

Budget Book

2018 – 19

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Introduction

Warrington continues to face significant cuts from central government. The Council has already saved £122m since 2010/11 and has at least another £38m to find over the next three years. The savings we have to make equate to around £411 per Warrington household.

Council tax will increase this year by 2.98%, with an additional 3.00% Adult Social Care precept. The council tax paid by the people of Warrington still remains one of the lowest rates in the North West and is much lower than many authorities of a similar size across the country.

Warrington is also one of the lowest funded local authorities in the country and the second lowest funded in the North West.

Demand for services is growing due to a number of pressures, including older residents living longer, and population growth in the borough that has not been matched by an increase in government funding.

Despite these pressures, we are more ambitious than ever for Warrington. We will continue to transform the services we offer and will work to identify new ways of raising income by being innovative with our finances.

We use capital funding, money that can't be cut, to support the regeneration of our town which in turn encourages business growth and will help reduce unemployment. Indeed, Warrington continues to buck the trend seen throughout the rest of the country by increasing economic growth.

However, despite our approach to dealing with our pressures, our savings target of £15.5m for 2018/19 means we face difficult choices on whether to reduce or even stop some of our services altogether.

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

This book sets out our revenue budget and our capital programme and is broken down by service area. It will provide an overview of our spending plans for the coming year.

Cllr Russ Bowden
Executive Board Member for Corporate Finance

Lynton Green
Director of Corporate Services

Directorate Summary

2018/19 BUDGET BY DIRECTORATE	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000	2018/19 Gross Expenditure £'000	2018/19 Gross Income £'000
Corporate Services	5,045	269	52	(1,126)	4,240	24,885	(20,645)
Families & Wellbeing	99,833	370	7,366	(4,300)	103,269	296,350	(193,081)
Economic Regen, Growth & Environment	22,173	71	2,027	(200)	24,071	44,328	(20,257)
Corporate Financing	9,298	(178)	5,986	(9,850)	5,256	87,815	(82,560)
Grand Total	136,349	532	15,431	(15,476)	136,836	453,379	(316,542)

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

Our Sources of Funding

2017/18 £m	Warrington Funding	2018/19 £m
89.0	Council Tax	95.1
25.3	Retained Business Rates Income	24.9
17.0	Government Grant	9.1
5.1	Council Reserves	7.7
136.4	Total Revenue Income	136.8

Corporate Services

Corporate Services

The Corporate Services 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 collaboration and transformation. We provide effective and efficient internal and frontline services that support the delivery of the Council's vision to work together with our residents, businesses and partners to create a place that works for all.

The Directorate is currently comprised of two divisions; Finance Services and Customer & Business Transformation

Finance 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 Corporate 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 Services division 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.

Procurement - 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.

Traded Services – coordinates the delivery of the Council's commercial activities and works collaboratively across the Authority to ensure delivery of the Enterprising Warrington Strategy.

Customer & Business Transformation

The Customer & Business Transformation division brings together the following services:

- Human Resources and Organisational Development
- Communications
- ICT and Print
- Business Intelligence and Change

In addition the Warrington 20:20 Transformation Programme and New Council Office Accommodation project are also led by this division.

Business Intelligence and Change - provides the following functions: business intelligence, strategic planning and corporate policy support; business change; and information governance;

The service supports the Council 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 and efficient;
- Ensure council services are resilient;
- Design and deliver changes to services based on the above, and provide support for change.

ICT – this service supports the IT infrastructure to the Council ensuring reliable and secure technology that enables the Council to deliver its services efficiently and effectively.

Communications Team - provides digital services and internal and external communications to communicate and engage effectively with employees and the community; to provide critical challenge and assurance to the organisation, ensuring local accountability and transparency.

Human Resources and Organisational Development - 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, along with a comprehensive payroll service.

Chief Executive's Unit

As well as providing direct support to the Chief Executive the unit also consists of:

HM Coroners Service - Warrington hosts the HM Coroner for the Cheshire region in partnership with neighbouring authorities.

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.

