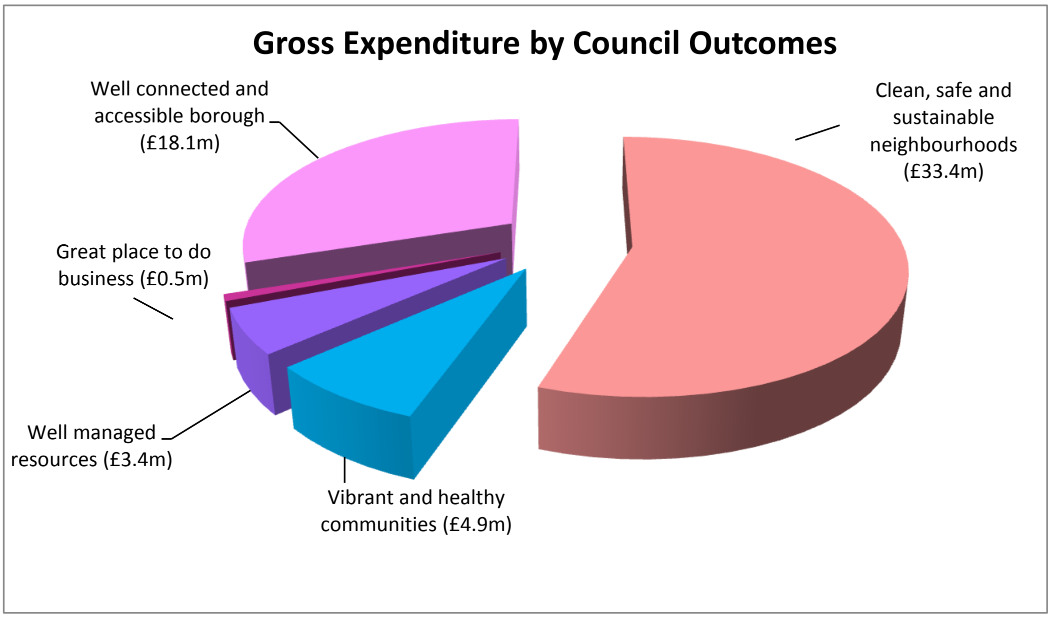
As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

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 services, waste management, streetcare services, parking services, lifetime services, regulatory services, customer services, library services and locality working.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Place Operations Management	116	99	-	215
Environmental Services	5,180	20,289	(1,101)	24,368
Highways	4,034	11,663	(5,483)	10,214
Libraries	3,438	1,702	(1,581)	3,559
Regulatory Services	5,986	5,506	(12,219)	(727)
Localities	934	1,325	(141)	2,118
Total	**19,688**	**40,584**	**(20,525)**	**39,747**



Thrive Outcome	£m
Clean, Safe and Sustainable	33.4
Vibrant and Healthy Communities	4.9
Well Managed Resources	3.4
Great Place to do Business	0.5
Well Connected and Accessible	18.1
	60.3

As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

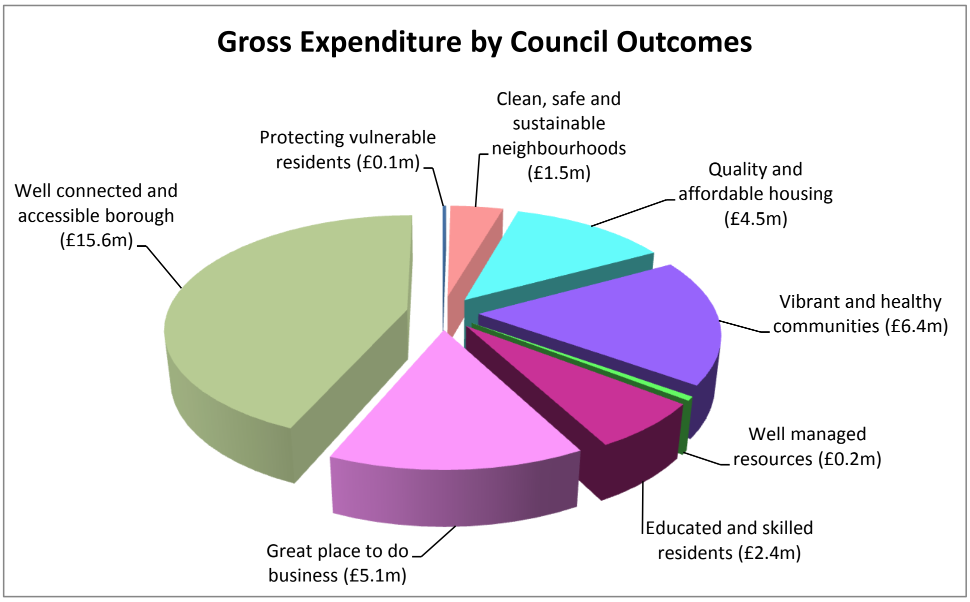
Signed:

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, regeneration, housing, energy efficiency, employment skills, planning and transport.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Places Strategy Management	400	(142)	-	258
Planning and Transport	4,015	14,669	(14,106)	4,578
Strategic Housing	1,604	2,944	(1,097)	3,451
Culture and Leisure	2,623	4,618	(3,253)	3,988
Total Environment and Mersey Forest	386	236	(622)	-
Economic Growth	3,127	1,363	(2,469)	2,021
Total	**12,155**	**23,688**	**(21,547)**	**14,296**

*Places Strategy Management Non-Pay budget (£0.142m) includes £0.179m savings to be delivered through a restructure of the service.



Thrive Outcome	£m
Clean, Safe and Sustainable	1.5
Quality Affordable Housing	4.5
Vibrant and Healthy Communities	6.4
Well Managed Resources	0.2
Educated and Skilled Residents	2.4
Great Place to do Business	5.1
Well Connected and Accessible	15.6
Protecting Vulnerable Residents	0.1
	35.8

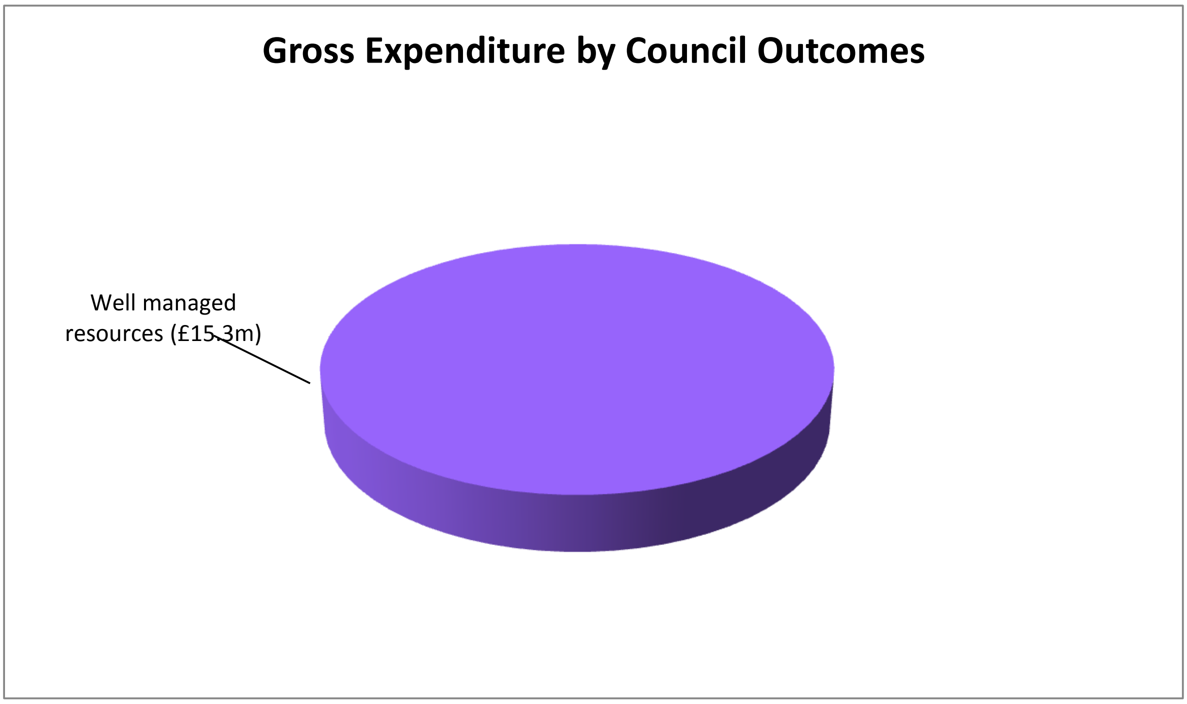
As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

Signed:

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.

