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Introduction

The Council's Budget Book provides detailed information and analysis of Services' 2022-23 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.

This budget and the resulting council tax were agreed at a meeting of full Council on 17 February 2022 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 2022-23.

The Budget Book represents the first stage of the budget monitoring process for 2022-23 and while the budgets contained may be updated during the year in response to changing circumstances, or the availability of new funding, they will remain a yardstick against which the Council will measure its financial performance over the year.

Debbie Hall
Director of Finance

Summary Revenue Budget				
Directorate	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Adult Social Care & Health				
Commissioning, Contracts & Quality	3,545	19,655	(15,424)	7,776
Integrated Adult Social Care & Health (including health)	14,719	124,912	(33,976)	105,655
VIVO Care Choices	12,141	1,851	(37)	13,955
Public Health	1,589	17,800	(1,745)	17,644
	31,994	164,218	(51,182)	145,030
Children & Families				
Children's Social Care	17,493	31,012	(2,428)	46,077
Education (including DSG)	13,276	264,988	(263,338)	14,926
Early Help & Prevention	4,909	2,213	(3,480)	3,642
	35,678	298,213	(269,246)	64,645
Communities, Environment & Economy				
Commercial Management & Delivery	3,553	8,170	(4,185)	7,538
Environment & Communities	19,661	32,045	(14,069)	37,637
Highways & Transport	5,564	25,203	(14,963)	15,804
Economy & Housing	10,052	8,570	(10,613)	8,009
Commercial Developments	35	8,650	(15,567)	(6,882)
Housing Revenue Account (HRA)	-	23,812	(23,812)	-
	38,865	106,450	(83,209)	62,106
Corporate Services				
Finance	12,957	3,998	(8,577)	8,378
Governance & Chief Executive	5,994	1,830	(1,333)	6,491
Public Service Reform	7,136	5,163	(3,443)	8,856
Corporate Budgets	495	102,878	(96,857)	6,516
	26,582	113,869	(110,210)	30,241
Council wide				
Central budget	(645)	10,981	-	10,336
Contingency budget	-	11,910	-	11,910
Capital financing budget	-	25,314	(4,571)	20,743
	(645)	48,205	(4,571)	42,989
Total Budget	132,474	730,955	(518,418)	345,011
Funding				
Government grants				(57,924)
Business rates				(61,905)
Council tax				(214,448)
Collection fund deficit				13,822
Use of reserves				(24,556)
Total Funding				(345,011)

Subjective Analysis	
Expenditure	£000
Employees	132,474
Premises	15,632
Transport	30,125
Supplies and services	127,733
Payments to service providers	321,851
Schools expenditure	193,032
Capital financing costs	42,582
Total Expenditure	863,429
Income	£000
Grants	(417,880)
Customer and Client Receipts	(84,213)
Reimbursements and contributions	(39,949)
Internal recharges	(34,300)
Business rates	(61,905)
Council tax	(214,448)
Collection fund deficit	13,822
Use of reserves	(24,556)
Total Income	(863,429)

Workforce Estimates

Directorate	FTEs Apr-22	Pay Budget 2022-23 £000
Adult Social Care and Health		
Commissioning, Contracts & Quality	79.4	3,545
	359.3	14,719
VIVO Care Choices	351.7	12,141
Public Health	15.4	1,589
	805.7	31,994
Children and Families		
Children's Social Care	392.8	17,493
Education	140.8	13,276
Early Help & Prevention	120.3	4,909
	653.9	35,678
Communities, Environment & Economy		
Commercial Management & Delivery	73.7	3,553
Environment & Communities	572.3	19,661
Highways & Transport	123.5	5,564
Economy & Housing	243.7	10,052
Commercial Developments	0.0	35
	1,013.3	38,865
Corporate		
Finance	322.8	12,957
Governance & Chief Executive	111.9	5,994
Public Service Reform	126.1	7,136
Corporate Budgets	2.0	495
	562.8	26,582
Central budgets*	0.0	-645
Total Pay Budget	3,035.7	132,474

*This includes the budgeted saving from the reduced employer pension contribution rate, and will be re-allocated to services in 2022-23

Revenue Budget Proposals 2022-23

Savings Proposals

Title	Description	Total 22-23 £000
<u>Adult Social Care & Health</u>		
Commissioning, Contracts & Quality - People		
Savings		
Social Welfare & Advice	Savings achieved through the recommission of the service - new contract to start from 1st April 2022.	(79)
Contract Recommissions	Planned removal of specific temporary investment in staffing resource to support the recommissioning of a number of contracts - recommissions have either concluded or growth to maintain some posts is included elsewhere within the budget package	(269)
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.	(15)
Early Intervention & prevention	We fund a range of organisations within the community to provide support to individuals to reduce isolation and increase social support. By redesigning the model with input from the community to ensure needs are met at the earliest opportunity to reduce demand and spend on statutory care services we will achieve savings in social care spend	(69)
Transport Efficiencies	We will review the level of breadth of services that are required when local community transport contracts are retendered.	-
Investment		
Commissioning & Contracts Team	Temporary investment in Commissioning and Contracts Team to provide additional capacity for 12 months to support the recommissioning of a number of contracts.	105
Transforming Care at Home	Temporary investment to manage risk and support transformation within the Care at Home market.	293
Total Savings Commissioning, Contracts & Quality - People		(432)
Total Investment Commissioning, Contracts & Quality - People		398
Total Net Savings Commissioning, Contracts & Quality - People		(34)

Integrated Adult Social Care & Health		22-23 £000
Savings		
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 invest in social care	(871)
Paying for Care	Ensure that we are only funding social care services that the Council has a statutory duty to provide and removal of temporary investment in additional resource to deliver the Paying for Care savings.	(1,815)
Review of older persons short term/respite care	This is the full year impact of the savings achieved from the new model of delivering older persons short term/respite care in Cheshire West and Chester which promotes choice and flexibility for service users to enable them to receive support at home or in/closer to their local community and results in the decommissioning of building-based services at Sutton Beeches, Curzon House and Leftwich Green	(619)

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 care at home capacity. We will also undertake other projects to better meet needs and manage the increasing demand on adult social care services Temporary investment is required for one year to deliver these savings (shown separately).	(289)
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 technology enabled care 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 to undertake the review (shown separately).	(953)
Sleep-ins	Release permanent budget for sleep-ins no longer required following conclusion of the Supreme Court judgement	(473)
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.	(510)
Review of Emergency & Planned Respite	Review of the requirements for and usage of both planned and emergency respite.	-
Joined-up service with the NHS to support people with dementia in care homes	Residents in care homes who have dementia may, at times, require 1:1 support, often due to a delay in specialist support being available. Sometimes this is provided by the Council, and in some cases also by the NHS. We will join our resources up to establish an integrated, specialist team that would provide fast-paced, professional support to delay, prevent or de-escalate the need for such a level of 1:1 support for dementia	-
Investment		
Growth in demand and complexity for Adults with a Learning Disability	Further funding is required to meet the increasing demand and complexity of need of adults with a learning disability and / or autism. We have identified that more can be done to plan and support young people as they transition from childrens to adults services and are undertaking a full review to identify opportunities to improve transition and to better manage costs.	1,750
Cost of Care*	Investment required following a review of rates to ensure that fees paid to older persons residential and nursing providers reflect the cost of care, to support a sustainable social care market. By implementing new fee rates from 2nd April 2022 that reflect the cost of care, the service will reduce the need to commission residential and nursing placements at costly off-contract rates.	3,520
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	3,826
Social care for older people - Growth in Demand	Additional investment to meet the care needs of older people. This is needed as more people are living longer with long term conditions, meaning an increase in demand for social care support.	791
Additional Community Care Team	Additional Community Care Team required in Chester South to allow the service to meet demand in this high demand and risk location, while transforming our services via Community Led Support. Investment also included to support social care training	407

Technology Enabled Care	Additional investment in technology enabled care to invest in switching our technology-enabled care offer from analogue to digital equipment, ensuring residents are fully supported to be more independent in their own homes for longer.	119
Liberty Protection Safeguards*	Additional staffing and advocacy resources required to support the implementation of the new Liberty Protection Safeguards in 2022-23	407
More efficient ways of delivering care (investment)	Continuation from 2021-22 of temporary additional staffing resource to achieve additional savings through ensuring people have the right care at the right time, making best use of the support available and ensure care is delivered in a person-centred and dignified way.	142
Transforming learning disability services	Temporary investment in additional social work and commissioning resource to undertake reviews and support the commissioning of alternative care provision.	98
Total Savings Integrated Adult Social Care & Health		(5,530)
Total Investment Integrated Adult Social Care & Health		11,060
Total Net Savings Integrated Adult Social Care & Health		5,530

Public Health		22-23 £000
Savings		
Promotion of Equality and Diversity	Review of the level of discretionary support provided to organisations that support the Council to promote equality and diversity - final element of a three year phased reduction.	(10)
Smoking Cessation - Saving	Use of the public health grant to fund the commissioning of a universal smoking cessation service	(182)
Investment		
Smoking Cessation - Investment	Investment to support the delivery of universal smoking cessation programme across the Cheshire West and Chester area following on from a limited, but successful Integrated Care Partnership offer.	182
Total Savings Public Health		(192)
Total Investment Public Health		182
Total Net Savings Public Health		(10)
Total Net Savings Adult Social Care & Health		5,486

Title	Description	22-23 £000
<u>Children & Families</u>		
Childrens Social Care		
Savings		
Traded Income for in-house short breaks provision	Increasing income by marketing our residential services that support short breaks for disabled children, young people and families to other local authorities	(106)
Impact of Children in Care and Care Leavers Accommodation Strategy	The accommodation strategy will aim to deliver a reduction in spend in supporting children in care by; increasing local in-house residential provision, utilising specialist salaried carers to support young people who would have been otherwise in residential care, developing the 16+ offer (supported lodgings, group living, dispersed tenancy scheme), integrated residential care with education and also reviewing options for a solo/emergency placement within the borough.	-

Review of Business Support	The review will consider a revised approach to business support across the service, creating consistency across localities, consider benefits from new ways of working, new technologies and task-based approach.	(100)
Allowances	Review of the means test criteria applied to those in receipt of allowances including fostering and special guardianship orders and ensuring a robust review process is in place to ensure allowances are only paid when required	(50)
Investment		
Childrens Social Care investment*	Investment to reflect the costs of the increasingly complex needs of children in care and increasing costs of support, particularly residential care.	2,577
Contextualised Safeguarding investment	Growth requirement for commissioned contextualised safeguarding service to recognise the increased presentation and demand for support	125
Support to Unaccompanied Asylum Seeking Children	The cost to Children's Services of supporting Unaccompanied Asylum Seeking Children (UASC) exceeds the funding received from Government therefore investment is required to fully fund this support	50
Total Savings Childrens Social Care		(256)
Total Investment Childrens Social Care		2,752
Total Net Savings Childrens Social Care		2,496

