

Cheshire West & Chester Council

# Budget Book 2023-24



Cheshire West  
and Chester

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## Introduction

The Council's Budget Book provides detailed information and analysis of Services' 2023-24 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 2021-25.

This budget and the resulting council tax were agreed at a meeting of full Council on 16 February 2023 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 2023-24.

The Budget Book represents the first stage of the budget monitoring process for 2023-24 and while the budgets contained may be updated during the year in response to changing circumstances, or the availability of new funding, they will remain a yardstick against which the Council will measure its financial performance over the year.

**Debbie Hall**



## Summary Revenue Budget

| Directorate                                              | Pay<br>£000    | Non-Pay<br>£000 | Income<br>£000   | Net Budget<br>£000 |
|----------------------------------------------------------|----------------|-----------------|------------------|--------------------|
| <b>Adult Social Care &amp; Health</b>                    |                |                 |                  |                    |
| Commissioning, Contracts & Quality                       | 2,372          | 8,175           | (5,360)          | 5,187              |
| Integrated Adult Social Care & Health (including health) | 15,664         | 172,465         | (63,447)         | 124,682            |
| VIVO Care Choices                                        | 12,832         | 1,073           | (329)            | 13,576             |
| Public Health                                            | 1,642          | 19,062          | (2,995)          | 17,709             |
|                                                          | <b>32,510</b>  | <b>200,775</b>  | <b>(72,131)</b>  | <b>161,154</b>     |
| <b>Children &amp; Families</b>                           |                |                 |                  |                    |
| Children's Social Care                                   | 18,956         | 40,406          | (2,798)          | 56,564             |
| Education (including DSG)                                | 11,339         | 283,696         | (276,999)        | 18,036             |
| Early Help & Prevention                                  | 5,146          | 2,722           | (3,673)          | 4,195              |
|                                                          | <b>35,441</b>  | <b>326,824</b>  | <b>(283,470)</b> | <b>78,795</b>      |
| <b>Communities, Environment &amp; Economy</b>            |                |                 |                  |                    |
| Commercial Management & Delivery                         | 3,454          | 8,091           | (4,401)          | 7,144              |
| Environment & Communities                                | 20,402         | 30,424          | (16,042)         | 34,784             |
| Highways & Transport                                     | 7,587          | 24,946          | (16,946)         | 15,587             |
| Economy & Housing                                        | 10,678         | 8,169           | (10,587)         | 8,260              |
| Commercial Developments                                  | 74             | 9,181           | (16,400)         | (7,145)            |
| Housing Revenue Account (HRA)                            |                | 25,252          | (25,252)         | -                  |
|                                                          | <b>42,195</b>  | <b>106,063</b>  | <b>(89,628)</b>  | <b>58,630</b>      |
| <b>Corporate Services</b>                                |                |                 |                  |                    |
| Finance                                                  | 13,521         | 3,349           | (8,316)          | 8,554              |
| Governance & Chief Executive                             | 6,508          | 1,986           | (1,254)          | 7,240              |
| Public Service Reform                                    | 7,280          | 6,658           | (3,177)          | 10,761             |
| Corporate Budgets                                        | 650            | 102,354         | (96,407)         | 6,597              |
|                                                          | <b>27,959</b>  | <b>114,347</b>  | <b>(109,154)</b> | <b>33,152</b>      |
| <b>Council wide</b>                                      |                |                 |                  |                    |
| Central budgets                                          | -              | 9,489           | -                | 9,489              |
| Contingency budget                                       | -              | 19,485          | -                | 19,485             |
| Capital financing budget                                 | -              | 28,334          | (5,075)          | 23,259             |
|                                                          | <b>0</b>       | <b>57,308</b>   | <b>(5,075)</b>   | <b>52,233</b>      |
| <b>Total Budget</b>                                      | <b>138,105</b> | <b>805,317</b>  | <b>(559,458)</b> | <b>383,964</b>     |
| <b>Funding</b>                                           |                |                 |                  |                    |
| Government grants                                        |                |                 |                  | (65,932)           |
| Business rates                                           |                |                 |                  | (68,237)           |
| Council tax                                              |                |                 |                  | (228,934)          |
| Collection fund surplus                                  |                |                 |                  | (6,372)            |
| Use of reserves                                          |                |                 |                  | (14,489)           |
| <b>Total Funding</b>                                     |                |                 |                  | <b>(383,964)</b>   |

| <b>Subjective Analysis</b>       |                |
|----------------------------------|----------------|
|                                  |                |
| <b>Expenditure</b>               | <b>£000</b>    |
| Employees                        | 138,105        |
| Premises                         | 16,089         |
| Transport                        | 32,115         |
| Supplies and services            | 162,409        |
| Payments to service providers    | 350,148        |
| Schools expenditure              | 198,710        |
| Capital financing costs          | 45,141         |
| <b>Total Expenditure</b>         | <b>942,717</b> |
| <b>Income</b>                    | <b>£000</b>    |
| Grants                           | 344,547        |
| Customer and Client Receipts     | 96,221         |
| Reimbursements and contributions | 41,855         |
| Internal recharges               | 48,688         |
| Business rates                   | 68,237         |
| Council tax                      | 328,680        |
| Use of reserves                  | 14,489         |
| <b>Total Income</b>              | <b>942,717</b> |

## Workforce Estimates

| Directorate                                   | FTEs<br>Apr-23 | Pay Budget<br>2023-24<br>£000 |
|-----------------------------------------------|----------------|-------------------------------|
| <b>Adult Social Care and Health</b>           |                |                               |
| Commissioning, Contracts & Quality            | 39.9           | 2,372                         |
| Integrated Adult Social Care & Health         | 347.7          | 15,664                        |
| VIVO Care Choices                             | 367.5          | 12,832                        |
| Public Health                                 | 17.4           | 1,642                         |
|                                               | <b>772.5</b>   | <b>32,510</b>                 |
| <b>Children and Families</b>                  |                |                               |
| Children's Social Care                        | 440.3          | 18,956                        |
| Education                                     | 148.9          | 11,339                        |
| Early Help & Prevention                       | 120.3          | 5,146                         |
|                                               | <b>709.5</b>   | <b>35,441</b>                 |
| <b>Communities, Environment &amp; Economy</b> |                |                               |
| Commercial Management & Delivery              | 73.7           | 3,454                         |
| Environment & Communities                     | 568.4          | 20,402                        |
| Highways & Transport                          | 175.4          | 7,587                         |
| Economy & Housing                             | 288.1          | 10,678                        |
| Commercial Developments                       | 0.0            | 74                            |
| Housing Revenue Account (HRA)                 | 0.0            | 0                             |
|                                               | <b>1,105.6</b> | <b>42,195</b>                 |
| <b>Corporate</b>                              |                |                               |
| Finance                                       | 309.8          | 13,521                        |
| Governance & Chief Executive                  | 114.7          | 6,508                         |
| Public Service Reform                         | 129.6          | 7,280                         |
| Corporate Budgets                             | 2.0            | 650                           |
|                                               | <b>556.1</b>   | <b>27,959</b>                 |
| <b>Total Pay Budget</b>                       | <b>3,143.7</b> | <b>138,105</b>                |

**Revenue Budget Proposals 2023-24**

| Title                                                                    | Description                                                                                                                                                                                                                                                                                                                                                        | 23-24<br>£000         |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Adult Social Care &amp; Health</b>                                    |                                                                                                                                                                                                                                                                                                                                                                    |                       |
| <b>Commissioning, Contracts &amp; Quality - People</b>                   |                                                                                                                                                                                                                                                                                                                                                                    |                       |
| <b>Savings</b>                                                           |                                                                                                                                                                                                                                                                                                                                                                    |                       |
| Review of Independent Transfer of Care Coordinator Provision             | Reviewing Independent Transfer of Care Co-ordinator contract to ensure it is better aligned to optimum practices for hospital discharge processes.                                                                                                                                                                                                                 | (8)                   |
| Previously approved savings                                              | Savings which relate to decisions already approved in previous years.                                                                                                                                                                                                                                                                                              | (434)                 |
| <b>Investment</b>                                                        |                                                                                                                                                                                                                                                                                                                                                                    |                       |
| Commissioning Staff Growth                                               | Existing temporary post to be made permanent to deliver commissioning priorities.                                                                                                                                                                                                                                                                                  | 53                    |
| Day Services Review (Invest to Save)                                     | Temporary investment in commissioning resource to support the review of the day services offer across both the Older People and Learning Disability cohorts, reviewing usage of the current offer and developing a new Day Services plan co-designed with service users and providers. This falls out in 2025-26.                                                  | 53                    |
| <b>Total Savings Commissioning, Contracts &amp; Quality - People</b>     |                                                                                                                                                                                                                                                                                                                                                                    | <b>(442)</b>          |
| <b>Total Investment Commissioning, Contracts &amp; Quality - People</b>  |                                                                                                                                                                                                                                                                                                                                                                    | <b>106</b>            |
| <b>Total Net Savings Commissioning, Contracts &amp; Quality - People</b> |                                                                                                                                                                                                                                                                                                                                                                    | <b>(336)</b>          |
| <b>Integrated Adult Social Care &amp; Health</b>                         |                                                                                                                                                                                                                                                                                                                                                                    | <b>23-24<br/>£000</b> |
| <b>Savings</b>                                                           |                                                                                                                                                                                                                                                                                                                                                                    |                       |
| Disabled Facilities Grant (DFG)                                          | Ensuring use of the DFG is maximised to fund all eligible expenditure in relation to our Home Improvement Agency, Community Equipment and Technology Enabled Care contracts to deliver equipment and adaptations for disabled people. This includes temp funding from the DFG reserve balance, which falls out in 2024-25.                                         | (1,170)               |
| Reablement and Occupational Therapy first                                | Programmes to reduce the need for care at home. This includes delivering on our Community Led Support programme and developing both a community focused reablement service and enhanced Occupational Therapy first approach.                                                                                                                                       | (215)                 |
| Day Services Review (Savings - Invest to Save)                           | Developing a new day opportunities strategy for older people and people with a learning disability, co-designed with people who draw on services and carers to ensure our day opportunities offers meet their needs and aspirations.                                                                                                                               | (254)                 |
| Transitions Growth Mitigation                                            | Opportunity to reduce growth in transitions budget through investing in an autism intervention service and a focus on increasing the independence of young people with disabilities from age 14+ – focusing on skills development and building confidence.                                                                                                         | (18)                  |
| Mental Health Savings - High cost package review                         | Review of high-cost packages of support and out-of-borough placements in Mental Health, looking at opportunities to ensure people are having their needs met in the most cost effective way and to support more people in borough where appropriate.                                                                                                               | (22)                  |
| Extra Care Housing Facility                                              | Ensuring commissioned care arrangements at the Hallwood Court extra care facility are in line with residents' needs.                                                                                                                                                                                                                                               | (21)                  |
| Previously approved savings                                              | Savings which relate to decisions already approved in previous years.                                                                                                                                                                                                                                                                                              | (4,130)               |
| <b>Investment</b>                                                        |                                                                                                                                                                                                                                                                                                                                                                    |                       |
| Growth in Older People's demand                                          | Reflects expected demographic growth and increased complexity in older people services, based on trends seen during the past seven years.                                                                                                                                                                                                                          | 7,642                 |
| Mental Health Growth                                                     | Individual package of care costs for those with mental health needs have increased significantly with more presentations around eating disorders, self-neglect and alcohol misuse and self-injurious behaviours requiring higher levels of support and longer-term packages of care.                                                                               | 1,473                 |
| 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.                                                                                                                                                                          | 11,027                |
| 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 children's to adult's services and we are investing in additional staff to improve transition and to better manage costs. | 4,017                 |
| Expanding the range of social care support available (Investment)        | Extend more choice to people in how their care and support needs can be met through an expansion of the Shared Lives service.                                                                                                                                                                                                                                      | 57                    |
| <b>Total Savings Integrated Adult Social Care &amp; Health</b>           |                                                                                                                                                                                                                                                                                                                                                                    | <b>(5,830)</b>        |
| <b>Total Investment Integrated Adult Social Care &amp; Health</b>        |                                                                                                                                                                                                                                                                                                                                                                    | <b>24,216</b>         |
| <b>Total Net Savings Integrated Adult Social Care &amp; Health</b>       |                                                                                                                                                                                                                                                                                                                                                                    | <b>18,386</b>         |

