

Budget Book

2015 – 16

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Introduction

Warrington continues to face significant budget pressures as a result of cuts to government funding and this looks to continue long into the future. Our funding reductions come with increased demand for services in children and adult social care and care for older people, reducing income levels and our ability to sustain basic local services for the citizens of the Borough.

Warrington is already poorly funded and in December 2014 it was announced that the drop in funding for 2015/16 would be 14.1% which equates to £41 per resident. The Council has already made £30m savings over the past two years and still needs to find a further £49m over the next four years.

We will be doing all we can to make as many of these savings through further improving our processes to get rid of inefficiencies, re-organising the way we provide services and seeking alternative ways of service provision, using our buying power and joining with partners to negotiate better deals, and bringing in more income. We'll also continue to innovate and challenge ourselves to transform the way the Council works.

However the reality is that isn't enough to deliver the savings target of £15.5m for 2015/16 and we must now make hard choices on whether to reduce or even stop some of our services altogether. Council tax will increase this year by 1.98% but Warrington is still way behind the average value of Council Tax for Unitary Authorities outside London.

We are looking at other innovative ways to invest in the town and reduce day to day costs and our extensive capital programme supports this by regenerating the town, encouraging new businesses and reducing unemployment. Indeed Warrington continues to buck the trend seen throughout the rest of the country by increasing economic growth.

By law, we need set a balanced budget and the one we have put together this year looks to sustain our priority and statutory services, protect our most vulnerable residents and grow the future of the Town's economy.

This book sets out the Council's revenue budget and our capital programme and is broken down by service area as well as providing an overview of our spending plans for the coming year.

Cllr Russ Bowden
Executive Board Member for Corporate Resources and Assignments

Lynton Green
Director of Finance and Information Services

Directorate Summary

2015/16 BUDGET BY DIRECTORATE	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings * £'000	2015/16 Budget £'000	2015/16 Gross Expenditure £'000	2015/16 Gross Income £'000
Resources and Strategic Commissioning	9,673	262	594	(1,658)	8,871	37,444	(28,573)
Families & Wellbeing	95,949	1,164	3,505	(6,245)	94,373	370,246	(275,874)
Economic Regeneration, Growth & Environment	23,630	132	864	(4,270)	20,356	48,801	(28,445)
Corporate Financing	16,249	85	3,941	(3,766)	16,509	90,279	(73,769)
Grand Total	145,501	1,643	8,904	(15,939)	140,109	546,771	(406,661)

*includes £402k Funding Adjustment

Our Sources of Funding

2014/15 £000	Funding	2015/16 £000
73,880	Council Tax	77,346
33,986	Revenue Support Grant	24,932
27,892	Retained Business Rate Income	26,792
9,743	Non-Ringfenced Government Grants	10,133
-	Movement in Reserves	906
145,501	Net Expenditure	140,109

OBB Theme Summary

2015/16 BUDGET BY OBB THEME AND SUB-THEME	2014/15 Budget £'000	Inflation £'000	Pressures * £'000	Savings * £'000	2015/16 Budget £'000	2015/16 Gross Expenditure £'000	2015/16 Gross Income £'000
Best Start in Life & Transition to Adulthood							
Complex Families	580	7	28	0	615	955	(339)
Early Years	6,687	83	0	(430)	6,339	6,359	(20)
Reducing Offending	493	29	0	0	523	2,419	(1,896)
Support for Education	(7,674)	77	0	(520)	(8,117)	228,292	(236,408)
Vulnerable Children	28,249	269	1,648	(1,495)	28,670	29,373	(703)
Youth	967	13	0	(36)	944	1,178	(234)
Best Start in Life & Transition to Adulthood Total	29,302	478	1,676	(2,482)	28,974	268,576	(239,601)
Enabling Effective Delivery							
Commissioning & Procuring Services	2,613	31	0	(189)	2,455	2,579	(124)
Customer Interaction	1,006	30	0	(58)	978	3,798	(2,820)
Democracy	1,924	18	0	(23)	1,918	1,946	(28)
Employee Benefit	16	1	0	(28)	(11)	125	(136)
Facilities Management	1,326	37	0	0	1,363	4,670	(3,307)
Professional Services	2,450	76	64	(824)	1,767	11,899	(10,132)
Property	843	38	0	(682)	198	3,598	(3,400)
Transactional Services	1,925	42	80	(145)	1,902	5,456	(3,554)
Utilising IT	63	45	0	(333)	(225)	4,456	(4,681)
Enabling Effective Delivery Total	12,165	318	144	(2,282)	10,345	38,528	(28,183)
Financial Stewardship							
Central Charges	2,996	40	(636)	(1,244)	1,155	2,143	(988)
Income Initiatives	(106)	(2)	0	(283)	(391)	(391)	0
Treasury Management	9,992	0	4,577	(2,211)	12,358	15,943	(3,585)
Financial Stewardship Total	12,881	38	3,941	(3,738)	13,121	17,695	(4,574)
Investment & Growth							
Commercial Property	(3,791)	(150)	160	0	(3,781)	1,992	(5,773)
Planning Policy	311	3	0	0	314	314	0
Regeneration	529	6	180	(528)	187	715	(528)
Strategic Infrastructure	4,509	61	0	(501)	4,069	4,684	(615)
Sustainable Energy	(30)	0	0	0	(30)	0	(30)
Warrington & Co	329	1	0	(110)	220	374	(154)
Investment & Growth Total	1,857	(79)	340	(1,139)	979	8,079	(7,100)
Living & Working Well							
Improving Health	(1,228)	0	0	(461)	(1,688)	9,212	(10,901)
Intergration of Health & Social Care	6,114	67	0	(8)	6,172	6,644	(472)
Learning Disability	16,529	253	571	(535)	16,819	20,545	(3,727)
Lifestyle Choices	5,997	5	0	0	6,002	6,282	(280)
Mental Health & Wellbeing	3,486	39	65	(404)	3,186	6,334	(3,148)
Re-ablement	(523)	49	0	(330)	(805)	3,256	(4,061)
Vulnerable Adults	3,795	55	38	(61)	3,827	5,006	(1,179)
Welfare & CT Benefits	477	12	450	(147)	793	70,111	(69,318)
Living & Working Well Total	34,648	481	1,124	(1,946)	34,306	127,391	(93,085)
Promoting Wellbeing for Older People							
Assessment of Care Needs	6,373	77	0	0	6,451	6,451	0
Healthy Ageing	4,512	35	142	(1,057)	3,632	5,098	(1,466)
Provision of Care	11,229	(25)	620	(331)	11,493	25,550	(14,057)
Promoting Wellbeing for Older People Total	22,115	87	762	(1,388)	21,576	37,099	(15,522)
Safe & Sustainable Communities							
Community Safety, Regulation & Enfrmcmt	4,294	25	164	(272)	4,211	8,398	(4,187)
Environmental Operations	9,615	81	240	(1,023)	8,913	10,530	(1,617)
Housing	2,314	45	29	(286)	2,102	4,080	(1,978)
Public Space	6,346	12	284	(397)	6,245	12,359	(6,114)
Sustainable Communities	2,667	26	0	(769)	1,924	2,185	(261)
Transport	7,298	131	200	(216)	7,413	11,852	(4,440)
Safe & Sustainable Communities Total	32,534	320	917	(2,963)	30,807	49,404	(18,597)
Grand Total	145,501	1,643	8,904	(15,939)	140,109	546,771	(406,661)

*in some cases pressures and savings are held on central codes until detailed business cases have been completed

Resources & Strategic Commissioning

Resources and Strategic Commissioning

The Resources and Strategic Commissioning Directorate is comprised of a range of services that enable the Council to achieve its objectives. Our aim is to act as a catalyst for improvement and change and to support transformation. We provide effective and efficient internal and frontline services that help others to deliver community and neighbourhood outcomes.

The directorate is currently comprised of five divisions:

Finance and Information Services

The Section 151 Officer is the Officer designated by law to ensure the proper administration of the financial affairs of the authority. In Warrington the Section 151 officer is the Director of Finance and Information Services. The Section 151 officer has a number of statutory duties, including the duty to report any unlawful financial activity involving the authority (past, present or proposed) or failure to set or keep to a balanced budget. The Section 151 officer also has a number of statutory powers in order to allow this role to be carried out, such as the right to insist that the local authority makes sufficient financial provision for the cost of internal audit.

The Finance service consists of five main service areas:

Accountancy - which supports the statutory and regulatory financial functions of the authority, compiles the revenue and capital Medium Term Financial Plan, manages the Council's cash flow through effective treasury management and compiles the statement of accounts leading to an unqualified external audit opinion.

Internal Audit - which reviews and advises on the effectiveness of governance, risk management and internal controls and undertakes a number of audits each year.

Benefits & Exchequer Services - which makes benefit payments, promotes benefit take-up, investigates fraudulent claims and prosecutes where appropriate. The service also makes payment to suppliers on behalf of the Council as well as collecting Council Tax, Business Rates and other money owed on behalf of the Council. The service also includes Customer Access which provides high levels of customer service to all residents and businesses with a single point of access to all Council services, and to ensure the professional handling of all information owned by the Council.

Information Technology – which supports the IT infrastructure to the Council ensuring reliable and secure technology that enables the Council to deliver its services efficiently and effectively.

Solicitor to the Council & Assistant Director of Corporate Governance

The Solicitor to the Council is the Council's statutory monitoring officer and provides support for the ethical conduct regime for members and Council officers and consists of five main areas:

- Democratic and member services - provides committee management, overview and scrutiny and member support
- Electoral services - responsible for all parliamentary, local and parish elections
- Registration service - responsible for the correct and lawful registration of all births, marriages and deaths and civil partnerships within the borough
- Legal services - provides a full legal advisory and support service
- Coroners - hosts HM Coroner for Cheshire in partnership with neighbouring authorities

Partnerships and Performance

The Partnerships and Performance division provides the following functions: performance and information management (for all directorates); customer insight and research; partnership development and support; strategic planning and corporate policy; information governance; emergency planning, business continuity and risk management; insurance and operational risk; health and safety; community safety partnership and communications and organisational change.

The purpose of the division is to support the Council, its strategic partnerships and its managers to:

- Ensure that data, information and intelligence is well governed and used to set policy, priorities and plan delivery;
- Design and deliver changes to services based on the above;
- Ensure services are resilient and effectively manage risk; and
- Communicate and engage effectively with employees and the community; to provide critical challenge and assurance to the organisation, ensuring local accountability and transparency

Human Resources

Human Resources delivers advice, guidance and support to directorates and Warrington schools on a wide range of strategic, operational and transactional HR issues. There are three service areas in Human Resources, which are as follows,

Employee Services

- Manage all processes and schedules relating to payments to employees and elected members ensuring compliance with PAYE statutory obligations, and processing annual returns relating to teachers and local government pensions

- Provide a full recruitment service including advertising the vacancy, processing of applications, managing all safeguarding checks, through to the issue of the contract of employment
- Deal with all employment contract issues for staff, as well as administering the pension schemes for the Council's employees
- Manage the Council's electronic document scanning system, time recording system as well as meeting room and visitor car park administration

HR Advisory Service

- Provides advice and guidance to managers, headteachers and governing bodies on the application of all local employment policies and procedures and on national and local terms and conditions of service in order to ensure and enable compliance with legal and contractual responsibilities
- Provides strategic and practical support in the redesign and remodelling of services, supports the joint consultative process in the revision and formulation of policy, advises on the determination of the Council's pay and rewards package and provides employee data and analysis to support workforce planning and budgetary processes

Employment, Learning and Skills

- Lead and support the Council and its partners in the development of opportunities for adults to access learning, increase skills and confidence and to achieve their potential
- Empower people, individually and collectively, to make positive changes in their lives and in the communities through learning
- To ensure that continual learning is embedded within the organisation in order to improve performance and ensure that a responsive and flexible workforce is nurtured

Strategic Commissioning Unit

The Unit comprises strategic and integrated commissioning staff and is led by the Assistant Director who is jointly funded by the Council and NHS Warrington Clinical Commissioning Group. The Unit leads on the development and delivery of strategic and integrated commissioning and action plans as agreed between organisations. It is specifically accountable for the development and delivery of integrated services underpinned by NHS Act flexibilities and agreements where appropriate, covering services for health improvement, homeless people, offenders, older people, adults with mental health problems, substance misuse problems, learning disabilities or physical disabilities and children.

The Unit will be responsible for leading the Council's "Strategic Commissioning Hub" which will develop the strategic commissioning approach to services in the Council, concentrating on outcomes rather than who provides the service. We will lead partners/providers in Warrington by defining cross cutting themes, working in partnership and integrated service provision, thus improving the outcomes and experience that our citizens achieve.

The Unit also leads on Third Sector Capacity Building, Sports Arts and Cultural Strategies, Community Asset Transfer and provision of Cultural, Library, Museums and Leisure Lifestyle and Wellbeing services. The team is responsible for commissioning Warrington's established Trusts – Culture Warrington and Livewire.

RESOURCES & STRATEGIC COMMISSIONING	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000	2015/16 Gross Expenditure £'000	2015/16 Gross Income £'000
Chief Executives Unit	492	5	0	(83)	414	414	0
Deputy Chief Executive	1,236	3	0	(99)	1,140	1,541	(401)
Finance and Information Services							
Director of Finance and Information Services	2	2	0	0	4	262	(258)
Accountancy	(99)	13	0	(198)	(285)	1,833	(2,117)
Audit Services	(12)	3	0	(66)	(75)	478	(552)
Benefits and Exchequer Services	1,989	49	450	(247)	2,241	5,794	(3,553)
ICT & Printing	(549)	49	0	(332)	(832)	4,762	(5,594)
Customer Contact	(32)	23	0	0	(8)	2,199	(2,208)
Finance (Section 151 Officer) Total	1,299	140	450	(843)	1,046	15,328	(14,282)
Solicitor to the Council & Head of Corporate Governance							
Solicitor to the Council & AD of Corporate Governance	(18)	1	0	0	(17)	180	(197)
Coroners Service	373	21	0	0	394	1,562	(1,168)
Legal Services	26	8	64	(18)	81	1,280	(1,200)
Registrars Service	7	2	0	0	9	350	(341)
Democratic & Members Services	1,538	15	0	(60)	1,493	1,546	(52)
Electoral Services	386	3	0	0	388	401	(12)
Sol to the Council & Head of Corp Govn Total	2,312	50	64	(78)	2,348	5,319	(2,971)
Partnerships & Performance							
Assistant Director of Partnerships & Perf.	5	1	0	(55)	(49)	168	(217)
Corporate Performance	20	11	0	(40)	(9)	1,025	(1,034)
Research & Land Charges	(102)	4	0	(13)	(111)	443	(554)
Risk & Resilience	(32)	3	0	(33)	(62)	463	(526)
Sub Regional Programme Office	13	0	0	0	13	13	0
Communications	41	5	0	0	46	500	(453)
Community Safety Partnership	387	5	0	0	393	393	0
Business Improvement	2	4	0	0	6	401	(395)
Partnerships & Performance Total	335	34	0	(141)	227	3,406	(3,178)
Human Resources							
Assistant Director of Human Resources	(60)	0	0	(41)	(101)	59	(160)
HR Advisory Services	68	2	0	(66)	4	1,189	(1,185)
Employee Services	103	6	80	(144)	45	1,341	(1,296)
Apprenticeships	329	1	0	(110)	220	374	(154)
Training & Workforce Skills	406	6	0	(25)	387	1,221	(833)
Human Resources Total	846	15	80	(386)	555	4,183	(3,628)
Strategic Commissioning							
Assistant Director of Strategic Commissioning	350	2	0	0	352	410	(58)
Commissioning & Third Sector Partnerships	5,780	4	0	0	5,784	5,927	(143)
Integrated Commissioning	(3,291)	7	0	(28)	(3,313)	462	(3,775)
Sports & Physical Activity Engagement Services	315	3	0	0	317	455	(137)
Strategic Commissioning Total	3,154	15	0	(28)	3,141	7,254	(4,113)
Grand Total	9,673	262	594	(1,658)	8,871	37,444	(28,573)

RESOURCES & STRATEGIC COMMISSIONING

CHIEF EXECUTIVES UNIT

Chief Executives Unit	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	375	4	0	(74)	306
2 - Premises	26	0	0	0	26
3 - Transport	13	0	0	(9)	4
4 - Supplies and Services	55	1	0	0	55
7 - Support Services	23	0	0	0	23
Net Expenditure	492	5	0	(83)	414

DEPUTY CHIEF EXECUTIVE

Deputy Chief Executive	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	196	2	0	0	198
2 - Premises	19	0	0	0	19
3 - Transport	5	0	0	0	5
4 - Supplies and Services	(14)	1	0	(99)	(113)
7 - Support Services	1,432	0	0	0	1,432
Total Expenditure	1,637	3	0	(99)	1,541
9 - Income	(401)	0	0	0	(401)
Net Expenditure	1,236	3	0	(99)	1,140

FINANCE AND INFORMATION SERVICES

Director of Finance and Information Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	160	2	0	0	162
2 - Premises	16	0	0	0	16
4 - Supplies and Services	3	0	0	0	3
7 - Support Services	81	0	0	0	81
Total Expenditure	260	2	0	0	262
9 - Income	(258)	0	0	0	(258)
Net Expenditure	2	2	0	0	4

Accountancy	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,724	21	0	0	1,745
2 - Premises	63	0	0	0	63
3 - Transport	9	0	0	0	9
4 - Supplies and Services	12	0	0	(198)	(186)
7 - Support Services	202	0	0	0	202
Total Expenditure	2,010	21	0	(198)	1,833
9 - Income	(2,109)	(8)	0	0	(2,117)
Net Expenditure	(99)	13	0	(198)	(285)

Audit Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	380	5	0	0	385
2 - Premises	21	0	0	0	21
3 - Transport	4	0	0	0	4
4 - Supplies and Services	1	0	0	0	1
7 - Support Services	67	0	0	0	67
Total Expenditure	473	5	0	0	478
9 - Income	(485)	(1)	0	(66)	(552)
Net Expenditure	(12)	3	0	(66)	(75)

Benefits and Exchequer Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	3,494	42	0	(140)	3,396
2 - Premises	162	0	0	0	162
3 - Transport	55	1	0	0	56
4 - Supplies and Services	603	9	0	0	612
5 - Third Party Payments	1	0	0	0	1
7 - Support Services	1,567	0	0	0	1,567
Total Expenditure	5,882	52	0	(140)	5,794
9 - Income	(3,893)	(3)	450	(107)	(3,553)
Net Expenditure	1,989	49	450	(247)	2,241

ICT & Printing	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	2,088	25	0	0	2,113
2 - Premises	257	0	0	0	257
3 - Transport	24	0	0	0	24
4 - Supplies and Services	2,357	35	0	(332)	2,060
7 - Support Services	308	0	0	0	308
Total Expenditure	5,034	60	0	(332)	4,762
9 - Income	(5,583)	(11)	0	0	(5,594)
Net Expenditure	(549)	49	0	(332)	(832)

Customer Contact	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,485	18	0	0	1,502
2 - Premises	168	1	0	0	169
3 - Transport	4	0	0	0	4
4 - Supplies and Services	366	5	0	0	371
7 - Support Services	153	0	0	0	153
Total Expenditure	2,175	24	0	0	2,199
9 - Income	(2,207)	(1)	0	0	(2,208)
Net Expenditure	(32)	23	0	0	(8)

SOLICITOR TO THE COUNCIL & HEAD OF CORPORATE GOVERNANCE

Solicitor to the Council & AD of Corporate Governance	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	141	2	0	0	142
2 - Premises	5	0	0	0	5
3 - Transport	2	0	0	0	2
4 - Supplies and Services	(15)	(1)	0	0	(16)
7 - Support Services	47	0	0	0	47
Total Expenditure	179	1	0	0	179
9 - Income	(197)	0	0	0	(197)
Net Expenditure	(18)	1	0	0	(18)

Coroners Service	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	296	4	0	0	299
2 - Premises	363	4	0	0	367
3 - Transport	14	0	0	0	14
4 - Supplies and Services	829	12	0	0	841
7 - Support Services	40	0	0	0	40
Total Expenditure	1,542	21	0	0	1,562
9 - Income	(1,168)	0	0	0	(1,168)
Net Expenditure	373	21	0	0	394

Legal Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	955	12	64	(18)	1,013
2 - Premises	79	0	0	0	79
3 - Transport	6	0	0	0	6
4 - Supplies and Services	64	1	0	0	65
7 - Support Services	118	0	0	0	118
Total Expenditure	1,221	13	64	(18)	1,280
9 - Income	(1,195)	(5)	0	0	(1,200)
Net Expenditure	26	8	64	(18)	81

Registrars Service	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	207	2	0	0	209
2 - Premises	27	0	0	0	27
3 - Transport	1	0	0	0	1
4 - Supplies and Services	2	0	0	0	3
7 - Support Services	110	0	0	0	110
Total Expenditure	347	3	0	0	350
9 - Income	(340)	(0)	0	0	(341)
Net Expenditure	7	2	0	0	9

Democratic & Members Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,208	15	0	0	1,222
2 - Premises	96	0	0	0	96
3 - Transport	19	0	0	0	19
4 - Supplies and Services	56	1	0	(23)	34
6 - Transfer Payments	1	0	0	0	1
7 - Support Services	174	0	0	0	174
Total Expenditure	1,553	16	0	(23)	1,546
9 - Income	(15)	(0)	0	(37)	(52)
Net Expenditure	1,538	15	0	(60)	1,493

Electoral Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	180	2	0	0	181
2 - Premises	61	0	0	0	61
3 - Transport	2	0	0	0	2
4 - Supplies and Services	121	1	0	0	122
7 - Support Services	35	0	0	0	35
Total Expenditure	398	3	0	0	401
9 - Income	(12)	(0)	0	0	(12)
Net Expenditure	386	3	0	0	388

PARTNERSHIPS & PERFORMANCE

Assistant Director of Partnerships & Perf.	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	134	2	0	(55)	81
2 - Premises	6	0	0	0	6
4 - Supplies and Services	(18)	(0)	0	0	(19)
7 - Support Services	100	0	0	0	100
Total Expenditure	222	1	0	(55)	168
9 - Income	(217)	0	0	0	(217)
Net Expenditure	5	1	0	(55)	(49)

Corporate Performance	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	911	11	0	(40)	881
2 - Premises	33	0	0	0	34
3 - Transport	2	0	0	0	2
4 - Supplies and Services	17	0	0	0	17
7 - Support Services	91	0	0	0	91
Total Expenditure	1,054	11	0	(40)	1,025
9 - Income	(1,034)	(0)	0	0	(1,034)
Net Expenditure	20	11	0	(40)	(9)

Research & Land Charges	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	249	3	0	0	252
2 - Premises	18	0	0	0	18
3 - Transport	1	0	0	0	1
4 - Supplies and Services	46	1	0	0	47
7 - Support Services	125	0	0	0	125
Total Expenditure	439	4	0	0	443
9 - Income	(541)	0	0	(13)	(554)
Net Expenditure	(102)	4	0	(13)	(111)

Risk & Resilience	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	391	5	0	(33)	363
2 - Premises	14	0	0	0	14
3 - Transport	8	0	0	0	8
4 - Supplies and Services	9	0	0	0	9
5 - Third Party Payments	4	0	0	0	4
7 - Support Services	65	0	0	0	65
Total Expenditure	491	5	0	(33)	463
9 - Income	(524)	(2)	0	0	(526)
Net Expenditure	(32)	3	0	(33)	(62)

Sub Regional Programme Office	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
2 - Premises	5	0	0	0	5
7 - Support Services	8	0	0	0	8
Net Expenditure	13	0	0	0	13

Communications	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	396	5	0	0	401
2 - Premises	20	0	0	0	20
3 - Transport	3	0	0	0	3
4 - Supplies and Services	23	0	0	0	23
7 - Support Services	52	0	0	0	52
Total Expenditure	495	5	0	0	500
9 - Income	(453)	0	0	0	(453)
Net Expenditure	41	5	0	0	46

Community Safety Partnership	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	105	1	0	0	106
2 - Premises	224	3	0	0	228
3 - Transport	5	0	0	0	5
4 - Supplies and Services	48	1	0	0	49
7 - Support Services	6	0	0	0	6
Net Expenditure	387	5	0	0	393

Business Improvement	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	341	4	0	0	345
2 - Premises	9	0	0	0	9
3 - Transport	1	0	0	0	1
4 - Supplies and Services	14	0	0	0	15
7 - Support Services	32	0	0	0	32
Total Expenditure	397	4	0	0	401
9 - Income	(395)	0	0	0	(395)
Net Expenditure	2	4	0	0	6

HUMAN RESOURCES

Assistant Director of Human Resources	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	86	1	0	0	87
2 - Premises	6	0	0	0	6
4 - Supplies and Services	(60)	(1)	0	(41)	(102)
7 - Support Services	67	0	0	0	67
Total Expenditure	100	0	0	(41)	59
9 - Income	(160)	0	0	0	(160)
Net Expenditure	(60)	0	0	(41)	(101)

HR Advisory Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	860	10	0	(42)	828
2 - Premises	56	0	0	0	56
3 - Transport	8	0	0	0	8
4 - Supplies and Services	162	2	0	0	164
7 - Support Services	132	0	0	0	132
Total Expenditure	1,218	13	0	(42)	1,189
9 - Income	(1,150)	(11)	0	(24)	(1,185)
Net Expenditure	68	2	0	(66)	4

Employee Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,188	15	0	(144)	1,059
2 - Premises	63	0	0	0	63
3 - Transport	1	0	0	0	1
4 - Supplies and Services	70	1	0	0	71
7 - Support Services	146	0	0	0	146
Total Expenditure	1,469	16	0	(144)	1,341
9 - Income	(1,366)	(10)	80	0	(1,296)
Net Expenditure	103	6	80	(144)	45

Apprenticeships	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	333	4	0	(46)	291
2 - Premises	36	0	0	0	36
3 - Transport	5	0	0	0	6
4 - Supplies and Services	79	0	0	(64)	15
7 - Support Services	26	0	0	0	26
Total Expenditure	479	5	0	(110)	374
9 - Income	(150)	(4)	0	0	(154)
Net Expenditure	329	1	0	(110)	220

Training & Workforce Skills	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	904	11	0	(25)	890
2 - Premises	120	0	0	0	121
3 - Transport	24	0	0	0	24
4 - Supplies and Services	58	1	0	0	59
7 - Support Services	127	0	0	0	127
Total Expenditure	1,233	13	0	(25)	1,221
9 - Income	(826)	(7)	0	0	(833)
Net Expenditure	406	6	0	(25)	387

STRATEGIC COMMISSIONING

Assistant Director of Strategic Commissioning	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	154	2	0	0	156
2 - Premises	87	0	0	0	87
3 - Transport	4	0	0	0	4
4 - Supplies and Services	(9)	(0)	0	0	(9)
7 - Support Services	172	0	0	0	172
Total Expenditure	408	2	0	0	410
9 - Income	(58)	0	0	0	(58)
Net Expenditure	350	2	0	0	352

Commissioning & Third Sector Partnerships	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	146	2	0	0	148
2 - Premises	4	0	0	0	4
3 - Transport	1	0	0	0	1
4 - Supplies and Services	(169)	2	0	0	(167)
5 - Third Party Payments	5,898	0	0	0	5,898
7 - Support Services	42	0	0	0	42
Total Expenditure	5,923	4	0	0	5,927
9 - Income	(143)	0	0	0	(143)
Net Expenditure	5,780	4	0	0	5,784

Integrated Commissioning	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	103	1	0	0	104
2 - Premises	3	0	0	0	3
3 - Transport	5	0	0	0	5
4 - Supplies and Services	354	5	0	(28)	331
7 - Support Services	18	0	0	0	18
Total Expenditure	484	7	0	(28)	462
9 - Income	(3,775)	0	0	0	(3,775)
Net Expenditure	(3,291)	7	0	(28)	(3,313)

Sports & Physical Activity Engagement Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	200	2	0	0	203
2 - Premises	68	1	0	0	69
3 - Transport	6	0	0	0	6
4 - Supplies and Services	156	2	0	0	158
7 - Support Services	19	0	0	0	19
Total Expenditure	449	5	0	0	455
9 - Income	(135)	(2)	0	0	(137)
Net Expenditure	315	3	0	0	317

Families & Wellbeing

Families and Wellbeing

The Families and Wellbeing Directorate delivers major elements of:

Council Strategy
Children and Young People's Plan.

Vision

To work effectively in partnership to deliver the best possible outcomes and quality of life for children, families and adults in Warrington.

Key principles

- For the people of Warrington to be at the heart of all we do.
- To listen to staff, partners and the people who use our services.
- To develop a skilled and competent workforce.
- To be able to respond to both the demands from Warrington residents and policy changes.
- To provide efficient, effective and quality services.

Families and Wellbeing are responsible for providing a holistic offer of services to Warrington residents from birth onwards. This includes support for learning and achievement, children's and adult social work services, public health, neighbourhoods and housing and contract and commissioning.

The Directorate is split into five departmental areas, with each department comprising a number of service divisions as described below:

- **Children's Universal Services**
This comprises of centrally retained dedicated schools grant budget areas, the two learning and achievement departments 0-11 and 11-19, admissions and home to school transport services and support for school meals.
- **Children's Targeted Services**
This comprises of both children in need and children in care teams, including fostering and adoption services and children's residential homes, early help division and the Youth Offending service.
- **Quality Assurance**
This comprises of commissioning and contract support teams and administration and the quality assurance and monitoring department including the local children's and adults safeguarding boards and teams.
- **Adult Services**
This comprises all care and support services to all working age adults and older people. It covers a range of issues including Mental Health, Physical

disability, Learning disability, Intermediate Care and general care and support needs.

- Public Health
This comprises all Public health, Housing support and neighbourhood services.

Key data

- Families and Wellbeing is a diverse directorate made up of a range of demand led services. Key areas of pressure on the budget include:-
 - Children in care
 - A rise in complex needs
 - Issues around mental health and
 - Increasing demand in older peoples services
- The directorate is projecting a net spend of £94.3m in 2015-16 - £6.2m of savings and £3.5m of pressures have been identified and are included in this net budget.
- To provide a flavour of the range of issues the directorate supports:-
 - 87 schools
 - 28,423 children in mainstream schools
 - 302 children in care (increased from 232 in March 2014)
 - 826 adults and 1610 older people who are receiving care and support

FAMILIES & WELLBEING	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000	2015/16 Gross Expenditure £'000	2015/16 Gross Income £'000
Executive Director Families & Wellbeing							
Executive Director	2,470	22	0	(796)	1,696	1,696	0
Executive Director Families & Wellbeing Total	2,470	22	0	(796)	1,696	1,696	0
Operational Director-Adult Services							
Operational Director - Adult Services	7,573	93	142	(1,561)	6,247	6,795	(548)
Adult Social Care Provision	7,922	90	0	0	8,012	8,832	(821)
Older People & Occupational Therapy Svcs	16,766	25	620	(331)	17,081	31,811	(14,731)
Intermediate Care Provision	3,600	42	0	0	3,642	3,971	(329)
Adult Assessment & Care Management	20,807	314	674	(998)	20,797	28,762	(7,965)
Operational Director-Adult Services Total	56,668	564	1,436	(2,890)	55,778	80,172	(24,394)
Asst Director Children's Targeted Services							
Children in Need	3,584	40	0	(57)	3,567	3,567	0
Children in Care	6,450	82	512	(28)	7,016	7,016	0
Children's Residences	1,945	22	176	(33)	2,110	2,110	0
Early Help Division	7,654	96	0	(466)	7,283	7,675	(392)
Complex Families	0	0	0	0	0	240	(240)
Agency Placements & CAMHS	6,053	85	960	(350)	6,747	6,747	0
Youth Offending Service - Shared Service	287	27	0	0	313	2,250	(1,936)
Asst Director Children's Targeted Services Total	25,972	350	1,648	(934)	27,037	29,606	(2,569)
Operational Director C&YPS							
Retained School Budgets	(8,537)	0	0	0	(8,537)	107,984	(116,521)
Learning & Achievement (0-11)	8,206	31	0	(352)	7,886	8,502	(615)
Learning & Achievement (11-19)	1,609	7	0	(220)	1,396	1,682	(286)
Central Schools	(681)	62	0	(57)	(676)	4,757	(5,433)
Access & Assets	2,380	26	200	(104)	2,501	2,701	(200)
Operational Director C&YPS Total	2,977	126	200	(733)	2,570	125,626	(123,056)
Director of Public Health							
Director of Public Health	(1,312)	0	0	(461)	(1,773)	9,127	(10,901)
Public Health Services	81	0	0	0	81	81	0
Housing Standards	1,066	14	29	(84)	1,025	1,373	(347)
Communities & Neighbourhoods	1,505	15	0	0	1,520	1,781	(261)
DAAT	32	0	0	0	32	32	0
Director of Public Health Total	1,372	29	29	(545)	885	12,394	(11,509)
Assistant Director - Quality Assurance							
Partnerships & Commissioning	2,466	28	0	(157)	2,338	2,462	(124)
CYPS Central Admin Service	1,710	16	0	(70)	1,656	1,656	0
Quality Assurance & Monitoring	967	13	28	(54)	954	1,117	(164)
Development, Quality & Safeguarding	1,346	15	164	(66)	1,459	1,566	(107)
Assistant Director - Quality Assurance Total	6,490	72	192	(347)	6,407	6,802	(395)
Grand Total	95,949	1,164	3,505	(6,245)	94,373	256,295	(161,922)

FAMILIES & WELLBEING

EXECUTIVE DIRECTOR FAMILIES & WELLBEING

Executive Director	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	763	9	0	(136)	636
2 - Premises	39	0	0	0	39
3 - Transport	8	0	0	0	8
4 - Supplies and Services	872	13	0	(660)	225
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	787	0	0	0	787
Net Expenditure	2,470	22	0	(796)	1,696

OPERATIONAL DIRECTOR-ADULT SERVICES

Operational Director - Adult Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	128	2	142	(1,105)	(833)
2 - Premises	72	0	0	0	72
3 - Transport	357	0	0	0	357
4 - Supplies and Services	1,332	17	0	(174)	1,175
5 - Third Party Payments	4,961	74	0	(282)	4,753
7 - Support Services	1,270	0	0	0	1,270
Total Expenditure	8,121	93	142	(1,561)	6,795
9 - Income	(548)	0	0	0	(548)
Net Expenditure	7,573	93	142	(1,561)	6,247

Adult Social Care Provision	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	7,297	87	0	0	7,383
2 - Premises	333	3	0	0	336
3 - Transport	139	2	0	0	141
4 - Supplies and Services	516	8	0	0	524
7 - Support Services	448	0	0	0	448
Total Expenditure	8,733	99	0	0	8,832
9 - Income	(811)	(9)	0	0	(821)
Net Expenditure	7,922	90	0	0	8,012

Older People & Occupational Therapy Svcs	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	4,563	54	0	0	4,618
2 - Premises	378	1	0	0	379
3 - Transport	152	2	0	0	154
4 - Supplies and Services	24,782	371	620	(110)	25,663
6 - Transfer Payments	451	7	0	0	458
7 - Support Services	539	0	0	0	539
Total Expenditure	30,866	435	620	(110)	31,811
9 - Income	(14,100)	(410)	0	(221)	(14,731)
Net Expenditure	16,766	25	620	(331)	17,081

Intermediate Care Provision	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	3,282	39	0	0	3,321
2 - Premises	80	1	0	0	81
3 - Transport	110	1	0	0	111
4 - Supplies and Services	202	3	0	0	205
7 - Support Services	253	0	0	0	253
Total Expenditure	3,927	44	0	0	3,971
9 - Income	(326)	(3)	0	0	(329)
Net Expenditure	3,600	42	0	0	3,642

Adult Assesment & Care Management	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	3,346	40	0	0	3,386
2 - Premises	94	0	0	0	94
3 - Transport	177	3	0	0	179
4 - Supplies and Services	20,863	310	674	(440)	21,407
5 - Third Party Payments	10	0	0	0	10
6 - Transfer Payments	3,217	48	0	0	3,266
7 - Support Services	419	0	0	0	419
Total Expenditure	28,127	401	674	(440)	28,762
9 - Income	(7,320)	(87)	0	(558)	(7,965)
Net Expenditure	20,807	314	674	(998)	20,797

ASST DIRECTOR CHILDREN'S TARGETED SERVICES

Children in Need	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	3,007	36	0	(57)	2,986
2 - Premises	110	0	0	0	110
3 - Transport	164	2	0	0	166
4 - Supplies and Services	98	1	0	0	100
7 - Support Services	206	0	0	0	206
Net Expenditure	3,584	40	0	(57)	3,567

Children in Care	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	2,740	33	0	(28)	2,745
2 - Premises	128	0	0	0	128
3 - Transport	146	2	0	0	147
4 - Supplies and Services	180	3	0	0	183
5 - Third Party Payments	3	0	0	0	3
6 - Transfer Payments	2,962	44	512	0	3,518
7 - Support Services	291	0	0	0	291
Total Expenditure	6,450	82	512	(28)	7,016
9 - Income	0	0	0	0	0
Net Expenditure	6,450	82	512	(28)	7,016

Children's Residences	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,523	18	176	(33)	1,684
2 - Premises	91	1	0	0	92
3 - Transport	34	0	0	0	34
4 - Supplies and Services	101	1	0	0	102
6 - Transfer Payments	64	1	0	0	65
7 - Support Services	132	0	0	0	132
Net Expenditure	1,945	22	176	(33)	2,110

Early Help Division	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	4,259	50	0	(279)	4,030
2 - Premises	431	3	0	(62)	372
3 - Transport	101	1	0	0	103
4 - Supplies and Services	2,752	41	0	(125)	2,668
7 - Support Services	502	0	0	0	502
Total Expenditure	8,046	96	0	(466)	7,675
9 - Income	(392)	0	0	0	(392)
Net Expenditure	7,654	96	0	(466)	7,283

Complex Families	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	188	0	0	0	188
3 - Transport	7	0	0	0	7
4 - Supplies and Services	46	0	0	0	46
Total Expenditure	240	0	0	0	240
9 - Income	(240)	0	0	0	(240)
Net Expenditure	0	0	0	0	0

Agency Placements & CAMHS	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	85	1	0	0	86
3 - Transport	3	0	0	0	3
4 - Supplies and Services	5,585	84	960	(350)	6,279
7 - Support Services	379	0	0	0	379
Net Expenditure	6,053	85	960	(350)	6,747

Youth Offending Service - Shared Service	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,979	24	0	0	2,003
2 - Premises	3	0	0	0	3
3 - Transport	143	2	0	0	145
4 - Supplies and Services	50	1	0	0	51
6 - Transfer Payments	1	0	0	0	1
7 - Support Services	47	0	0	0	47
Total Expenditure	2,223	27	0	0	2,250
9 - Income	(1,936)	0	0	0	(1,936)
Net Expenditure	287	27	0	0	313

OPERATIONAL DIRECTOR C&YPS

Retained School Budgets	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	609	0	0	0	609
2 - Premises	3	0	0	0	3
4 - Supplies and Services	106,212	0	0	0	106,212
6 - Transfer Payments	1,140	0	0	0	1,140
7 - Support Services	20	0	0	0	20
Total Expenditure	107,984	0	0	0	107,984
9 - Income	(116,521)	0	0	0	(116,521)
Net Expenditure	(8,537)	0	0	0	(8,537)

Learning & Achievement (0-11)	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,878	19	0	(132)	1,765
2 - Premises	72	0	0	0	72
3 - Transport	86	1	0	(5)	82
4 - Supplies and Services	3,418	5	0	(92)	3,332
5 - Third Party Payments	111	0	0	0	111
6 - Transfer Payments	1,163	9	0	(50)	1,122
7 - Support Services	2,018	0	0	0	2,018
Total Expenditure	8,746	34	0	(279)	8,502
9 - Income	(539)	(3)	0	(73)	(615)
Net Expenditure	8,206	31	0	(352)	7,886

Learning & Achievement (11-19)	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,439	11	0	(180)	1,270
2 - Premises	52	0	0	0	52
3 - Transport	22	0	0	0	23
4 - Supplies and Services	226	2	0	(25)	203
7 - Support Services	135	0	0	0	135
Total Expenditure	1,874	14	0	(205)	1,682
9 - Income	(265)	(7)	0	(15)	(286)
Net Expenditure	1,609	7	0	(220)	1,396

Central Schools	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,083	13	0	(50)	1,046
2 - Premises	5	0	0	0	5
3 - Transport	1	0	0	0	1
4 - Supplies and Services	3,539	53	0	(7)	3,584
7 - Support Services	120	0	0	0	120
Total Expenditure	4,748	66	0	(57)	4,757
9 - Income	(5,429)	(4)	0	0	(5,433)
Net Expenditure	(681)	62	0	(57)	(676)

Access & Assets	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	503	5	0	(4)	504
2 - Premises	(50)	0	0	0	(50)
3 - Transport	1,493	22	200	0	1,715
4 - Supplies and Services	135	0	0	0	135
7 - Support Services	397	0	0	0	397
Total Expenditure	2,479	27	200	(4)	2,701
9 - Income	(99)	(1)	0	(100)	(200)
Net Expenditure	2,380	26	200	(104)	2,501

DIRECTOR OF PUBLIC HEALTH

Director of Public Health	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1	0	0	0	1
2 - Premises	15	0	0	0	15
7 - Support Services	9,111	0	0	0	9,111
Total Expenditure	9,127	0	0	0	9,127
9 - Income	(10,440)	0	0	(461)	(10,901)
Net Expenditure	(1,312)	0	0	(461)	(1,773)

Public Health Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	5	0	0	0	5
7 - Support Services	76	0	0	0	76
Net Expenditure	81	0	0	0	81

Housing Standards	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,003	12	29	(84)	960
2 - Premises	6	0	0	0	6
3 - Transport	30	0	0	0	30
4 - Supplies and Services	38	1	0	0	39
5 - Third Party Payments	45	1	0	0	45
6 - Transfer Payments	118	2	0	0	120
7 - Support Services	172	0	0	0	172
Total Expenditure	1,412	16	29	(84)	1,373
9 - Income	(346)	(1)	0	0	(347)
Net Expenditure	1,066	14	29	(84)	1,025

Communities & Neighbourhoods	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,108	13	0	0	1,121
2 - Premises	196	2	0	0	198
3 - Transport	45	1	0	0	45
4 - Supplies and Services	239	3	0	0	243
7 - Support Services	174	0	0	0	174
Total Expenditure	1,762	19	0	0	1,781
9 - Income	(257)	(4)	0	0	(261)
Net Expenditure	1,505	15	0	0	1,520

DAAT	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1	0	0	0	1
7 - Support Services	31	0	0	0	31
Net Expenditure	32	0	0	0	32

ASSISTANT DIRECTOR - QUALITY ASSURANCE

Partnerships & Commissioning	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,501	18	0	(147)	1,372
2 - Premises	66	0	0	0	66
3 - Transport	15	0	0	0	15
4 - Supplies and Services	800	11	0	0	811
7 - Support Services	197	0	0	0	197
Total Expenditure	2,580	29	0	(147)	2,462
9 - Income	(114)	(1)	0	(10)	(124)
Net Expenditure	2,466	28	0	(157)	2,338

CYPS Central Admin Service	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,211	14	0	(16)	1,209
2 - Premises	204	0	0	0	204
3 - Transport	2	0	0	0	2
4 - Supplies and Services	68	1	0	(53)	16
7 - Support Services	224	0	0	0	224
Net Expenditure	1,710	16	0	(70)	1,656

Quality Assurance & Monitoring	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	941	11	0	(54)	897
2 - Premises	25	0	0	0	25
3 - Transport	32	0	0	0	32
4 - Supplies and Services	62	1	28	0	91
7 - Support Services	73	0	0	0	73
Total Expenditure	1,131	13	28	(54)	1,117
9 - Income	(164)	0	0	0	(164)
Net Expenditure	967	13	28	(54)	954

Development, Quality & Safeguarding	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,216	15	104	(44)	1,290
2 - Premises	47	0	0	0	47
3 - Transport	33	0	0	(10)	24
4 - Supplies and Services	86	1	60	(12)	135
7 - Support Services	70	0	0	0	70
Total Expenditure	1,452	16	164	(66)	1,566
9 - Income	(106)	(1)	0	0	(107)
Net Expenditure	1,346	15	164	(66)	1,459

Economic Regeneration Growth & Environment

Economic Regeneration, Growth and Environment

The Directorate covers a wide range of functions relating to the physical, social and economic fabric of the town. What we do touches almost everyone in Warrington and many who work or just pass through the town. Our challenge is to ensure continuing improvement in quality of life for Warrington's people and particularly focus our efforts on areas and communities of greatest need. The Directorate is structured into three service areas:

Regulation and Protection

To promote and deliver an economically successful and safe place for people to live, work, invest and enjoy through the following:

- The management of the development process and building regulations and standards
- To protect public and environmental health
- To provide combined investigations and enforcement functions to tackle citizens who wilfully breach the law and to maintain standards in notoriously problematic business sectors including taxi licensing enforcement, planning enforcement
- To protect community safety and manage premises licensing

Transport and Environment

Provide a wide range of services across Warrington which are used every day by people living, working and visiting the borough. The services are grouped into four business units as set out below.

Highways and Environment Business Unit

Is a theme that brings together services associated with the management and maintenance of the 'place'. Delivering functions that affect the physical environment, cleansing and maintaining it.

Transport for Warrington Business Unit

This unit plans, operates and manages the movement of people across the borough's transport network by all modes of transport, including the Town Centre CCTV function.

Warrington Gardens Business Unit

This new unit manages Warrington's parks, gardens and open spaces including nature conservation areas and also bereavement services.

Warrington Waste Business Unit

The new business unit deals with all aspects of waste collection, waste recycling, and waste disposal directly to the public as well as to other internal and external clients.

Warrington & Co

Drive the economic growth of the borough through urban regeneration, inward investment, jobs growth, place marketing and leadership of strategic skills needs.

Economic regeneration

Delivery of the Council's economic growth framework "Warrington Means Business", including the economic regeneration of the town centre, development opportunities within the Southern Gateway, continued development of the Omega employment area and infrastructure investment and development opportunities across Warrington Waters.

Property and Estates Management

Provision of an 'end-to-end' construction management service for the Council. Ensuring that the Council's return from its property investment portfolio is maximised whilst recognising the needs of Council services. Acquisition, facilities management and disposal of the Council's land and property assets. Management of the town centre traders market.

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000	2015/16 Gross Expenditure £'000	2015/16 Gross Income £'000
Directorate							
Executive Mangt	290	3	0	0	293	293	0
Business Support Services	2,478	28	132	(989)	1,648	1,648	0
Directorate Total	2,768	31	132	(989)	1,941	1,941	0
Planning policy							
Planning Policy	311	3	0	0	314	314	0
Planning policy Total	311	3	0	0	314	314	0
Warrington & Co							
Property & Estates Mangt	(1,876)	(89)	160	(682)	(2,487)	6,913	(9,400)
Warrington & Co, Regeneration	652	6	180	(550)	288	838	(550)
Warrington & Co Total	(1,224)	(83)	340	(1,232)	(2,199)	7,751	(9,950)
Regulation & Enforcement							
Develop Management	(33)	(18)	0	(6)	(57)	817	(874)
Regulatory Services	1,400	5	0	0	1,404	2,190	(786)
Building Control	(88)	(12)	0	(44)	(144)	493	(636)
Regulation & Enforcement Total	1,279	(25)	0	(50)	1,204	3,500	(2,296)
Highways & Env							
Highways, Env Services	6,947	145	152	(536)	6,709	15,635	(8,926)
Highways & Env Total	6,947	145	152	(536)	6,709	15,635	(8,926)
Transport for Warrington							
Transport for Warrington	2,458	19	0	(407)	2,070	5,126	(3,056)
Transport for Warrington Total	2,458	19	0	(407)	2,070	5,126	(3,056)
Warrington Gardens							
Warrington Gardens Manager	103	1	0	0	104	104	0
Walton Estate & Bereavement Management	(481)	(50)	0	(77)	(608)	2,179	(2,786)
Parks, Woodlands Services	2,007	(2)	0	0	2,005	2,443	(438)
Projects, Carbon Mangt	100	3	0	0	102	117	(14)
Warrington Gardens Total	2,107	1	0	0	2,108	2,559	(452)
Warrington Waste							
Waste Collection & Recycling Services	9,362	90	240	(979)	8,713	9,692	(978)
Warrington Waste Total	9,362	90	240	(979)	8,713	9,692	(978)
Grand Total	24,008	181	864	(4,193)	20,860	46,519	(25,659)

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT

DIRECTORATE

Executive Mangt	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	858	7	132	(220)	778
2 - Premises	48	0	0	0	48
3 - Transport	14	0	0	0	14
4 - Supplies and Services	1,292	20	0	(769)	543
7 - Support Services	266	0	0	0	266
Net Expenditure	2,478	28	132	(989)	1,648

Business Support Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	163	2	0	0	165
2 - Premises	11	0	0	0	11
4 - Supplies and Services	71	1	0	0	72
7 - Support Services	45	0	0	0	45
Net Expenditure	290	3	0	0	293

PLANNING POLICY

Planning Policy	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	235	3	0	0	238
2 - Premises	21	0	0	0	21
3 - Transport	2	0	0	0	2
4 - Supplies and Services	32	0	0	0	32
7 - Support Services	21	0	0	0	21
Net Expenditure	311	3	0	0	314

WARRINGTON & CO

Property & Estates Mangt	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,131	18	0	0	1,149
2 - Premises	5,561	60	0	0	5,621
3 - Transport	21	0	0	0	22
4 - Supplies and Services	368	5	0	(682)	(309)
5 - Third Party Payments	11	0	0	0	11
6 - Transfer Payments	3	0	0	0	3
7 - Support Services	416	0	0	0	416
Total Expenditure	7,511	84	0	(682)	6,913
9 - Income	(9,388)	(173)	160	0	(9,400)
Net Expenditure	(1,876)	(89)	160	(682)	(2,487)

Warrington & Co, Regeneration	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	237	3	0	0	240
2 - Premises	23	0	100	0	123
3 - Transport	6	0	0	0	6
4 - Supplies and Services	227	2	80	0	309
7 - Support Services	159	0	0	0	159
Total Expenditure	652	6	180	0	838
9 - Income	0	0	0	(550)	(550)
Net Expenditure	652	6	180	(550)	288

REGULATION & ENFORCEMENT

Develop Management	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	497	6	0	0	503
2 - Premises	82	0	0	0	82
3 - Transport	17	0	0	0	17
4 - Supplies and Services	89	1	0	0	90
7 - Support Services	125	0	0	0	125
Total Expenditure	810	8	0	0	817
9 - Income	(843)	(25)	0	(6)	(874)
Net Expenditure	(33)	(18)	0	(6)	(57)

Regulatory Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,624	18	0	0	1,642
2 - Premises	101	0	0	0	101
3 - Transport	75	1	0	0	76
4 - Supplies and Services	134	1	0	0	135
5 - Third Party Payments	22	0	0	0	23
6 - Transfer Payments	(8)	(0)	0	0	(8)
7 - Support Services	222	0	0	0	222
Total Expenditure	2,170	20	0	0	2,190
9 - Income	(771)	(15)	0	0	(786)
Net Expenditure	1,400	5	0	0	1,404

Building Control	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	401	5	0	0	406
2 - Premises	6	0	0	0	6
3 - Transport	22	0	0	0	22
4 - Supplies and Services	15	0	0	0	16
7 - Support Services	43	0	0	0	43
Total Expenditure	487	5	0	0	493
9 - Income	(575)	(17)	0	(44)	(636)
Net Expenditure	(88)	(12)	0	(44)	(144)

HIGHWAYS & ENV

Highways, Env Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	6,748	84	0	(55)	6,776
2 - Premises	824	5	0	0	829
3 - Transport	3,314	32	0	0	3,346
4 - Supplies and Services	1,426	22	0	(242)	1,205
5 - Third Party Payments	2,691	40	152	(198)	2,685
6 - Transfer Payments	14	0	0	0	14
7 - Support Services	779	0	0	0	779
Total Expenditure	15,795	182	152	(495)	15,635
9 - Income	(8,848)	(37)	0	(41)	(8,926)
Net Expenditure	6,947	145	152	(536)	6,709

TRANSPORT FOR WARRINGTON

Transport For Warrington	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,787	28	0	(55)	1,759
2 - Premises	909	5	0	(55)	859
3 - Transport	329	3	0	(42)	290
4 - Supplies and Services	29	1	0	0	30
5 - Third Party Payments	2,090	31	0	(168)	1,953
7 - Support Services	235	0	0	0	235
Total Expenditure	5,378	68	0	(320)	5,126
9 - Income	(2,920)	(49)	0	(87)	(3,056)
Net Expenditure	2,458	19	0	(407)	2,070

WARRINGTON GARDENS

Warrington Gardens Manager	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	75	1	0	0	76
2 - Premises	1	0	0	0	1
3 - Transport	3	0	0	0	3
4 - Supplies and Services	7	0	0	0	8
7 - Support Services	17	0	0	0	17
Net Expenditure	103	1	0	0	104

Walton Estate & Bereavement Management	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	1,022	12	0	0	1,034
2 - Premises	458	4	0	0	462
3 - Transport	59	0	0	0	60
4 - Supplies and Services	393	6	0	0	399
5 - Third Party Payments	22	0	0	0	22
7 - Support Services	117	0	0	0	117
8 - Capital Financing	85	0	0	0	85
Total Expenditure	2,156	23	0	0	2,179
9 - Income	(2,637)	(73)	0	(77)	(2,786)
Net Expenditure	(481)	(50)	0	(77)	(608)

Parks, Woodlands Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	635	7	0	0	643
2 - Premises	1,392	1	0	0	1,393
3 - Transport	107	0	0	0	108
4 - Supplies and Services	130	2	0	0	132
5 - Third Party Payments	5	0	0	0	5
7 - Support Services	162	0	0	0	162
Total Expenditure	2,432	10	0	0	2,443
9 - Income	(425)	(12)	0	0	(438)
Net Expenditure	2,007	(2)	0	0	2,005

Projects, Carbon Mangt	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	74	2	0	0	77
2 - Premises	5	0	0	0	5
3 - Transport	2	0	0	0	2
4 - Supplies and Services	23	0	0	0	23
7 - Support Services	11	0	0	0	11
Total Expenditure	114	3	0	0	117
9 - Income	(14)	0	0	0	(14)
Net Expenditure	100	3	0	0	102

WARRINGTON WASTE

Waste Collection & Recycling Services	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	2,786	34	0	0	2,820
2 - Premises	35	0	0	0	35
3 - Transport	1,187	0	0	0	1,187
4 - Supplies and Services	246	4	0	(979)	(729)
5 - Third Party Payments	5,881	88	0	0	5,969
7 - Support Services	237	0	0	0	237
8 - Capital Financing	173	0	0	0	173
Total Expenditure	10,545	126	0	(979)	9,692
9 - Income	(1,183)	(35)	240	0	(978)
Net Expenditure	9,362	90	240	(979)	8,713

Corporate Financing

Corporate Financing

Corporate Finance is the group of accounts that captures the services/roles that do not fall under a Service Directorates responsibility. It also contains cross-cutting service areas that benefit the authority as a whole. It can be broken down into three distinct areas:-

Corporate Expenses - This is the range of accounts that are not Directorate specific such as Concessionary Travel, Corporate Fees and Subscriptions and the funding for the Corporate Early release exercise.

Contingencies - Contains any Council wide initiatives that may provide contingent funding or alternatively hold Council wide savings, such as terms and conditions savings, job evaluation appeals funding, VAT savings etc.

Capital Financing - Reflects the authority's treasury management transactions including interest received on investments and also costs in relation to debt management.

CORPORATE FINANCING	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000	2015/16 Gross Expenditure £'000	2015/16 Gross Income £'000
Capital Financing	9,992	0	4,577	(2,211)	12,358	15,943	(3,585)
Contingencies	195	1	(636)	(1,079)	(1,519)	(556)	(963)
Corporate Expenses	6,063	84	0	(476)	5,671	74,892	(69,221)
Grand Total	16,249	85	3,941	(3,766)	16,509	90,279	(73,769)

CORPORATE FINANCING

Capital Financing	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	2	0	0	0	2
4 - Supplies and Services	2,730	0	4,577	(1,110)	6,197
7 - Support Services	115	0	0	0	115
8 - Capital Financing	9,629	0	0	0	9,629
Total Expenditure	12,476	0	4,577	(1,110)	15,943
9 - Income	(2,484)	0	0	(1,101)	(3,585)
Net Expenditure	9,992	0	4,577	(2,211)	12,358

Contingencies	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	142	0	0	(15)	127
2 - Premises	816	0	(525)	76	367
3 - Transport	0	0	0	0	0
4 - Supplies and Services	(671)	1	(111)	(451)	(1,232)
5 - Third Party Payments	207	0	0	0	207
6 - Transfer Payments	451	0	0	(256)	195
7 - Support Services	0	0	0	0	0
8 - Capital Financing	0	0	0	(220)	(220)
Total Expenditure	945	1	(636)	(866)	(556)
9 - Income	(750)	0	0	(213)	(963)
Net Expenditure	195	1	(636)	(1,079)	(1,519)

Corporate Expenses	2014/15 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2015/16 Budget £'000
1 - Employees	2,933	35	0	(110)	2,858
2 - Premises	200	0	0	0	200
3 - Transport	0	0	0	0	0
4 - Supplies and Services	(1,219)	3	0	(338)	(1,554)
5 - Third Party Payments	3,140	47	0	0	3,187
6 - Transfer Payments	68,557	0	0	0	68,557
7 - Support Services	1,644	0	0	0	1,644
8 - Capital Financing	0	0	0	0	0
Total Expenditure	75,256	84	0	(448)	74,892
9 - Income	(69,193)	(0)	0	(28)	(69,221)
Net Expenditure	6,063	84	0	(476)	5,671

Capital Programme

Capital Programme Directorate Budgets	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Families & Wellbeing	17.846	2.905	0.850	21.601
Resources & Strategic Commissioning	4.803	3.142	3.295	11.240
Economic Regeneration, Growth & Environment	45.747	39.151	47.197	132.095
Invest to Save Programme	220.759	489.699	437.025	1,147.483
Total - Capital Spending Plans	289.155	534.897	488.367	1,312.419

Capital Programme OBB Themes	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Best Start in Life	14.912	2.480	0.200	17.592
Enabling effective delivery	10.783	38.568	-	49.351
Financial Stewardship	140.571	405.017	384.290	929.878
Investment and Growth	79.717	65.719	78.227	223.663
Safe and Sustainable Communities	43.172	23.113	25.650	91.935
Total - Capital Spending Plans	289.155	534.897	488.367	1,312.419

Capital Programme Funding	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Unsupported Borrowing	261.199	512.615	482.532	1,256.346
Capital Grants & Reserves	19.640	8.311	4.335	32.286
Capital Receipts	3.835	0.391	0.200	4.426
Revenue Funding	0.171	-	-	0.171
External Funding	4.310	13.580	1.300	19.190
Total - Capital Funding Plans	289.155	534.897	488.367	1,312.419

CAPITAL PROGRAMME - DIRECTORATE

Resources & Strategic Commissioning	2015/16	2016/17	2017/18	Total
Project Description	£m	£m	£m	£m
Finance & Information Services				
Capitalisation of Redundancy & Pension Costs	3.021	3.021	3.295	9.337
ICT Infrastructure Modernisation/Unified Communications	0.003	-	-	0.003
ICT Projects arising from consequences of major investment within ICT modernisation programme	0.417	0.121	-	0.538
Superfast Broadband Project	0.576	-	-	0.576
Digital Strategy Phase 1	0.156	-	-	0.156
End User Computing - Management Systems and Technologies	0.171	-	-	0.171
Total Finance & Information Services	4.344	3.142	3.295	10.781
Integrated Commissioning				
Social Care Capital Grant	0.459	-	-	0.459
Total Integrated Commissioning	0.459	-	-	0.459
Total Resources & Strategic Commissioning	4.803	3.142	3.295	11.240

Families & Wellbeing	2015/16	2016/17	2017/18	Total
Project Description	£m	£m	£m	£m
Children & Young People Services				
Oakwood Primary - September 2012 allocations & adaptations	0.020	-	-	0.020
Evelyn Street - Part Replace/Remodel Refurbishment	1.653	0.200	-	1.853
Broomfields Junior - Rationalise/Remodel	0.575	0.030	-	0.605
Dallam Primary - Condition and Suitability	0.175	-	-	0.175
Bridgewater High School - Pipework	0.005	-	-	0.005
SEN Review	0.250	-	-	0.250
Base for an Integrated Service for Disabled Children	0.025	-	-	0.025
Grappenhall Hall - Unit relocation	0.550	-	-	0.550
Development of Orford Youth Base & Outdoor/Mobile Youth Provision	0.100	-	-	0.100
Replacement of ICS Case Management for Children's Social Work	0.825	-	-	0.825
Great Sankey Children's Centre	0.005	-	-	0.005
Relocation of the Youth Café and Careers Office	0.395	-	-	0.395
Additional primary places - St Phillips	1.650	0.050	-	1.700
Additional primary places - Barrowhall Primary	4.100	2.000	0.200	6.300
Additional primary places - Chapelford Primary	0.884	0.150	-	1.034
Additional primary places - Locking Stumps	0.700	0.050	-	0.750
Total Children & Young People Services	11.912	2.480	0.200	14.592
Public Health				
Disabled adaptations to private housing	1.147	0.325	-	1.472
Private housing - renewal assistance	0.100	0.100	-	0.200
Upgrading Community & Youth Facilities (deliver Community Asset Transfer)	0.023	-	-	0.023
Orford Lane/St Peters Way Community Centre	-	-	0.650	0.650
Dallam Estate Project	0.494	-	-	0.494
Community Hub Development	1.170	-	-	1.170
Total Public Health	2.934	0.425	0.650	4.009
New Corporate Bids				
Warrington Youth Zone	3.000	-	-	3.000
Total New Corporate Bids	3.000	-	-	3.000
Total Families & Wellbeing	17.846	2.905	0.850	21.601

Economic Regeneration, Growth & Environment	2015/16	2016/17	2017/18	Total
Project Description	£m	£m	£m	£m
Transport & Environment				
Travelling Show People Site Relocation	0.195	-	-	0.195
Road Maintenance	1.701	-	-	1.701
Bridge Maintenance	0.544	-	-	0.544
Traffic Signals - Maintenance	0.150	-	-	0.150
Bus Stop - Maintenance	0.018	-	-	0.018
Street Lighting Structural Works	0.494	-	-	0.494
Footpath & Cycleway - maintenance	0.288	-	-	0.288
Chapelford Highways Works (commuted sum)	0.120	-	-	0.120
Major Gateway Improvements	0.500	0.276	-	0.776
Lower Bridge St & Town Centre (street enhancement)	0.683	-	-	0.683
Highways Maintenance Investment	10.000	10.000	20.000	40.000
Flood Risk (contribution to Environment Agency scheme)	0.163	-	-	0.163
Estate Action (Partnership with Golden Gates Housing)	0.327	-	-	0.327
Grey to Green - Highways Improvements	1.800	-	-	1.800
Town Centre Improvements	0.031	-	-	0.031
S106 St Peters Park Pedestrian Crossing	0.081	-	-	0.081
S106 Farrell Street South	0.159	-	-	0.159
Local Transport Plan Allocations	-	4.423	4.335	8.758
Greenways	0.164	-	-	0.164
Cycling Improvements	0.113	-	-	0.113
Pedestrian Improvements: PRow	0.049	-	-	0.049
General Accessibility Improvements	0.043	-	-	0.043
Monitoring & Strategic Studies	0.117	-	-	0.117
Central Neighbourhood Allocation	0.014	-	-	0.014
East Neighbourhood Allocation	0.014	-	-	0.014
South Neighbourhood Allocation	0.014	-	-	0.014
TC Neighbourhood Allocation	0.014	-	-	0.014
West Neighbourhood Allocation	0.014	-	-	0.014
Traffic Signal Enhancements	0.052	-	-	0.052
UTMC Development	0.069	-	-	0.069
Parking Strategy	0.015	-	-	0.015
Network Management Plan	0.104	-	-	0.104
Rail Schemes & Studies	0.662	-	-	0.662
Urban Traffic Management Control	0.159	-	-	0.159
Bus Stop Enhancements	0.019	-	-	0.019
Safer Routes to Schools	0.120	-	-	0.120
Road Safety - Local Safety Schemes	0.305	-	-	0.305
Traffic Management - Minor Works	0.195	-	-	0.195
Pedestrian Improvements: (Crossings)	0.078	-	-	0.078
Cycle Training	0.097	-	-	0.097
Travel Planning and Marketing	0.010	-	-	0.010
Warrington Priority Infrastructure	13.354	19.796	22.862	56.012
LSTF New Bus route & stops	0.032	-	-	0.032
LSTF Cycle Routes	0.232	-	-	0.232
LSTF Junction Improvements	0.156	-	-	0.156
Replacement of Old Play Ground Equipment at Walton Gardens	0.200	-	-	0.200
Green Space Delivery Programme & Parks and Streets Refurbishment	0.034	0.046	-	0.080
Victoria Park Improvement	0.678	-	-	0.678
Sankey Valley Park Improvement	0.202	0.201	-	0.403
Warrington Allotments Improvement Programme	0.128	-	-	0.128
Woolston Park	0.122	-	-	0.122
Birchwood Forest Park	0.160	-	-	0.160
Liverpool Road Recreation Ground	-	0.111	-	0.111

Economic Regeneration, Growth & Environment	2015/16	2016/17	2017/18	Total
Project Description	£m	£m	£m	£m
Transport & Environment				
Walton Hall Golf Course	0.080	0.080	-	0.160
Bruche Park (Bruche S106)	0.149	-	-	0.149
Larkfield Park (Bruche S106)	0.027	-	-	0.027
Ecology Park (Bruche S106)	0.078	-	-	0.078
Woolston Park (Bruche S106)	0.105	-	-	0.105
Alexander Park Developments Phase 1 - Play Area Phase 2 - Pavilion	0.100	0.055	-	0.155
Dallam Recreational Ground Multi Use Games Area	0.118	-	-	0.118
Bewsey & Dallam Phase 1 - Parks Works	0.001	-	-	0.001
Dallam/Bewsey Regeneration Programme	0.176	-	-	0.176
Shaw Street, Culcheth Car Park and Recreational Facilities	0.335	-	-	0.335
Sankey Canal Restoration Project	1.200	-	-	1.200
Bank Park Enhancements & Improvement	1.293	-	-	1.293
Walton Hall & Estate Upgrading & Improvement	0.194	-	-	0.194
Victoria Park Regeneration Phase 2 - New Sports Facilities	2.685	-	-	2.685
Travellers transit site	1.945	-	-	1.945
Walton Lea Crematorium - traffic management improvements	0.144	-	-	0.144
Vehicle & Plant asset replacement programme (Environmental Operations)	0.231	-	-	0.231
Purchase of Wheeled Bins and Home Composter Units	0.249	-	-	0.249
Construction of Waste Transfer Station	0.400	3.600	-	4.000
Total Transport & Environment	44.503	38.588	47.197	130.288
Warrington & Co				
Building Maintenance Programme	1.244	0.563	-	1.807
Total Warrington & Co	1.244	0.563	-	1.807
Total Economic Regeneration, Growth & Environment	45.747	39.151	47.197	132.095

Invest to Save Project Description	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Families & Wellbeing				
Affordable Housing	2.888	-	-	2.888
Solar Photovoltaic Programme	8.000	-	-	8.000
Total Families & Wellbeing	10.888	-	-	10.888
Resources & Strategic Commissioning				
Shared Ownership Mortgages (Local Authority Partnership Purchase)	1.000	-	-	1.000
Loans to Registered Social Landlords	120.000	380.996	380.995	881.991
Community Investment Bank	10.500	19.500	-	30.000
Investments in LGA Municipal Bond Agency	0.050	-	-	0.050
WBC Investment in Great Sankey Hub	6.000	1.500	-	7.500
Corporate Energy Networks	26.968	10.000	-	36.968
Total Resources & Strategic Commissioning	164.518	411.996	380.995	957.509
Economic Regeneration, Growth & Environment				
Street Lighting Energy, Carbon & Asset Improvement	8.319	8.319	5.000	21.638
Strategic Property Investment Programme to support Regeneration & Investment Portfolio	7.000	37.884	-	44.884
New Town House & Quattro Purchase	0.757	-	-	0.757
Bridge Street Quarter Project	15.750	31.500	51.030	98.280
Stadium Quarter Phase 1	13.327	-	-	13.327
Walton Hall Crazy Golf Course	0.200	-	-	0.200
Total Economic Regeneration, Growth & Environment	45.353	77.703	56.030	179.086
Total Invest to Save	220.759	489.699	437.025	1,147.483
Total Capital Programme	289.155	534.897	488.367	1,312.419

CAPITAL PROGRAMME – OBB THEMES

Best Start in Life Project Description	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Oakwood Primary - September 2012 allocations & adaptations	0.020	-	-	0.020
Evelyn Street - Part Replace/Remodel Refurbishment	1.653	0.200	-	1.853
Broomfields Junior - Rationalise/Remodel	0.575	0.030	-	0.605
Dallam Primary - Condition and Suitability	0.175	-	-	0.175
Bridgewater High School - Pipework	0.005	-	-	0.005
SEN Review	0.250	-	-	0.250
Base for an Integrated Service for Disabled Children	0.025	-	-	0.025
Grappenhall Hall - Unit relocation	0.550	-	-	0.550
Development of Orford Youth Base & Outdoor/Mobile Youth Provision	0.100	-	-	0.100
Replacement of ICS Case Management for Children's Social Work	0.825	-	-	0.825
Great Sankey Children's Centre	0.005	-	-	0.005
Relocation of the Youth Café and Careers Office	0.395	-	-	0.395
Additional primary places - St Phillips	1.650	0.050	-	1.700
Additional primary places - Barrowhall Primary	4.100	2.000	0.200	6.300
Additional primary places - Chapelford Primary	0.884	0.150	-	1.034
Additional primary places - Locking Stumps	0.700	0.050	-	0.750
Warrington Youth Zone	3.000	-	-	3.000
Total Best Start in Life	14.912	2.480	0.200	17.592

Enabling Effective Delivery Project Description	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
ICT Infrastructure Modernisation/Unified Communications	0.003	-	-	0.003
ICT Projects arising from consequences of major investment within ICT modernisation programme	0.417	0.121	-	0.538
Superfast Broadband Project	0.576	-	-	0.576
Digital Strategy Phase 1	0.156	-	-	0.156
End User Computing - Management Systems and Technologies	0.171	-	-	0.171
Social Care Capital Grant	0.459	-	-	0.459
Building Maintenance Programme	1.244	0.563	-	1.807
Strategic Property Investment Programme to support Regeneration & Investment Portfolio	7.000	37.884	-	44.884
New Town House & Quattro Purchase	0.757	-	-	0.757
Total Enabling Effective Delivery	10.783	38.568	-	49.351

Financial Stewardship Project Description	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Capitalisation of Redundancy & Pension Costs	3.021	3.021	3.295	9.337
Shared Ownership Mortgages (Local Authority Partnership Purchase)	1.000	-	-	1.000
Loans to Registered Social Landlords	120.000	380.996	380.995	881.991
Community Investment Bank	10.500	19.500	-	30.000
Investments in LGA Municipal Bond Agency	0.050	-	-	0.050
WBC Investment in Great Sankey Hub	6.000	1.500	-	7.500
Total Financial Stewardship	140.571	405.017	384.290	929.878

Investment and Growth	2015/16	2016/17	2017/18	Total
Project Description	£m	£m	£m	£m
Dallam Estate Project	0.494	-	-	0.494
Travelling Show People Site Relocation	0.195	-	-	0.195
Chapelford Highways Works (commuted sum)	0.120	-	-	0.120
Town Centre Improvements	0.031	-	-	0.031
S106 St Peters Park Pedestrian Crossing	0.081	-	-	0.081
S106 Farrell Street South	0.159	-	-	0.159
Local Transport Plan Allocations	-	4.423	4.335	8.758
Greenways	0.164	-	-	0.164
Cycling Improvements	0.113	-	-	0.113
Pedestrian Improvements: PRoW	0.049	-	-	0.049
General Accessibility Improvements	0.043	-	-	0.043
Monitoring & Strategic Studies	0.117	-	-	0.117
Traffic Signal Enhancements	0.052	-	-	0.052
UTMC Development	0.069	-	-	0.069
Network Management Plan	0.104	-	-	0.104
Cycle Training	0.097	-	-	0.097
Travel Planning and Marketing	0.010	-	-	0.010
Warrington Priority Infrastructure	13.354	19.796	22.862	56.012
LSTF New Bus route & stops	0.032	-	-	0.032
LSTF Cycle Routes	0.232	-	-	0.232
LSTF Junction Improvements	0.156	-	-	0.156
Solar Photovoltaic Programme	8.000	-	-	8.000
Corporate Energy Networks	26.968	10.000	-	36.968
Bridge Street Quarter Project	15.750	31.500	51.030	98.280
Stadium Quarter Phase 1	13.327	-	-	13.327
Total Investment and Growth	79.717	65.719	78.227	223.663

Safe and Sustainable Communities	2015/16	2016/17	2017/18	Total
Project Description	£m	£m	£m	£m
Disabled adaptations to private housing	1.147	0.325	-	1.472
Private housing - renewal assistance	0.100	0.100	-	0.200
Upgrading Community & Youth Facilities (deliver Community Asset Transfer)	0.023	-	-	0.023
Orford Lane/St Peters Way Community Centre	-	-	0.650	0.650
Community Hub Development	1.170	-	-	1.170
Road Maintenance	1.701	-	-	1.701
Bridge Maintenance	0.544	-	-	0.544
Traffic Signals - Maintenance	0.150	-	-	0.150
Bus Stop - Maintenance	0.018	-	-	0.018
Street Lighting Structural Works	0.494	-	-	0.494
Footpath & Cycleway - maintenance	0.288	-	-	0.288
Major Gateway Improvements	0.500	0.276	-	0.776
Lower Bridge St & Town Centre (street enhancement)	0.683	-	-	0.683
Highways Maintenance Investment	10.000	10.000	20.000	40.000
Flood Risk (contribution to Environment Agency scheme)	0.163	-	-	0.163
Estate Action (Partnership with Golden Gates Housing)	0.327	-	-	0.327
Grey to Green - Highways Improvements	1.800	-	-	1.800
Central Neighbourhood Allocation	0.014	-	-	0.014
East Neighbourhood Allocation	0.014	-	-	0.014
South Neighbourhood Allocation	0.014	-	-	0.014
TC Neighbourhood Allocation	0.014	-	-	0.014
West Neighbourhood Allocation	0.014	-	-	0.014
Parking Strategy	0.015	-	-	0.015
Rail Schemes & Studies	0.662	-	-	0.662
Urban Traffic Management Control	0.159	-	-	0.159

Safe and Sustainable Communities	2015/16	2016/17	2017/18	Total
Project Description	£m	£m	£m	£m
Bus Stop Enhancements	0.019	-	-	0.019
Safer Routes to Schools	0.120	-	-	0.120
Road Safety - Local Safety Schemes	0.305	-	-	0.305
Traffic Management - Minor Works	0.195	-	-	0.195
Pedestrian Improvements: (Crossings)	0.078	-	-	0.078
Replacement of Old Play Ground Equipment at Walton Gardens	0.200	-	-	0.200
Green Space Delivery Programme & Parks and Streets Refurbishment	0.034	0.046	-	0.080
Victoria Park Improvement	0.678	-	-	0.678
Sankey Valley Park Improvement	0.202	0.201	-	0.403
Warrington Allotments Improvement Programme	0.128	-	-	0.128
Woolston Park	0.122	-	-	0.122
Birchwood Forest Park	0.160	-	-	0.160
Liverpool Road Recreation Ground	-	0.111	-	0.111
Walton Hall Golf Course	0.080	0.080	-	0.160
Bruche Park (Bruche S106)	0.149	-	-	0.149
Larkfield Park (Bruche S106)	0.027	-	-	0.027
Ecology Park (Bruche S106)	0.078	-	-	0.078
Woolston Park (Bruche S106)	0.105	-	-	0.105
Alexander Park Developments Phase 1 - Play Area Phase 2 Pavilion	0.100	0.055	-	0.155
Dallam Recreational Ground Multi Use Games Area	0.118	-	-	0.118
Bewsey & Dallam Phase 1 - Parks Works	0.001	-	-	0.001
Dallam/Bewsey Regeneration Programme	0.176	-	-	0.176
Shaw Street, Culcheth Car Park and Recreational Facilities	0.335	-	-	0.335
Sankey Canal Restoration Project	1.200	-	-	1.200
Bank Park Enhancements & Improvement	1.293	-	-	1.293
Walton Hall & Estate Upgrading & Improvement	0.194	-	-	0.194
Victoria Park Regeneration Phase 2 - New Sports Facilities	2.685	-	-	2.685
Travellers transit site	1.945	-	-	1.945
Walton Lea Crematorium - traffic management improvements	0.144	-	-	0.144
Vehicle & Plant asset replacement programme (Environmental Operations)	0.231	-	-	0.231
Purchase of Wheeled Bins and Home Composter Units	0.249	-	-	0.249
Construction of Waste Transfer Station	0.400	3.600	-	4.000
Affordable Housing	2.888	-	-	2.888
Street Lighting Energy, Carbon & Asset Improvement	8.319	8.319	5.000	21.638
Walton Hall Crazy Golf Course	0.200	-	-	0.200
Total Safe and Sustainable Communities	43.172	23.113	25.650	91.935
Total Capital Programme	289.155	534.897	488.367	1,312.419