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## Introduction

The Council's Budget Book provides detailed information and analysis of Services' 2021-22 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 aligned to the priorities 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 25 February 2021 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 2021-22.

The Budget Book represents the first stage of the budget monitoring process for 2021-22 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.



## Summary Revenue Budget

| Directorate                                              | Pay<br>£000    | Non-Pay<br>£000 | Income<br>£000   | Net Budget<br>£000 |
|----------------------------------------------------------|----------------|-----------------|------------------|--------------------|
| <b>Adult Social Care &amp; Health</b>                    |                |                 |                  |                    |
| Commissioning People                                     | 3,217          | 31,391          | (14,450)         | 20,158             |
| Integrated Adult Social Care & Health (including health) | 14,025         | 120,647         | (33,171)         | 101,501            |
| Public Health                                            | 1,696          | 17,157          | (1,745)          | 17,108             |
|                                                          | <b>18,938</b>  | <b>169,195</b>  | <b>(49,366)</b>  | <b>138,767</b>     |
| <b>Children &amp; Families</b>                           |                |                 |                  |                    |
| Children's Social Care                                   | 17,420         | 28,487          | (2,381)          | 43,526             |
| Education (including DSG)                                | 10,617         | 251,368         | (249,697)        | 12,288             |
| Early Help & Prevention                                  | 5,489          | 1,731           | (2,610)          | 4,610              |
|                                                          | <b>33,526</b>  | <b>281,586</b>  | <b>(254,688)</b> | <b>60,424</b>      |
| <b>Communities, Environment &amp; Economy</b>            |                |                 |                  |                    |
| Commercial Management & Delivery                         | 3,714          | 15,387          | (18,460)         | 641                |
| Environment & Communities                                | 23,906         | 59,296          | (32,185)         | 51,017             |
| Economy & Housing                                        | 9,666          | 5,938           | (8,684)          | 6,920              |
| Housing Revenue Account (HRA)                            | 0              | 23,005          | (23,005)         | 0                  |
|                                                          | <b>37,286</b>  | <b>103,626</b>  | <b>(82,334)</b>  | <b>58,578</b>      |
| <b>Corporate</b>                                         |                |                 |                  |                    |
| Finance                                                  | 12,451         | 2,861           | (8,142)          | 7,170              |
| Governance & Chief Executive                             | 5,905          | 2,099           | (1,642)          | 6,362              |
| Public Service Reform                                    | 6,522          | 789             | (2,622)          | 4,689              |
| Corporate Budgets Managed by Finance                     | 425            | 100,985         | (96,427)         | 4,983              |
| Corporate Budgets Managed by Public Service Reform       | 286            | 6,003           | (425)            | 5,864              |
|                                                          | <b>25,589</b>  | <b>112,737</b>  | <b>(109,258)</b> | <b>29,068</b>      |
| <b>Council wide</b>                                      |                |                 |                  |                    |
| Central budgets                                          | 776            | 12,320          | (2,052)          | 11,044             |
| Contingency                                              | -              | 9,175           | -                | 9,175              |
| Capital financing                                        | -              | 26,970          | (4,013)          | 22,957             |
|                                                          | <b>776</b>     | <b>48,465</b>   | <b>(6,065)</b>   | <b>43,176</b>      |
| <b>Total Budget</b>                                      | <b>116,115</b> | <b>715,609</b>  | <b>(501,711)</b> | <b>330,013</b>     |
| <b>Funding</b>                                           |                |                 |                  |                    |
| Business rates                                           |                |                 |                  | (60,043)           |
| Council tax                                              |                |                 |                  | (203,674)          |
| Government grants                                        |                |                 |                  | (62,090)           |
| Collection fund deficit                                  |                |                 |                  | 37,488             |
| Use of reserves                                          |                |                 |                  | (41,694)           |
| <b>Total Funding</b>                                     |                |                 |                  | <b>(330,013)</b>   |

## Subjective Analysis

|                                  |                  |
|----------------------------------|------------------|
|                                  |                  |
| <b>Expenditure</b>               | <b>£000</b>      |
| Employees:                       |                  |
| Pay                              | 109,514          |
| Other employee costs             | 6,602            |
| Premises                         | 14,487           |
| Transport                        | 30,173           |
| Supplies and services            | 313,264          |
| Payments to service providers    | 313,898          |
| Capital Financing Costs          | 43,787           |
| <b>Total Expenditure</b>         | <b>831,724</b>   |
| <b>Income</b>                    | <b>£000</b>      |
| Grants                           | (415,420)        |
| Customer and Client Receipts     | (56,817)         |
| Reimbursements and contributions | (324,642)        |
| Internal recharges               | (34,845)         |
| <b>Total Income</b>              | <b>(831,724)</b> |

## Workforce Estimates

| Directorate                                   | FTEs<br>Mar-21 | Direct Pay Budget<br>2021-22<br>£000 |
|-----------------------------------------------|----------------|--------------------------------------|
| <b>Adult Social Care and Health</b>           |                |                                      |
| Commissioning People                          | 74.2           | 3,202                                |
| Integrated Adult Social Care & Health         | 351.4          | 14,025                               |
| Public Health                                 | 17.4           | 1,690                                |
|                                               | <b>443.0</b>   | <b>18,917</b>                        |
| <b>Children and Families</b>                  |                |                                      |
| Children's Social Care                        | 393.8          | 17,406                               |
| Education                                     | 129.6          | 6,738                                |
| Early Help & Prevention                       | 123.0          | 4,883                                |
|                                               | <b>646.4</b>   | <b>29,027</b>                        |
| <b>Communities, Environment &amp; Economy</b> |                |                                      |
| Place Commissioning                           | 71.2           | 3,714                                |
| Place Operations                              | 650.8          | 23,895                               |
| Place Strategy                                | 241.7          | 9,653                                |
|                                               | <b>963.7</b>   | <b>37,262</b>                        |
| <b>Corporate</b>                              |                |                                      |
| Finance                                       | 321.3          | 12,506                               |
| Governance                                    | 113.0          | 5,891                                |
| Public Service Reform                         | 126.0          | 6,620                                |
|                                               | <b>560.3</b>   | <b>25,017</b>                        |
| <b>Budgets Held on behalf of Services*</b>    | <b>0.0</b>     | <b>-709</b>                          |
| <b>Total Pay Budget</b>                       | <b>2,613.4</b> | <b>109,514</b>                       |

\*This is the budgeted saving from the reduced employer pension contribution rate, and will be re-allocated to services in 2021-22

## Revenue Budget Proposals 2021-22

### Savings Proposals

| Title                                                     | Description                                                                                                                                                                                                                                                                                                 | 21-22<br>£000 |
|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <b>Commissioning Savings</b>                              |                                                                                                                                                                                                                                                                                                             |               |
| Review of Leaving Care Services                           | We have a responsibility to support young people as they leave care up to the age of 25. We will adopt a more efficient way of buying support by reducing spot purchases and increasing the use of pre-agreed contracts with providers.                                                                     | (250)         |
| Strategic Commissioning Plan                              | Review of all major recommissions, including scope and level of services provided to identify contract efficiencies and savings.                                                                                                                                                                            | (250)         |
| Review of Low Value Contracts                             | A review of the high volume but lower value spend with suppliers to improve value for money, realise savings and reduce the associated transaction costs.                                                                                                                                                   | (250)         |
| <b>Total Commissioning Savings</b>                        |                                                                                                                                                                                                                                                                                                             | <b>(750)</b>  |
| <b>Savings to be delivered by Council companies</b>       |                                                                                                                                                                                                                                                                                                             |               |
| VIVO Care Services                                        | We will work with Vivo to ensure that care is provided at the most appropriate rate. In particular, we will work with them to reduce the level of spending above the agreed block contract by maximising capacity within the block contract and, where appropriate, purchase services from other providers. | (500)         |
| Qwest Contract savings                                    | Review the scope, level and breadth of services provided by Qwest in order to deliver contract savings.                                                                                                                                                                                                     | (180)         |
| Council Companies savings target                          | We have several companies which we own and who are contracted to deliver Council services. We will work with these organisations to identify opportunities to reduce their costs and increase their income.                                                                                                 | (300)         |
| <b>Total Savings to be delivered by Council companies</b> |                                                                                                                                                                                                                                                                                                             | <b>(980)</b>  |
| <b>Income Generation</b>                                  |                                                                                                                                                                                                                                                                                                             |               |
| School Crossing Patrols                                   | Reviewing the way school crossing patrols are funded to ensure that schools and the Council contribute appropriate amounts.                                                                                                                                                                                 | (80)          |
| Funding for social care for older people                  | An increase in the funding the Council will receive from the NHS as part of the Better Care Fund to fund the increased costs of social care for older people due to an increase in demand                                                                                                                   | (441)         |
| Public Health Grant                                       | An increase to the level of Public Health grant available that can be used to fund relevant services.                                                                                                                                                                                                       | (200)         |
| Young Peoples Service                                     | Review of the staffing structure in Young People's Services and utilisation of grant funding.                                                                                                                                                                                                               | (26)          |
| Lane Rental Levy                                          | Implementation of a lane rental levy to incentivise utility companies to carry out roadworks in a timely and efficient manner.                                                                                                                                                                              | (45)          |
| Developer Contributions                                   | Ensure the Council receives sufficient contributions from developers as part of development agreements for the provision and ongoing maintenance liabilities of traffic signals, street lighting and other highway assets that arise as consequence of their developments.                                  | (555)         |
| Environment Commissioning Income                          | Introduction of concessions and charges for events, sports and recreation, including some increases in existing charges for facility hire.                                                                                                                                                                  | (40)          |
| StreetCare Income                                         | Income generation from additional works for sweeping and grounds maintenance.                                                                                                                                                                                                                               | (30)          |

| Title                                               | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 21-22<br>£000  |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Strengthening Enforcement                           | By strengthening and increasing our enforcement activity we are likely to identify more issues that will levy a fine for behaviour that contravenes current policy and adversely impacts on residents' lives. Investment in additional staffing resources and costs of purchasing additional equipment is required (shown separately).                                                                                                                                                                                                                                                                                                                                                                                          | (426)          |
| Concessionary Fares recharge                        | Increase in the fee charges for the management of the Concessionary Fares scheme.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | (20)           |
| 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | (90)           |
| Review of Total Environment and Mersey Forest       | Increase in fee generating activity in respect of landscape architecture and planning advice.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | (22)           |
| Housing Register                                    | Review of charging for administration of the Housing Register and non-Registered Provider affordable housing schemes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (23)           |
| Supported Housing                                   | Supported housing schemes are being developed and these will generate additional rental income                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (34)           |
| Advertising and sponsorship income                  | Maximise income from advertising and sponsorship using a range of different displays.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (18)           |
| Review of Fees & Charges                            | Review of charges that the Council makes for its services to ensure all costs are recovered, and charging is fair and consistent across the Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | (91)           |
| <b>Total Income Generation</b>                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>(2,141)</b> |
| <b>Service Redesigns and Restructures</b>           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |
| Review of growth requirements for Adult Social Care | Review of current growth for adult social care with a view to identifying ways to reduce future demand and mitigate the need for future investment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | (300)          |
| Paying for Care                                     | Ensure that we are only funding social care services that the Council has a statutory duty to provide and raise additional income through the implementation of the non-residential charging policy. Temporary investment is required for one year to deliver these savings (shown separately).                                                                                                                                                                                                                                                                                                                                                                                                                                 | (1,059)        |
| Review of in-house building based provision         | We will review the way respite and short-term care is provided in Cheshire West. This would see a move away from the Council being a direct provider of respite services and a shift from a mainly building-based offer to develop a range of flexible, bespoke services delivered close to people's homes and within their community. Currently the Council delivers some of its respite services from Council-owned residential care homes: Sutton Beeches, Leftwich Green (temporarily closed in Sept 2018) and Curzon House (run by Vivo Care Choices). This proposal could see the closure of these facilities to allow the investment needed in a wider range of services to offer greater choice and control for people. | (1,469)        |
| More efficient ways of delivering care              | We need to make best use of the support available and ensure care is delivered in a person-centred and dignified way. There are a number of care packages that are currently delivered by two people at the same time and there is scope with appropriate equipment, training and support, for this care to be delivered by a single care worker, providing greater dignity for the person receiving care, and increasing domiciliary care capacity. We will also undertake other projects to better meet needs and manage the increasing demand on adult social care services<br>Temporary investment is required for one year to deliver these savings (shown separately).                                                    | (1,000)        |

