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Introduction

The Council’s Budget Book provides detailed information and analysis of Services’ 2020-21 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. The budget is alligned to the priorties set out in the Council Plan 2020-24 - Play Your Part to Thrive.

This budget and the resulting council tax were agreed at a meeting of full Council on 20 February 2020 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 2020-21.

The Budget Book represents the first stage of the budget monitoring process for 2020-21 and while the budgets contained may be updated during the year in response to changing circumstances, or the availability

Debbie Hall
Director of Finance

Summary Revenue Budget

Directorate	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Adult Social Care and Health				
Commissioning People	3,045	31,380	(15,357)	19,068
Integrated Adult Social Care & Health	14,681	112,890	(30,890)	96,681
Public Health	1,479	14,712	-	16,191
	19,205	**158,982**	**(46,247)**	**131,940**
Children and Families				
Children's Social Care	17,013	30,280	(2,169)	45,124
Education	10,873	235,873	(235,534)	11,212
Early Help & Prevention	5,276	938	(1,970)	4,244
	33,162	**267,091**	**(239,673)**	**60,580**
Places				
Place Commissioning & Commercial Management	3,920	16,750	(19,841)	829
Place Operations	20,661	40,940	(20,530)	41,071
Place Strategy	12,125	23,610	(20,670)	15,065
	36,706	**81,300**	**(61,041)**	**56,965**
Corporate				
Finance	12,710	2,928	(7,789)	7,849
Corporate Budgets Managed by Finance	425	100,675	(96,427)	4,673
Governance	4,861	1,717	(1,197)	5,381
Human Resources	2,957	562	(1,401)	2,118
Public Service Reform	4,757	6,083	(2,588)	8,252
	25,710	**111,965**	**(109,402)**	**28,273**
Centrally held/managed budgets	9,970	3,244	(1,475)	11,739
Total Service Provision	**124,753**	**622,582**	**(457,838)**	**289,497**
Contingency budgets				
Pay and Price Contingency				3,513
General Contingency				2,461
Redundancy Contingency				1,600
Council Companies Contingency				3,000
Capital Financing				22,080
Total Council Budget				**322,151**
Funding				
Business Rates Retention Scheme				(60,358)
Revenue Support Grant				(3,340)
Government Grants				(49,043)
Surplus on Collection Fund				(3,332)
Net Use of Reserves				(10,521)
Council Tax Requirement				**195,557**

Subjective Analysis

Expenditure	£000
Employees:	
Pay	108,774
Other employee costs	15,979
Premises	14,324
Transport	28,124
Supplies and services	284,750
Payments to service providers	290,952
Capital Financing Costs	4,432
Total Expenditure	**747,335**
Income	
Grants	(329,770)
Customer and Client Receipts	(56,519)
Reimbursements and contributions	(38,966)
Internal recharges	(32,584)
Total Income	**(457,838)**
Net Expenditure	**289,497**

Workforce Estimates

Directorate	FTEs Mar-20	Direct Pay Budget 2020-21 £000
Adult Social Care and Health		
Commissioning People	76.0	3,030
Integrated Adult Social Care & Health	375.4	14,681
Public Health	16.4	1,473
	467.8	**19,184**
Children and Families		
Children's Social Care	389.5	16,996
Education	136.7	6,915
Early Help & Prevention	120.2	4,680
	646.4	**28,591**
Places		
Place Commissioning	82.2	3,919
Place Operations	598.9	20,656
Place Strategy	308.5	12,101
	989.6	**36,676**
Corporate		
Finance	340.9	12,766
Governance	95.0	4,837
Human Resources	59.7	2,717
Public Service Reform	89.8	4,754
	585.4	**25,074**
Budgets Held on behalf of Services*	**0.0**	**-751**
Total Pay Budget	**2,689.2**	**108,774**

*This is the budgeted saving from the reduced employer pension contribution rate, and will be re-allocated to services in 2020-21

Revenue Budget Proposals

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

Title	Description	20-21 £000
Tackling the Climate Emergency		
Carbon Reduction Commitment	Release of budget for purchase of carbon allowances following changes to government scheme.	(479)
Street Lighting LED Replacement Project	Replacement of street lighting with more energy efficient LED bulbs to reduce energy costs and the costs of maintenance.	(100)
	The repayment costs of the interest-free loan used for the street lighting replacement programme.	100
Badger Vaccinations	Investment to match Central Government funding for a badger vaccination programme to support the ecology of the borough.	10
Energy & Carbon Reduction	Investment in renewable and low carbon projects across the borough to lower the Council's carbon footprint, make efficiency savings and generate Feed in Tariff income.	400
Climate Change	Investment in climate change initiatives including temporary funding for initiatives supported by the Member champion for climate change.	400
Total Savings - Tackling the Climate Emergency		**(579)**
Total Investment - Tackling the Climate Emergency		**910**

Title	Description	20-21 £000
Supporting our local economy to grow and deliver good jobs with fair wages for our residents		
Transport Administration Efficiencies	Reprofiling of the delivery of administration efficiencies when local community transport contracts are retendered.	126
Weaver Square	Temporary investment to meet ongoing costs pending the identification of redevelopment plans for Weaver Square.	150
Farms	Reduction in rental income from farms resulting from the Council's disposal policy.	24
Land Lease Partnership	Income from ground rent from housing developer as a result of the transfer of land to build affordable housing.	(200)
Business Growth Service	Review of business growth engagement activities and membership of development boards.	(35)
Skills and Employment	Review of Skills and Employment team in line with new contractual requirements, shifting target customer groups and changes in operational working practices.	(70)
Housing Services	Review of the Housing policy and delivery of the West Cheshire Homes service.	(78)
Total Savings - Supporting our local economy to grow and deliver good jobs with fair wages for our residents		**(383)**
Total Investment - Supporting our local economy to grow and deliver good jobs with fair wages for our residents		**300**

Title	Description	20-21 £000
Supporting children and young people to get the best start in life and achieve their full potential		
Young Carers	Pooling resources with West Cheshire Clinical Commissioning Group means Council funding is only required to support those young carers open to Children's Social Care.	(40)
Domestic Abuse	Additional resource to enable the service to provide a robust response to the increased volume of medium risk cases.	247
Commissioned services	Ensuring value from our commissioned services by reviewing current spot-purchasing arrangements.	(135)
Looked After Children	Removal of a savings proposal after market testing highighted a lack of appetite for block purchasing of support for looked after children.	60
Reducing Looked After Children costs	Through the use of family group conferencing and the implementation of an Intervention Hub we will seek to prevent the escalation of cases into higher cost services.	(200)
Childrens Social Care investment*	Investment to reflect the costs of the increasingly complex needs of children in care and increasing costs of support, particularly residential care.	6,400
Integrated Access Referral Team*	Investment to reflect increased demand on the Integrated Access Referral Team.	129
Family Group Conferencing	The adoption of a more streamlined model for family group conferencing.	(100)
Youth Justice Service	Investment required following a review of the funding formula between partners.	75
Home to School Transport - Reduced Demand for SEN transport	An increase in local post-16 and post-19 provision for those with special educational needs will reduce out of borough placements and reduce the demand/cost of transport.	(30)
Home to School Transport - Growth*	Investment to manage the increasing demand and complexity in transport arrangements for eligible pupils.	475
Review of agreements for delivery of statutory duties for schools and academies	Academies and schools that are their own employer will be charged directly for services relating to Learning Outside of the Classroom since this responsibility relates to employer duties.	(13)
Cheshire West Heads Association	Alternative sources of funding for the contribution to Cheshire West Heads Association.	(10)
Senior Management Review	A review of roles and responsibilities at senior management level.	(21)
Information Advice Support Service	Reduction in management support required for the Information Advice Support Service.	(14)

Educational Psychologist	Investment in an additional educational psychologist to deliver training and guidance to schools.	75
Special Education Needs Investment	Investment in additional resource to manage the increased demand for education, health and care plans.	200
Associate School Improvement Advisers	Temporary investment in additional Associate School Improvement Advisers to meet increase in planned OFSTED inspections for the forthcoming year.	75
Encourage Childrens' Use of Libraries	The abolition of library fines for children under 12 and the provision of library membership to all children.	32
Childrens Social Care Contingency*	Contingency for potential additional investment to support increased demand or costs of Looked After Children.	2,000
Total Savings - Supporting children and young people to get the best start in life and achieve their full potential		**(563)**
Total Investment - Supporting children and young people to get the best start in life and achieve their full potential		**9,768**