Education and Inclusion		22-23 £000
Savings		
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.	(70)
Pension Liabilities	A natural reduction in the historic pension and associated liabilities relating to former Council and school employees.	(75)
Investment		
Home to School Transport - SEN Growth	Investment to manage the increasing demand and complexity in transport arrangements for eligible pupils with special educational needs	935
Home to School Transport - Mainstream Growth	Investment to manage the increasing demand and cost in transport arrangements for eligible pupils in mainstream schools	780
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.	490
Growth in Education, Health & Care Plan demand	Investment to permanently fund the temporary growth in the SEN team provided for in 21-22 to recognise the increased demand on the team due to increased number of education health and care plans and tribunal cases.	398
Total Savings Education and Inclusion		(145)
Total Investment Education and Inclusion		2,603
Total Net Savings Education and Inclusion		2,458

Early Help and Prevention		22-23 £000
Savings		

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.	(20)
Making best use of the Public Health Grant	Reviewing elements of early help (young person's service and domestic abuse) previously funded from the public health grant to identify efficiencies or alternative sources of funding. this will free up the public health grant to fund leisure and wellbeing services commissioned by the Council.	(138)
Investment		
Early Help & Prevention	Investment to fund additional senior management capacity on a permanent basis	-
Total Savings Early Help and Prevention		(158)
Total Investment Early Help and Prevention		-
Total Net Savings Early Help and Prevention		(158)
Total Net Savings Children & Families		4,796

Title	Description	22-23 £000
Communities, Environment and Economy		
Communities, Environment and Economy Directorate Wide		
Savings		
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. This proposal will be allocated across the relevant budgets once agreed.	(511)
Total Savings Communities, Environment and Economy Directorate Wide		(511)
Total Investment Communities, Environment and Economy Directorate Wide		-
Total Net Savings Communities, Environment and Economy Directorate Wide		(511)

Commercial Management & Delivery		22-23 £000
Savings		
Qwest Contract savings	Review the scope, level and breadth of services provided by Qwest in order to deliver contract savings.	(60)
Commercial Estate 1	A review of the Council's commercial portfolio to maximise income and reduce the ongoing costs associated with certain properties.	(100)
Commercial Estate 2	Removal of temporary investment required to deliver savings from the review of the Council's commercial portfolio.	-
Corporate Accommodation	The roll out of flexible working to reduce the Council's requirement for desk space; consolidating the number of corporate offices and releasing the HQ building for commercial letting and income generation.	(297)
Investment		
Commercial Developments	Additional risk allowances for the Council's commercial development schemes, including Winsford Cross and Baron's Quay, following the annual risk assessment undertaken November 2021.	780
Northgate Development	Funding for the holding costs of the wider Northgate development sites as agreed by Cabinet in February 2021 and in last year's budget report. This reflects the temporary costs of holding sites such as the market car park and the forum centre following the opening of the first phase of the Northgate development in 2022. The budget primarily relates to the maintenance and security costs.	470
Total Savings Commercial Management & Delivery		(457)
Total Investment Commercial Management & Delivery		1,250
Total Net Savings Commercial Management & Delivery		793

Environment and Communities		22-23 £000
Savings		
Parking Strategy	Develop and harmonise the parking strategy and approach to parking management across the Borough, ensuring appropriate levels of charging.	(146)
StreetCare Income Generation	Income generation from additional Streetcare works for sweeping and grounds maintenance	(23)
Museum Donations and Charges	A review of Museum Donations and charges in order to provide a fair and consistent approach across the Borough that reflects the service provided.	-
Review of Museums	A review of museums and the Heritage Hub is being undertaken, underpinned by audience development research to inform a more targeted approach to the service offer, and to event and exhibition delivery. Temporary investment is required for one year to deliver these savings (shown separately).	(75)
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.	(71)
Grass Management and Horticulture Practice	Reduce mowing frequency of highway verges in areas where it is safe to do so, reducing associated maintenance cost and increasing ecological value. 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.	(20)
Storyhouse	Review of the service specification and agreement of efficiency targets with Storyhouse for the three year funding agreement.	(65)
Chester Rows Fire Protection - Saving	Income generated resulting from investment in additional storage provision for Chester Rows	-
Waste Strategy	The Waste Strategy changes approved at 27th July 2021 Council meeting, are being rolled out across the borough throughout 2022. They will deliver climate benefits and reduce the costs of waste collection by adopting fortnightly collections for the majority of waste and introducing charges for garden waste collections so that the cost is borne by those that use the service rather than all Council Tax payers	(1,344)
Time Credits Volunteering Service	Temporary investment being removed, as this arrangement has now ceased	(14)
Household Waste Recycling Centres	Introduction of charges levied on certain waste items at Household Waste Recycling Centres.	(70)
Cheshire West Recycling	The waste collection service received additional temporary investment in 2021-22 to sustain the existing service, until the new strategy is implemented in 2022. Those costs were largely driven by an ageing fleet and reduced recycling income. Funding was also provided to cover the transitional costs of introducing the new service. Once the new services are in place that short term investment is no longer required.	(800)
Investment		
Waste Collection	Investment to reflect increased costs of waste collection resulting from housing growth.	305
Waste Treatment	Investment to fund the increased cost of waste treatment due to increased tonnages	350

Parking Strategy - Investment	Investment to reflect the adjustment required to the parking income budget as a result of the proposed closure of the Market car park in Chester	868
Strengthening Enforcement - Investment	Investment to support the strengthening of enforcement activities	25
Team Chester	Additional posts were created and temporarily funded to support the high street to open safely and recover from the pandemic. The posts have provided invaluable support to businesses and the High Street Cells to operate safely and effectively. Permanent funding is required to enable this work to continue.	157
Public Protection Service	Additional investment to form the Public Protection Service, including the Contain Outbreak Management Team, following the use of temporary Covid funding in 2021-22	328
Community Assets	Reinstatement of budget to reflect the requirement for Community Centre provision to address under utilised and ageing buildings.	200
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.	7
StreetCare investment	Continuation of additional investment in StreetCare to tackle fly tipping, address hedge and weed growth and continuing to fight Covid 19 with deep cleaning of the High Streets.	500
Chester Rows Fire Protection - Investment	Funding to provide cleaning and maintenance of additional security and storage provision and maintenance of fire detection cameras on the Chester Rows	-
Review of Museums	Temporary investment to support the Museums review.	10
Total Savings Environment and Communities		(2,628)
Total Investment Environment and Communities		2,750
Total Net Savings Environment and Communities		122

Highways and Transport		22-23 £000
Savings		
Staffing efficiencies	The new Highways delivery model will deliver staffing efficiencies in the client / contract teams due to reduced duplication, double handling and checking	(40)
Street Lighting LED Replacement Project - Saving	Replacement of street lighting with more energy efficient LED bulbs to reduce energy costs and the costs of maintenance.	(450)
Temporary Traffic Regulation Orders	Review and alignment of fees charged for Temporary Traffic Regulation Orders (TTRO), to ensure full cost recovery following benchmarking with neighbouring authorities	(100)
Licence Fees	Review and alignment of licence fees charged, including for Skips and Scaffolds, to ensure full cost recovery following benchmarking with neighbouring authorities	(45)
Increased recovery of rechargeable activity on highway	Ensuring full cost recovery of costs for damage to highway assets or other re-chargeable type activity.	(30)

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.	(30)
Investment		
Developer Contributions - Investment	Investment required to remove previously identified developer contributions as part of development agreements for the provision and ongoing maintenance liabilities of highway assets that arise as consequence of their developments, which is no longer considered achievable given the existing level of developer contributions and the lifecycle of the assets.	500
Street Lighting LED Replacement Project - Temporary Investment	The repayment costs of the interest-free loan funding the street lighting replacement programme.	450
Highways Hybrid Delivery Model	Investment required to support the new Highways hybrid delivery model, which is to be funded through identified savings as a result of service efficiencies and additional income generation.	400
Highways and Transport Staffing Structure	Investment required to fund additional capacity in Highways and Transport	234
Flood Management Team	Investment required to provide additional capacity in the Flood Management Team to support flood management across the Borough, following approval at 7th July 2021 Cabinet meeting.	147
Total Savings Highways and Transport		(695)
Total Investment Highways and Transport		1,731
Total Net Savings Highways and Transport		1,036

Economy and Housing		22-23 £000
Savings		
Land Lease Partnership	Income from ground rent from housing developers as a result of the transfer of land to build affordable housing.	(50)
Review of Total Environment	Increase in fee generating activity in respect of landscape architecture and planning advice.	(36)
Housing Register	Review of charging for administration of the Housing Register and non-Registered Provider affordable housing schemes.	(27)
Supported Housing	Additional rental income generated from supported housing schemes being developed	(52)
Reduction in the cost of homelessness	Reduction in the cost of homelessness following the implementation of our strategy to move them into supported accommodation and out of hotels	(395)
Overhead charge made to Mersey Forest Partnership	Increased contribution to the Council from the Mersey Forest Partnership to reflect the costs of support services provided.	(50)
Energy & Carbon Reduction	Efficiency savings and Feed in Tariff income as a result of investment in renewable and low carbon projects across the borough to reduce the Council's carbon footprint	-
Investment		
Homelessness	Continuation of support for homelessness following use of temporary covid funding in 2021-22, to support the most vulnerable and priority cases, while also implementing initiatives to reduce the associated costs.	2,153

Support to businesses	Continuation of support for businesses provided by the Business Growth team following use of temporary covid funding in 2021-22	94
Support for Refugees	Investment required to support the resettlement of refugees once temporary funding ceases	60
Total Savings Economy and Housing		(610)
Total Investment Economy and Housing		2,307
Total Net Savings Economy and Housing		1,697
Total Net Savings Communities, Environment and Economy		3,137