| Title                                                    | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 21-22<br>£000 |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Transforming learning disability services                | We will review the way we work with adults with learning disabilities and the range of services and support options available. This will include reviewing and improving our supported living offer, working closely with providers to enable more services to be delivered locally and reduce the need for people to be placed outside of the Borough. We will also make greater use of assistive technology to enable people to maximise their independence and work with people to access community resources and facilities to reduce reliance on more traditional services. Temporary investment is required for one year to undertake the review (shown separately). | (300)         |
| Enhanced Community Care                                  | Building on the joint work between the Council and the NHS over recent years, which has accelerated during the pandemic, we will join up more care workers with health workers in the community. This will help avoid hospital and care home admissions, and support people to return home more swiftly from hospital through rapid access to integrated health and social care resources.                                                                                                                                                                                                                                                                                 | (400)         |
| Expanding the range of social care support available     | Extend more choice to people in how their care and support needs can be met for example by increasing utilisation of direct payments used for personal assistants and expansion of the Shared Lives service. Temporary investment required to deliver these savings (shown separately)                                                                                                                                                                                                                                                                                                                                                                                     | (125)         |
| Mental Health Support Services                           | The Council provides mental health support to residents to aid their social care needs. There is scope to transform the service to provide rapid help to people to avoid escalation to crisis; to achieve a better balance between building-based and outreach services and to consider greater links with local health services.                                                                                                                                                                                                                                                                                                                                          | (120)         |
| Policy & Partnerships Support                            | Review of future requirements and demand for support across the Health & Wellbeing directorate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | (41)          |
| Carer Services                                           | We arrange support for carers who play a vital role in our communities. We will redesign the service and make improvements in the way the service operates.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | (40)          |
| Promotion of Equality and Diversity                      | Review of the level of support provided to organisations that support the Council to promote equality and diversity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | (21)          |
| Integrated approach across children's service            | A review of the links between early help, education and children's social care is taking place to identify synergies and opportunities to reduce demand for services and therefore costs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (100)         |
| Review of growth requirements for Children's Social Care | Review of current growth for children's social care with a view to identifying ways to reduce future demand and mitigate the need for future investment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | (120)         |
| Review of Residential Care Provision                     | A reduction in costs from providing more local residential provision for children in care through the Council, rather than out of the Borough. This would also ensure more support is provided closer to home, which also helps to prevent placements breaking down.                                                                                                                                                                                                                                                                                                                                                                                                       | (46)          |

| Title                                                     | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 21-22<br>£000 |
|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Home to School Transport - Reduced Demand                 | Reduce demand for home to school transport by securing high needs provision closer to home to avoid out of borough placements and the costly transport that is required along with associated administration costs. Also addressing hazards on identified routes to make them safer for unaccompanied children to walk along, thereby reducing the need for transport arrangements.                                                                                                                           | (60)          |
| Better targeting of youth services within our communities | The needs of young people are changing and delivering targeted, preventative services to those in the greatest need does not require the same level of centre-based delivery that we currently provide.                                                                                                                                                                                                                                                                                                       | (62)          |
| Digitalisation of Special Educational Needs tasks         | Digitalisation of Special Educational Needs activity and the development of financial information from existing systems will reduce the need for administrative support.                                                                                                                                                                                                                                                                                                                                      | (26)          |
| Review of staffing                                        | The Education & Inclusion service are currently operating with a number of vacant posts. These have been reviewed in the context of future service delivery and the ability to recruit to these posts, and are to be removed from the structure or alternative funding arrangements considered.                                                                                                                                                                                                               | (198)         |
| Street Lighting LED Replacement Project                   | Replacement of street lighting with more energy efficient LED bulbs to reduce energy costs and the costs of maintenance.                                                                                                                                                                                                                                                                                                                                                                                      | (150)         |
| Horticulture Practice                                     | With the introduction of a wildflowers strategy we can reduce the mowing regime for grass verges and reduce the level and cost of formal bedding.                                                                                                                                                                                                                                                                                                                                                             | (10)          |
| Data Led Gully Cleansing                                  | Using technology to implement a data intelligence led cyclical regime for gully cleansing in order to achieve efficiencies in the gully cleansing programme.                                                                                                                                                                                                                                                                                                                                                  | (35)          |
| Shared Services                                           | A review of Libraries Shared Services, Education Library Services and Archives to realise efficiency savings as a result of more streamlined ways of working                                                                                                                                                                                                                                                                                                                                                  | (53)          |
| Christmas Lighting                                        | Savings in the delivery of the Christmas Lights programme as a result of increased contract efficiency.                                                                                                                                                                                                                                                                                                                                                                                                       | (25)          |
| Planning Service Operating Model                          | Review of non-pay contracts and the the operating model within the Planning Service, using external support as a more cost effective method for the processing of minor planning applications.                                                                                                                                                                                                                                                                                                                | (33)          |
| Storyhouse                                                | Review of the service specification and agreement of efficiency targets with Storyhouse for the three year funding agreement.                                                                                                                                                                                                                                                                                                                                                                                 | (65)          |
| Communities, Environment and Economy Redesign             | Review and redesign of the Communities, Environment and Economy Directorate focusing on business processes and efficiency, information management, collaboration and income generation.                                                                                                                                                                                                                                                                                                                       | (703)         |
| Prepayment Cards                                          | The Council is introducing 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 (shown separately). | (25)          |

| Title                                                 | Description                                                                                                                                                                                                                                                                                 | 21-22<br>£000  |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Corporate Services Review                             | Review of Corporate Services to ensure appropriate levels of support that are targeted to areas of highest priority, in line with the Council Plan, and areas of highest risk.                                                                                                              | (914)          |
| Review Security costs                                 | Review of security arrangements at Corporate buildings to reflect the review of Corporate accommodation and the rationalisation of corporate buildings.                                                                                                                                     | (220)          |
| Information Technology Support                        | Our ICT services are provided by a shared service with Cheshire East. We will review the support required from the shared service in light of the ICT transformation programme.                                                                                                             | (117)          |
| HR & Finance System Replacement                       | The replacement of the HR and Finance system will reduce system operating costs and bring about business process efficiencies. Temporary investment is required to deliver these savings (shown separately).                                                                                | (398)          |
| Digital Channel Shift - Phase 1 and 2                 | The digital programme will reduce service demand and administration costs by enabling more customers to self serve, and enable the delivery of efficiencies in business processes through better use of technology. Temporary investment required (shown separately)                        | (215)          |
| Workforce Modernisation                               | Ensuring a modern and fit for purpose workforce that delivers efficiencies from new ways of working including an extension to flexible and mobile working.                                                                                                                                  | (250)          |
| Review of Subscriptions                               | Review of the organisations that the Council currently subscribes to for e.g. memberships, publications, benchmarking, and professional memberships.                                                                                                                                        | (20)           |
| <b>Total Service redesigns and restructures</b>       |                                                                                                                                                                                                                                                                                             | <b>(8,720)</b> |
| <b>Changes to policies or levels of service</b>       |                                                                                                                                                                                                                                                                                             |                |
| Household Waste Recycling Centres                     | Review and rationalisation of Household Waste Recycling Centres - subject to the outcome of the Waste Strategy.                                                                                                                                                                             | (68)           |
| Waste Strategy                                        | A review of the operating model, including collection and recycling arrangements. This saving will be linked to the delivery of the Waste Strategy, which is currently subject to consultation, and will be reported to Cabinet in June for approval.                                       | (50)           |
| <b>Total Changes to policies or levels of service</b> |                                                                                                                                                                                                                                                                                             | <b>(118)</b>   |
| <b>Technical Savings</b>                              |                                                                                                                                                                                                                                                                                             |                |
| Review of growth requirements for Adult Social Care   | Reduction in the annual budget that was required to fund the implementation of the Pathway to Independence programme for adult social care redesign.                                                                                                                                        | (200)          |
| Extra Care Housing                                    | Following a review of the balance on the extra care housing PFI equalisation earmarked reserve and the future commitments the associated revenue budget can be reduced.                                                                                                                     | (89)           |
| Community Safety                                      | Following discussions with the Police and Crime Commissioner (PCC), a reduction in the Council's contribution towards services provided by the PCC has been agreed.                                                                                                                         | (100)          |
| Realignment of Children Social Care budget            | Adjustment of staffing budget for Children Social Care following a review of costs associated with the current staffing structure.                                                                                                                                                          | (350)          |
| Childrens Social Care Contingency                     | Removal of the temporary contingency included in the 2020-21 budget for potential additional increased demand or costs of Looked After Children.                                                                                                                                            | (2,000)        |
| Associate School Improvement Advisers                 | Removal of temporary investment for additional Associate School Improvement Advisers to meet the increase in planned OFSTED inspections                                                                                                                                                     | (75)           |
| Pension Liabilities                                   | A natural reduction in the historic pension and associated liabilities relating to former Council and school employees.                                                                                                                                                                     | (114)          |
| Reprioritisation of School improvement funding        | Mitigation of the expected reduction in Dedicated Schools Grant (DSG) Central School Services Block funding by reviewing historic liabilities and reducing/ceasing historic activities and reprioritising existing funding to support school development and statutory intervention duties. | (279)          |

| <b>Title</b>                                                                            | <b>Description</b>                                                                                                                                                                                       | <b>21-22<br/>£000</b> |
|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| Time Credits Volunteering Service                                                       | Temporary investment dropping out for the Time Credits volunteering service which encourages and rewards volunteers for their involvement in community projects.                                         | (52)                  |
| Concessionary Fares                                                                     | A reduction in the costs of the statutory Concessionary Fares scheme due to a reduction in the number of passengers.                                                                                     | (150)                 |
| Fund applicable planned highways repairs and general maintenance activities via capital | Capitalisation of applicable Highways planned minor repairs, general maintenance activities and drainage investigations.                                                                                 | (568)                 |
| Weaver Square                                                                           | Removal of temporary budget to meet ongoing costs of redevelopment plans for Weaver Square.                                                                                                              | (150)                 |
| Funding of CIL Team                                                                     | Move to make the CIL Team self funded from CIL revenue and S106 administration charge, in line with regulations.                                                                                         | (51)                  |
| HELP Scheme                                                                             | Removal of temporary budget increase in the HELP scheme made in 2020-21 to ensure an increased number of vulnerable residents could access support.                                                      | (160)                 |
| 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. | (250)                 |
| Information Governance                                                                  | Reduction of investment for temporary capacity to implement the operational obligations and responsibilities of new EU data protection regulations.                                                      | (39)                  |
| Highways Delivery Model                                                                 | Removal of prior year investment required to support the option development, appraisal and procurement of the future highways contract.                                                                  | (300)                 |
| Early Retirements                                                                       | Due to a change in the way early retirement costs are funded, approved by Council in February 2020, the budget to make annual payments to the Pension Fund can be released.                              | (1,296)               |
| Central Pensions Budget                                                                 | Due to a reduction in the deficit on the Pension Fund following the last triennial valuation, the associated budget to fund the deficit has been reduced accordingly.                                    | (2,750)               |
| <b>Total Technical Savings</b>                                                          |                                                                                                                                                                                                          | <b>(8,973)</b>        |
| <b>Total Savings Proposals</b>                                                          |                                                                                                                                                                                                          | <b>(21,682)</b>       |
|                                                                                         |                                                                                                                                                                                                          |                       |

|                                                                                 |                                                                                                                                                                                                                                                                                                                                              |                       |
|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Investment</b>                                                               |                                                                                                                                                                                                                                                                                                                                              |                       |
|                                                                                 |                                                                                                                                                                                                                                                                                                                                              |                       |
| <b>Title</b>                                                                    | <b>Description</b>                                                                                                                                                                                                                                                                                                                           | <b>21-22<br/>£000</b> |
| <b>Adults</b>                                                                   |                                                                                                                                                                                                                                                                                                                                              |                       |
| Growth in demand - children who require social care support into adult services | Further funding is required to meet the increasing demand on adult services as children who require social care support transition into adult services. We have identified that more can be done to plan for these transitions and are undertaking a full review to identify opportunities to improve transition and to better manage costs. | 1,775                 |
| 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 to support a sustainable social care market                                                                                                                                                     | 2,823                 |
| Care Contract Inflation                                                         | Funding to ensure that rates paid to providers of social care are reviewed each year to reflect pay and non-pay inflationary rises, in order to support a sustainable social care market                                                                                                                                                     | 2,649                 |
| Social care for older people - Growth in Demand                                 | More older people are requiring social care services. To meet this rising demand the Council will invest in the service to ensure high quality services can be provided to those who need them.                                                                                                                                              | 451                   |
| Social Care for Mental Health - Growth in Demand                                | There is increasing demand for Mental Health social care and pressures caused by complexity of need. To meet this rising demand the Council will invest in the service to ensure high quality services can be provided to those who need them.                                                                                               | 450                   |
| Social care for people with Learning Disabilities - Growth in demand            | There is increasing demand for social care from service users with a learning disability including pressures caused by complexity of need. To meet this rising demand the Council will invest in the service to ensure high quality services can be provided to those who need them.                                                         | 2,040                 |
| Extra Care Housing Contract                                                     | Additional cost of revised Extra Care contract terms and conditions.                                                                                                                                                                                                                                                                         | 125                   |