Title	**Description**	**20-21 £000**
Enabling more adults to live longer, healthier and happier lives		
Learning Disability - Growth in Demand*	More young people are now moving into adulthood with a learning disability. To meet this rising demand, the Council will invest in the service to ensure high quality support is in place.	2,200
Independent Fee Review*	Investment required following an independent review of rates to ensure that fees paid to social care providers reflect the fair cost of care.	1,562
Learning Disability - Care Costs*	Additional funding to meet the increased cost of meeting care needs of Learning Disability service users as a result of the increased complexity of cases.	550
Mental Health - Care Costs*	Additional funding to meet increased cost of meeting care needs of Mental Health service users as a result of growth in demand and complexity.	360
Care at Home*	The additional cost of revised Care at Home contract terms and conditions which will see the Council pay providers based on the volume of care it commissions them to deliver rather than the actual care they provide which can sometimes be less.	650
Extra Care Housing Client Contributions	Loss of income as a result of the implementation of a flat rate charge to clients rather than an assessed charge.	117
Extra Care Housing Contract*	Additional cost of revised Extra Care contract terms and conditions.	375
Vivo Contract	Additional investment to reflect increased contract costs.	220
Pathway to Independence	The Council has undertaken a redesign of Adult Social Care, and will achieve savings through a combination of: diverting demand away from Long Term Care/Hospital in a sustainable way, demand reduction and efficiencies, ensuring the use of technology/self serve where this reduces demand appropriately, reviewing operational processes to improve the customer experience and value for money and building a culture of enabling independence across staff, providers and communities. Investment in 2020-21 is as a result of a delay in delivery of the savings.	699
Pathway to Independence	As the Pathway to Independence service redesign is embedded the annual budget required for its implementation can be reduced.	(50)
Fair Share/Places of Welcome	Continuation of funding for the Fair Share/Places of Welcome project which supports community-led food support schemes during the school summer holidays.	70
In-house Bed-based Provision	The Council currently delivers some respite care, ‘step up’ support, ‘step down’ support and short term bed based care services in-house rather than purchasing this from providers in the market. A review is taking place to ensure these services are focused on the right things and are performing effectively. Possible changes could include integrating these services with the NHS, redesigning the structure of the services to make them more efficient, or purchasing this support from others if they can deliver a quality service at a reasonable cost.	(800)
Direct Payments	An increase in audits of Direct Payments accounts will ensure the most efficient use of the funding provided.	(100)
Social Care Roles	Review of roles in light of a caseload weighting and support for statutory duties and departmental priorities.	(80)
Learning Disability Review & Modernisation	Review and revision of Learning Disabilities services in order to be able to address changing demand and needs of those requiring our support. This will involve a review of the services we commission for individuals, including an increased offer of assistive technology in order to prevent the need for more costly services. Temporary investment is required for 2 years to undertake the review.	80
Appointeeship Services	The Council currently provides appointeeship services to vulnerable clients. It is proposed to introduce a charge for this service in line with a number of other north west councils.	(25)
Care at Home Demand*	Investment in further support and capacity for the rising numbers of older people requiring care at home services.	1,401
Mental Health Partnership Board	Implementation of a regular partnership board to support people with mental health needs.	20
Investment in Mental Health Initiatives	Temporary funding for initiatives supported by the Member champion for Mental Health.	100
Policy & Partnerships Support	Review of future requirements and demand for support across the directorate.	(9)
Promotion of Equality and Diversity*	Review of the level of support provided to organisations that support the Council to promote equality and diversity.	70
Disabled Facilities Grant	Maximising the use of Disabled Facilities Grant funding for eligible capital projects which have historically been funded from revenue budgets.	(666)
Adult Social Care Contingency*	Contingency for potential additional investment required to support pressures in Adult Social Care.	2,000
Total Savings - Enabling more adults to live longer, healthier and happier lives		**(1,730)**
Total Investment - Enabling more adults to live longer, healthier and happier lives		**10,474**

Title	Description	20-21 £000
Making all our neighbourhoods even better places to call home		
Community Safety	Following discussions with Cheshire Police, a reduction in the Council's contribution towards services provided by the police has been agreed.	(61)
Investment in Poverty Reduction Initiatives	Temporary funding for initiatives supported by the Member champion for poverty.	100
Community and Operational assets	A review of community assets in line with the regeneration programme to create assets that are efficient and fit for purpose.	(200)
Localities Teams	Restructure of the localities and customer services teams.	(70)
Park & Ride	Investment to reflect the reduced demand and increased cost of delivering the Park & Ride service.	350
Parking Strategy	Develop and harmonise the parking strategy and approach to parking management across the borough, ensuring appropriate levels of charging. Due to the Northgate development there will be a loss of income as a result of the closure of the Market car park, therefore investment has been included to reflect the adjustment required.	(306)
Avenue Services	Proposed reduction in management fee payments (subject to conclusion of commercial discussions).	(30)
Developer Contributions	Ensure the Council receives sufficient contributions from developers as part of development agreements for the provision and maintenance of traffic signals and street lighting that arise a consequence of their developments.	(20)
ANPR Enforcement on Bus Lanes	Increased income from implementing penalty system for unauthorised use of existing bus lanes.	(100)
Efficiencies in Streetcare	More efficient use of vehicles and the review of a number of smaller contracts within the service.	(180)
Crematoria	Review of fees for crematoria services.	(35)
Waste Collection*	Investment to reflect increased costs of waste collection resulting from housing growth.	260
Public WiFi in Town Centres	Investment to meet the ongoing revenue costs associated with implementing free public wifi in town centres.	90
Participatory Democracy	Investment to meet the ongoing revenue costs of establishing a system that enables people to be more involved in local decision making.	100
Combatting Fly-tipping	Investment to continue the operation of a Streetcare team focused on identifying and prosecuting fly-tippers.	177
Time Credits Volunteering Service	Investment to continue the operation of the Time Credits volunteering service which encourages and rewards volunteers for their involvement in community projects.	66
Lane Rental Levy	Temporary investment to implement a lane rental levy to incentivise utility companies to carry out roadworks in a timely and efficient manner.	45
Museum Donations	Investment in 2020-21 to reflect slippage in a previous budget proposal relating to income generation. This will allow time for the development of a strategy for donations and income generation at museums across the borough.	100
Review of Museums	A review of museums is being undertaken, underpinned by audience development research to inform a more targeted approach to the service offer, and to event and exhibition delivery.	(15)
Review of Museums - Investment		
Environment Teams Review	Increase fee generating activity in respect of landscape architecture and planning advice.	(30)
Places Directorate Redesign	Review and redesign of the Places Directorate focusing on business processes and efficiency, information management, collaboration and income generation.	(500)
Total Savings - Making all our neighbourhoods even better places to call home		**(1,547)**
Total Investment - Making all our neighbourhoods even better places to call home		**1,288**

Title	Description	20-21 £000
An efficient and empowering council		
Pension Liabilities	A natural reduction in in historic pension and associated liabilities relating to former Council and school employees.	(105)
HELP Scheme	Additional investment in the HELP scheme to ensure an increased number of vulnerable residents are able to access support.	310
Digital Savings	The use of digital services to reduce demand on services and increase efficiency across back-office functions.	(166)
Contract Management Reviews	The Council has extended the principles of a consistent, commercial and risk based approach to contract management across a broader range of strategic contracts and delivery models. Savings have been removed due to the delivery against other service budgets.	75
Strategic Commissioning*	Temporary investment to support the recommissioning of major contracts.	300
Corporate Accommodation	Rolling out flexible working to reduce the Council's requirement for desk space; consolidating the number of corporate offices and releasing the HQ building for commercial letting and income generation.	(169)
Commercial Estate	A review of the Council's commercial portfolio to maximise income and reduce the ongoing costs associated with certain properties.	(100)
Zero Based Budget Review	Removal of Zero Based Budget Review savings identified due to delivery via a service restructure.	65
Self-Insurance	An actuarial review of the Council's insurance fund has identified that the Council can reduce the amount it sets aside in self-insurance.	(250)

Transactional Service Centre	Savings on commissioned services within the Transactional Service Centre.	(76)
Financial Transparency Code	Investment to meet the increased school audit requirements of the Financial Transparency Code.	52
Prepayment Cards - Investment	The Council is seeking to introduce voluntary pre-payment cards to help people to manage their direct payments, and for vulnerable people where the Council is the Corporate Appointee or Deputy. This will provide a cost effective mechanism for the Council to make immediate payments to service users, reducing the use of cash, and enabling the swift recovery of outstanding balances. The introduction of the cards will require investment as there is a cost associated with using them.	19
Corporate Services Review	Review of Corporate Services support across the Council ensuring appropriate support that is targeted to areas of highest priority, in line with the Council Plan, and highest risk.	(411)
Support to Scrutiny Committees	Additional scrutiny officer role to provide dedicated support to co-ordinate and develop the scrutiny timetable with lead directors and scrutiny chairs, provide professional advice, research, preparation of reports and general support to all scrutiny committees.	71
Security	Investment to strengthen security arrangements at the Council's operational buildings.	274
Workplace Wellbeing	Investment in a new role to create an overarching plan and co-ordinate activities for staff health and well-being and corporate social responsibilities.	50
Graduate Scheme	Investment to reintroduce the graduate training programme.	100
Investors in People	Temporary investment to support the achievement of the Gold Investors in People award.	50
Capital Receipts	Use of capital receipts to fund the up front revenue costs of transformation projects in line with the offer from Central Government. This allows costs currently funded from revenue to be capitalised.	(1,012)
Cost Recovery	A review of fees and charges to ensure that the Council is operating on a full cost recovery basis.	(75)
Communications Growth	Investment in the communications team in response to increased demand.	40
Apprentice Levy	A zero-based budget review has identified a reduction in the core training offer as a result of the use of the apprentice levy.	(45)
Digital Channel Shift	The digital programme will reduce service demand and administration costs by enabling more customers to self serve.	11
Innovation Network	Investment to join the Cooperative Councils' Innovation Network to improve the sharing of best practice relating to community empowerment and transformation.	8
Review of Subscriptions	Review of the organisations that the Council currently subscribes to for e.g. memberships, publications, benchmarking, and professional memberships.	(13)
Total Savings - An efficient and empowering council		**(2,422)**
Total Investment - An efficient and empowering council		**1,425**
Total Savings		**(7,224)**
Total Investment		**24,165**
Net Savings		**16,941**

Capital Programme 2020-21

The proposed capital programme is split into two component parts - Schemes which are ready to be delivered in 2020-21 and Schemes under Development. The first table details the approved capital schemes which are ready to be delivered in 2020-21. The second table details the schemes currently being developed, some of which, subject to confirmation of a number of factors including timescales and costs, may be deliverable in 2020-21 and future years. Whilst the funding for these schemes will need approval as part of the capital programme, in the event of progress being made to deliver these schemes business case approval will be required in order for the schemes to be included in the approved programme. Approval will be delegated to the Director of Finance and the Cabinet Member for Legal & Finance to approve the respective business cases and add the schemes to the approved programme once the business cases have shown the schemes are in a position to progress.