| Vivo                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 23-24<br>£000         |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Savings</b>                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                       |
| Business Support Review                                 | Review of all business support and administrative functions within Vivo, including contracts for services held by the company which are no longer required, following the successful integration of the service into the Council in April 2022.                                                                                                                                                                                                                                                                                      | (136)                 |
| Staff Rota management                                   | Through a combination of effective staff rota management, staffing hours will be efficiently and flexibly managed to ensure that additional client referrals can be accommodated within existing staffing budgets. This will be implemented across all services (Respite, Day Services and Supported Living) to take on new referrals from social workers which would otherwise need to be commissioned from the external market.                                                                                                    | (100)                 |
| Autism Hub                                              | The funding of support services delivered by the Autism Hub will continue and the existing committed funding for the delivery of support services remains. External funding to be secured to deliver pre and post autism diagnosis support from the Hub. The model will continue to build upon the current on-line offer and brand of the west Cheshire Autism Hub with the proposal is to move to a more mobile, roving community hub model with a weekly base at different locations across the borough to reach a wider audience. | (33)                  |
| Roodee Café                                             | Move to a break-even basis for the trading arm of the Roodee café – through maximising charges to ensure full cost recovery, increased sales, streamlining staffing levels and reduce cost of sales as far as possible.                                                                                                                                                                                                                                                                                                              | (26)                  |
| <b>Total Net Savings Vivo</b>                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>(295)</b>          |
| <b>Public Health</b>                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>23-24<br/>£000</b> |
| <b>Savings</b>                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                       |
| Making best use of the Public Health Grant              | Ensuring best use of the 2023-24 Public Health Grant to fund all eligible public health spend across the Council.                                                                                                                                                                                                                                                                                                                                                                                                                    | (328)                 |
| <b>Total Net Savings Public Health</b>                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>(328)</b>          |
| <b>Total Net Savings Adult Social Care &amp; Health</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>17,427</b>         |

| Title                                                                            | Description                                                                                                                                                                                                                                                                                                                                                                                                                        | 23-24<br>£000  |
|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>Children &amp; Families</b>                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |
| <b>Children's Social Care</b>                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |
| <b>Savings</b>                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |
| Previously approved savings                                                      | Savings which relate to decisions already approved in previous years.                                                                                                                                                                                                                                                                                                                                                              | (2,133)        |
| <b>Investment</b>                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |
| Children's Social Care growth                                                    | Investment to reflect significant increased cost of Children's Social Care as a result of both increased demand, complexity of cases and increases in the cost of residential provision.                                                                                                                                                                                                                                           | 8,407          |
| Children's Social Care Staffing Growth                                           | Over the last 4 years there has been a 30% increase in referrals to Children's Social Care. The investment is to increase social worker staffing in the service to meet increased caseload demand and complexity.                                                                                                                                                                                                                  | 824            |
| Children's Social Care Early Help and Prevention (Invest to Save)                | Investment in Early Help and Prevention to reduce the number of children going into care and those that are in care from placement breakdown and escalating to more expensive placements. This will involve a whole system approach to early intervention including targeted family support, parenting programmes and support to schools.                                                                                          | 250            |
| Children in Care and Care Leavers Accommodation Strategy (Invest to Save)        | Investment required to deliver accommodation strategy, predominantly investment in staff and accommodation costs required to open further in-house in borough residential provision and investment in new types of support including specialist foster carers.                                                                                                                                                                     | 1,425          |
| Safeguarding Infants Programme - Corporate Grandparent Approach (Invest to Save) | Support those children who are in our care or have left our care up to the age of 24 years with their first child, by investing in family nurse partnership commissioned service with savings realised by preventing babies from entering care through care proceedings.                                                                                                                                                           | 42             |
| Safeguarding Infants Programme - Recurrent Care Proceedings (Invest to Save)     | Supporting families who have experienced recurrent care proceedings by investing in family intervention workers to help and support parents as they work through instances related to domestic abuse, adult mental health and emotional wellbeing, court work, and assessment issues from re-entering the care system which will generate savings by preventing recurrent care proceedings.                                        | 218            |
| Pinewood Plus (Invest to Save)                                                   | Invest to save proposal to expand the Pinewood offer to 16+. Pinewood provision operates overnight respite 4 nights per week providing a maximum of 3 beds. This proposal would build upon this high quality provision to focus on the development of independent living skills for 16+ and increase the respite capacity of Pinewood specifically for this age cohort. This would also create trading opportunities from 2025-26. | 106            |
| Safeguarding Unit Staffing                                                       | Additional Independent Reviewing Officer within the Safeguarding Unit due to the increased numbers and complexity of the children in our care and increasing caseloads.                                                                                                                                                                                                                                                            | 72             |
| <b>Total Savings Children's Social Care</b>                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>(2,133)</b> |
| <b>Total Investment Children's Social Care</b>                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>11,344</b>  |
| <b>Total Net Savings Children's Social Care</b>                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>9,211</b>   |

| Education and Inclusion                                    |                                                                                                                                                                                                                        | 23-24<br>£000 |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <b>Savings</b>                                             |                                                                                                                                                                                                                        |               |
| Senior management structure                                | Savings arising from changes to the service management structure.                                                                                                                                                      | (34)          |
| Previously approved savings                                | Savings which relate to decisions already approved in previous years.                                                                                                                                                  | (413)         |
| <b>Investment</b>                                          |                                                                                                                                                                                                                        |               |
| Home to School Transport – Special Educational Needs (SEN) | Investment to manage the increasing demand and complexity in transport arrangements for eligible pupils with special educational needs.                                                                                | 1,922         |
| Home to School Transport - Mainstream Growth               | Investment to manage the increasing demand and cost in transport arrangements for eligible pupils in mainstream schools.                                                                                               | 931           |
| Growth in Education, Health & Care Plan demand             | Investment in the Education and Inclusion Service to respond to the increased demand for Education Health and Care Plans.                                                                                              | 130           |
| Schools Funding                                            | Additional funding required as a result of the phased removal of funding for historic commitments in the Central Schools Services Block of the Dedicated Schools Grant funding for local authority education services. | 284           |
| <b>Total Savings Education and Inclusion</b>               |                                                                                                                                                                                                                        | <b>(447)</b>  |
| <b>Total Investment Education and Inclusion</b>            |                                                                                                                                                                                                                        | <b>3,267</b>  |
| <b>Total Net Savings Education and Inclusion</b>           |                                                                                                                                                                                                                        | <b>2,820</b>  |
| <b>Total Net Savings Children &amp; Families</b>           |                                                                                                                                                                                                                        | <b>12,031</b> |

| Title                                                                          | Description                                                                                                                                                                                                                                                                                                                                                                          | 23-24<br>£000         |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Communities, Environment and Economy</b>                                    |                                                                                                                                                                                                                                                                                                                                                                                      |                       |
| <b>Communities, Environment and Economy Directorate Wide</b>                   |                                                                                                                                                                                                                                                                                                                                                                                      |                       |
| <b>Savings</b>                                                                 |                                                                                                                                                                                                                                                                                                                                                                                      |                       |
| Previously approved savings                                                    | Savings which relate to decisions already approved in previous years.                                                                                                                                                                                                                                                                                                                | (500)                 |
| <b>Total Net Savings Communities, Environment and Economy Directorate Wide</b> |                                                                                                                                                                                                                                                                                                                                                                                      | <b>(500)</b>          |
| <b>Commercial Management &amp; Delivery</b>                                    |                                                                                                                                                                                                                                                                                                                                                                                      | <b>23-24<br/>£000</b> |
| <b>Savings</b>                                                                 |                                                                                                                                                                                                                                                                                                                                                                                      |                       |
| Estate Rationalisation (Savings - Invest to save)                              | Reduce running costs of the Council's estate through rationalisation and more efficient use of better quality assets.                                                                                                                                                                                                                                                                | (100)                 |
| Qwest Contract Savings                                                         | A review of the specification for cleaning services across our operational buildings and realignment of income to reflect expected Qwest rebate in line with contract terms.                                                                                                                                                                                                         | (200)                 |
| Previously approved savings                                                    | Savings which relate to decisions already approved in previous years.                                                                                                                                                                                                                                                                                                                | (432)                 |
| <b>Total Net Savings Commercial Management &amp; Delivery</b>                  |                                                                                                                                                                                                                                                                                                                                                                                      | <b>(732)</b>          |
| <b>Environment and Communities</b>                                             |                                                                                                                                                                                                                                                                                                                                                                                      | <b>23-24<br/>£000</b> |
| <b>Savings</b>                                                                 |                                                                                                                                                                                                                                                                                                                                                                                      |                       |
| Reduction in cost of discounts for Green Bins                                  | As part of the new waste strategy, the authority offers a £10 discount for full council tax reduction claimants and this discount will continue. Following a review the budget can be reduced in line with the current cost of the discounts.                                                                                                                                        | (65)                  |
| Container Management policy                                                    | To charge for all bins / boxes replacements and green bin replacement, having full cost recovery for all bins from purchase to delivery.                                                                                                                                                                                                                                             | (50)                  |
| Closed landfill sites                                                          | The Council has a reserve to cover costs relating to closed landfill sites. This proposal is to charge staff time and associated non pay costs to the reserve.                                                                                                                                                                                                                       | (54)                  |
| StreetCare Operations                                                          | Review of the StreetCare Service in order to facilitate specific service delivery requirements. In addition, a reduction in overtime and recovery of costs of additional demand generated by weekend events, to be recovered by recharging the event holder. This will enable focusing of the teams to ensure local communities are clean, green, and safe places to live and visit. | (214)                 |
| Parking Options for Residents                                                  | Review of parking charges, including residents parking schemes, to ensure appropriate and consistent charging across the Borough.                                                                                                                                                                                                                                                    | (63)                  |
| Library Services                                                               | Review and reimagine some library services with communities to ensure they are meeting local demand and maintaining sufficient service provision, whilst reducing costs.                                                                                                                                                                                                             | (144)                 |
| Review of contributions to external bodies                                     | Work with external cultural organisations to ensure services are aligned to community needs.                                                                                                                                                                                                                                                                                         | (5)                   |
| Electric Vehicle (EV) Charge points                                            | Income generated by the use of EV charge points installed on Council-owned land under a long-term concession agreement.                                                                                                                                                                                                                                                              | (10)                  |
| Previously approved savings                                                    | Savings which relate to decisions already approved in previous years.                                                                                                                                                                                                                                                                                                                | (4,113)               |
| <b>Investment</b>                                                              |                                                                                                                                                                                                                                                                                                                                                                                      |                       |
| Parking Services (Investment)                                                  | Investment required to deliver associated savings within parking services.                                                                                                                                                                                                                                                                                                           | 48                    |
| Investment in local heritage                                                   | New revenue requirements associated with the new Archive facility and Chester Rows, to enable the delivery and sustainability of new and enhanced services.                                                                                                                                                                                                                          | 8                     |
| Waste Collection                                                               | Investment to reflect increased costs of waste collection resulting from annual housing growth.                                                                                                                                                                                                                                                                                      | 331                   |
| <b>Total Savings Environment and Communities</b>                               |                                                                                                                                                                                                                                                                                                                                                                                      | <b>(4,718)</b>        |
| <b>Total Investment Environment and Communities</b>                            |                                                                                                                                                                                                                                                                                                                                                                                      | <b>387</b>            |
| <b>Total Net Savings Environment and Communities</b>                           |                                                                                                                                                                                                                                                                                                                                                                                      | <b>(4,331)</b>        |