Finance		22-23 £000
Savings		
Universal Credit Roll Out	All new claims for Housing Benefit are made through Universal Credit and over time the Housing Benefit caseload is reducing. The saving therefore represents a reduction in the resource required to process Housing Benefit claims. The timing of this saving is dependent on the speed of the national roll out of Universal Credit.	(154)
HR & Finance System Replacement	The replacement of the HR and Finance system will reduce system operating costs and bring about business process efficiencies. This element relates to the Financial functionality of Unit 4 specifically.	(162)
Corporate Services Review - Finance - Saving	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.	(42)
Income Generation	Ensuring we are recovering our full costs in relation to services provided for external partners	(4)
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.	(100)
Investment		
Corporate Services Review - Finance	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.	50
Debt Management	Investment required to provide additional capacity in the debt management team to ensure efficient recovery of debt	150
Financial Modelling	Additional resource required to support financial modelling of demand led budgets to support financial sustainability	73
Client Finance	Increased capacity within the Client Finance team to support the implementation of reforms to Adult Social Care funding	200
Prepayment Cards	Investment required to fund the ongoing costs of introducing pre-payment cards and delivering associated savings.	11
Total Savings Finance		(462)
Total Investment Finance		484
Total Net Savings Finance		22

Governance & Chief Executive		22-23 £000
Savings		
Corporate Services Review - Governance	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.	(62)
Investment		

Increase in safeguarding legal resource	Additional Legal resource required to provide support for safeguarding	286
Scrutiny Support	Additional resource for the provision of support to the scrutiny process	52
Total Savings Governance & Chief Executive		(62)
Total Investment Governance & Chief Executive		338
Total Net Savings Governance & Chief Executive		276

Public Service Reform		22-23 £000
Savings		
Corporate Services Review - PSR	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.	(281)
HR & Finance System Replacement	The replacement of the HR and Finance system will reduce system operating costs and bring about business process efficiencies. This element relates to ICT licences and the HR & Payroll functionality of Unit 4 specifically.	(448)
Investment		
Apprenticeships	Investment to fund an apprenticeship coordinator and temporary funding to support underrepresented groups into supported employment.	82
Fairer Futures	Investment to tackle poverty through a range of schemes set out in an anti-poverty plan, following use of temporary covid funding in 2021-22	400
Corporate Services Review - PSR (Investment)	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.	70
Total Savings Public Service Transformation		(729)
Total Investment Public Service Transformation		552
Total Net Savings Public Service Transformation		(177)

Corporate		22-23 £000
Savings		
ICT Transformation	Release of surplus funding reflecting the conclusion of the ICT Transformation project.	(73)
Investment		
Insurance Premiums	Investment to reflect the increasing costs of insurance premiums following a recommission of the contract.	660
Total Savings Corporate		(73)
Total Investment Corporate		660
Total Net Savings Corporate		587
Total Net Savings Corporate		708

Title	Description	22-23 £000
Council Wide and Cross Cutting		
Savings		
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)
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.	(350)
Review of Fees & Charges	Income generation from a review of fees and charges, to ensure that full cost recovery is being achieved from the provision of chargeable services	(75)
Workforce Modernisation	The Council's adoption of new working styles with more agile working and greater usage of online meetings will reduce costs. Savings will be made from reducing the amount of business miles incurred, rationalising office buildings and leasing out residual office space.	(450)
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)	-
Pension Liabilities	A natural reduction in the historic pension and associated liabilities relating to former Council and school employees.	(5)
Investment		
Digital Channel Shift Phase 2 - Investment	Investment to deliver savings from phase 2 of the Digital Strategy	100
Health and safety	Investment required to ensure that the health and safety of the Council, employees, partners and residents of the Borough, continues to be a top priority	200
Total Savings Council Wide and Cross Cutting		(1,380)
Total Investment Council Wide and Cross Cutting		300
Total Net Savings Council Wide and Cross Cutting		(1,080)

Total Savings	(14,320)
Total Investment	27,367
Total Net Savings	13,047

Capital Programme 2022-23

Specific Schemes and Annual Allocations for Approval	Description	Capital Programme
		2022-23
		£m
Health & Wellbeing		
Children & Young People		
Pupil Referral Units	Investment in a new Pupil referral facility to support the needs of vulnerable pupils excluded from school.	3.320
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.	0.750
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.	12.988
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.	4.628
Adults		
Disabled Facilities Grant	Funding for adaptations to peoples’ homes and improvements to Adult Social Care facilities to support and enable people to live independently for as long as possible. 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.	3.688
Total Health & Wellbeing		25.374
Specific Schemes and Annual Allocations for Approval	Description	Capital Programme
		2022-23
		£m
Communities, Environment & Economy		
Climate Emergency		
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.	1.322
Regeneration		
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.	0.400
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.	0.361
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.	6.170
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.	0.363
Sustainable Warmth	The scheme covers both off-gas grid (HUG1) and on-gas grid (LAD3) properties, where the household is on a low-income and likely to be in fuel poverty. The focus will be retained and upgrading the worst insulated owner occupier and private rented homes with energy efficiency installations and low carbon heating. This means that projects which upgrade E, F and G rated homes will be prioritised and upgrades to Band D rated homes will be limited.	0.684
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.	11.973

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.	1.098
Highways & Transport		
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.	0.200
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.	1.220
Depot Investment (Winter Salt Stores)	As part of the implementation of this new model and preparation for a new provider arrangement to be put in place there are various changes and improvements required to the Highways depots to ensure that these are safe and fit for purpose. One of the key improvements is replacement of the Salt Barn at the Davenham Depot.	0.353
Depot Investment (Fleet Maintenance Workshops)	Creation of Fleet maintenance workshops using existing buildings in the Road 3 and Canalside depots to support new provider arrangements, this will ensure that the workshops are close to frontline operations in the east and west to minimise vehicle down time.	1.019
A540 Road Safety Scheme	The project is to address road safety concerns at this existing priority crossroads junction by widening the highway to provide a traffic signal installation (inclusive of controlled pedestrian crossing facilities and modifications to the street lighting systems).	1.500
ANPR Cameras Enforcement of moving traffic offence	From December 2021 the authority will be able to enforce moving traffic offences, such as banned turns and box junctions, this scheme will implement ANPR cameras at traffic offence hotspots across the borough.	0.100
Replacement upgrade of Public Realm CCTV system	Upgrade of the CCTV system to ensure it is compatible with new equipment installed across the public realm.	0.485
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.	1.168
Housing		
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.	10.907
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
Culture & Leisure		
Play Strategy	Delivery of improvements to council owned outdoor play areas as identified in the council play improvement plan. Play areas have played a vital role for children in terms of outdoor play, and helping their health and well-being.	0.163
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.	0.251

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.	1.321
Libraries ICT Infrastructure	Upgrade of the network of self service terminals as systems wont be supported within the next 18months.	0.365
Asset Management		
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.	0.500
Chester Rows Fire Protection	Investment in Fire Protection equipment on the Chester Rows, The budget will purchase a bin store for Feathers Lane and 3 x Fire detection cameras Cameras to be placed in low footfall areas without any current CCTV coverage - this includes Bridge Street West, Feathers Lane and Leen Lane. The heat cameras would be installed after the wider upgrade. The heat loop runs around the walkway and is triggered when the heat from a fire melts it. This reduces the likelihood of false alarms.	0.283
Waste Strategy	Investment to Support the delivery of the waste strategy . £10.5m towards the costs of waste collection vehicles and £5m for containers.	14.296
Total Communities, Environment & Economy		73.681
Specific Schemes and Annual Allocations for Approval	Description	Capital Programme
		2022-23
		£m
Corporate		
ICT & Digital		
Business World 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.	0.500
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.	1.922
Council Wide		
Transformational projects to improve services	Investment to undertake feasibility works to develop future schemes	1.362
Total Corporate		3.784
Total Specific Schemes and Annual Allocations for Approval		102.839

Funded by:	£m
External Funding/Contributions	58.636
Borrowing	12.288
Ringfenced Borrowing	27.615
Capital Receipt/Capital Reserve	4.3
Total Funding	102.839

Schemes Under Development

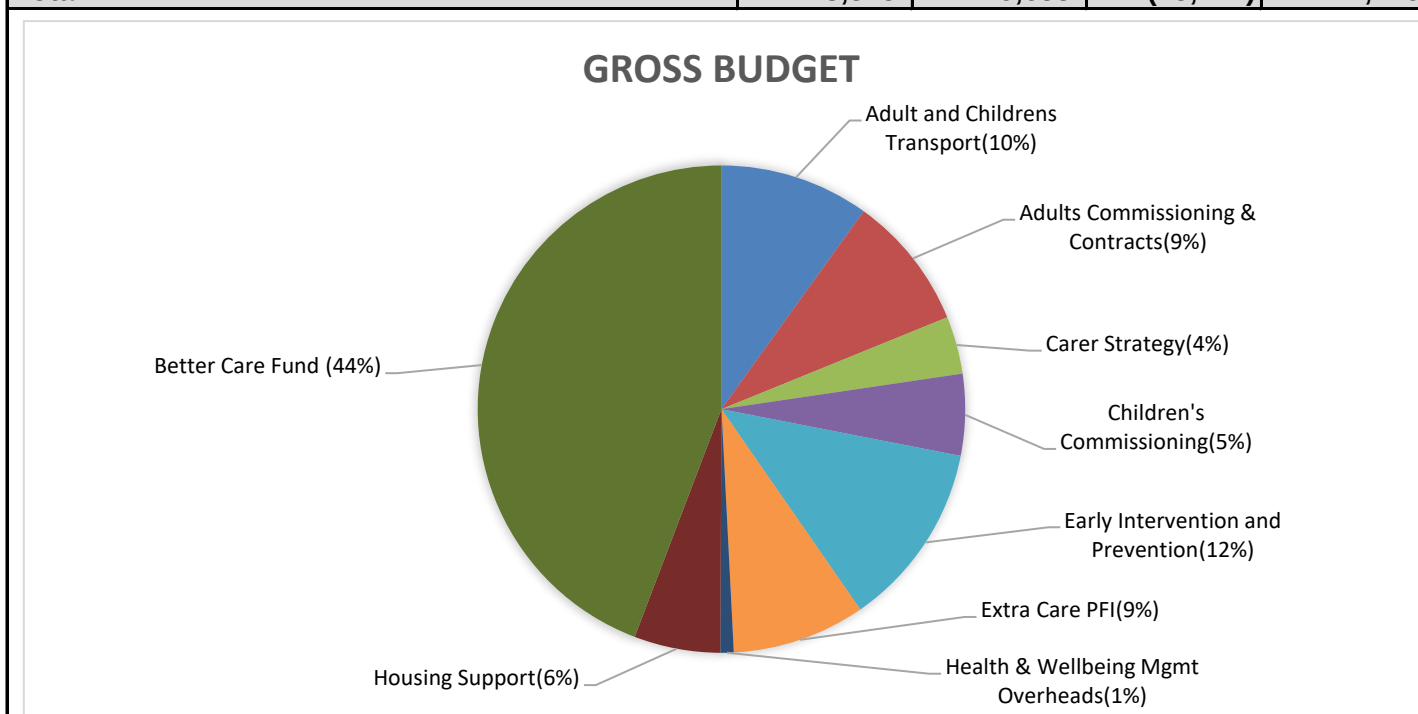
Schemes Under Development	Description	Total Indicative
		Capital Programme
		2022-26
		£m
Health & Wellbeing		
Children & Young People		
Children's Residential Accommodation	This will bring into use a specialist facility for Young People with Special Educational Needs with the capacity to deliver supported accommodation, communication and sensory, supported independence and life skills training for people with SEN. This will provide supported accommodation for 10-20 placements between the ages of 19 to 25 with complex needs including Autism, Learning Disability and behavioural issues within the borough.	2.000
Special Education Needs Provision (Under Development)	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.	1.695