Specific Schemes and Annual Allocations	Description	Capital Programme 2020-21 £m
Responding to the climate emergency		
Climate Emergency		
Energy & Carbon Reduction: Street lighting	Investment to deliver more energy efficient street lighting.	1.888
Total Responding to the climate emergency		**1.888**
Growing a local economy that benefits local people		
Commercial Investment		
Dee House	Funding to develop a long term sustainable re-use for the Dee House site.	0.300
Northgate Development	Investment for the development of the Northgate Scheme Phase 1.	42.206
Northgate Site Assembly	Funding for Northgate site assembly and CPO costs.	7.612
Northwich Townscape Heritage Initiative	Improvements to locally listed heritage buildings in Northwich town centre.	1.187
Winsford Shopping Centre	Short term investment in the centre as part of the Council's wider regeneration programme for Winsford.	1.121
Employment		
Unlocking Winsford Industrial Estate	Investment to facilitate the development of Winsford Industrial Estate aimed at delivering 1,045 jobs and increase revenue from business rates.	0.259
Total Growing a local economy that benefits local people		**52.685**
Inclusive and safe futures for children and young people		
Children & Young People		
Devolved Formula Capital	Investment in maintenance and improvements to schools and educational facilities.	0.750
School Basic Need	Funding to ensure provision of sufficient school places within the Borough.	10.603
School Condition Allocation	Investment in maintenance and improvements to schools and educational facilities.	3.200
Special Education Needs Provision	Investment in the quality and range of provision for children and young people with Special Education Needs.	0.448
Total Inclusive and safe futures for children and young people		**15.001**
Independence and wellbeing for adults		
Adults		
Disabled Facilities Grant	Funding for adaptations to peoples' homes and improvements to Adult Social Care facilities to support and enable people to live independently for as long as possible.	3.416
Total Independence and wellbeing for adults		**3.416**
Neighbourhoods that are great places to live		
Transport & Infrastructure		
A51 Pinch Point	Investment to improve access and congestion along the A51.	5.250
Car Parking	Investment in modular buildings at park and ride sites.	0.700
Network Development	Development and delivery of infrastructure schemes including improvements for roads and cycling and walking routes.	3.553
Network Management	Management of the network, including roads and bridges and City Walls – reducing the number of potholes on the roads and carrying out essential structural repairs to bridges and City Walls.	10.731
Housing		
Housing Delivery	Investment in housing across the borough including council, market sale and affordable housing.	1.254
HRA Existing Stock	Maintenance of the Council's existing housing stock and the Sutton Way Regeneration scheme.	5.250
Private Sector Housing - annual allocation	Improvements to peoples' homes to make them safe and healthy to live in and bringing empty privately owned homes back into use to meet local housing needs.	1.203
Leisure, Culture & Tourism		
Whitby Hall	Programme of essential maintenance and improvements.	1.770
Heritage Action Zone	Investment in Chester Rows including historic fabric enhancements.	0.111
Football Pitch Investment Programme	Continued investment in the football pitch programme across the Borough.	2.403
Archives Facility	Investment in a new Archives facility.	0.742
Total Neighbourhoods that are great places to live		**32.967**
Ensuring an efficient and empowering council		
Asset Management		
Asset Management and Property Maintenance: Environment	Programme of essential maintenance works to the Council's open spaces and streetcare assets.	0.200
Asset Management and Property Maintenance: Property	Programme of essential maintenance works to Council buildings.	4.000
Ellesmere Port Public Sector Hub	Delivery of a public sector hub for public and third sector service providers in Ellesmere Port.	12.956
Business World Development	Investment to support the implementation of additional functionality post system go live.	0.500
ICT Strategy Core Programme	Improvements to the core technology that supports Council services.	1.625
Vehicle Replacement	Replacement of Council vehicles including gritters.	0.500
Customer Journey		
Digital Channel Shift	Investment in technology to help transform customer services.	0.333
IT Evolution Programme	Investment in modern and secure data centre facilities, potentially reducing on-going capital investment.	2.388
Transformational projects to improve services	Investment to deliver service improvements and efficiencies.	1.012
Adults		
Remodelling Winsford Lifestyle centre	Investment in existing buildings to provide co-location of services.	0.345
Total Ensuring an efficient and empowering council		**23.859**
Total Specific Schemes and Annual Allocations for Approval		**129.816**

Schemes Under Development	Description	Capital Programme 2020-21 £m
Responding to the climate emergency		
Climate Emergency		
Climate Emergency - Carbon Reduction Strategy	Investment to support the development of a Carbon Reduction Strategy and implementation of specific schemes.	0.500
Energy & Carbon Reduction: Traffic signals	Investment to support more energy efficient traffic signals.	-
Total Responding to the climate emergency		**0.500**
Growing a local economy that benefits local people		
Commercial Investment		
Commercial Property Reinvestment Programme	Investment in commercial property that will be funded from the sale of other commercial properties aimed at increasing income to the Council from rents and business rates.	0.400
Ellesmere Port Town Centre	Investment in Ellesmere Port Town Centre as part of a wider programme of town centre regeneration.	-
Winsford Town Centre	Investment in Winsford Town Centre as part of a wider programme of town centre regeneration.	0.500
Transport & Infrastructure		
Station Car Parking Programme	Investment in the delivery and development of station car parking improvements.	7.254
Total Growing a local economy that benefits local people		**8.154**
Inclusive and safe futures for children and young people		
Children & Young People		
Play Strategy	Programme to deliver improvements to play areas across the Borough.	0.060
Pupil Referral Units	Additional capacity to support pupils excluded from school.	2.000
Total Inclusive and safe futures for children and young people		**2.060**
Neighbourhoods that are great places to live		
Transport & Infrastructure		
Asset Replacement: Salt Barns at Davenham	Investment in additional facility which will deliver efficiencies and overall service delivery.	-
Public Realm Strategy	Investment in the Council's public realm including the Cathdral Quarter, Chester and the remaining area of public realm in Northwich.	0.300
Housing		
Housing Delivery	Investment in housing across the borough including council, market sale and affordable housing.	17.255
Housing Growth: Supported Housing for Vulnerable People	Support for more vulnerable residents to help maintain their independence.	2.000
Leisure, Culture & Tourism		
WIFI - Ellesmere Port & Winsford	Investment in public wi-fi in town centres.	-
Moss Farm	Improvements to changing room facilities and car parking.	0.200
Leisure Asset Management	Investment in our leisure assets	-
Total Neighbourhoods that are great places to live		**19.755**
Ensuring an efficient and empowering council		
Asset Management		
Northwich Library	Review and investment in the service provision within Northwich.	1.000
Waste - replacement of vehicles	Investment in the Council's waste vehicles.	-
Customer Journey		
Service Redesign / Transformation	Funding for service redesign and transformation to deliver service improvements and efficiencies.	0.750
Cross-cutting		
Feasibility and scheme development	Investment to fund the development of future schemes to ensure that the Council can respond to announcements for external funding by having a pipeline of schemes that are ready to be delivered.	1.185
Total Ensuring an efficient and empowering council		**2.935**
Total Schemes Under Development		**33.404**