| Highways and Transport                                                     |                                                                                                                                                                                                                                                                                                                                                                                                          | 23-24<br>£000         |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Savings</b>                                                             |                                                                                                                                                                                                                                                                                                                                                                                                          |                       |
| Winter Maintenance                                                         | A review of winter highways maintenance schedules and routes to ensure an appropriate level of maintenance is undertaken and a safe road network maintained for all users.                                                                                                                                                                                                                               | (50)                  |
| Capitalisation of highway repairs                                          | Maximise external funding received for pothole repairs by charging minor highway repairs to the capital grant allocation.                                                                                                                                                                                                                                                                                | (213)                 |
| Highways Staffing efficiencies                                             | Staffing efficiencies to be identified and delivered as part of the ongoing Highways restructure.                                                                                                                                                                                                                                                                                                        | (203)                 |
| Christmas lights                                                           | Explore opportunities for commercial sponsorship, town and parish councils involvement or other external funding to fund Christmas lighting across the borough.                                                                                                                                                                                                                                          | (20)                  |
| Highways licenses                                                          | Update the existing licensing process in line with the legislation to shadow the Council's permit scheme and implement a new licence process relating to building materials on the highways.                                                                                                                                                                                                             | (65)                  |
| Highway Claims                                                             | Changes to the Term Maintenance Contract to ensure that any claims occurring as a result of the contractor's failure to meet agreed intervention levels will be met by the contractor.                                                                                                                                                                                                                   | (50)                  |
| Concessionary Fare Budget                                                  | Savings resulting from the Concessionary Fare budget due to lower levels of patronage.                                                                                                                                                                                                                                                                                                                   | (200)                 |
| Previously approved savings                                                | Savings which relate to decisions already approved in previous years.                                                                                                                                                                                                                                                                                                                                    | (735)                 |
| <b>Investment</b>                                                          |                                                                                                                                                                                                                                                                                                                                                                                                          |                       |
| Staffing efficiencies                                                      | Linked to the Highways delivery model there was a saving in 2022-23 relating to staffing efficiencies in the client / contract teams. Given the change in the model the saving will no longer be delivered.                                                                                                                                                                                              | 40                    |
| <b>Total Savings Highways and Transport</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                          | <b>(1,536)</b>        |
| <b>Total Investment Highways and Transport</b>                             |                                                                                                                                                                                                                                                                                                                                                                                                          | <b>40</b>             |
| <b>Total Net Savings Highways and Transport</b>                            |                                                                                                                                                                                                                                                                                                                                                                                                          | <b>(1,496)</b>        |
| <b>Economy and Housing</b>                                                 |                                                                                                                                                                                                                                                                                                                                                                                                          | <b>23-24<br/>£000</b> |
| <b>Savings</b>                                                             |                                                                                                                                                                                                                                                                                                                                                                                                          |                       |
| Total Environment Service Re-Design                                        | External funding opportunities to be explored and streamlining of functions within the Planning and Place Making Team.                                                                                                                                                                                                                                                                                   | (131)                 |
| Efficiencies from sharing strategic and specialist services                | Exploring opportunities for sharing strategic and specialist services with neighbouring authorities to deliver operational efficiencies.                                                                                                                                                                                                                                                                 | (30)                  |
| Review of regeneration structure                                           | Review operating model of the regeneration team and focus resource on the delivery of strategic and priority schemes which will also deliver non pay efficiencies within Business Growth.                                                                                                                                                                                                                | (190)                 |
| Maximise use of developer contributions administration and monitoring fees | Use of Community Infrastructure Levy admin / monitoring fees to contribute to service management and overheads.                                                                                                                                                                                                                                                                                          | (50)                  |
| Review of Energy & Carbon Reduction function                               | A review of an external contract in relation to Energy and Carbon Reduction. The aim will be to review the service provided and deliver a more effective service by enhancing the links with the Climate Change team.                                                                                                                                                                                    | (80)                  |
| Previously approved savings                                                | Savings which relate to decisions already approved in previous years.                                                                                                                                                                                                                                                                                                                                    | (292)                 |
| <b>Investment</b>                                                          |                                                                                                                                                                                                                                                                                                                                                                                                          |                       |
| Housing Operations                                                         | Investment in a Senior Housing Operations/Temporary Accommodation Manager to oversee all housing operations, supported accommodation and temporary accommodation. There is increasing demand in this service and there is a need to have a senior level resource to undertake review, service development and support the existing team.                                                                 | 83                    |
| <b>Total Savings Economy and Housing</b>                                   |                                                                                                                                                                                                                                                                                                                                                                                                          | <b>(773)</b>          |
| <b>Total Investment Economy and Housing</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                          | <b>83</b>             |
| <b>Total Net Savings Economy and Housing</b>                               |                                                                                                                                                                                                                                                                                                                                                                                                          | <b>(690)</b>          |
| <b>Total Net Savings Communities, Environment and Economy</b>              |                                                                                                                                                                                                                                                                                                                                                                                                          | <b>(7,749)</b>        |
| <b>Finance</b>                                                             |                                                                                                                                                                                                                                                                                                                                                                                                          | <b>23-24<br/>£000</b> |
| <b>Savings</b>                                                             |                                                                                                                                                                                                                                                                                                                                                                                                          |                       |
| Insurance                                                                  | Review of insurance costs following the completion of the tender exercise for insurance cover and finalisation of all contract terms.                                                                                                                                                                                                                                                                    | (400)                 |
| Capitalisation of Governance & Support Team                                | The Governance and Support team are supporting the Unit 4 financial system. This support will be a mixture of day-to-day system admin and development work. The development work will be charged to the capital programme.                                                                                                                                                                               | (90)                  |
| Non-pay budgets                                                            | A review of expenditure within Financial Management has highlighted a number of areas where budgets can be reduced to reflect changes in respect of new ways of working including printing, licence costs and conference fees.                                                                                                                                                                           | (50)                  |
| Supplier Early Payment Solution                                            | The Council will implement an early payment solution which will enable suppliers to receive payment for goods and services earlier than our normal terms of trade but at a discounted price. This will provide a cash flow benefit to our suppliers and will also result in a saving to the Council. The payment solution will also allow small and micro suppliers to be paid early without any charge. | (40)                  |
| Salary Sacrifice AVC scheme                                                | A new salary sacrifice scheme for Pension Additional Voluntary Contributions is being introduced. This scheme will generate savings in income tax and National Insurance for both the employee and the Council.                                                                                                                                                                                          | (20)                  |

|                                                         |                                                                                                                                                                                                                                                                                                            |                       |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| Income from Advertising                                 | The Council will seek to generate additional income from advertising on Council owned assets such as roundabouts, bus shelters and highway assets.                                                                                                                                                         | (105)                 |
| Previously approved savings                             | Savings which relate to decisions already approved in previous years.                                                                                                                                                                                                                                      | (506)                 |
| <b>Investment</b>                                       |                                                                                                                                                                                                                                                                                                            |                       |
| Governance and Support Team                             | Increased capacity within the Governance and Support Team to provide post go live support and development of the Unit 4 finance system.                                                                                                                                                                    | 138                   |
| <b>Total Savings Finance</b>                            |                                                                                                                                                                                                                                                                                                            | <b>(1,211)</b>        |
| <b>Total Investment Finance</b>                         |                                                                                                                                                                                                                                                                                                            | <b>138</b>            |
| <b>Total Net Savings Finance</b>                        |                                                                                                                                                                                                                                                                                                            | <b>(1,073)</b>        |
| <b>Governance and Chief Executive</b>                   |                                                                                                                                                                                                                                                                                                            | <b>23-24<br/>£000</b> |
| <b>Savings</b>                                          |                                                                                                                                                                                                                                                                                                            |                       |
| Reduction of non-pay budgets.                           | Reduction of non-pay budgets.                                                                                                                                                                                                                                                                              | (8)                   |
| <b>Investment</b>                                       |                                                                                                                                                                                                                                                                                                            |                       |
| Legal team to support safeguarding                      | The significant increase in referrals to social care has increased the number of referrals to Legal e.g. increase in number of court hearings, increasing demand for legal input in respect of Coroners hearings, resulting in the requirement for additional resource and capacity within legal services. | 328                   |
| Member allowances                                       | Following a review by the Independent Members' Remuneration Panel (IMRP), the level of member allowances will be considered by the new Council administration following the May election.                                                                                                                  | 155                   |
| <b>Total Savings Governance and Chief Executive</b>     |                                                                                                                                                                                                                                                                                                            | <b>(8)</b>            |
| <b>Total Investment Governance and Chief Executive</b>  |                                                                                                                                                                                                                                                                                                            | <b>483</b>            |
| <b>Total Net Savings Governance and Chief Executive</b> |                                                                                                                                                                                                                                                                                                            | <b>475</b>            |
| <b>Public Service Reform</b>                            |                                                                                                                                                                                                                                                                                                            | <b>23-24<br/>£000</b> |
| <b>Savings</b>                                          |                                                                                                                                                                                                                                                                                                            |                       |
| Capitalisation of ICT devices                           | To meet the costs of devices such as laptops / desktops through capital budgets rather than revenue on an ongoing basis.                                                                                                                                                                                   | (400)                 |
| ICT Review Savings                                      | Reducing the costs of ICT through more self-service, greater alignment, reduction of overheads in line with a new model, vacancy management, third party reductions, and a reduction in the digital budget.                                                                                                | (70)                  |
| Reconfigure communication resources                     | Review of the communications structure and service levels.                                                                                                                                                                                                                                                 | (30)                  |
| Previously approved savings                             | Savings which relate to decisions already approved in previous years.                                                                                                                                                                                                                                      | (30)                  |
| <b>Investment</b>                                       |                                                                                                                                                                                                                                                                                                            |                       |
| ICT Service Model Review - temporary investment         | Temporary investment in ICT shared service pending implementation of a new model. This will fall out in 2025-26.                                                                                                                                                                                           | 1,000                 |
| Invest in data engineering function                     | Extending current temporary posts in the data engineering function to provide data expertise to produce more sophisticated insight required to support the early intervention and prevention agenda.                                                                                                       | 75                    |
| <b>Total Savings Public Service Reform</b>              |                                                                                                                                                                                                                                                                                                            | <b>(530)</b>          |
| <b>Total Investment Public Service Reform</b>           |                                                                                                                                                                                                                                                                                                            | <b>1,075</b>          |
| <b>Total Net Savings Public Service Reform</b>          |                                                                                                                                                                                                                                                                                                            | <b>545</b>            |
| <b>Total Net Savings Corporate</b>                      |                                                                                                                                                                                                                                                                                                            | <b>(53)</b>           |

| Title                                                   | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 23-24<br>£000   |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Council Wide and Cross Cutting</b>                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |
| <b>Savings</b>                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |
| Council Companies savings target                        | The Council will work with all of its companies to identify opportunities to reduce the net cost of the services they provide to the Council. In particular the Council will work with Brio to deliver a recovery plan targeting reductions in operating costs and overheads and growth in income. Through this approach the company seeks to mitigate the ongoing impact of the £3.6m of cost/inflation pressure experienced by the company in 2022-23, which has been separately reflected as growth pressure within the Council's 2023-24 budget. | (1,350)         |
| Review of Fees & Charges                                | Review of fees and charges, to ensure that inflationary uplift is applied, and full cost recovery is being achieved from the provision of chargeable services. This includes Adults Social Care and Environment. Green waste permits will remain frozen at £40 in 2023 in recognition of current cost of living pressures on households.                                                                                                                                                                                                             | (3,693)         |
| Non-pay budgets                                         | Efficiency savings from a review of supplies and services across non-pay budgets.                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | (131)           |
| Previously approved savings                             | Savings which relate to decisions already approved in previous years.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | (753)           |
| <b>Investment</b>                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |
| Council Companies growth pressure                       | The Council owns or part owns several companies who support delivery of Council services. Additional growth is being provided to reflect ongoing cost pressures in Brio as a result of lower usage and income shortfalls following the pandemic. In addition to this growth, the impact of inflation on the cost of the services provided by Brio (£1.8m) is separately reflected as part of the Councils inflation figures, and a further £1m is to be funded from contingency budgets set aside in 2022-23.                                        | 700             |
| Digital Channel Shift Phase 2 - Investment              | Investment to deliver savings from phase 2 of the Digital Strategy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100             |
| <b>Total Savings Council Wide and Cross Cutting</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>(5,927)</b>  |
| <b>Total Investment Council Wide and Cross Cutting</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>800</b>      |
| <b>Total Net Savings Council Wide and Cross Cutting</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>(5,127)</b>  |
| <b>Total Savings</b>                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>(25,410)</b> |
| <b>Total Investment</b>                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>41,939</b>   |
| <b>Total Net Savings</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>16,529</b>   |

## **Capital Programme 2023-24**

| Specific Schemes and Annual Allocations for Approval | Description                                                                                                                                                                                                                                                                                                                                                                        | Capital Programme |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|                                                      |                                                                                                                                                                                                                                                                                                                                                                                    | 2023-24           |
|                                                      |                                                                                                                                                                                                                                                                                                                                                                                    | £m                |
| Health & Wellbeing                                   |                                                                                                                                                                                                                                                                                                                                                                                    |                   |
| Children & Young People                              |                                                                                                                                                                                                                                                                                                                                                                                    |                   |
| Special Educational 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.                                                                                                 | 1.318             |
| Devolved Formula Capital                             | Investment in maintenance and improvements to around 126 schools and educational facilities in line with Asset Management Plans and School Development Plans.                                                                                                                                                                                                                      | 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 2,000 places across a number of School Planning areas over the next four years with further areas under review.                                                                                                                               | 10.680            |
| 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             |
| Schools Play Provision                               | This investment will fund remaining works for enhanced play provision for eight schools.                                                                                                                                                                                                                                                                                           | 0.142             |
| 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. | 4.563             |
| Total Health & Wellbeing                             |                                                                                                                                                                                                                                                                                                                                                                                    | 22.081            |

| Specific Schemes and Annual Allocations for Approval   | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Capital Programme |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2023-24           |
|                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | £m                |
| Communities, Environment & Economy                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                   |
| Climate Emergency                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                   |
| Energy & Carbon Reduction: Street lighting             | Capital investment to deliver a Central Management System to manage the timings of street lighting columns on A roads in order to generate revenue savings and carbon reductions.                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0.614             |
| Climate Emergency - Carbon Reduction Strategy          | This investment supports the delivery of the Guilden Sutton Depot charging points                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0.215             |
| Regeneration                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                   |
| Neston Regeneration                                    | Funding to develop a masterplan for Neston including a projected timeline for future regeneration projects.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0.100             |
| 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.                                                                                                                                                                                    | 17.572            |
| 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 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. | 1.970             |
| 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. As part of an increasing focus on 'fixing our footpaths', the proportion of funding being spent on the treatment and repair of pedestrian routes has doubled since 2021. The investment will help to deliver key priorities; to attract and retain new investment, residents, housing and development.                                                                                                             | 13.379            |

| Specific Schemes and Annual Allocations for Approval | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Capital Programme |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2023-24           |
|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | £m                |
| Soot Hill                                            | Investment to reinstate the carriageway at Soot Hill.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 3.100             |
| 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).                                                                                                                                                                                                                                                                                                                                                                             | 1.300             |
| ANPR Cameras Enforcement of moving traffic offences  | 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0.400             |
| 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.                                                                                                                                                                                                                                                                                                                                      | 1.650             |
| <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. | 12.739            |
| 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 people in need 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             |
| Housing Delivery                                     | Investment in Phoenix House Depot to clear the site in preparation for further development and a contribution to a community land scheme to deliver units in Tattenhall.                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0.724             |
| Affordable Housing                                   | Investment to develop and deliver an affordable housing programme to meet the future needs of local residents and address strategic housing priorities for the borough.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0.500             |
| <b>Culture &amp; Leisure</b>                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                   |
| Northwich Library                                    | Investment in Northwich Library to upgrade the building and develop the library service.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1.229             |
| Archives Facility                                    | Investment for the delivery phase of the relocation of the Archives service to new premises, improving storage conditions for the preservation of archives and improving access to the service for residents and visitors, including a wider range of services such as learning and outreach programmes and digital delivery.                                                                                                                                                                                                                                                                                                                        | 14.413            |
| 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.                                                                                                                                                                                                                                                                                                  | 0.810             |
| Libraries ICT Infrastructure                         | Upgrade of the network of self service terminals to ensure technology is fully supported.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0.415             |
| <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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 3.476             |
| Leisure Asset Management                             | 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0.030             |
| Chester Rows Fire Protection                         | Investment in fire protection equipment on the Chester Rows through the purchase of a bin store for Feathers Lane and three fire detection cameras. The heat cameras will be installed after the wider upgrade. The heat loop runs around the walkway and is triggered when the heat from a fire melts it, reducing the likelihood of false alarms.                                                                                                                                                                                                                                                                                                  | 0.203             |
| Waste Strategy                                       | Ongoing investment to support the delivery of the waste strategy, including purchase of vehicles and final roll out of new containers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 4.356             |
| <b>Total Communities, Environment &amp; Economy</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>79.995</b>     |

| Specific Schemes and Annual Allocations for Approval              | Description                                                                                                                                                                                                                                                                                                                                           | Capital Programme |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|                                                                   |                                                                                                                                                                                                                                                                                                                                                       | 2023-24           |
|                                                                   |                                                                                                                                                                                                                                                                                                                                                       | £m                |
| <b>Corporate</b>                                                  |                                                                                                                                                                                                                                                                                                                                                       |                   |
| <b>ICT &amp; Digital</b>                                          |                                                                                                                                                                                                                                                                                                                                                       |                   |
| Unit 4 Development                                                | The Council has implemented a new Human Resources and Finance system. Ongoing investment will be required to support the implementation of additional functionality to support Council business and more efficient business processes.                                                                                                                | 0.500             |
| Digital Channel Shift                                             | Increasing the number of services and processes delivered through digital and support for new ways of working.                                                                                                                                                                                                                                        | 1.507             |
| 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. | 1.836             |
| ICT Operating Model                                               | Investment to transfer from the current shared service operating model to a hybrid model. This would involve retaining a shared data centre and network but would involve separation and reconfiguration of other functions that are currently shared including helpdesk, device support, application support, architecture and projects.             | 1.237             |
| Capitalisation of Equipment (ICT)                                 | Funding to enable the capitalisation of the cyclical replacement costs for laptops, desktops and similar devices used by staff to deliver Council services.                                                                                                                                                                                           | 0.400             |
| Capitalised Salaries (System Development)                         | Capitalisation of staff time spent on developing the future capabilities and enhancing the performance of Council business systems                                                                                                                                                                                                                    | 0.130             |
| <b>Council Wide</b>                                               |                                                                                                                                                                                                                                                                                                                                                       |                   |
| Transformational projects to improve services                     | Investment to deliver service improvements and efficiencies.                                                                                                                                                                                                                                                                                          | 1.362             |
| <b>Total Corporate</b>                                            |                                                                                                                                                                                                                                                                                                                                                       | <b>6.972</b>      |
| <b>Total Specific Schemes and Annual Allocations for Approval</b> |                                                                                                                                                                                                                                                                                                                                                       | <b>109.048</b>    |

## Schemes Under Development

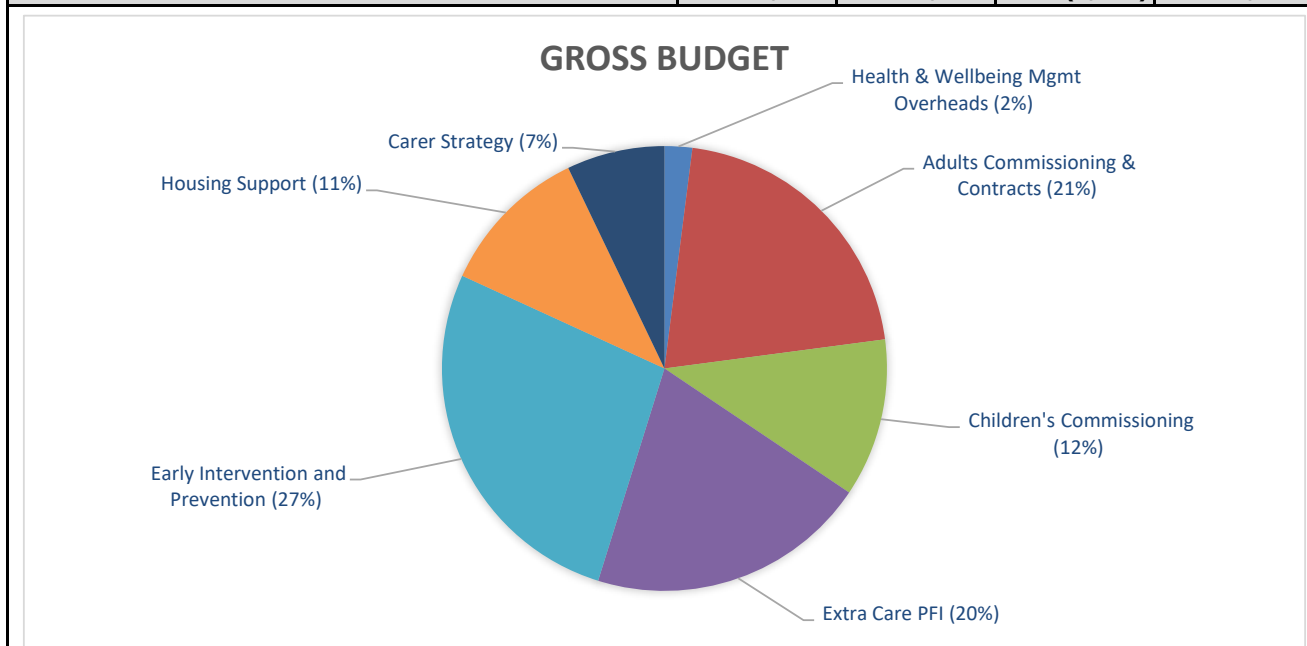
| Schemes Under Development                               | Description                                                                                                                                                                                                                                                                                                                                                                 | Total Indicative  |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|                                                         |                                                                                                                                                                                                                                                                                                                                                                             | Capital Programme |
|                                                         |                                                                                                                                                                                                                                                                                                                                                                             | 2023-27           |
|                                                         |                                                                                                                                                                                                                                                                                                                                                                             | £m                |
| Health & Wellbeing                                      |                                                                                                                                                                                                                                                                                                                                                                             |                   |
| Children & Young People                                 |                                                                                                                                                                                                                                                                                                                                                                             |                   |
| Children's Residential Accommodation                    | Investment to support the delivery of the children in care and care leavers accomodation strategy.                                                                                                                                                                                                                                                                          | 1.739             |
| 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 workstream as part of the review.                                                                                           | 6.919             |
| Pupil Referral Unit                                     | Investment in a new Pupil Referral facility to support the needs of vulnerable pupils excluded from school.                                                                                                                                                                                                                                                                 | 3.203             |
| Emerging Pressure Childrens                             | Flexible funding to support the emerging priorities in Children’s services, potentially providing match funding capacity as part of a programme to deliver improved facilities through the Youth Investment Fund.                                                                                                                                                           | 0.500             |
| Public Health                                           |                                                                                                                                                                                                                                                                                                                                                                             |                   |
| Leisure Asset Management                                | Investment to support improvements in our leisure assets, focusing on those assets which are best placed to help meet the Council’s health and wellbeing objectives.                                                                                                                                                                                                        | 11.475            |
| Total Health and Wellbeing                              |                                                                                                                                                                                                                                                                                                                                                                             | 23.836            |
| Communities, Environment & Economy                      |                                                                                                                                                                                                                                                                                                                                                                             |                   |
| Climate Emergency                                       |                                                                                                                                                                                                                                                                                                                                                                             |                   |
| 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.                                                                                          | 3.982             |
| Regeneration                                            |                                                                                                                                                                                                                                                                                                                                                                             |                   |
| Regeneration Schemes                                    | Investment across the Borough with a particular focus on market towns which will aim to create attractive town centres that serve 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.                                                                  | 1.514             |
| Transforming Ellesmere Port Town Centre                 | Investment to enhance Ellesmere Port Town Centre through an upgraded and more sustainable market hall, improved cycleways and walkways, public realm enhancements and unlocking sites to enable delivery of new low carbon housing.                                                                                                                                         | 14.864            |
| Housing                                                 |                                                                                                                                                                                                                                                                                                                                                                             |                   |
| Housing Delivery                                        | Investment in housing across the borough including council, market sale and affordable housing resulting in new homes.                                                                                                                                                                                                                                                      | 14.575            |
| Housing Growth: Supported Housing for Vulnerable People | Supported housing provision for more residents to help maintain their independence including new Homelessness provision and support for adults with learning disability (circa 20 units).                                                                                                                                                                                   | 3.009             |
| Highways & Transport                                    |                                                                                                                                                                                                                                                                                                                                                                             |                   |
| Winnington Corridor                                     | A highways scheme to reroute and enhance part of the A533 Winnington including replacing existing bridges across the River Weaver. This funding was originally a match funding contribution towards a large levelling up fund bid. That funding application has recently been rejected, the Council is now exploring options for alternative funding to support the scheme. | 2.000             |
| Replacement upgrade of Public Realm CCTV system         | Supporting programme of upgrading existing CCTV analogue cameras with digital cameras as they become due for replacement.                                                                                                                                                                                                                                                   | 0.500             |
| Emerging Pressures Highways                             | Funding allocation to support a range of emerging pressures impacting on highways and transport needs. Includes additional funding to support flood prevention measures, deliver active travel improvements or upgrade facilities.                                                                                                                                          | 2.500             |

|                                                         |                                                                                                                                                                                                                                                |               |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <b>Culture &amp; Leisure</b>                            |                                                                                                                                                                                                                                                |               |
| Play Strategy                                           | Development of Council's 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 well-being. | 0.240         |
| <b>Communities, Environment &amp; Economy</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.                                                                                                | 0.380         |
| 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 (Under Development) | Continued investment in the football pitch programme that will see improvements over the next four years to around 40 grass pitches across 13 sites across the Borough in line with the Council's Playing Pitch Strategy.                      | 1.500         |
| <b>Asset Management</b>                                 |                                                                                                                                                                                                                                                |               |
| Northwich Market                                        | Investment to deliver new market in the Northwich area, delivering an improved visitor experience.                                                                                                                                             | 1.008         |
| <b>Total Communities, Environment &amp; Economy</b>     |                                                                                                                                                                                                                                                | <b>48.055</b> |
| <b>Corporate</b>                                        |                                                                                                                                                                                                                                                |               |
| <b>Council Wide</b>                                     |                                                                                                                                                                                                                                                |               |
| Emerging Pressures                                      | Contingency to fund unforeseen impacts or cost increases.                                                                                                                                                                                      | 12.000        |
| <b>Total Corporate</b>                                  |                                                                                                                                                                                                                                                | <b>12.000</b> |
|                                                         |                                                                                                                                                                                                                                                |               |
| <b>Total Schemes Under Development</b>                  |                                                                                                                                                                                                                                                | <b>83.891</b> |

## 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         |
| Health & Wellbeing Mgmt Overheads | 192          | 20           | -              | 212          |
| Adults Commissioning & Contracts  | 2,107        | 97           | (198)          | 2,006        |
| Children's Commissioning          | 73           | 1,141        | (76)           | 1,138        |
| Extra Care PFI                    | -            | 2,152        | (1,714)        | 438          |
| Early Intervention and Prevention | -            | 2,850        | (2,113)        | 737          |
| Housing Support                   | -            | 1,164        | (518)          | 646          |
| Carer Strategy                    | -            | 751          | (741)          | 10           |
| <b>Total</b>                      | <b>2,372</b> | <b>8,175</b> | <b>(5,360)</b> | <b>5,187</b> |



As Director I confirm that the information above represents my revenue budget in 2023-24, and I commit to delivering a balanced budget during the financial year.

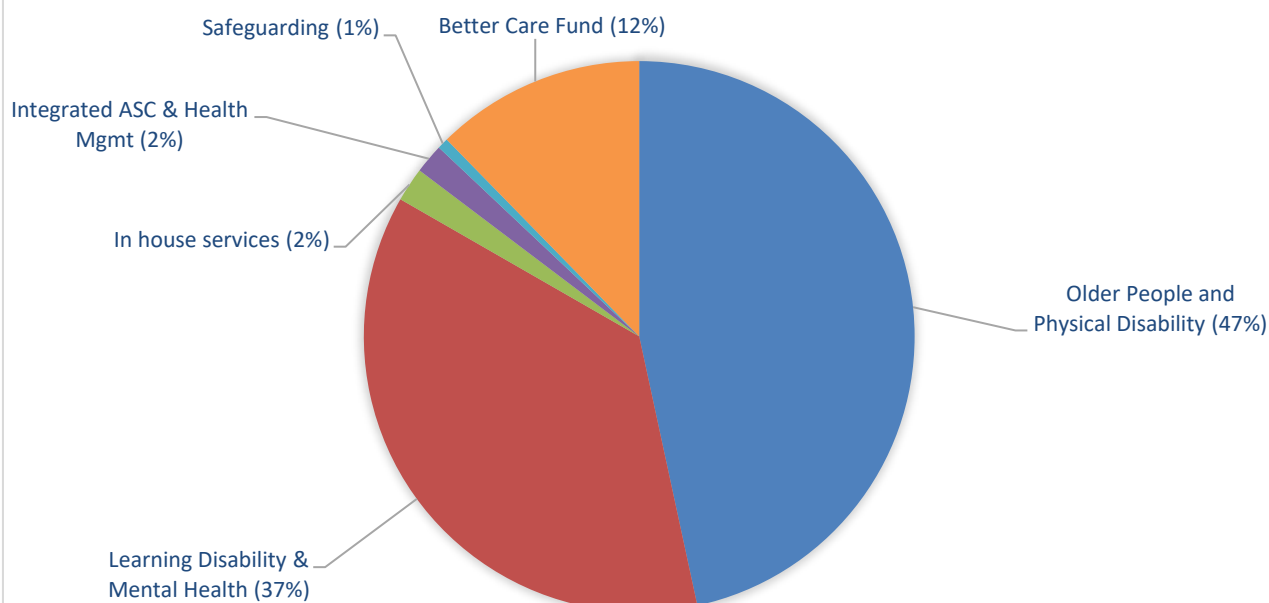
Signed: 

## 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           |
| Older People and Physical Disability | 7,730         | 79,963         | (29,470)        | 58,223         |
| Learning Disability & Mental Health  | 2,847         | 66,166         | (7,649)         | 61,364         |
| In house services                    | 3,359         | 410            | (3,010)         | 759            |
| Integrated ASC & Health Mgmt         | 906           | 2,353          | (113)           | 3,146          |
| Safeguarding                         | 822           | 393            | (25)            | 1,190          |
| Better Care Fund                     | -             | 23,180         | (23,180)        | -              |
| <b>Total</b>                         | <b>15,664</b> | <b>172,465</b> | <b>(63,447)</b> | <b>124,682</b> |

### GROSS BUDGET



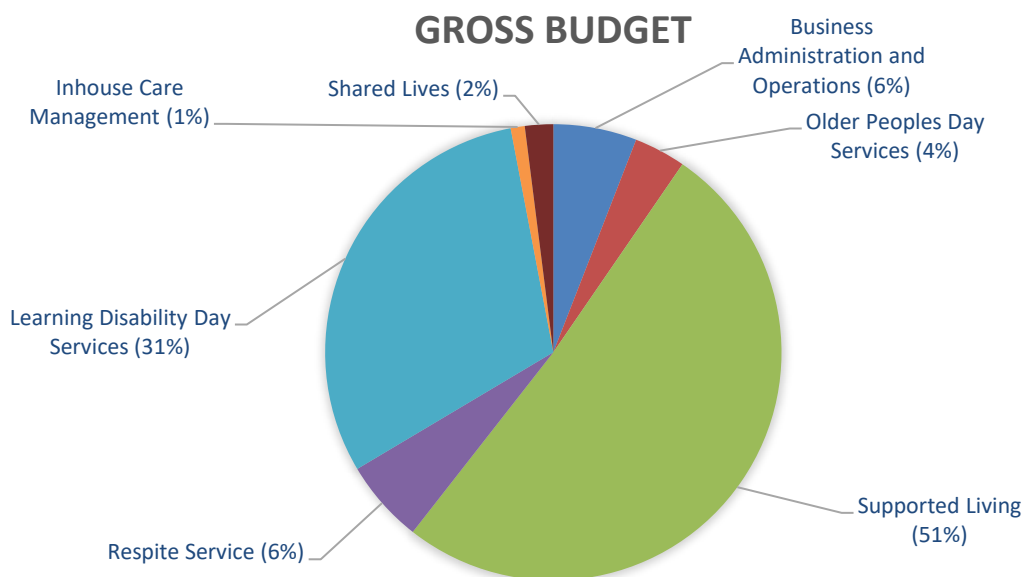
As Director I confirm that the information above represents my revenue budget in 2023-24, and I commit to delivering a balanced budget during the financial year.

Signed: *Charlotte Walton*

## Health & Wellbeing VIVO Care Choices Alistair Jeffs

Vivo is an 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 and 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          |
| Business Administration and Operations | 544           | 274          | (20)         | 798           |
| Older Peoples Day Services             | 455           | 52           | (36)         | 471           |
| Supported Living                       | 6,964         | 90           | (57)         | 6,997         |
| Respite Service                        | 759           | 56           |              | 815           |
| Learning Disability Day Services       | 3,718         | 508          | (147)        | 4,079         |
| Inhouse Care Management                | 138           | -            | -            | 138           |
| Roodee Café                            | -             | 42           | (69)         | (27)          |
| Shared Lives                           | 250           | 27           |              | 277           |
| West Cheshire Autism Hub               | 4             | 24           | -            | 28            |
| <b>Total</b>                           | <b>12,832</b> | <b>1,073</b> | <b>(329)</b> | <b>13,576</b> |



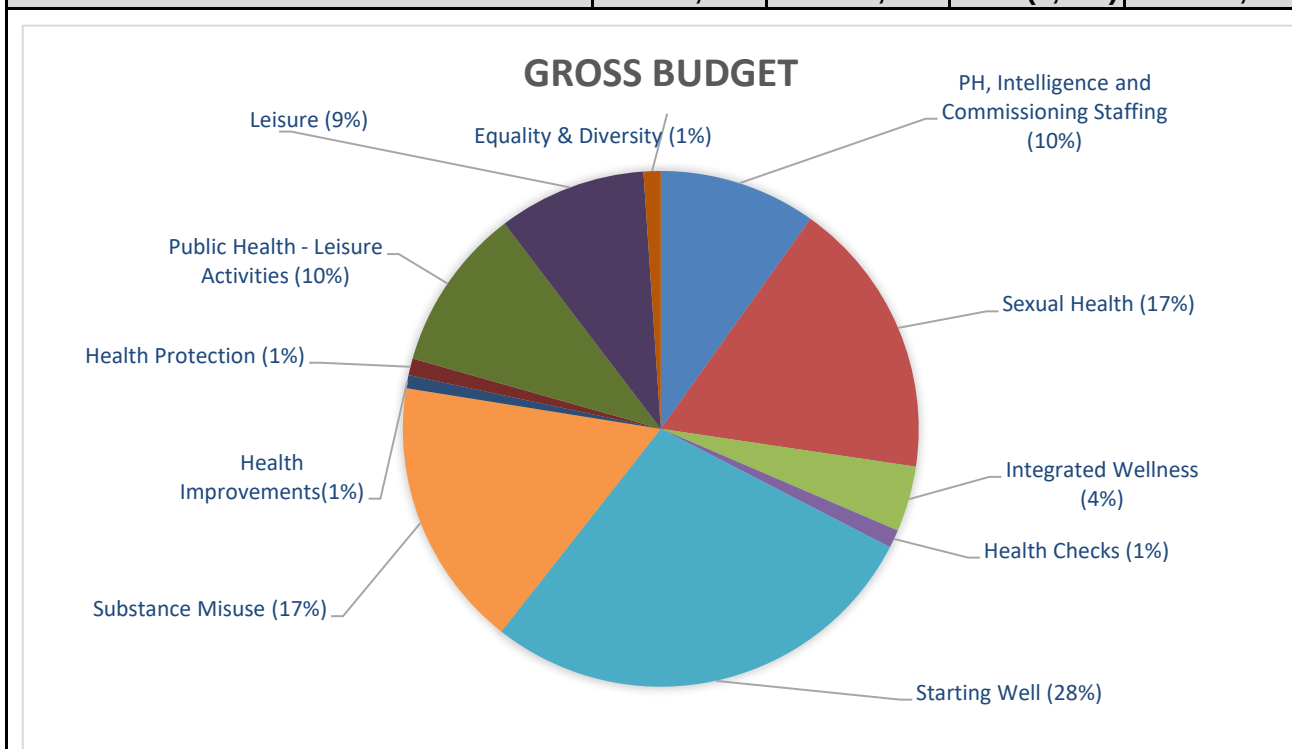
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Signed:

## Health & Wellbeing Public Health Helen Bromley

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          |
| PH, Intelligence and Commissioning Staffing | 1,470        | 565           | -              | 2,035         |
| Sexual Health                               | -            | 3,612         | -              | 3,612         |
| Integrated Wellness                         | -            | 849           | -              | 849           |
| Health Checks                               | -            | 233           | -              | 233           |
| Starting Well                               | -            | 5,786         | -              | 5,786         |
| Substance Misuse                            | -            | 3,493         | (708)          | 2,785         |
| Health Improvements                         | -            | 169           | -              | 169           |
| Health Protection                           | -            | 218           | -              | 218           |
| Public Health - Leisure Activities          | -            | 2,117         | -              | 2,117         |
| Leisure                                     | -            | 1,916         | (2,235)        | (319)         |
| Partnership                                 | 15           | 39            | -              | 54            |
| Equality and Diversity                      | 157          | 65            | (52)           | 170           |
| <b>Total</b>                                | <b>1,642</b> | <b>19,062</b> | <b>(2,995)</b> | <b>17,709</b> |



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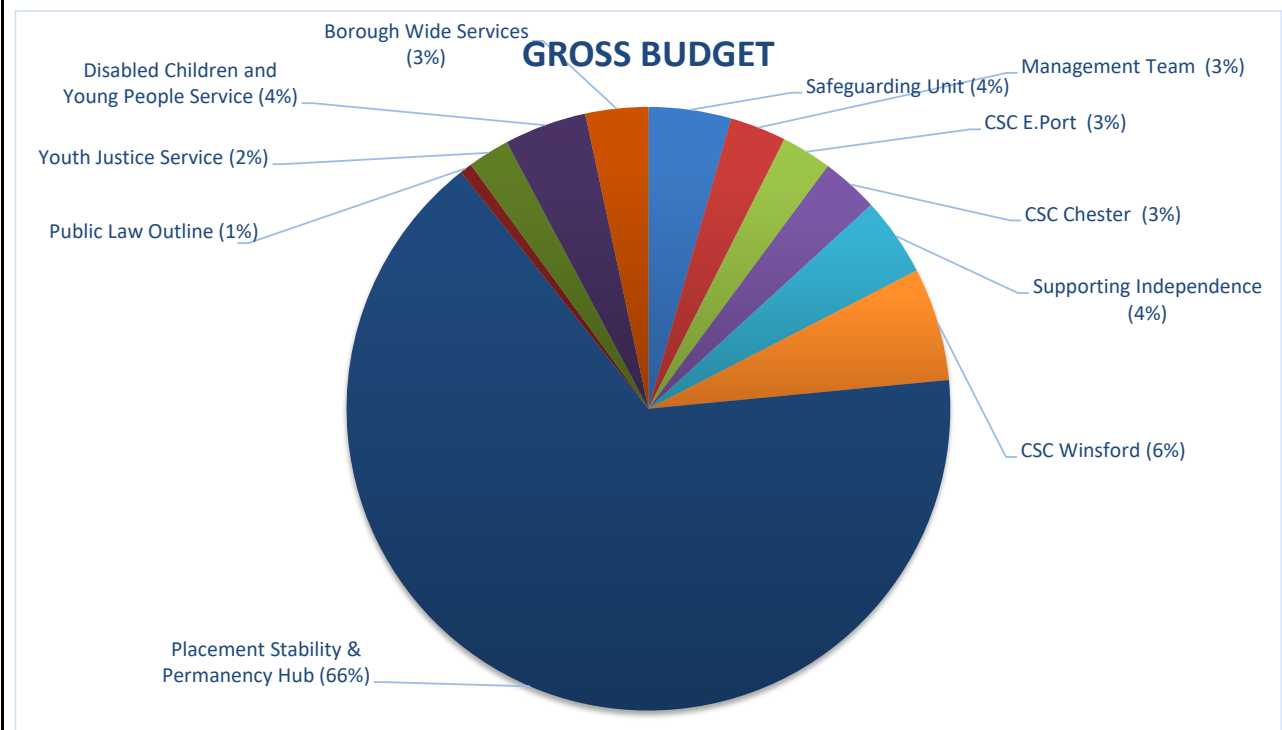
Signed:

*Helen Bromley*

## Health & Wellbeing Children's Social Care Gemma Gerrish (Interim)

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          |
| Safeguarding Unit                          | 2,449         | 173           | (135)          | 2,487         |
| Management Team                            | 1,646         | 138           | (249)          | 1,535         |
| CSC E.Port                                 | 1,463         | 137           | -              | 1,600         |
| CSC Chester                                | 1,633         | 183           | -              | 1,816         |
| Supporting Independence                    | 593           | 1,909         | -              | 2,502         |
| CSC Winsford                               | 3,388         | 204           | -              | 3,592         |
| Placement Stability & Permanency Hub       | 3,540         | 35,488        | (1,237)        | 37,791        |
| Public Law Outline                         | 0             | 383           | -              | 383           |
| Youth Justice Service                      | 877           | 453           | (841)          | 489           |
| Disabled Children and Young People Service | 1,535         | 1,076         | (336)          | 2,275         |
| Asylum Seekers                             | 0             | 100           | -              | 100           |
| Borough Wide Services                      | 1,832         | 162           | -              | 1,994         |
| <b>Total</b>                               | <b>18,956</b> | <b>40,406</b> | <b>(2,798)</b> | <b>56,564</b> |



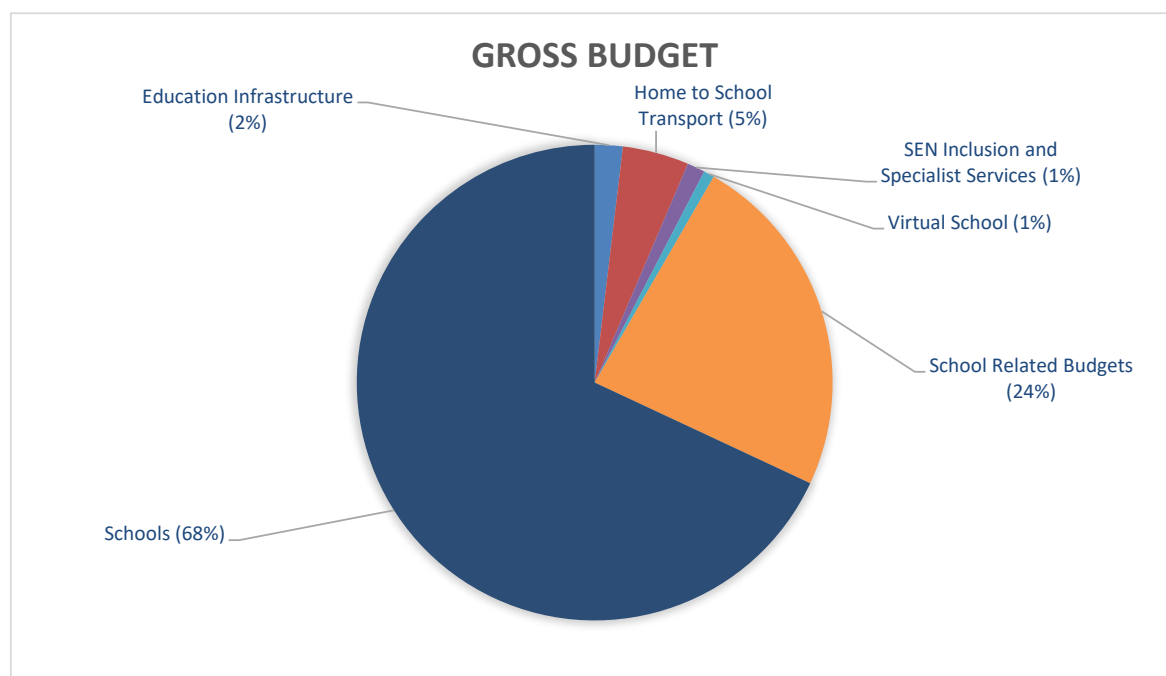
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Signed: 

## Health & Wellbeing Education and Inclusion Helen Brackenbury

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          |
| Education and Inclusion               | 494           | 27             | (452)            | 69            |
| Education Infrastructure              | 2,726         | 2,840          | (2,603)          | 2,963         |
| Home to School Transport              | -             | 13,221         | -                | 13,221        |
| School Intervention                   | 847           | 404            | (860)            | 391           |
| SEN Inclusion and Specialist Services | 3,129         | 427            | (2,512)          | 1,044         |
| Virtual School                        | 775           | 1,350          | (2,125)          | -             |
| School Related Budgets                | 3,368         | 65,883         | (68,903)         | 348           |
| Schools                               | -             | 199,544        | (199,544)        | -             |
| <b>Total</b>                          | <b>11,339</b> | <b>283,696</b> | <b>(276,999)</b> | <b>18,036</b> |



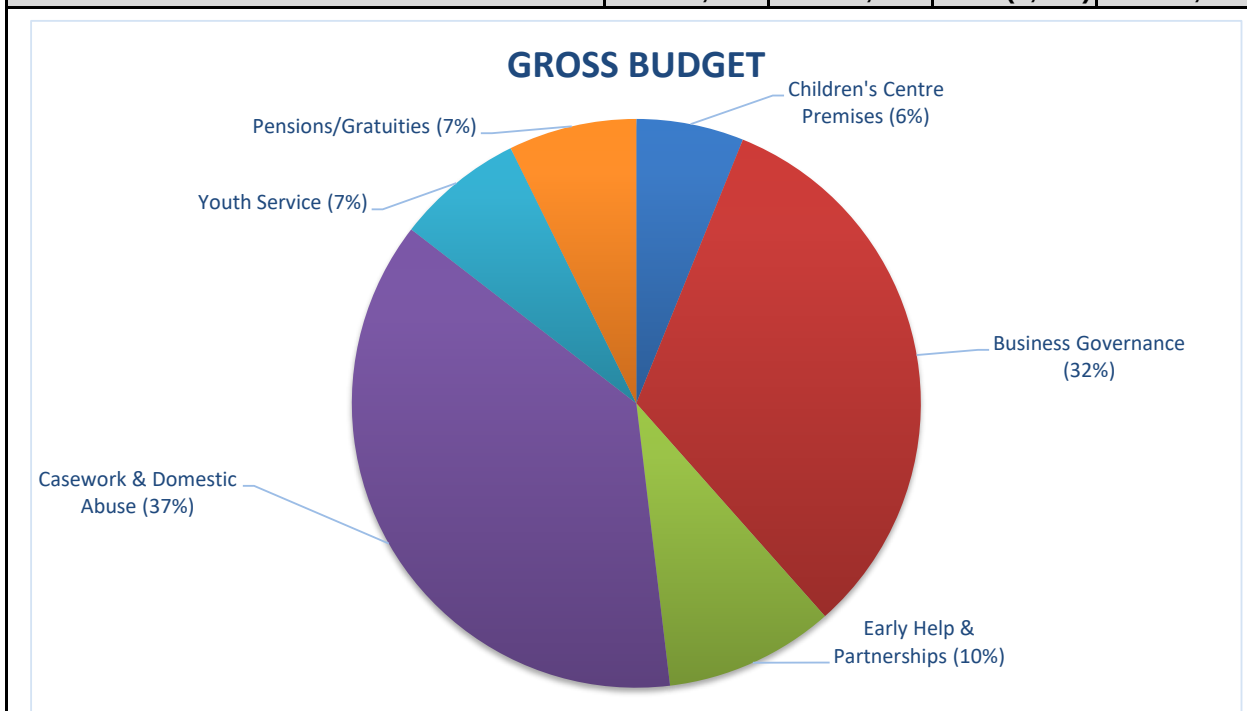
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Signed:

## 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        | -            | 481          | (171)          | 310          |
| Business Governance               | 1,188        | 1,357        | (2,067)        | 478          |
| Early Help and Partnerships       | 724          | 35           | (26)           | 733          |
| Casework and Domestic Abuse       | 2,242        | 698          | (817)          | 2,123        |
| Youth Service                     | 419          | 151          | (19)           | 551          |
| Pensions/Gratuities (Ex Colleges) | 573          | -            | (573)          | 0            |
| <b>Total</b>                      | <b>5,146</b> | <b>2,722</b> | <b>(3,673)</b> | <b>4,195</b> |



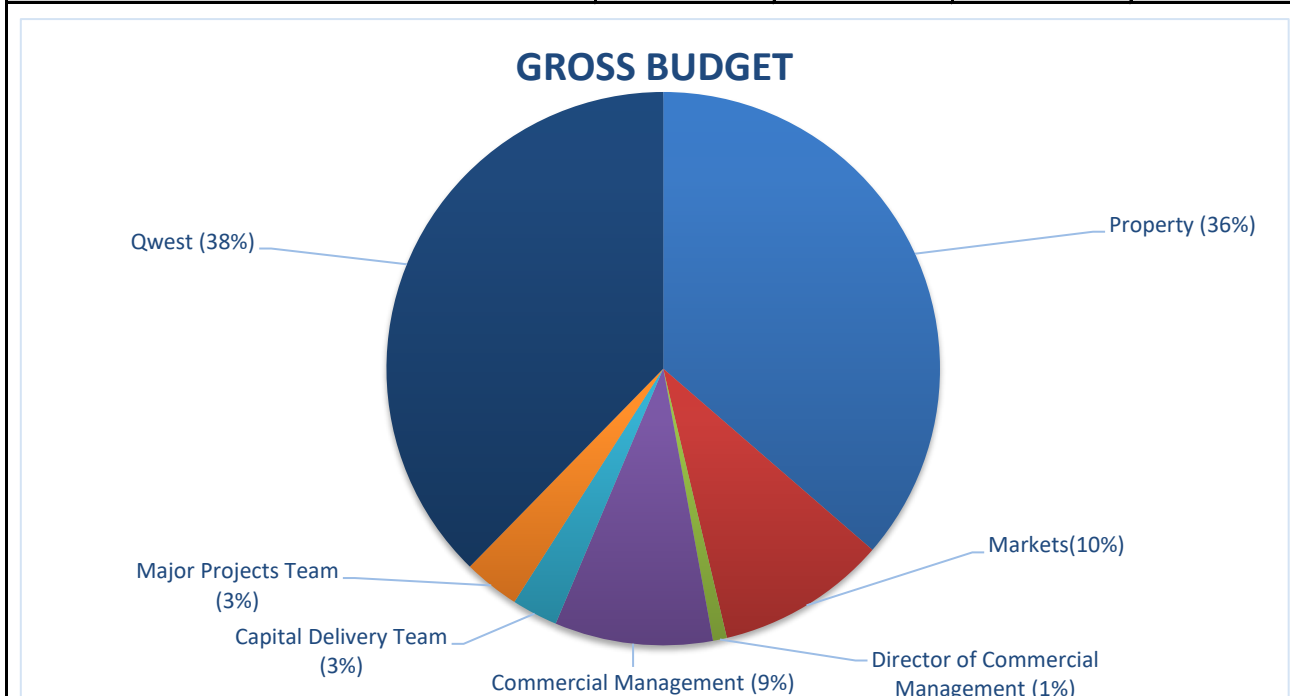
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Signed:

**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         |
| Property                    | 1,182        | 3,016        | (2,164)        | 2,034        |
| Markets                     | 520          | 628          | (1,277)        | (129)        |
| Director of Commercial Mgmt | 100          | (6)          | (70)           | 24           |
| Commercial Management       | 982          | 84           | (307)          | 759          |
| Major Projects Team         | 311          | (1)          | (300)          | 10           |
| Capital Delivery Team       | 359          | 19           | (283)          | 95           |
| Qwest                       | -            | 4,351        | -              | 4,351        |
| <b>Total</b>                | <b>3,454</b> | <b>8,091</b> | <b>(4,401)</b> | <b>7,144</b> |



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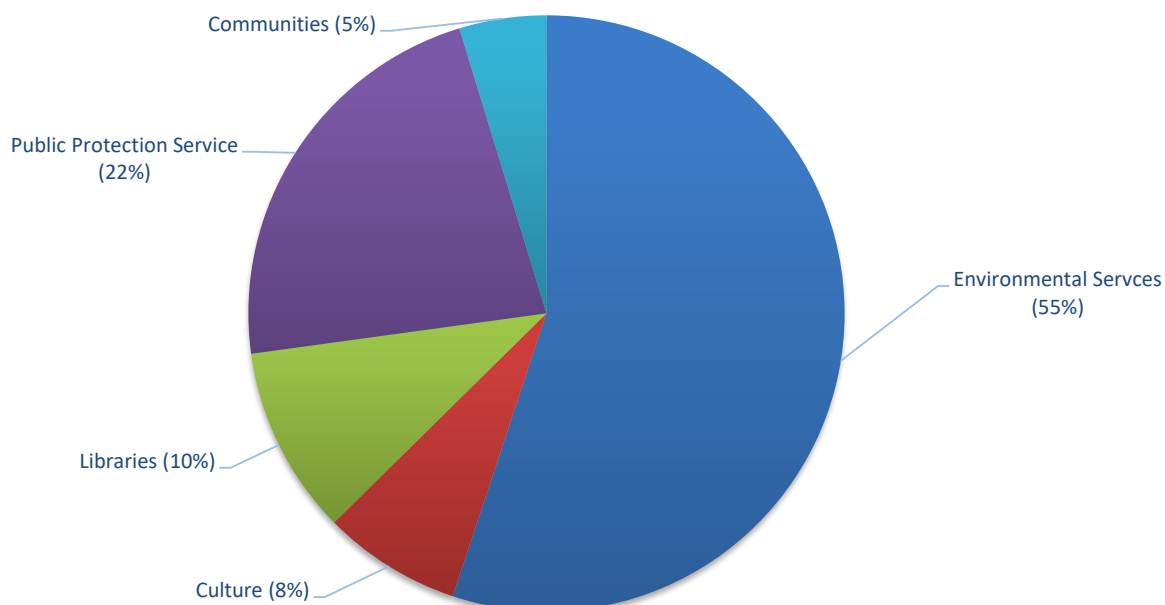
Signed:

**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           | 2             | -               | 132           |
| Environment Services                    | 5,761         | 22,171        | (2,280)         | 25,652        |
| Culture                                 | 1,862         | 1,950         | (981)           | 2,831         |
| Libraries                               | 3,676         | 1,501         | (1,438)         | 3,739         |
| Public Protection Service               | 7,950         | 3,427         | (11,156)        | 221           |
| Communities                             | 1,023         | 1,373         | (187)           | 2,209         |
| <b>Total</b>                            | <b>20,402</b> | <b>30,424</b> | <b>(16,042)</b> | <b>34,784</b> |

**GROSS BUDGET**



As Director I confirm that the information above represents my revenue budget in 2023-24, and I commit to delivering a balanced budget during the financial year.

Signed: Maria Byrne 7.06.2023

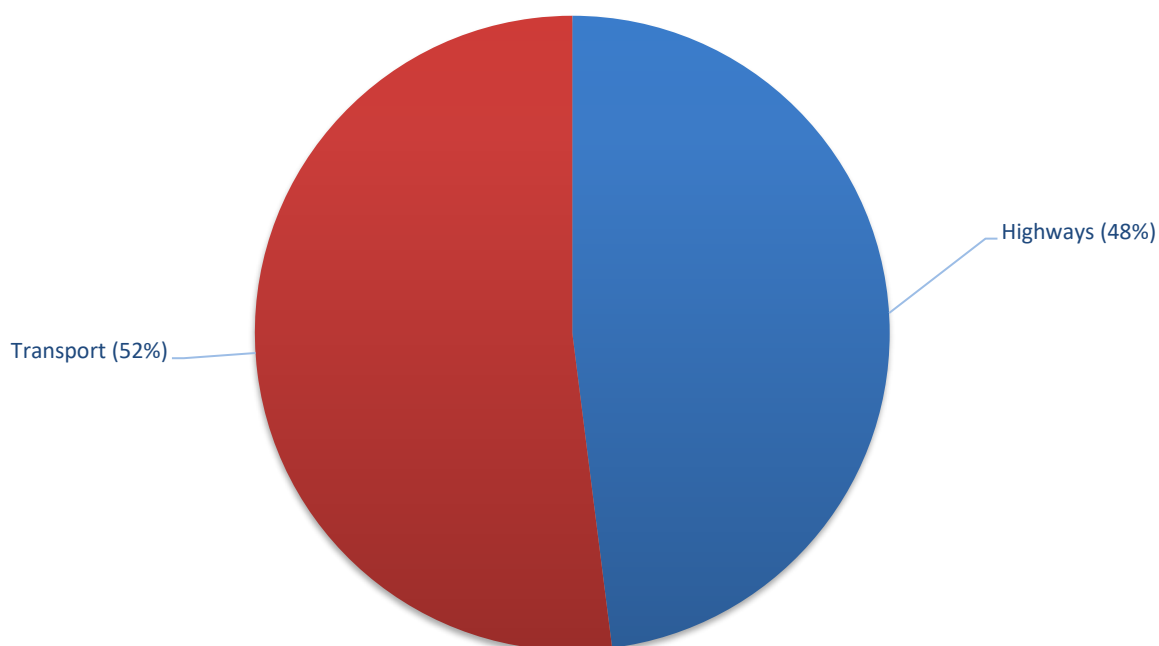
*M Byrne*

**Communities, Environment & Economy**  
**Highways & Transport**  
**Rose McArthur**

Provides 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 supporting development and maintenance of highways network, transport network development, sustainable travel and transport planning.

| Revenue Budget | Pay          | Non-Pay       | Income          | Net Budget    |
|----------------|--------------|---------------|-----------------|---------------|
|                | £000         | £000          | £000            | £000          |
| Highways       | 5,229        | 10,386        | (6,176)         | 9,439         |
| Transport      | 2,358        | 14,560        | (10,770)        | 6,148         |
| <b>Total</b>   | <b>7,587</b> | <b>24,946</b> | <b>(16,946)</b> | <b>15,587</b> |

**GROSS BUDGET**



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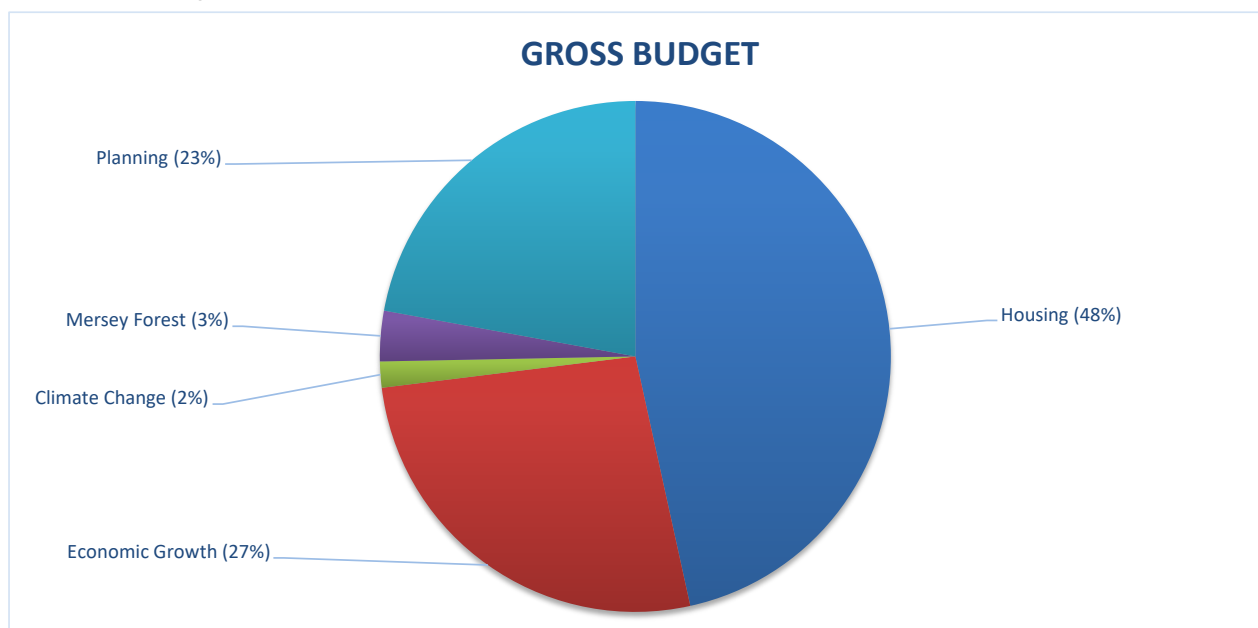
Signed:

**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         |
| Strategic Director            | 192           | (907)        | -               | (715)        |
| Director of Economy & Housing | 51            | (17)         | -               | 34           |
| Housing                       | 2,771         | 6,319        | (2,976)         | 6,114        |
| Economic Growth               | 3,214         | 1,959        | (2,992)         | 2,181        |
| Climate Change                | 293           | 29           | (152)           | 170          |
| Mersey Forest                 | 386           | 236          | (622)           | -            |
| Planning                      | 3,771         | 550          | (3,845)         | 476          |
| <b>Total</b>                  | <b>10,678</b> | <b>8,169</b> | <b>(10,587)</b> | <b>8,260</b> |

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



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Signed:

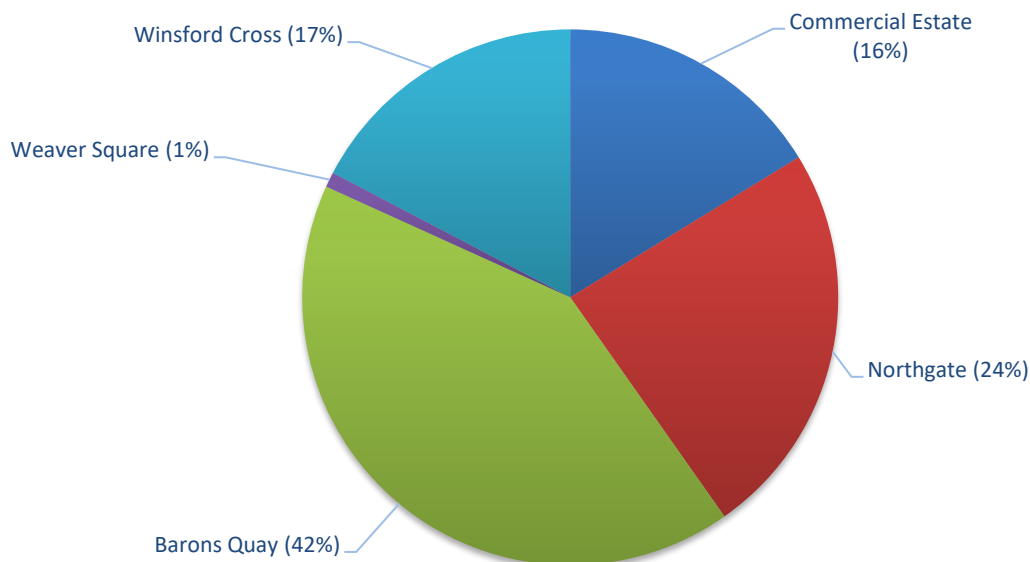
*GEMMA DAVIES*

## Communities, Environment & Economy Commercial Developments Graham Pink

The service is responsible for managing major town centre redevelopments completed by the Council with the aim of growing our local economy and revitalising town centres. Management of the commercial estate will maximise income and improve capital value whilst having regard to the potential in supporting regeneration and economic growth

| Revenue Budget                 | Pay       | Non-Pay      | Income          | Net Budget     |
|--------------------------------|-----------|--------------|-----------------|----------------|
|                                | £000      | £000         | £000            | £000           |
| Commercial Estate              | -         | 1,504        | (9,852)         | (8,348)        |
| Northgate Development          | -         | 2,220        | (2,316)         | (96)           |
| Barons Quay                    | 74        | 3,771        | (3,255)         | 590            |
| Weaver Square Shopping Centre  | -         | 84           | (115)           | (31)           |
| Winsford Cross Shopping Centre | -         | 1,602        | (862)           | 740            |
| <b>Total</b>                   | <b>74</b> | <b>9,181</b> | <b>(16,400)</b> | <b>(7,145)</b> |

### GROSS BUDGET



As Director I confirm that the information above represents my revenue budget in 2023-24, 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.

| Revenue Budget                                          | Budget          |
|---------------------------------------------------------|-----------------|
|                                                         | £000            |
| <b>Income</b>                                           |                 |
| Rent                                                    | (24,586)        |
| Rents - Non Dwellings                                   | (462)           |
| Charges for Services and Facilities                     | (86)            |
| Contributions towards expenditure                       | (118)           |
| <b>Sub-total</b>                                        | <b>(25,252)</b> |
| <b>Operating Expenditure</b>                            |                 |
| Management Fee                                          | 9,884           |
| Client Budget                                           | 1,228           |
| Corporate and Democratic Costs                          | 4               |
| Increase in Bad Debts Provision                         | 983             |
| <b>Sub-total</b>                                        | <b>12,099</b>   |
| <b>Other Expenditure</b>                                |                 |
| Principal Repayments                                    | 3,705           |
| Interest Repayments                                     | 2,303           |
| Debt Management Expenses                                | 3               |
| Revenue Contributions to Capital                        | 7,099           |
| <b>Sub-total</b>                                        | <b>13,110</b>   |
| <b>Net HRA Revenue (Surplus) / Deficit for the year</b> | <b>(43)</b>     |

The surplus is budgeted surplus which will be transferred to the HRA surplus/deficit holding reserve, which is a cash reserve held to match 3% of turnover of the HRA

As Director I confirm that the information above represents my revenue budget in 2023-24, and I commit to delivering a balanced budget during the financial year.

Signed:

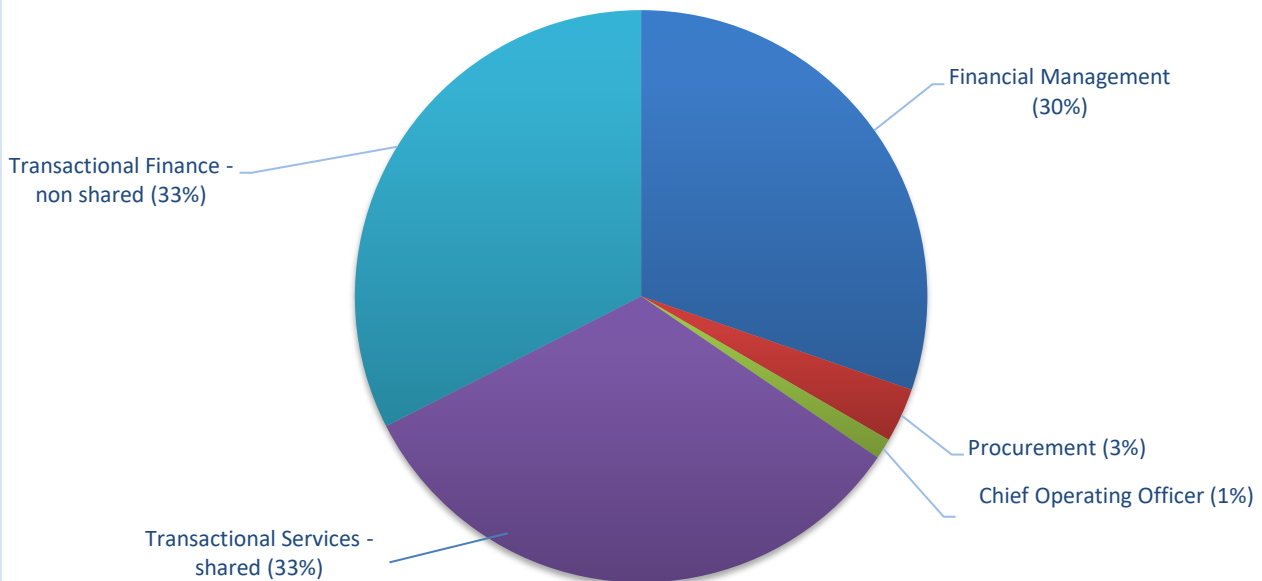
*GED Davies*

**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               | 4,953         | 159          | (1,282)        | 3,830        |
| Procurement                        | 477           | 40           | (4)            | 513          |
| Chief Operating Officer            | 188           | 8            | -              | 196          |
| Transactional Finance (Non-Shared) | 3,864         | 1,698        | (1,739)        | 3,823        |
| Transactional Finance (Shared)     | 4,039         | 1,444        | (5,291)        | 192          |
| <b>Total</b>                       | <b>13,521</b> | <b>3,349</b> | <b>(8,316)</b> | <b>8,554</b> |

**GROSS BUDGET**



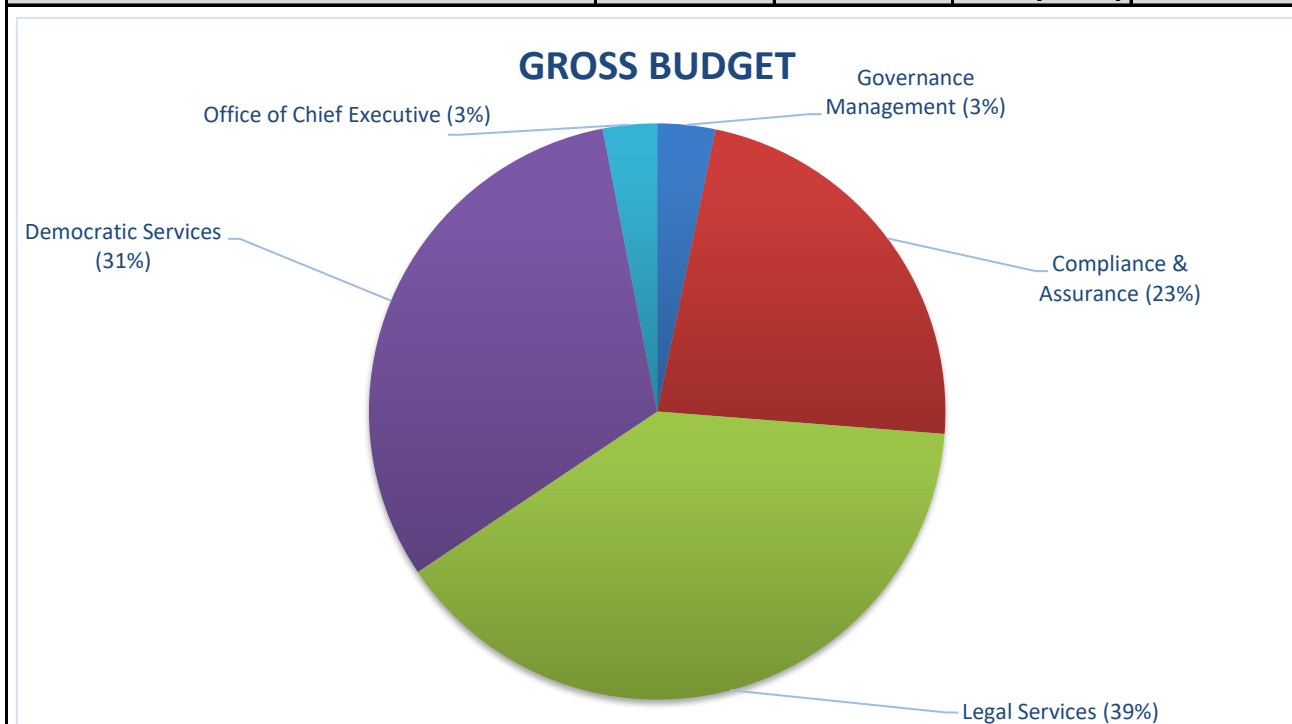
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Signed: *Debbie Hall*

# 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         | 275          | 1            | -              | 276          |
| Compliance and Assurance      | 1,857        | 96           | (390)          | 1,563        |
| Legal Services                | 3,107        | 236          | (725)          | 2,618        |
| Democratic Services           | 1,027        | 1,637        | (139)          | 2,525        |
| Office of the Chief Executive | 242          | 16           | -              | 258          |
| <b>Total</b>                  | <b>6,508</b> | <b>1,986</b> | <b>(1,254)</b> | <b>7,240</b> |



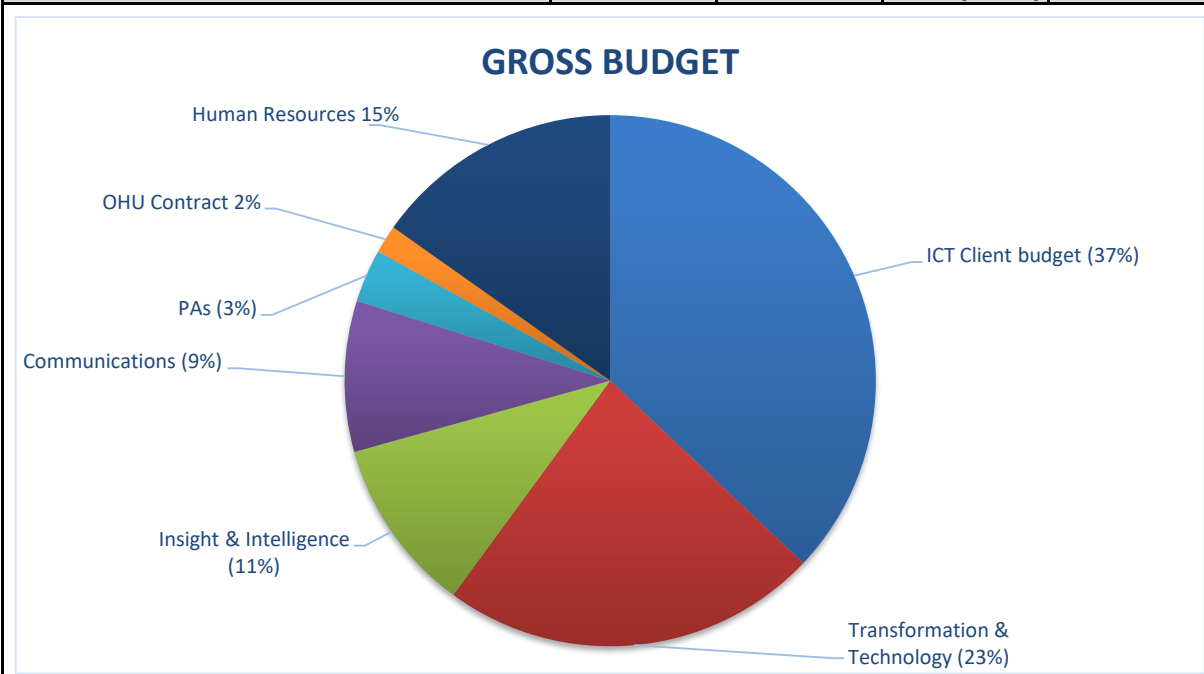
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Signed:

**Corporate Services**  
**Public Service Reform**  
**Laurence Ainsworth**

The Public Service Reform Directorate supports all council services to be effective and efficient. This includes transformation support to enable services to be effective, sustainable, and to achieve their objectives. The technology service arranges appropriate ICT to enable the effective delivery of council services. The Insight and Intelligence Service supports policy development, public consultation, data analysis, and business intelligence to support evidence-based decision making. Internal and external communications enables the organisation to convey its messages and to engage a range of audiences. The human resources and organisational development service supports the council's workforce to reach their potential and to be equipped to deliver the council's objectives.

| Revenue Budget                | Pay          | Non-Pay      | Income         | Net Budget    |
|-------------------------------|--------------|--------------|----------------|---------------|
|                               | £000         | £000         | £000           | £000          |
| ICT Client Budget             | -            | 5,165        | (67)           | 5,098         |
| Transformation and Technology | 2,432        | 775          | (1,233)        | 1,974         |
| Insight and Intelligence      | 1,375        | 104          | (498)          | 981           |
| Communications                | 1,114        | 165          | (260)          | 1,019         |
| PA's                          | 438          | 12           | -              | 450           |
| OHU Contract                  | 8            | 231          | (168)          | 71            |
| Human Resources               | 1,913        | 206          | (951)          | 1,168         |
| <b>Total</b>                  | <b>7,280</b> | <b>6,658</b> | <b>(3,177)</b> | <b>10,761</b> |



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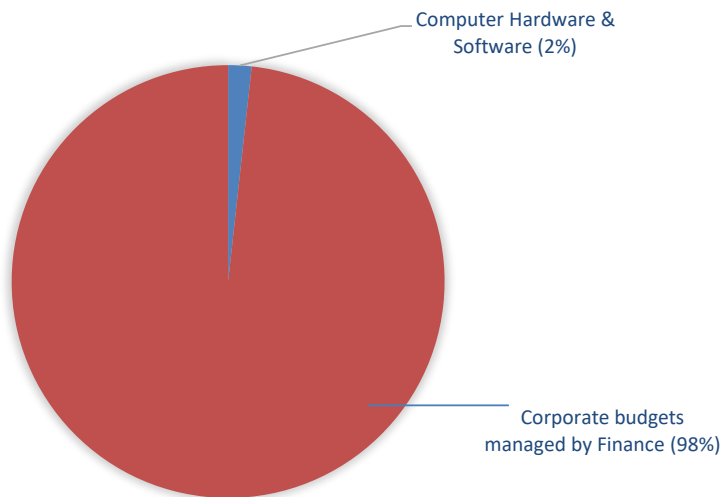
Signed: *L. Ainsworth.*

**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         |
| Council wide and Services Learning & Development | 311        | 104            | -               | 415          |
| Graduates                                        | 106        | 0              | -               | 106          |
| Computer Hardware and Software                   | 0          | 1,785          | (422)           | 1,363        |
| Corporate Budgets Managed by Finance             | 233        | 100,465        | (95,985)        | 4,713        |
| <b>Total</b>                                     | <b>650</b> | <b>102,354</b> | <b>(96,407)</b> | <b>6,597</b> |

**GROSS BUDGET**



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

## 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<br>£000 | Non-Pay<br>£000 | Income<br>£000 | Net Budget<br>£000 |
|---------------------------------------------------|-------------|-----------------|----------------|--------------------|
| <b>Central Budgets</b>                            |             |                 |                |                    |
| Apprentice levy                                   |             | 448             |                | 448                |
| Capital feasibility                               |             | 200             |                | 200                |
| Premature baby leave                              |             | 20              |                | 20                 |
| Pension gratuities                                |             | 70              |                | 70                 |
| Northgate - risk assessed contingency increase    |             | 450             |                | 450                |
| Northgate - funded from new income in the service |             | 500             |                | 500                |
| Housing Benefit subsidy - temporary accomodation  |             | 600             |                | 600                |
| Energy and climate change                         |             | 4,977           |                | 4,977              |
| ASC market sustainability and improvement         |             | 2,446           |                | 2,446              |
| ASC reform & market sustainability                |             | 50              |                | 50                 |
| Council Tax Support Fund                          |             | 536             |                | 536                |
| Council Company Contingency                       |             | 1,054           |                | 1,054              |
| Cross cutting growth                              |             | 650             |                | 650                |
| Cross cutting savings                             |             | (2,512)         |                | (2,512)            |
|                                                   | -           | <b>9,489</b>    | -              | <b>9,489</b>       |
| <b>Contingency Budgets</b>                        |             |                 |                |                    |
| General Contingency                               |             | 2,912           |                | 2,912              |
| Pay and Price Contingency                         |             | 15,573          |                | 15,573             |
| Social Care Contingency                           |             | 1,000           |                | 1,000              |
|                                                   | -           | <b>19,485</b>   | -              | <b>19,485</b>      |
| <b>Capital Financing Budget</b>                   | -           | <b>28,334</b>   | <b>(5,075)</b> | <b>23,259</b>      |
| <b>Total</b>                                      | -           | <b>57,308</b>   | <b>(5,075)</b> | <b>52,233</b>      |

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Signed: *Debbie Hall*