Public Health		
Leisure Asset Management (Under Development)	Investment to support improvements in our leisure assets focussing on those assets which are best placed to help meet the Council's health and wellbeing objectives.	13.150
Total Health and Wellbeing		16.845
Communities, Environment & Economy		
Climate Emergency		
Climate Emergency - Carbon Reduction Strategy (Under Development)	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.	5.038
Regeneration		
Ellesmere Port Town Centre	Investment in Ellesmere Port Town Centre as part of a wider programme of town centre regeneration.	1.800
Northgate Future Phases (Under Development)	Further investment in the Northgate site to secure ownership of the future phases development area and undertake the next stage of project planning.	0.500
Housing		
Housing Delivery (Under Development)	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.	14.550
Housing Growth: Supported Housing for Vulnerable People (Under Development)	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.	4.387
Winnington Corridor		3.000
Culture & Leisure		
Play Strategy	Development of council play improvement plan to prioritise delivery of improvements to council owned outdoor play areas. Play areas have played a vital role for children in terms of outdoor play, and helping their health and wellbeing.	0.240
Archives Facility (Under Development)	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 (Under Development)	Investment to deliver priority improvements to car parking and changing facilities in order to deliver on the Council's health and wellbeing objectives.	1.483
Football Pitch Investment Programme (Under Development)	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.	1.500
Northwich Library	Review and investment in the service provision within Northwich.	2.000
Asset Management		
Waste Strategy	Investment to Support the delivery of the waste strategy for £3m of depot vehicles and equipment.	3.169
Total Communities, Environment & Economy		55.403
Corporate		
ICT & Digital		
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.	2.200
Council Wide		
Emerging Pressures	Contingency to fund unforeseen impacts or cost increases.	8.400
Wider Scheme Development	Funding for wider scheme development to enable the Council to respond to current and future funding announcements	2.000
Total Corporate		12.600
Total Schemes Under Development		84.848

Health & Wellbeing Commissioning, Contracts & Quality Charlotte Walton

Commissioning, Contracts and Quality encompasses commissioning for both adults and children's services, quality assurance and compliance. Such commissions cover a wide array of areas such as early intervention and prevention, carers support, social welfare and advice, domestic abuse and statutory advocacy.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Adult and Childrens Transport	1,283	1,018	(1,480)	821
Adults Commissioning & Contracts	1,972	100	(186)	1,886
Carer Strategy	34	852	(629)	257
Children's Commissioning	72	1,182	-	1,254
Early Intervention and Prevention	-	2,849	(687)	2,162
Extra Care PFI	-	2,051	(1,714)	337
Health & Wellbeing Mgmt Overheads	184	21	-	205
Housing Support	-	1,326	(472)	854
Better Care Fund	-	10,256	(10,256)	-
Total	3,545	19,655	(15,424)	7,776



As Director I confirm that the information above represents my revenue budget in 2022-23, and I commit to delivering a balanced budget during the financial year.

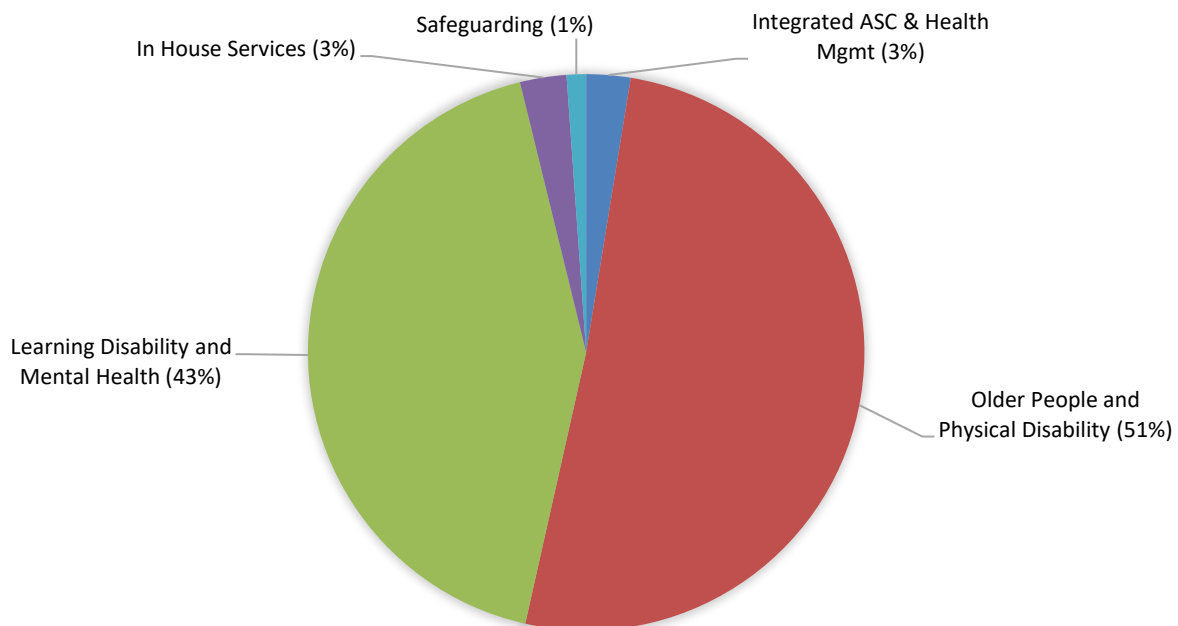
Signed: 

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 & Health Mgmt	695	2,889	(108)	3,476
Older People and Physical Disability	6,747	64,391	(24,885)	46,253
Learning Disability and Mental Health	2,623	56,946	(5,864)	53,705
In House Services	3,457	310	(2,982)	785
Safeguarding	1,197	376	(137)	1,436
Total	14,719	124,912	(33,976)	105,655

GROSS BUDGET



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Signed: 

**Health & Wellbeing
VIVO Care Choices
Alistair Jeffs**

Vivo is the in-house care service at Cheshire West and Chester Council and deliver a range of flexible and responsive support for people with learning disabilities and autism and older people, including those with dementia. Care services are provided at a number of settings including day centres, specialist respite facilities, and in the service users own home through the supported living network. In addition Vivo manages the Council's Shared Lives service which matches people with a carer or carers who will share activities, or their family life, in a caring and supportive environment. Vivo also delivers vocational training and employment opportunities to adults aged 18 and over with a learning disability at a number of locations such as the Little Roodee Cafe.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
VIVO	12,141	1,851	(37)	13,955
Total	12,141	1,851	(37)	13,955

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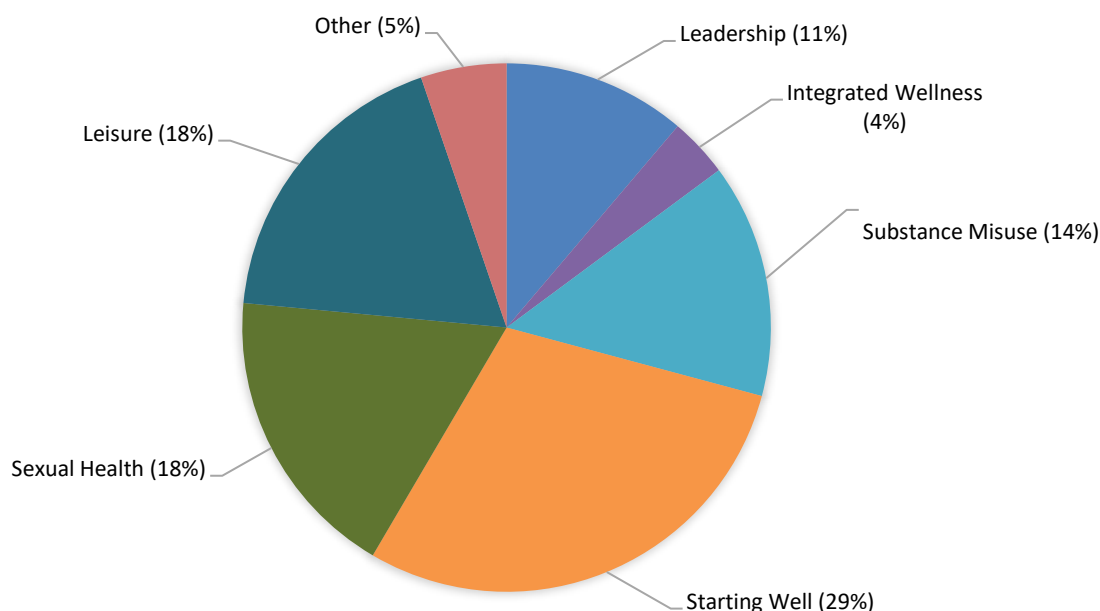


Health & Wellbeing Public Health Ian Ashworth

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. Public Health is also the corporate lead on Equality and Diversity.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Leadership	1,404	770	-	2,174
Health Improvements	-	269	-	269
Health Protection	-	181	-	181
Integrated Wellness	-	705	-	705
Substance Misuse	-	2,778	-	2,778
Starting Well	-	5,676	-	5,676
Strategic Intelligence	-	12	-	12
Other Contracts	-	225	-	225
Sexual Health	-	3,496	-	3,496
Social Determinants	-	38	-	38
Leisure	-	3,543	(1,745)	1,798
E&D	153	68	-	221
Partnership	32	39	-	71
Total	1,589	17,800	(1,745)	17,644