Revenue Budget	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Chief Operating Officer	162	1	-	163
Audit and Fraud	391	18	(13)	396
Financial Management	3,654	133	(632)	3,155
Transactional Services	8,168	2,795	(6,983)	3,980
Total	**12,375**	**2,947**	**(7,628)**	**7,694**



Thrive Outcome	£m
Well Managed Resources	15.3
	15.3

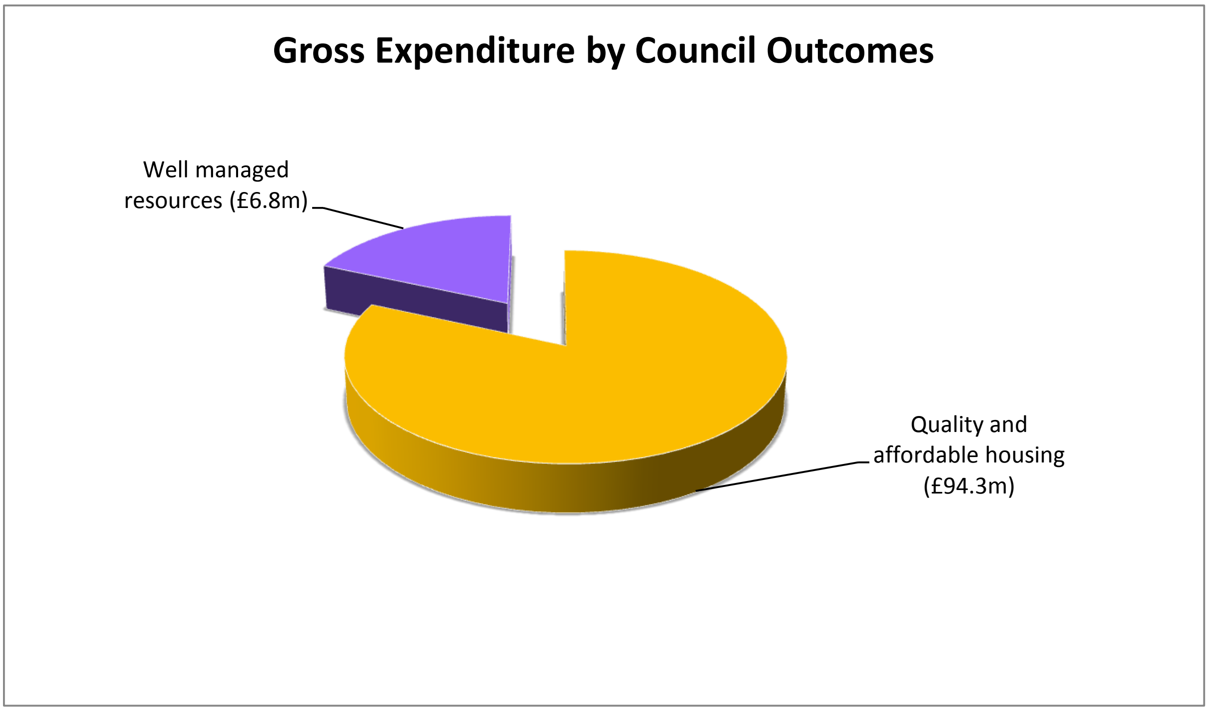
As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

Signed:

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.

Revenue Budget	**Pay**	**Non-Pay**	**Income**	**Net Budget**
	£000	**£000**	**£000**	**£000**
Housing Benefits	-	94,322	(94,320)	2
Corporate Budgets	-	2,077	(309)	1,768
Centralised Budgets	-	412	(35)	377
Insurance	425	3,901	(1,763)	2,563
Total	**425**	**100,712**	**(96,427)**	**4,710**



Thrive Outcome	**£m**
Well Managed Resources	6.8
Quality Affordable Housing	94.3
	101.1

