

Budget Book

2017 – 18

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Introduction

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

Warrington is already poorly funded and in February 2017 it was announced that the drop in government funding for 2017/18 will be 13.8% which equates to £30 per Warrington resident. The Council has already made £35m savings over the past two years and still needs to find a further £30m over the next four years.

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

However the reality is that isn't enough to deliver the savings target of £8.8m for 2017/18 and we must now make hard choices on whether to reduce or even stop some of our services altogether. Council tax will increase this year by 4.98% (1.98% Council precept plus 3.00% Adult Social Care precept) but Warrington is still behind the average value of Council Tax for Unitary Authorities outside London.

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

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

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

Cllr Russ Bowden
Executive Board Member for Corporate Finance

Lynton Green
Director of Finance and Information Services

Directorate Summary

2017/18 BUDGET BY DIRECTORATE	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000	2017/18 Gross Expenditure £'000	2017/18 Gross Income £'000
Resources and Strategic Commissioning	10,371	108	0	(1,526)	8,953	32,493	(23,540)
Families & Wellbeing	88,838	(106)	0	(1,434)	87,298	271,099	(183,801)
Economic Regen, Growth & Environment	18,322	(261)	0	(343)	17,718	44,149	(26,431)
Corporate Financing	16,429	17	11,524	(5,590)	22,380	92,204	(69,824)
Grand Total	133,960	(242)	11,524	(8,893)	136,349	439,945	(303,596)

*In some cases Directorate pressures and savings figures differ from the Full Council report. This arises in the accountancy coding process for the budget allocation of individual pressures and savings.

Our Sources of Funding

2016/17 Amount £m	Warrington Income	2017/18 Amount £m
83.2	Council Tax	89.0
28.7	Retained Business Rates Income	29.3
25.8	Government Grant	17.0
-3.8	MTFP Reserve	1.1
133.9	Total Revenue Income	136.4

Resources & Strategic Commissioning

Resources and Strategic Commissioning

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

The Directorate is currently comprised of four divisions:

Finance and Information Services

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

The Finance & Information service consists of five main service areas:

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

Internal Audit - which reviews and advises on the effectiveness of governance, risk management and internal controls and undertakes a number of audits each year. The Audit team also includes insurance and operational risk as well as hosting the Counter Fraud team.

Benefits & Exchequer Services - which makes benefit payments, promotes benefit take-up, investigates fraudulent claims and prosecutes where appropriate. The service also makes payment to suppliers on behalf of the Council as well as collecting Council Tax, Business Rates and other money owed on behalf of the Council. The service includes Customer Access which provides high levels of customer service to all residents and businesses with a single point of access to all Council services through Contact Warrington. In addition the service includes the Registration service – responsible for the correct and lawful registration of all births, marriages and deaths and civil partnerships within the borough.

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

Monitoring Officer and Legal & Democratic Services

The Monitoring Officer provides support for the ethical conduct regime for members and Council officers, Legal & Democratic Services consists of three main areas:

- Democratic and member services - provides committee management, overview and scrutiny and member support;
- Electoral services - responsible for all parliamentary, local and parish elections;
- Legal services - provides a full legal advisory and support service.

Partnerships and Performance

The Partnerships and Performance division provides the following functions: business intelligence, strategic planning and corporate policy support; business change; information governance; customer strategy, digital services and communications; emergency planning and business continuity; health and safety; community safety; partnership development and support; third sector development, and commissioning of culture and leisure services.

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

- Ensure that data, information and intelligence is well governed and used to set policy, priorities and plan delivery;
- Ensure services and business process are customer focused, efficient and digitally enabled;
- Ensure council services are resilient;
- Design and deliver changes to services based on the above, and provide support for change and transformation;
- Communicate and engage effectively with employees and the community; to provide critical challenge and assurance to the organisation, ensuring local accountability and transparency;
- Support community safety, resilience and wellbeing.

Human Resources

Human Resources delivers advice, guidance and support to Directorates, Warrington schools and other external customers on a wide range of strategic, operational and transactional HR, and Organisational Development issues. Key elements to the service are as follows:

- Manage all processes and schedules relating to payments to employees and elected members ensuring compliance with PAYE statutory obligations, and processing annual returns relating to teachers and local government pensions;
- Provide a full recruitment service including advertising the vacancy, processing of applications, managing all safeguarding checks, through to the issue of the contract of employment;

- Deal with all employment contract issues for staff, as well as administering the pension schemes for the Council's employees;
- Manage the Council's electronic document scanning system, time recording system as well as meeting room and visitor car park administration;
- Provides advice and guidance to managers, headteachers and governing bodies on the application of all local employment policies and procedures and on national and local terms and conditions of service in order to ensure and enable compliance with legal and contractual responsibilities;
- Provides strategic and practical support in the redesign and remodelling of services, supports the joint consultative process in the revision and formulation of policy, advises on the determination of the Council's pay and rewards package and provides employee data and analysis to support workforce planning and budgetary processes;
- To ensure that continual learning is embedded within the organisation in order to improve performance and ensure that a responsive and flexible workforce is nurtured;
- Deliver Workforce development to staff, partners and other external customers using a blend of classroom and online delivery.

Procurement

This is a small team which provides professional procurement advice and support to commissioning and contract managers across the Council, and also to schools, and supports delivery against the Corporate Procurement strategy.

RESOURCES & STRATEGIC COMMISSIONING	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000	2017/18 Gross Expenditure £'000	2017/18 Gross Income £'000
Chief Executives Unit							
Chief Executives Unit	258	2	0	0	260	261	(1)
Coroners	350	4	0	0	354	1,564	(1,210)
Chief Executives Unit Total	608	6	0	0	614	1,826	(1,211)
Deputy Chief Executive	878	2	0	(1,357)	(477)	(83)	(394)
Finance (Section 151 Officer)							
Director of Finance and Information Services	(9)	2	0	0	(7)	214	(221)
Accountancy	(669)	5	0	(11)	(674)	1,655	(2,330)
Audit Services	26	3	0	0	29	517	(489)
Benefits and Exchequer Services (inc. Registrars)	1,399	44	0	(28)	1,416	8,274	(6,858)
ICT & Printing	(294)	11	0	0	(283)	4,814	(5,097)
Finance (Section 151 Officer) Total	454	65	0	(39)	480	15,474	(14,994)
Monitoring Officer							
Legal Services	(42)	1	0	0	(40)	139	(179)
Democratic & Members Services	1,597	12	0	0	1,609	1,685	(76)
Electoral Services	373	0	0	(110)	263	268	(5)
Monitoring Officer Total	1,928	14	0	(110)	1,832	2,092	(260)
Partnerships & Performance							
Assistant Director of Partnerships & Perf.	11	1	0	0	12	250	(239)
Corporate Performance	(297)	10	0	0	(287)	1,368	(1,655)
Community Safety & Resilience	552	3	0	0	555	714	(158)
Programme Officer	13	0	0	0	13	13	0
Customer Strategy and Communications	383	8	0	0	391	909	(518)
Business Improvement	(54)	3	0	0	(51)	349	(400)
Partnerships & Commissioning	5,725	2	0	0	5,727	5,918	(191)
Partnerships & Performance Total	6,332	27	0	0	6,359	9,520	(3,161)
Human Resources							
Assistant Director of Human Resources	(14)	2	0	0	(12)	73	(85)
HR Advisory Services	213	(10)	0	(20)	182	1,744	(1,562)
Employee Services	(314)	1	0	0	(313)	1,514	(1,827)
Training & Workforce Skills	29	0	0	0	29	29	0
Procurement	256	2	0	0	258	304	(46)
Human Resources Total	170	(6)	0	(20)	144	3,664	(3,520)
Grand Total	10,371	108	0	(1,526)	8,953	32,493	(23,540)