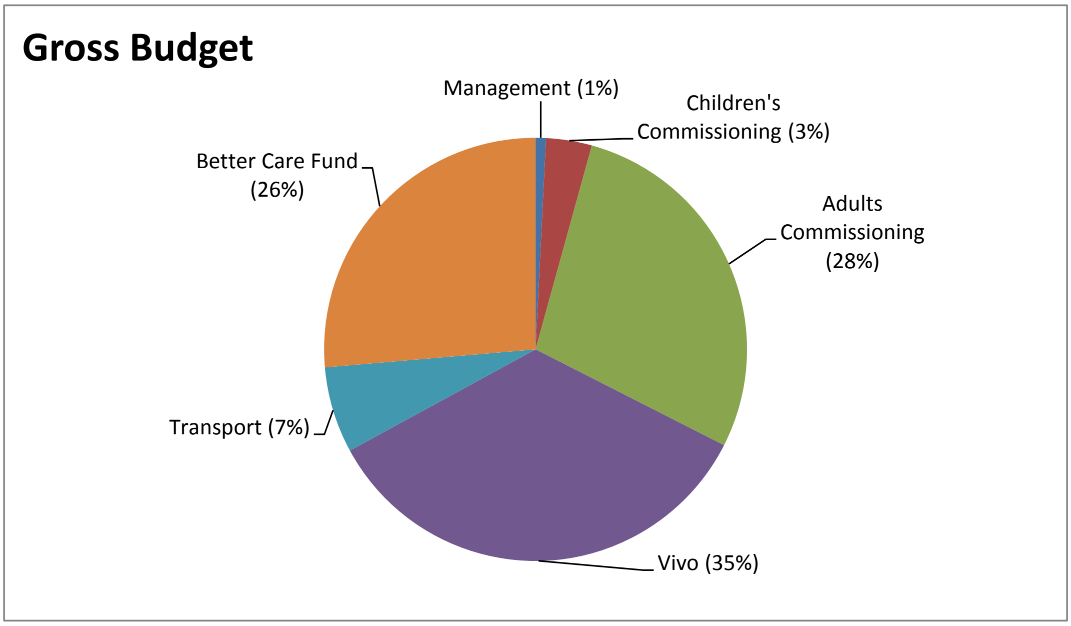
Total Specific Schemes and Annual Allocations for Approval		**129.816**
Total Schemes Under Development		**33.404**
Total Capital Programme		**163.220**

Funded by:		
External Funding/Contributions		73.500
Borrowing		29.500
Ringfenced Borrowing		52.400
Capital Receipt/Capital Reserve		7.800
Total Funding		163.200

Adult Social Care & Health
Commissioning People
Helen Brackenbury

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	253	20	(46)	227
Children's Commissioning	-	1,205	(167)	1,038
Adult's Commissioning	1,425	8,280	(4,503)	5,202
Vivo	-	11,903	(50)	11,853
Adult and Child Transport	1,367	898	(1,517)	748
Better Care Fund	-	9,074	(9,074)	-
Total	**3,045**	**31,380**	**(15,357)**	**19,068**



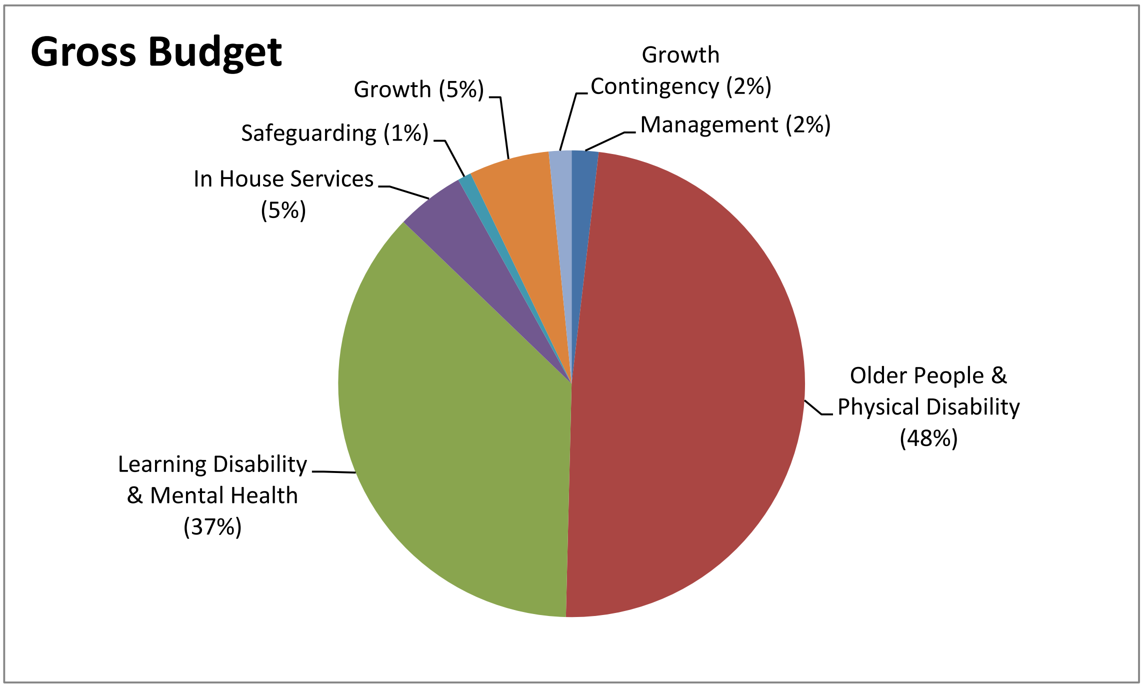
People's Directorate Management	1%
Children's Commissioning	3%
Adult's Commissioning	28%
Vivo	35%
Adult and Child Transport	7%
Better Care Fund	26%

Adult Social Care & Health
Integrated Adult Social Care & Health
Charlotte Walton

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	693	1,675	(103)	2,265
Older People and Physical Disability	5,685	56,229	(21,849)	40,065
Learning Disability and Mental Health	2,285	44,664	(5,395)	41,554
In House Services	5,390	651	(3,407)	2,634
Safeguarding	628	573	(136)	1,065
Growth*	-	7,098	-	7,098
Growth Contingency* (Adult Social Care)	-	2,000	-	2,000
Total	**14,681**	**112,890**	**(30,890)**	**96,681**

*Growth allocations to be approved by the Director of Finance



Integrated ASC&H Management	2%
Older People and Physical Disability	48%
Learning Disability and Mental Health	37%
In House Services	5%
Safeguarding	1%
Growth*	5%
Growth Contingency* (Adult Social Care)	2%

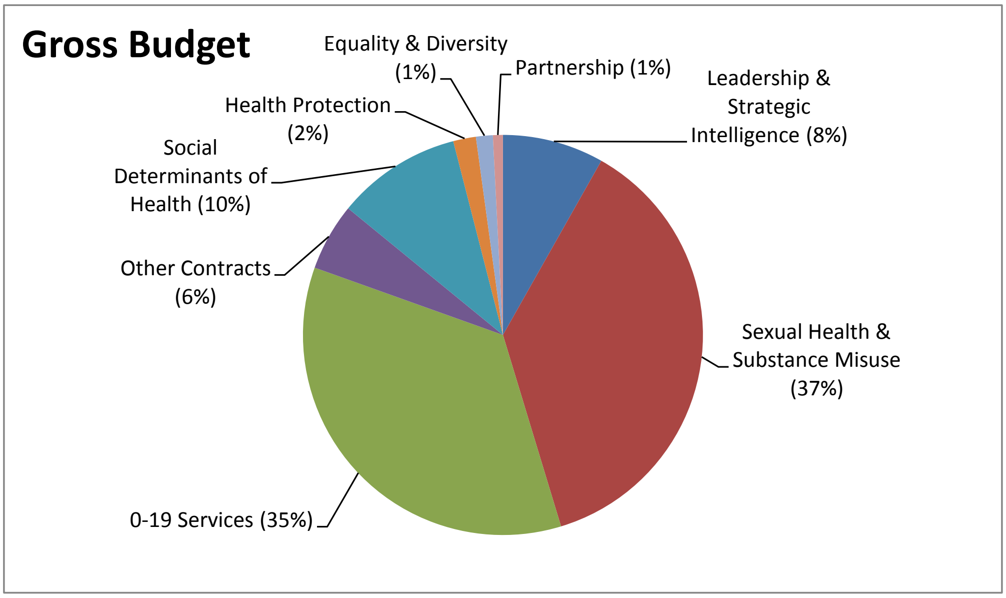
Adult Social Care & Health
Public Health
Ian Ashworth

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 £000	Non-Pay £000	Income £000	Net Budget £000
Leadership and Strategic Intelligence	1,199	121	-	1,320
Sexual Health and Substance Misuse	-	5,984	-	5,984
0-19 Services	-	5,667	-	5,667
Other Contracts	-	878	-	878
Social Determinants of Health	-	1,627	-	1,627
Health Protection and Improvement	-	296	-	296
Equality and Diversity	150	69	-	219
Partnership	130	-	-	130
Growth*	-	70	-	70
Total	**1,479**	**14,712**	**-**	**16,191**

Note the figures above are based on the Public Health grant allocation in 2019-20. The grant has since been confirmed (increase of £713k) but is not yet reflected in the budget for 2020-21. The decision to increase the budget will be taken in accordance with Finance Procedure Rules.