| Title                                                    | Description                                                                                                                                                                                                                                                                                                 | 21-22<br>£000 |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Transforming Learning Disability services                | Temporary additional staffing resource to undertake the review of Learning Disabilities services.                                                                                                                                                                                                           | 175           |
| Care at Home Contract Monitoring                         | Provision of software to allow the monitoring of the new Care At Home and Extra Care Housing contracts                                                                                                                                                                                                      | 46            |
| Adult Social Care Growth                                 | Potential additional investment required to support emerging pressures in Adult Social Care.                                                                                                                                                                                                                | 400           |
| Enhanced Community Care                                  | Investment to fund the ongoing costs of the initiative to join up more care workers with health workers in the community to help avoid hospital and care home admissions, and support people to return home more swiftly from hospital through rapid access to integrated health and social care resources. | 400           |
| More efficient ways of delivering care                   | Temporary additional staffing resource to achieve additional savings through more efficient ways of delivering care.                                                                                                                                                                                        | 60            |
| Paying for Care                                          | Temporary investment for 12 months to deliver the Paying for Care savings.                                                                                                                                                                                                                                  | 160           |
| Expanding the range of social care support available     | Temporary investment required to deliver savings in relation to extending more choice to people in how their care and support needs can be met, for example by increasing utilisation of direct payments used for personal assistants and expansion of the Shared Lives service.                            | 35            |
| Transport Efficiencies                                   | Temporary investment into local community transport contracts pending recommissioning of the service which will deliver efficiencies                                                                                                                                                                        | 114           |
| Contract Recommissions                                   | Temporary investment in staffing resource to support the recommissioning of a number of contracts.                                                                                                                                                                                                          | 269           |
| <b>Childrens</b>                                         |                                                                                                                                                                                                                                                                                                             |               |
| Corporate Parent                                         | Establishing a permanent budget to support the Council's role as Corporate Parent.                                                                                                                                                                                                                          | 50            |
| Review of Looked After Children costs / Intervention Hub | Additional investment to support the review of External Care Placements and expansion of the Intervention Hub.                                                                                                                                                                                              | 500           |
| Schools Funding                                          | Budget increase required as a result of changes to available funding for schools, as well as providing for services that have historically been funded from the Dedicated Schools Grant.                                                                                                                    | 390           |
| Home to School Transport - Growth                        | Investment to manage the increasing demand and complexity in transport arrangements for eligible pupils.                                                                                                                                                                                                    | 1,743         |
| <b>Communities, Environment and Economy</b>              |                                                                                                                                                                                                                                                                                                             |               |
| Street Lighting LED Replacement Project                  | The repayment costs of the interest-free loan funding the street lighting replacement programme.                                                                                                                                                                                                            | 150           |
| Waste Collection                                         | Investment to reflect increased costs of waste collection resulting from housing growth.                                                                                                                                                                                                                    | 282           |
| Household Waste Recycling Centres - Charges              | Investment to cover ongoing costs of operating new charges on certain waste items at Household Recycling Centres and to enable the delivery of savings.                                                                                                                                                     | 30            |
| Streetcare Asset Maintenance                             | The Council has streetcare assets that require ongoing maintenance. Developer contributions typically cover these costs up to a 10 year period. A budget is being created to fund the costs that fall after this time period.                                                                               | 143           |
| Cheshire West Recycling                                  | Investment to support the Council's waste collection company in advance of the delivery of the Waste Strategy.                                                                                                                                                                                              | 2,600         |
| Commercial Estate                                        | Investment to reflect the reduction in expected rental income as a result of the impact of Covid-19 on the Council-owned commercial estate including Barons Quay and Winsford Cross.                                                                                                                        | 600           |

| Title                                                     | Description                                                                                                                                                                                                                                                                                                                       | 21-22<br>£000   |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Strengthening Enforcement                                 | Investment in additional staffing resources and costs of purchasing additional equipment to strengthen and increase our enforcement activity to tackle behaviour that contravenes current policy and adversely impacts on residents' lives.                                                                                       | 240             |
| Parking Strategy                                          | Temporary investment required to deliver the savings identified through the Parking Strategy.                                                                                                                                                                                                                                     | 10              |
| Corporate Accommodation                                   | Temporary investment to extend flexible working; reducing the Council's requirement for desk space; consolidating the number of corporate offices and releasing the HQ building for commercial letting and income generation.                                                                                                     | 208             |
| Commercial Estate                                         | Temporary investment required to deliver savings from the review of the Council's commercial portfolio.                                                                                                                                                                                                                           | 289             |
| Land Lease Partnership                                    | Investment in reflect some delay in the delivery of housing development.                                                                                                                                                                                                                                                          | 200             |
| Communities, Environment and Economy Directorate Redesign | Investment to reflect slippage in the delivery of the Directorate redesign                                                                                                                                                                                                                                                        | 500             |
| <b>Corporate Services</b>                                 |                                                                                                                                                                                                                                                                                                                                   |                 |
| Prepayment Cards - Investment                             | Investment required to fund the ongoing costs of introducing pre-payment cards and delivering associated savings.                                                                                                                                                                                                                 | 4               |
| Insurance Premiums                                        | Investment to reflect the increasing costs of insurance premiums.                                                                                                                                                                                                                                                                 | 170             |
| Loss of income in Transactional Services                  | In recent years the income from Schools has decreased significantly, mainly as a result of Academies not buying back services. Investment is therefore required to address this shortfall.                                                                                                                                        | 150             |
| Financial Resilience Team                                 | Investment for additional capacity to monitor the financial health of the Council and implement proposals to improve financial resilience.                                                                                                                                                                                        | 105             |
| General Data Protection Regulation - staffing budget      | Investment to support ongoing compliance with the requirements of the new data protection regulations.                                                                                                                                                                                                                            | 48              |
| Insight and Intelligence                                  | Investment for additional capacity in the Insight and Intelligence team to ensure there is sufficient resource to support the Council's requirements.                                                                                                                                                                             | 207             |
| Legal Support                                             | Investment to increase capacity for legal support to services and Council owned companies.                                                                                                                                                                                                                                        | 104             |
| Virtual Meetings                                          | Investment for increased committee meeting support as a result of moving to virtual meetings.                                                                                                                                                                                                                                     | 74              |
| Procurement Plan Support                                  | The Procurement Plan is a significant work plan and will require additional resource to take this forward. This proposal seeks to appoint additional capacity to provide support for the delivery of the plan.                                                                                                                    | 90              |
| HR & Finance System Replacement                           | Temporary investment and ongoing costs associated with the delivery of the HR and Finance core system replacement programme and associated savings. Including the cost of Unit 4 licenses, replacement of Oracle system support team with Unit 4 support and an element of dual running with the new system for a period of time. | 792             |
| Digital Channel Shift Phase 2 - Investment                | Investment to deliver savings from phase 2 of the Digital Strategy                                                                                                                                                                                                                                                                | 50              |
| <b>Total Investment</b>                                   |                                                                                                                                                                                                                                                                                                                                   | <b>21,701</b>   |
| <b>Total Temporary Investment dropping out</b>            |                                                                                                                                                                                                                                                                                                                                   | <b>-</b>        |
|                                                           |                                                                                                                                                                                                                                                                                                                                   |                 |
| <b>Total Savings</b>                                      |                                                                                                                                                                                                                                                                                                                                   | <b>(21,682)</b> |
| <b>Investment</b>                                         |                                                                                                                                                                                                                                                                                                                                   | <b>21,701</b>   |
| <b>Net Savings</b>                                        |                                                                                                                                                                                                                                                                                                                                   | <b>19</b>       |

## Capital Programme 2021-22

The proposed capital programme is split into two component parts - Schemes which are ready to be delivered in 2021-22 and Schemes under Development. The following table details the schemes within the first category - the approved capital schemes which are ready to be delivered from 2021-22. 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 2021-22 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 for Approval

| Specific Schemes and Annual Allocations for Approval | Description                                                                                                                                                                                                                                                                                                                                                                                             | Capital Programme 2021-22<br>£m |
|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| <b>Health &amp; Wellbeing</b>                        |                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |
| <b>Children &amp; Young People</b>                   |                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |
| Pupil Referral Units                                 | Investment in a new Pupil referral facility to support the needs of vulnerable pupils excluded from school.                                                                                                                                                                                                                                                                                             | 2.300                           |
| School Basic Need                                    | Funding to ensure provision of sufficient school places within the Borough. This active programme of works is anticipated to deliver 1,500 places across a number of School Planning areas over the next four years with further areas under review.                                                                                                                                                    | 9.553                           |
| *School Condition Allocation                         | Investment in maintenance and improvements to schools and educational facilities across the borough in line with the DfE's Good Estate Management guidance which aims to deliver improvements across 130 schools over the four year planning period.                                                                                                                                                    | 3.043                           |
| <b>Adults</b>                                        |                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |
| 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. This funding will enable up to 175 Disabled Facilities Grants (DFGs) to be completed annually, along with approximately 1,700 Minor Adaptations and 100 ceiling track hoists/items of specialist equipment.                      | 3.239                           |
| <b>Total Health &amp; Wellbeing</b>                  |                                                                                                                                                                                                                                                                                                                                                                                                         | <b>18.135</b>                   |
| <b>Communities, Environment &amp; Economy</b>        |                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |
| <b>Climate Emergency</b>                             |                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |
| Energy & Carbon Reduction: Street lighting           | Investment to deliver more energy efficient street lighting. This project will convert 15,523 streetlights on major traffic routes and high speed roads to LED reducing the council's street lighting consumption on main routes from 12million to 4.9million kWhrs and expected CO2 savings of 1,974t per annum will significantly help towards meeting the councils overall carbon reduction targets. | 2.513                           |
| <b>Regeneration</b>                                  |                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |
| Dee House                                            | Funding to develop a long-term sustainable re-use for the Dee House site and provide an improved visitor experience within a key city location.                                                                                                                                                                                                                                                         | 0.500                           |
| Northwich Townscape Heritage Initiative              | Improvements to some of the unique traditional timber framed heritage buildings on Witton Street and High Street in Northwich town centre. The works primarily focus on frontages, roofs and restoration of architectural details.                                                                                                                                                                      | 0.991                           |
| Heritage Action Zone                                 | Investment in Chester Rows including historic fabric enhancements resulting in a more attractive and useable space for activity, delivering a shop frontage enhancement scheme in line with the Conservation Management Plan and maximising the benefits of the wider regeneration of Chester.                                                                                                          | 0.206                           |

|                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Winsford Town Centre                                   | Investment in Winsford Town Centre as part of a wider programme of town centre regeneration. Council investment serves as co funding towards the Future High Street funding bid which will aim to create an attractive and functional town centre that serves as a sense of place to support communities, attracting long term commercial uses alongside community uses, quality public realm and an improved town centre environment.                                                                                                                                                                                                               | 1.770  |
| Winsford Shopping Centre                               | Short term investment in the centre as part of the Council's wider regeneration programme for Winsford including essential maintenance and enhancement to the building fabric.                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0.300  |
| <b>Highways &amp; Transport</b>                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |
| A51 Pinch Point                                        | Investment to improve access and congestion along the A51 and as a result improving journey time reliability, network resilience and encourage economic growth. It is anticipated that these improvements will also have a positive impact in relation to climate change with lower levels of Nitrogen Dioxide (NO2) as a result of reducing standing traffic.                                                                                                                                                                                                                                                                                       | 0.380  |
| Asset Management and Property Maintenance: Environment | Programme of essential maintenance works to the Council's open spaces and streetcare assets. Funding over the next 4 years will support priority works across countryside and urban parks, allotments, play areas, pathways, pavilions, changing room facilities, portable-cabins, public conveniences, and public realm assets.                                                                                                                                                                                                                                                                                                                     | 0.210  |
| *Network Development                                   | Development and delivery of infrastructure schemes including improvements for roads and cycling and walking routes. This investment will help the Council deliver on its goal of planning, providing, and promoting a well maintained, safe, integrated and sustainable transport, digital and energy networks for the future - this is essential to support the Council's wider social, economic and environmental goals. Efficiency of movement defines our economy and securing enhanced transport, digital and energy infrastructure and services will help to ensure a prosperous economy and sustainable environments.                         | 1.579  |
| *Network Management                                    | Management of the highway 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.                                                                                                                                                                                                                                                                                                                                                                                                                                               | 12.929 |
|                                                        | The investment will help to deliver key priorities; to attract and retain new investment, graduates, residents, housing, and development.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |
| *Vehicle Replacement                                   | Replacement of Council vehicles to continue the safe operation and delivery of critical services across the borough. Investment in the latest technology and combining cleaner Euro 6 diesel engines with full electric vehicle technology will contribute to the Council's Low Emissions Strategy Action Plan.                                                                                                                                                                                                                                                                                                                                      | 0.500  |
| Installation of additional ANPR camera                 | Investment in ANPR cameras on bus lanes in Chester to encourage the use of public transport to contribute to tackling the climate change emergency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0.062  |
| <b>Housing</b>                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |
| HRA Existing Stock                                     | Maintenance of the Council's domestic properties in Ellesmere Port, Neston & Winsford including kitchen and bathroom replacement, roofing works, rewiring works, heating installations, regulatory compliance, garage demolitions and estate improvement works. The number of properties falling into each of these work programmes varies year to year but in an average year there would be circa 80 kitchens, 75 bathrooms, 300 heating installations and 150 new roofs. This allocation also provides for the regeneration of Sutton Way which will include the refurbishment of 10 blocks of flats and construction of 16 new build properties. | 10.650 |