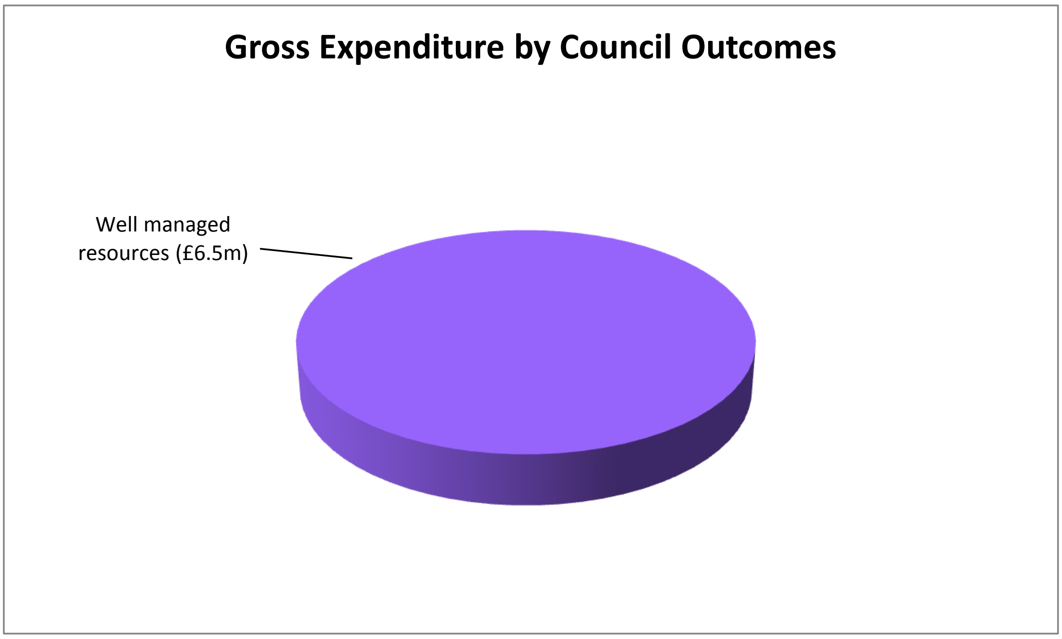
As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

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 Customer Relations and Information services and Emergency Planning, which is a shared service with Cheshire East. In addition, support is provided to the Council as a sharholder of a number of Council owned companies. Office of the Chief Executive is responsible for Strategic and Corporate Management of Cheshire West and Chester Council.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Governance Management	442	71	(10)	503
Emergency Planning	165	10	(32)	143
Customer Relations and Information	859	67	(200)	726
Legal Services	2,284	100	(662)	1,722
Democratic Services	870	1,432	(174)	2,128
Chief Executive	231	16	-	247
Total	**4,851**	**1,696**	**(1,078)**	**5,469**



Thrive Outcome	£m
Well Managed Resources	6.5
	6.5

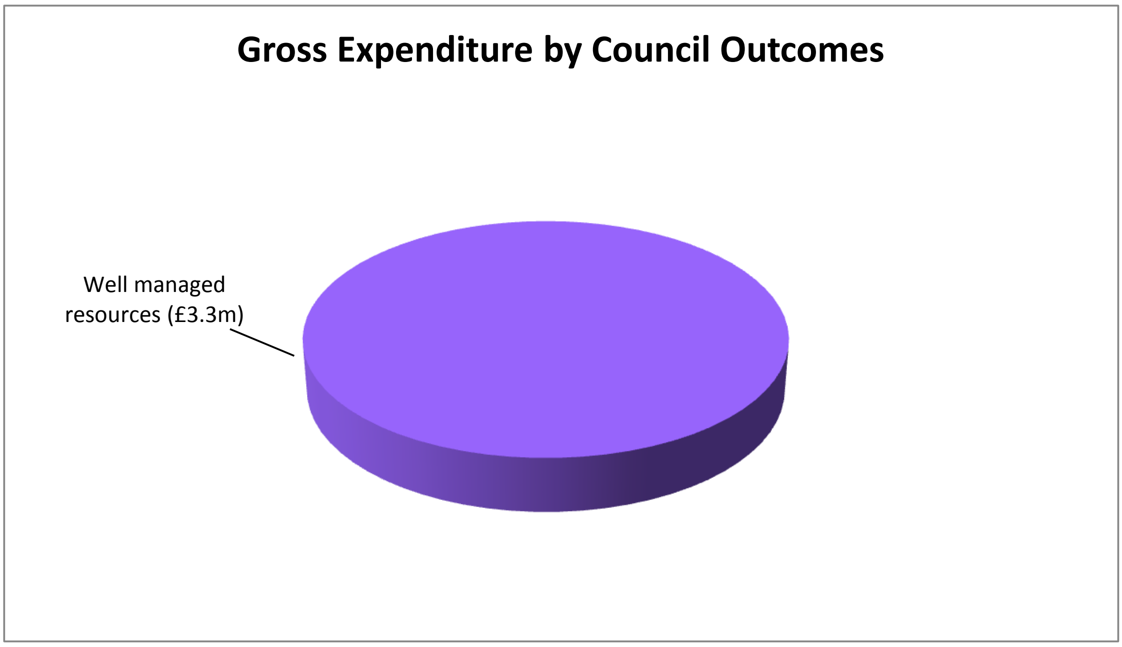
As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

Signed:

Corporate Services
Human Resources
Mark Wynn

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, Health and Safety, and the Occupational Health Unit.