*Growth allocations to be approved by the Director of Finance



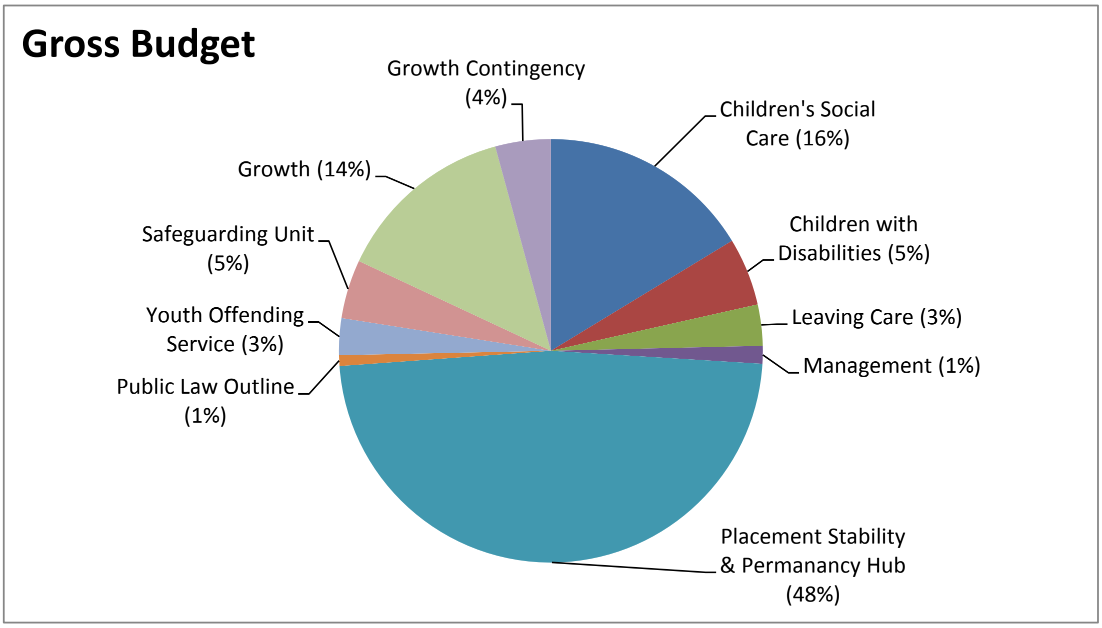
Leadership and Strategic Intelligence	8%
Sexual Health and Substance Misuse	37%
0-19 Services	35%
Other Contracts	6%
Social Determinants of Health	10%
Health Protection and Improvement	2%
Equality and Diversity	1%
Partnership	1%

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	7,237	474	-	7,711
Children with Disabilities Service	1,321	1,128	(336)	2,113
Leaving Care	552	933	-	1,485
Management Team	599	42	-	641
Placement Stability and Permanency Hub	4,473	18,169	(537)	22,105
Public Law Outline	-	386	-	386
Youth Offending Service	812	514	(824)	502
Safeguarding Unit	2,019	105	(472)	1,652
Growth*	0	6,529	-	6,529
Growth Contingency* (Looked After Children)	0	2,000	-	2,000
Total	**17,013**	**30,280**	**(2,169)**	**45,124**

*Growth allocations to be approved by the Director of Finance



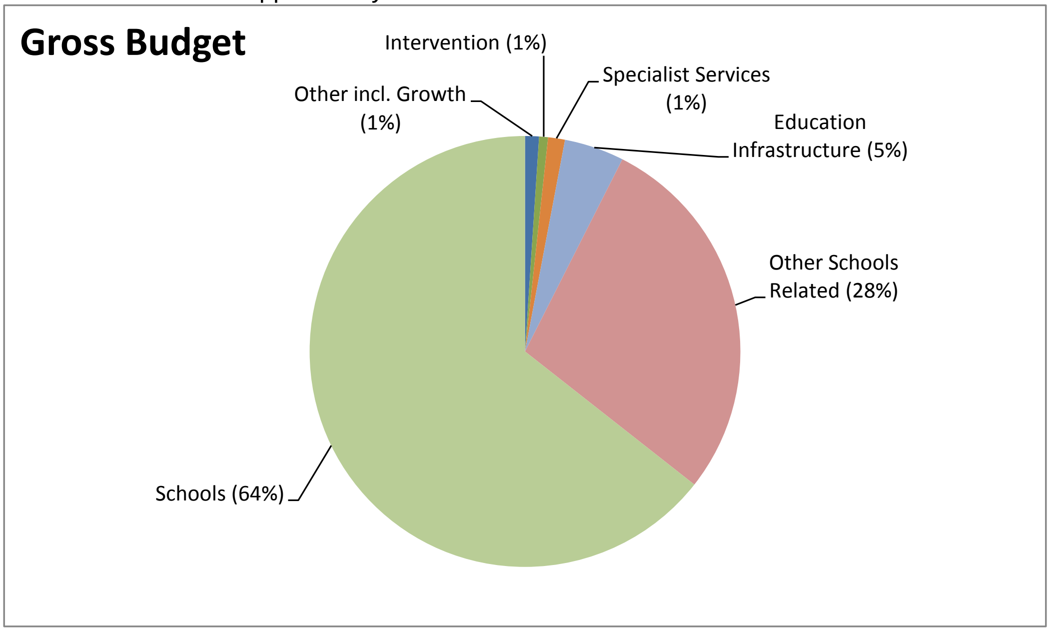
Children's Social Care Teams	16%
Children with Disabilities Service	5%
Leaving Care	3%
Management Team	1%
Placement Stability and Permanency Hub	48%
Public Law Outline	1%
Youth Offending Service	3%
Safeguarding Unit	5%
Growth*	14%
Growth Contingency* (Looked After Children)	4%

People
Education and Inclusion
Mark Parkinson and David McNaught

The Education and Inclusion 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 and Inclusion	128	135	(187)	76
School Intervention	824	825	(1,443)	206
Virtual School Head	524	139	(663)	-
Special Educational Needs and Disabilities	1,171	39	(843)	367
Specialist Services	2,819	301	(2,298)	821
Education Infrastructure	1,467	9,611	(2,359)	8,718
Other Schools Related	3,941	65,480	(68,873)	549
Schools	-	158,901	(158,901)	-
Growth*	-	443	32	475
Total	**10,873**	**235,873**	**(235,534)**	**11,212**

*Growth allocations to be approved by the Director of Finance



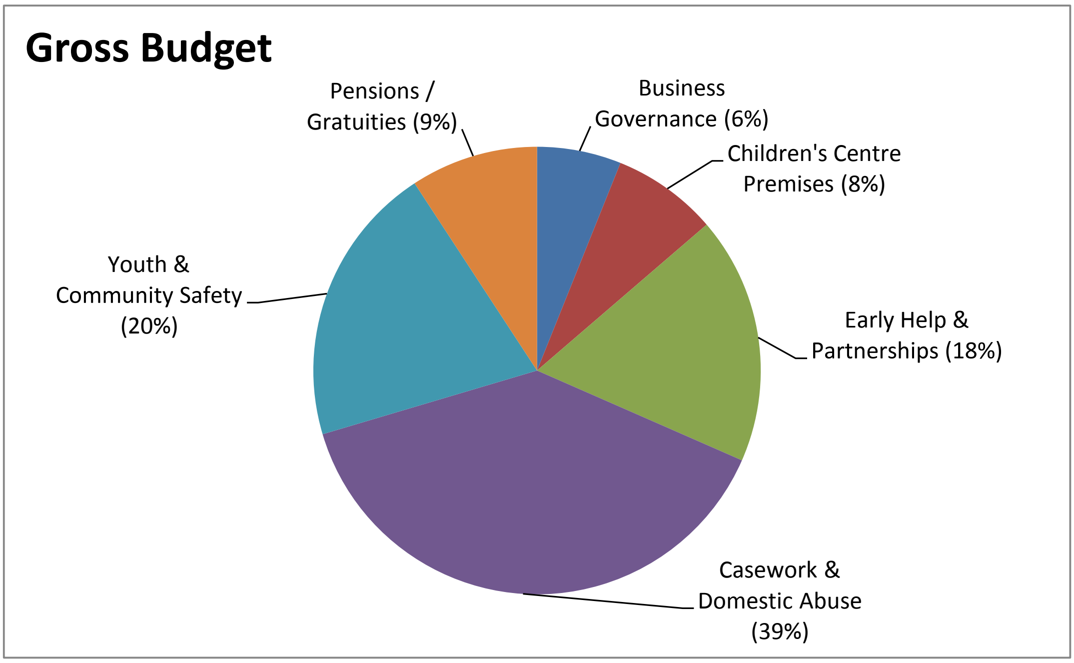
School Intervention	1%
Specialist Services	1%
Education Infrastructure	5%
Other Schools Related	28%
Schools	64%
Other	1%

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*	515	-137		378
Children's Centre Premises	-	473	(178)	295
Early Help and Partnerships	1,038	73	(345)	766
Casework and Domestic Abuse	2,242	171	(610)	1,803
Youth and Community Safety	908	358	(264)	1,002
Pensions/Gratuities (Ex Colleges)	573	-	(573)	-
Total	**5,276**	**938**	**(1,970)**	**4,244**

*Non pay expenditure is a budgeted drawdown from the troubled families earmarked reserve to fund pay expenditure

