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## Introduction

The Council's Budget Book provides detailed information and analysis of Services' 2024-25 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 Borough Plan 2024-28.

This budget and the resulting council tax were agreed at a meeting of full Council on 15 February 2024 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 budget 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 2024-25.

The Budget Book represents the first stage of the budget monitoring process for 2024-25 and while the budgets contained may be updated during the year in response to changing circumstances, or the availability of new funding, they will remain a yardstick against which the Council will measure its financial performance over the year.

**Debbie Hall**



## Summary Revenue Budget

Directorate	Pay £000	Non-Pay £000	Income £000	Net Budget £000
<b>Adult Services</b>				
Strategic Commissioning and Market Management	3,244	9,555	(6,653)	6,146
Integrated Adult Social Care & Health	19,831	190,575	(70,635)	139,771
VIVO Care Choices	12,947	1,117	(310)	13,754
	<b>36,022</b>	<b>201,247</b>	<b>(77,598)</b>	<b>159,671</b>
<b>Public Health</b>	<b>1,880</b>	<b>21,196</b>	<b>(3,957)</b>	<b>19,119</b>
<b>Children &amp; Families</b>				
Children's Social Care	20,884	56,439	(3,112)	74,211
Education & Inclusion (including DSG)	11,402	276,298	(265,753)	21,947
Early Help & Prevention	7,054	2,231	(4,014)	5,271
	<b>39,340</b>	<b>334,968</b>	<b>(272,879)</b>	<b>101,429</b>
<b>Communities, Environment &amp; Economy</b>				
Environment & Communities	21,948	38,283	(19,113)	41,118
Highways & Transport	7,740	23,158	(16,973)	13,925
Economy & Housing	11,962	9,051	(12,242)	8,771
Housing Revenue Account (HRA)	0	27,412	(27,412)	0
	<b>41,650</b>	<b>97,904</b>	<b>(75,740)</b>	<b>63,814</b>
<b>Corporate Services</b>				
Finance	13,352	3,548	(8,403)	8,497
Governance & Chief Executive	6,561	2,006	(1,458)	7,109
Public Service Reform	5,096	5,933	(2,146)	8,883
Human Resources and Organisational Development	1,759	365	(1,098)	1,026
Property	1,443	14,751	(21,205)	(5,011)
Corporate Budgets	564	101,742	(96,593)	5,713
	<b>28,775</b>	<b>128,345</b>	<b>(130,903)</b>	<b>26,217</b>
<b>Council wide</b>				
Central budgets	0	5,523	0	5,523
Contingency budget	0	14,512	0	14,512
Capital financing budget	0	25,793	(5,075)	20,718
	<b>0</b>	<b>45,828</b>	<b>(5,075)</b>	<b>40,753</b>
<b>Total Budget</b>	<b>147,667</b>	<b>829,488</b>	<b>(566,152)</b>	<b>411,003</b>
<b>Funding</b>				
Government grants				(75,924)
Business rates				(73,087)
Council tax				(243,157)
Collection fund surplus				(4,358)
Use of reserves				(14,477)
<b>Total Funding</b>				<b>(411,003)</b>

## Subjective Analysis

<b>Expenditure</b>		<b>£000</b>
Employees		147,667
Premises		15,526
Transport		36,622
Supplies and services		172,856
Payments to service providers		384,397
Schools expenditure		173,760
Capital financing costs		46,327
<b>Total Expenditure</b>		<b>977,155</b>
<b>Income</b>		<b>£000</b>
Grants		(438,333)
Customer and Client Receipts		(109,730)
Reimbursements and contributions		(45,727)
Internal recharges		(48,286)
Business rates		(73,087)
Council tax		(243,157)
Collection Fund Surplus		(4,358)
Use of reserves		(14,477)
<b>Total Income</b>		<b>(977,155)</b>

## Workforce Estimates

Directorate	FTEs Apr-24	Pay Budget 2024-25 £000
<b>Adult Social Care and Health</b>		
Strategic Commissioning and Market Management	68.0	3,244
Integrated Adult Social Care & Health	419.8	19,831
VIVO Care Choices	347.0	12,947
	<b>834.8</b>	<b>36,022</b>
<b>Public Health</b>	<b>20.0</b>	<b>1,880</b>
<b>Children and Families</b>		
Children's Social Care	441.9	20,884
Education & Inclusion (including DSG)	148.5	11,402
Early Help & Prevention	139.8	7,054
	<b>730.2</b>	<b>39,340</b>
<b>Communities, Environment &amp; Economy</b>		
Environment & Communities	561.9	21,948
Highways & Transport	173.7	7,740
Economy & Housing	302.2	11,962
	<b>1,037.8</b>	<b>41,650</b>
<b>Corporate</b>		
Finance	309.4	13,352
Governance & Chief Executive	117.3	6,561
Public Service Reform	94.6	5,096
Human Resources and Organisational Development	32.0	1,759
Property	19.6	1,443
Corporate Budgets	2.0	564
	<b>574.9</b>	<b>28,775</b>
<b>Total Pay Budget</b>	<b>3,197.7</b>	<b>147,667</b>

## Revenue Budget Proposals 2024-25

Title	Description	24-25 £000
<b>Adults</b>		
<b>Strategic Commissioning and Market Management</b>		
<b>New Savings</b>		
Shop Mobility	Review of the delivery and funding model for the Shop Mobility service across the Borough.	(78)
Care at Home provision by micro enterprises	It is intended to increase the numbers of people who have their care needs met at home by a micro enterprise by 1% a year. Micro enterprises are small organisations, often one person, who provide support to people in their homes. People who require support in their home can use a direct payment from the Council to purchase care from a Micro Enterprise at a rate lower than the Council pays for a domiciliary care agency.	(40)
Dementia care home bed provision	Increase the number of dementia care home beds available in the borough improving outcomes for people and securing more beds at the council's contract rates. There is up to £2m set aside in the capital programme for investment in sites to create additional capacity to meet these care needs.	(300)
<b>Previously Approved Savings</b>		
Transforming Care at Home	Temporary investment was made in 2022-23 in the Commissioning and Contracts team to enable the management of risk and support of transformation within the Care at Home market. Permanent additional capacity is now being put into the team, funded by the Market Sustainability and Investment Fund.	(293)
Community Led Care and Carers	We fund a range of organisations within the community to provide support to individuals and their carers to reduce isolation and increase social support. Through co-production with the community and voluntary sector we can achieve efficiencies by redesigning the model and ensure needs are met at the earliest opportunity to reduce demand for and spend on statutory care services.	(312)
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.	(83)
<b>Total Net Savings Strategic Commissioning and Market Management</b>		<b>(1,106)</b>
<b>Integrated Adult Social Care &amp; Health</b>		
<b>New Savings</b>		
Care Models and Accommodation transformation programme - Adults aged 18 - 64	The introduction of a new strengths-based model of care and accommodation strategy for adults aged 18 - 64 with a learning disability or mental health needs to promote independence and enable more people to live in appropriate, affordable accommodation with the right level of support in borough. The review will seek to redesign the service offer by ensuring sufficient affordable in borough provision for independent living accommodation, reducing out of borough placements, reducing spend per person on care and support and delivered on an invest to save basis and improving outcomes for the people we support. There is up to £2m set aside in the capital programme for investment in borough independent living accommodation.	(1,616)
Resource Allocation panel	The allocation of Council resources to meet assessed needs of individual clients, will be subject to senior oversight via a peer review between the value of £200 and £600 and for anything over £600, a weekly panel chaired by a Head of service. This will be a quorum panel including at least 1 Senior Manager, an Occupational Therapist and / or reablement manager and senior representation from contracts and commissioning. Both panels will adopt a strengths-based approach which maximises independence and considers any less restrictive options to formal care provision i.e. community and voluntary sector, natural community support, technology, aids and adaptations. Any gaps in the market will be fed back through commissioning and market development.	(1,000)
Hospital discharge - controlling care home spend	Working in partnership with health to support more people to be discharged home from hospital and reduce the number of people who are discharged from hospital directly into care homes. Ensuring suitable care is provided and where appropriate maximising the use of reablement to avoid the need to use more costly bed based provision.	(500)
Hospital discharge - Impact of New Community Response Hub teams on long term care spend	Working in partnership with health to establish Community Response hubs, currently being piloted in Winsford and Rural, to provide a therapy led rehabilitation and reablement service to support people to return home from hospital, to regain their independence and reduce the need for ongoing care services.	(1,046)
<b>Previously approved Savings</b>		
Cost of Care	A considerable number of older people care home placements are commissioned above contract rates. Through more stringent contract management and care arranging processes we will gradually commission more placements at our contract rate.	(760)
Transforming learning disability services	We will review the way we work with adults with learning disabilities and the range of services and support options available. This will include reviewing and improving our supported living offer, working closely with providers to enable more services to be delivered locally and reduce the need for people to be placed outside of the Borough. We will also make greater use of technology enabled care to enable people to maximise their independence and work with people to access community resources and facilities to reduce reliance on more traditional services.	(1,365)
Paying for Care	Ensure that we are only funding social care services that the Council has a statutory duty to provide and removal of temporary investment in additional resource to deliver the Paying for Care savings.	(1,382)
Expanding the range of social care support available	Extend more choice to people in how their care and support needs can be met for example by increasing utilisation of direct payments used for personal assistants and expansion of the Shared Lives service.	(143)
Funding for social care for older people	An increase in the funding the Council will receive from the NHS as part of the Better Care Fund to invest in social care.	(343)
Transitions Growth Mitigation	Mitigations to 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.	(52)
Mental Health Savings	A review of high-cost packages of support and out-of-borough placements in Mental Health with the aim of looking at suitable opportunities to reduce support package costs and increase client independence, and to support more people in-borough where appropriate.	(503)
Hallwood Court	Ensuring commissioned care arrangements at the Hallwood Court extra care facility are in line with residents' needs.	(41)
Demand Management: Reablement and Occupational Therapy first	Demand management 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.	(2,794)

<b>New Investment</b>		
Care Models and Accommodation transformation programme - Adults aged 18 - 64 (Invest to Save)	The introduction of a new strength-based model of care to support adults aged 18 -64 to improve quality of life whilst at the same time reducing cost. The strength-based approach focuses on maximising independence and considers less restrictive options to formal care provision. This will result in a reduced number of residential and out of borough placements. It will ensure sufficient affordable supported independent living accommodation options in the borough for adults with learning disabilities, autism and mental health needs.	530
Adult Social Care Discharge Fund (Better Care Fund)	Expenditure relating to the new Discharge Fund grant allocated by Central Government to ensure those people who need to draw on social care when they are discharged from hospital can leave as soon as possible, freeing up hospital beds for those who most need them. The funding will be pooled as part of the Better Care Fund.	1,012
Adult Social Care Market Sustainability & Improvement	Expenditure relating to increased Government grant allocation to enable councils to make tangible improvements to adult social care and, in particular, to address discharge delays, social care waiting times, low fee rates, workforce pressures, and to promote technological innovation in the sector. This has been combined nationally with the existing funding to improve market sustainability and allow for increased capacity in commissioning, contract management and quality assurance functions.	1,730
<b>Previously approved Investment</b>		
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, including those who have transitioned from children's to adult's services.	7,037
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.	11,550
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.	2,021
Growth in Older People's demand	Reflects the full year effect of additional growth in meeting older peoples care needs in 2023-24, and further expected growth in future years based on current trends.	3,649
Disabled Facilities Grant (DFG)	Ensuring use of the Disabled Facilities Grant is maximised to fund all eligible expenditure in relation to our Home Improvement Agency contract to deliver adaptations for disabled people. There was a one off use of the DFG reserve balance in 2023-24, which is therefore falling out in 2024-25, offset by one off use of an additional allocation in 24-25.	554
<b>Total Net Savings Integrated Adult Social Care &amp; Health</b>		<b>16,538</b>
<b>Vivo</b>		<b>24-25 £000</b>
<b>New Savings</b>		
Shared Lives redesign	A redesign of the Shared Lives service which provides long-term, respite and Care at Home type services with a matched carer. The carer shares their family and community life, and gives care and support to the person with care needs. The redesign will focus on the core requirements in order to enhance the performance of the service, looking at increasing the number of carers and reducing care costs by diverting from more expensive care packages.	45
Vivo service redesign	A redesign of the operational teams and the management structure, moving to area-based teams and delivering a more holistic support service to individuals. Job roles will be standardised to enable movement of staff across all services in their locality - hence maximising efficiencies in rota management, reducing overtime and agency costs and reducing the scale of existing vacancies especially across the supported living networks.	(452)
<b>Previously approved 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.	(11)
<b>Total Net Savings Vivo</b>		<b>(418)</b>
<b>Total Net Savings Adults</b>		<b>15,014</b>
<b>Public Health</b>		<b>24-25 £000</b>
<b>New Savings</b>		
Targeting of the Public Health Grant	Targeting of the annual Public Health Grant to fund all eligible public health spend across the Council. Uncommitted capacity within the annual grant will be prioritised to meet other Public Health outcomes.	(130)
Sexual Health Contract	Decommission the outreach provision element of the Sexual Health contract. The total value of the contract is £2.6m per annum. Saving will be realised over the next two years with an element of saving reinvested for Long-acting reversible contraception (LARC) & Chlamydia screening.	(6)
Brio - Reduction in Integrated Wellbeing exercise on referral and weight management services	A review of referral and weight management services within the Integrated Wellbeing service to reflect lower than anticipated take up.	(60)
Mainstreaming of non-pay budgets linked to key initiatives	Review of key initiatives to amalgamate activities by 2025-26 and incorporated into wider service budgets and external funding.	(58)
<b>Total Net Savings Public Health</b>		<b>(254)</b>



<b>Children's Social Care</b>		<b>24-25 £000</b>
<b>New Savings</b>		
Maximising use of external funding for Social Care Placements	Strengthen joint working with the Integrated Care Board to identify and secure joint funding for social care placements, ensuring all placements provide value for money.	(651)
Unaccompanied Asylum Seeker Children	Reduced costs as a result of additional capacity included in the 2024-25 budget that supports the integration of unaccompanied asylum-seeking children (UASC) into our borough as part of the national transfer programme, including ensuring application for government grant funding for UASC is maximised and claimed in a timely manner.	(200)
Expansion of Foster 4	8 Local Authorities have secured Department for Education (DfE) funding to transform fostering recruitment and retention across Cheshire and Merseyside. This will enable us to recruit and retain more foster carers and improve placement sufficiency across the region. This will result in a temporary saving as the existing budget will be replaced by grant funding in 24-25.	(91)
Emergency bed provision	Additional emergency bed provision within the borough to provide supportive accommodation for young people age 16+ where there is family breakdown resulting in homelessness, this will prevent the requirement for external high-cost residential provision.	(88)
Reducing placement fragility and increasing placement costs	Preventing placement breakdown by expanding providing specialist support and interventions beyond our internal fostering service before the breakdowns happen to manage the behaviours and risks. A shift in social work practice, utilising existing skills and current resources, to stabilise behaviours before they escalate further.	(91)
Complex Youth Team	This will be delivered by additional capacity in the youth work team to directly work with young people to help prevent social care placement breakdowns, building upon positive impact during Covid of the youth service supporting this area of work.	(352)
<b>Previously approved Savings</b>		
Children in Care and Care Leavers Accommodation Strategy	The accommodation strategy will aim to deliver a reduction in spend in supporting children in care by; increasing local in-house residential provision, utilising specialist foster carers to support young people who would have been otherwise in residential care, and developing the 16+ offer (supported lodgings, group living, dispersed tenancy scheme). It will also review options for a solo/emergency placement within the borough, alongside specialist high-cost placement provision and mental health provision (to address the lack of sufficiency) to help transition from specialist services for children and families with severe and complex needs and prevent entry into care.	(859)
Review of Allowances	Ensuring a robust review process is in place for those in receipt of allowances including fostering, adoption and special guardianship orders, to ensure allowances are only paid when required and in accordance with Council policies.	(100)
Safeguarding Infants Programme - Corporate Grandparent Approach	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.	(57)
Safeguarding Infants Programme - Recurrent Care Proceedings	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.	(47)
<b>New Investment</b>		
Unaccompanied Asylum Seeker Children dedicated post (Invest to Save)	Additional capacity to support the integration of unaccompanied asylum-seeking children into our borough as part of the national transfer programme and ensuring targeted approach/skill in engaging with the Home Office as they approach 18 years.	54
Maximising use of external funding for Social Care Placements (Invest to Save)	Investment to ensure that all social care placements for children provide value for money and are appropriately funded, including maximising partner funding streams such as from the Integrated Care Board.	86
Emergency bed provision (Invest to Save)	Additional emergency bed provision within the borough to provide supportive accommodation for young people age 16+ where there is family breakdown resulting in homelessness, this will prevent the requirement for external high-cost residential provision.	43
Reducing placement fragility and increasing placement costs.	Preventing placement breakdown by providing specialist support and interventions before the breakdowns happen to manage the behaviours and risks. A shift in social work practice, utilising existing skills and current resources, to stabilise behaviours before they escalate further. This will be explored further within deep dive workstream focusing on placement stability as will longer time require increased investment if pilot approach successful - this pilot will test proof of concept as initial phase.	10
Complex Youth Team (Invest to Save)	Additional capacity in the youth work team to directly work with young people to help prevent social care placement breakdowns, building upon positive impact during Covid of the youth service supporting this area of work.	128
<b>Previously approved Investment</b>		
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.	478
Children in Care and Care Leavers Accommodation Strategy (Invest to Save)	Investment required to deliver the 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.	1,008
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.	15,066
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.	750
<b>Total Net Savings Children's Social Care</b>		<b>15,087</b>

<b>Education and Inclusion</b>		<b>24-25 £000</b>
<b>New Savings</b>		
Review of School Support Services	Review of the structure of the Information, Advice and Guidance Service (IASS) to improve the efficiency of the service whilst continuing to meet its statutory responsibilities and the School Improvement Service to reflect the increasing number of schools converting to academy and associated reduction in resource required to support schools.	(65)
Personal travel budgets	Maximising the use of Dedicated Schools Grant to fund personal travel budgets, in line with the grant conditions.	(573)
<b>Previously approved Savings</b>		
Home to School Transport - Reduced Demand	Reduce demand and costs for home to school transport by reviewing models of delivery and securing education provision closer to home.	(475)
Pension Liabilities	A natural reduction in the historic pension and associated liabilities relating to former school employees.	(75)
Educational Psychology	Income from schools arising from investment in the Educational Psychology Service and the introduction of preventative work with schools as recommended by the recent special educational needs and disability (SEND) inspection.	(57)
<b>Previously approved Investment</b>		
Home to School Transport – Special Educational Needs (SEN) Growth	Investment to manage the increasing demand and complexity in transport arrangements for eligible pupils with special educational needs.	2,763
Home to School Transport - Mainstream Growth	Investment to manage the increasing demand and cost in transport arrangements for eligible pupils in mainstream schools.	500
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.	234
<b>Total Net Savings Education and Inclusion</b>		<b>2,252</b>
<b>Total Net Savings Children &amp; Families</b>		<b>17,339</b>

<b>Title</b>	<b>Description</b>	<b>24-25 £000</b>
<b>Communities, Environment and Economy</b>		
<b>Environment and Communities</b>		
<b>New Savings</b>		
HWRC Secondary Site Review	The Council will undertake a review of its operations on secondary HWRC sites.	(50)
Streetcare maintenance	Ensuring streetcare maintenance relating to the Housing Revenue Account (HRA) properties is appropriately charged to the HRA.	(80)
<b>Previously approved Savings</b>		
Library Services Development	A review of libraries to ensure that, whilst reducing costs: - they are meeting local demand - they are located, co-located or integrated in the right locations with appropriate partners - sufficient service provision is maintained - opening hours are sustainable - core service support is structured and located effectively - they are the primary vehicle via a 'Libraries First' approach for delivering Council and partner information and programmes in communities.	(99)
Strengthening Enforcement	By strengthening and increasing our enforcement activity we are likely to identify more issues that will levy a fine for behaviour that contravenes current policy and adversely impacts on residents' lives.	(90)
Public Conveniences	Review of provision and management of Public Conveniences. A review will be undertaken to determine the local need and demand.	(50)
Parking Options for Residents	Review of parking charges, including residents parking schemes, to ensure appropriate and consistent charging across the Borough.	(50)
Parking Services	Removal of temporary budget included in 2023-24 to deliver associated savings within parking services.	(10)
Communities	Streamlining of administrative processes. Review of priorities and structure of the team and the support provided across the council and communities whilst reducing costs.	(128)
StreetCare Operations	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.	(10)
<b>New Investment</b>		
Library Services Development.	A review of libraries to ensure that, whilst reducing costs: - they are meeting local demand - they are located, co-located or integrated in the right locations with appropriate partners - sufficient service provision is maintained - opening hours are sustainable - core service support is structured and located effectively - they are the primary vehicle via a 'Libraries First' approach for delivering Council and partner information and programmes in communities	25
<b>Previously approved Investment</b>		
Investment in local heritage	New revenue requirements associated with the new History Centre/Archive Facility and the maintenance of Chester Rows fire protection.	6
<b>Total Net Savings Environment and Communities</b>		<b>(536)</b>

<b>Highways and Transport</b>		<b>24-25 £000</b>
<b>New Savings</b>		
Highways Staffing efficiencies	Staffing efficiencies as part of the Highways restructure that will improve the efficiency of the workforce and reduce expenditure on overtime and out of hours payments.	(132)
Capitalisation of highway repairs and professional services through Colas contract	Maximise external funding received by charging minor highway repairs and professional services for strategic transport costs to the capital grant allocation.	(430)
Review of provision of printed timetables at bus stops	Providing alternative ways for users to find bus timetable information than provision in hard copies at bus stops.	(12)
Shuttle Services	There are bespoke shuttle services currently in areas where there is little or no public transport. Due to the low number of users it is no longer a viable service and has been deregistered.	(19)
<b>Previously approved Savings</b>		
Street Lighting LED Replacement Project - Temporary Investment	The fall out of temporary investment to fund repayment costs of the interest-free loan funding the street lighting replacement programme.	(300)
Transport Review and Redesign	A review and redesign of home to school transport (mainstream and additional needs), adults and children's social care transport (in line with statutory care needs) and community transport (dial a ride, day trips etc) indicates there is a significant opportunity to improve the efficiency and effectiveness of specialised/cohort specific transport services locally, taking a more strategic/joined up approach.	(332)
Christmas lights	Explore opportunities for commercial sponsorship, town and parish councils' involvement or other external funding to fund Christmas lighting across the borough.	(145)
Street lighting	Review of street lighting provision to identify efficiencies, focussing on A roads, excluding major junctions and with due consideration to public safety.	(253)
Energy & Carbon Reduction	Efficiency savings and Feed in Tariff income as a result of investment in renewable and low carbon projects across the borough to reduce the Council's carbon footprint.	(250)
<b>Total Net Savings Highways and Transport</b>		<b>(1,873)</b>
<b>Economy and Housing</b>		<b>24-25 £000</b>
<b>New Savings</b>		
Maximise use of external funding	Ensure external funding is maximised by ensuring officer time/posts are appropriately charged to relevant funding streams, including HRA, Refugee and Asylum Seekers, Homelessness, Gypsy & Traveller, and capital projects.	(102)
Non-pay budget savings	A review of expenditure within Economy and Housing has highlighted a number of areas where budgets can be reduced to reflect reduced expenditure.	(40)
<b>Previously approved Savings</b>		
Housing Investment Account income	Income from ground rent from housing developers as a result of the transfer of land to build affordable housing.	(29)
Reducing the use of hotels for temporary accommodation	At present, the Council relies upon use of hotels or Bed and Breakfast accommodation to meet the short term housing needs for some individuals and families who are homeless or at risk of becoming homeless. The Council is working to develop additional housing options which would provide access to an increased supply of accommodation and meet the needs of those groups in a more appropriate and sustainable way, as well as offering better value for money to the Council.	(500)
Housing Operations	Review of Housing Operations budget to remove two vacant posts no longer required. This includes removing the budget previously included for a new Senior Housing Operations/Temporary Accommodation Manager which, following a review of the service, will now be accommodated within existing resources.	(116)
<b>New Investment</b>		
Housing Income	A reduction in the forecast additional income to be generated from the delivery of housing through the housing delivery programme. Increased income of £300k was budgeted for in 2023-24 and this investment reduces that to £130k.	170
<b>Total Net Savings Economy and Housing</b>		<b>(617)</b>
<b>Total Net Savings Communities, Environment and Economy</b>		<b>(3,026)</b>

Title	Description	24-25 £000
<b>Corporate</b>		
<b>Finance</b>		
<b>New Savings</b>		
Transactional Services / Assessment Team - Modernisation & Demand Management reduction	The Transactional Services and Assessment teams operate a large volume of transactional processes. These are being redesigned to maximise the benefits of moving to paperless and cashless services and to reduce the demand coming into the service.	(33)
Maximise use of external funding	Ensure external funding is maximised by ensure officer time/posts are appropriately charged to relevant funding streams, including Better Care Fund and the Pension Fund	(74)
Client Finance efficiencies	A range of measures to implement more efficient processes and procedures, staff efficiencies and savings on consumables such as printing, paper, postage etc. These are contingent on external promotion and take up of these digital channels to achieve these efficiencies. Growth is required in clerical / business support to support the changes.	(61)
Insurances	An external actuarial review of the level of funds required to be set aside to cover the cost of insurance claim settlements over the next 3 years identified that the annual contribution could be reduced.	(548)
<b>Previously approved Savings</b>		
Universal Credit Roll Out	All new claims for Housing Benefit are made through Universal Credit and over time the Housing Benefit caseload is reducing. The saving therefore represents a reduction in the resource required to process Housing Benefit claims. The timing of this saving is dependent on the speed of the national roll out of Universal Credit.	(105)
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.	(47)
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.	(80)
Procurement Low Value Spend	Reduced costs for low value contracts and low value spend following changes to the Contract Procedure Rules, which will lead to greater contract consolidation, increased supplier rationalisation and increased use of procurement frameworks.	(50)
Digital solution for Council Tax processing	Use of technology to automate change of circumstances for Council Tax changes. This would result in a reduction in processing times and the number of staff required to process the changes.	(43)
Salary Sacrifice AVC scheme	A new salary sacrifice scheme for Pension Additional Voluntary Contributions has been introduced. This scheme will generate savings in income tax and National Insurance for both the employee and the Council.	(45)
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.	(30)
HR and Finance System Replacement	The replacement of the HR and Finance system will reduce system operating costs and bring about business process efficiencies.	(30)
<b>New Investment</b>		
Financial forecasting software	We currently host the financial forecasting software from the ICT shared service. The supplier is changing the hosting model and we will no longer be able to host this on site. We will need to migrate to a cloud-based solution, which will incur annual revenue costs of £100k.	100
External Audit Fee	An increase in the fee payable to the Council's external auditors for the work undertaken in auditing the annual Statement of Accounts.	255
Additional temporary capacity in Recruitment & Pay	Additional temporary growth is required within the Recruitment and Pay team to review and streamline business processes to reduce demand on the team. This additional capacity will fall out in 26-27.	100
Additional capacity in Technical Accounting team	In order to meet the statutory accounts deadline and audit requirements the staffing resource within Financial Management will be increased.	100
Client Finance efficiencies.	A range of measures to implement more efficient processes and procedures, staff efficiencies and savings on consumables such as printing, paper, postage etc. These are contingent on external promotion and take up of these digital channels to achieve these efficiencies. Growth is required in clerical / business support to support the changes.	27
<b>Total Net Savings Finance</b>		<b>(564)</b>
<b>Governance &amp; Chief Executive</b>		
<b>24-25 £000</b>		
<b>New Savings</b>		
Companies, Compliance and Assurance review	A review of the Companies, Compliance and Assurance service to ensure appropriate levels of support that are targeted to areas of highest priority, in line with the Council Plan, and areas of highest risk.	(81)
Legal Services review	Streamlining of the legal support function as well as reducing the number of additional trainee solicitor posts recruited to, whilst maintaining a programme of trainee solicitors.	(104)
Maximise use of external funding for Legal Services	A review has been undertaken across Legal services and identified three posts that can be externally funded, therefore resulting in base budget savings.	(144)
<b>Previously approved Savings</b>		
Review of support to formal decision-making processes	Review of support to decision-making processes within Democratic Services.	(57)
<b>Total Net Savings Governance &amp; Chief Executive</b>		<b>(386)</b>

<b>Public Service Reform</b>		<b>24-25 £000</b>
<b>New Savings</b>		
Telephony	Re-procurement of mobile phone and wider telephony contracts.	(50)
Non-pay budget savings	A review of expenditure has highlighted a number of areas where budgets can be reduced to reflect reduced expenditure, including Microsoft and Citrix licences and peripheral equipment.	(90)
Capitalisation of staff working on system development	Capitalisation of staff in Strategic Data and Systems Team that work on ICT system development	(71)
Reconfigure Insight and Intelligence service	Review of Insight and Intelligence service to ensure appropriate levels of support that are targeted to areas of highest priority, in line with the Council Plan, and areas of highest risk.	(87)
Reconfigure the Communications Service	Reconfigure the Communications Service in line with council priorities and leading practice.	(93)
Reconfigure the Personal Assistant team	Reconfigure the Personal Assistant team in line with the latest senior management structure.	(95)
<b>Previously approved Savings</b>		
ICT Review Savings	Reducing the costs of ICT by implementing a new service model and reconfigured shared service	(34)
ICT Review – temporary investment	Phased removal of 2 year temporary investment in ICT shared service following the implementation of a new model.	(500)
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.	105
<b>Total Net Savings Public Service Reform</b>		<b>(915)</b>
<b>Human Resources &amp; Organisational Development</b>		<b>24-25 £000</b>
<b>New Savings</b>		
National Graduate Development Programme	The Council currently funds the salary of 2 National Graduate Development Programme placements, for a 24 month period every 2 years. The proposal is to reduce the placement number down to 1 every 2 years.	(38)
<b>Previously approved Savings</b>		
Reconfigure Human Resources and Organisational Development support	Reduction in Human Resources and Organisational Development resources by embedding new ways of working, and multiskilling.	(162)
Reconfigure Learning and Development priorities	Through smarter commissioning, planning and prioritisation the Learning and Development budget can be reduced.	(50)
<b>Total Net Savings Human Resources &amp; Organisational Development</b>		<b>(250)</b>
<b>Property</b>		<b>24-25 £000</b>
<b>Previously approved Savings</b>		
Commercial Estate	A review of the Council's commercial portfolio to maximise income and reduce the ongoing costs associated with certain properties and removal of temporary investment required to deliver savings from the review of the Council's commercial portfolio.	(364)
Estate Rationalisation (Invest to save)	Reduce running costs of the Council's estate through rationalisation and more efficient use of better quality assets.	(100)
<b>Total Net Savings Property</b>		<b>(464)</b>
<b>Total Net Savings Corporate</b>		<b>(2,579)</b>

Title	Description	24-25 £000
<b>Council Wide and Cross Cutting</b>		
<b>New Savings</b>		
Chief Officer Structure	Review and update of the Senior Officer Structure as approved by Staffing Committee in September 2023.	(126)
Mutually Agreed Resignation Scheme	A reduction in staffing levels in 2024-25 as a result of successful applications into the Mutually Agreed Resignation Scheme	(499)
<b>Previously approved Savings</b>		
Digital Channel Shift	The digital programme will reduce service demand and administration costs by enabling more customers to self-serve and enable the delivery of efficiencies in business processes through better use of technology.	(369)
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.	(750)
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 Adult Social Care, Regulatory Services, Waste, Highways and Planning.	(4,105)
Workforce Modernisation	Following the Council's adoption of new working styles with more agile working savings will be made from rationalising office buildings and leasing out residual office space.	(208)
Pension Liabilities	A natural reduction in the historic pension and associated liabilities relating to former Council employees.	(5)
<b>Total Net Savings Council Wide and Cross Cutting</b>		<b>(6,062)</b>
<b>Total Savings</b>		<b>(29,704)</b>
<b>Total Investment</b>		<b>50,136</b>
<b>Total Net Savings</b>		<b>20,432</b>

**Capital Programme 2024-25**

Scheme	Description	Approved Capital Programme (Schemes & 2024-25	Schemes Under Development 2024-2028
		£m	£m
<b>Children and Young People</b>			
School Basic Need	Funding to ensure provision of sufficient school places within the Borough. This active programme of works is to deliver sufficient places over the next four years.	16.728	-
School Condition Allocation	Investment in maintenance and improvements to schools and educational facilities across the Borough in line with the Department for Education's Good Estate Management guidance.	4.628	-
Devolved Formula Capital	Investment in maintenance and improvements to schools and educational facilities in line with Asset Management Plans and School Development Plans.	0.750	-
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.	1.575	6.042
School Play Provision	This investment will fund remaining works for enhanced play provision for schools.	0.079	-
Children's Residential Accommodation	Supporting delivery of new accommodation to support the children in care and care leavers accommodation strategy.	0.077	1.550
Pupil Referral Unit	Investment in a new Pupil Referral facility to support the needs of vulnerable pupils excluded from school.		3.203
Emerging Pressures – Childrens/Youth	Flexible funding to support the emerging priorities in Children's services, including enhancing provision of youth facilities.		2.500
<b>Total Children and Young People</b>		<b>23.837</b>	<b>13.295</b>
<b>Adults &amp; Public Health</b>			
Disabled Facilities Grant	Funding adaptations to peoples' homes to support and enable people to live independently for as long as possible.	4.010	-
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.	0.120	11.861
Emerging Pressures - ASC	Funding allocation to support a range of emerging pressures impacting on Adults Social Care, including increasing residential and specialist provision.		4.000
<b>Total Adults &amp; Public Health</b>		<b>4.130</b>	<b>15.861</b>
<b>Climate Emergency</b>			
Climate Emergency Fund	Investment to support schemes that deliver the carbon reduction strategy and quantifiable carbon benefits such as renewable energy, energy efficiency, waste reduction, zero or low carbon transport and natural capital/natural environment projects.	1.407	3.805
Energy & Carbon Reduction: Street lighting	Investment to deliver a Central Management System to manage the timings of street lighting columns on A roads to generate revenue savings and carbon reductions.	0.604	-
<b>Total Climate Emergency</b>		<b>2.011</b>	<b>3.805</b>
<b>Regeneration</b>			
Winsford Town Centre	Investment in Winsford Town Centre as part of a wider programme of town centre regeneration. The aim is to create an attractive and functional town centre that serves to support communities, attracting long term commercial uses alongside community uses, quality public realm and an improved town centre environment.	11.076	-
Northgate Development - Phase 1	Investment to deliver final elements of the Northgate Scheme Phase 1 and bring all units into occupation.	1.350	-
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.	13.798	-
Northwich Market	Investment to deliver a new market in the Northwich area, providing an improved visitor experience.	-	1.008
Winsford Cross	Short term investment in the centre as part of the Council's wider regeneration programme for Winsford including essential maintenance and enhancement to the building fabric.	0.294	-
Market Town / Regeneration Schemes	Investments 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.	0.200	4.998
<b>Total Regeneration</b>		<b>26.718</b>	<b>6.006</b>

<b>Highways and Transport</b>			
Network Management	Management of the highway network, including roads and bridges, and City Walls. The investment will help to deliver key priorities to attract and retain new investment, residents, housing and development.	13.637	-
Network Development - Transport	Development and delivery of infrastructure schemes including improvements for roads, cycling and walking routes. Helps deliver 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.	3.424	-
Asset Management - Environment	Programme of essential maintenance works to the Council's open spaces and streetcare assets. Funding supports priority works across countryside and urban parks, allotments, play areas, pathways, pavilions, changing facilities, portable-cabins, public conveniences and public realm assets.	0.533	-
A540 Road Safety	The project is to address road safety concerns at this existing priority crossroads junction by widening the highway to provide a traffic signal installation.	1.428	-
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 diesel engines with full electric vehicle technology will contribute to the Council's Low Emissions Strategy Action Plan.	0.500	-
Heritage Assets	Investment to ensure local heritage assets are maintained and restored for the benefit of the local economy, residents and visitors.	-	5.000
Emerging Highways Pressures	Funding to support emerging pressures impacting on highways and transport needs, such as supporting flood prevention measures, delivering active travel improvements or upgrading facilities.	-	1.400
<b>Total Highways and Transport</b>		<b>19.522</b>	<b>6.400</b>
<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. This allocation also provides for the continued regeneration of Sutton Way, with the refurbishment of existing blocks of flats and the construction of new build properties.	8.142	-
Private Sector Housing	Assists people in need and lower income homeowners whose homes require repair and improvement, brings empty homes back into use and creates affordable units of accommodation through the conversion of obsolete commercial premises.	0.500	-
Housing Delivery	Investment into new housing across the borough including council, market sale and affordable housing.	0.488	8.047
Housing Growth: Supported Housing	Supported housing provision for more residents to help maintain their independence including new homelessness provision.	2.761	2.000
<b>Total Housing</b>		<b>11.891</b>	<b>10.047</b>
<b>Culture and Leisure</b>			
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.	22.757	-
Football Pitch Investment Programme	Continued investment in the football pitch programme across the Borough.	0.500	0.815
Libraries ICT Infrastructure	Upgrade of the network of self-service terminals to ensure technology is fully supported.	0.480	-
Library Co-location	Integration of wider services into libraries to ensure buildings are being fully utilised and bring together services to benefit local residents.	-	-
Northwich Library	Investment in Northwich Library to upgrade the building and develop the library service.	0.500	1.229
Play Strategy	Development of Council's play improvement plan to prioritise delivery of improvements to Council owned outdoor play areas.	-	0.440
Moss Farm	Investment to deliver improvements to access, car parking and changing facilities.	-	4.872
<b>Total Culture and Leisure</b>		<b>24.237</b>	<b>7.356</b>

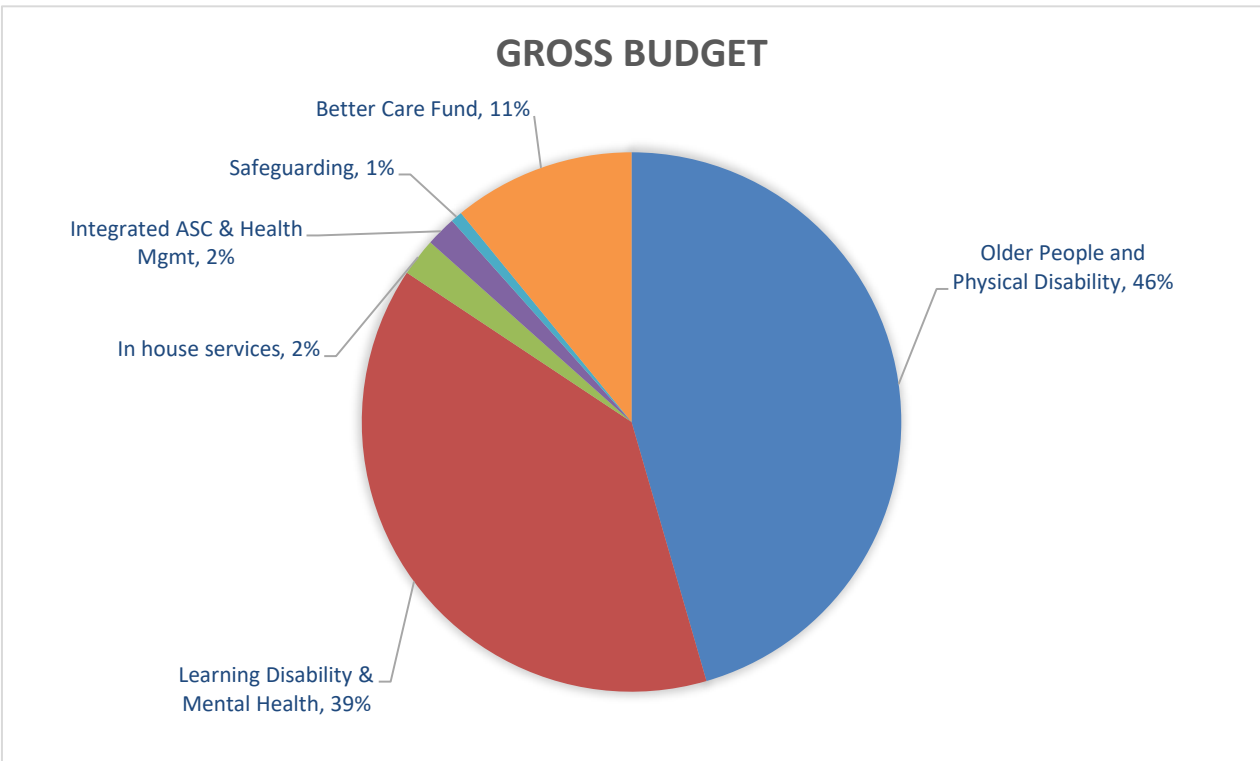


<b>Asset Management</b>			
Asset Management - Property	Investment in the Council's property assets, to minimise health and safety risks to the Council and its residents and support the effective operation of the Council's services.	3.750	-
Cemetery / Crematorium Buildings	Improvement in the condition of the buildings at Chester Crematorium and chapel buildings at cemeteries in the Borough.	0.100	-
Waste Strategy	Completion of the investment to support the waste strategy, including purchase of vehicles and final roll out of new containers.	0.396	-
Public Realm CCTV system	Replacement of analogue CCTV cameras to ensure they remain compatible with equipment installed across the public realm.	-	1.000
HWRCs - Sites & Equipment	Ensuring that all retained HWRC sites continue to meet requirements in delivering a service to the residents.	-	3.000
<b>Total Asset Management</b>		<b>4.246</b>	<b>4.000</b>
<b>ICT &amp; Digital</b>			
Unit 4 Development	Ongoing investment in the Council's business systems to deliver additional functionality to support Council business and more efficient business processes.	0.830	-
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.	1.865	0.250
Capitalisation of Equipment (ICT)	Cyclical replacement costs for laptops, desktops and similar devices used by staff to deliver Council services.	0.765	-
Digital Channel Shift	Increasing the number of services and processes delivered through digital and support for new ways of working.	1.565	1.500
ICT Operating Model/ Gemini	Investment to transfer from the current shared service operating model to a hybrid model, retaining a shared data centre and network but a separation and reconfiguration of other functions that are currently shared including helpdesk, device support, application support, architecture and projects.	1.637	-
Data Strategy	Enhancement of data management to provide insight tools for high-risk areas including children's and adults social care, homelessness, special educational needs and families.	-	2.615
<b>Total ICT &amp; Digital</b>		<b>6.662</b>	<b>4.365</b>
<b>Council Wide</b>			
Transformational projects	Investment in the capacity to deliver service improvements and efficiencies.	1.362	-
Shared Prosperity Fund Schemes	Fund will support projects across three priority areas or themes: Communities and Place, Support for Local Businesses and People and Skills.	2.039	-
Known Pressures	Specific contingency for schemes with known cost pressures.	-	6.000
Emerging Pressures	Contingency to fund unforeseen impacts or cost increases.	-	16.000
<b>Total Council Wide</b>		<b>3.401</b>	<b>22.000</b>
<b>Total</b>		<b>126.655</b>	<b>93.135</b>

**Health & Wellbeing  
Adult Social Care & Health  
Charlotte Walton**

This Service provides care and support to a wide range of adults with care and support needs in the local community across a broad range of individual groups including (but not exclusive to) older people with physical and/or mental health needs, people with learning disabilities, people with a range of mental health needs, autistic adults and people with physical and sensory disabilities and carers. Care services are provided to individuals in their own homes, at day centre facilities, in care homes and a wide range of community settings and are delivered through a combination of in-house services, contracted external providers and via direct payments.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Older People and Physical Disability	9,027	86,748	(35,344)	60,431
Learning Disability & Mental Health	4,439	77,232	(8,438)	73,233
In house services	4,035	732	(3,085)	1,682
Integrated ASC & Health Mgmt	1,261	2,535	(807)	2,988
Safeguarding	1,069	405	(37)	1,437
Better Care Fund	-	22,924	(22,924)	-
<b>Total</b>	<b>19,831</b>	<b>190,575</b>	<b>(70,635)</b>	<b>139,771</b>



As Director I confirm that the information above represents my revenue budget in 2024-25, and I commit to delivering a balanced budget during the financial year.

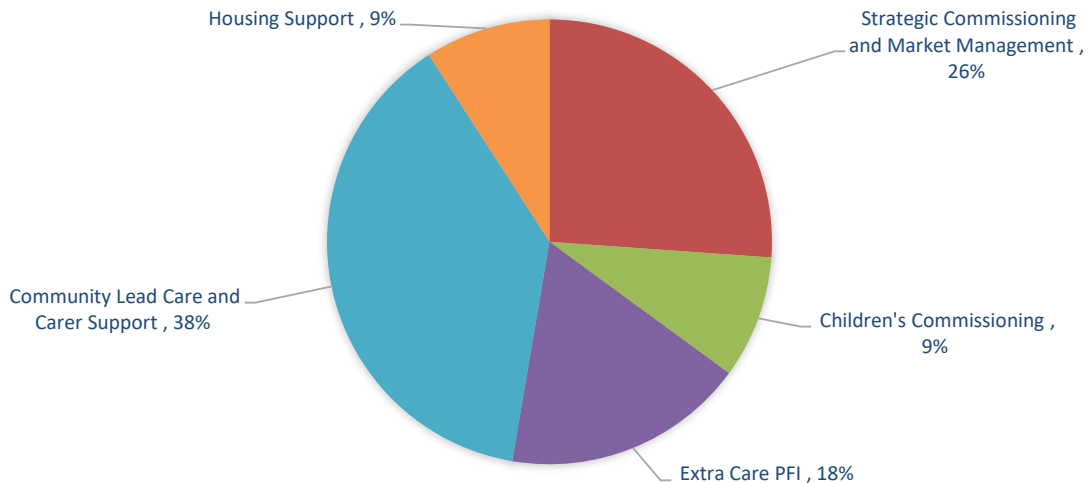
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**Health & Wellbeing  
Strategic Commissioning and Market Management  
Charlotte Walton**

Strategic Commissioning and Market Management encompasses commissioning for Adults, Children's services and Public Health. Strategic Commissioning is all-age and activity is organised around a person's whole life course - Start Well, Live Well and Age Well - including services for children and families such as speech and language therapy, public health services such as substance misuse, community wellbeing and early intervention services, learning disability and autism services, mental health services and services for older people such as care at home. The Market Management Service includes the Care Connections Team and Market Sustainability and Improvement Team, together they provide a holistic service covering care finding, market oversight, market rate management, cost of care, managing the Dynamic Purchasing System, provider relationship management, quality assurance, contract monitoring and improvement.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Health & Wellbeing Mgmt Overheads	1	20	-	21
Strategic Commissioning and Market Management	3,243	95	(350)	2,988
Children's Commissioning	-	1,141	(76)	1,065
Extra Care PFI	-	2,253	(1,714)	539
Community Lead Care and Carer Support	-	4,881	(3,995)	886
Housing Support	-	1,165	(518)	647
<b>Total</b>	<b>3,244</b>	<b>9,555</b>	<b>(6,653)</b>	<b>6,146</b>

**GROSS BUDGET**



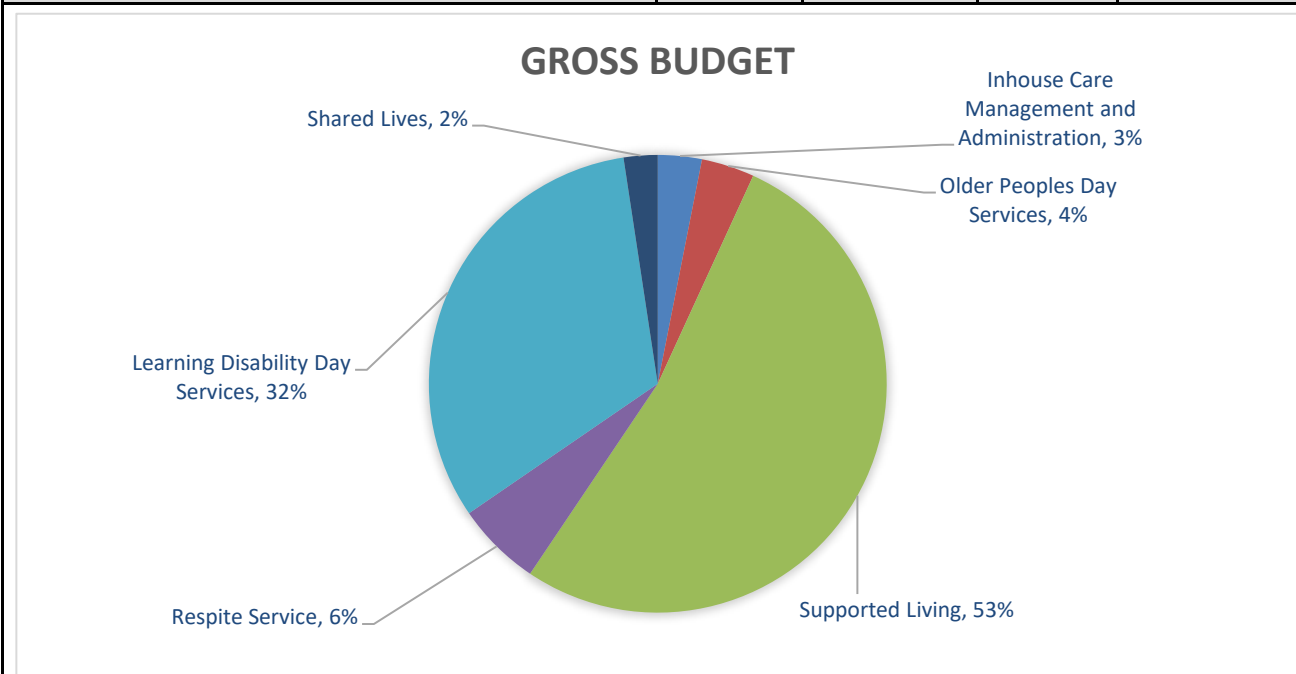
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Signed:

**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
Inhouse Care Management and Administration	159	275	-	434
Older Peoples Day Services	472	52	(36)	488
Supported Living	7,267	90	(57)	7,300
Respite Service	786	55	-	841
Learning Disability Day Services	3,996	507	(147)	4,356
Roodee Café	-	42	(70)	(28)
Shared Lives	263	72	-	335
West Cheshire Autism Hub	4	24	-	28
<b>Total</b>	<b>12,947</b>	<b>1,117</b>	<b>(310)</b>	<b>13,754</b>



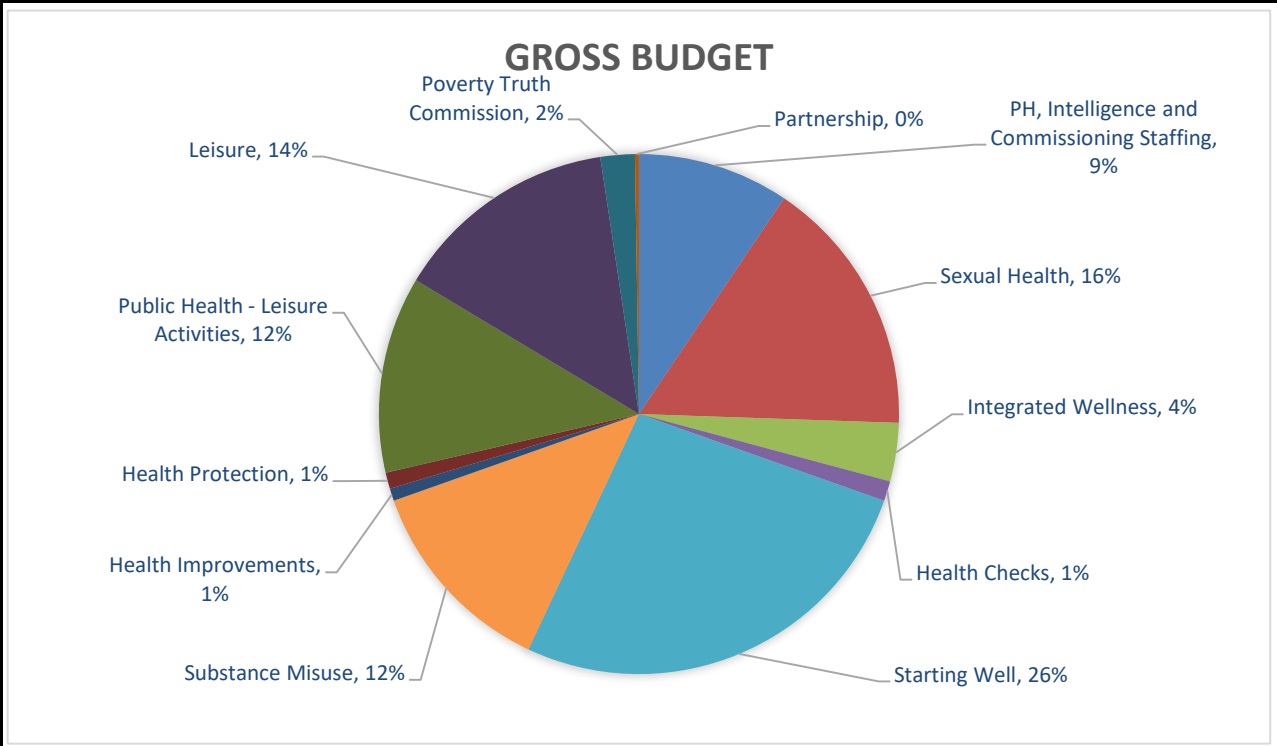
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Signed: 


## 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	1,511	586	(70)	2,027
Sexual Health	-	3,379	-	3,379
Integrated Wellness	-	738	-	738
Health Checks	-	273	-	273
Starting Well	-	5,838	-	5,838
Substance Misuse	-	3,851	(1,081)	2,770
Health Improvements	-	169	-	169
Health Protection	-	222	-	222
Public Health - Leisure Activities	-	2,688	-	2,688
Leisure	-	3,070	(2,806)	264
Poverty Truth Commission	191	278	-	469
Partnership	15	39	-	54
Equality and Diversity	163	65	-	228
<b>Total</b>	<b>1,880</b>	<b>21,196</b>	<b>(3,957)</b>	<b>19,119</b>



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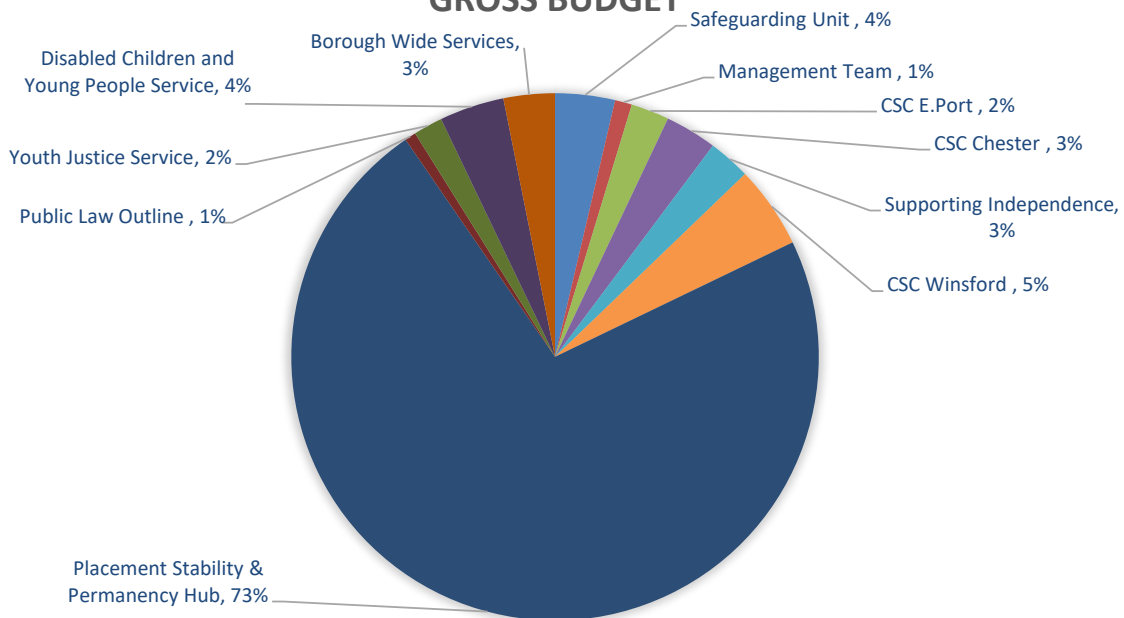
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**Health & Wellbeing  
Children's Social Care  
Helen Brackenbury**

Provides statutory services to children and families, including children in need of help, support and protection, children in care and care leavers, fostering and adoption via Together for Adoption (Regional Adoption Agency) children with disabilities, residential care and short breaks provision for disabled children, children's participation and inclusion, contacts and referrals into children's services and the out of hours emergency duty service.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Safeguarding Unit	2,657	173	(134)	2,696
Management Team	114	689	(249)	554
CSC E.Port	1,669	141	-	1,810
CSC Chester	2,003	444	-	2,447
Supporting Independence	732	1,268	-	2,000
CSC Winsford	3,686	211	-	3,897
Placement Stability & Permanency Hub	5,080	50,947	(1,888)	54,139
Public Law Outline	0	533	-	533
Youth Justice Service	932	453	(841)	544
Disabled Children and Young People Service	1,864	1,199	-	3,063
Asylum Seekers	0	100	-	100
Borough Wide Services	2,147	281	-	2,428
<b>Total</b>	<b>20,884</b>	<b>56,439</b>	<b>(3,112)</b>	<b>74,211</b>

**GROSS BUDGET**



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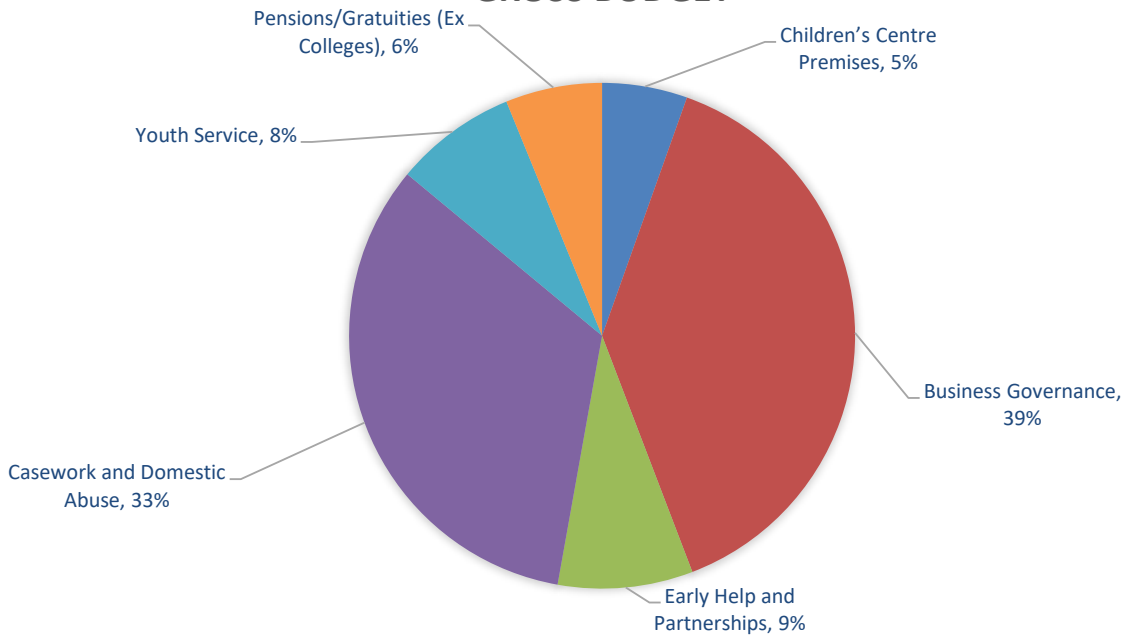
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**Health & Wellbeing  
Early Help & Prevention  
Helen Brackenbury**

The Early Help and Prevention Service helps local children, families and young people with complex needs and adults affected by domestic abuse and focuses on three key areas: Family Casework and Domestic Violence and Abuse, Early help, Schools and Partnerships and Community Safety and the Youth Service. A business and governance team provide the back office support to the whole service, including the administration of the troubled families' payments and sourcing new funding to support more prevention opportunities.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Children's Centre Premises	-	506	(172)	334
Business Governance	2,280	1,317	(2,358)	1,239
Early Help and Partnerships	766	35	(26)	775
Casework and Domestic Abuse	2,861	222	(866)	2,217
Youth Service	574	151	(19)	706
Pensions/Gratuities (Ex Colleges)	573	-	(573)	0
<b>Total</b>	<b>7,054</b>	<b>2,231</b>	<b>(4,014)</b>	<b>5,271</b>

**GROSS BUDGET**



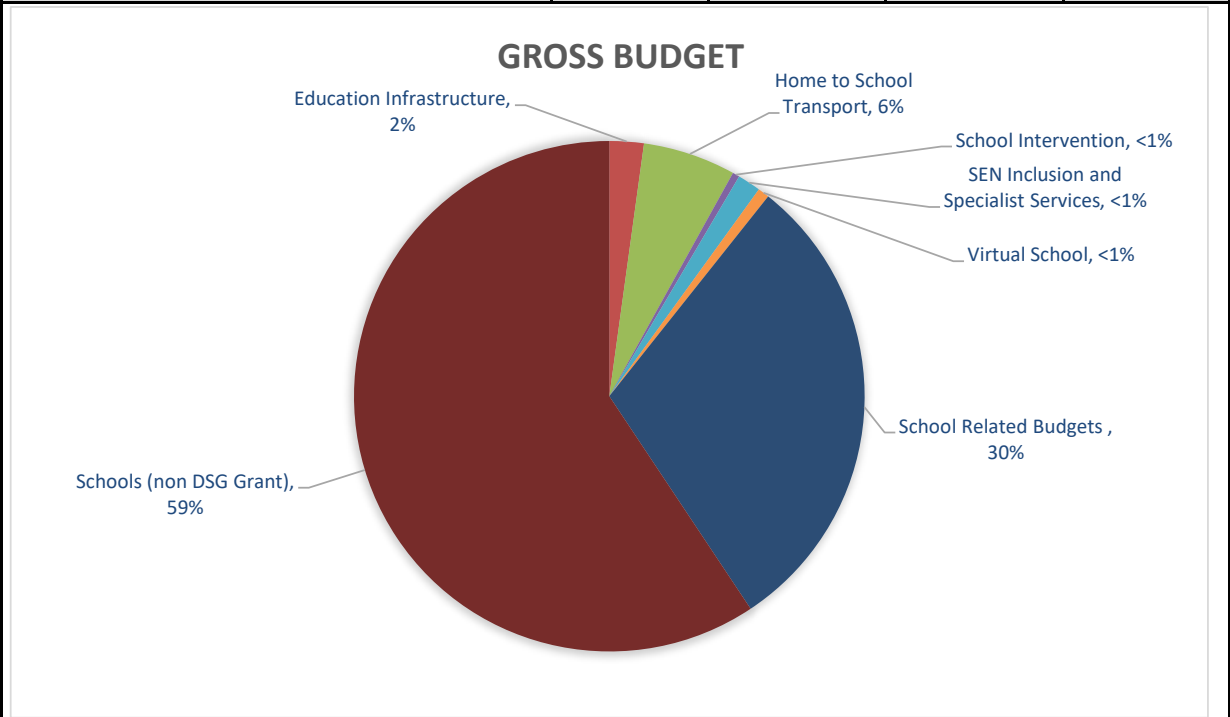
As Director I confirm that the information above represents my revenue budget in 2024-25, and I commit to delivering a balanced budget during the financial year.

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	436	27	(458)	5
Education Infrastructure	2,768	3,475	(2,665)	3,578
Home to School Transport	-	16,882	-	16,882
School Intervention	851	411	(904)	358
SEN Inclusion and Specialist Services	3,812	420	(3,108)	1,124
Virtual School	738	1,348	(2,086)	-
School Related Budgets	2,797	83,297	(86,094)	-
Schools (non DSG Grant)		170,438	(170,438)	-
<b>Total</b>	<b>11,402</b>	<b>276,298</b>	<b>(265,753)</b>	<b>21,947</b>



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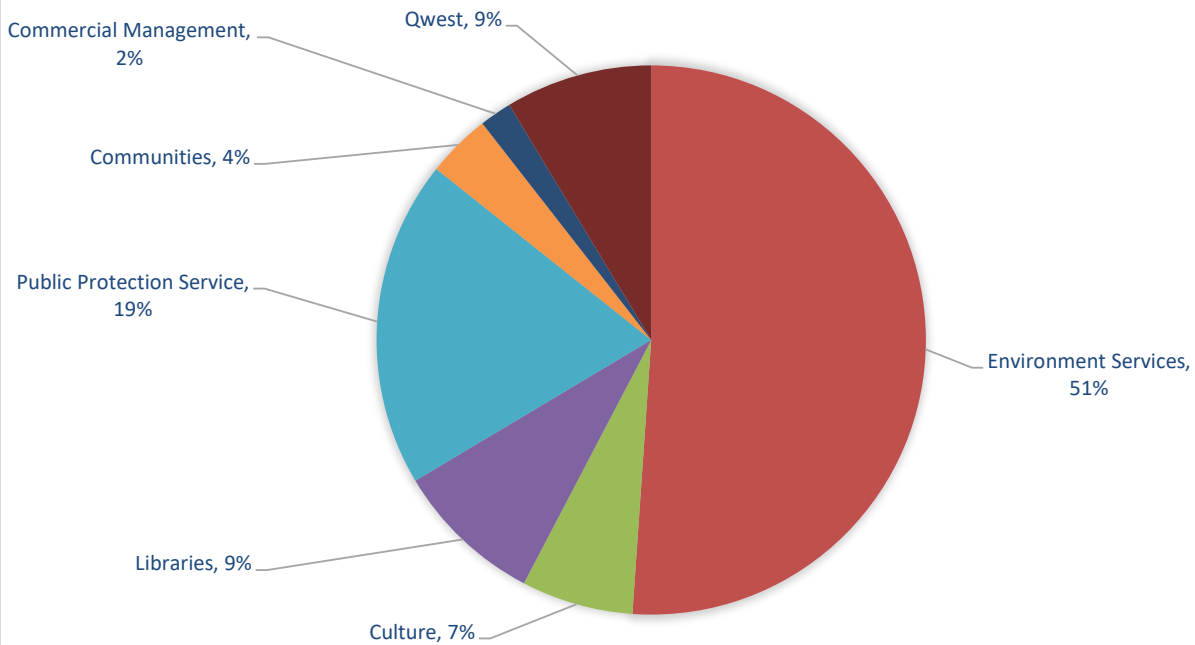


**Communities, Environment & Economy  
Environment & Communities  
Maria Byrne**

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 commercial management, 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	131	2	-	133
Environment Services	5,940	24,764	(3,429)	27,275
Culture	2,006	1,950	(1,038)	2,918
Libraries	3,756	1,511	(1,508)	3,759
Public Protection Service	8,148	3,427	(12,245)	(670)
Communities	907	1,356	(227)	2,036
Commercial Management	1,060	78	(376)	762
Qwest	-	5,195	(290)	4,905
<b>Total</b>	<b>21,948</b>	<b>38,283</b>	<b>(19,113)</b>	<b>41,118</b>

**GROSS BUDGET**



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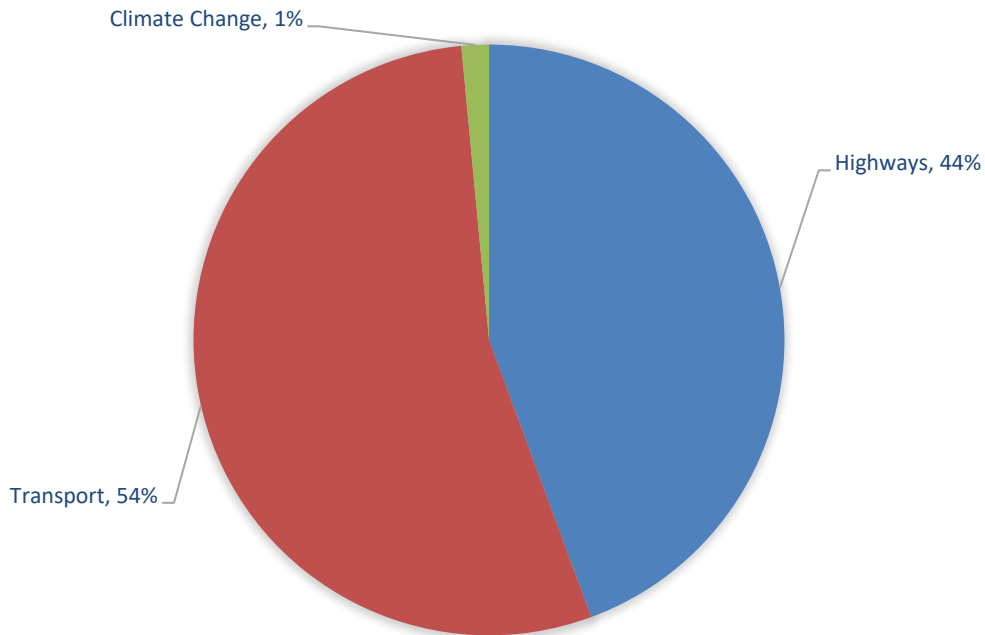
*M Byrne*

**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. Specific areas of responsibility include supporting development and maintenance of highways network, transport network development, sustainable travel, transport planning and climate change.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Highways	4,904	8,808	(5,743)	7,969
Transport	2,442	14,281	(10,801)	5,922
Climate Change	394	69	(429)	34
<b>Total</b>	<b>7,740</b>	<b>23,158</b>	<b>(16,973)</b>	<b>13,925</b>

**GROSS BUDGET**



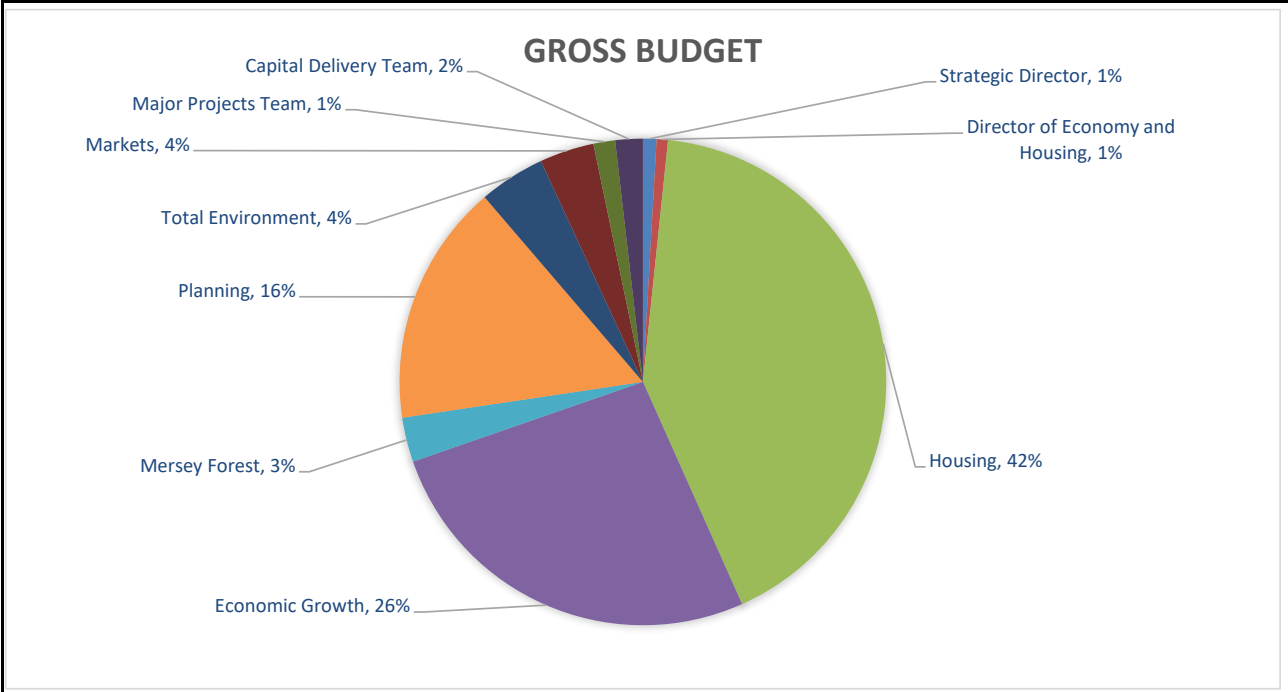
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Signed: 

**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, including the council's major projects and capital delivery. Thereby meeting the needs and aspirations of the communities, residents and businesses of Cheshire West and Chester. Specific areas of responsibility include regeneration, housing strategy, homelessness services, planning, planning policy, design and conservation, business growth and support, skills and employment, capital delivery and the council run markets.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Strategic Director	189	-	-	189
Director of Economy and Housing	158	-	(20)	138
Housing	2,694	6,062	(2,609)	6,147
Economic Growth	3,774	1,766	(3,430)	2,110
Mersey Forest	386	236	(622)	-
Planning	3,052	327	(3,640)	(261)
Total Environment	715	207	(426)	496
Markets	327	434	(912)	(151)
Major Projects Team	303	-	(300)	3
Capital Delivery Team	364	19	(283)	100
<b>Total</b>	<b>11,962</b>	<b>9,051</b>	<b>(12,242)</b>	<b>8,771</b>



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Signed:

*GEMMA DAVIES*

## Housing Revenue Account

**Gemma Davies**

The management of the Housing Revenue Account is delivered by ForHousing (trading as ForViva Group) on a ten year contract commencing on the 1st July 2017. The contract delivers a comprehensive management service including rent collection, arrears recovery, stock improvement programmes and estate management, together with a commitment to promote participation, involvement and health and wellbeing by working in partnerships with local groups along with the delivery of education, training and employment opportunities for residents through a range of programmes.

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

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

<b>Revenue Budget</b>	<b>Budget</b>
	<b>£000</b>
<b>Income</b>	
Rent	(26,721)
Rents - Non Dwellings	(474)
Charges for Services and Facilities	(90)
Contributions towards expenditure	(127)
<b>Sub-total</b>	<b>(27,412)</b>
<b>Operating Expenditure</b>	
Management Fee	10,193
Client Budget	1,833
Corporate and Democratic Costs	4
Increase in Bad Debts Provision	1,068
<b>Sub-total</b>	<b>13,098</b>
<b>Other Expenditure</b>	
Principal Repayments	3,832
Interest Repayments	2,204
Debt Management Expenses	3
Revenue Contributions to Capital	8,209
<b>Sub-total</b>	<b>14,248</b>
<b>Net HRA Revenue (Surplus) / Deficit for the year</b>	<b>(66)</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

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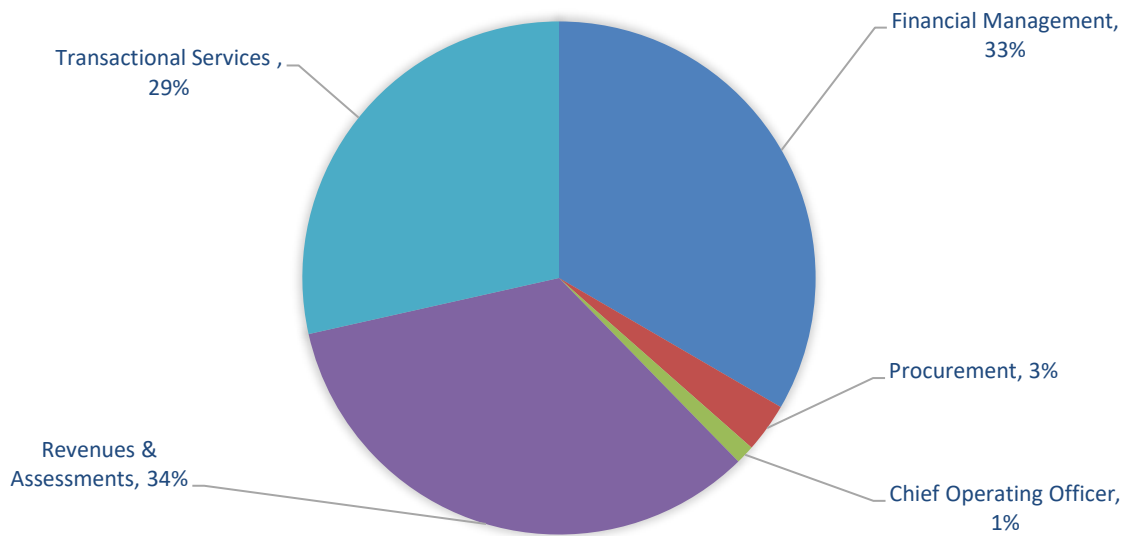
*GED Davies*

**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	5,163	480	(1,349)	4,294
Procurement	485	40	(4)	521
Chief Operating Officer	193	8	-	201
Revenues & Assessments	3,607	2,106	(2,232)	3,481
Transactional Services	3,904	914	(4,818)	-
<b>Total</b>	<b>13,352</b>	<b>3,548</b>	<b>(8,403)</b>	<b>8,497</b>

**GROSS BUDGET**



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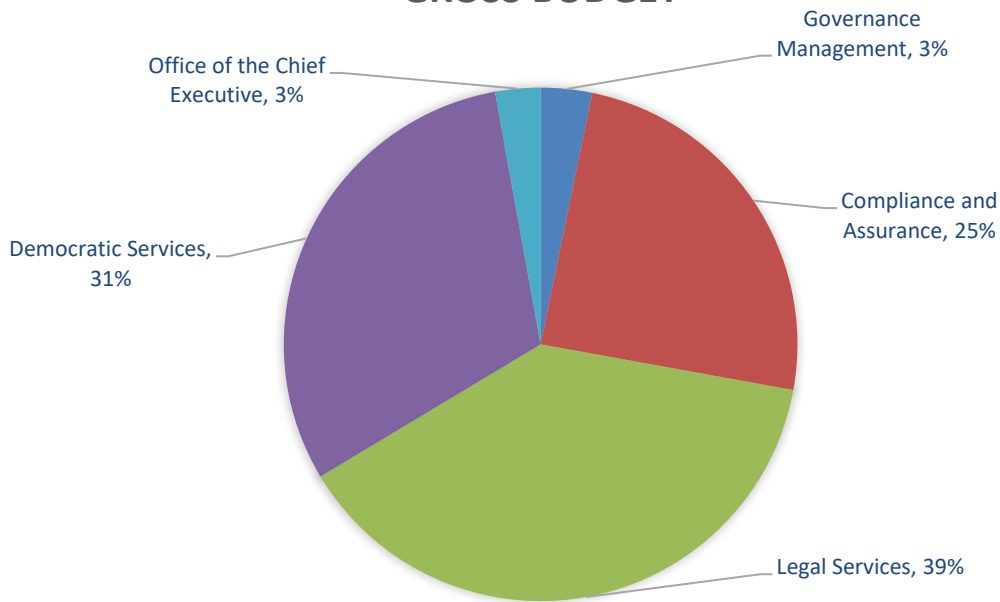
Signed: *Debbie Hall*

**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	277	-	-	277
Compliance and Assurance	1,994	115	(378)	1,731
Legal Services	3,062	240	(927)	2,375
Democratic Services	1,000	1,635	(153)	2,482
Office of the Chief Executive	228	16	-	244
<b>Total</b>	<b>6,561</b>	<b>2,006</b>	<b>(1,458)</b>	<b>7,109</b>

**GROSS BUDGET**



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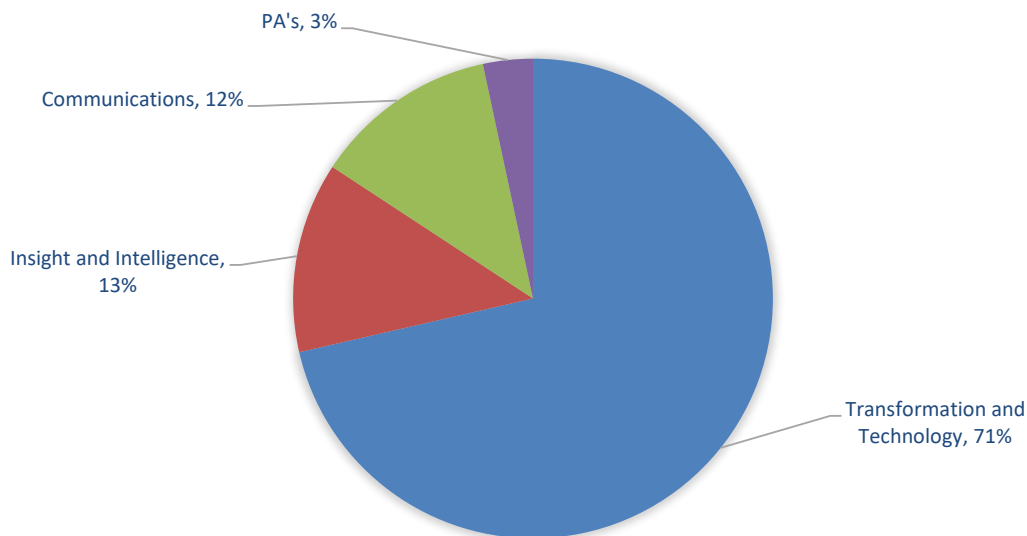
Signed:

**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 and includes the ICT client budget. 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.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Transformation and Technology	2,348	5,527	(1,223)	6,652
Insight and Intelligence	1,312	104	(503)	913
Communications	1,078	290	(420)	948
PA's	358	12	-	370
<b>Total</b>	<b>5,096</b>	<b>5,933</b>	<b>(2,146)</b>	<b>8,883</b>

**GROSS BUDGET**



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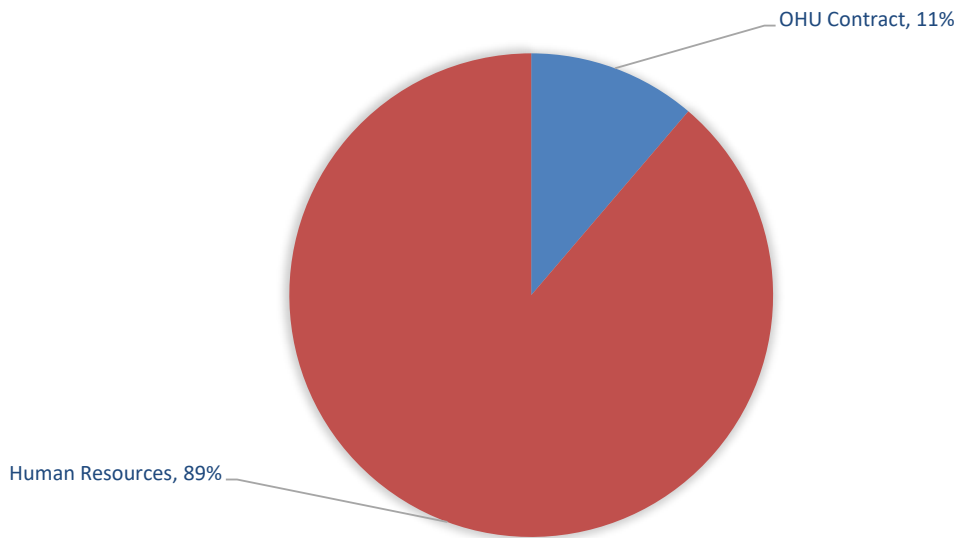
Signed: *L. Ainsworth.*

**Corporate Services**  
**Human Resources & Organisational Development**  
**Simon Riley**

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
OHU Contract	8	231	(168)	71
Human Resources	1,751	134	(930)	955
<b>Total</b>	<b>1,759</b>	<b>365</b>	<b>(1,098)</b>	<b>1,026</b>

**GROSS BUDGET**



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Signed:

*S. C. Riley*

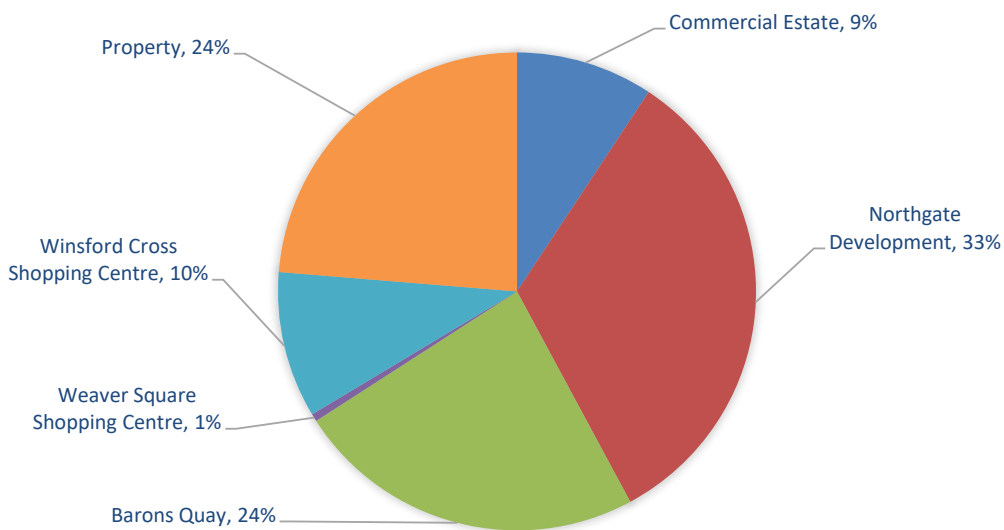


**Corporate Services  
Property  
Simon Riley**

The service is responsible for the operational property estate for all services and 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	(10,052)	(8,548)
Northgate Development	273	5,047	(4,878)	442
Barons Quay	74	3,771	(3,255)	590
Weaver Square Shopping Centre	-	84	(115)	(31)
Winsford Cross Shopping Centre	-	1,602	(862)	740
Property	1,096	2,743	(2,043)	1,796
<b>Total</b>	<b>1,443</b>	<b>14,751</b>	<b>(21,205)</b>	<b>(5,011)</b>

**GROSS BUDGET**



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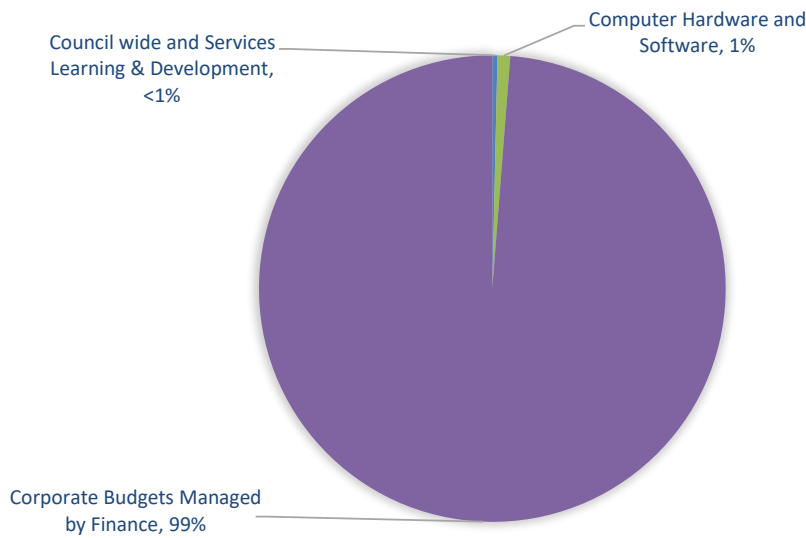
*S. C. Riley*

**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 Graduate programme and all training managed by the HR service and Insurance, Housing benefits, Utility bills and Commissioning budgets managed by Finance.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Council wide and Services Learning & Development	257	104	-	361
Graduates	73	0	-	73
Computer Hardware and Software	0	899	(22)	877
Corporate Budgets Managed by Finance	234	100,739	(96,571)	4,402
<b>Total</b>	<b>564</b>	<b>101,742</b>	<b>(96,593)</b>	<b>5,713</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 and other contingency budgets are held for expected increases in pay and contract inflation. The capital financing budget is the cost of financing the capital programme.

<b>Revenue Budget</b>	<b>Pay</b>	<b>Non-Pay</b>	<b>Income</b>	<b>Net Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Central Budgets</b>				
Apprenticeship Levy		448		448
Capital feasibility		200		200
Pension gratuities		65		65
Northgate Development - Resilience Review		1,650		1,650
Housing Benefit subsidy - Temporary accomodation		100		100
Energy and climate change		4,976		4,976
Cross cutting growth		400		400
Cross cutting savings		(2,316)		(2,316)
	-	<b>5,523</b>	-	<b>5,523</b>
<b>Contingency Budgets</b>				-
General Contingency		5,380		5,380
Pay and Price Contingency		9,132		9,132
	-	<b>14,512</b>	-	<b>14,512</b>
<b>Capital Financing Budget</b>		<b>25,793</b>	<b>(5,075)</b>	<b>20,718</b>
<b>Total</b>	-	<b>45,828</b>	<b>(5,075)</b>	<b>40,753</b>

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Signed: *Debbie Hall*