GROSS BUDGET



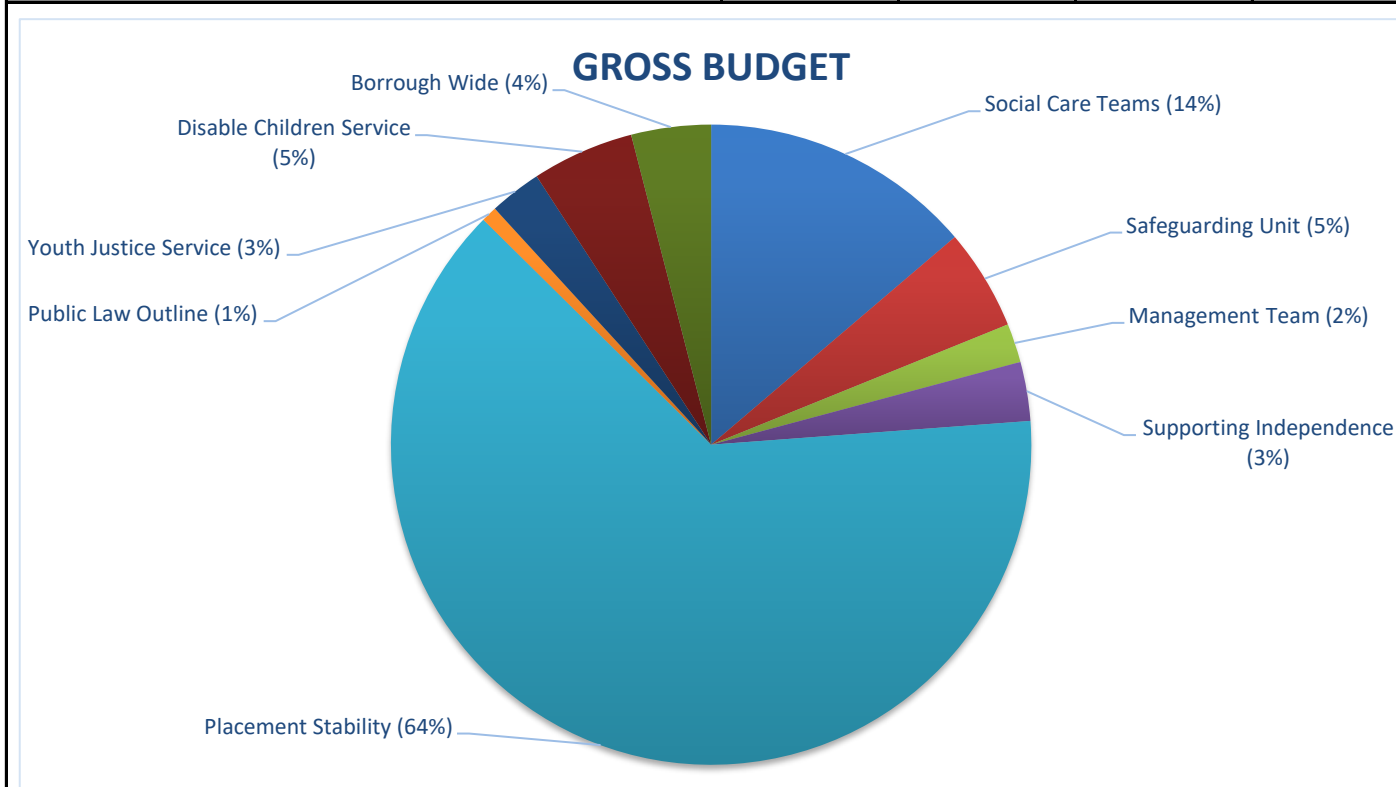
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Signed:

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	6,139	539	-	6,678
Safeguarding Unit	2,277	198	(223)	2,252
Management Team	657	298	(249)	706
Supporting Independence	559	885	-	1,444
Placement Stability & Permanency Hub	3,908	26,935	(673)	30,170
Public Law Outline	-	386	-	386
Youth Justice Service	822	453	(841)	434
Disabled Children and Young People Service	1,446	1,053	(442)	2,057
Borough Wide Services	1,685	265	-	1,950
Total	17,493	31,012	(2,428)	46,077



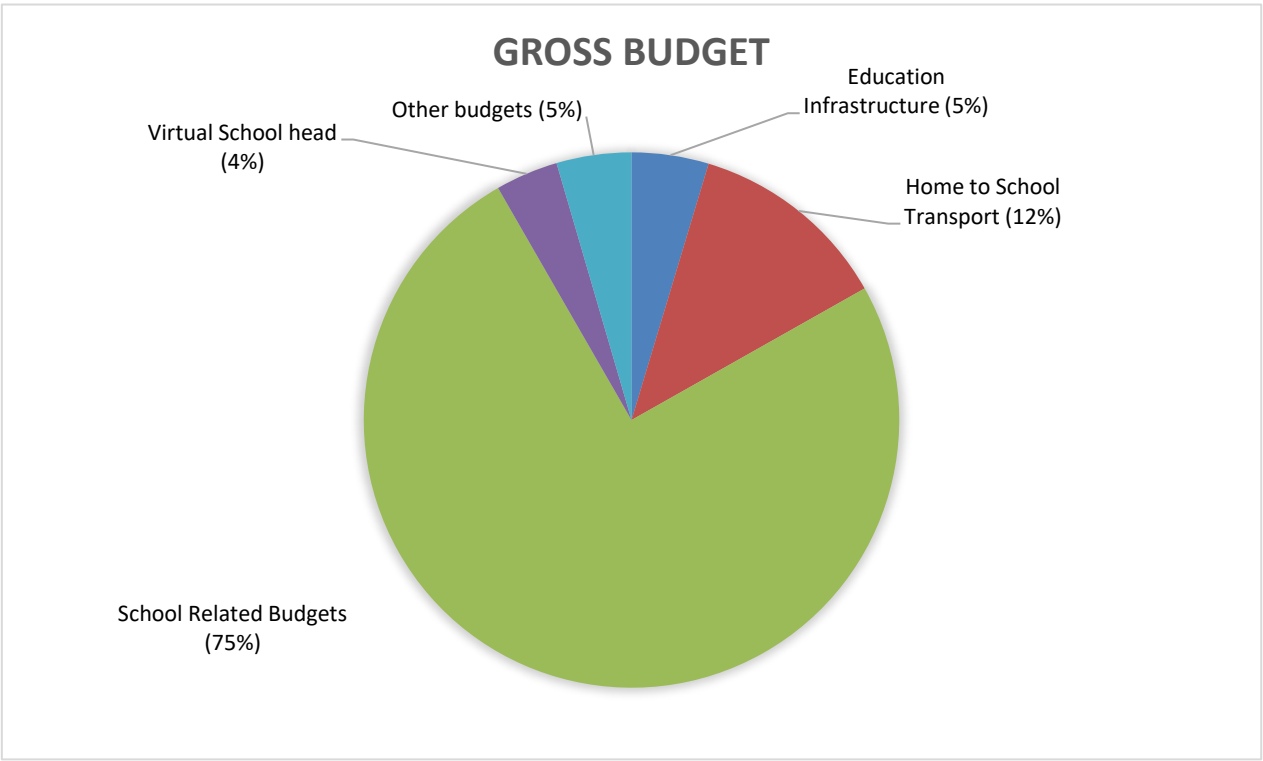
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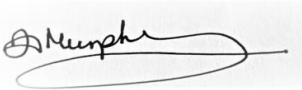
Health & Wellbeing
Education and Inclusion
Debbie Murphy

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	339	100	(45)	394
Education Infrastructure	1,355	2,720	(2,330)	1,745
Home to School Transport	-	10,666	-	10,666
School Intervention	931	504	(1,067)	368
School Related Budgets	5,872	59,746	(65,417)	201
Special Educational Needs	1,330	43	(579)	794
Specialist Services	2,864	455	(2,561)	758
Virtual School Head	585	129	(714)	-
Schools	-	190,625	(190,625)	-
Total	13,276	264,988	(263,338)	14,926



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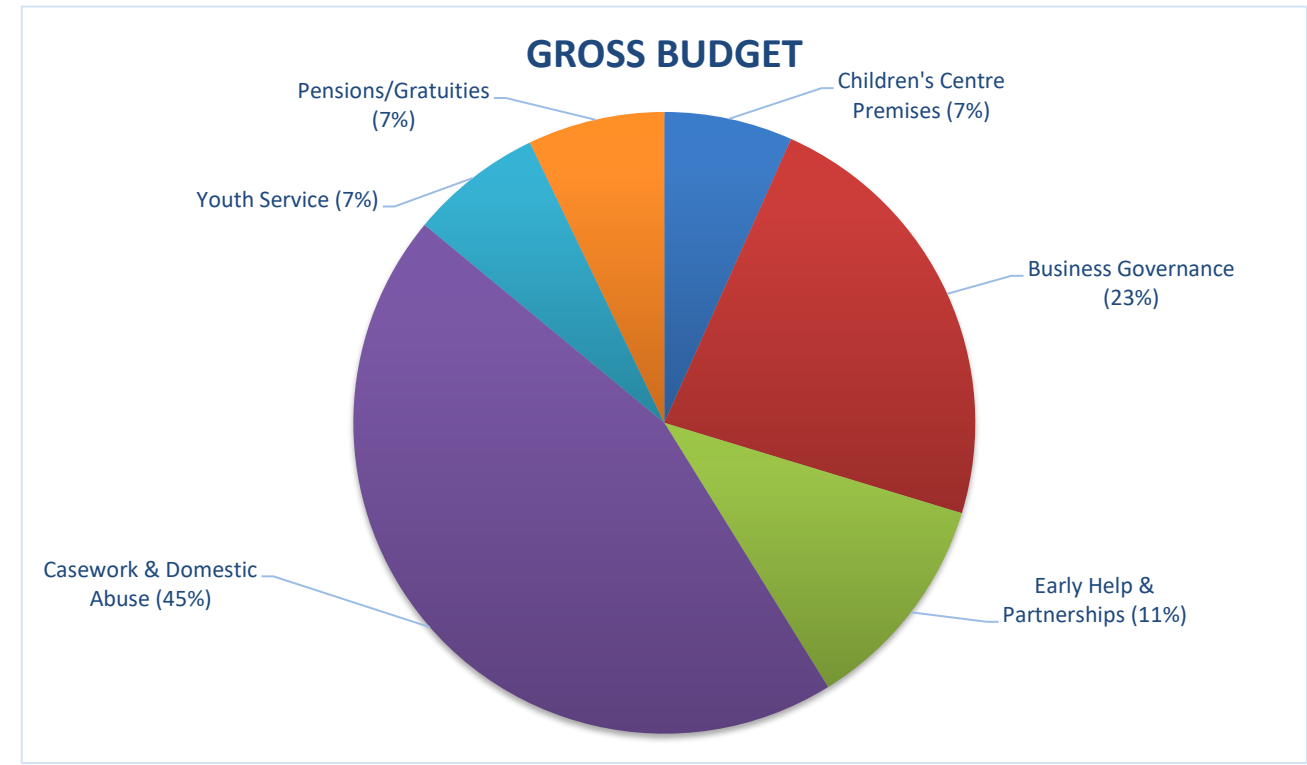
Health & Wellbeing