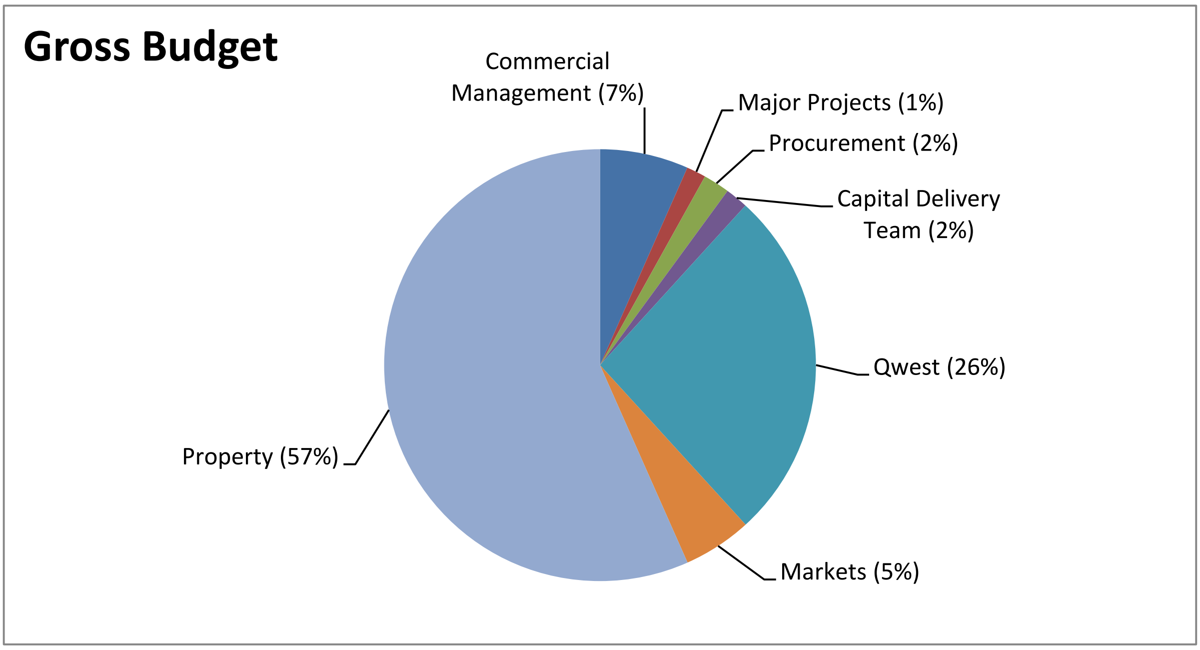


Business Governance*	6%
Children's Centre Premises	8%
Early Help and Partnerships	18%
Casework and Domestic Abuse	39%
Youth and Community Safety	20%
Pensions/Gratuities (Ex Colleges)	9%

Places
Commercial Management & Delivery
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. Commercial Management & Delivery 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	1,264	106	(193)	1,177
Major Projects Delivery	300	-	(300)	-
Procurement	380	29	(4)	405
Capital Delivery Team	332	20	(283)	69
Qwest	-	5,470	(190)	5,280
Markets	474	587	(1,277)	(216)
Property	1,170	10,538	(17,594)	(5,886)
Total	**3,920**	**16,750**	**(19,841)**	**829**



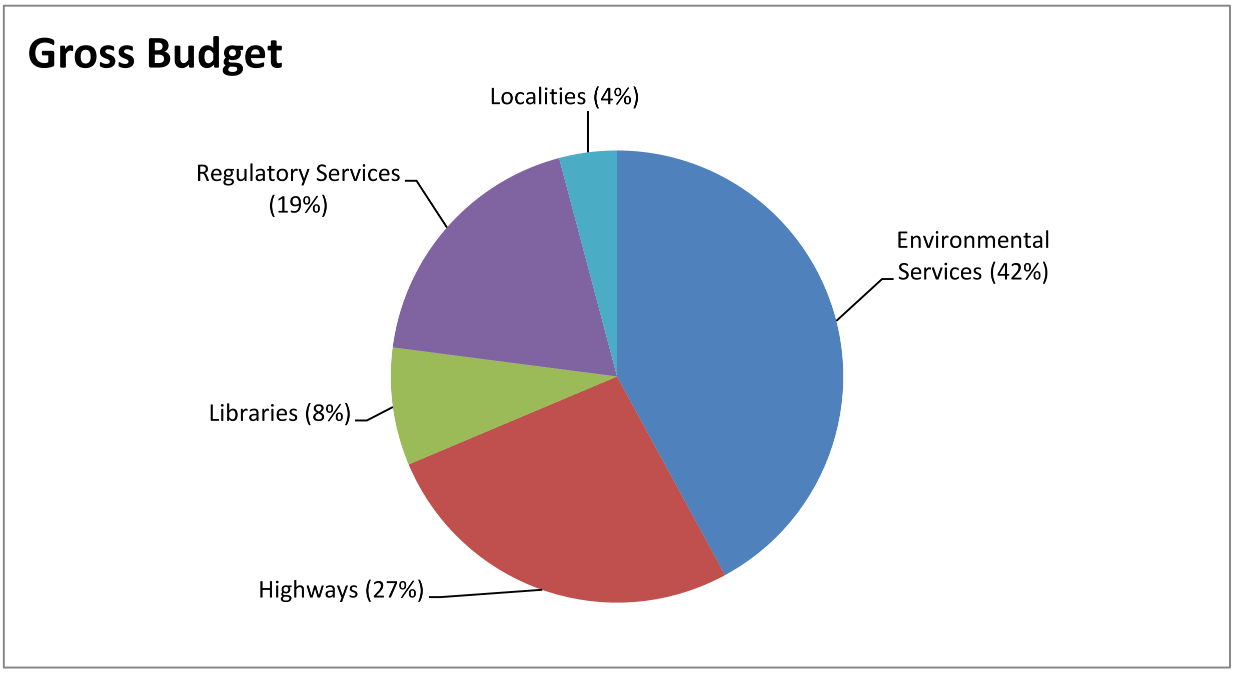
Commercial Management	7%
Major Projects Delivery	1%
Procurement	2%
Capital Delivery Team	2%
Qwest	26%
Markets	5%
Property	57%

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, library services and locality working.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Place Operations Management*	131	(118)	-	13
Environmental Services	5,318	20,593	(924)	24,987
Highways	4,480	11,883	(5,586)	10,777
Libraries	3,504	1,679	(1,549)	3,634
Regulatory Services	6,249	5,340	(12,302)	(713)
Localities	979	1,563	(169)	2,373
Total	**20,661**	**40,940**	**(20,530)**	**41,071**

*Place Operations Management Non Pay budget (£0.118m) incorporates £0.200m Community Asset savings to be delivered across various areas of the Service and will be allocated as savings are realised during the year



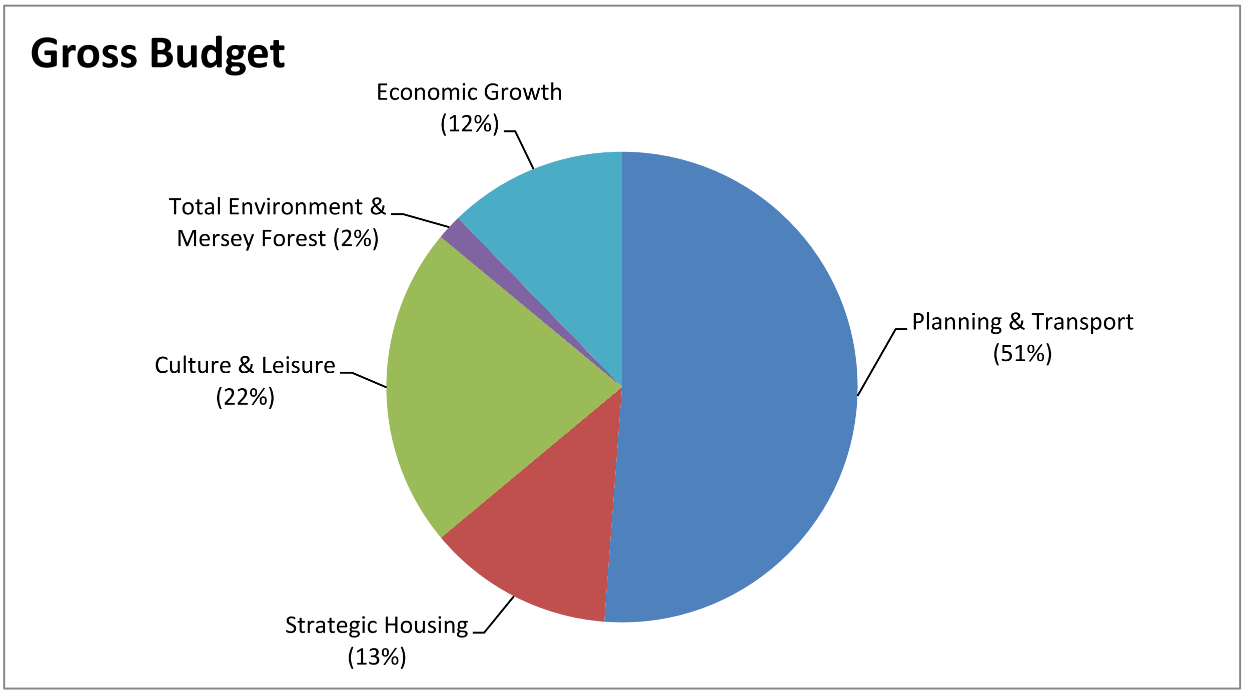
Environmental Services	42%
Highways	27%
Libraries	8%
Regulatory Services	19%
Localities	4%

Places
Place Strategy

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	409	(442)	(47)	(80)
Planning and Transport	4,151	14,163	(13,692)	4,622
Strategic Housing	1,617	2,940	(1,331)	3,226
Culture and Leisure	2,842	5,055	(2,619)	5,278
Total Environment and Mersey Forest	386	236	(622)	-
Economic Growth	2,720	1,658	(2,359)	2,019
Total	**12,125**	**23,610**	**(20,670)**	**15,065**

*Places Strategy Management Non-Pay budget (£0.442m) includes £0.500m savings to be delivered through a redesign of the Place Directorate.