|                                                      |                                                                                                                                                                                                                                                                                                                                                                         |       |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| Private Sector Housing - annual allocation           | Funding will provide financial assistance for approx. 60 properties per year under the Council's Home Assistance Policy to assist vulnerable and lower income home-owners whose homes require repair and improvement and to bring empty homes back into use and to create new affordable units of accommodation through the conversion of obsolete commercial premises. | 0.500 |
| <b>Culture &amp; Leisure</b>                         |                                                                                                                                                                                                                                                                                                                                                                         |       |
| Archives Facility – Development Phase                | Funding for the development phase for the relocation of the archives service to new premises, improving storage conditions for the preservation of archives and improve access to the service for residents and visitors including a wider range of services such as learning and outreach programmes and digital delivery.                                             | 0.706 |
| Whitby Hall                                          | Essential maintenance and improvements to the building and a new 150 seat auditorium will be created including upgraded foyer/cafe areas. The building is occupied by Action Transport Theatre and this investment will enable them to increase their impact in Ellesmere Port and to start to expand their programmes for children, young people and their families.   | 1.748 |
| Football Pitch Investment Programme                  | Continued investment in the football pitch programme across the Borough including Blacon Artificial Grass pitch (3G) and new changing facility, Moss Farm Artificial Grass Pitch (3G) and grass pitch improvements, Saltworks Farm changing refurbishment and grass pitch improvements and Stanney Grange (Thornton Road) grass pitch improvements.                     | 1.924 |
| <b>Asset Management</b>                              |                                                                                                                                                                                                                                                                                                                                                                         |       |
| *Asset Management and Property Maintenance: Property | Investment in the Council's property assets, to minimise health and safety risks to the Council and its residents and support the effective operation of the Council's services.                                                                                                                                                                                        | 4.000 |
| Ellesmere Port Public Sector Hub                     | Delivery of a public sector hub for public and third sector service providers in Ellesmere Port, acting as a focal point for access to a range of standalone and integrated public services including adult and children's social care; employment, skills and learning; advice and information; transport; community safety and prevention; and housing support.       | 8.416 |

| Major Projects                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Northgate Development - Phase 1                      | Investment for the development of the Northgate Scheme Phase 1 which will include a six-screen cinema, cafés, bars and restaurants, a new, reinvigorated indoor market, parking and co-working office spaces. The scheme will also create a new public square for the city, linking the new market hall, Storyhouse and the Town Hall.                                                                                                                                                                                                          | 33.882         |
| Chester City Centre Infrastructure                   | Investment in the tunnelling/drainage infrastructure in Chester city centre to facilitate redevelopment. The planned works will result in significant future proof environmental protections and benefits, including reducing instances of flooding and drain bursts in the city centre; reducing the volume of water requiring sewage treatment and in turn, reduce the energy used as a result; plus reducing the number of untreated sewage discharges into the river due to heavy rainfall when the current network is already at capacity. | 3.731          |
| <b>Total Communities, Environment &amp; Economy</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>87.497</b>  |
| <b>Corporate</b>                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |
| <b>ICT &amp; Digital</b>                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |
| Digital Channel Shift                                | Investment in technology to help transform how customers transact with the Council and improve channel shift through elements such as website enhancements and greater ability for customers to self-serve including integrated and intelligent online forms, online bookings and payments and auto - notifications.                                                                                                                                                                                                                            | 0.102          |
| IT Evolution Programme                               | Investment in modern working through the deployment of Windows 10 and O365, sustainable, resilient, and secure network and data centre facilities, unified communications to improve and update telephony services, rationalisation of systems and technologies with the aim of reducing on-going capital investment.                                                                                                                                                                                                                           | 1.871          |
| HR and Finance core system development               | The Council is in the process of implementing a new Human Resources & Finance system. Investment to support the implementation of additional functionality post system go live.                                                                                                                                                                                                                                                                                                                                                                 | 1.130          |
| *ICT Strategy Core Programme                         | Improvements to refresh and extend the life of core technology that supports Council services, including cyclical essential replacement, annual maintenance of key business systems, investment to support major ICT system replacement and re-procurement to ensure the Council remains safe and compliant from a legal and procurement perspective.                                                                                                                                                                                           | 1.173          |
| <b>Council Wide</b>                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |
| Transformational projects to improve services        | Investment to deliver service improvements and efficiencies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1.262          |
| <b>Total Corporate</b>                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>5.538</b>   |
| <b>Total Specific Schemes and Annual Allocations</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>111.170</b> |

| <b>Funded by:</b>               | <b>£m</b>     |
|---------------------------------|---------------|
| External Funding/Contributions  | 46.626        |
| Borrowing                       | 54.554        |
| Ringfenced Borrowing            | 2.875         |
| Capital Receipt/Capital Reserve | 7.115         |
| <b>Total Funding</b>            | <b>111.17</b> |

# Schemes under development

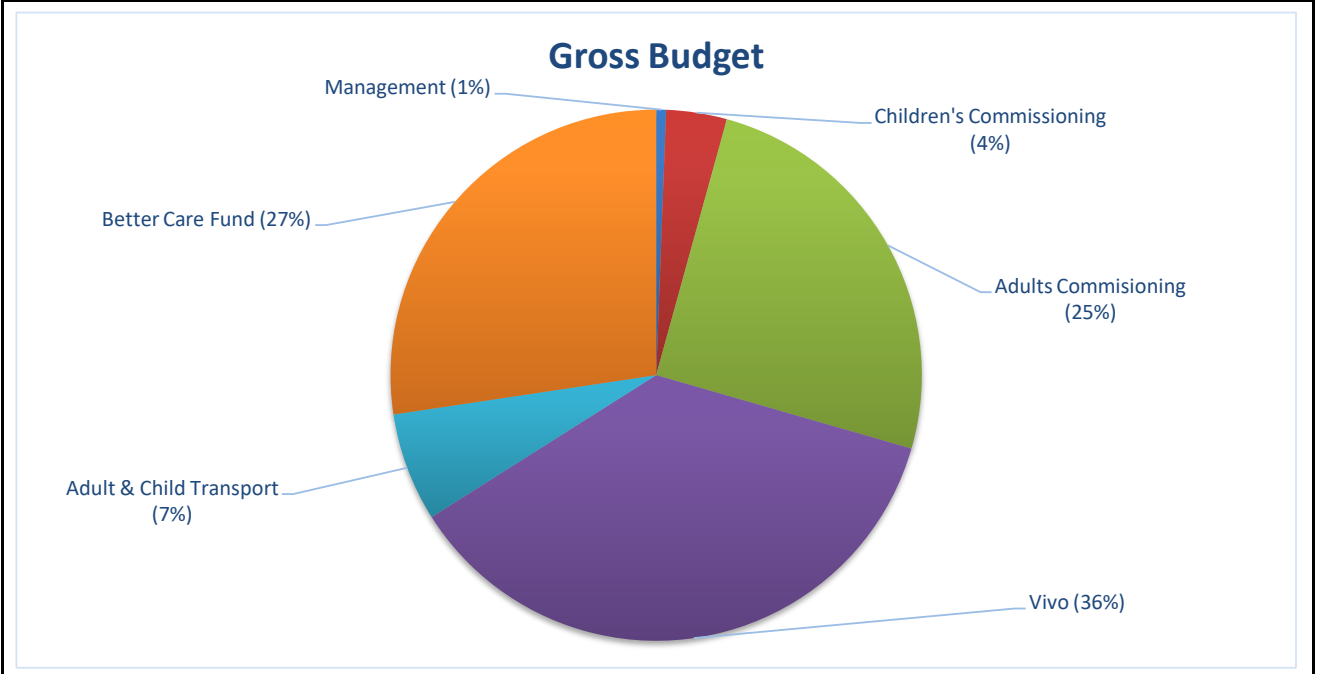
| Schemes Under Development                       | Description                                                                                                                                                                                                                                                                        | Total Indicative Capital Programme 2021-25<br>£m |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| <b>Health &amp; Wellbeing</b>                   |                                                                                                                                                                                                                                                                                    |                                                  |
| <b>Children &amp; Young People</b>              |                                                                                                                                                                                                                                                                                    |                                                  |
| Devolved Formula Capital                        | Investment in maintenance and improvements to around 126 schools and educational facilities in line with Asset Management Plan and School Development Plan requirements.                                                                                                           | 3.000                                            |
| Special Education Needs Provision               | Investment in the quality and range of provision for children and young people with Special Education Needs in line with the Special Educational Needs and Disabilities (SEND) High Needs Review. Schemes will be identified through a specific work stream as part of the review. | 0.716                                            |
| <b>Public Health</b>                            |                                                                                                                                                                                                                                                                                    |                                                  |
| Leisure Asset Management                        | Investment to support improvements in our leisure assets focussing on those assets which are best placed to help meet the Councils health and wellbeing objectives.                                                                                                                | 13.400                                           |
| <b>Total Health and Wellbeing</b>               |                                                                                                                                                                                                                                                                                    | <b>17.116</b>                                    |
| <b>Communities, Environment &amp; Economy</b>   |                                                                                                                                                                                                                                                                                    |                                                  |
| <b>Climate Emergency</b>                        |                                                                                                                                                                                                                                                                                    |                                                  |
| *Climate Emergency - Carbon Reduction Strategy  | Investment to support the development of a Carbon Reduction Strategy and support to schemes that deliver quantifiable carbon benefits such as renewable energy, energy efficiency, waste reduction, zero or low carbon transport and natural capital/natural environment projects. | 7.000                                            |
| <b>Regeneration</b>                             |                                                                                                                                                                                                                                                                                    |                                                  |
| Ellesmere Port Town Centre                      | Investment in Ellesmere Port Town Centre as part of a wider programme of town centre regeneration.                                                                                                                                                                                 | 2.500                                            |
| <b>Highways &amp; Transport</b>                 |                                                                                                                                                                                                                                                                                    |                                                  |
| Station Car Parking Programme                   | Investment in the development and delivery of improvements at Frodsham Station car park to meet increased demand following the opening of the Halton Curve and promotion of rail as a more sustainable method of transport.                                                        | 0.442                                            |
| Car Parking                                     | Investment in modular buildings at park and ride sites to support the work to develop the service as the transport method of choice for access to the city, to reduce private vehicle use in the city and a reduction in carbon use by those vehicles                              | 0.400                                            |
| Play Strategy                                   | Programme to deliver improvements to play areas in line with the borough wide Play Strategy.                                                                                                                                                                                       | 0.240                                            |
| Car Park Investment                             | Investment aimed at improving quality and safety of Council car parks through improved lighting and CCTV coverage and improved accessibility through additional and wider Blue Badge Bays.                                                                                         | 0.400                                            |
| Replacement upgrade of Public Realm CCTV system | Investment to deliver a modern, digital CCTV system and contribute to public safety and economic wellbeing through deterring, detecting and preventing crime, disorder and anti-social behaviour.                                                                                  | 0.485                                            |
| A540 Road Safety Scheme                         | Investment to deliver road safety improvements to the A540 Raby Park Road junction.                                                                                                                                                                                                | 2.000                                            |
| Highways Infrastructure                         | Investment in upgrading key transport and pedestrian structures on the major road network in support of sustained connectivity and economic development.                                                                                                                           | 15.500                                           |
| <b>Housing</b>                                  |                                                                                                                                                                                                                                                                                    |                                                  |