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
Children’s Centre Premises	-	476	(113)	363
Business Governance	793	846	(2,168)	-529
Early Help and Partnerships	780	37	(26)	791
Casework and Domestic Abuse	2,490	702	(647)	2,545
Youth Service	339	152	(19)	472
Pensions/Gratuities (Ex Colleges)	507	-	(507)	-
Total	4,909	2,213	(3,480)	3,642



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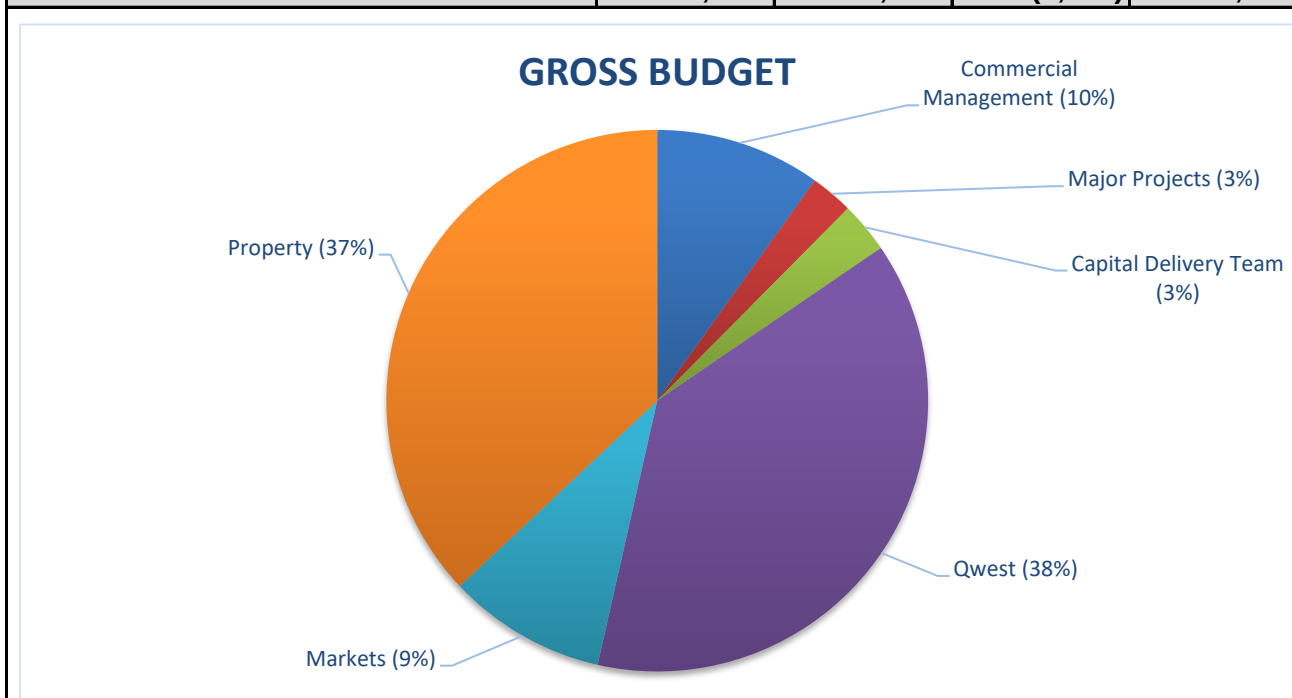
Communities, Environment & Economy

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	1,074	85	(377)	782
Major Projects Delivery	298	-	(300)	(2)
Capital Delivery Team	336	20	(283)	73
Qwest	-	4,463	-	4,463
Markets	479	630	(1,277)	(168)
Property	1,366	2,972	(1,948)	2,390
Total	3,553	8,170	(4,185)	7,538



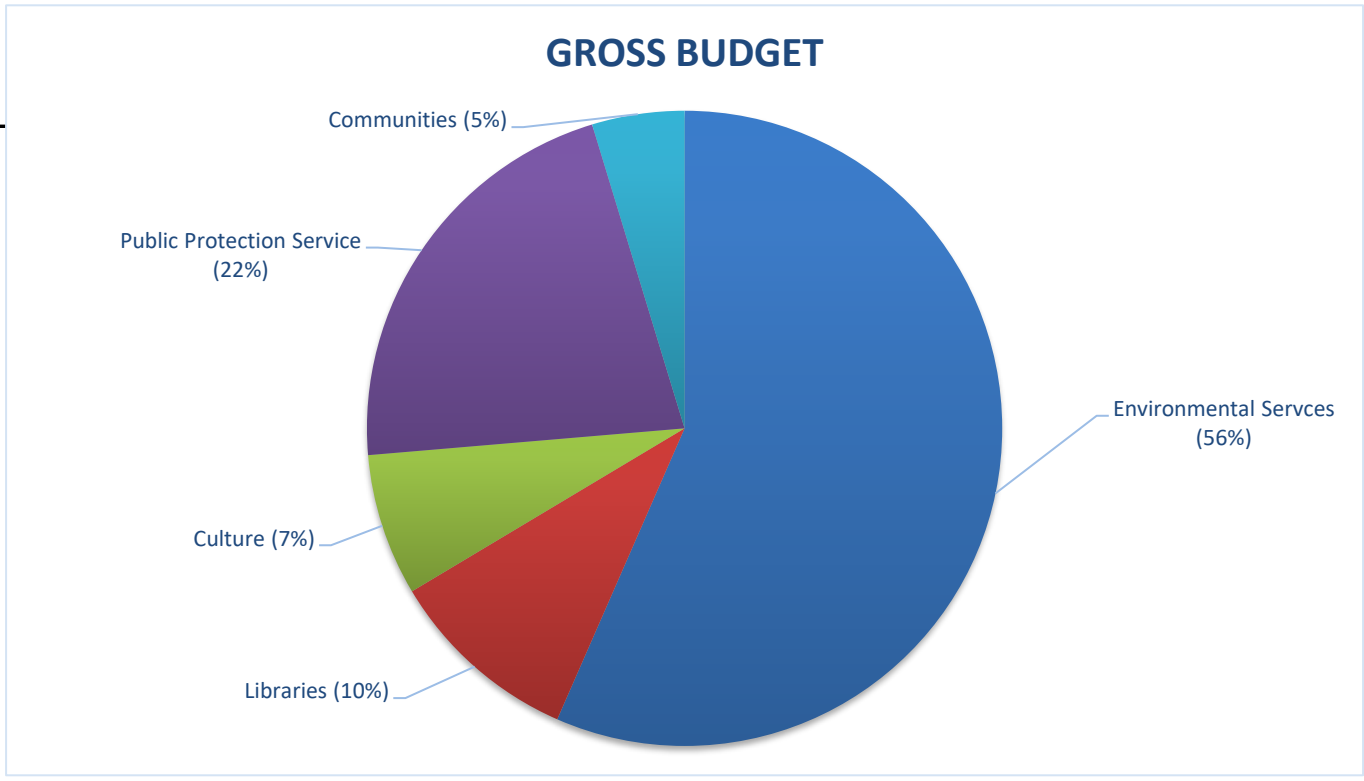
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Signed:

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 waste management, streetcare services, parking services, lifetime services, emergency planning, community safety, regulatory services, cultural services, library services and locality working.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Director of Environment and Communities	130	22	-	152
Environmental Services	5,403	23,759	(764)	28,398
Libraries	3,565	1,517	(1,433)	3,649
Culture	1,758	1,970	(946)	2,782
Public Protection Service (incl Regulatory Services)	7,724	3,433	(10,757)	400
Communities	1,081	1,344	(169)	2,256
Total	19,661	32,045	(14,069)	37,637



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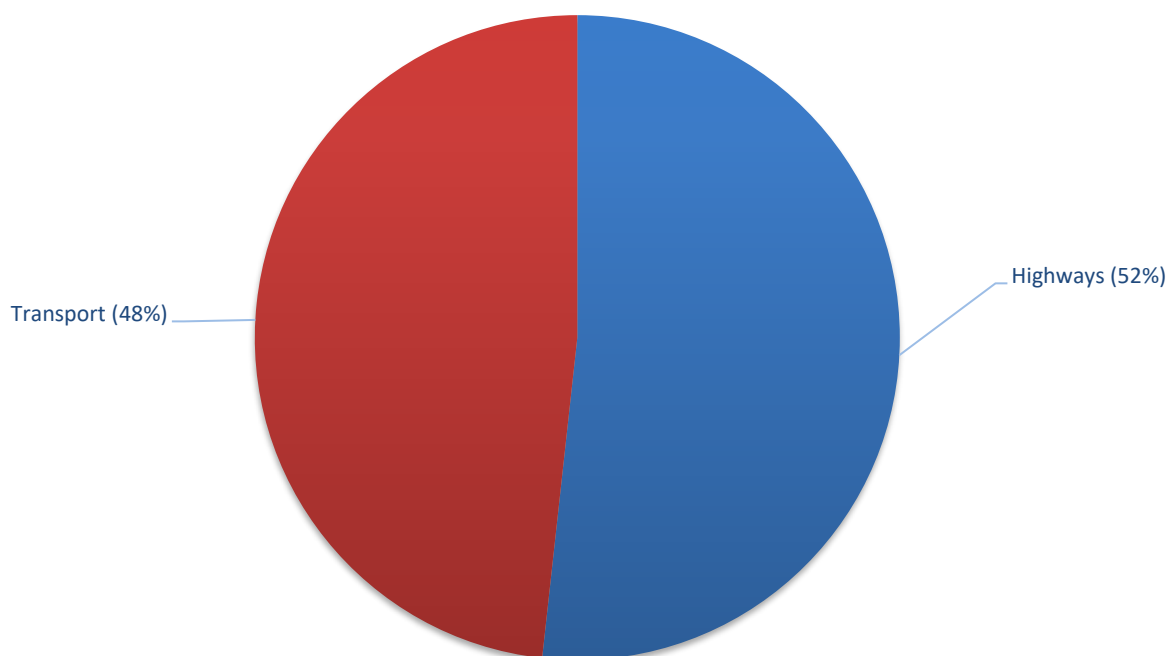
Signed: *M Byrne*

Communities, Environment & Economy
Environment & Communities
Rose McArthur

To be updated

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Highways	4,692	11,227	(5,398)	10,521
Transport	872	13,976	(9,565)	5,283
Total	5,564	25,203	(14,963)	15,804

GROSS BUDGET



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Signed:

Communities, Environment & Economy

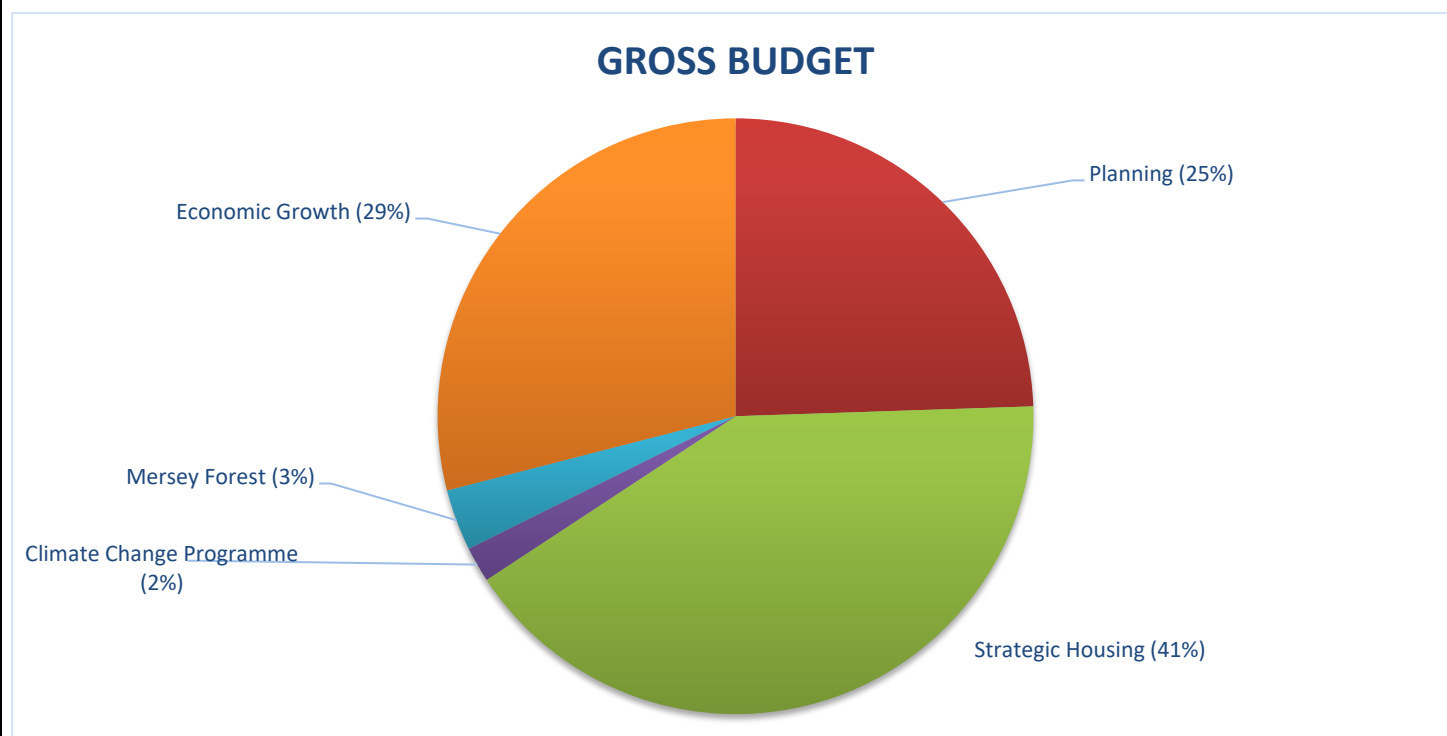
Economy & Housing

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*	345	(407)	-	(62)
Planning	3,963	609	(4,009)	563
Strategic Housing	1,670	6,041	(2,542)	5,169
Climate Change Programme	349	10	(242)	117
Mersey Forest	386	236	(622)	-
Economic Growth	3,339	2,081	(3,198)	2,222
Total	10,052	8,570	(10,613)	8,009

* Includes £511k saving for review and redesign of Communities, Environment and Economy Directorate. Re-allocation to be agreed.



As Director I confirm that the information above represents my revenue budget in 2022-23, and I commit to delivering a balanced budget during the financial year.

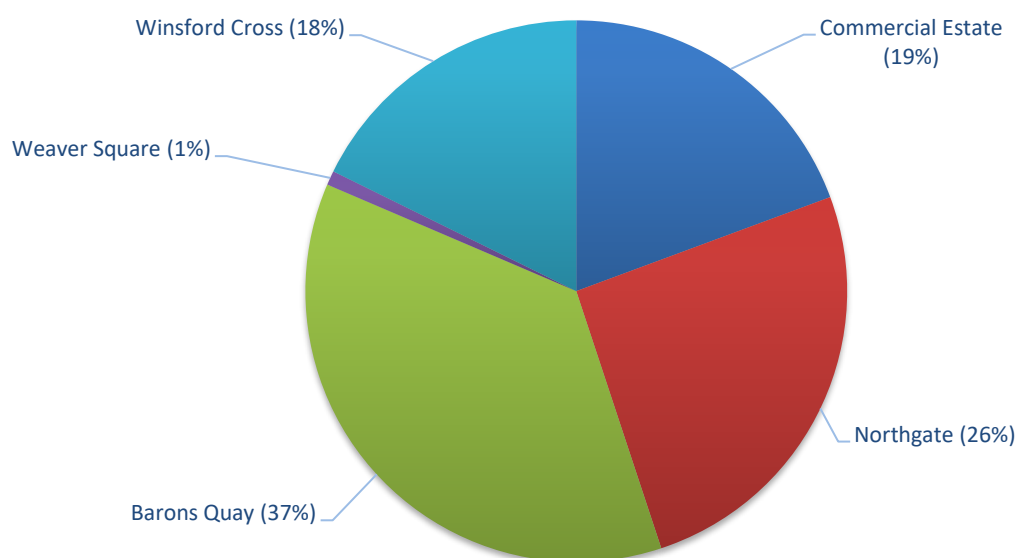
Signed:

GEM Davies

Communities, Environment & Economy
Commercial Developments
Graham Pink

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Commercial Estate	-	1,681	(9,767)	(8,086)
Northgate Development	-	2,220	(2,316)	(96)
Barons Quay	35	3,137	(2,582)	590
Weaver Square Shopping Centre	-	74	(104)	(30)
Winsford Cross Shopping Centre	-	1,538	(798)	740
Total	35	8,650	(15,567)	(6,882)

GROSS BUDGET



As Director I confirm that the information above represents my revenue budget in 2022-23, and I commit to delivering a balanced budget during the financial year.

Signed:

Housing Revenue Account

Gemma Davies

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.

The Client Team, within the Housing Service, comprises of two officers (1 FTE), supplemented by Finance and other specialist support as required. In addition, the Client Team manages a budget which provides for the costs of services which are retained by the Council and are not part of the management contract, for example grounds maintenance and third party insurance cover.

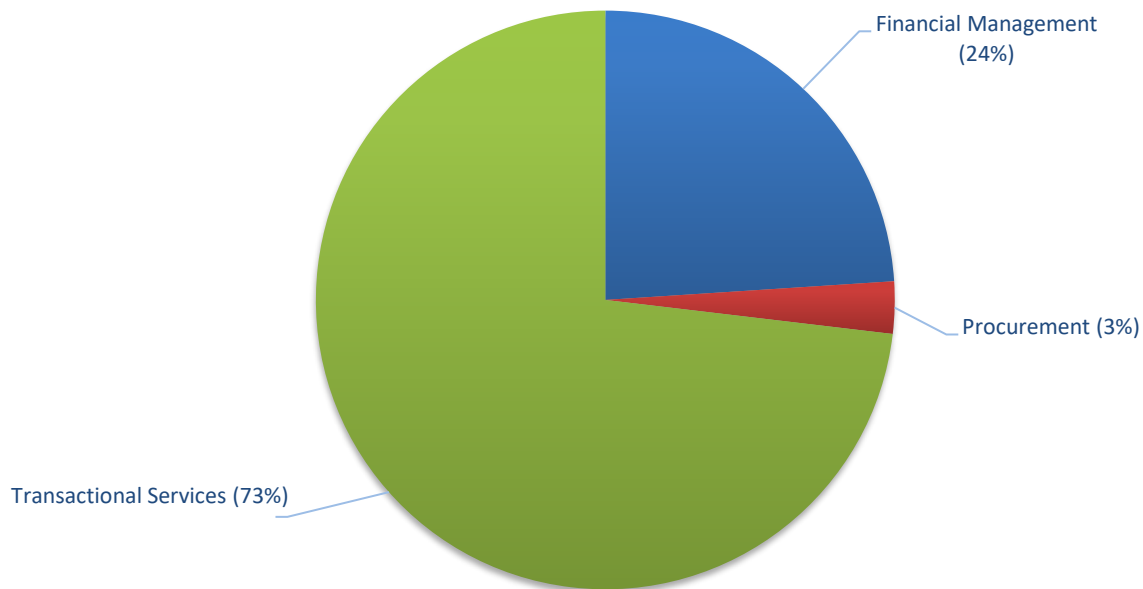
Revenue Budget	Budget
	£000
Income	
Rent	(23,161)
Rents - Non Dwellings	(414)
Charges for Services and Facilities	(210)
Contributions towards expenditure	(27)
Sub-total	(23,812)
Operating Expenditure	
Management Fee	8,684
Client Budget	1,043
Corporate and Democratic Costs	4
Increase in Bad Debts Provision	926
Sub-total	10,657
Other Expenditure	
Principal Repayments	7,912
Interest Repayments	2,583
Debt Management Expenses	-3
Revenue Contributions to Capital	2,639
Sub-total	13,131
Net HRA Revenue (Surplus) / Deficit for the year	(24)

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.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Financial Management	3,917	147	(1,139)	2,925
Procurement	453	40	(4)	489
Transactional Services	8,587	3,811	(7,434)	4,964
Total	12,957	3,998		8,378

GROSS BUDGET



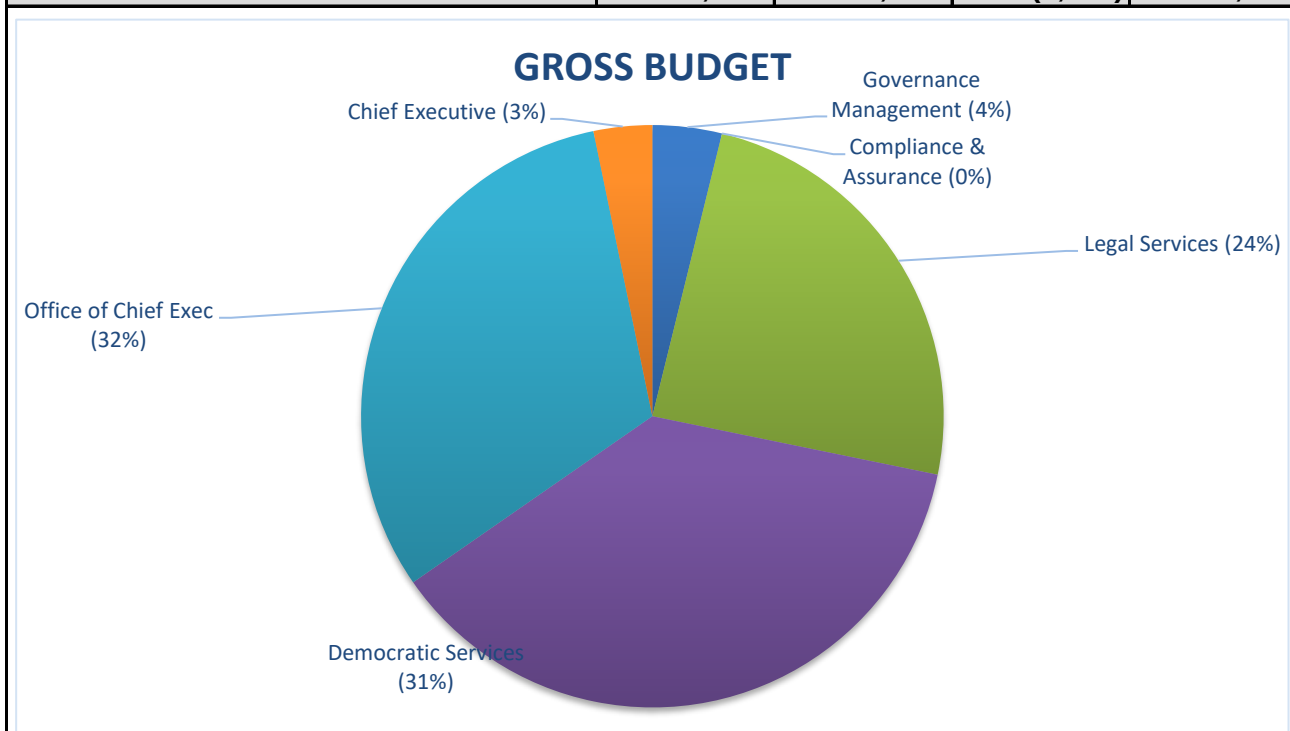
As Director I confirm that the information above represents my revenue budget in 2022-23, and I commit to delivering a balanced budget during the financial year.

Signed: *Debbie Hall*

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, Customer Relations and Information services, Health & Safety, Risk, Audit and Compliance. 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	299	2	(26)	275
Compliance and Assurance	1,818	89	(441)	1,466
Legal Services	2,661	243	(734)	2,170
Democratic Services	978	1,480	(132)	2,326
Office of the Chief Executive	238	16	-	254
Total	5,994	1,830	(1,333)	6,491



As Director I confirm that the information above represents my revenue budget in 2022-23, and I commit to delivering a balanced budget during the financial year.

Signed:

Corporate Services

Public Service Reform

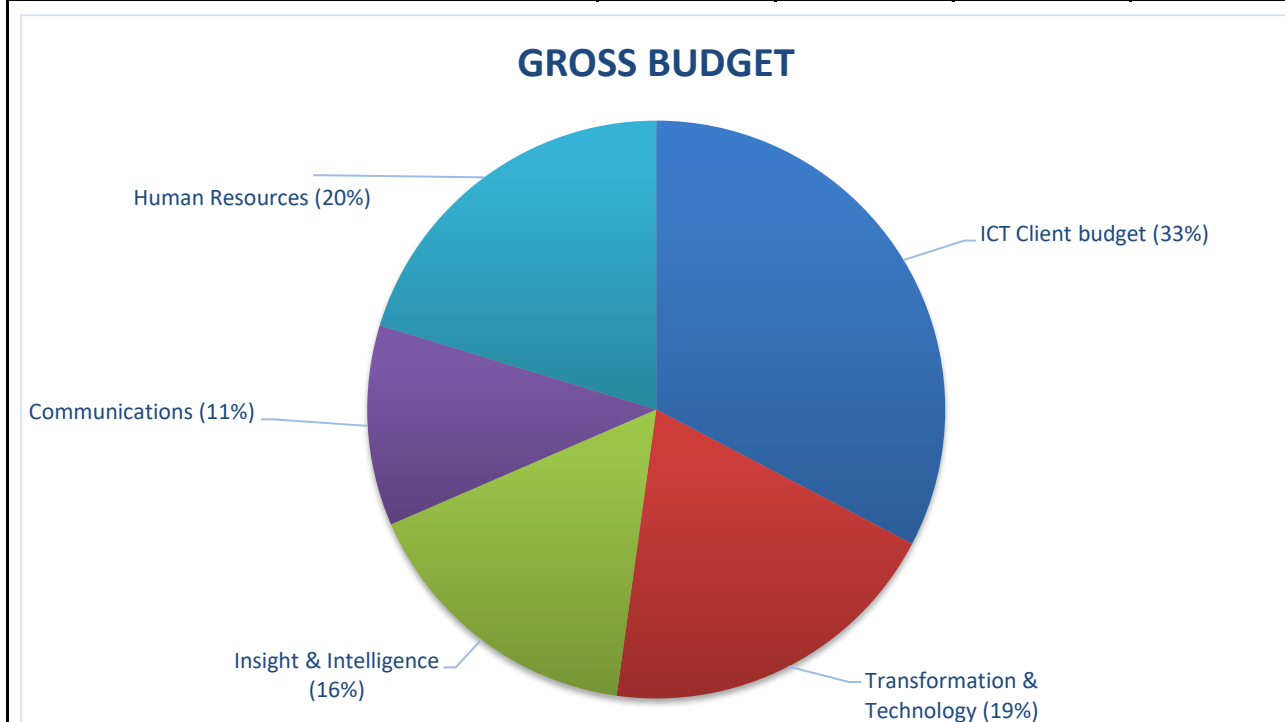
Laurence Ainsworth

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

The ICT and Marketing teams provide Business Technology Solutions, Social care systems, support ICT policy, internal and external communications, marketing and graphic design, maintaining the intranet and Council website.

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
ICT Client budget	-	4,021	(376)	3,645
Transformation & Technology	2,079	319	(1,086)	1,312
Insight and Intelligence	1,897	108	(485)	1,520
Communications	1,095	284	(452)	927
Human Resources	2,065	431	(1,044)	1,452
Total	7,136	5,163	(3,443)	8,856



As Director I confirm that the information above represents my revenue budget in 2022-23, and I commit to delivering a balanced budget during the financial year.

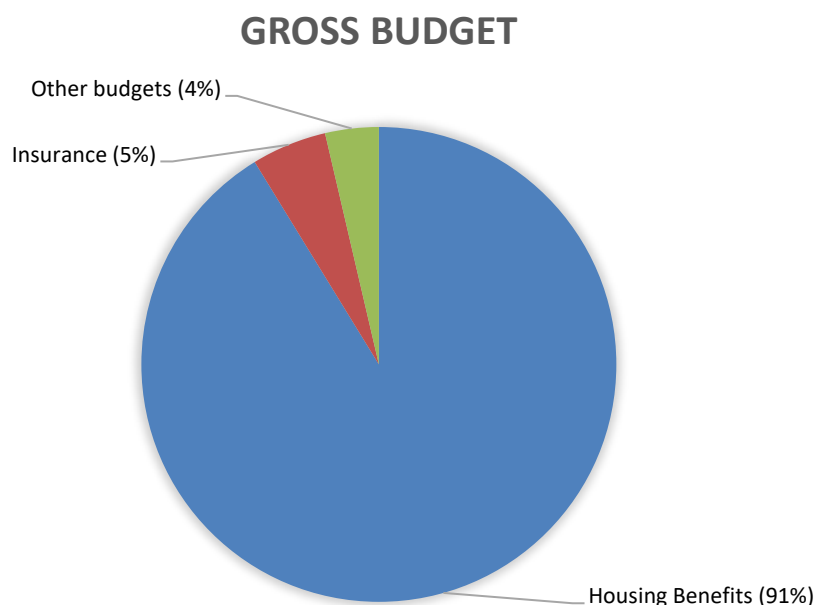
Signed:

L. Ainsworth

Corporate Services
Corporate budgets managed by Public Service Reform
Laurence Ainsworth / Debbie Hall

The Corporate service teams manage a number of budgets on behalf of the Council. These include the hardware and software budget and the ICT shared service client budget managed by PSR, the Graduate programme and all training which are managed by the HR service and Insurance, Housing benefits, Utility bills and Commisisoning budgets managed by Finance.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Hardware and Software	-	1,237	(49)	1,188
Graduates	101	-	-	101
Council wide and Services Learning & Development	160	105	-	265
Corporate budgets managed by Finance	-	518	(35)	483
Housing Benefits	-	94,322	(94,320)	2
Insurance	234	5,053	(2,144)	3,143
HRFSS Commissioning		1,643	(309)	1,334
Total	495	102,878	(96,857)	6,516



As Director I confirm that the information above represents my revenue budget in 2022-23, and I commit to delivering a balanced budget during the financial year.

Signed: *L. Ainsworth.* *Debbie Hall*

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, and Council company support. The capital financing budget is the cost of financing the capital programme.

Revenue Budget	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Central Budgets				
Apprentice levy	-	400	-	400
Capital feasibility	-	200	-	200
Premature baby leave	20	-	-	20
Pension gratuities	75	-	-	75
Employer pension contribution savings	(740)	-	-	(740)
Northgate - risk assessed contingency increase		450		450
Northgate - funded from new income in the service		500		500
HB subsidy - temporary accomodation		1,200		1,200
ASC reform & market sustainaibility		500		500
Energy and climate change		5,086		5,086
Sustainability		1,500		1,500
Economic recovery		500		500
Cross cutting growth		391		391
Cros cutting savings		(1,025)		(1,025)
Surplus contingency budget (previous years)		779	-	779
Social innovation fund		500		500
	(645)	10,981	-	10,336
Contingency Budgets				
General Contingency	-	2,250	-	2,250
Pay and Price Contingency	-	7,330	-	7,330
Redundancy Contingency	-	1,000	-	1,000
Council Company Contingency	-	1,330	-	1,330
	-	11,910	-	11,910
Capital Financing Budget	-	25,314	(4,571)	20,743
Total	(645)	48,205	(4,571)	42,989

As Director I confirm that the information above represents my revenue budget in 2022-23, and I commit to delivering a balanced budget during the financial year.

Signed: *Debbie Hall*