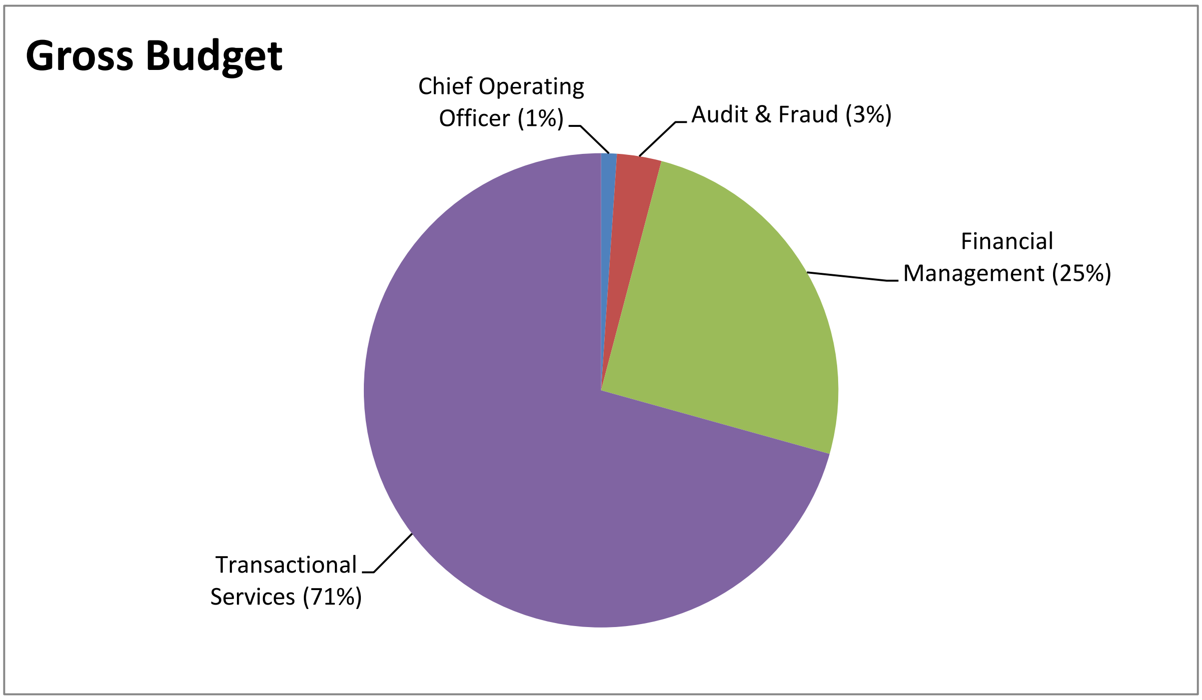


Planning and Transport	51%
Strategic Housing	13%
Culture and Leisure	22%
Total Environment and Mersey Forest	2%
Economic Growth	12%

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	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Chief Operating Officer	166	1	-	167
Audit and Fraud	456	18	(13)	461
Financial Management	3,811	133	(605)	3,339
Transactional Services	8,277	2,776	(7,171)	3,882
Total	**12,710**	**2,928**	**(7,789)**	**7,849**

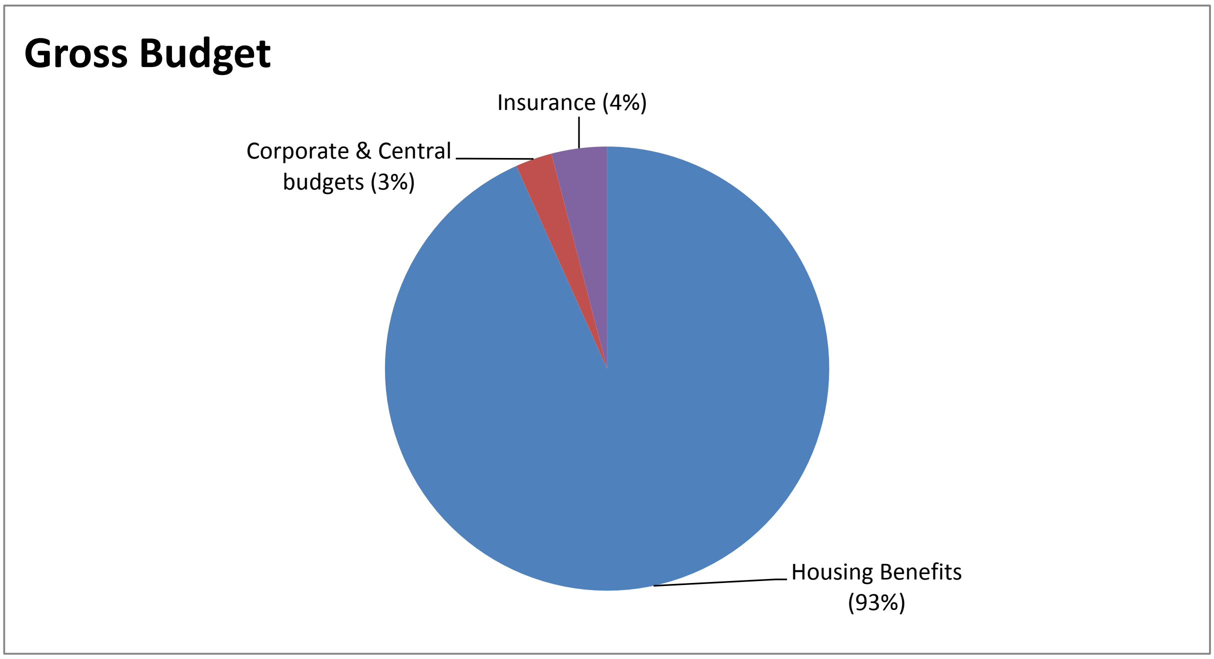


Chief Operating Officer	1%
Audit and Fraud	3%
Financial Management	25%
Transactional Services	71%

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	-	2,265	(309)	1,956
Centralised Budgets	-	438	(35)	403
Insurance	425	3,650	(1,763)	2,312
Total	**425**	**100,675**	**(96,427)**	**4,673**

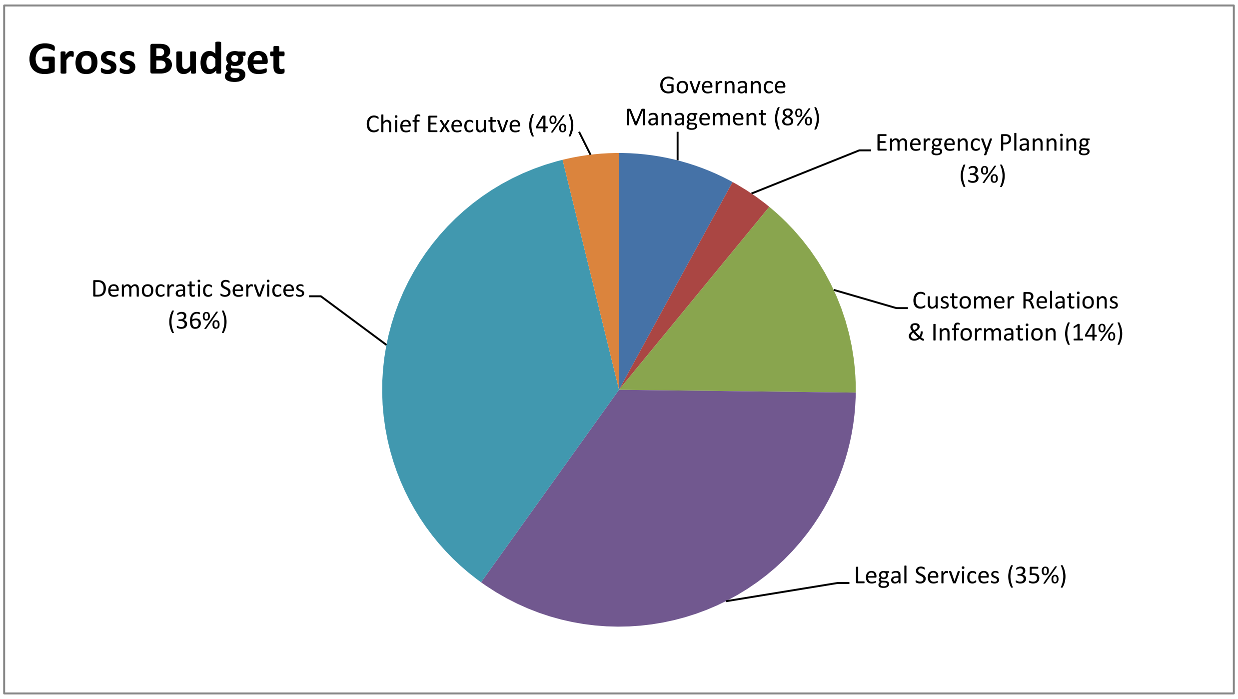


Housing Benefits	93%
Corporate Budgets	3%
Insurance	4%

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 shareholder 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	453	71	(118)	406
Emergency Planning	166	30	(49)	147
Customer Relations and Information	870	67	(216)	721
Legal Services	2,183	100	(662)	1,621
Democratic Services	953	1,433	(152)	2,234
Chief Executive	236	16	-	252
Total	**4,861**	**1,717**	**(1,197)**	**5,381**