|                                                         |                                                                                                                                                                                                                                                                                                                            |                |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Housing Delivery                                        | Investment in housing across the borough including council, market sale and affordable housing resulting in approximately 440 new homes, of which 237 will be affordable homes.                                                                                                                                            | 21.395         |
| Housing Growth: Supported Housing for Vulnerable People | Support for more vulnerable residents to help maintain their independence including new Homelessness provision, support for adults with learning disability (circa 20 units) and additional children's residential care provision.                                                                                         | 4.887          |
| <b>Culture &amp; Leisure</b>                            |                                                                                                                                                                                                                                                                                                                            |                |
| Archives Facility – Delivery Phase                      | Investment for the delivery phase of the relocation of the archives service to new premises, improving storage conditions for the preservation of archives and improve access to the service for residents and visitors including a wider range of services such as learning and outreach programmes and digital delivery. | 17.736         |
| Moss Farm                                               | Investment to deliver priority improvements to car parking and changing facilities in order to deliver on the Council's health and wellbeing objectives.                                                                                                                                                                   | 1.983          |
| Football Pitch Investment Programme                     | Continued investment in the football pitch programme that will see improvements over the next 4 years to around 40 grass pitches across 13 sites across the Borough in line with the CW&C Playing Pitch Strategy.                                                                                                          | 2.250          |
| <b>Asset Management</b>                                 |                                                                                                                                                                                                                                                                                                                            |                |
| Northwich Library                                       | Review and investment in the service provision within Northwich.                                                                                                                                                                                                                                                           | 2.000          |
| <b>Major projects</b>                                   |                                                                                                                                                                                                                                                                                                                            |                |
| Barons Quay                                             | Completion of the Barons Quay development with works to secure further retail and leisure lettings.                                                                                                                                                                                                                        | 0.643          |
| Northwich Market                                        | Review and investment in a replacement market provision in Northwich Market.                                                                                                                                                                                                                                               | 1.030          |
| Waste - replacement of vehicles                         | Investment in the replacement of the Council's waste vehicles. The level of investment is subject to the outcome of the Waste Strategy                                                                                                                                                                                     | 18.500         |
| Northgate Future Phases                                 | Further investment in the Northgate site to secure ownership of the future phases development area and undertake the next stage of project planning.                                                                                                                                                                       | 3.000          |
| <b>Total Communities, Environment &amp; Economy</b>     |                                                                                                                                                                                                                                                                                                                            | <b>102.391</b> |
| <b>Corporate</b>                                        |                                                                                                                                                                                                                                                                                                                            |                |
| <b>ICT &amp; Digital</b>                                |                                                                                                                                                                                                                                                                                                                            |                |
| Digital Council                                         | Increasing the number of services and processes delivered through digital and support for new ways of working outlined in the emerging COVID-19 Recovery and Reform plans for each service.                                                                                                                                | 2.550          |
| <b>Council Wide</b>                                     |                                                                                                                                                                                                                                                                                                                            |                |
| Modern Workforce                                        | Investment in workspace improvements and ICT to ensure we have a modernised workforce that has the capability and agility to deliver services our customers want from anywhere and that our assets utilised by our staff are modern and fit for purpose.                                                                   | 1.000          |
| Covid-19 Contingency                                    | Contingency to fund unforeseen impacts or cost increases.                                                                                                                                                                                                                                                                  | 3.000          |
| Feasibility and Scheme Development                      | Investment to undertake feasibility works to develop future schemes                                                                                                                                                                                                                                                        | 0.600          |
| Wider Scheme Development                                | Funding for wider scheme development to enable the Council to respond to current and future funding announcements                                                                                                                                                                                                          | 2.000          |
| <b>Total Corporate</b>                                  |                                                                                                                                                                                                                                                                                                                            | <b>9.150</b>   |
| <b>Total Schemes Under Development</b>                  |                                                                                                                                                                                                                                                                                                                            | <b>128.657</b> |

## Health & Wellbeing 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.

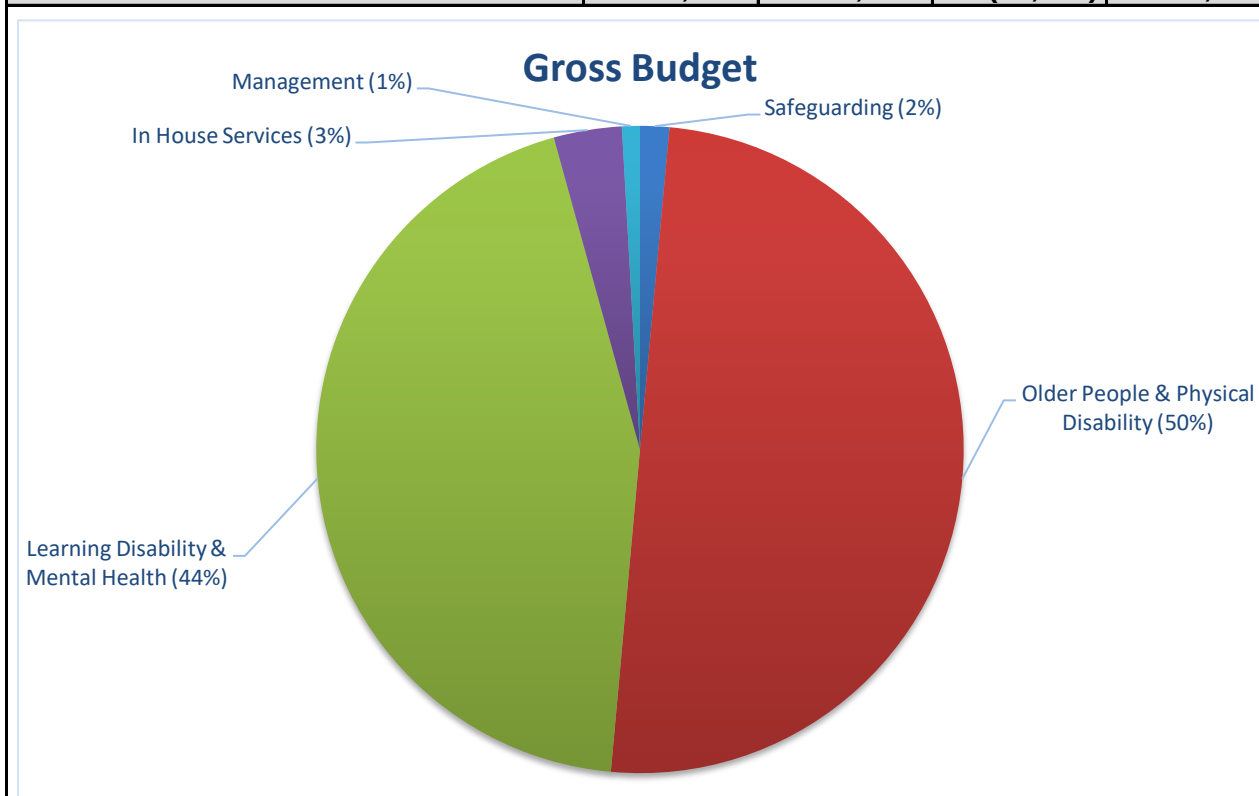
| Revenue Budget                  | Pay          | Non-Pay       | Income          | Net Budget    |
|---------------------------------|--------------|---------------|-----------------|---------------|
|                                 | £000         | £000          | £000            | £000          |
| People's Directorate Management | 188          | 19            | -               | 207           |
| Children's Commissioning        | 72           | 1,205         | -               | 1,277         |
| Adult's Commissioning           | 1,642        | 7,069         | (3,497)         | 5,214         |
| Vivo                            | -            | 12,657        | (37)            | 12,620        |
| Adult and Child Transport       | 1,315        | 970           | (1,445)         | 840           |
| Better Care Fund                | -            | 9,471         | (9,471)         | -             |
| <b>Total</b>                    | <b>3,217</b> | <b>31,391</b> | <b>(14,450)</b> | <b>20,158</b> |



## Health & Wellbeing 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           | 707           | 1,254          | (108)           | 1,853          |
| Older People and Physical Disability  | 5,997         | 61,313         | (23,599)        | 43,711         |
| Learning Disability and Mental Health | 2,510         | 57,116         | (5,863)         | 53,763         |
| In House Services                     | 4,015         | 553            | (3,464)         | 1,104          |
| Safeguarding                          | 796           | 411            | (137)           | 1,070          |
| <b>Total</b>                          | <b>14,025</b> | <b>120,647</b> | <b>(33,171)</b> | <b>101,501</b> |

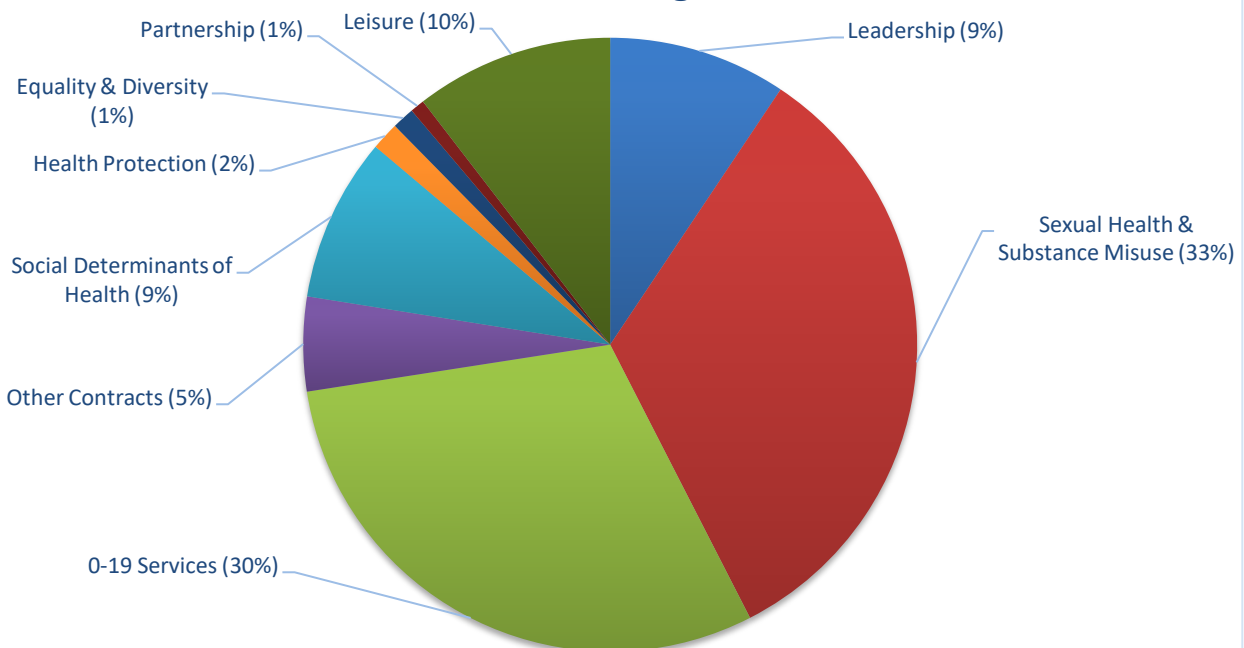


## Health & Wellbeing Public Health Ian Ashworth

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. Leisure is also included in Public Health.

| Revenue Budget                        | Pay          | Non-Pay       | Income         | Net Budget    |
|---------------------------------------|--------------|---------------|----------------|---------------|
|                                       | £000         | £000          | £000           | £000          |
| Leadership and Strategic Intelligence | 1,378        | 388           |                | 1,766         |
| Strategic intelligence                | -            | 12            |                | 12            |
| Sexual Health and Substance Misuse    | -            | 6,236         |                | 6,236         |
| 0-19 Services                         |              | 5,667         |                | 5,667         |
| Other Contracts                       |              | 936           |                | 936           |
| Social Determinants of Health         |              | 1,627         |                | 1,627         |
| Health Protection and Improvement     | -            | 278           |                | 278           |
| Equality and Diversity                | 154          | 68            |                | 222           |
| Partnership                           | 92           | 49            |                | 141           |
| Leisure                               | 72           | 1,896         | (1,745)        | 223           |
| <b>Total</b>                          | <b>1,696</b> | <b>17,157</b> | <b>(1,745)</b> | <b>17,108</b> |