RESOURCES & STRATEGIC COMMISSIONING

CHIEF EXECUTIVES UNIT

Chief Executives Unit	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	191	2	0	0	193
2 - Premises	9	0	0	0	9
3 - Transport	3	0	0	0	3
4 - Supplies and Services	43	0	0	0	43
7 - Support Services	13	0	0	0	13
Total Expenditure	259	2	0	0	261
9 - Income	(1)	0	0	0	(1)
Net Expenditure	258	2	0	0	260

Coroners	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	417	4	0	0	421
2 - Premises	296	0	0	0	296
3 - Transport	11	0	0	0	11
4 - Supplies and Services	795	0	0	0	795
7 - Support Services	41	0	0	0	41
Total Expenditure	1,560	4	0	0	1,564
9 - Income	(1,210)	0	0	0	(1,210)
Net Expenditure	350	4	0	0	354

DEPUTY CHIEF EXECUTIVE

Deputy Chief Executive	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	177	2	0	(232)	(53)
2 - Premises	10	0	0	0	10
3 - Transport	4	0	0	0	4
4 - Supplies and Services	(311)	0	0	(1,125)	(1,436)
7 - Support Services	1,392	0	0	0	1,392
Total Expenditure	1,272	2	0	(1,357)	(83)
9 - Income	(394)	0	0	0	(394)
Net Expenditure	878	2	0	(1,357)	(477)

FINANCE (SECTION 151 OFFICER)

Director of Finance and Information Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	165	2	0	0	166
2 - Premises	4	0	0	0	4
4 - Supplies and Services	2	0	0	0	2
7 - Support Services	41	0	0	0	41
Total Expenditure	212	2	0	0	214
9 - Income	(221)	0	0	0	(221)
Net Expenditure	(9)	2	0	0	(7)

Accountancy	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1,419	17	0	(11)	1,425
2 - Premises	23	0	0	0	23
3 - Transport	7	0	0	0	7
4 - Supplies and Services	17	0	0	0	17
7 - Support Services	183	0	0	0	183
Total Expenditure	1,650	17	0	(11)	1,655
9 - Income	(2,318)	(11)	0	0	(2,330)
Net Expenditure	(669)	5	0	(11)	(674)

Audit Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	422	4	0	0	427
2 - Premises	3	0	0	0	3
3 - Transport	6	0	0	0	6
4 - Supplies and Services	(2)	0	0	0	(2)
7 - Support Services	84	0	0	0	84
Total Expenditure	513	4	0	0	517
9 - Income	(487)	(2)	0	0	(489)
Net Expenditure	26	3	0	0	29

Benefits and Exchequer Services (inc. Registrars)	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	5,559	56	0	(28)	5,586
2 - Premises	329	0	0	0	329
3 - Transport	62	0	0	0	62
4 - Supplies and Services	744	0	0	0	744
5 - Third Party Payments	1	0	0	0	1
7 - Support Services	1,551	0	0	0	1,551
Total Expenditure	8,246	56	0	(28)	8,274
9 - Income	(6,847)	(11)	0	0	(6,858)
Net Expenditure	1,399	44	0	(28)	1,416

ICT & Printing	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	2,264	23	0	0	2,287
2 - Premises	148	0	0	0	148
3 - Transport	21	0	0	0	21
4 - Supplies and Services	1,978	0	0	0	1,978
7 - Support Services	380	0	0	0	380
Total Expenditure	4,792	23	0	0	4,814
9 - Income	(5,085)	(12)	0	0	(5,097)
Net Expenditure	(294)	11	0	0	(283)

MONITORING OFFICER

Legal Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	145	1	0	0	146
2 - Premises	2	0	0	0	2
3 - Transport	1	0	0	0	1
4 - Supplies and Services	(58)	0	0	0	(58)
7 - Support Services	47	0	0	0	47
Total Expenditure	138	1	0	0	139
9 - Income	(179)	0	0	0	(179)
Net Expenditure	(42)	1	0	0	(40)

Democratic & Members Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1,353	13	0	0	1,367
2 - Premises	77	0	0	0	77
3 - Transport	18	0	0	0	18
4 - Supplies and Services	27	0	0	0	27
6 - Transfer Payments	1	0	0	0	1
7 - Support Services	195	0	0	0	195
Total Expenditure	1,672	13	0	0	1,685
9 - Income	(75)	(1)	0	0	(76)
Net Expenditure	1,597	12	0	0	1,609

Electoral Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	179	0	0	(23)	156
2 - Premises	39	0	0	(14)	25
3 - Transport	2	0	0	(1)	1
4 - Supplies and Services	115	0	0	(69)	47
7 - Support Services	43	0	0	(4)	39
Total Expenditure	378	0	0	(110)	268
9 - Income	(5)	0	0	0	(5)
Net Expenditure	373	0	0	(110)	263

PARTNERSHIPS & PERFORMANCE

Assistant Director of Partnerships & Perf.	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	140	1	0	0	141
2 - Premises	2	0	0	0	2
4 - Supplies and Services	3	0	0	0	3
7 - Support Services	104	0	0	0	104
Total Expenditure	249	1	0	0	250
9 - Income	(239)	0	0	0	(239)
Net Expenditure	11	1	0	0	12

Corporate Performance	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1,047	10	0	0	1,058
2 - Premises	21	0	0	0	21
3 - Transport	3	0	0	0	3
4 - Supplies and Services	61	0	0	0	61
7 - Support Services	226	0	0	0	226
Total Expenditure	1,358	10	0	0	1,368
9 - Income	(1,655)	(0)	0	0	(1,655)
Net Expenditure	(297)	10	0	0	(287)

Community Safety & Resilience	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	357	3	0	0	360
2 - Premises	230	0	0	0	230
3 - Transport	9	0	0	0	9
4 - Supplies and Services	61	0	0	0	61
5 - Third Party Payments	4	0	0	0	4
7 - Support Services	50	0	0	0	50
Total Expenditure	710	3	0	0	714
9 - Income	(158)	(0)	0	0	(158)
Net Expenditure	552	3	0	0	555

Programme Officer	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
7 - Support Services	13	0	0	0	13
Net Expenditure	13	0	0	0	13

Customer Strategy and Communications	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	757	8	0	0	765
2 - Premises	13	0	0	0	13
3 - Transport	3	0	0	0	3
4 - Supplies and Services	72	0	0	0	72
7 - Support Services	56	0	0	0	56
Total Expenditure	901	8	0	0	909
9 - Income	(518)	0	0	0	(518)
Net Expenditure	383	8	0	0	391

Business Improvement	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	285	3	0	0	288
2 - Premises	11	0	0	0	11
3 - Transport	1	0	0	0	1
4 - Supplies and Services	15	0	0	0	15
7 - Support Services	34	0	0	0	34
Total Expenditure	346	3	0	0	349
9 - Income	(400)	0	0	0	(400)
Net Expenditure	(54)	3	0	0	(51)

Partnerships & Commissioning	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	182	2	0	0	184
2 - Premises	6	0	0	0	6
3 - Transport	5	0	0	0	5
4 - Supplies and Services	286	0	0	0	286
5 - Third Party Payments	5,393	0	0	0	5,393
7 - Support Services	44	0	0	0	44
Total Expenditure	5,916	2	0	0	5,918
9 - Income	(191)	0	0	0	(191)
Net Expenditure	5,725	2	0	0	5,727

HUMAN RESOURCES

Assistant Director of Human Resources	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	134	2	0	0	135
2 - Premises	2	0	0	0	2
3 - Transport	0	0	0	0	0
4 - Supplies and Services	(127)	0	0	0	(127)
7 - Support Services	62	0	0	0	62
Total Expenditure	71	2	0	0	73
9 - Income	(85)	0	0	0	(85)
Net Expenditure	(14)	2	0	0	(12)

HR Advisory Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1,339	12	0	0	1,351
2 - Premises	11	0	0	0	11
3 - Transport	17	0	0	0	17
4 - Supplies and Services	204	0	0	(10)	194
7 - Support Services	171	0	0	0	171
Total Expenditure	1,742	12	0	(10)	1,744
9 - Income	(1,529)	(22)	0	(10)	(1,562)
Net Expenditure	213	(10)	0	(20)	182

Employee Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1,097	11	0	0	1,108
2 - Premises	140	0	0	0	140
3 - Transport	2	0	0	0	2
4 - Supplies and Services	105	0	0	0	105
7 - Support Services	159	0	0	0	159
Total Expenditure	1,504	11	0	0	1,514
9 - Income	(1,818)	(10)	0	0	(1,827)
Net Expenditure	(314)	1	0	0	(313)

Training & Workforce Skills	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1	0	0	0	1
2 - Premises	0	0	0	0	0
4 - Supplies and Services	0	0	0	0	0
7 - Support Services	28	0	0	0	28
Total Expenditure	29	0	0	0	29
9 - Income	0	0	0	0	0
Net Expenditure	29	0	0	0	29

Procurement	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	266	3	0	0	269
2 - Premises	4	0	0	0	4
3 - Transport	2	0	0	0	2
4 - Supplies and Services	6	0	0	0	6
7 - Support Services	24	0	0	0	24
Total Expenditure	302	3	0	0	304
9 - Income	(45)	(1)	0	0	(46)
Net Expenditure	256	2	0	0	258

Families & Wellbeing

Families and Wellbeing

Vision

Warrington children, families and adults achieve the best quality of life.

Quality of life – measured by feeling healthy, happy, safe and feeling valued, having high aspirations and being able to prosper, being connected and making a contribution.

This vision is underpinned by F&WB key principles:

Key principles

The vision is underpinned by F&WB key principles – the way we carry out our work:

1. We will constantly strive to ensure we, and our partners, safeguard the most vulnerable individuals, families and communities in Warrington.
2. We will also safeguard and protect individual's rights and ensure people have appropriate choice and control.
3. We will challenge unfairness and inequality in all its forms.
4. We will support and work with people and communities so they can be strong, resilient and self-sufficient and will listen to the people and ensure we tailor support to their needs.
5. We will work as a team, encourage each other and go the extra mile for each other, and take satisfaction from the impact we have on each other as colleagues and on those we support.
6. We will work effectively through a whole family working approach across the Directorate, Council Departments and with partner organisations to deliver better outcomes for children, families and adults.
7. We will use evaluation, analysis, research and best practice to ensure we develop as a learning organisation, are intelligence led and commission services effectively.
8. We will constantly review what we do to ensure we can continuously improve performance and quality, and be open, transparent and responsive to constructive challenge, feedback and complaints.
9. We will be innovative, brave, take calculated risks and not be afraid to stop things that don't work or add value.
10. We will live within our means, be efficient, appropriately business-like and ensure we derive value out of every single pound we spend.

Priority Outcome Areas for Families & Wellbeing:

1. Ensure the safety and wellbeing of children and vulnerable adults
2. Manage demand through focus on prevention and early intervention
3. Help people to live in decent homes

4. Promote and support healthy and prosperous communities
5. Ensure access to quality care, support, education and learning provision
6. Make best use of limited resources.

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

- **Education Services**
This comprises of centrally retained dedicated schools grant budget areas, including schools capital programme, learning and achievement and school improvement, admissions, home to school transport services and support for school meals.
- **Children's Targeted Services**
This comprises of both children in need and children in care teams, including fostering and adoption services and children's residential homes.
- **Early Help Services**
This comprises of children centres, youth service, family support team, Complex families team as well as all the SEND (special educational needs and disabilities) services.
- **Adult Social Care Services**
This comprises all care and support services to all working age adults and older people. It covers a range of issues including Mental Health, Physical disability, Learning disability, Intermediate Care and general care and support needs. It also covers commissioning and contract support teams, adult safeguarding and quality assurance, and support and management of the local children's and adults safeguarding boards and teams.
- **Public Health**
This comprises all Public health, Housing support and neighbourhood services.
- **Integrated Strategic Commissioning**
This comprises a group of health and social care service commissioners who work in an integrated team reporting to the Council and Warrington Clinical Commissioning Group.

The Executive Director also retains line management responsibility for the Head of the Youth Justice Service (shared service across Cheshire East, Cheshire West, Halton and Warrington).

For information, the budget headlines are as follows:

- The budget for the F&WB Directorate in 2017/18 is £87.298m.
- Pressures funding agreed by the Council to fund F&WB directorate activity in 2017/18 are initially being held corporately and the figures are therefore not included in the total budget figure above.
- The budget to support children & young people's targeted services in 2017/18 is £22.65m. This includes budget for children in need, children in care, fostering & adoption payments and teams, children's homes and quality assurance and safeguarding functions.
- The budget to support adult social care in 2017/18 is £43.822m, excluding services funded from the Better Care pooled budget. This includes budget for all care and support services to all working age adults and older people. It covers a range of issues including Physical Disability, Learning Disability, Mental Health, Intermediate Care and general care and support needs.
- The Public Health grant is a Government ring-fenced grant that must be used only for meeting expenditure incurred by local authorities for the purposes of their public health functions, across 6 services mandated by statute. The value of the grant for 2017/18 is £12.583m.
- Dedicated Schools Grant (DSG) is a Government ring-fenced grant which funds Schools block, high needs block and the Early Years block funding. In 2017/18, the grant is £157.1m. This figure includes DSG grant funding for all Schools, including those who have converted to academy status which is calculated periodically throughout the financial year and is recouped from the Local Authority.

FAMILIES & WELLBEING	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000	2017/18 Gross Expenditure £'000	2017/18 Gross Income £'000
Executive Director Families & Wellbeing							
Executive Director	2,374	28	0	(20)	2,382	4,417	(2,034)
Executive Director Families & Wellbeing Total	2,374	28	0	(20)	2,382	4,417	(2,034)
Operational Dir-Adlt Servs (Deputy DASS)							
Operational Director - Adult Services	11,321	8	0	(1,054)	10,274	16,808	(6,534)
Adult Social Care Provision	0	0	0	0	0	0	0
Older People & Occupational Therapy Svcs	367	2	0	0	369	369	0
Intermediate Care Provision	81	1	0	0	82	82	0
Adult Assessment & Care Management	5	0	0	0	5	5	0
Adult Social Care	26,957	(426)	0	0	26,530	50,416	(23,886)
ASC Operational	6,502	59	0	0	6,561	8,412	(1,851)
Operational Dir-Adlt Servs (Deputy DASS) Total	45,232	(356)	0	(1,054)	43,822	76,092	(32,270)
Asst Director Children's Targ Servs							
Children in Need	2,579	22	0	0	2,601	2,601	0
Children in Care	17,510	38	0	(160)	17,389	18,250	(861)
Families First (Edge of Care)	1,012	3	0	0	1,016	1,016	0
Support Services & Projects	735	0	0	0	735	735	0
Quality Assurance & Monitoring	901	8	0	0	909	909	0
Asst Director Children's Targ Servs Total	22,738	71	0	(160)	22,650	23,511	(861)
Operational Director C&YPS							
Retained School Budgets	(8,834)	0	0	0	(8,834)	103,982	(112,816)
Learning & Achievement (0-11)	446	2	0	0	448	512	(63)
Learning & Achievement (11-19)	1,249	1	0	0	1,250	1,526	(276)
Central Schools	(1,025)	39	0	0	(986)	4,739	(5,725)
Access & Assets	2,504	0	0	0	2,504	2,799	(295)
Operational Director C&YPS Total	(5,660)	41	0	0	(5,619)	113,557	(119,176)
Director of Public Health							
Director of Public Health	(2,202)	0	0	0	(2,202)	11,160	(13,362)
Public Health Services	80	0	0	0	80	80	0
Housing Standards	1,046	8	0	(200)	854	1,204	(350)
Communities & Neighbourhoods	1,282	5	0	0	1,287	1,599	(312)
DAAT	33	0	0	0	33	33	0
Director of Public Health Total	238	14	0	(200)	52	14,075	(14,024)
Early Help & SEN Intergrated Services							
Early Help Division	6,606	37	0	0	6,643	6,850	(207)
Complex Families	4	0	0	0	4	245	(240)
Transformation Challenge	1	0	0	0	1	1	0
SEN & Integrated Services	8,941	15	0	0	8,956	9,646	(690)
Early Help & SEN Intergrated Services Total	15,553	52	0	0	15,605	16,742	(1,137)
Better Care Fund							
External Contributions	(14,213)	0	0	0	(14,213)	0	(14,213)
Better Care Fund Schemes	22,576	44	0	0	22,619	22,705	(86)
Better Care Fund Total	8,363	44	0	0	8,406	22,705	(14,299)
Grand Total	88,838	(106)	0	(1,434)	87,298	271,099	(183,801)

FAMILIES & WELLBEING

EXECUTIVE DIRECTOR FAMILIES & WELLBEING

Executive Director	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	2,819	28	0	0	2,847
2 - Premises	43	0	0	0	43
3 - Transport	142	0	0	0	142
4 - Supplies and Services	599	0	0	(20)	579
6 - Transfer Payments	1	0	0	0	1
7 - Support Services	805	0	0	0	805
Total Expenditure	4,409	28	0	(20)	4,417
9 - Income	(2,034)	0	0	0	(2,034)
Net Expenditure	2,374	28	0	(20)	2,382

OPERATIONAL DIR-ADLT SERVS (DEPUTY DASS)

Operational Director - Adult Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	817	8	0	(1,054)	(229)
2 - Premises	97	0	0	0	97
3 - Transport	385	0	0	0	385
4 - Supplies and Services	1,895	0	0	0	1,895
5 - Third Party Payments	12,248	0	0	0	12,248
7 - Support Services	2,413	0	0	0	2,413
Total Expenditure	17,854	8	0	(1,054)	16,808
9 - Income	(6,534)	0	0	0	(6,534)
Net Expenditure	11,321	8	0	(1,054)	10,274

Adult Social Care Provision	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
9 - Income	0	0	0	0	0
Net Expenditure	0	0	0	0	0

Older People & Occupational Therapy Srvs	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	249	2	0	0	251
2 - Premises	93	0	0	0	93
3 - Transport	(0)	0	0	0	(0)
4 - Supplies and Services	25	0	0	0	25
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	0	0	0	0	0
Total Expenditure	367	2	0	0	369
9 - Income	0	0	0	0	0
Net Expenditure	367	2	0	0	369

Intermediate Care Provision	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	81	1	0	0	82
Net Expenditure	81	1	0	0	82

Adult Assessment & Care Management	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1	0	0	0	1
2 - Premises	4	0	0	0	4
3 - Transport	0	0	0	0	0
4 - Supplies and Services	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	0	0	0	0	0
Total Expenditure	5	0	0	0	5
9 - Income	0	0	0	0	0
Net Expenditure	5	0	0	0	5

Adult Social Care	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
4 - Supplies and Services	45,535	0	0	0	45,535
6 - Transfer Payments	4,882	0	0	0	4,882
Total Expenditure	50,416	0	0	0	50,416
9 - Income	(23,460)	(426)	0	0	(23,886)
Net Expenditure	26,957	(426)	0	0	26,530

ASC Operational	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	7,536	75	0	0	7,611
2 - Premises	167	0	0	0	167
3 - Transport	283	0	0	0	283
4 - Supplies and Services	311	0	0	0	311
5 - Third Party Payments	10	0	0	0	10
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	30	0	0	0	30
Total Expenditure	8,337	75	0	0	8,412
9 - Income	(1,834)	(16)	0	0	(1,851)
Net Expenditure	6,502	59	0	0	6,561

ASST DIRECTOR CHILDREN'S TARG SERVS

Children in Need	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	2,207	22	0	0	2,229
2 - Premises	35	0	0	0	35
3 - Transport	82	0	0	0	82
4 - Supplies and Services	75	0	0	0	75
5 - Third Party Payments	1	0	0	0	1
6 - Transfer Payments	32	0	0	0	32
7 - Support Services	147	0	0	0	147
Net Expenditure	2,579	22	0	0	2,601

Children in Care	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	3,822	38	0	0	3,860
2 - Premises	141	0	0	0	141
3 - Transport	160	0	0	0	160
4 - Supplies and Services	9,799	0	0	(160)	9,639
5 - Third Party Payments	3	0	0	0	3
6 - Transfer Payments	4,042	0	0	0	4,042
7 - Support Services	406	0	0	0	406
Total Expenditure	18,371	38	0	(160)	18,250
9 - Income	(861)	0	0	0	(861)
Net Expenditure	17,510	38	0	(160)	17,389

Families First (Edge of Care)	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	912	3	0	0	916
2 - Premises	11	0	0	0	11
3 - Transport	31	0	0	0	31
4 - Supplies and Services	14	0	0	0	14
6 - Transfer Payments	8	0	0	0	8
7 - Support Services	35	0	0	0	35
Net Expenditure	1,012	3	0	0	1,016

Support Services & Projects	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
4 - Supplies and Services	261	0	0	0	261
7 - Support Services	474	0	0	0	474
Net Expenditure	735	0	0	0	735

Quality Assurance & Monitoring	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	779	8	0	0	787
2 - Premises	20	0	0	0	20
3 - Transport	23	0	0	0	23
4 - Supplies and Services	12	0	0	0	12
7 - Support Services	67	0	0	0	67
Total Expenditure	901	8	0	0	909
9 - Income	0	0	0	0	0
Net Expenditure	901	8	0	0	909

OPERATIONAL DIRECTOR C&YPS

Retained School Budgets	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	39	0	0	0	39
2 - Premises	3	0	0	0	3
4 - Supplies and Services	103,463	0	0	0	103,463
6 - Transfer Payments	410	0	0	0	410
7 - Support Services	66	0	0	0	66
Total Expenditure	103,982	0	0	0	103,982
9 - Income	(112,816)	0	0	0	(112,816)
Net Expenditure	(8,834)	0	0	0	(8,834)

Learning & Achievement (0-11)	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	406	4	0	0	410
2 - Premises	5	0	0	0	5
3 - Transport	9	0	0	0	9
4 - Supplies and Services	58	0	0	0	58
7 - Support Services	30	0	0	0	30
Total Expenditure	508	4	0	0	512
9 - Income	(61)	(2)	0	0	(63)
Net Expenditure	446	2	0	0	448

Learning & Achievement (11-19)	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1,222	7	0	0	1,229
2 - Premises	34	0	0	0	34
3 - Transport	10	0	0	0	10
4 - Supplies and Services	183	0	0	0	183
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	70	0	0	0	70
Total Expenditure	1,519	7	0	0	1,526
9 - Income	(269)	(7)	0	0	(276)
Net Expenditure	1,249	1	0	0	1,250

Central Schools	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	4,405	42	0	0	4,447
2 - Premises	10	0	0	0	10
3 - Transport	1	0	0	0	1
4 - Supplies and Services	161	0	0	0	161
7 - Support Services	120	0	0	0	120
Total Expenditure	4,697	42	0	0	4,739
9 - Income	(5,721)	(4)	0	0	(5,725)
Net Expenditure	(1,025)	39	0	0	(986)

Access & Assets	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	646	6	0	0	652
2 - Premises	(59)	0	0	0	(59)
3 - Transport	1,598	0	0	0	1,598
4 - Supplies and Services	167	0	0	0	167
7 - Support Services	440	0	0	0	440
Total Expenditure	2,792	6	0	0	2,799
9 - Income	(289)	(6)	0	0	(295)
Net Expenditure	2,504	0	0	0	2,504

DIRECTOR OF PUBLIC HEALTH

Director of Public Health	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	0	0	0	0	0
2 - Premises	10	0	0	0	10
4 - Supplies and Services	(191)	0	0	0	(191)
7 - Support Services	11,340	0	0	0	11,340
Total Expenditure	11,160	0	0	0	11,160
9 - Income	(13,362)	0	0	0	(13,362)
Net Expenditure	(2,202)	0	0	0	(2,202)

Public Health Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1	0	0	0	1
2 - Premises	19	0	0	0	19
7 - Support Services	60	0	0	0	60
Net Expenditure	80	0	0	0	80

Housing Standards	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	955	9	0	(200)	764
2 - Premises	37	0	0	0	37
3 - Transport	27	0	0	0	27
4 - Supplies and Services	38	0	0	0	38
5 - Third Party Payments	45	0	0	0	45
6 - Transfer Payments	118	0	0	0	118
7 - Support Services	174	0	0	0	174
Total Expenditure	1,394	9	0	(200)	1,204
9 - Income	(349)	(1)	0	0	(350)
Net Expenditure	1,046	8	0	(200)	854

Communities & Neighbourhoods	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	974	10	0	0	984
2 - Premises	173	0	0	0	173
3 - Transport	30	0	0	0	30
4 - Supplies and Services	223	0	0	0	223
7 - Support Services	189	0	0	0	189
Total Expenditure	1,590	10	0	0	1,599
9 - Income	(308)	(4)	0	0	(312)
Net Expenditure	1,282	5	0	0	1,287

DAAT	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	0	0	0	0	0
2 - Premises	4	0	0	0	4
7 - Support Services	29	0	0	0	29
Net Expenditure	33	0	0	0	33

EARLY HELP & SEN INTERGRATED SERVICES

Early Help Division	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	3,760	37	0	0	3,797
2 - Premises	317	0	0	0	317
3 - Transport	86	0	0	0	86
4 - Supplies and Services	2,186	0	0	0	2,186
7 - Support Services	464	0	0	0	464
Total Expenditure	6,813	37	0	0	6,850
9 - Income	(207)	0	0	0	(207)
Net Expenditure	6,606	37	0	0	6,643

Complex Families	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	193	0	0	0	193
3 - Transport	7	0	0	0	7
4 - Supplies and Services	45	0	0	0	45
Total Expenditure	245	0	0	0	245
9 - Income	(240)	0	0	0	(240)
Net Expenditure	4	0	0	0	4

Transformation Challenge	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
2 - Premises	1	0	0	0	1
Net Expenditure	1	0	0	0	1

SEN & Integrated Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	2,091	18	0	0	2,109
2 - Premises	33	0	0	0	33
3 - Transport	87	0	0	0	87
4 - Supplies and Services	3,853	0	0	0	3,853
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	1,141	0	0	0	1,141
7 - Support Services	2,423	0	0	0	2,423
Total Expenditure	9,628	18	0	0	9,646
9 - Income	(687)	(3)	0	0	(690)
Net Expenditure	8,941	15	0	0	8,956

BETTER CARE FUND

External Contributions	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
9 - Income	(14,213)	0	0	0	(14,213)
Net Expenditure	(14,213)	0	0	0	(14,213)

Better Care Fund Schemes	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	4,550	45	0	0	4,595
2 - Premises	212	0	0	0	212
3 - Transport	128	0	0	0	128
4 - Supplies and Services	1,208	0	0	0	1,208
5 - Third Party Payments	2,319	0	0	0	2,319
7 - Support Services	14,244	0	0	0	14,244
Total Expenditure	22,661	45	0	0	22,705
9 - Income	(85)	(1)	0	0	(86)
Net Expenditure	22,576	44	0	0	22,619

Economic Regeneration Growth & Environment

Economic Regeneration, Growth and Environment

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

Development and Public Protection

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

- The promotion and management of development;
- Physical redevelopment projects and engagement with businesses;
- Improving the town centre as a destination and attraction;
- Provision of an "end to end" construction management service;
- Ensuring that the Council's property (land and buildings) is used as efficiently and effectively as possible, balancing the best financial return with supporting Council service delivery;
- To protect public and environmental health;
- To provide consumer and business protection through fair trading;
- To protect community safety and manage premises licensing.

Transport and Environment

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

Highways & Environment Business Unit

Have responsibility for the design, maintenance and management of highways, bridges, street lighting, flood risk, street scene and elements of ground maintenance as well as other operational parts of the Council (e.g. depots, fleet and building cleaning).

Transport for Warrington Business Unit

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

Warrington Gardens Business Unit

Have responsibility for the design, maintenance and management of parks and woodlands as well as providing bereavement services directly to the public. Also the management and delivery a catering service and venues for events such as weddings, conferences, large scale celebratory events at Walton Hall & Gardens, Walton Golf Club and the Town Hall.

Warrington Waste Business Unit

This unit provides a comprehensive waste service directly to the public including kerbside collections, community recycling centres and bring sites across the borough.