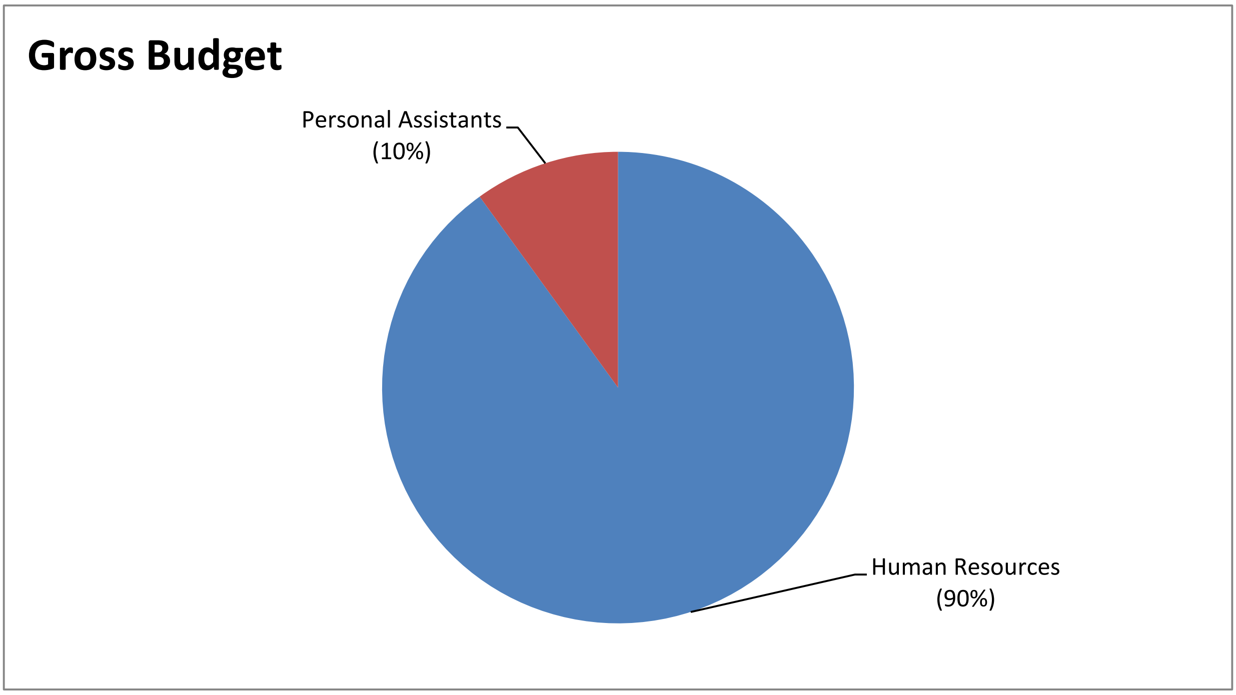


Governance Management	8%
Emergency Planning	3%
Customer Relations and Information	14%
Legal Services	35%
Democratic Services	36%
Chief Executive	4%

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	2,621	547	(1,401)	1,767
Personal Assistants	336	15	-	351
Total	**2,957**	**562**	**(1,401)**	**2,118**

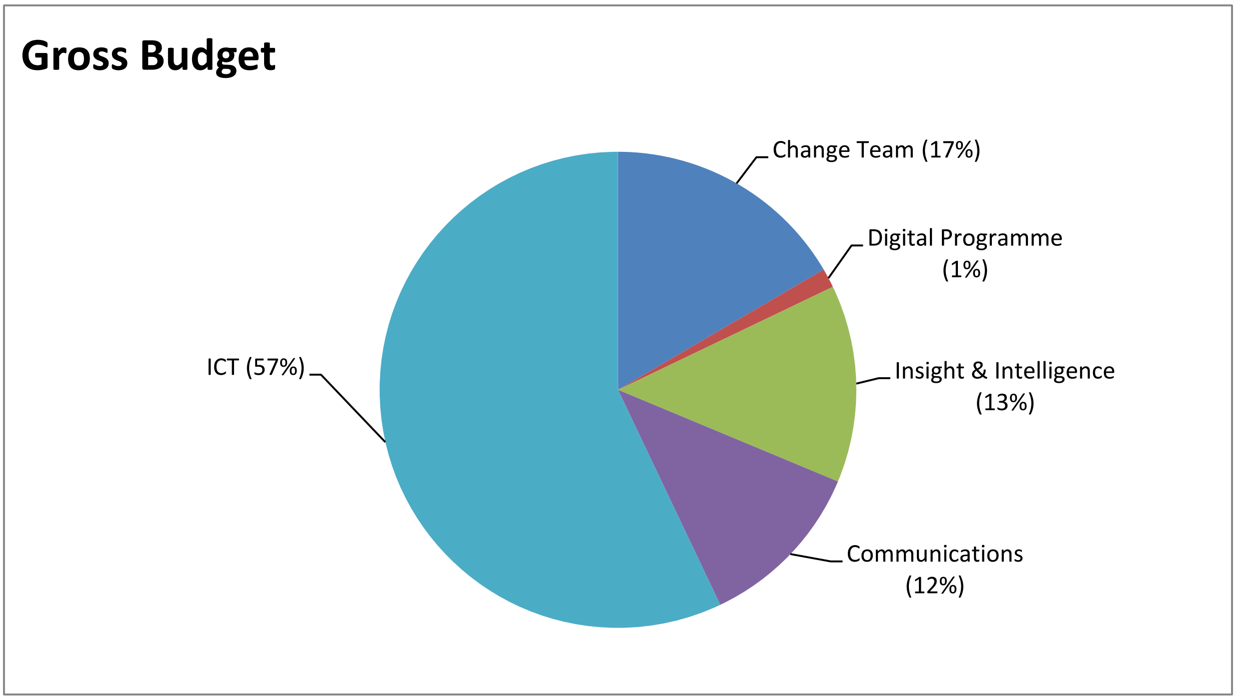


Human Resources	90%
Personal Assistants	10%

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	1,706	90	(1,271)	525
Digital Programme	-	142	-	142
Insight and Intelligence	1,352	102	(474)	980
Communications	1,012	251	(345)	918
ICT	687	5,498	(498)	5,687
Total	**4,757**	**6,083**	**(2,588)**	**8,252**



Change Team	17%
Digital Programme	1%
Insight and Intelligence	13%
Communications	12%
ICT	57%

Centrally held/managed budgets
Debbie Hall

Centrally held budgets include those 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. Centrally managed budgets reflect costs that either relate to the Council as a whole or impact on multiple services.

Revenue Budget	**Pay**	**Non-Pay**	**Income**	**Net Budget**
	£000	**£000**	**£000**	**£000**
Employer Pension Contributions uplift	(751)	-	-	(751)
ICT Transformation	-	250	-	250
Policy Options Growth / (Savings)	-	596	-	596
Premature Baby Leave	20	-	-	20
Pension Gratuities	1,490	-	(1,405)	85
Early Retirements - annual payment	1,296	-	-	1,296
Early Retirements - one off payment	4,532	-	-	4,532
Pension Deficit	2,750	-	(70)	2,680
Apprentice Levy	400	-	-	400
Capital Feasibility Fund	-	200	-	200
Payments to Parishes	-	44	-	44
Prior Year Contingency Balance	-	704	-	704
Pay Differentials	233	-	-	233
Revenue Contribution to Capital	-	1,489	-	1,489
Ringfenced Budget Savings	-	(39)	-	(39)
Total	**9,970**	**3,244**	**(1,475)**	**11,739**

Housing Revenue Account

Alison Amesbury

The management of the Housing Revenue Account is delivered by ForHousing (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	(22,090)
Rents - Non Dwellings	(435)
Charges for Services and Facilities	(187)
Contributions towards expenditure	(46)
Sub-total	**(22,758)**
Operating Expenditure	
Management Fee	8,429
Client Budget	851
Corporate and Democratic Costs	62
Increase in Bad Debts Provision	442
Sub-total	**9,784**
Other Expenditure	
Principal Repayments	6,169
Voluntary Repayments	471
Interest Repayments	2,795
Debt Management Expenses	7
Interest Received	(3)
Revenue Contributions to Capital	3,520
Sub-total	**12,959**
Net HRA Revenue (Surplus) / Deficit for the year	**(15)**