**Gross Budget**

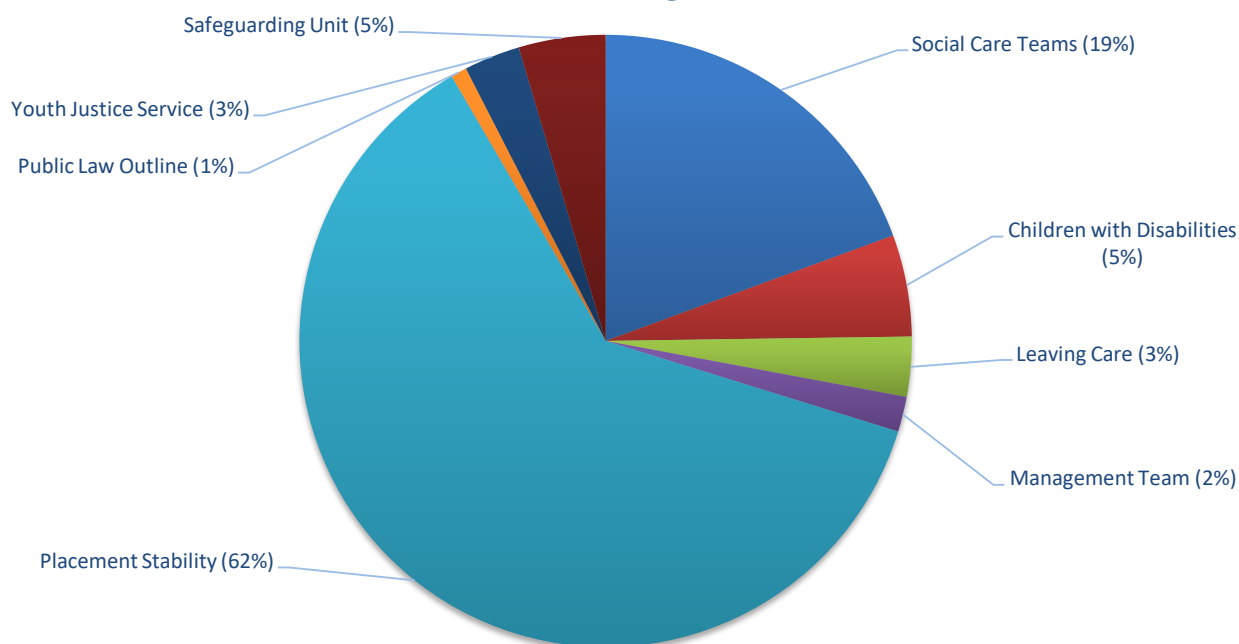


## Health & Wellbeing Children's Social Care Helen Brackenbury

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           | 8,079         | 830           | -              | 8,909         |
| Children with Disabilities Service     | 1,347         | 1,116         | (336)          | 2,127         |
| Leaving Care                           | 563           | 888           | -              | 1,451         |
| Management Team                        | 609           | 241           | (249)          | 601           |
| Placement Stability and Permanency Hub | 3,939         | 24,446        | (732)          | 27,653        |
| Public Law Outline                     | -             | 386           | -              | 386           |
| Youth Justice Service                  | 828           | 531           | (841)          | 518           |
| Safeguarding Unit                      | 2,055         | 49            | (223)          | 1,881         |
| <b>Total</b>                           | <b>17,420</b> | <b>28,487</b> | <b>(2,381)</b> | <b>43,526</b> |

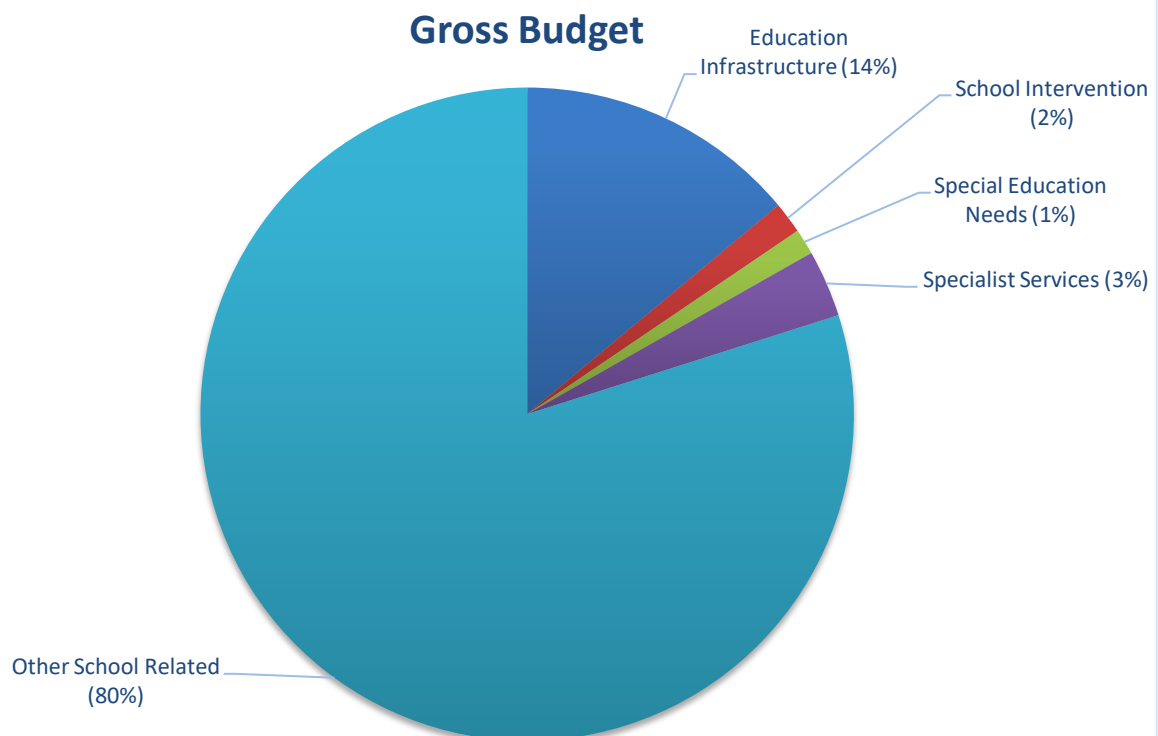
**Gross Budget**



**Health & Wellbeing  
Education and Inclusion  
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        | 119           | 100            | (49)             | 170           |
| Education Infrastructure                   | 1,350         | 11,557         | (2,320)          | 10,587        |
| School Intervention                        | 769           | 672            | (1,314)          | 127           |
| Special Educational Needs and Disabilities | 1,141         | 43             | (756)            | 428           |
| Specialist Services                        | 2,756         | 302            | (2,400)          | 658           |
| Virtual School Head                        | 564           | 139            | (703)            | -             |
| Other Schools Related                      | 3,918         | 69,980         | (73,580)         | 318           |
| Schools                                    | -             | 168,575        | (168,575)        | -             |
| <b>Total</b>                               | <b>10,617</b> | <b>251,368</b> | <b>(249,697)</b> | <b>12,288</b> |

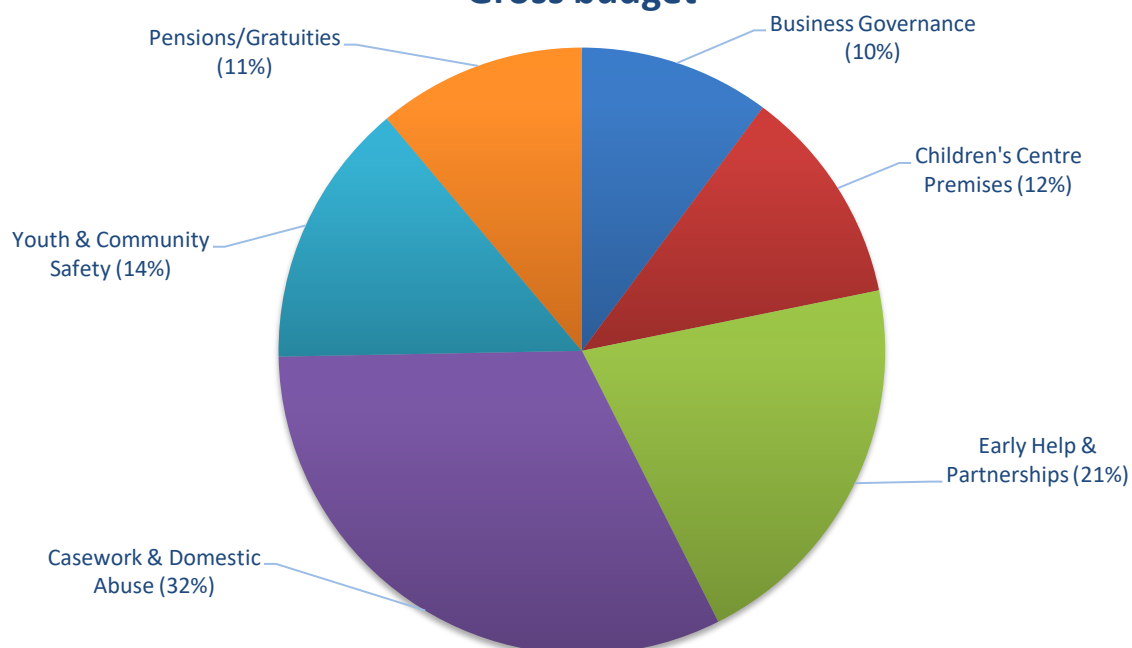


## Health & Wellbeing Early Help & Prevention Helen Brackenbury

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               | 735          |              | (940)          | -205         |
| Children's Centre Premises        | -            | 839          | (173)          | 666          |
| Early Help and Partnerships       | 1,025        | 475          | (173)          | 1,327        |
| Casework and Domestic Abuse       | 2,270        | 49           | (732)          | 1,587        |
| Youth and Community Safety        | 886          | 138          | (19)           | 1,005        |
| Pensions/Gratuities (Ex Colleges) | 573          | 230          | (573)          | 230          |
| <b>Total</b>                      | <b>5,489</b> | <b>1,731</b> | <b>(2,610)</b> | <b>4,610</b> |

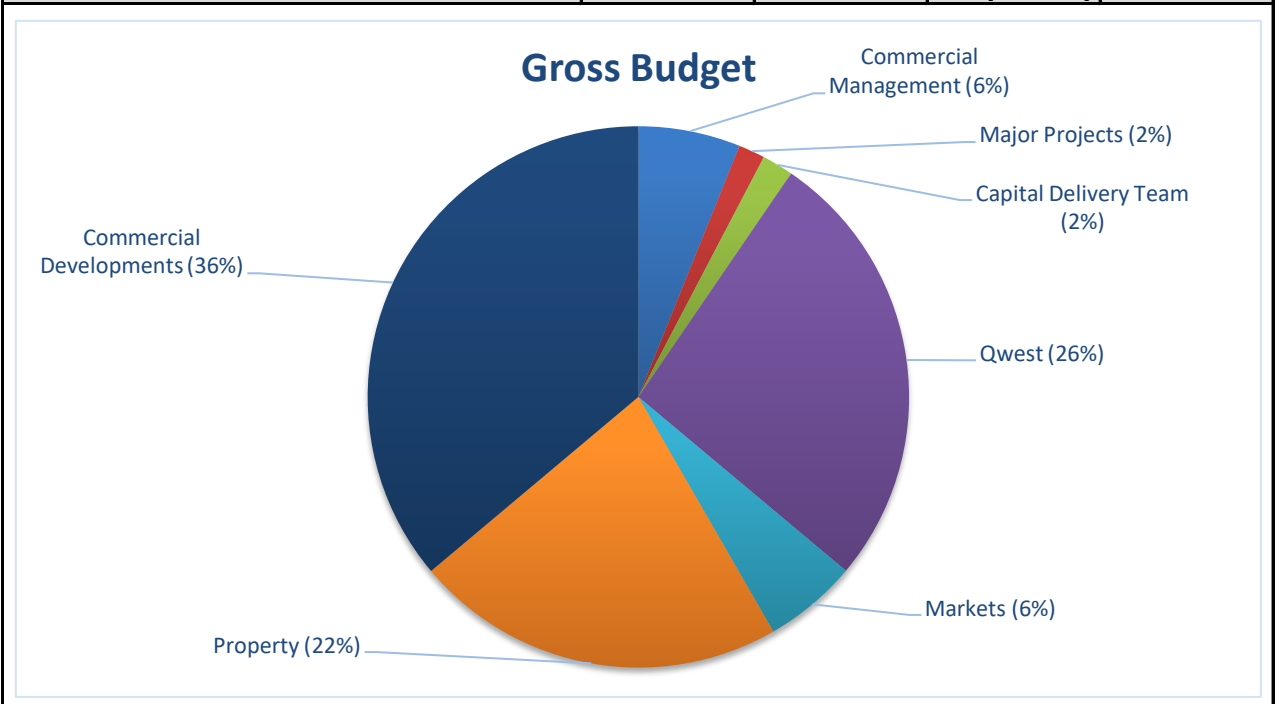
**Gross budget**



## Communities, Environment & Economy 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. The service includes Capital Delivery, and also Property.

| Revenue Budget          | Pay          | Non-Pay       | Income          | Net Budget |
|-------------------------|--------------|---------------|-----------------|------------|
|                         | £000         | £000          | £000            | £000       |
| Commercial Management   | 1,105        | 60            | (376)           | 789        |
| Major Projects Delivery | 300          | -             | (300)           | -          |
| Capital Delivery Team   | 339          | 20            | (283)           | 76         |
| Qwest                   | -            | 5,071         | (190)           | 4,881      |
| Markets                 | 483          | 586           | (1,277)         | (208)      |
| Property                | 1,452        | 2,786         | (2,023)         | 2,215      |
| Commercial Developments | 35           | 6,864         | (14,011)        | (7,112)    |
| <b>Total</b>            | <b>3,714</b> | <b>15,387</b> | <b>(18,460)</b> | <b>641</b> |