CORPORATE SERVICES	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000	2018/19 Gross Expenditure £'000	2018/19 Gross Income £'000
Chief Executives							
Chief Executives Unit	268	4	0	0	272	273	(1)
Coroners	342	9	0	0	351	1,567	(1,216)
Monitoring Officer	(0)	3	0	0	3	155	(153)
Legal Services	96	16	0	0	112	1,312	(1,200)
Democratic & Members Services	1,615	25	0	0	1,640	1,717	(77)
Electoral Services	270	3	0	0	273	297	(25)
Chief Executives Total	2,590	60	0	0	2,650	5,321	(2,671)
Director of Corporate Services	27	3	0	(977)	(946)	(617)	(329)
Finance							
Finance & Accountancy	114	26	0	0	140	1,794	(1,654)
Audit Services	51	7	0	0	58	602	(544)
Benefits and Exchequer Services (inc. Registrars)	2,179	85	0	0	2,264	7,079	(4,815)
Procurement	279	5	0	0	284	331	(46)
Finance Total	2,624	123	0	0	2,747	9,806	(7,059)
Customer and Business Transformation							
A.D. of Customer & Business Transformation	69	3	0	(53)	19	286	(268)
HR Advisory Services	105	0	0	(45)	60	1,819	(1,759)
Employee Services	(1)	9	0	0	8	1,268	(1,259)
Customer Strategy & Communications	(48)	14	0	0	(34)	896	(930)
Business Intelligence & Change	(426)	24	52	(51)	(401)	1,434	(1,835)
ICT and Print Services	103	33	0	0	137	4,671	(4,535)
Sub Regional Programme Officer	1	0	0	0	1	1	0
Customer and Business Transformation Total	(196)	83	52	(149)	(210)	10,375	(10,585)
Corporate Services Total	2,455	210	52	(1,126)	1,591	19,564	(17,973)
Grand Total	5,045	269	52	(1,126)	4,240	24,885	(20,645)

CORPORATE SERVICES

CHIEF EXECUTIVES

Chief Executives Unit	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	192	4	0	0	196
2 - Premises	13	0	0	0	13
3 - Transport	3	0	0	0	3
4 - Supplies and Services	33	0	0	0	33
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	28	0	0	0	28
Total Expenditure	269	4	0	0	273
9 - Income	(1)	0	0	0	(1)
Net Expenditure	268	4	0	0	272

Coroners	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	442	9	0	0	450
2 - Premises	323	0	0	0	323
3 - Transport	11	0	0	0	11
4 - Supplies and Services	751	0	0	0	751
7 - Support Services	31	0	0	0	31
Total Expenditure	1,558	9	0	0	1,567
9 - Income	(1,216)	0	0	0	(1,216)
Net Expenditure	342	9	0	0	351

Monitoring Officer	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	146	3	0	0	149
2 - Premises	2	0	0	0	2
3 - Transport	1	0	0	0	1
4 - Supplies and Services	(58)	0	0	0	(58)
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	61	0	0	0	61
Total Expenditure	152	3	0	0	155
9 - Income	(153)	0	0	0	(153)
Net Expenditure	(0)	3	0	0	3

Legal Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,093	23	0	0	1,115
2 - Premises	34	0	0	0	34
3 - Transport	5	0	0	0	5
4 - Supplies and Services	61	0	0	0	61
7 - Support Services	96	0	0	0	96
Total Expenditure	1,289	23	0	0	1,312
9 - Income	(1,194)	(6)	0	0	(1,200)
Net Expenditure	96	16	0	0	112

Democratic & Members Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,351	26	0	0	1,377
2 - Premises	76	0	0	0	76
3 - Transport	7	0	0	0	7
4 - Supplies and Services	64	0	0	0	64
5 - Third Party Payments	5	0	0	0	5
6 - Transfer Payments	1	0	0	0	1
7 - Support Services	186	0	0	0	186
Total Expenditure	1,691	26	0	0	1,717
9 - Income	(76)	(1)	0	0	(77)
Net Expenditure	1,615	25	0	0	1,640

Electoral Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	165	3	0	0	169
2 - Premises	25	0	0	0	25
3 - Transport	1	0	0	0	1
4 - Supplies and Services	55	0	0	0	55
7 - Support Services	48	0	0	0	48
Total Expenditure	294	3	0	0	297
9 - Income	(24)	(1)	0	0	(25)
Net Expenditure	270	3	0	0	273

CORPORATE SERVICES

Director of Corporate Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	176	3	0	0	179
2 - Premises	9	0	0	0	9
3 - Transport	4	0	0	0	4
4 - Supplies and Services	(697)	0	0	(977)	(1,674)
7 - Support Services	864	0	0	0	864
Total Expenditure	356	3	0	(977)	(617)
9 - Income	(329)	0	0	0	(329)
Net Expenditure	27	3	0	(977)	(946)

FINANCE

Finance & Accountancy	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,441	33	0	0	1,474
2 - Premises	26	0	0	0	26
3 - Transport	7	0	0	0	7
4 - Supplies and Services	19	0	0	0	19
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	269	0	0	0	269
Total Expenditure	1,761	33	0	0	1,794
9 - Income	(1,647)	(7)	0	0	(1,654)
Net Expenditure	114	26	0	0	140

Audit Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	511	10	0	0	521
2 - Premises	7	0	0	0	7
3 - Transport	6	0	0	0	6
4 - Supplies and Services	19	0	0	0	19
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	49	0	0	0	49
Total Expenditure	592	10	0	0	602
9 - Income	(541)	(3)	0	0	(544)
Net Expenditure	51	7	0	0	58

Benefits and Exchequer Services (inc. Registrars)	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	4,544	90	0	0	4,635
2 - Premises	282	0	0	0	282
3 - Transport	54	0	0	0	54
4 - Supplies and Services	515	0	0	0	515
5 - Third Party Payments	1	0	0	0	1
7 - Support Services	1,592	0	0	0	1,592
Total Expenditure	6,989	90	0	0	7,079
9 - Income	(4,809)	(5)	0	0	(4,815)
Net Expenditure	2,179	85	0	0	2,264

Procurement	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	268	5	0	0	273
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	45	0	0	0	45
Total Expenditure	325	5	0	0	331
9 - Income	(46)	(1)	0	0	(46)
Net Expenditure	279	5	0	0	284

CUSTOMER AND BUSINESS TRANSFORMATION

A.D. of Customer & Business Transformation	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	179	3	0	(53)	129
2 - Premises	5	0	0	0	5
3 - Transport	0	0	0	0	0
4 - Supplies and Services	3	0	0	0	3
7 - Support Services	149	0	0	0	149
Total Expenditure	336	3	0	(53)	286
9 - Income	(268)	0	0	0	(268)
Net Expenditure	69	3	0	(53)	19

HR Advisory Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,440	26	0	0	1,466
2 - Premises	10	0	0	0	10
3 - Transport	16	0	0	0	16
4 - Supplies and Services	200	0	0	(35)	165
7 - Support Services	162	0	0	0	162
Total Expenditure	1,828	26	0	(35)	1,819
9 - Income	(1,723)	(26)	0	(10)	(1,759)
Net Expenditure	105	0	0	(45)	60

Employee Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	889	18	0	0	906
2 - Premises	136	0	0	0	136
3 - Transport	2	0	0	0	2
4 - Supplies and Services	99	0	0	0	99
7 - Support Services	124	0	0	0	124
Total Expenditure	1,250	18	0	0	1,268
9 - Income	(1,251)	(9)	0	0	(1,259)
Net Expenditure	(1)	9	0	0	8

Customer Strategy & Communications	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	701	14	0	0	715
2 - Premises	12	0	0	0	12
3 - Transport	3	0	0	0	3
4 - Supplies and Services	60	0	0	0	60
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	105	0	0	0	105
Total Expenditure	882	14	0	0	896
9 - Income	(930)	0	0	0	(930)
Net Expenditure	(48)	14	0	0	(34)