Warrington & Co

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

Economic regeneration

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

Property and Estates Management

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

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000	2017/18 Gross Expenditure £'000	2017/18 Gross Income £'000
Directorate							
Executive Mangt	1,741	7	0	(143)	1,605	1,635	(30)
Business Support Services	215	1	0	0	216	216	0
Directorate Total	1,957	7	0	(143)	1,821	1,851	(30)
Planning policy							
Planning Policy	324	3	0	0	326	326	0
Planning policy Total	324	3	0	0	326	326	0
Warrington & Co							
Property & Estates Mangt	(2,083)	(176)	0	0	(2,258)	6,990	(9,248)
Warr & Co, Regen	532	3	0	0	535	557	(22)
Warrington & Co Total	(1,551)	(173)	0	0	(1,724)	7,547	(9,270)
Regulation & Enforcement							
Dev Mangt	(191)	(22)	0	0	(213)	720	(933)
Regulatory Services	1,191	(1)	0	0	1,190	2,035	(845)
Building Control	(147)	(15)	0	0	(162)	502	(664)
Regulation & Enforcement Total	852	(37)	0	0	815	3,257	(2,442)
Highways & Env							
Environment Services	3,498	13	0	0	3,512	6,403	(2,892)
Highways & Env Total	3,498	13	0	0	3,512	6,403	(2,892)
Transport for Warrington							
Transport for Warrington	1,652	(19)	0	0	1,632	3,881	(2,249)
Transport for Warrington Total	1,652	(19)	0	0	1,632	3,881	(2,249)
Warrington Gardens							
Walton Est & Bereavement Mangt	(759)	(70)	0	(200)	(1,028)	2,180	(3,208)
Warrington Gardens Total	(759)	(70)	0	(200)	(1,028)	2,180	(3,208)
Warrington Waste							
Waste Colln & Recycling Services	8,149	(3)	0	0	8,146	9,184	(1,038)
Warrington Waste Total	8,149	(3)	0	0	8,146	9,184	(1,038)
Fleet & Facilities							
Fleet & Facilities	355	17	0	0	371	4,989	(4,618)
Fleet & Facilities Total	355	17	0	0	371	4,989	(4,618)
Asset Maintenance & Street Works							
Asset Maintenance & Street Works	3,518	(4)	0	0	3,514	4,161	(647)
Asset Maintenance & Street Works Total	3,518	(4)	0	0	3,514	4,161	(647)
Engineering & Flood Risk							
Engineering & Flood Risk	274	3	0	0	277	299	(22)
Engineering & Flood Risk Total	274	3	0	0	277	299	(22)
Infrastructure Delivery							
Infrastructure Delivery	54	3	0	0	57	72	(14)
Infrastructure Delivery Total	54	3	0	0	57	72	(14)
Economic Regen, Old Codes							
Economic Regen, Old Codes	(1)	(0)	0	0	(1)	(1)	0
Economic Regen, Old Codes Total	(1)	(0)	0	0	(1)	(1)	0
Grand Total	18,322	(261)	0	(343)	17,718	44,149	(26,431)

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT

DIRECTORATE

Executive Mangt	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	814	7	0	(113)	707
2 - Premises	24	0	0	0	24
3 - Transport	13	0	0	0	13
4 - Supplies and Services	657	0	0	0	657
7 - Support Services	233	0	0	0	233
Total Expenditure	1,741	7	0	(113)	1,635
9 - Income	0	0	0	(30)	(30)
Net Expenditure	1,741	7	0	(143)	1,605

Business Support Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	97	1	0	0	98
2 - Premises	5	0	0	0	5
4 - Supplies and Services	71	0	0	0	71
7 - Support Services	43	0	0	0	43
Net Expenditure	215	1	0	0	216

PLANNING POLICY

Planning Policy	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	262	3	0	0	265
2 - Premises	4	0	0	0	4
3 - Transport	2	0	0	0	2
4 - Supplies and Services	32	0	0	0	32
7 - Support Services	23	0	0	0	23
Net Expenditure	324	3	0	0	326

WARRINGTON & CO

Property & Estates Mangt	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1,168	14	0	0	1,182
2 - Premises	4,690	0	0	0	4,690
3 - Transport	17	0	0	0	17
4 - Supplies and Services	619	0	0	0	619
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	483	0	0	0	483
Total Expenditure	6,976	14	0	0	6,990
9 - Income	(9,058)	(190)	0	0	(9,248)
Net Expenditure	(2,083)	(176)	0	0	(2,258)

Warr & Co, Regen	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	189	3	0	0	192
2 - Premises	6	0	0	0	6
3 - Transport	5	0	0	0	5
4 - Supplies and Services	202	0	0	0	202
7 - Support Services	151	0	0	0	151
Total Expenditure	554	3	0	0	557
9 - Income	(22)	0	0	0	(22)
Net Expenditure	532	3	0	0	535

REGULATION & ENFORCEMENT

Dev Mangt	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	508	5	0	0	513
2 - Premises	22	0	0	0	22
3 - Transport	14	0	0	0	14
4 - Supplies and Services	89	0	0	0	89
7 - Support Services	83	0	0	0	83
Total Expenditure	715	5	0	0	720
9 - Income	(906)	(27)	0	0	(933)
Net Expenditure	(191)	(22)	0	0	(213)

Regulatory Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1,753	16	0	0	1,768
2 - Premises	30	0	0	0	30
3 - Transport	58	0	0	0	58
4 - Supplies and Services	(74)	0	0	0	(74)
5 - Third Party Payments	20	0	0	0	20
6 - Transfer Payments	(1)	0	0	0	(1)
7 - Support Services	234	0	0	0	234
Total Expenditure	2,019	16	0	0	2,035
9 - Income	(828)	(17)	0	0	(845)
Net Expenditure	1,191	(1)	0	0	1,190

Building Control	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	445	4	0	0	449
2 - Premises	(26)	0	0	0	(26)
3 - Transport	17	0	0	0	17
4 - Supplies and Services	16	0	0	0	16
7 - Support Services	46	0	0	0	46
Total Expenditure	498	4	0	0	502
9 - Income	(645)	(19)	0	0	(664)
Net Expenditure	(147)	(15)	0	0	(162)

HIGHWAYS & ENV

Environment Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	2,986	29	0	0	3,015
2 - Premises	1,799	0	0	0	1,799
3 - Transport	830	0	0	0	830
4 - Supplies and Services	320	0	0	0	320
5 - Third Party Payments	102	0	0	0	102
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	337	0	0	0	337
Total Expenditure	6,374	29	0	0	6,403
9 - Income	(2,876)	(16)	0	0	(2,892)
Net Expenditure	3,498	13	0	0	3,512

TRANSPORT FOR WARRINGTON

Transport for Warrington	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1,735	21	0	0	1,756
2 - Premises	677	0	0	0	677
3 - Transport	119	0	0	0	119
4 - Supplies and Services	(178)	0	0	0	(178)
5 - Third Party Payments	1,316	0	0	0	1,316
7 - Support Services	190	0	0	0	190
Total Expenditure	3,860	21	0	0	3,881
9 - Income	(2,208)	(41)	0	0	(2,249)
Net Expenditure	1,652	(19)	0	0	1,632

WARRINGTON GARDENS

Walton Est & Bereavement Mangt	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1,058	10	0	0	1,069
2 - Premises	427	0	0	0	427
3 - Transport	55	0	0	0	55
4 - Supplies and Services	416	0	0	0	416
5 - Third Party Payments	17	0	0	0	17
7 - Support Services	111	0	0	0	111
8 - Capital Financing	85	0	0	0	85
Total Expenditure	2,169	10	0	0	2,180
9 - Income	(2,928)	(80)	0	(200)	(3,208)
Net Expenditure	(759)	(70)	0	(200)	(1,028)

WARRINGTON WASTE

Waste Colln & Recycling Services	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	2,906	27	0	0	2,934
2 - Premises	34	0	0	0	34
3 - Transport	1,031	0	0	0	1,031
4 - Supplies and Services	(1,218)	0	0	0	(1,218)
5 - Third Party Payments	6,000	0	0	0	6,000
7 - Support Services	230	0	0	0	230
8 - Capital Financing	173	0	0	0	173
Total Expenditure	9,156	27	0	0	9,184
9 - Income	(1,008)	(30)	0	0	(1,038)
Net Expenditure	8,149	(3)	0	0	8,146

FLEET & FACILITIES

Fleet & Facilities	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	2,297	23	0	0	2,319
2 - Premises	281	0	0	0	281
3 - Transport	2,047	0	0	0	2,047
4 - Supplies and Services	58	0	0	0	58
5 - Third Party Payments	2	0	0	0	2
7 - Support Services	282	0	0	0	282
Total Expenditure	4,967	23	0	0	4,989
9 - Income	(4,612)	(6)	0	0	(4,618)
Net Expenditure	355	17	0	0	371

ASSET MAINTENANCE & STREET WORKS

Asset Maintenance & Street Works	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	1,304	12	0	0	1,316
2 - Premises	28	0	0	0	28
3 - Transport	259	0	0	0	259
4 - Supplies and Services	651	0	0	0	651
5 - Third Party Payments	1,802	0	0	0	1,802
7 - Support Services	104	0	0	0	104
Total Expenditure	4,148	12	0	0	4,161
9 - Income	(630)	(17)	0	0	(647)
Net Expenditure	3,518	(4)	0	0	3,514

ENGINEERING & FLOOD RISK

Engineering & Flood Risk	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	(11)	3	0	0	(8)
2 - Premises	9	0	0	0	9
3 - Transport	13	0	0	0	13
4 - Supplies and Services	4	0	0	0	4
5 - Third Party Payments	179	0	0	0	179
7 - Support Services	102	0	0	0	102
Total Expenditure	296	3	0	0	299
9 - Income	(22)	0	0	0	(22)
Net Expenditure	274	3	0	0	277

INFRASTRUCTURE DELIVERY

Infrastructure Delivery	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	17	3	0	0	20
2 - Premises	4	0	0	0	4
3 - Transport	4	0	0	0	4
4 - Supplies and Services	23	0	0	0	23
7 - Support Services	21	0	0	0	21
Total Expenditure	69	3	0	0	72
9 - Income	(14)	0	0	0	(14)
Net Expenditure	54	3	0	0	57

ECONOMIC REGEN, OLD CODES

Economic Regen, Old Codes	2016/17 Budget £'000	2016/17 Budget £'001	2016/17 Budget £'002	Savings £'000	2017/18 Budget £'000
1 - Employees	(1)	(0)	0	0	(1)
2 - Premises	0	0	0	0	0
3 - Transport	0	0	0	0	0
4 - Supplies and Services	0	0	0	0	0
7 - Support Services	0	0	0	0	0
Net Expenditure	(1)	(0)	0	0	(1)

Corporate Financing

Corporate Financing

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

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

Contingencies - Contains any Council wide initiatives that may provide contingent funding or alternatively hold Council wide savings, such as terms and conditions savings, job evaluation appeals funding, VAT savings, etc. In addition the funding for pressures identified during the budget process is also held here, subject to business cases being approved by the Executive Board.

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

CORPORATE FINANCING	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000	2017/18 Gross Expenditure £'000	2017/18 Gross Income £'000
Capital Financing	9,049	0	0	(2,400)	6,649	15,614	(8,965)
Contingencies	390	0	11,524	(1,720)	10,194	10,877	(683)
Corporate Expenses	6,990	17	0	(1,470)	5,537	65,712	(60,175)
Grand Total	16,429	17	11,524	(5,590)	22,380	92,204	(69,824)

CORPORATE FINANCING

Capital Financing	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	2	0	0	0	2
4 - Supplies and Services	6,197	0	0	0	6,197
7 - Support Services	121	0	0	0	121
8 - Capital Financing	9,294	0	0	0	9,294
Total Expenditure	15,614	0	0	0	15,614
9 - Income	(6,565)	0	0	(2,400)	(8,965)
Net Expenditure	9,049	0	0	(2,400)	6,649

Contingencies	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	751	0	0	0	751
2 - Premises	345	0	0	0	345
3 - Transport	(30)	0	0	0	(30)
4 - Supplies and Services	116	0	11,524	(1,500)	10,140
5 - Third Party Payments	207	0	0	0	207
6 - Transfer Payments	(209)	0	0	(193)	(402)
7 - Support Services	0	0	0	0	0
8 - Capital Financing	(135)	0	0	0	(135)
Total Expenditure	1,046	0	11,524	(1,693)	10,877
9 - Income	(656)	0	0	(27)	(683)
Net Expenditure	390	0	11,524	(1,720)	10,194

Corporate Expenses	2016/17 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2017/18 Budget £'000
1 - Employees	2,319	17	0	(1,470)	867
2 - Premises	275	0	0	0	275
3 - Transport	3,398	0	0	0	3,398
4 - Supplies and Services	520	0	0	0	520
5 - Third Party Payments	173	0	0	0	173
6 - Transfer Payments	57,758	0	0	0	57,758
7 - Support Services	2,721	0	0	0	2,721
Total Expenditure	67,165	17	0	(1,470)	65,712
9 - Income	(60,175)	(0)	0	0	(60,175)
Net Expenditure	6,990	17	0	(1,470)	5,537

Capital Programme

Capital Programme – Directorate Budgets

Capital Programme Directorate Budgets	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Families & Wellbeing	8.839	0.153	-	8.992
Resources & Strategic Commissioning	2.256	2.498	1.000	5.754
Economic Regeneration, Growth & Environment	66.083	26.279	19.137	111.499
Invest to Save Programme	540.516	247.603	265.568	1,053.687
Total - Capital Spending Plans	617.694	276.533	285.705	1,179.932

Capital Programme – Funding

Capital Programme Funding	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Unsupported Borrowing - Corporate	46.046	15.653	5.163	66.862
Unsupported Borrowing - Invest to Save	540.516	247.603	265.568	1,053.687
Capital Grants & Reserves	16.855	6.711	4.357	27.923
Capital Receipts	1.339	-	-	1.339
External Funding	12.938	6.566	10.617	30.121
Total - Capital Funding Plans	617.694	276.533	285.705	1,179.932

Capital Programme – Directorate Analysis

RESOURCES & STRATEGIC COMMISSIONING - CAPITAL PROGRAMME				
Project Description	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Finance & Information Services				
Capitalisation of Redundancy & Pension Costs	1.000	1.000	1.000	3.000
ICT Projects arising from consequences of major investment within ICT modernisation programme	0.211	-	-	0.211
Superfast Broadband Project	0.073	-	-	0.073
End User Computing - Management Systems and Technologies	0.872	1.498	-	2.370
Total Finance & Information Services	2.156	2.498	1.000	5.654
Partnerships & Performance				
Digital Strategy Phase 1	0.060	-	-	0.060
Replacement of Q-matic queuing system & DART reporting solution for Contact Warrington	0.040	-	-	0.040
Total Partnerships & Performance	0.100	-	-	0.100
TOTAL RESOURCES & STRATEGIC COMMISSIONING	2.256	2.498	1.000	5.754

FAMILIES & WELLBEING - CAPITAL PROGRAMME				
Project Description	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Children & Young People's Universal Services				
Additional primary places - St Phillips	0.045	-	-	0.045
Additional primary places - Barrowhall Primary	0.200	-	-	0.200
School Priority Maintenance Programme	0.011	-	-	0.011
Callands Primary Refurbishment	0.022	-	-	0.022
Evelyn Street - Pitched Roof	0.010	-	-	0.010
Alderman Bolton Primary - Heating	0.291	-	-	0.291
Cherry Tree Primary - Roof	0.012	-	-	0.012
Ravenbank Primary - Roof	0.011	-	-	0.011
Dallam Primary - External Improvements	0.285	0.015	-	0.300
Secondary Places in West Warrington	3.359	0.138	-	3.497
Woolston Brook (was Grappenhall)	0.003	-	-	0.003
Replacement of ICS Case Management for Children's Social Work	0.545	-	-	0.545
Warrington Youth Zone	1.500	-	-	1.500
Total Children & Young People's Universal Services	6.294	0.153	-	6.447
Public Health				
Disabled adaptations to private housing	0.140	-	-	0.140
Acquisition of housing for use as temporary accommodation	1.500	-	-	1.500
Dallam Estate Project - Bewsey & Dallam	0.702	-	-	0.702
Refurbishment of Fearnhead Cross Community Centre	0.203	-	-	0.203
Total Public Health	2.545	-	-	2.545
TOTAL FAMILIES & WELLBEING	8.839	0.153	-	8.992

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT - CAPITAL PROGRAMME				
Project Description	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Transport & Environment				
Road Maintenance	1.512	1.369	1.369	4.250
Bridge Maintenance	0.484	0.438	0.438	1.360
Traffic Signals - Maintenance	0.134	0.121	0.121	0.376
Bus Stop - Maintenance	0.016	0.014	0.014	0.044
Street Lighting Structural Works	0.440	0.398	0.398	1.236
Footpath & Cycleway - maintenance	0.255	0.231	0.231	0.717
Capitalisation of Potholes	0.500	-	-	0.500
Chapelford Street Lighting Works (commuted sum)	0.060	-	-	0.060
Lower Bridge St & Town Centre (street enhancement)	0.742	-	-	0.742
Highways Maintenance Investment	15.084	10.000	-	25.084
Grey to Green - Highways Improvements	1.000	-	-	1.000
Longshaw Street Playing Fields - Car Park Extension	0.245	-	-	0.245
S106 Omega (Walking & Cycling)	0.125	0.005	-	0.130
S106 Omega (Burtonwood Village)	0.355	0.079	-	0.434
S106 Omega (Public Transport)	0.030	0.164	-	0.194
S106 Omega (HGV Order)	0.024	-	-	0.024
S106 Omega (MOVA/CCTV - M62 Junction 8)	0.070	-	-	0.070
S106 Farrell Street South	0.265	0.048	-	0.313
S106 Eagle Ottawa	0.030	-	-	0.030
S106 Gemini Retail Park	0.126	-	-	0.126
Greenways	0.164	0.164	0.164	0.492
Cycling Improvements	0.071	0.071	0.071	0.213
Pedestrian Improvements: PRoW	0.049	0.049	0.049	0.147
General Accessibility Improvements	0.053	0.053	0.053	0.159
Cycle Training - Bikeability	0.006	0.006	0.006	0.018
Travel Planning and Marketing	0.020	0.020	0.020	0.060
Rail Schemes & Studies	0.007	0.007	0.007	0.021
Bus Stop Enhancements	0.019	0.019	0.019	0.057
Parking Strategy	0.015	0.015	0.015	0.045
Safer Routes to Schools	0.120	0.120	0.120	0.360
Road Safety - Local Safety Schemes	0.305	0.305	0.305	0.915
Traffic Management - Minor Works	0.195	0.195	0.195	0.585
Pedestrian Improvements: (Crossings)	0.078	0.078	0.078	0.234
Traffic Signal Enhancements	0.102	0.102	0.102	0.306
UTMC Development	0.069	0.069	0.069	0.207
Network Management Plan	0.104	0.104	0.104	0.312
Monitoring & Strategic Studies	0.117	0.117	0.117	0.351
Centre Park Link	14.344	2.430	0.292	17.066
Warrington West Station	10.205	0.930	-	11.135
Birchwood Pinch Point	0.368	-	-	0.368
Omega M62 Junction 8	8.472	0.235	-	8.707
ITB Allocation 'top up'	0.950	0.600	1.800	3.350
ITB Smaller LST Scheme	0.515	0.500	-	1.015
Multi-modal Model	0.325	-	-	0.325
Green Space Delivery Programme & Parks and Streets Refurbishment	0.002	-	-	0.002
Victoria Park Improvement	0.323	0.300	-	0.623
Sankey Valley Park Improvement	0.121	0.100	-	0.221
Dallam/Bewsey Regeneration Programme	0.031	-	-	0.031
Warrington Allotments Improvement Programme	0.060	-	-	0.060
Alexander Park Developments Phase 1 - Play Area Phase 2 - Pavilion	0.132	-	-	0.132
Sankey Canal Restoration Project	0.184	-	-	0.184
Bank Park Enhancements & Improvement	0.136	-	-	0.136
Walton Estate Old Riding School	0.050	-	-	0.050
Walton Estate (Heritage Lottery Fund)	0.500	0.300	-	0.800
Walton 'Old Laundry' building – prevention of failure and further deterioration	0.218	-	-	0.218
Cenotaph Retaining Wall Structural Improvements	0.250	-	-	0.250
Walton Lea Crematorium - traffic management improvements	0.140	-	-	0.140
S106 G J Greenalls (Loushers Lane)	0.282	0.028	-	0.310
S106 Total Fitness	0.010	-	-	0.010
S106 The Hermit Inn (Golborne Road)	0.009	-	-	0.009
S106 Omega (Bericote Land)	0.050	0.054	-	0.104
S106 Riverside Point (Farrell Street)	0.100	-	-	0.100
S106 Land Adjacent Farmers Arms	0.020	-	-	0.020
S106 Former Ship Inn (Chester Road)	0.010	-	-	0.010
New Corporate Bids:				
Active Travel Investment Strategy	0.100	0.741	1.826	2.667
Warrington East Phase 2	2.030	4.800	6.514	13.344
Omega Local Highway Schemes Phase 1	0.925	0.900	4.640	6.465
Total Transport & Environment	63.853	26.279	19.137	109.269

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT - CAPITAL PROGRAMME				
Project Description	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Regulation & Public Protection				
Air Quality	0.004	-	-	0.004
Total Regulation & Public Protection	0.004	-	-	0.004
Warrington & Co				
Building Maintenance Programme	0.224	-	-	0.224
Travellers transit site	1.866	-	-	1.866
Town Centre - empty shops grant	0.136	-	-	0.136
Total Warrington & Co	2.226	-	-	2.226
TOTAL ECONOMIC REGENERATION, GROWTH & ENVIRONMENT	66.083	26.279	19.137	111.499

INVEST TO SAVE - CAPITAL PROGRAMME				
Project Description	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Resources & Strategic Commissioning				
Shared Ownership Mortgages (Local Authority Partnership Purchase)	1.000	-	-	1.000
Loans to Registered Social Landlords	200.000	200.000	201.072	601.072
Business Bank	10.000	10.000	-	20.000
Housing Company	1.000	15.000	44.000	60.000
Great Sankey Hub Loans	7.200	-	-	7.200
Green Energy Programme	10.000	7.273	-	17.273
Wider Area Network (WAN) Redesign and Hardware Refresh	0.131	-	-	0.131
Total Resources & Strategic Commissioning	229.331	232.273	245.072	706.676
Economic Regeneration, Growth & Environment				
Street Lighting Energy, Carbon & Asset Improvement	9.773	-	-	9.773
Strategic Property Investment Programme to support Regeneration & Investment Portfolio	265.712	-	-	265.712
Bridge Street Quarter Project	35.700	15.330	20.496	71.526
Total Economic Regeneration, Growth & Environment	311.185	15.330	20.496	347.011
TOTAL INVEST TO SAVE	540.516	247.603	265.568	1,053.687
TOTAL CAPITAL PROGRAMME	617.694	276.533	285.705	1,179.932