Revenue Budget	**Pay**	**Non-Pay**	**Income**	**Net Budget**
	£000	**£000**	**£000**	**£000**
Human Resources	2,229	597	(1,284)	1,542
Personal Assistants	426	15	-	441
Total	**2,655**	**612**	**(1,284)**	**1,983**



Thrive Outcome	**£m**
Well Managed Resources	3.3
	3.3

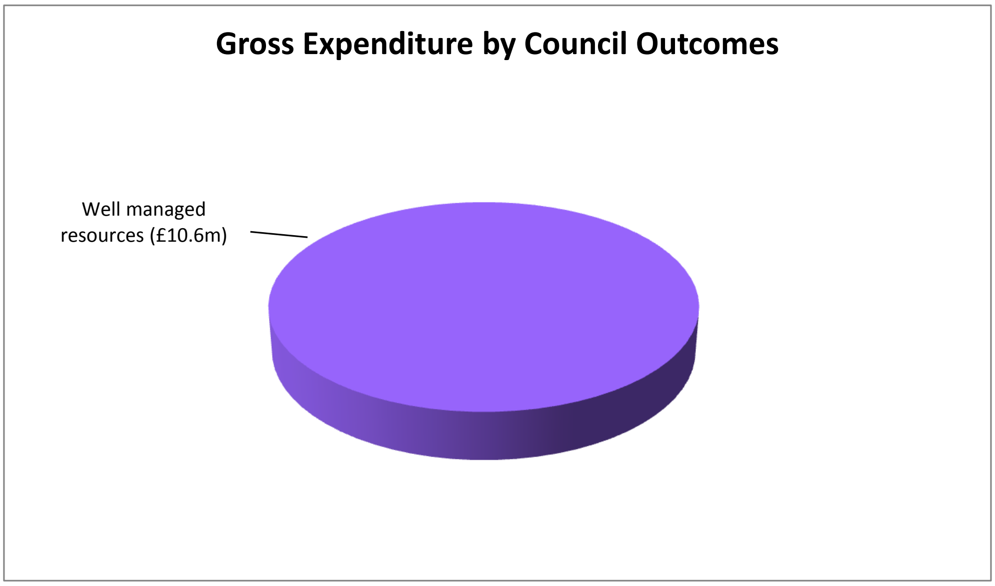
As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

Signed:

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.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Change Team	1,921	204	(427)	1,698
Insight and Intelligence	1,233	117	(586)	764
Communications	957	478	(540)	895
Business Technology Solutions	701	27	(139)	589
Corporate Budget - Computer Hardware & Software	-	860	(38)	822
Corporate Budget - ICT Client budget	-	4,100	(376)	3,724
Total	**4,812**	**5,786**	**(2,106)**	**8,492**



Thrive Outcome	£m
Well Managed Resources	10.6
	10.6

As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

Signed:

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.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Employer Pension Contributions uplift	500	-	-	500
ICT Transformation	-	250	-	250
Local Living Wage/Contracts	1,414	-	-	1,414
Policy Option Savings	-	(226)		(226)
Premature Baby Leave	20	-	-	20
Total	**1,934**	**24**	**-**	**1,958**

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.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Pension Gratuities	1,520	-	(1,405)	115
Early Retirements - annual payment	1,296	-	-	1,296
Early Retirements - one off payment	3,753	-	-	3,753
Pension Deficit	2,007	-	(285)	1,722
Apprentice Levy	400	-	-	400
Capital Feasibility Fund	-	200	-	200
Payments to Parishes	-	44	-	44
Prior Year Contingency Balance	-	948	-	948
Other	247	16	-	263
Total	**9,223**	**1,208**	**(1,690)**	**8,741**

As Director I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

Signed:

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.

Revenue Budget	**Budget £000**
Income	
Rent	(21,676)
Rents - Non Dwellings	(479)
Charges for Services and Facilities	(187)
Contributions towards expenditure	(62)
Sub-total	**(22,404)**
Operating Expenditure	
Management Fee	8,413
Client Budget	843
Corporate and Democratic Costs	62
Increase in Bad Debts Provision	865
Sub-total	**10,183**
Other Expenditure	
Principal Repayments	2,828
Voluntary Repayments	459
Interest Repayments	3,318
Debt Management Expenses	7
Interest Received	(2)
Revenue Contributions to Capital	5,615
Sub-total	**12,225**
Net HRA Revenue (Surplus) / Deficit for the year	**4**

As Lead Client I confirm that the information above represents my revenue budget in 2019-20, and I commit to delivering a balanced budget during the financial year.

Signed: