

WARRINGTON BOROUGH COUNCIL

COUNCIL – 29 February 2016

Report of Executive Board Member: Councillor Russ Bowden, Executive Board Member, Corporate Finance

Executive Director: Katherine Fairclough, Deputy Chief Executive

Senior Responsible Officer: Lynton Green, Director of Finance & Information Services

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Ward Members: All

TITLE OF REPORT: **2016/17 MEDIUM TERM FINANCIAL PLAN, DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME**

1 PURPOSE

- 1.1 The Council's Constitution requires the Executive Board to recommend its annual Budget proposals, Capital Programme and proposed Council Tax to a full meeting of the Council. On 15 February 2016, the Executive Board agreed its proposals, and this report details those proposals for the Council's consideration. It should be noted that alternative budget proposals may also be presented at the meeting for Members' consideration. The report also outlines the prospects for the Council's finances for the medium term.

- 1.2 In agreeing its 2016/17 revenue budget, the Council is asked to consider the options set out in this report, and to have regard to the 2016/17 proposed Treasury Management Strategy which is the subject of a separate report on this agenda.

2 CONFIDENTIAL OR EXEMPT

2.1 The report is not confidential or exempt.

3 2016/17 REVENUE BUDGET

- 3.1 This report presents the Executive Board's proposed 2016/17 budget which includes £20.5m of savings. These proposals build upon the work that has been undertaken by the Council in previous financial years to address budget challenges and to ensure that over the next 12 months there will be a further underpinning of the Council's medium term financial plan. This will enable the Council to deliver financial stability and investment opportunities through a long term efficiency programme based on sound financial management arrangements.
- 3.2 The Executive Board Member, Corporate Finance has worked closely with officers over the past six months to formulate the 2016/17 budget. During the autumn there have been six Spotlight Panel sessions at which Outcome Based Budgeting savings proposals were discussed. These sessions were led by the Executive Board Member, Corporate Finance, the Leader and the Deputy Leader of the Council and supported by the Director of Finance & Information Services. The principal features of the Outcome Based Budget approach are described in section 4 below.
- 3.3 The formulation of the budget has been influenced by the continuation of the major cuts that National Government has imposed on Local Government since the 2010 Spending Review and given shrinking resources, an ambition to become financially sustainable through longer term planning rather than just one year planning. Since reporting to the Executive Board details of the final Local Government Finance Settlement for 2016/17 and the 2016/17 funding for Public Health have been confirmed.
- 3.4 The final Settlement, announced 8 February 2016, confirms that Warrington's Government funding has fallen by a further 12.9% in 2016/17. This equates to a drop in Government Funding of £6.9m, which is equivalent to over £33 per Warrington resident. This drop in funding has been partly mitigated by the increase in New Homes Bonus (an increase for 2016/17 of £1.0m to £5.5m) and Transitional Grant funding (£0.66m) in relation to the drop in Revenue Support Grant funding in 2016/17. However, Public Health grant funding for 2016/17 has reduced by £0.85m and an additional pressure of £0.18m introduced for prescription costs transferred from NHS England.
- 3.5 The Council has already made savings of £16.2m and £15.5m in 2014/15 and 2015/16. However, £33m of additional savings will also need to be made over the next four years, with £19.2m of savings needed in 2016/17 to balance the budget. Currently £20.5m of saving proposals have been identified for 2016/17 – a budget surplus of £1.3m. Legislative and other unavoidable pressures which have been built into the budget total £14.8m in 2016/17, a break-down of which can be seen in Appendix 1. An analysis of the £20.5m

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saving proposals for 2016/17 is included in Appendix 2.

- 3.6 The proposed budget for 2016/17 totals £133.891m and the Directorate and Theme Analysis of the draft cash limited budget is shown below:

Council Revenue Spending Plans		2015/16 Cash Limit £000	2016/17 Cash Limit £000
Directorate	Responsible Officer		
Resources and Strategic Commissioning	Katherine Fairclough	12,153	9,976
Families & Wellbeing	Steve Reddy	91,027	88,537
Economic Regeneration, Growth & Environment	Andy Farrall	20,409	17,663
Corporate Financing	Lynton Green	16,520	17,715
Total		140,109	133,891

Council Revenue Spending Plans	2015/16 Cash Limit £000	2016/17 Cash Limit £000
Theme		
Living and Working Well	36,385	35,368
Best Start in Life and Transition to Adulthood	31,203	32,157
Safe and Sustainable Communities	27,977	24,640
Promoting Wellbeing for Older People	20,187	20,519
Financial Stewardship	14,061	14,040
Enabling Effective Delivery	10,574	8,902
Investment & Growth	-278	-1,735
Total	140,109	133,891

- 3.7 A detailed analysis of these cash limits are provided in the budget book included at Appendix 9, to be sent under separate cover.
- 3.8 The Director of Finance and Information Services has a statutory responsibility to report to Council, as part of his annual budget statement, on the adequacy of reserves and the robustness of budget proposals. A full risk assessment of all budget options has been undertaken to enable the Director of Finance & Information Services to discharge this responsibility.
- 3.9 As always, the Council will work closely with staff and the Trade Unions to reduce the need for compulsory redundancies. The savings detailed in Appendix 2b will lead to a reduction of up to 133 posts. 61 voluntary redundancies have already been agreed as part of this process and a further 19 vacant posts deleted, whilst up to 53 compulsory redundancies may also be required. We will continue to work hard to reduce this figure through redeployment of staff wherever possible and further voluntary redundancies and vacant post deletion as appropriate.

4 OUTCOME BASED BUDGETING (OBB) PROCESS

- 4.1 As reported to the Scrutiny Committee in the pre-budget report in December 2015, an Outcome Based Budgeting (OBB) approach has been used to set the budget for next year, and to continue identifying ways of delivering a longer term

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financial strategy.

- 4.2 As part of the OBB process a new view of Council budgets and change projects has been considered under the commissioning themes of:
- Best Start in Life & Transition to Adulthood
 - Living & Working Well
 - Promoting Wellbeing for Older People
 - Safe & Sustainable Communities
 - Investment & Growth
 - Enabling Effective Delivery
 - Financial Stewardship
- 4.3 Warrington has a growing economy and we need to capitalise on this to ensure this growth is sustainable. Investment in services will help generate cashable efficiencies in future years and help provide much needed skills, jobs, housing and accessible services. The OBB process will help identify innovative solutions to achieve this in order to balance the budget in an informed way which focusses on outcomes and looks at impacts across Council services and client groups rather than just cutting services. 'Growing a Strong Warrington' engages the public in how they can help to identify ideas and take on tasks themselves so that cutting services and the Council providing some services is not the only option.
- 4.4 OBB is a new and continuous approach to the Council's budget setting and there will be a period of transition towards a full OBB process. In the first couple of years we will operate a hybrid approach of OBB and traditional Directorate approach to identify ways to meet the budget gap with a full OBB in place by 2018/19. Given the significant change to the budget process it has not been possible to identify all savings for 2016/17 via a pure OBB process and some savings are more traditional Directorate savings.
- 4.5 The OBB process has so far proved successful and officers across the entire Council have been engaged in the process. The focus of OBB is to determine what outcomes are being achieved from services provided and whether they are beneficial and make a difference to residents, customers, businesses and partners.
- 4.6 Proposals identified through the themes were challenged by the Executive Board and Senior Management through Spotlight Challenge Panels. The Panels offered the opportunity for Members to challenge how the proposals aligned with the Council's priorities and what impact they would have on the outcomes for Warrington. A list of savings proposals by Theme and Directorate are included at Appendix 2.
- 4.7 A separate examination was undertaken to look at the capital programme in detail to confirm that the capital schemes were aligned with the Council's priorities and whether there were opportunities to remove or rephase capital

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schemes to release some of the revenue provision.

- 4.8 As the OBB process reflects a longer term scenario, it is recognised that many proposals will come to fruition later and therefore not generate savings or income until future years. Some of the OBB changes and transformation projects may require initial investment to allow the project to take shape with the benefit of an increased payback once the project is complete and could also realise savings quicker. As a result it is proposed to drawdown funding as necessary, from the MTFP reserve, to pump prime these projects. The MTFP reserve may also be used as a 'smoothing mechanism' to offset any budget shortfalls at budget setting time.
- 4.9 Setting a balanced budget in challenging times is becoming more difficult and Warrington has managed this so far without too much of the pain directly visible to the public. Through careful planning the Council has not seen the scale of redundancies and reductions in services that have been reported in the media about other Council's within the North West and elsewhere. However we are now at the stage where difficult decisions have to be made in order to sustain a robust financial position.

Growing a Strong Warrington

- 4.10 'Growing a Strong Warrington' engages with stakeholders including residents, businesses, the local community, third sector and Members about where they want the Council to focus their priorities. The public understand that we cannot provide everything in the way they require or perhaps have done so previously, so we are asking stakeholders what matters to them and where we should be focusing our resources and how they can get involved in finding solutions.
- 4.11 OBB is an ongoing process and as further proposals are submitted they will be scrutinised and where relevant consulted on, rather than waiting until the traditional 6 week budget consultation each winter. This gives stakeholders more time to properly consider proposals and how they will impact on them.
- 4.12 Some specific consultation has taken place. Events have been held with Impact, the business community and the third sector to ascertain their ideas as to how the budget gap can be met. Consultation has also been held with the Trade Unions.
- 4.13 A dedicated webpage for 'Growing a Strong Warrington' has been established and the Executive Member for Corporate Finance writes a regular blog to update stakeholders on budget issues. The blog encourages residents, businesses, partners and any other stakeholders to submit ideas and engage in the process so they can have an input into how the Council allocates its funding and have a voice in the issues that matter to them. A set of questions have purposely not been asked to give stakeholders the freedom to comment on the issues that are affecting them and submit their ideas about how we can work together to find new ways of doing things.

5 MEDIUM TERM FINANCIAL PLAN

5.1 The table below shows the Council’s budget position for the next four years. Due to a number of budget pressures and a reduced funding position the Council will need to achieve savings of £33m over the next four years. This figure includes the 2016/17 budget gap of £19.2m. Also included in the 2016/17 funding figure is £1.6m from the application of the additional 2 per cent ‘social care precept’ which is to be spent on adult social care services.

5.2 The funding positions for 2017/18, 2018/19 and 2019/20 are estimates as the Government has only provided final details on the financial settlement for 2016/17. The Government is consulting on an offer to Councils of a four year funding settlement up to 2019/20 with the condition that Councils have published an efficiency plan.

Ref		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
	Budget set for 2015/16	140,109			
	In-year changes to funding	(80)			
	Net Budget Brought Forward	140,029	154,423	156,846	160,754
1	Inflation pressure	(210)	(210)	(210)	(210)
2	Additional budget pressures	14,766	2,633	4,118	(460)
3	Reversal of one year savings proposals	-	-	-	-
4	Funding adjustments	(162)	-	-	-
	Total Budget Needed	154,423	156,846	160,754	160,084
5	Funding	135,203	132,029	126,197	127,238
	Budget Shortfall	19,220	24,817	34,557	32,846

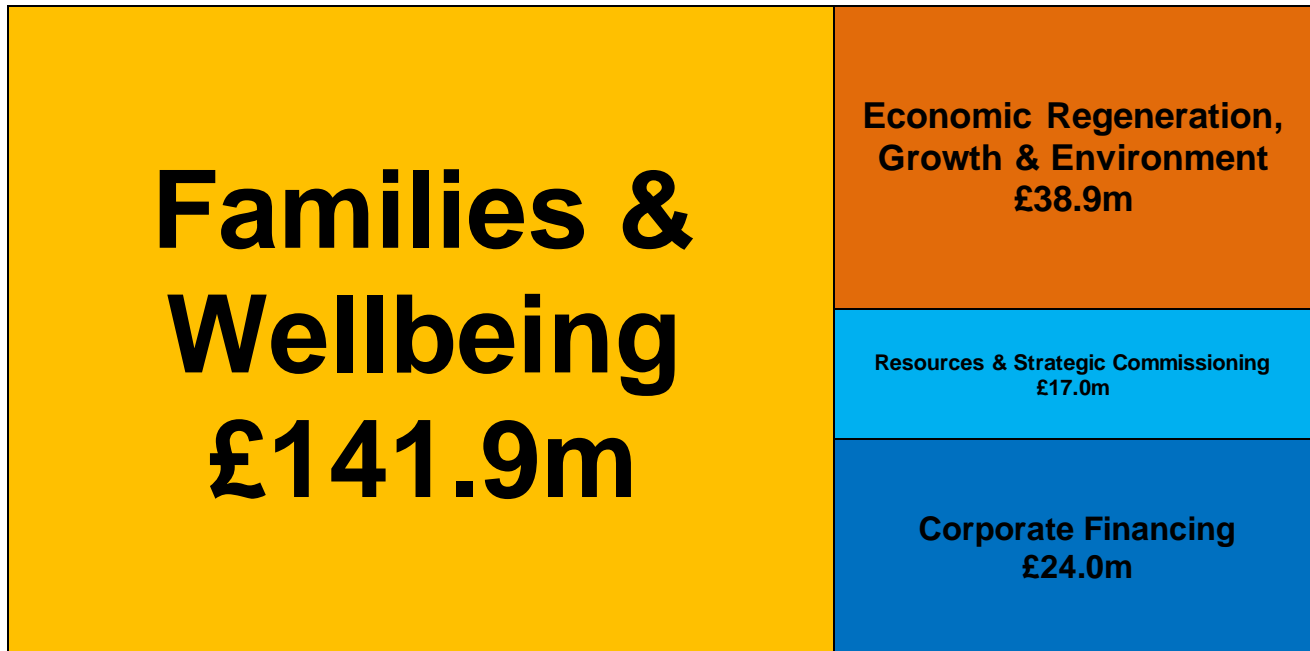
A brief synopsis of the above table is given below:

- **Inflation pressure** - This has been calculated as 0% for price inflation and a 3% expected rise in Fees and Charges income. Pay inflation has been provided for as a 1% increase.
- **Additional budget pressures** - This consists of legislative and demand pressures and non-achievement of previously committed MTFP savings. For further detail for 2016/17 see Appendix 1.
- **Reversal of one year savings proposals** – These are one-off temporary savings used as part of setting the 2015/16 budget.
- **Funding adjustments** - Shows minor adjustments to Government grant funding, where the grants are used for a specific purpose.
- **Funding** - This shows the funding that will be received in 2016/17 and estimated funding for future years. This is made up of Revenue Support Grant, Business Rates, Council Tax and non-ringfenced Government Grants.

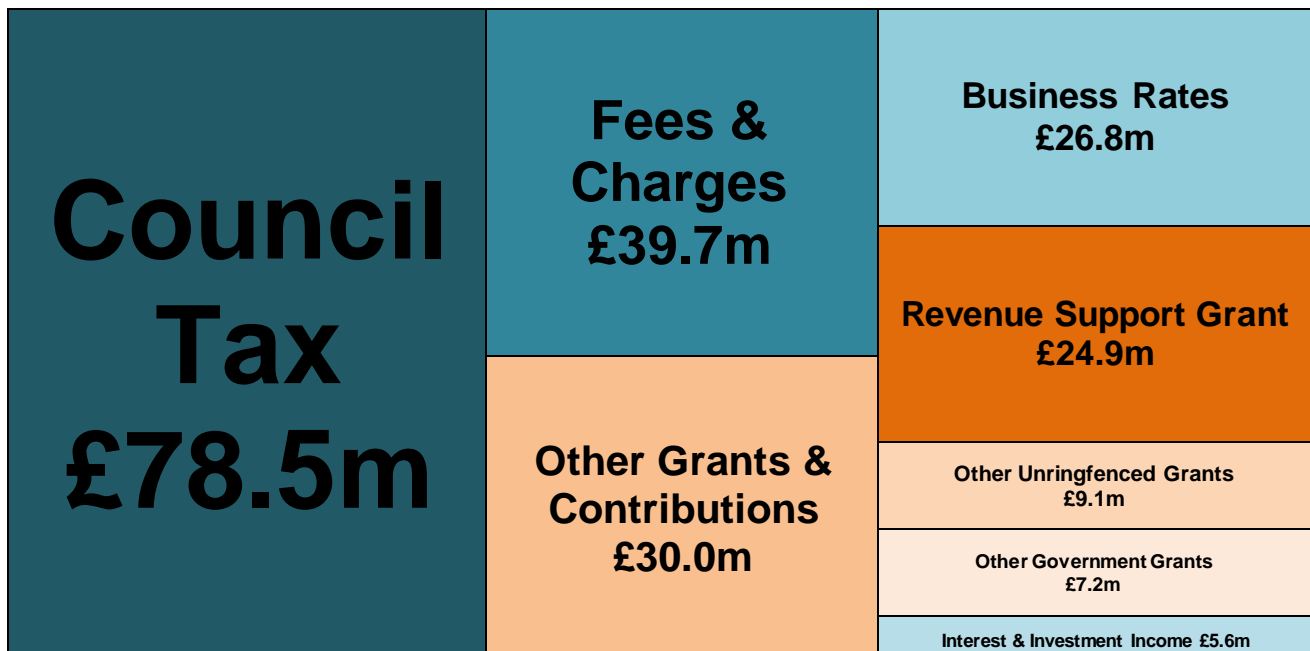
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- 5.3 The graphics below show how the gross expenditure is currently distributed, and how the income received will change between 2015/16 and 2019/20. Benefits payments and the Dedicated Schools Grant have been removed from the graphics as funding received is passported directly out of the Authority.

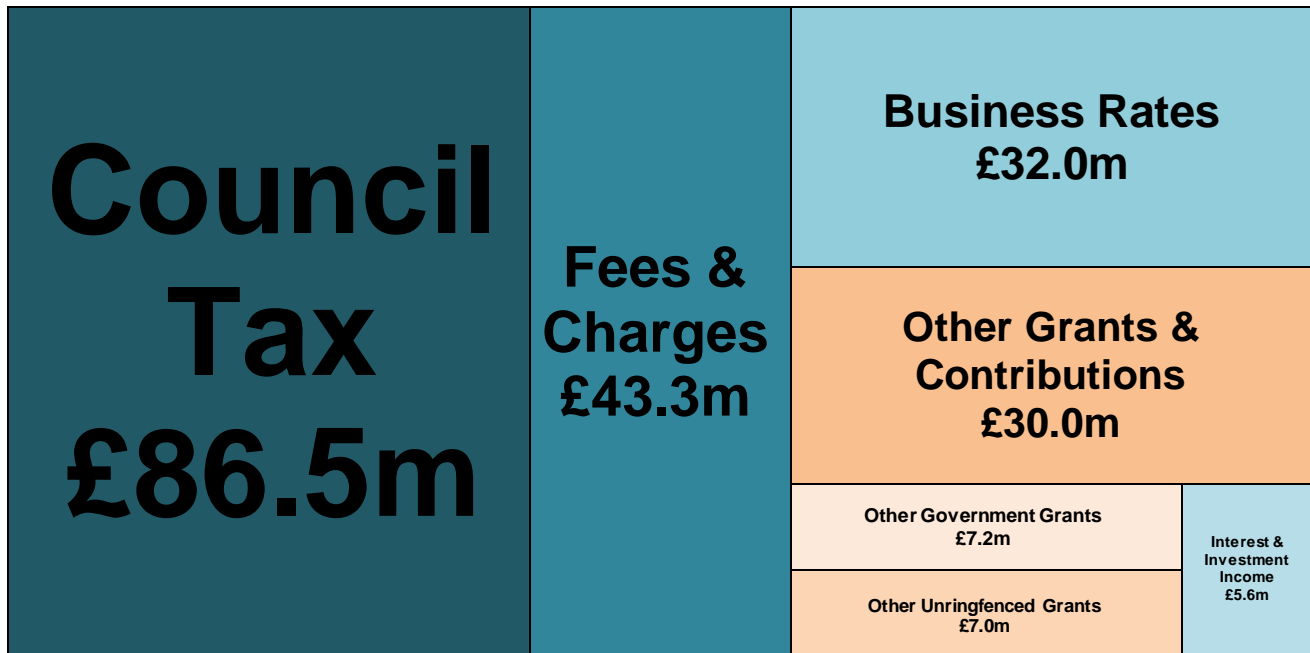
Gross Expenditure 2015/16



Gross Income 2015-16



Gross Income 2019-20



6 BUSINESS RATE RETENTION SCHEME

- 6.1 The Business Rate Retention Scheme was implemented on 1 April 2013.
- 6.2 Previously all income raised from Business Rates was transferred directly to Central Government and any surplus or shortfall would have no impact on the Council's Funding. As part of the Business Rate Retention Scheme, 50% of all Business Rates are transferred to Local Authorities and any movement in business rates will have a direct funding impact. This is to provide a greater incentive for local Government to increase the Business Rate income in their area. However, the value of business rates actually retained is dependent on whether an authority is a top-up or tariff authority.
- 6.3 We are predicting an in-year deficit for Warrington in the 2015/16 financial year. This estimate will be distributed as part of our business rate funding for 2016-17.

Levy Payments & Mid-Mersey Business Rate Pool

- 6.4 As part of the Business Rate Retention Scheme any authority who is classed a tariff authority (i.e. the business rate collected is higher than the business rate funding due to the authority) is required to pay a levy payment to Central Government. Warrington's levy is calculated as 45%.
- 6.5 Warrington has formed a Business Rate Pool with Halton Borough Council and St Helens Metropolitan Borough Council and as a result the levy payment that would have been due to Central Government will be distributed below, as agreed in the governance arrangements of the Pool:

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- 20% Economic Regeneration & Shared Working Fund
- 30% Safety Net Reserve
- 25% to Warrington Borough Council
- 13% to Halton Borough Council
- 12% to St Helens Metropolitan Borough Council

6.6 The submission and authorisation of the NNDR1 return (which informs Central Government of the estimated Business Rate income for 2016/17 and the estimated surplus for 2015/16) was delegated to the Director of Finance & Information Services at Audit and Corporate Governance on 20 January 2016, and was authorised and returned to DCLG on 29 January 2016.

7 2016/17 – 2018/19 CAPITAL PROGRAMME

7.1 The Council has a statutory responsibility to set a fully funded 3 year capital programme each year when agreeing the budget. There are largely two main funding streams to finance capital schemes, capital grants received from the government and direct funding from the Council (which is made up of Prudential Borrowing, Capital Receipts, and Revenue Contributions).

7.2 Capital expenditure mainly includes spending on the acquisition or improvement of physical assets or in some cases on contributions to third party owned assets e.g. LiveWire.

7.3 In agreeing the 2016/17 – 2018/19 capital programme it is proposed to follow the previous years practice of ring fencing government capital grants to the service that they are allocated to. The bulk of the capital grant allocation is accounted for by the Local Transport Plan and Children's Services allocations, which are all priority service areas.

7.4 The Council's strategic management of the capital programme allows new schemes to be added to the programme quarterly by agreement with the Executive Board. It is proposed that the following schemes be added to the 2016/17 – 2018/19 Capital Programme:

- **Redevelopment of Harrison Square** - to provide affordable housing for rent by Torus. This scheme is to be fully funded from S106 contributions of £500k.
- **Building works** - this includes re-roofing both the Birchwood Tennis Centre and the Museum and replacing alarms in various civic buildings. This scheme will be funded directly from the Council using prudential borrowing. The cost of the scheme in 2016/17 is £561k and £225k in 2017/18. This will result in borrowing costs in 2016/17 of £25k and £18k in 2017/18 over a 25 year period.

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- **Purchase of wheeled bins and composter units** – the total cost in 2016/17 is £174k which will be fully funded from prudential borrowing. This will result in borrowing costs of £25k per annum over a 10 year period.

7.5 The proposed 2016/17 – 2018/19 capital programme is £1,239.849m. As part of the budget process the Programme has been reviewed to ensure it continues to meet Council priorities and remains affordable within the level of resources available.

7.6 The tables below provide a summary of the 2016/17 – 2018/19 capital programme. A full copy of the draft capital programme on a scheme by scheme basis presented in both Directorate and OBB format can be found at Appendix 3.

2016/17 – 2018/19 Capital Programme

Capital Programme Directorate Budgets	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Families & Wellbeing	11.750	2.738	1.000	15.488
Resources & Strategic Commissioning	3.984	3.000	3.000	9.984
Economic Regeneration, Growth & Environment	59.145	39.437	10.300	108.882
Invest to Save Programme	467.966	331.450	306.079	1,105.495
Total - Capital Spending Plans	542.845	376.625	320.379	1,239.849

Capital Programme OBB Themes	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Best Start in Life	10.025	2.738	1.000	13.763
Enabling effective delivery	40.307	0.224	-	40.531
Financial Stewardship	336.250	293.750	293.749	923.749
Investment and Growth	112.014	62.897	15.330	190.241
Living and Working Well	0.065	-	-	0.065
Safe and Sustainable Communities	44.184	17.016	10.300	71.500
Total - Capital Spending Plans	542.845	376.625	320.379	1,239.849

Financing the Capital Programme

7.7 The level and availability of capital funding determines the size of the overall capital programme and is heavily reliant on external funding, mainly in the form of capital grants from the Government. The programme is also reliant on internal funding to deliver more local priorities like town regeneration, Housing, Highways, Parks and Schools. These internal funds are largely in the form of capital receipts but can also include prudential borrowing and earmarked reserves. There are significant constraints on the availability of internal funds due to a finite asset base which puts pressure on delivering capital receipts from the sale of surplus assets. Borrowing tends to pay for major Invest to Save schemes, for example the Bridge Street Scheme, Stadium Quarter Scheme and Housing Schemes. All borrowing is done within agreed prudential limits and

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needs to be affordable and sustainable. A range of indicators are maintained to demonstrate this. All Invest to Save schemes require the production of a detailed business case which is subject to stringent internal challenge before recommending to the Executive Board for approval. The Council's Invest to Save Programme has proved very successful. This can be evidenced by the positive financial return the schemes have generated to the Council and the increase in Balance Sheet worth to the Council that they have created.

- 7.8 The table below provides a summary of the funding of the 2016/17 – 2018/19 Capital Programme and Appendix 3 provides a breakdown of funding on a scheme by scheme basis.

Funding the 2016/17 – 2018/19 Capital Programme

Capital Programme Funding	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Unsupported Borrowing - Corporate	42.991	36.802	13.300	93.093
Unsupported Borrowing - Invest to Save	467.966	331.450	306.079	1,105.495
Capital Grants & Reserves	14.685	7.073	1.000	22.758
Capital Receipts	1.341	-	-	1.341
External Funding	15.862	1.300	-	17.162
Total - Capital Funding Plans	542.845	376.625	320.379	1,239.849

- 7.9 It can be seen from the table above that the Council borrows for two types of schemes. Corporate borrowing, this is borrowing for schemes that generate a borrowing cost to the Council and do not generate additional revenue e.g. parks, highway schemes, building maintenance. Invest to Save borrowing is for schemes that generate a financial return to the Council after the repayment of borrowing costs. The largest allocation is for the Council's potential future loans programme. All loans entering the programme must be approved by the Executive Board.

- 7.10 The 2016/17 – 2018/19 Capital Programme generates an additional revenue borrowing cost to the Council of £8.034m a breakdown of which is given below:

- 2016/17 - £4.175m
- 2017/18 - £2.161m
- 2018/19 - £1.698m

These costs relate to schemes previously agreed by the Council the bulk of which can be accounted for by 3 schemes (Major Transport Projects, Highways Investment Strategy, Warrington Priority Infrastructure Schemes) and new scheme recommendations contained within paragraph 7.4.

Capital Receipts Flexibilities Policy

- 7.11 On the 17th December 2015 the Government announced the new capital flexibilities that would allow revenue expenditure to be funded by capital that they announced in the Spending Review 2015.

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- 7.12 The new guidance allows the use of capital receipts to fund revenue expenditure and recommends that each authority should prepare a strategy that includes separate disclosure of the individual projects that will be funded or part funded through capital receipts flexibility and that the strategy is approved by Full Council or the equivalent.
- 7.13 From 2017-18 strategies will be required to review whether planning savings outlined in previous years are being realised.
- 7.14 The guidance also states that local authorities can only use capital receipts from the sale of property, plant and equipment received in the years in which this flexibility is offered, but not existing receipts. It is forecast that the Council will receive £1.5m of capital receipts in 2016/17 largely from the Housing Trust VAT arrangements and right to buy receipts.
- 7.15 It is proposed that the Council potentially uses these powers to capitalise redundancy, early retirement pension costs and IT transformation costs in 2016/17.

8 TREASURY MANAGEMENT STRATEGY

- 8.1 In agreeing the budget each year Council also need to approve the 2016/17 Treasury Management Strategy. This is an extensive technical report that is presented to Audit and Governance Committee for review before going on to Full Council. This strategy largely covers the Council's borrowing and investment activity for the following year. Key points in the strategy are:
- The Council forecast to borrow £510.957m in 2016/17
 - Interest rates are forecast to increase to 0.75% in the latter end of 2016/17
 - Lending will only take place with high credit rating institutions
 - To reduce risk, the Council will diversify its investment portfolio
 - The bulk of investments will be of a short term nature to minimise risk and maximise liquidity
 - The expansion of the Invest to Save schemes
 - The evaluation of borrowing through a bond issue if this offers greater value for money than borrowing from the Public Works Loans Board

9 COUNCIL TAX

- 9.1 In 2015/16 Warrington increased the Council Tax by 1.98%. Central Government confirmed a referendum limit will continue for the 2016/17 financial year.
- 9.2 Central Government have announced that, additionally, social care authorities, such as Warrington, will be able to increase their Council Tax by 2 per cent over the existing referendum threshold, with the strict proviso that the additional 2

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per cent 'social care precept' is spent on adult social care services. This will have to be separately itemised on Council Tax bills. Local Authorities will be expected to notify the Secretary of State of the amount intended to be raised through the additional 'social care precept' and what impact it has on previous plans for social care budgets. This will then be verified through various existing financial statutory returns.

- 9.3 It is proposed that Warrington increase Council Tax by 1.98% in 2016/17 and also apply the additional 2 per cent 'social care precept' in 2016/17. This report is therefore based on an assumed 3.98% Council Tax increase for 2016/17 and 1.98% increase for each of the next three years.
- 9.4 Appendix 5 shows the Council Tax resolution and confirms the 2016/17 proposed Council Tax increase is 3.98% (1.98% Council Tax precept plus the additional 2% 'social care precept') and that a referendum is not required.
- 9.5 If a revenue budget for Warrington is set at £133.891m then this would lead to a Council Tax requirement calculated as follows:

Council Tax Requirement	2016/17 £m
Council Net Budget	133.891
Less Revenue Support Grant	-17.192
Less Business Rate Support Scheme Income	-24.941
Less Other Government Grants	-8.571
Council Tax Requirement	83.187
Less Surplus on Collection Fund	-1.515
Council Tax Requirement after surplus	81.672
Tax Base	65,156
Band D Council Tax	£ 1,253.48

- 9.6 However, the Council Tax increase is also dependent upon Cheshire Constabulary and Cheshire Fire & Rescue precepts and where appropriate individual parish precepts. Taking these into account, if the Council Tax resolution at Appendix 5 is approved, the total Band D Council Tax will be as follows:

	2015/16 £	2016/17 £	% Increase
Warrington Borough Council	1,205.50	1,253.48	3.98
Cheshire Police Authority	156.23	161.23	3.20
Cheshire Fire Authority	70.46	71.86	1.99
Sub-Total	1,432.19	1,486.57	3.80
Parish Council (Average)	23.51	23.72	0.89
Total	1,455.70	1,510.29	3.75

Changes to Council Tax Discounts 2016/17

- 9.7 In 2014 the Council made changes to the level of discounts payable on empty properties and second homes. Central Government encouraged Councils to use the changes to bring empty properties back into use helping reduce homelessness and offering the opportunity to generate additional income. In 2014/15 some £331k in additional Council Tax was generated by the changes.
- 9.8 In November 2014 an OBB proposal was submitted outlining two further revisions to the discount scheme. The changes remove two areas of discretion and bring Warrington's scheme broadly in line with our Greater Manchester benchmarking colleagues. The changes for 2016/17 are:

Description	Current Position	Proposal from 2016
Where a property becomes empty and unfurnished	A full discount (nil charge) for a maximum of 3 months	A full discount (nil charge) for a maximum of 1 month
Where a property remains empty and unfurnished for up to 2 years	75% of the Council Tax charged after the 3 or 12 month period (if undergoing major repairs or alterations)	100% of the Council Tax to be charged after the 1 or 12 month period above has expired

- 9.9 There are circa 1,200 dwellings affected by the proposals in Warrington. Whilst this number is subject to constant change as dwellings are occupied it is important to note any dwelling will continue to be treated as unoccupied even if occupied for short-term periods of 6 weeks or less.
- 9.10 It is anticipated the changes will generate an additional £248K in 2016/17. It is anticipated the above revenue stream will be only available in the short term and will incrementally diminish from 2017 as the changes start to influence behaviour and empty dwellings return to occupancy. However, this action will also benefit Warrington financially through additional Council Tax and the New Homes Bonus.
- 9.11 Introducing the changes does carry risk – the charges will be difficult and expensive to collect so provision may need to be made for additional bad debts and increased administration costs.

10 RESERVES

- 10.1 The Local Government Act 2003 requires the Director of Finance & Information Services to report on the adequacy of reserves and provisions, and the robustness of budget estimates, as part of the annual budget setting process.
- 10.2 Best practice guidance does not advise on the actual level of unallocated

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general reserves, but on the processes that should be in place. There is a broad range within which a Council might reasonably operate, depending on its particular circumstances and each Council should make its own judgement, based on the advice of its Chief Finance Officer. In making this decision the Director of Finance & Information Services takes account of strategic, operational and financial risks. The financial risks are assessed in the context of the Council's overall approach to risk management.

Statement on the Adequacy of Proposed Financial Reserves and Robustness of Estimates

- 10.3 It is the view of the Director of Finance & Information Services that the budget setting process and the information provided is sufficient to allow the Council to come to an informed view regarding the 2016/17 budget, capital programme and council tax requirement.
- 10.4 The Council has always operated within tight financial constraints. As a consequence of increasing financial pressures and reductions in financial settlement from government these constraints continue. Robust budget monitoring and a thorough budget and financial planning process have allowed the Council to operate with a relatively low level of reserves.
- 10.5 The Council's financial planning processes enable issues with a significant financial impact to be highlighted by Executive Directors in good time. The level of reserves is only adequate for the forthcoming financial year and financial planning period through the continuing commitment of Members, the Chief Executive and Executive Directors to control spend within approved budgets.
- 10.6 An annual review of the Council's reserves and balances has been undertaken as part of the annual financial planning exercise. This review has followed best practice guidance on Local Authority Reserves and Balances as required by the Local Government Act 2003.
- 10.7 The Council is required to make financial provisions for known future liabilities or losses of uncertain timings or amount. These are reviewed on an ongoing basis and are detailed in the annual Statement of Accounts. The 2014/15 Statement was approved by Audit and Corporate Governance Committee on 24 September 2015. For 2015/16 the draft Statement will be presented to Audit and Corporate Governance Committee in June 2016.
- 10.8 The review confirmed that there is currently sufficient resilience for the Council to meet the financial consequences of any unforeseen events. The Director of Finance & Information Services is satisfied that the Council's ongoing approach to its reserves and provisions is robust. The Council's strategic reserve is held at £4.7m (between 3% - 5% of the net budget requirement) and will ensure that the Council has adequate resources to fund unforeseen financial liabilities, and that the Council's approach to general balances for 2015/16 is deemed appropriate. The level of reserves and the movement in year are included at Appendix 4.

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- 10.9 The Council has in place well established robust and regular budget monitoring processes. These take account of the current level of reserves, the latest budget requirements calling on reserves to meet current commitments and to make contributions to reserves to meet future commitments. Approval to use or make contributions to reserves is given by the Director of Finance & Information Services as part of the regular budgetary process.
- 10.10 The Director of Finance & Information Services has considered strategic, operational and financial risks in arriving at this statement. The financial risks have been assessed within the context of the Council's overall approach to risk management. Account has also been taken of key budget assumptions and existing financial management arrangements. Savings proposals put forward by Executive Directors have been subject to a full risk assessment and Equality Impact Assessments by the responsible Executive Director.
- 10.11 This statement of assurance is based on the 2016/17 and 2016-20 Medium Term Finance Plan (MTFP) contained in this report. Any significant changes to these proposals, changes to MTFP assumptions, or additional budget proposals require further full evaluation by the Director of Finance and Information Services before assurance could be given.

11 BUDGET CONSULTATION

- 11.1 Engagement with residents of Warrington, local businesses, council staff, elected members, partner agencies and other stakeholders has been conducted via 'Growing a Strong Warrington'. A series of engagement events have been held with key groups including trade union representatives, young people, local businesses and local third sector organisations.

12 SCHOOLS BUDGETS

- 12.1 The Dedicated Schools Grant (DSG) is the main funding source for schools and Academies. It is a ring-fenced grant, with the majority of funding delegated to schools, and the Warrington Schools Forum must be consulted on the formula used to delegate this funding. This formula calculates the budgets for all mainstream schools, including Academies.
- 12.2 The DSG allocation comprises 4 notional blocks:
- Schools Block – supports mainstream activities in primary and secondary schools (i.e. basic school delegated budgets).
 - Early Years Block – supports nursery provision in dedicated nursery schools, nurseries attached to mainstream schools, and private, voluntary or independent nursery providers in Warrington. The Early Years Pupil Premium also comes through DSG, unlike its mainstream equivalent.

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- High Needs Block – intended to support special school budgets, New Horizons Pupil Referral Unit, designated/specialist provision in mainstream schools, pupil placement in independent schools or non-mainstream special schools outside of the home Authority. It also funds all Special Educational Needs requirements for Warrington pupils. Any other whole-school activities should likewise be funded by this block, as there is now no specific allocation for central education functions.
- Additions/Amendments - adjustments for the induction of Newly Qualified Teachers and the Early Years Pupil Premium.

12.3 Schools Block funding levels vary with Numbers on Roll; 2016/17 funding is based upon the October 2015 census. Early Years funding for 3 and 4 year olds will ultimately be based upon census numbers from January 2016, with a final revision for January 2017, but previous year's numbers are used for an interim calculation (and allocation) until these are available.

12.4 Indicative DSG allocation for Warrington in 2016/17 is £151.9 million (see below). Not all of this will be managed by Warrington Borough Council; Academies will have their relevant funding paid direct, through a process known as recoupment. The High Needs Block has also been reduced to reflect the places in other LA settings taken by Warrington students.

	£ Value	2016/17	
		CENSUS NOR	ALLOCATION £
Schools Block	4,244.36	29,048	123,290,000
Early Years Block (3/4 year olds)	3,333.72	2,025	6,751,000
Early Years Block (2 year olds)	4,683.50	418	1,958,000
High Needs Block			19,707,000
Additions			
NQT Induction			42,000
Early Years Pupil Premium			140,000
Total DSG (before recoupments)			151,888,000

12.5 The remainder of the schools' allocations are through the mainstream Pupil Premium, based on historical pupil entitlement to Free School Meals (FSM), status as a Looked After/Adopted Child, or being from a Services family. Each qualifying student will attract varying bands of funding:

Secondary FSM	£ 935
All other FSM	£1,320
Looked After Children	£1,900
Service Children	£ 300

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These funding levels are unchanged from 2015/16, and in total approximate to around £7 million for Warrington.

13 SCRUTINY COMMITTEE

- 13.1 A report detailing the proposed budget and Council Tax recommendation was discussed by Scrutiny Committee on 2 February 2016. The Executive Board Member for Corporate Finance introduced the report. The Committee asked a number of questions about the process, the proposed savings and the formal consultation.
- 13.2 The Committee passed the following resolution that,
- the Executive Board be requested to include practical details of any savings/cuts in the Budget report to be presented to Full Council and
 - full details of the Capital Programme and its revenue consequences be provided to Full Council with a view to the Budget meeting making a fully informed budget decision.
- 13.3 In recognition of the comments from Scrutiny Committee, Appendix 2b has been updated and a revised version with further details of the impacts forwarded to members in advance of the Executive Board meeting. The Appendix 2b revised version has been included in the appendices for Full Council.

14 FINANCIAL CONSIDERATIONS

- 14.1 The financial considerations are dealt with throughout the report.

15 RISK ASSESSMENT

- 15.1 The budget is prepared in accordance with detailed guidance and timetable to ensure that statutory requirements are met and a balanced budget is prepared that aligns resources with corporate objectives.
- 15.2 As part of the Outcome Based Budgeting process the risks of each savings proposal were discussed with the Spotlight Panel before being agreed, and these risks, along with the risk of slippage around the delivery of savings proposals will be closely monitored during the year. The Council already has robust systems in place for monitoring the delivery of savings and will continue to use the existing approach to ensure the delivery of savings throughout 2016/17. Large transformational or long running savings will be subject to full risk assessment.
- 15.3 Due to the volatile nature of the Business Rates income the predictions of funding could change significantly from the estimates that were reported on the

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NNDR1 form. Although this is a high risk to the Council, any change from the current estimates will not alter the funding for 2016/17, but will be carried forward to 2017/18. The Business Rates income will be monitored throughout the year and will be incorporated into next year's budget monitoring process.

16 EQUALITY AND DIVERSITY / EQUALITY IMPACT ASSESSMENT

16.1 The Finance Service undertakes Equality Impact Assessment in its wider functions. Service changes that emerge from proposals contained in the MTFP are subject to individual Equality Impact Assessments.

16.2 All proposals put forward as part of the budget are subject to an Equality Impact Assessment during the Outcome Based Budgeting process. Each assessment will be reconsidered further before the implementation of any of the proposals and will follow the recognised consultation process for each specific activity.

17 REASONS FOR RECOMMENDATION

17.1 To fulfil the Council's statutory responsibilities under the Localism Act 2011 of calculating a Council Tax requirement.

18 RECOMMENDATION

18.1 It is recommended that the Council:

- (i) note the consultation with the public, partners and business community set out in section 11 of this report in setting the 2016/17 budget.
- (ii) consider the Director of Finance and Information Services' judgement on the robustness of the estimates made for the purposes of the budget calculation and the adequacy of the proposed financial reserves and following this consideration determine that the estimates are robust for this purpose and that the proposed financial reserves are adequate.
- (iii) agree the 2016/17 to 2018/19 capital programme and funding arrangement set out in section 7 of this report.
- (iv) agree the 2016/17 revenue budget of £133.891m set out in section 3 of this report.
- (v) note at the Audit & Corporate Governance Committee meeting of 20 January 2016, the 2016/17 tax base was set at 65,156.
- (vi) note the calculation of the Council Tax as directed by section 3A of the Local Government Finance Act 1992 contained in section 9 of this report.

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- (vii) adopt the formal Council Tax Resolution requiring Council Tax to be increased by 3.98% to a Band D of £1,253.48 set out in Appendix 5, and note that votes will be recorded on this resolution.

19 BACKGROUND PAPERS

- 2016/20 MTFP Papers
- 2016/17 MTFP Report to Executive Board 15 February 2016
- 2016/17 Budget Update Report to Scrutiny Committee 2 February 2016
- 2016-20 Pre-Budget Report to Scrutiny Committee 9 December 2015

Contacts for Background Papers:

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Appendix 1a – Pressures by Directorate

Directorate Investments / Pressures		2106/17 £000
Resources & Strategic Commissioning		
1	ICT - schools contract	100
2	Employee Services - schools contract	100
3	Local Welfare Provision	100
4	Novation of Leases re Gym Equipment	125
5	Boundary Commission - costs related to Additional Member requirements	34
6	Insurance - schools contract	30
Total		489
Families & Wellbeing		
7	Child Arrangement Orders	200
8	Agency Placements	2,700
9	Foster Allowances	200
10	Adoption Allowances	100
11	Court of Protection Pressures - Mental Capacity Act	20
12	MH & LD transitional client costs	535
13	Changes to arrangements to funding for care section 117	618
14	Public health grant cut of 6.1%	849
15	Methadone Prescribing transfer from NHS England	185
16	Rise in Mental Health	625
17	Impact of Living Wage	1,000
Total		7,032
Economic Regeneration, Growth and Environment		
18	Corporate Landlord	50
19	Building Cleaning	250
20	Golf Course income	110
21	Pest Control	100
22	Car Park and On-Street parking income	415
Total		925
Corporate Financing		
23	Additional NI Costs due to Flat Rate Pension	1,600
24	Housing Benefit Admin Subsidy	275
25	Living Wage in Warrington	270
26	Cost of borrowing for Capital programme	4,175
Total		6,320
Grand Total		14,766

Appendix 1b – Pressures by Theme

OBB Theme Investments / Pressures	2106/17 £000
Best Start in Life and Transition to Adulthood	
1 Child Arrangement Orders	200
2 Agency Placements	2,700
3 Foster Allowances	200
4 Adoption Allowances	100
Total	3,200
Enabling Effective Delivery	
5 Corporate Landlord	50
6 Building Cleaning	250
7 ICT - schools contract	100
8 Additional NI Costs due to Flat Rate Pension	1,600
Total	2,000
Investment and Growth	
9 Cost of borrowing for Capital programme	4,175
Total	4,175
Living and Working Well	
10 Golf Course income	110
11 Court of Protection Pressures - Mental Capacity Act	20
12 MH & LD transitional client costs	535
13 Changes to arrangements to funding for care - section 117	618
14 Public health grant cut of 6.1%	849
15 Methadone Prescribing transfer from NHS England	185
16 Rise in Mental Health	625
17 Employee Services - schools contract	100
18 Local Welfare Provision	100
19 Novation of Leases re Gym Equipment	125
20 Boundary Commission - costs related to Additional Member requirements	34
21 Insurance - schools contract	30
22 Housing Benefit Admin Subsidy	275
23 Living Wage in Warrington	270
Total	3,876
Promoting Wellbeing for Older People	
24 Impact of Living Wage	1,000
Total	1,000
Safe and Sustainable Communities	
25 Pest Control	100
26 Car Park and On-Street parking income	415
Total	515
Grand Total	14,766

Appendix 2a – Directorate Savings

Directorate Ref	Theme Ref	Savings Proposals - Resources & Strategic Commissioning	2016/17 £000
RASC 1	EED 1	Divisional service review and redesign Solicitor to the Council	40
RASC 2	EED 2	Service Review and Redesign - Business Improvement and Risk and Resilience teams	55
RASC 3	EED 3	Review and Redesign Corporate Communications/Events/E-Comms/Marketing	55
RASC 4	EED 4	Review and Redesign Corporate Performance, Intelligence, Research, Info Mgt & Governance Activity	55
RASC 5	EED 5	Service Redesign and Income Generation in Human Resources	198
RASC 6	EED 6	Recharge of services to Loans and Investments and capital projects in Accountancy	99
RASC 7	EED 7	Centralise and improve Income Collection - Debtors Service	22
RASC 8	EED 8	Additional revenue - Salary Sacrifice Car Leasing Scheme.	28
RASC 9	EED 9	Review of service delivery Contact Warrington	17
RASC 10	EED 10	Review and Redesign of service - Benefits and Exchequer	28
RASC 11	EED 11	Review corporate governance processes	100
RASC 12	EED 12	Review of fees and charges across the Council	25
RASC 13	EED 13	Paperless office project	90
RASC 14	EED 14	Income generation from HR advice to care homes/private nurseries	10
RASC 15	EED 15	Savings from new approach to Occupational Health contract	10
RASC 16	EED 16	Review of external legal costs and the requirements for their use	35
RASC 17	EED 17	Investment in e-learning	100
RASC 18	EED 18	Reduce external advertising costs and consider advertising opportunities	50
RASC 19	EED 19	Savings on non basic pay	100
RASC 20	EED 20	Reducing sickness absence costs	50
RASC 21	EED 21	Tender for future External Audit services	44
RASC 22	EED 22	Business Improvement Team Restructure	36
RASC 23	EED 23	Local Land Charge fees income increase	10
RASC 24	EED 24	Joint Internal Audit Service	38
RASC 25	EED 25	Service Review and Redesign Accountancy	170
RASC 26	EED 26	Review and Redesign staffing Local Welfare Scheme	6
RASC 27	EED 27	Review and Redesign Contact Warrington Telephony	78
RASC 28	EED 28	Online Benefit Application Forms implementation	5
RASC 29	EED 29	Service Review and Redesign Change Management Team	63
RASC 30	EED 30	Benefits & Exchequer staff vacancy factor	73
RASC 31	EED 31	Review and Redesign Mailroom service	57
RASC 32	EED 32	Review opening times Contact Warrington	25
RASC 33	EED 33	Review and Redesign ICT staffing	62
RASC 34	EED 34	ICT contract savings	37
RASC 35	EED 35	ICT Data Centre relocation	45
RASC 36	EED 36	Chief Executive's Office savings	10
RASC 37	LWW 1	Savings from Commissioning/Third Sector/Sports Engagement & Physical Activity	108
RASC 38	LWW 2	LiveWire Management Fee savings	325
TOTAL - Resources & Strategic Commissioning			2,359

Appendix 2a – Directorate Savings (cont.)

Directorate Ref	Theme Ref	Savings Proposals - Families and Wellbeing	2016/17 £000
FWB 1	BSL 1	Directorate wide administration and support review	83
FWB 2	BSL 2	Redesign of directorate management team and support	192
FWB 3	BSL 3	Childrens Homes In-house efficiency review	50
FWB 4	BSL 4	Redesign Early Help Division	876
FWB 5	BSL 5	Redesign managerial positions in childcare social work teams	173
FWB 6	BSL 6	Development of a sustainable plan for the sensory centre	54
FWB 7	BSL 7	Re-design of attendance service and additional element of income generation	32
FWB 8	BSL 8	Re-design of advisory school improvement service and additional element of income generation	112
FWB 9	BSL 9	Re-design of the governor and advisory service	25
FWB 10	BSL 10	Review the current delivery model for the Accent music hub	25
FWB 11	BSL 11	Review and cost recovery to grant funds	250
FWB 12	LWW 4	Review and cost recovery to grant funds	36
FWB 13	BSL 12	Re-design principal psychologists team	47
FWB 14	BSL 13	Explore trading opportunities in the education psychologists team	49
FWB 15	LWW 5	Seek external income to support the head of the inclusion service	21
FWB 16	BSL 15	Redesign the integrated service	45
FWB 17	BSL14	Re-design inclusion service management team.	29
FWB 18	LWW 6	Deletion of a vacant post in the QA & safeguarding division	48
FWB 19	EED 41	DoE income to fund project support costs for regional adoption and edge of care	48
FWB 20	LWW 8	Deletion of a vacant post in the QA & safeguarding division	58
FWB 21	LWW 9	Re-design within Adults Safeguarding	23
FWB 22	LWW 10	Review of supplies & services costs across QA & safeguarding division	43
FWB 23	LWW 11	Seek partner contributions to fund the Warrington Safeguarding Adults Board	62
FWB 24	PWOP 1	Deletion of a vacant post in the QA & safeguarding division	48
FWB 25	EED 42	Deletion of a vacant post in the QA & safeguarding division	47
FWB 26	EED 43	Re-design of centralised admin management in Children's Services	137
FWB 27	BSL 16	Review and cost recovery to grant funds	37
FWB 28	EED 44	Further review of supplies & services costs across QA & safeguarding division	35
FWB 29	EED 45	Re-design and reduction of Commissioning and Contracts budgets	83
FWB 30	LWW 12	Seek contribution towards the CAHMS tier 2 service	123
FWB 31	LWW 14	Review collaborative commissioning through Champs	26
FWB 32	SSC 27	Review homelessness outreach service	100
FWB 33	SSC 28	Recommission of drug and alcohol services	110
FWB 34	SSC 29	Review GP shared care for substance misuse	15
FWB 35	BSL 17	Review childrens 0-5 Public Health contract	100
FWB 36	LWW 15	Rationalisation of health/knowledge and intelligence budgets	105
FWB 37	LWW 16	Review and consolidation of all Public Health budgets	105
FWB 38	LWW 18	Review accommodation costs	70
FWB 39	LWW 19	Redesign of Public Health commissioning support	28
FWB 40	BSL 18	Review of 0-5 commissioning support	20
FWB 41	EED 46	Review of the DPH programmed activity	10
FWB 42	PWOP 2	Re-design provision of dementia service	26
FWB 43	LWW 20	Review of YMCA health improvement contract	38
FWB 44	SSC 30	Review homestart grant	13
FWB 45	LWW 21	Review of cancer iVan	17
FWB 46	LWW 22	Review sexual health contract by 10%	160
FWB 47	LWW 23	Review LiveWire lifestyles contract	40

Appendix 2a – Directorate Savings (cont.)

Directorate Ref	Theme Ref	Savings Proposals - Families and Wellbeing	2016/17 £000
FWB 48	LWW 24	Review steroid service	31
FWB 49	SSC 31	Review of DAAT workforce development	23
FWB 50	SSC 32	Review LJMU needle exchange database	8
FWB 51	LWW 25	Review Health Checks programme	19
FWB 52	SSC 33	Review of non pay budgets in Neighbourhoods	23
FWB 53	SSC 34	Re-design neighbourhoods service management	58
FWB 54	SSC 35	Redesign of community centres management	7
FWB 55	SSC 36	Re-design project and grant activity within Neighbourhoods	37
FWB 56	SSC 37	Review of building maintenance activity within community centres	48
FWB 57	SSC 38	Neighbourhoods service re-design	94
FWB 58	EED 47	Re-design adult social care service teams	417
FWB 59	LWW 30	Review adults supported employment and some other day activities	50
FWB 60	LWW 31	Review current respite allocation per family/person	200
FWB 61	LWW 32	Review of LD/Phys Dis/Mental health adults packages, including high cost package review	1,000
FWB 62	PWOP 3	Extend current Domiciliary Care single handed care pilot	100
FWB 63	LWW 33	Review of voids	200
FWB 64	PWOP 4	Review level of external contributions for health activity	75
FWB 65	LWW 34	Review supported Housing and Outreach Service for Adults with a Physical Disability	100
FWB 66	LWW 35	Review supported Housing and Outreach Service for Adults with a Learning Disability	90
FWB 67	PWOP 5	Review current sheltered housing provision and explore opportunities to transfer support costs	168
FWB 68	PWOP 6	Review Day Services for Vulnerable Older People with Dementia	121
FWB 69	LWW 36	Review LD Lifelong learning	100
FWB 70	LWW 37	Review of transport within adult social care	167
FWB 71	LWW 38	Review criteria re Alcohol and drug detox and rehab	25
FWB 72	PWOP 7	Ryfields retirement village contract retender	100
FWB 73	LWW 39	Review of advocacy services to rationalise provision	35
FWB 74	LWW 40	Renew contract for the repair and maintenance service for stairlifts and hoists	10
FWB 75	LWW 41	Review of homelessness services	30
FWB 76	LWW 42	Review floating support service	120
FWB 77	LWW 43	Seek alternative funding streams for s.117 clients	618
FWB 78	LWW 13	Review of posts with support partnership working	50
FWB 79	LWW 17	Review of the CRI contract	44
FWB 80	LWW 26	Re-design of Public Health structure	78
FWB 81	LWW 27	Seek contributions towards Head of Drug & Alcohol team	20
FWB 82	LWW 28	Review Public Health contract (0-19)	100
FWB 83	LWW 29	Public Health "One-Off" saving re use of pre 12-13 reserves	191
FWB 84	SSC 39	Review of current third party contracts	25
FWB 85	SSC 26	Review of service to ensure efficient transport offer	125
TOTAL - Families and Wellbeing			8,581

Appendix 2a – Directorate Savings (cont.)

Directorate Ref	Theme Ref	Savings Proposals - Economic Regeneration, Growth and Environment	2016/17 £000
ERGE 1	SSC 22	Development Control Saving / Income Generation - Additional income from pre-application advice	6
ERGE 2	SSC 15	Increase Crematorium Charges	55
ERGE 3	SSC 14	Waste Strategy Review	451
ERGE 4	SSC 2	Town Centre CCTV coverage reduction in hours of operation	50
ERGE 5	SSC 3	School Crossing Patrols	125
ERGE 6	SSC 4	Co-location of Specialist Transport Service at Woolston	25
ERGE 7	SSC 5	Review traffic management structure including recharging some posts to capital	60
ERGE 8	SSC 6	Review financial support for Warrington Community Transport.	64
ERGE 9	SSC 7	Reduction in subsidy for local bus services	200
ERGE 10	SSC 8	Transfer of funding for Extended Rights to Home to School Transport from Families and Wellbeing to Transport for Warrington	23
ERGE 11	SSC 10	Reprioritise Works and Supplies Budgets.	49
ERGE 12	SSC 11	Specialist Transport - Recover staff costs via service level agreement	12
ERGE 13	SSC 12	Restructure of the Highways and Environment Service to take place affecting a range of service areas within Highways and Environment (H&E)	799
ERGE 14	SSC 16	Staffing Changes within Crematorium Service	53
ERGE 15	SSC 13	Redesign works budgets across the Highways and Environment Service.	466
ERGE 16	LWW 7	Staff Reductions within Warrington Market	107
ERGE 17	SSC 23	To introduce a charging policy for discretionary and added value advice to businesses and those seeking pre application advice based on full cost recovery	24
ERGE 18	SSC 24	Explore the opportunity for shared service delivery with Regulation and Public Protection, Public Health and Community Safety teams	200
ERGE 19	SSC 25	Review of support roles within the directorate.	74
ERGE 20	SSC 9	Review of parking charges and the introduction of cashless payment technology at Council owned off street car parks	116
ERGE 21	SSC 17	Removal of Employment Development & Apprenticeship Support vacant post.	52
ERGE 22	SSC 18	Reprioritisation of employment development and apprenticeship support budget.	86
ERGE 23	SSC 19	Skills Funding Manager to be 50% externally funded through ERDF YESF.	17
ERGE 24	SSC 20	Retained employment development & apprenticeship support post funded externally (ERDF\ESF)	42
ERGE 25	SSC 21	Town Centre management post retained & funded for 2 years from TC reserves followed by a BID	53
ERGE 26	LWW 3	Removal of events budget held by ERGE department	19
TOTAL - Economic Regeneration, Growth and Environment			3,228

Appendix 2a – Directorate Savings (cont.)

Directorate Ref	Theme Ref	Savings Proposals - Corporate and Cross Cutting	2016/17 £000
CORP 1	EED 37	Concessionary Travel Contract - contract negotiation	400
CORP 2	EED 38	Improving the Council's redeployment process	110
CORP 3	EED 39	Pensions deficit lump sum payment following triennial review	240
CORP 4	EED 40	Review and Redesign of Warrington's scheme for Council tax discounts	203
CORP 5	I & G 2	Loans to Registered Social Landlords - arrangement fees	330
CORP 6	I & G 3	Loans to Registered Social Landlords - returns made on forecasted drawdowns of agreed facilities	550
CORP 7	SSC 1	Financial benefits from Council's Corporate green energy programme	22
CORP 8	I & G 4	Council Bond	1,000
CORP 9	I & G 1	Minimum Revenue Provision Savings	3,510
TOTAL - Corporate Financing			6,365

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Appendix 2b –Savings by Theme

Theme - Best Start in Life and Transition to Adulthood
Total Value of 2016/17 savings £2,199k

Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
BSL 1	FWB 1	Directorate wide administration and support review.	83	Reduced management and staffing capacity, there will be some impact, but seek to minimise through an efficiency review of processes and procedures.
BSL 2	FWB 2	Re-design of directorate management team and support.	192	Reduced management and staffing capacity, there will be some impact, but seek to minimise through an efficiency review of processes and procedures.
BSL 3	FWB 3	Childrens Homes In-house efficiency review.	50	Low external impact, internal review of processes and procedures.
BSL 4	FWB 4	Redesign Early Help Division.	876	Reduction in contracts commissioned to Bridgewater for Speech and Language & LiveWire in respect of Bookstart/Storytime sessions.
BSL 5	FWB 5	Re-design of managerial positions in childcare social work teams.	173	Reduced management and staffing capacity, there will be some impact, but seek to minimise through an efficiency review of processes and procedures.
BSL 6	FWB 6	Development of a sustainable plan for the sensory centre.	54	Savings will be achieved through income generation and service redesign avoiding compulsory redundancies.
BSL 7	FWB 7	Re-design of attendance service and additional element of income generation.	32	Savings will be achieved through income generation and service redesign avoiding compulsory redundancies.
BSL 8	FWB 8	Re-design of advisory school improvement service and additional element of income generation.	112	Potential reduced level of senior adviser support to schools.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
BSL 9	FWB 9	Re-design of the governor and advisory service.	25	Savings will be achieved through income generation and service redesign avoiding compulsory redundancies.
BSL 10	FWB 10	Review the current delivery model for the Accent music hub.	25	Savings will be achieved through income generation and service redesign avoiding compulsory redundancies.
BSL 11	FWB 11	Review and cost recovery to grant funds.	250	Review of current grant criteria recharge apportionment.
BSL 12	FWB 13	Re-design principal psychologists team.	47	Reduced service to schools and children and families.
BSL 13	FWB 14	Explore trading opportunities in the education psychologists team.	49	New Partnership relationships to be established with schools. Opportunity to provide paid service to wider group.
BSL 14	FWB 17	Re-design inclusion service management team.	29	Plans in place to cover areas of this role by the existing team therefore minimal risk.
BSL 15	FWB 16	Re-design the integrated service.	46	Education and Health Care Plan timescales may slip but potential to cover this from SEND grant.
BSL 16	FWB 27	Review and cost recovery to grant funds.	37	Review of current grant criteria recharge apportionment.
BSL 17	FWB 35	Review childrens 0-5 Public Health contract.	100	Positive impact - better service specification for reduced cost.
BSL 18	FWB 40	Review of 0-5 commissioning support.	20	Low external impact. Impact on staff capacity.
			2,199	

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Theme - Enabling Effective Delivery
Total Value of 2016/17 savings £3,656k

Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
EED 1	RASC 1	Service reviews in Solicitor to the Council teams.	40	There will be a review of staffing, processes and demand management to ensure priorities are addressed within a reduced resource.
EED 2	RASC 2	Service Review and Redesign - Business Improvement and Risk and Resilience teams.	55	There will be an impact on the staffing resources to support transformation projects and management of the Authority's Insurance arrangements. Priority areas will be supported.
EED 3	RASC 3	Service Review and Redesign - Corporate Communications/Events/E-Comms/Marketing.	55	A more co-ordinated approach to communications, within a reduced staffing resource, and the use of new technology and digital solutions.
EED 4	RASC 4	Service Review and Redesign - Corporate Performance, Intelligence, Research, Information Management and Governance Activity.	55	The redesign will reflect the changing responsibilities of the local authority but still maintain a focus on high priority areas particularly supporting frontline services and the delivery of statutory returns. This will be done through through new ways of working with a reduced staffing resource.
EED 5	RASC 5	Service Redesign and Income Generation in Human Resources.	198	Staffing review across the whole HR division, full implementation of the Community Learning programme and a shift to a new partnership arrangement in relation to providing a Modern Apprentice programme, but still demonstrating a commitment to training and development.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
EED 6	RASC 6	Reduction of 1 full time equivalent and recharge of services to Loans and Investments and Capital projects in Accountancy.	99	A combined approach involving a review of the support provided to management accounting and a change in emphasis to support the Council's Capital programme and Loans and Investments activity.
EED 7	RASC 7	Centralise and improve Income Collection - Debtors Service.	22	Continued centralisation of collection plus a change in processes delivering savings.
EED 8	RASC 8	Additional revenue - Salary Sacrifice Car Leasing Scheme.	28	This reflects the popularity of the scheme amongst staff - the ongoing success of the scheme benefits both employees and the Authority.
EED 9	RASC 9	Review of service delivery of Contact Warrington including Saturday closure.	17	The reduction in capacity and access to service has already been introduced during 2015 with no decline in customer satisfaction.
EED 10	RASC 10	Benefits and Exchequer - Review of operations and use of overtime.	28	The reduction in capacity and access to service has already been introduced with no reduction in customer satisfaction.
EED 11	RASC 11	Review of existing Governance arrangements in the context of the Local Government Act 2000. Scope of review to be finalised.	100	A review of the Council's corporate governance processes in line with the Local Government Act 2000, this will include a prioritisation of resources on core areas of work. The scope of work is in development.
EED 12	RASC 12	To review the fees and charges in place across the Council, to ensure consistent approaches are in place and supported by relevant strategies, plans and processes.	25	Difficult to quantify the impact on the community at this early stage. Once a greater understanding is developed, modelling of the impact will take place, including the approach to concessionary fees.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
EED 13	RASC 13	To reduce the cost of printing by making more efficient use of technology, e.g. better use of IT for the sharing of documents.	90	Places a greater reliance on technology and a continuing requirement to change the culture and internal processes, underway already in many services.
EED 14	RASC 14	Explore opportunities to provide Human Resources advice and support to external organisations which already have a relationship with the Council e.g. private nurseries.	10	Income generation through the provision of HR advice to services that provide social care or education services. The intention is that this will be self-funding.
EED 15	RASC 15	Review the use of the Occupational Health service contract and potential for shared services.	10	Contract review with partner authorities seeking efficiency through joint procurement or shared service.
EED 16	RASC 16	Review contract and demand for external legal advice to ensure service is targeted and delivers value for money.	35	External legal advice will focus on priority areas of business and will be more tightly contract managed by the commissioner of this service i.e. Legal Services.
EED 17	RASC 17	Investment in E-Learning which will aid a full Learning and Development review and restructure to include centralising all training budgets.	100	E-Learning is a cost effective method of training in core areas, investment in this will free up direct costs. However cultural change will be essential to ensure that employees utilise this offer.
EED 18	RASC 18	Reduce spend across the Council on external advertising to ensure it is targeted and delivers value for money.	50	Costs of external advertising spend have reduced consistently, however work is necessary to ensure that alternative methods are utilised effectively, e.g. digital. This may initially result in a reduced/alternative method of communication that may take time to settle in.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
EED 19	RASC 19	To identify and deliver further non basic-pay reductions, e.g. reduced overtime, mileage claims and other additional payments.	100	Low impact as will not impact on employees contractual earnings and will affect a small number of employees.
EED 20	RASC 20	Continued focus to reduce sickness absence.	50	Investment in reducing sickness absence has been made on an Invest to Save basis through staff welfare schemes. This figure relates to the impact of this work and increased productivity.
EED 21	RASC 21	Contract savings from tender for future External Audit services.	44	A reduction in External Audit fees following a contract review.
EED 22	RASC 22	Review and Redesign of the Business Improvement team.	36	Impact on the Authority's ability to support transformation projects, as described at EED 2 above.
EED 23	RASC 23	An increase in the charge for the commercial element of the Local Land Charge.	10	A relatively small increase for service users, but in line with other local authorities.
EED 24	RASC 24	To establish a joint internal audit service with Salford City Council.	38	The shared service brings cost savings and greater resilience and skills in the team.
EED 25	RASC 25	Review and Redesign of Accountancy service's recharging of services to capital and income generation from treasury initiatives.	170	A combined approach involving a review of the support provided to management accounting and a change in emphasis to the support to the Council's Capital programme and Loans and Investments activity.
EED 26	RASC 26	To reduce staffing support in Welfare Support team.	6	The transfer of the Financial Protection team into the Benefits and Exchequer service has resulted in a small saving. There will be a small period of acclimatisation but will have no impact on service users.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
EED 27	RASC 27	Review and Redesign staffing level in Contact Warrington and Revenues and Benefits back office(s) to create a combined unit.	78	Great improvements have been made in service delivery during 2015/16 in part due to the greater integration of the benefits and contact centre staff teams. However experience indicates the situation can be managed without a major disruption to the public as this change relates to back office efficiency and improvements.
EED 28	RASC 28	Replace the application for claiming benefit with a new on-line claim form.	5	A move to a digital solution may impact on some vulnerable service users, but this is a small minority and in these cases extra support will be provided.
EED 29	RASC 29	To review and redesign the Change Management and Customer Advice teams in Contact Warrington following a reduction in workload.	63	During 2015/16 the planned programme of digital service delivery and improved efficiency has reduced the team workload, therefore a reduction in staffing can be managed.
EED 30	RASC 30	Benefits and Exchequer service has ongoing staff turnover and has maintained a high level of performance. The proposal is to reflect this through a budget reduction.	73	This may lead to delays in recruiting to key roles and increased workload for remaining staff, however we will look to minimise the impact on external customers.
EED 31	RASC 31	Review and Redesign of mailroom as part of the accommodation and paperless office projects.	57	As we move to more digital solutions there is an opportunity to review internal practices.
EED 32	RASC 32	Reduce the opening hours of the telephone service within Contact Warrington from 8am - 6pm to 9am - 5pm (Monday to Friday).	25	Medium impact. There is currently low demand at these times. Emergency cover would still be available out of hours as well as online services.
EED 33	RASC 33	Review and Redesign of ICT service desk business operations support.	62	There may an impact in response times with both internal and external clients.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
EED 34	RASC 34	Review all ICT Wide Area Network connections currently supplied/supported by various suppliers. Re-tender contracts and apply new technology designs to increase accessibility and reduce running costs.	37	Contract review that will provide increased flexibility, bandwidth options and connection quality.
EED 35	RASC 35	Council has ICT Secondary Data Centre in Chester, the proposal is to relocate to Quattro House.	45	Project scope is in development with the aim to provide cost effective and risk managed ICT system resilience.
EED 36	RASC 36	A full review of discretionary spend and running costs.	10	Reduction in resources for day to day running of the Chief Executive's office.
EED 37	CORP 1	Concessionary Travel Contract - contract negotiation.	400	Renegotiated cost per journey.
EED 38	CORP 2	Improving the Council's redeployment process and associated processes to reduce the numbers and costs of redundancy.	110	Will increase redeployment opportunities. Changes to the redundancy payments scheme will have a negative impact on those staff.
EED 39	CORP 3	A technical adjustment which means that Employers pension contributions include an element of past service pensions deficit. This can be paid in one lump sum by the employer, WBC, which will generate a discount.	240	Impact on the Authority's cash flow, but ultimately benefits the Council's financial position.
EED 40	CORP 4	Review and Redesign of Warrington's scheme for Council tax discounts.	203	Increased fees and charges for owners/landlords of empty dwellings.
EED 41	FWB 19	Income from DoE to fund project support costs for Regional Adoption Agency and Implementing Edge of Care Projects.	48	Review of current grant criteria recharge apportionment.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
EED 42	FWB 25	Deletion of a vacant post in the Quality Assurance & Safeguarding division.	47	Reduced staffing capacity, there will be some impact, but seek to minimise through a review of clear deliverables across the team.
EED 43	FWB 26	Re-design of centralised admin management in Children's Services.	137	Management tasks will be reintegrated into operational teams. Corporate tasks such as business continuity, risk management and accommodation will need to be reallocated.
EED 44	FWB 28	Further review of supplies & services costs across QA & safeguarding division.	35	Impacts minimised through negotiated reductions.
EED 45	FWB 29	Re-design and reduction of Commissioning and Contracts budgets.	83	Impacts minimised through negotiated reductions.
EED 46	FWB 41	Review of the DPH programmed activity.	10	Low external impact. DPH role unchanged but remuneration reduced.
EED 47	FWB 58	Re-design adult social care service teams.	417	No negative implications for community. Positive implications for partner organisations as restructure is geared towards health and care integration at cluster level.
			3,656	

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Theme - Investment & Growth
Total Value of 2016/17 savings £5,390k

Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
I & G 1	CORP 9	Minimum Revenue Provision is the amount set aside to repay capital adjustment borrowing. A change in the technical calculation has resulted in a reduced repayment and delivered a saving.	3510	Contribution to the budget gap and less frontline cuts.
I & G 2	CORP 5	Loans to Registered Social Landlords - arrangement fees.	330	Contribution to the budget gap and less frontline cuts.
I & G 3	CORP 6	Loans to Registered Social Landlords - returns made on forecasted drawdowns of agreed facilities.	550	Contribution to the budget gap and less frontline cuts.
I & G 4	CORP 8	The Council Bond entered into in August 2015 will provide a combination of reduced borrowing costs and increased investment returns.	1000	Contribution to the budget gap and less frontline cuts.
			5,390	

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Theme - Living and Working Well
Total Value of 2016/17 savings £4,840k

Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
LWW 1	RASC 37	Opportunities to secure better value for money from commissioned services and in some instances a clear rationale to decommission them. There is also scope to reduce administration functions via smarter technology and also to reduce the number of contracts for sports and physical activity.	108	The reductions in commissioned services will have a low impact on the community, however research tells us there is external funding available which may mitigate this impact. Every effort will be made to minimise the impact.
LWW 2	RASC 38	To reduce the current LiveWire and Culture Warrington management fee following a service review and redesign with an intention to produce a more effective delivery of services with more digital, self service solutions.	325	Work is being scoped at present so it is difficult to assess the full impact, but every effort will be made to reduce the impact as far as is possible.
LWW 3	ERGE 26	Reduction of events budget held by ERGE department.	19	The removal of the budget will result in no capacity to undertake marketing of the town centre. Potential impact to trade of local businesses.
LWW 4	FWB 12	Review and cost recovery to grant funds.	36	Review of current grant criteria recharge apportionment.
LWW 5	FWB 15	Seek external income to support the head of the inclusion service.	21	Savings will be achieved through income generation and service redesign avoiding compulsory redundancies.
LWW 6	FWB 18	Deletion of a vacant post in the QA & safeguarding division.	48	Reduced staffing capacity, there will be some impact, but seek to minimise through a review of clear deliverables across the team.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
LWW 7	ERGE 16	Staff Reductions within Warrington Market.	107	Reduction in community and customer service level and responsiveness to client and customer requests.
LWW 8	FWB 20	Deletion of a vacant post in the QA & safeguarding division.	58	Reduced staffing capacity, there will be some impact, but seek to minimise through a review of clear deliverables across the team.
LWW 9	FWB 21	Re-design within Adults Safeguarding.	23	Impacts minimised through negotiated reductions.
LWW 10	FWB 22	Review of supplies & services costs across QA & safeguarding division.	43	Impacts minimised through negotiated reductions.
LWW 11	FWB 23	Seek partner contributions to fund the Warrington Safeguarding Adults Board.	62	Contributions enable the Board to achieve its statutory responsibilities.
LWW 12	FWB 30	Seek contribution towards the CAHMS tier 2 service.	123	Impact mitigated through partnership funding.
LWW 13	FWB 78	Review of posts with support partnership working.	50	Impact mitigated through redesign resulting in more sustainable structure to support long-term work.
LWW 14	FWB 31	Review collaborative commissioning through Champs.	26	Minimal impact. 4 regional organisations affected.
LWW 15	FWB 36	Rationalisation of health/knowledge and intelligence budgets.	105	Health Improvement Partners will need to review their ambitions.
LWW 16	FWB 37	Review and consolidation of all Public Health budgets.	105	Low external impact, internal review of processes and procedures.
LWW 17	FWB 79	Review of the CRI contract.	44	Improved service in place - positive impact.
LWW 18	FWB 38	Review of accommodation costs.	70	Low external impact, internal review of processes and procedures.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
LWW 19	FWB 39	Re-design of Public Health commissioning support.	28	New arrangements for the monitoring of smaller contracts.
LWW 20	FWB 43	Review of YMCA health improvement contract.	38	This contract was not intended to be a general grant support for YMCA but is a specific contract that can be delivered through mainstream services.
LWW 21	FWB 45	Review of cancer iVan.	17	Loss of health promoting resources.
LWW 22	FWB 46	Review sexual health contract by 10%.	160	Planned reduction in sexual health offer.
LWW 23	FWB 47	Review LiveWire lifestyles contract.	40	Work is being scoped at present so it is difficult to assess the full impact, but every effort will be made to reduce the impact as far as is possible.
LWW 24	FWB 48	Review steroid service.	31	Impact on steroid users and one pharmacy.
LWW 25	FWB 51	Review Health Checks programme.	19	Reduced promotion of health checks.
LWW 26	FWB 80	Re-design of Public Health structure.	78	Loss of a member of staff - role to be filled by other members of the team.
LWW 27	FWB 81	Seek contributions towards Head of Drug & Alcohol team.	20	Savings will be achieved through income generation and service redesign.
LWW 28	FWB 82	Review Public Health contract (0-19).	100	Positive impact - better service specification.
LWW 29	FWB 83	Public Health "One-Off" saving re use of pre 12-13 reserves.	191	No external impact, internal review of reserves.
LWW 30	FWB 59	Review adults supported employment and some other day activities.	50	Some impact on disabled adults attending supported employment - potentially reduction in service.
LWW 31	FWB 60	Review current respite allocation per family/person.	200	Reduction in service on average from four to three sessions a month.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
LWW 32	FWB 61	Review of LD/Phys Dis/Mental health adults packages, including high cost package review.	1000	Low impact on users with any changes to type of care package and provider, with some potentially positive impacts of services closer to home. Some potential impact for providers.
LWW 33	FWB 63	Review of voids.	200	Low external impact anticipated but dependent on successful contract renegotiation and / or more proactive contract management.
LWW 34	FWB 65	Review supported Housing and Outreach Service for Adults with a Physical Disability.	100	Inconvenience and some loss of familiar staff but no reduction in service.
LWW 35	FWB 66	Review supported Housing and Outreach Service for Adults with a Learning Disability.	90	Inconvenience and some loss of familiar staff but no reduction in service.
LWW 36	FWB 69	Review LD Lifelong learning.	100	Inconvenience and some loss of familiar staff but no reduction in service.
LWW 37	FWB 70	Review of transport within adult social care.	167	Inconvenience and some loss of familiar staff but no reduction in service to most users. Some users and families to be considered for funded self-travel arrangements.
LWW 38	FWB 71	Review criteria re Alcohol and drug detox and rehab.	25	Reductions / limitations on service.
LWW 39	FWB 73	Review of advocacy services to rationalise provision.	35	Low external impact anticipated due to savings being achieved through bringing a variety of contracts together and re-commissioning.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
LWW 40	FWB 74	Renew contract for the repair and maintenance service for stairlifts and hoists.	10	Low external impact due to re-commissioning.
LWW 41	FWB 75	Review of homelessness services.	30	Loss of some daytime cover.
LWW 42	FWB 76	Review floating support service.	120	Loss of some daytime cover.
LWW 43	FWB 77	Seek alternative funding streams for s.117 clients.	618	Requires negotiation with NHS partners to achieve agreement on fair funding arrangements. Low impact on service users if it can be achieved.
			4,840	

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Theme - Promoting Wellbeing for Older People
Total Value of 2016/17 savings £638k

Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
PWOP 1	FWB 24	Deletion of a vacant post in the QA & safeguarding division.	48	Reduced staffing capacity, there will be some impact, but seek to minimise through a review of clear deliverables across the team.
PWOP 2	FWB 42	Re-design provision of dementia service.	26	Minimal impact, work absorbed by other staff and partners.
PWOP 3	FWB 62	Extend current Domiciliary Care single handed care pilot.	100	Positive impacts - greater dignity and resilience.
PWOP 4	FWB 64	Review level of external contributions for health activity.	75	Requires negotiation with NHS partners to achieve agreement on fair funding arrangements. Low impact on service users if it can be achieved.
PWOP 5	FWB 67	Review current sheltered housing provision and explore opportunities to transfer support costs.	168	Inconvenience and some loss of familiar staff but no reduction in service.
PWOP 6	FWB 68	Review Day Services for Vulnerable Older People with Dementia.	121	Requires contract renegotiation with provider. Savings may need to be achieved by changing provider but service still to be provided.
PWOP 7	FWB 72	Ryfields retirement village contract retender.	100	Efficiencies through retendering of contract.
			638	

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Theme - Safe and Sustainable Communities
Total Value of 2016/17 savings £3,810k

Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
SSC 1	CORP 7	Financial benefits from Council's Corporate green energy programme.	22	Contribution to the budget gap and less frontline cuts.
SSC 2	ERGE 4	Town Centre CCTV coverage reduction in hours of operation.	50	Discussions held with Cheshire Constabulary to contribute to the operation. Decision expected February 2016. If this proves unsuccessful 1 or 2 posts will be lost.
SSC 3	ERGE 5	School Crossing Patrol - examine the potential for alternative funding sources.	125	Requirement to deliver alternative funding solution.
SSC 4	ERGE 6	Co-location of Specialist Transport Service at Woolston.	25	The service is currently operating with a vacant post that is proposed to be deleted. IT improvements are required that will result in efficiencies to the service to mitigate the impact.
SSC 5	ERGE 7	Review traffic management structure including recharging some posts to capital	60	This would impact the delivery of traffic management work including the reduction of Traffic Regulation Orders. There will also be an associated reduction in response times, investigatory work and service delivery.
SSC 6	ERGE 8	Review financial support for Warrington Community Transport.	64	Reduction in funding to third sector voluntary organisation which could impact upon their service delivery model.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
SSC 7	ERGE 9	Reduction in subsidy for local bus services.	200	This reduction would lead to reductions in supported services. Reductions will range from reduced frequencies on certain routes to the complete withdrawal of services which do not score highly in the Prioritisation matrix recently approved by Executive Board.
SSC 8	ERGE 10	Transfer of funding for Extended Rights to Home to School Transport from Families and Wellbeing to Transport for Warrington.	23	Funding to be transferred to generate efficiencies in service delivery.
SSC 9	ERGE 20	Review of parking charges and the introduction of cashless payment technology at Council owned off street car parks.	116	The introduction of cashless payment technology is predicted to increase the flexibility for car park users and potentially increase duration of stay which would benefit local businesses. This will also lead to a substantial increase in convenience for car park users as there will be ability to extend parking stay remotely, which is currently not available.
SSC 10	ERGE 11	Reprioritise Works and Supplies Budgets.	49	Reduce ability to deliver current service levels and standards.
SSC 11	ERGE 12	Specialist Transport - recover staff costs via service level agreement.	12	Recharge to taxi account and Concessionary Fares account.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
SSC 12	ERGE 13	Restructure of the Highways and Environment Service to take place affecting a range of service areas within Highways and Environment (H&E).	799	Changes to operational models and a reduction in current levels and standards within Street Cleansing and Grounds Maintenance service.
SSC 13	ERGE 15	Redesign works budgets across the Highways and Environment Service.	466	There will be an impact on the ability to deal with day to day requests from the public to maintain, fix and repair the Public Realm assets.
SSC 14	ERGE 3	Waste Strategy Review - finalisation of the waste review, ensuring Community Recycling Centres provision is appropriate and effective at minimum cost and a review to ensure that all discretionary services provided by waste are cost neutral.	451	Restructure of waste service will reduce response times and officer availability.
SSC 15	ERGE 2	Increase Crematorium Charges.	55	Year 3 of 3 increase above inflationary 3% uplift. The charges would still be comparable to other Local Authority rates and it is therefore not expected to impact on Council income.
SSC 16	ERGE 14	Crematorium Service redesign	53	No impact to clients. The service will have to review processes to ensure resilience can be maintained.
SSC 17	ERGE 21	Removal of Employment Development & Apprenticeship Support vacant post.	52	The service is currently operating with a vacant post that is proposed to be deleted.
SSC 18	ERGE 22	Reprioritisation of employment development and apprenticeship support budget.	86	Impact on the availability of the apprenticeship wage incentive funding.
SSC 19	ERGE 23	Skills Funding Manager to be 50% externally funded through ERDF \ESF.	17	External funding to be secured to continue to deliver the service.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
SSC 20	ERGE 24	Retained employment development & apprenticeship support post funded externally (ERDF\ESF).	42	External funding to be secured to continue to deliver the service.
SSC 21	ERGE 21	Town Centre management post retained and funded for two years from Town Centre reserves followed by a BID.	53	No impact on service delivery, opportunities to utilise the reserve on other items will be removed, however there were no plans to use this reserve for any specific activity.
SSC 22	ERGE 1	Development Control Saving / Income Generation - Additional income from pre-application advice.	6	This is year 2 of 2. Pre-application advice was previously provided free of charge.
SSC 23	ERGE 17	To introduce a charging policy for discretionary and added value advice to businesses and those seeking pre application advice based on full cost recovery.	24	Charge business for services and advice previously provided for free or at minimal cost.
SSC 24	ERGE 18	Explore the opportunity for shared service delivery with Regulation and Public Protection, Public Health and Community Safety teams. Strategic review of resources and priorities has begun. The review cuts across all three Directorates and is led by the Deputy Chief Executive.	200	Medium impact potentially but as the project has just begun further scoping on impact is required.
SSC 25	ERGE 19	Review of support roles within the directorate.	74	Reduction in support staff will result in an inability to react quickly to requests for information and reduce support within the Directorate for cross cutting issues.
SSC 26	FWB 85	Review of service to ensure efficient transport offer.	125	Proposals included in the review which impact on delivery team in ERGE.

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Theme Ref	Directorate Ref	Savings Proposal	Value £000	Impact of Saving on Organisation/Community/Others
SSC 27	FWB 32	Review homelessness outreach service.	100	Service has ceased, minimal impact.
SSC 28	FWB 33	Recommissioning of drug and alcohol services.	110	Improved service in place - positive impact.
SSC 29	FWB 34	Review GP shared care for substance misuse.	15	Positive impact - improved case management.
SSC 30	FWB 44	Review homestart grant.	13	Review of current grant criteria recharge apportionment.
SSC 31	FWB 49	Review of DAAT workforce development.	23	Reduced training offer to partners.
SSC 32	FWB 50	Review LJMU needle exchange database.	8	Low external impact. Look to bring in house within existing resources.
SSC 33	FWB 52	Review of non pay budgets in Neighbourhoods.	23	Less resources re: photocopying, materials for communities.
SSC 34	FWB 53	Re-design neighbourhoods service management.	58	Loss of organisational memory.
SSC 35	FWB 54	Re-design of community centres management.	7	Deletion of current management post, replaced with half time post of marketing manager to promote use of the centres.
SSC 36	FWB 55	Re-design project and grant activity within Neighbourhoods.	37	Capacity issues for the team.
SSC 37	FWB 56	Review of building maintenance activity within community centres.	48	Income generate/save through fuel efficiency, increased usage of centres.
SSC 38	FWB 57	Neighbourhoods service re-design.	94	Reduced capacity for frontline working but crosstraining across a bigger team will alleviate impact.
SSC 39	FWB 84	Review of current third party contracts.	25	Efficiencies in the service but no other tangible impact.
			3,810	

Appendix 3a

Capital Programme 2016/17 to 2018/19 – Schedule for all capital projects by Directorate

Families & Wellbeing	2016/17	2017/18	2018/19	Total
Project Description	£m	£m	£m	£m
Children & Young People Services				
Evelyn Street - Part Replace/Remodel Refurbishment	0.200	-	-	0.200
Broomfields Junior - Rationalise/Remodel	0.030	-	-	0.030
Woolston Brook (was Grappenhall)	0.050	-	-	0.050
School Priority Maintenance Programme	0.527	0.538	-	1.065
Callands Primary Refurbishment	0.350	-	-	0.350
Oakwood Primary Windows	0.084	-	-	0.084
Beamont Primary Windows	0.051	-	-	0.051
Evelyn Street - Pitched Roof	0.150	-	-	0.150
Additional primary places - St Phillips	0.075	-	-	0.075
Additional primary places - Barrowhall Primary	3.426	0.200	-	3.626
Additional primary places - Chapelford Primary	0.032	-	-	0.032
Additional primary places - Locking Stumps	0.050	-	-	0.050
Secondary Places in West Warrington	2.000	2.000	1.000	5.000
Warrington Youth Zone	3.000	-	-	3.000
Total Children & Young People Services	10.025	2.738	1.000	13.763
Public Health				
Harrison Square Redevelopment - Affordable Housing	0.500	-	-	0.500
Disabled adaptations to private housing	0.625	-	-	0.625
Private housing - renewal assistance	0.100	-	-	0.100
Dallam Estate Project - Bewsey & Dallam	0.500	-	-	0.500
Total Public Health	1.725	-	-	1.725
Total Families & Wellbeing	11.750	2.738	1.000	15.488

Resources & Strategic Commissioning	2016/17	2017/18	2018/19	Total
Project Description	£m	£m	£m	£m
Finance & Information Services				
Capitalisation of Redundancy & Pension Costs	3.000	3.000	3.000	9.000
ICT Projects within ICT modernisation programme	0.316	-	-	0.316
Superfast Broadband Project	0.460	-	-	0.460
Digital Strategy Phase 1	0.034	-	-	0.034
End User Computing - Management Systems and Technologies	0.105	-	-	0.105
Total Finance & Information Services	3.915	3.000	3.000	9.915
Integrated Commissioning				
Orford Park - Air Conditioning Unit	0.002	-	-	0.002
Town Centre Events	0.063	-	-	0.063
Total Integrated Commissioning	0.065	-	-	0.065
Performance & Partnerships				
Council Intranet improvement to enable self service	0.004	-	-	0.004
Total Performance & Partnerships	0.004	-	-	0.004
Total Resources & Strategic Commissioning	3.984	3.000	3.000	9.984

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Economic Regeneration, Growth & Environment Project Description	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Transport & Environment				
Capitalisation of Potholes	0.500	0.500	-	1.000
Major Gateway Improvements	0.276	-	-	0.276
Lower Bridge St & Town Centre (street enhancement)	0.450	-	-	0.450
Highways Maintenance Investment	13.793	10.000	10.000	33.793
Estate Action (Partnership with Golden Gates Housing)	0.473	-	-	0.473
Grey to Green - Highways Improvements	2.045	-	-	2.045
S106 Omega (Walking & Cycling)	0.150	-	-	0.150
S106 Omega (Burtonwood Village)	0.462	-	-	0.462
S106 Omega (Public Transport)	0.200	-	-	0.200
S106 Farrell Street South	0.159	-	-	0.159
Local Transport Plan Allocations	4.423	4.335	-	8.758
Warrington Priority Infrastructure	26.122	22.862	-	48.984
Green Space Delivery Programme & Parks and Streets Refurbishment	0.046	-	-	0.046
Victoria Park Improvement	0.636	-	-	0.636
Sankey Valley Park Improvement	0.376	-	-	0.376
Chapel Lane Play Area - Burtonwood	0.001	-	-	0.001
Birchwood Forest Park	0.039	-	-	0.039
Liverpool Road Recreation Ground	0.111	-	-	0.111
Radley Common Children's Play Area	0.002	-	-	0.002
Walton Hall Golf Course	0.027	-	-	0.027
Alexander Park Developments Phase 1 - Play Area Phase 2 - Pavilion	0.089	-	-	0.089
Brickfields Park Children's Play Area Refurbishment	0.181	-	-	0.181
Shaw Street, Culcheth Car Park and Recreational Facilities	0.258	-	-	0.258
Sankey Canal Restoration Project	1.142	-	-	1.142
Bank Park Enhancements & Improvement	0.225	-	-	0.225
Walton Hall & Estate Upgrading & Improvement	0.004	-	-	0.004
Travellers transit site	0.966	0.966	-	1.932
Walton Estate Old Riding School	0.400	0.050	-	0.450
Walton Estate (Heritage Lottery Fund)	0.500	0.500	0.300	1.300
Walton Lea Crematorium - traffic management improvements	0.148	-	-	0.148
Purchase of Wheeled Bins and Home Composter Units	0.175	-	-	0.175
New Depot & Construction of Waste Transfer Station	3.600	-	-	3.600
Total Transport & Environment	57.979	39.213	10.300	107.492
Warrington & Co				
Building Maintenance Programme	1.166	0.224	-	1.390
Total Warrington & Co	1.166	0.224	-	1.390
Total Economic Regeneration, Growth & Environment	59.145	39.437	10.300	108.882

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Invest to Save Project Description	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Resources & Strategic Commissioning				
Shared Ownership Mortgages (Local Authority Partnership Purchase)	1.000	-	-	1.000
Loans to Registered Social Landlords	290.750	290.750	290.749	872.249
Community Investment Bank	30.000	-	-	30.000
WBC Investment in Great Sankey Hub	5.500	-	-	5.500
Corporate Energy Networks	17.848	-	-	17.848
Commercial Solar PV	19.271	-	-	19.271
Loan to Collegiate	11.500	-	-	11.500
Total Resources & Strategic Commissioning	375.869	290.750	290.749	957.368
Economic Regeneration, Growth & Environment				
Street Lighting Energy, Carbon & Asset Improvement	10.996	5.000		15.996
Strategic Property Investment Programme to support Regeneration & Investment Portfolio	37.884			37.884
New Town House & Quattro Purchase	0.338			0.338
Bridge Street Quarter Project	37.191	35.700	15.330	88.221
Stadium Quarter Phase 1 & Incubator (Warrington Advanced Manufacturing & Engineering Incubator)	5.688			5.688
Total Economic Regeneration, Growth & Environment	92.097	40.700	15.330	148.127
Total Invest to Save	467.966	331.450	306.079	1,105.495
Total Capital Programme	542.845	376.625	320.379	1,239.849

Appendix 3b

Capital Programme 2016/17 to 2018/19 – Schedule for all capital projects by Theme

Best Start In Life Project Description	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Evelyn Street - Part Replace/Remodel Refurbishment	0.200	-	-	0.200
Broomfields Junior - Rationalise/Remodel	0.030	-	-	0.030
Woolston Brook (was Grappenhall)	0.050	-	-	0.050
School Priority Maintenance Programme	0.527	0.538	-	1.065
Callands Primary Refurbishment	0.350	-	-	0.350
Oakwood Primary Windows	0.084	-	-	0.084
Beamont Primary Windows	0.051	-	-	0.051
Evelyn Street - Pitched Roof	0.150	-	-	0.150
Additional primary places - St Phillips	0.075	-	-	0.075
Additional primary places - Barrowhall Primary	3.426	0.200	-	3.626
Additional primary places - Chapelford Primary	0.032	-	-	0.032
Additional primary places - Locking Stumps	0.050	-	-	0.050
Secondary Places in West Warrington	2.000	2.000	1.000	5.000
Warrington Youth Zone	3.000	-	-	3.000
Total Best Start in Life	10.025	2.738	1.000	13.763

Enabling Effective Delivery Project Description	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
ICT Projects within ICT modernisation programme	0.316	-	-	0.316
Superfast Broadband Project	0.460	-	-	0.460
Digital Strategy Phase 1	0.034	-	-	0.034
End User Computing - Management Systems and Technologies	0.105	-	-	0.105
Council Intranet improvement to enable self service	0.004	-	-	0.004
Building Maintenance Programme	1.166	0.224	-	1.390
Strategic Property Investment Programme to support Regeneration & Investment Portfolio	37.884	-	-	37.884
New Town House & Quattro Purchase	0.338	-	-	0.338
Total Enabling Effective Delivery	40.307	0.224	-	40.531

Financial Stewardship Project Description	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Capitalisation of Redundancy & Pension Costs	3.000	3.000	3.000	9.000
Shared Ownership Mortgages (Local Authority Partnership Purchase)	1.000	-	-	1.000
Loans to Registered Social Landlords	290.750	290.750	290.749	872.249
Community Investment Bank	30.000	-	-	30.000
Loan to Collegiate	11.500	-	-	11.500
Total Financial Stewardship	336.250	293.750	293.749	923.749

Investment and Growth Project Description	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Dallam Estate Project - Bewsey & Dallam	0.500	-	-	0.500
S106 Omega (Walking & Cycling)	0.150	-	-	0.150
S106 Omega (Burtonwood Village)	0.462	-	-	0.462
S106 Omega (Public Transport)	0.200	-	-	0.200
S106 Farrell Street South	0.159	-	-	0.159
Local Transport Plan Allocations	4.423	4.335	-	8.758
Warrington Priority Infrastructure	26.122	22.862	-	48.984
Corporate Energy Networks	17.848	-	-	17.848
Commercial Solar PV	19.271	-	-	19.271
Bridge Street Quarter Project	37.191	35.700	15.330	88.221
Stadium Quarter Phase 1 & Incubator (Warrington Advanced Manufacturing & Engineering Incubator)	5.688	-	-	5.688
Total Investment and Growth	112.014	62.897	15.330	190.241

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Living and Working Well	2016/17	2017/18	2018/19	Total
Project Description	£m	£m	£m	£m
Orford Park - Air Conditioning Unit	0.002	-	-	0.002
Town Centre Events	0.063	-	-	0.063
Total Living and Working Well	0.065	-	-	0.065

Safe and Sustainable Communities	2016/17	2017/18	2018/19	Total
Project Description	£m	£m	£m	£m
Harrison Square Redevelopment - Affordable Housing	0.500	-	-	0.500
Disabled adaptations to private housing	0.625	-	-	0.625
Private housing - renewal assistance	0.100	-	-	0.100
Capitalisation of Potholes	0.500	0.500	-	1.000
Major Gateway Improvements	0.276	-	-	0.276
Lower Bridge St & Town Centre (street enhancement)	0.450	-	-	0.450
Highways Maintenance Investment	13.793	10.000	10.000	33.793
Estate Action (Partnership with Golden Gates Housing)	0.473	-	-	0.473
Grey to Green - Highways Improvements	2.045	-	-	2.045
Green Space Delivery Programme & Parks and Streets Refurbishment	0.046	-	-	0.046
Victoria Park Improvement	0.636	-	-	0.636
Sankey Valley Park Improvement	0.376	-	-	0.376
Chapel Lane Play Area - Burtonwood	0.001	-	-	0.001
Birchwood Forest Park	0.039	-	-	0.039
Liverpool Road Recreation Ground	0.111	-	-	0.111
Radley Common Children's Play Area	0.002	-	-	0.002
Walton Hall Golf Course	0.027	-	-	0.027
Alexander Park Developments Phase 1 - Play Area Phase 2 - Pavilion	0.089	-	-	0.089
Brickfields Park Children's Play Area Refurbishment	0.181	-	-	0.181
Shaw Street, Culcheth Car Park and Recreational Facilities	0.258	-	-	0.258
Sankey Canal Restoration Project	1.142	-	-	1.142
Bank Park Enhancements & Improvement	0.225	-	-	0.225
Walton Hall & Estate Upgrading & Improvement	0.004	-	-	0.004
Travellers transit site	0.966	0.966	-	1.932
Walton Estate Old Riding School	0.400	0.050	-	0.450
Walton Estate (Heritage Lottery Fund)	0.500	0.500	0.300	1.300
Walton Lea Crematorium - traffic management improvements	0.148	-	-	0.148
Purchase of Wheeled Bins and Home Composter Units	0.175	-	-	0.175
New Depot & Construction of Waste Transfer Station	3.600	-	-	3.600
WBC Investment in Great Sankey Hub	5.500	-	-	5.500
Street Lighting Energy, Carbon & Asset Improvement	10.996	5.000	-	15.996
Total Safe and Sustainable Communities	44.184	17.016	10.300	71.500

Total Capital Programme	542.845	376.625	320.379	1,239.849
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Appendix 3c

Capital Programme Financing by Scheme

Families & Wellbeing Project Description	Capital Receipts £m	External Funding £m	Grants & Contributions £m	Unsupported Borrowing £m	Total £m
Basic Need Allocation	-	-	8.032	-	8.032
Capital Maintenance Allocation (SCA)	-	-	2.530	-	2.530
Church Lane - Capital Receipts	0.200	-	-	-	0.200
Dallam Estate Project	-	-	-	0.500	0.500
Disabled adaptations to private housing	-	-	-	0.625	0.625
Harrison Square Redevelopment	-	-	0.500	-	0.500
Private housing - renewal assistance	-	-	-	0.100	0.100
Warrington Youth Zone	-	-	-	3.000	3.000
Total Families & Wellbeing Funding	0.200	-	11.062	4.225	15.487

Resources & Strategic Commissioning Project Description	Capital Receipts £m	External Funding £m	Grants & Contributions £m	Unsupported Borrowing £m	Total £m
Capitalisation of Redundancy & Pension Costs	-	-	-	9.000	9.000
Council Intranet improvement to enable self service	-	-	-	0.004	0.004
Digital Strategy Phase 1	-	-	-	0.034	0.034
End User Computing - Management Systems & Technologies	-	-	-	0.105	0.105
ICT Projects within ICT modernisation programme	-	-	-	0.316	0.316
Orford Park - Air Conditioning Unit	-	-	-	0.002	0.002
Superfast Broadband	-	-	-	0.460	0.460
Town Centre Events	0.063	-	-	-	0.063
Total Resources & Strategic Commissioning Funding	0.063	-	-	9.921	9.984

Economic Regeneration, Growth & Environment Project Description	Capital Receipts £m	External Funding £m	Grants & Contributions £m	Unsupported Borrowing £m	Total £m
Alexander Park Developments Phase 1	-	-	-	0.089	0.089
Bank Park Enhancements & Improvement	-	-	-	0.225	0.225
Birchwood Forest Park	-	-	0.039	-	0.039
Brickfields Park Children's Play Area Refurbishment	-	0.050	-	0.131	0.181
Building Maintenance	0.605	-	-	0.786	1.391
Capitalisation of Potholes	-	-	-	1.000	1.000
Chapel Lane Play Area - Burtonwood	-	-	0.001	-	0.001
Estate Action (Partnership with Golden Gates Housing)	0.473	-	-	-	0.473
Green Space Delivery Programme & Parks and Streets Refurbishment	-	-	0.046	-	0.046
Grey to Green - Highways Improvements	-	-	-	2.045	2.045
Highways Maintenance Investment	-	-	-	33.793	33.793
Liverpool Road Recreation Ground	-	0.050	0.061	-	0.111
Lower Bridge St & Town Centre (street enhancement)	-	-	-	0.450	0.450
LTP Highway Maintenance Block (2015 - 2018)	-	-	5.770	-	5.770
LTP Integrated Transport Block Allocation (2015 - 2018)	-	-	2.988	-	2.988
Major Gateway Improvements	-	-	-	0.276	0.276
New Depot & construction of Waste Transfer Station	-	-	-	3.600	3.600
Purchase of Wheeled Bins & Home Composter Units	-	-	-	0.175	0.175
Radley Common Children's Play Area	-	-	-	0.002	0.002
S106 Farrell Street South	-	-	0.159	-	0.159
S106 Omega (Burtonwood Village)	-	-	0.462	-	0.462
S106 Omega (Public Transport)	-	-	0.200	-	0.200
S106 Omega (Walking & Cycling)	-	-	0.150	-	0.150
Sankey Canal Restoration Project	-	-	-	1.142	1.142
Sankey Valley Park Improvement	-	-	-	0.376	0.376
Shaw Street, Culcheth Car Park & Recreational Facilities	-	-	-	0.258	0.258
Travellers transit site	-	-	-	1.932	1.932
Victoria Park Improvement	-	-	-	0.636	0.636
Walton Estate (Heritage Lottery Fund)	-	-	-	1.300	1.300
Walton Estate Old Riding School	-	-	-	0.450	0.450
Walton Hall & Estate Improvement	-	-	-	0.004	0.004
Walton Hall Golf Course	-	-	-	0.027	0.027
Walton Lea Crematorium - traffic management improvements	-	-	-	0.148	0.148
Warrington Priority Infrastructure	-	17.062	1.820	30.102	48.984
Total Economic Regeneration, Growth & Environment Funding	1.078	17.162	11.696	78.947	108.883

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Invest to Save Project Description	Capital Receipts £m	External Funding £m	Grants & Contributions £m	Unsupported Borrowing £m	Total £m
Bridge Street Quarter Project	-	-	-	88.221	88.221
Climate Change Carbon Reduction - Salix grant & Loan	-	-	-	1.848	1.848
Commercial Solar PV	-	-	-	19.271	19.271
Community Investment Bank	-	-	-	30.000	30.000
Corporate Energy Networks	-	-	-	10.000	10.000
Loan to Collegiate	-	-	-	11.500	11.500
Loans to Registered Social Landlords	-	-	-	872.249	872.249
Mortgages to First Time Buyers/Shared Ownership Mortgages	-	-	-	1.000	1.000
New Town House & Quattro Purchase	-	-	-	0.338	0.338
Stadium Quarter Phase 1	-	-	-	5.688	5.688
Strategic Property Investment Programme to support Regeneration & Investment Portfolio	-	-	-	37.884	37.884
Street Lighting Energy, Carbon and Asset Improvement project	-	-	-	15.996	15.996
Warrington Home Energy Efficiency Scheme (WHEELS)	-	-	-	6.000	6.000
WBC Investment in Great Sankey Hub	-	-	-	5.500	5.500
Total Invest to Save Funding	-	-	-	1,105.495	1,105.495
Total Capital Programme Funding	1.341	17.162	22.758	1,198.588	1,239.849

**Appendix 4
Revenue Reserves**

EARMARKED REVENUE RESERVES	PURPOSE OF RESERVE	31st March 2015 £	31st March 2016 £
Resources and Strategic Commissioning			
Members Voluntary Initiative	To fund International Partnerships initiative	-7,822	-7,822
Museum Arts	To fund future museum exhibitions or art acquisitions	-12,877	-12,877
Community Investment Funding Reserve	To fund Community Investment Schemes	-91,070	-91,070
Coroners Reserve	To fund any one off costs of future judicial reviews	-52,813	-100,743
Union Learner Representatives	To increase participation in union training services	0	-16,623
Salary Sacrifice Car Leasing Reserve	Potential future liability on salary sacrifice car leasing scheme	-93,075	-93,075
Local Land Charges Reserve	Statutory fund to ring-fence surpluses/deficits over three year cycle for fee setting purposes	-20,646	-20,646
Insurance Fund Reserve	Third Party Insurance Claim excesses and self insure certain areas of risk	-2,605,536	-2,605,536
Medium Term Financial Plan Reserve	To ensure the Council's future financial sustainability	-8,657,247	-7,287,418
Local Authoritys Mortgage Scheme Reserve	Potential future LAMS defaults	-420,031	-420,031
Municipal Mutual Insurance Payments Reserve	To fund future potential MMI clawback	-380,528	-380,528
Treasury Management Reserve	Contingency for repayment of the Council's loan portfolio	-2,434,271	0
Early Release Reserve	To fund movements in the redundancy calculation	-1,397,369	-1,397,369
Loans and Investment Reserve	Contingency for repayment of the Council's loan portfolio	0	-2,434,271
Assistant Chief Executive Reserve Carry Forwards	To fund future expenditure in Assistant Chief Executives	-2,443,874	-772,908
TOTAL - RASC Reserves		-18,617,159	-15,640,917
Families & Wellbeing			
Childrens Comfort Funds Reserve	Held on behalf of children in care and not available to the Council	-7,168	-7,168
Criminal Injuries Compensation Reserve	To provide for any criminal injury claims from children in care	-11,744	-11,744
2 Way Youth Offenders Team Reserve	Warrington and Halton Council's joint provision of Youth Offending services	-353,181	-273,181
3 Way Youth Offenders Team Reserve	Warrington, Halton and Cheshire West Council's joint provision of Youth Offending services	-437,052	-278,052
Early Years Reserve	To fund early years provision	-91,634	-91,634
Home to School Transport	Future potential home to school transport claims	-44,304	-44,304
Schools Forum Service Development	To fund the development of service packages to Schools Forum and Warrington schools	-45,390	-45,390
Children & Young People Reserve Carry Forwards	To fund future expenditure in Children's Services	-3,643,014	0
Joint Primary Care Trust Initiative	To fund Joint PCT Initiative	100	100
Homelessness Bond Money	Closing the Gap proposals	-56,172	-56,172
Solar Panel Lifecycle Fund	Future replacement cost on solar panels	-239,996	-239,996
Unitary Charge Reserve - Public Finance Initiative schemes	Future variations on unitary charge on PFI schemes	-695,272	-695,272
Joint Funding Liability	To fund liability for s.117 clients	-471,000	0
Financial Protection Team Balance	To fund FWB(Adults) with specific criteria	-20,035	-20,035
Public Health Grant	To fund public health expenditure	-1,105,932	0
Sinking Fund	To contribute to any refurbishment or enhancements of Alder Lodge Homeless Unit	-116,029	-116,029
Community Drug & Alcohol Misuse Service	To fund the Council's drug and alcohol misuse strategy	-432,594	-432,594
Prison Substance Misuse Service	To fund the Council's prison substance misuse strategy	-55,176	-55,176
Neighbourhood & Community Reserve Carry Forwards	To fund future Neighbourhood & Community expenditure	-673,507	-42,000
TOTAL - FWB Reserves		-8,499,100	-2,408,647

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EARMARKED REVENUE RESERVES	PURPOSE OF RESERVE	31st March 2015 £	31st March 2016 £
Economic Regeneration, Growth & Environment			
Town Centre Sinking Fund	Potential future Town Centre overspends	-400,381	-390,381
Taxi Surplus	Ringfenced account with surpluses/losses earmarked for use in respect of this service	-63,632	-63,632
Walton Hall Reserve	Walton Hall refurbishment	-4,743	-4,743
Time Square Reserve	Regeneration of Time Square area in accordance with the Bridge Street Quarter plan	-72,476	-72,476
Winwick Road Account - Surplus / Deficit	To contribute to any refurbishment or enhancements of Alder Lodge Homeless Unit	-110,555	-110,555
Environment & Regeneration Reserve Carry Forwards	To fund future expenditure in Environment Services	-718,324	-90,000
TOTAL - ERGE Reserves		-1,370,111	-731,787
TOTAL EARMARKED REVENUE RESERVES		-28,486,370	-18,781,351
OTHER GENERAL FUND RESERVE			
Council Strategic Reserve	To cover emergency events such as unforeseen financial liabilities or natural disasters	-4,760,076	-4,760,076
Council General reserve		-1,896,465	-1,896,465
TOTAL - Strategic Reserve		-6,656,541	-6,656,541
TOTAL REVENUE RESERVES		-35,142,911	-25,437,892

Appendix 5

Regulations laid before parliament on 31st January 2014 and come into force on 25th February 2014 require that immediately after any vote is taken at a budget decision meeting (relating to the adoption of the Council Tax resolution below) there must be recorded in the minutes of the proceedings of that meeting the names of the persons who cast a vote for the decision or against the decision or who abstained from voting.

The Council is recommended to resolve as follows:

1. That it be noted that on 20 January 2016, the Audit & Corporate Governance Committee approved the following amounts as the Council's Council Tax Base for the financial year 2016/17:
 - (a) for the whole Council area as 65,156 [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")]; and
 - (b) for dwellings in those parts of its area to which a Parish precept relates as in the attached Appendix 6; and that
 - (c) the Audit and Corporate Governance Committees approval be affirmed.
2. That pursuant to section 31(A) of the Act the Council Tax requirement for the Council's own purposes for 2016/17 (excluding Parish precepts) is £81,671,671.
3. That the following amounts be calculated for the year 2016/17 in accordance with Sections 31 to 36 of the Act:
 - (a) £136,747,122 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
 - (b) £53,530,075 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - (c) £83,217,047 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
 - (d) £1,277.20 being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
 - (e) £1,545,376 being the aggregate amount of all special items (Parish

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precepts) referred to in Section 34(1) of the Act (as per the attached Appendix 7).

- (f) £1,253.48 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates.
4. That it be noted that the Police Authority and the Fire Authority have issued precepts to the Council in accordance with Section 40 of the Act 1992 for each category of dwellings in the Council's area as indicated in Appendix 7.
 5. That the Council, in accordance with Sections 30 and 36 of the Act 1992, hereby sets the aggregate amounts shown in the Appendix 7 as the amounts of Council Tax for 2016/17 for each part of its area and for each of the categories of dwellings.
 6. That it considered and determines whether the relevant basic amount of Council Tax for 2016/17 is excessive in accordance with the principles approved under Section 52ZB of the Act.

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Appendix 6

Parish Council	2015/16			2016/17					Council Tax Increase
	Tax Base	Precept (£)	Council Tax Band D (£)	Unadjusted Tax Base	Total Precept (£)	Final Tax Base	Council Tax Precept (£)	Council Tax Band D (£)	
Appleton	4,428	75,274	17.00	5,043	85,731	4,483	76,218	17.00	0.00%
Birchwood	3,155	297,539	94.30	3,578	344,167	3,181	305,978	96.19	2.00%
Burtonwood & Westbrook	3,360	73,694	21.93	3,808	84,763	3,385	75,358	22.26	1.50%
Croft	835	58,575	70.15	961	70,150	854	62,366	73.00	4.06%
Cuerdley	41	0	0.00	47	0	42	0	0.00	0.00%
Culcheth & Glazebury	3,079	62,450	20.28	3,484	70,655	3,097	62,815	20.28	0.00%
Grappenhall & Thelwall	3,477	126,914	36.50	3,940	146,597	3,503	130,331	37.21	1.95%
Great Sankey	9,046	231,851	25.63	10,383	266,116	9,231	236,588	25.63	0.00%
Hatton	140	1,903	13.59	164	2,273	146	2,021	13.86	1.98%
Lymm	4,882	122,963	25.19	5,550	143,570	4,934	127,640	25.87	2.70%
Penketh	2,487	149,966	60.31	2,839	171,222	2,524	152,223	60.31	0.00%
Poulton with Fearnhead	4,786	91,214	19.06	5,475	105,626	4,867	93,906	19.29	1.22%
Rixton with Glazebrook	661	21,061	31.88	757	24,620	673	21,888	32.52	2.02%
Stockton Heath	2,231	66,934	30.00	2,532	75,960	2,251	67,532	30.00	0.00%
Stretton	330	6,936	21.00	380	7,980	338	7,095	21.00	0.00%
Walton	658	6,992	10.63	747	7,938	664	7,057	10.63	0.00%
Winwick	1,611	97,771	60.69	1,843	111,850	1,639	99,439	60.69	0.00%
Woolston	2,141	16,457	7.69	2,428	19,034	2,159	16,922	7.84	2.00%
Unparished	16,813	0	0.00	19,329	0	17,184	0	0.00	0.00%
Total /Average	64,161	1,508,494	23.51	73,288	1,738,252	65,156	1,545,376	23.72	0.88%

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Appendix 7

Council Tax Schedule 2016/17	Band A Disabled	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
£	£	£	£	£	£	£	£	£	£
Warrington Borough Council	696.38	835.65	974.93	1,114.20	1,253.48	1,532.03	1,810.58	2,089.13	2,506.96
Cheshire Police Authority	89.57	107.49	125.40	143.31	161.23	197.06	232.89	268.72	322.46
Cheshire Fire Authority	39.92	47.91	55.89	63.88	71.86	87.83	103.80	119.77	143.72
Total Unparished	825.87	991.05	1,156.22	1,321.40	1,486.57	1,816.92	2,147.27	2,477.62	2,973.14
Total by Parish									
Appleton	835.32	1,002.38	1,169.44	1,336.51	1,503.57	1,837.70	2,171.82	2,505.95	3,007.14
Birchwood	879.31	1,055.17	1,231.04	1,406.90	1,582.76	1,934.48	2,286.21	2,637.93	3,165.52
Burtonwood & Westbrook	838.24	1,005.89	1,173.53	1,341.18	1,508.83	1,844.13	2,179.42	2,514.72	3,017.66
Croft	866.43	1,039.71	1,213.00	1,386.28	1,559.57	1,906.14	2,252.71	2,599.28	3,119.13
Cuerdley	825.87	991.05	1,156.22	1,321.40	1,486.57	1,816.92	2,147.27	2,477.62	2,973.14
Culcheth & Glazebury	837.14	1,004.57	1,171.99	1,339.42	1,506.85	1,841.71	2,176.56	2,511.42	3,013.70
Grappenhall & Thelwall	846.54	1,015.85	1,185.16	1,354.47	1,523.78	1,862.40	2,201.01	2,539.63	3,047.56
Great Sankey	840.11	1,008.13	1,176.16	1,344.18	1,512.20	1,848.24	2,184.29	2,520.33	3,024.40
Hatton	833.57	1,000.29	1,167.00	1,333.72	1,500.43	1,833.86	2,167.29	2,500.72	3,000.86
Lymm	840.24	1,008.29	1,176.34	1,344.39	1,512.44	1,848.54	2,184.63	2,520.73	3,024.88
Penketh	859.38	1,031.25	1,203.13	1,375.01	1,546.88	1,890.63	2,234.38	2,578.14	3,093.76
Poulton with Fearnhead	836.59	1,003.91	1,171.23	1,338.54	1,505.86	1,840.50	2,175.14	2,509.77	3,011.73
Rixton with Glazebrook	843.94	1,012.73	1,181.52	1,350.31	1,519.09	1,856.67	2,194.25	2,531.82	3,038.19
Stockton Heath	842.54	1,011.05	1,179.55	1,348.06	1,516.57	1,853.59	2,190.60	2,527.62	3,033.14
Stretton	837.54	1,005.05	1,172.55	1,340.06	1,507.57	1,842.59	2,177.60	2,512.62	3,015.14
Walton	831.78	998.13	1,164.49	1,330.84	1,497.20	1,829.91	2,162.62	2,495.33	2,994.39
Winwick	859.59	1,031.51	1,203.42	1,375.34	1,547.26	1,891.09	2,234.93	2,578.77	3,094.52
Woolston	830.23	996.27	1,162.32	1,328.36	1,494.41	1,826.50	2,158.59	2,490.68	2,988.82
Average Band D	839.05	1,006.86	1,174.67	1,342.48	1,510.29	1,845.91	2,181.53	2,517.15	3,020.58