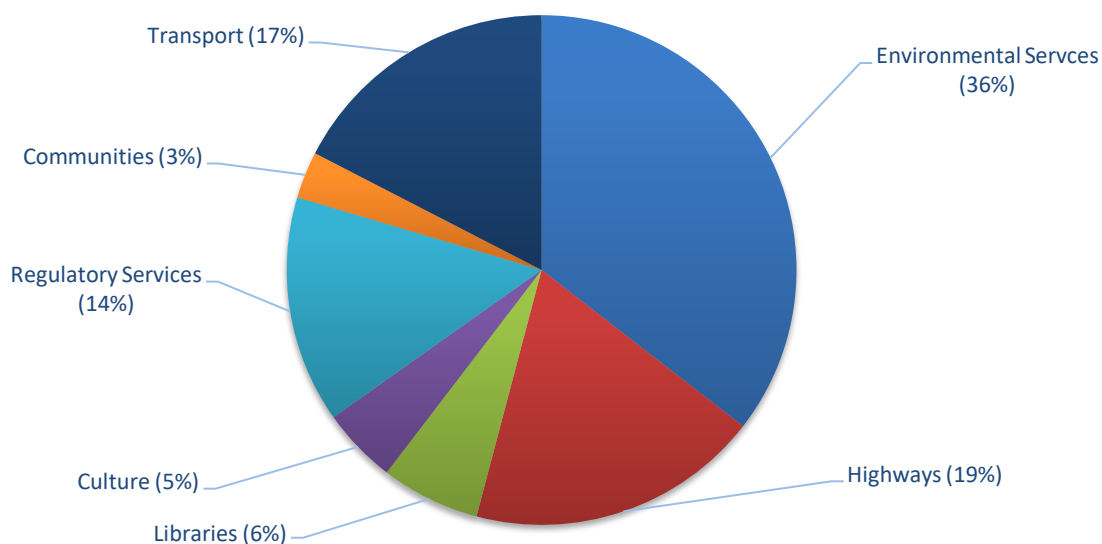
**Communities, Environment & Economy**  
**Environment & Communities**  
**Maria Byrne**

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          |
| Director of Environment and Communities* | 130           | (178)         | -               | (48)          |
| Environmental Services                   | 5,461         | 24,088        | (850)           | 28,699        |
| Highways                                 | 4,477         | 11,024        | (5,921)         | 9,580         |
| Libraries                                | 3,574         | 1,653         | (1,519)         | 3,708         |
| Culture                                  | 1,922         | 2,078         | (1,061)         | 2,939         |
| Regulatory Services                      | 6,589         | 5,404         | (12,650)        | (657)         |
| Communities                              | 932           | 1,542         | (169)           | 2,305         |
| Transport                                | 821           | 13,685        | (10,015)        | 4,491         |
| <b>Total</b>                             | <b>23,906</b> | <b>59,296</b> | <b>(32,185)</b> | <b>51,017</b> |

\*Director of Environment and Communities Non Pay budget (£0.178m) 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

**Gross Budget**



# Communities, Environment & Economy

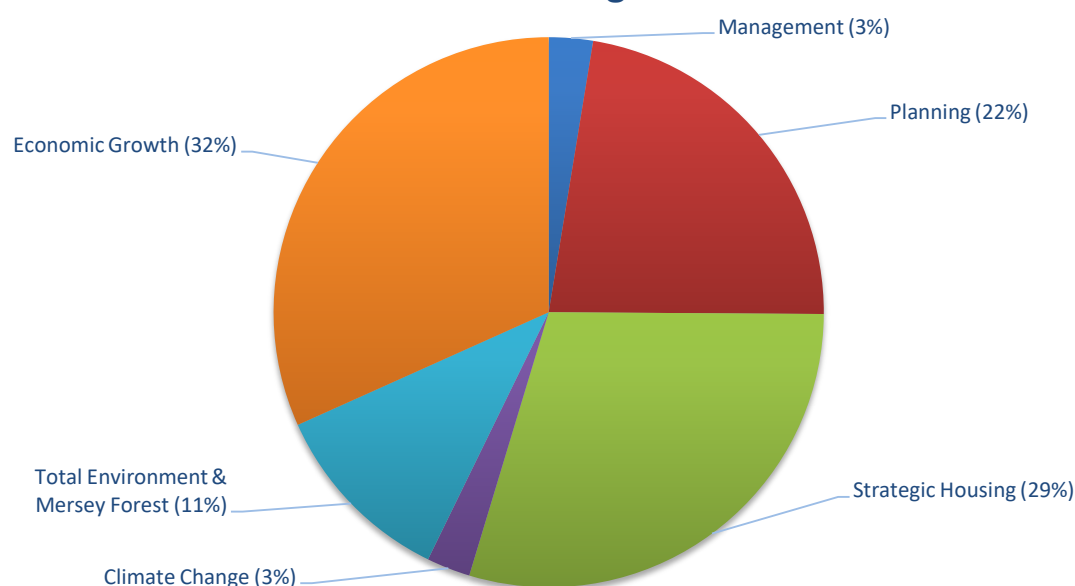
## Economy & Housing

### Gemma Davies

The service is responsible for leading and developing all aspects of housing, economy and planning which enable inclusive growth and thriving communities. Thereby meeting the needs and aspirations of the residents and businesses of Cheshire West and Chester. Specific areas of responsibility include regeneration, housing strategy, homelessness services, planning, design and conservation, business growth and support, skills and employment and climate change.

| Revenue Budget                                | Pay          | Non-Pay      | Income         | Net Budget   |
|-----------------------------------------------|--------------|--------------|----------------|--------------|
|                                               | £000         | £000         | £000           | £000         |
| Communities, Environment & Economy Management | 346          | 58           | -              | 404          |
| Planning                                      | 3,194        | 319          | (3,636)        | (123)        |
| Strategic Housing                             | 1,687        | 2,926        | (1,112)        | 3,501        |
| Climate Change                                | 400          | -            | (242)          | 158          |
| Total Environment and Mersey Forest           | 1,176        | 549          | (955)          | 770          |
| Economic Growth                               | 2,863        | 2,086        | (2,739)        | 2,210        |
| <b>Total</b>                                  | <b>9,666</b> | <b>5,938</b> | <b>(8,684)</b> | <b>6,920</b> |

### Gross Budget



## 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 opportunities for residents through a range of programmes.

The management contract is monitored by the Commercial Management Team who set performance targets each year, negotiate budget and spending variations, monitor and report on performance and enforce contract conditions where required.

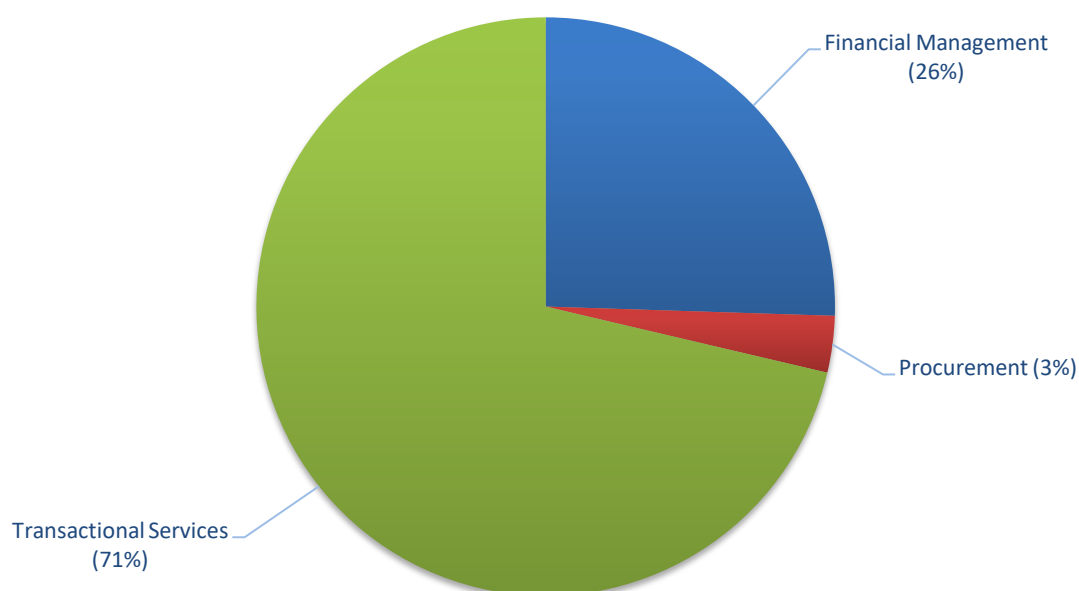
| Revenue Budget                                          | Budget          |
|---------------------------------------------------------|-----------------|
|                                                         | £000            |
| <b>Income</b>                                           |                 |
| Rent                                                    | (22,345)        |
| Rents - Non Dwellings                                   | (465)           |
| Charges for Services and Facilities                     | (187)           |
| Contributions towards expenditure                       | (42)            |
| <b>Sub-total</b>                                        | <b>(23,039)</b> |
|                                                         |                 |
| <b>Operating Expenditure</b>                            |                 |
| Management Fee                                          | 8,388           |
| Client Budget                                           | 962             |
| Corporate and Democratic Costs                          | 4               |
| Increase in Bad Debts Provision                         | 447             |
| <b>Sub-total</b>                                        | <b>9,801</b>    |
|                                                         |                 |
| <b>Other Expenditure</b>                                |                 |
| Principal Repayments                                    | 4,680           |
| Voluntary Repayments                                    | 489             |
| Interest Repayments                                     | 2,754           |
| Debt Management Expenses                                | 3               |
| Revenue Contributions to Capital                        | 5,307           |
| <b>Sub-total</b>                                        | <b>13,233</b>   |
|                                                         |                 |
| <b>Net HRA Revenue (Surplus) / Deficit for the year</b> | <b>(5)</b>      |

**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 Procurement Teams. The service also manages a number of Corporate Council-wide budgets.

| Revenue Budget         | Pay           | Non-Pay      | Income         | Net Budget   |
|------------------------|---------------|--------------|----------------|--------------|
|                        | £000          | £000         | £000           | £000         |
| Financial Management   | 3,784         | 122          | (897)          | 3,009        |
| Procurement            | 457           | 27           | (4)            | 480          |
| Transactional Services | 8,210         | 2,712        | (7,241)        | 3,681        |
| <b>Total</b>           | <b>12,451</b> | <b>2,861</b> | <b>(8,142)</b> | <b>7,170</b> |

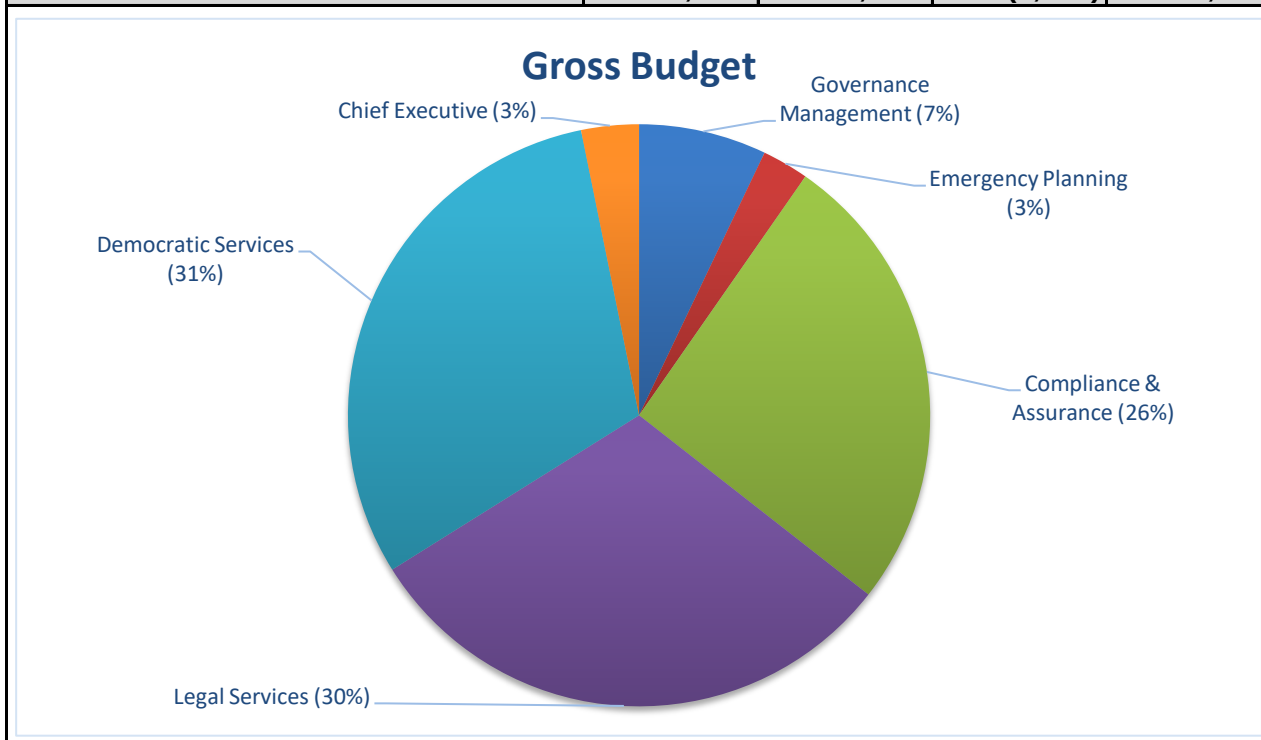
**Gross Budget**



## Corporate Services Governance Vanessa Whiting

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         | 481          | 87           | (126)          | 442          |
| Emergency Planning            | 183          | 24           | (57)           | 150          |
| Compliance and Assurance      | 1,739        | 332          | (604)          | 1,467        |
| Legal Services                | 2,280        | 165          | (734)          | 1,711        |
| Democratic Services           | 981          | 1,476        | (121)          | 2,336        |
| Office of the Chief Executive | 241          | 15           | -              | 256          |
| <b>Total</b>                  | <b>5,905</b> | <b>2,099</b> | <b>(1,642)</b> | <b>6,362</b> |



## Corporate Services Public Service Reform Laurence Ainsworth

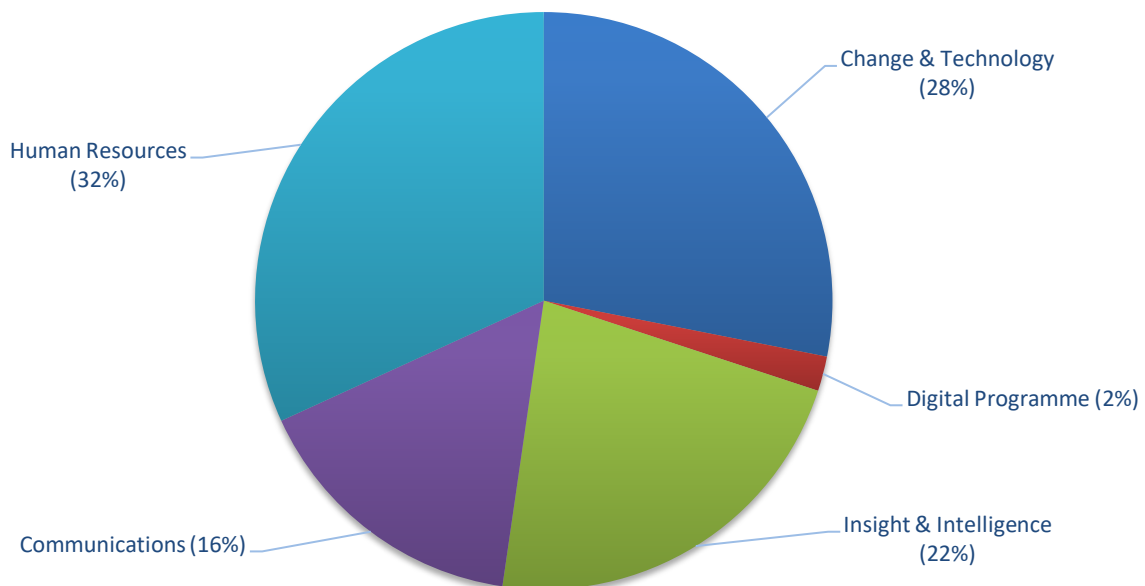
Public Service Reform provide project management, business analysis, process redesign, business case development, Central Government liaison and benefits realisation expertise through the Change team who ensure that projects are delivered in line with the aims of the Council. They also provide research, 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.

Human Resources provide a range of corporate support services to the Council, Schools and external clients.

| Revenue Budget             | Pay          | Non-Pay    | Income         | Net Budget   |
|----------------------------|--------------|------------|----------------|--------------|
|                            | £000         | £000       | £000           | £000         |
| Change and Technology Team | 1,952        | 103        | (1,042)        | 1,013        |
| Digital Programme          | -            | 142        | -              | 142          |
| Insight and Intelligence   | 1,517        | 109        | (483)          | 1,143        |
| Communications             | 926          | 235        | (235)          | 926          |
| Human Resources            | 2,127        | 200        | (862)          | 1,465        |
| <b>Total</b>               | <b>6,522</b> | <b>789</b> | <b>(2,622)</b> | <b>4,689</b> |

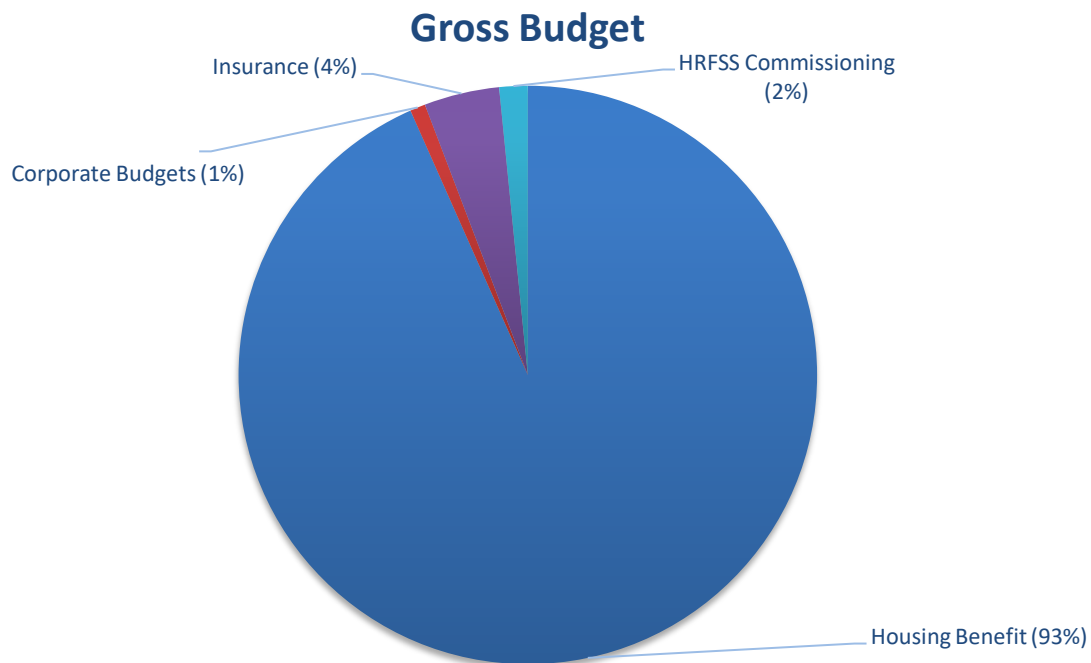
**Gross Budget**



**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   | -          | 867            | -               | 867          |
| Centralised Budgets | -          | 371            | (35)            | 336          |
| Insurance           | 425        | 3,821          | (1,763)         | 2,483        |
| HRFSS Commissioning | -          | 1,604          | (309)           | 1,295        |
| <b>Total</b>        | <b>425</b> | <b>100,985</b> | <b>(96,427)</b> | <b>4,983</b> |



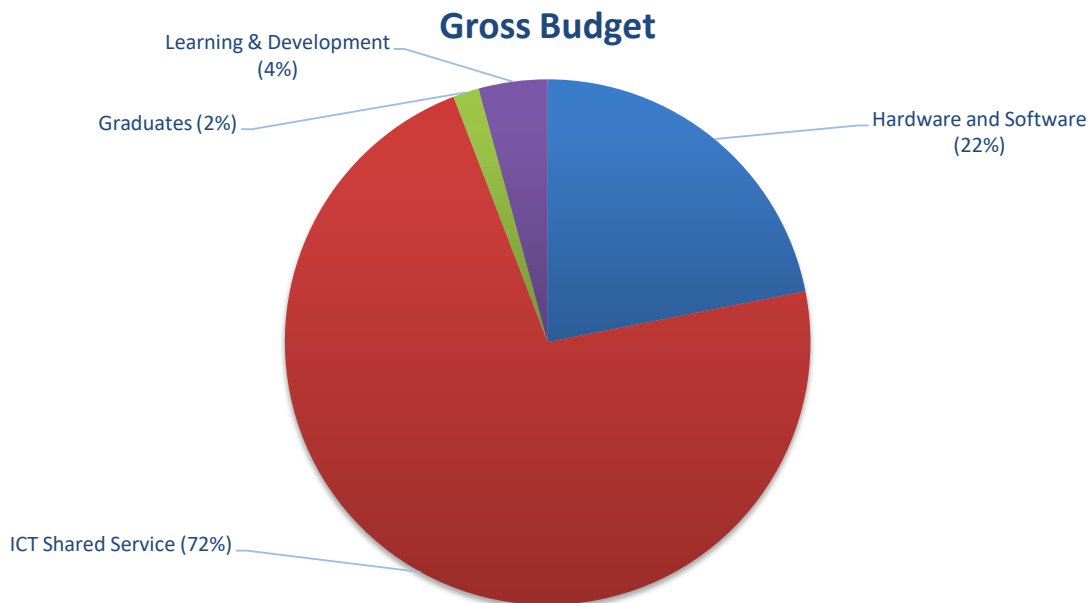
# Corporate Services

## Corporate budgets managed by Public Service Reform

### Laurence Ainsworth

The Public Service Reform team manage a number of budgets on behalf of the Council. These include the hardware and software budget and the ICT shared service client budget, as well as the Graduate programme and all training which are managed by the HR service.

| Revenue Budget                                   | Pay        | Non-Pay      | Income       | Net Budget   |
|--------------------------------------------------|------------|--------------|--------------|--------------|
|                                                  | £000       | £000         | £000         | £000         |
| Hardware and Software                            | -          | 1,377        | (49)         | 1,328        |
| ICT Shared Service Client                        | -          | 4,545        | (376)        | 4,169        |
| Graduates                                        | 101        | -            | -            | 101          |
| Council wide and Services Learning & Development | 185        | 81           | -            | 266          |
| <b>Total</b>                                     | <b>286</b> | <b>6,003</b> | <b>(425)</b> | <b>5,864</b> |



## Council wide budgets

### Debbie Hall

Council wide budgets includes central budgets, contingency budgets, and the capital financing budget. Central budgets reflect costs that either relate to the Council as a whole or impact on multiple services. The general contingency is held for unexpected events. Other contingency budgets are held for expected increases in pay and contract inflation, redundancy, Council company support, and capacity for delivering policy proposals. The capital financing budget is the cost of financing the capital programme.

| <b>Revenue Budget</b>                       | <b>Pay<br/>£000</b> | <b>Non-Pay<br/>£000</b> | <b>Income<br/>£000</b> | <b>Net Budget<br/>£000</b> |
|---------------------------------------------|---------------------|-------------------------|------------------------|----------------------------|
| <b>Central Budgets</b>                      |                     |                         |                        |                            |
| Covid-19 Emergency Fund                     | -                   | 9,717                   | -                      | 9,717                      |
| Apprentice Levy                             | -                   | 400                     | -                      | 400                        |
| Capital Feasibility                         | -                   | 200                     | -                      | 200                        |
| ICT Transformation                          | -                   | 114                     | -                      | 114                        |
| Premature Baby Leave                        | 20                  | -                       | -                      | 20                         |
| Cross Cutting Growth/Savings                |                     | 980                     | (647)                  | 333                        |
| Pension Gratuities                          | 1,485               | -                       | (1,405)                | 80                         |
| Employer Pension Contribution Savings       | (729)               | -                       | -                      | (729)                      |
| Surplus Contingency Budget (previous years) |                     | 909                     | -                      | 909                        |
|                                             | <b>776</b>          | <b>12,320</b>           | <b>(2,052)</b>         | <b>11,044</b>              |
| <b>Contingency Budgets</b>                  |                     |                         |                        |                            |
| General Contingency                         | -                   | 2,500                   | -                      | 2,500                      |
| Pay and Price Contingency                   | -                   | 2,075                   | -                      | 2,075                      |
| Redundancy Contingency                      | -                   | 1,500                   | -                      | 1,500                      |
| Council Company Contingency                 | -                   | 1,500                   | -                      | 1,500                      |
| Capacity Contingency                        | -                   | 1,600                   | -                      | 1,600                      |
|                                             | -                   | <b>9,175</b>            | -                      | <b>9,175</b>               |
|                                             |                     |                         |                        |                            |
| <b>Capital Financing Budget</b>             | -                   | <b>26,970</b>           | <b>(4,013)</b>         | <b>22,957</b>              |
|                                             |                     |                         |                        |                            |
| <b>Total</b>                                | <b>776</b>          | <b>48,465</b>           | <b>(6,065)</b>         | <b>43,176</b>              |