Business Intelligence & Change	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,159	24	52	(44)	1,191
2 - Premises	19	0	0	0	19
3 - Transport	4	0	0	0	4
4 - Supplies and Services	74	0	0	(7)	67
7 - Support Services	153	0	0	0	153
Total Expenditure	1,408	24	52	(51)	1,434
9 - Income	(1,834)	(0)	0	0	(1,835)
Net Expenditure	(426)	24	52	(51)	(401)

ICT and Print Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	2,288	46	0	0	2,334
2 - Premises	145	0	0	0	145
3 - Transport	13	0	0	0	13
4 - Supplies and Services	1,932	0	0	0	1,932
7 - Support Services	246	0	0	0	246
Total Expenditure	4,626	46	0	0	4,671
9 - Income	(4,522)	(12)	0	0	(4,535)
Net Expenditure	103	33	0	0	137

Sub Regional Programme Officer	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
7 - Support Services	1	0	0	0	1
Net Expenditure	1	0	0	0	1

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.

Our 6 Priority Outcome Areas for Families & Wellbeing in 2018/19 are:

1. To support the development of the implementation of "Warrington Together" (Accountable Care Organisation).
2. Improve quality and compliance in care homes and other registered care providers.
3. Increase capacity in domiciliary care, decrease delayed transfers of care and improve hospital flows to support independence.

4. Work with schools to create alternative solutions for children with special educational needs and disabilities and their families.
5. Reduce the children in care population through the development of alternative solutions.
6. Support and develop our core prevention, Early Help and wellbeing offers, including housing based, lifestyle, parenting, rehab and edge of care interventions.

The Directorate is paring down its senior management resource to begin 2018/19 with 4 departmental areas as well as the line management for the Head of the sub-regional Youth Offending Team (shared service across Cheshire East, Cheshire West, Halton and Warrington):

- Education and Early Help (under an Assistant Director for Education and Early Help)
This comprises 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 as well as children's centres, youth service, family support team, Complex Families team and all the SEND (special educational needs and disabilities) services.
- Children's Social Care Services (under the Operational Director / Deputy DCS)
This comprises of both children in need and children in care teams, including fostering and adoption services and children's residential homes.
- Adult Social Care Services (under the Operational Director / Deputy DASS)
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. It also comprises a group of health and social care service commissioners who work in an integrated team interfacing with Council Warrington Clinical Commissioning Group.
- Public Health, Housing and Neighbourhoods, Public Protection, Community Safety and Resilience (under the Director of Public Health)
This comprises all the above services.

For information, the budget headlines are as follows:

- The budget for the F&WB Directorate in 2018/19 is £103.269m.
- The budget to support children & young people's targeted services in 2018/19 is £24.34m. 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 2018/19 is £45.307m, 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 2018/19 is £12.259m.
- Dedicated Schools Grant (DSG) is a Government ring-fenced grant which funds Schools block, high needs block and the Early Years block funding. In 2018/19, the grant is £163.3m. 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	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000	2018/19 Gross Expenditure £'000	2018/19 Gross Income £'000
Executive Director Families & Wellbeing							
Executive Director	2,007	65	5	0	2,077	4,543	(2,466)
Executive Director Families & Wellbeing Total	2,007	65	5	0	2,077	4,543	(2,466)
Operational Dir-Adlt Servs (Deputy DASS)							
Operational Director - Adult Services	4,213	(42)	5,649	(3,040)	6,780	12,858	(6,078)
Commissioning and Resources	1,854	27	105	0	1,987	2,026	(40)
Assessment and Care Management	(3,290)	(2)	0	0	(3,292)	1,161	(4,453)
Adult Assessment & Care Management	1,516	26	0	0	1,542	1,782	(240)
Adult Social Care	30,814	(410)	0	0	30,405	57,534	(27,129)
ASC Operational	7,376	143	0	0	7,519	9,481	(1,962)
Intergrated Commissioning	363	4	0	0	367	457	(90)
Operational Dir-Adlt Servs (Deputy DASS) Total	42,846	(254)	5,754	(3,040)	45,307	85,299	(39,992)
Asst Director Children's Targ Servs							
Children in Need	4,925	85	73	0	5,084	5,084	0
Children in Care	17,577	78	879	(1,040)	17,494	18,355	(861)
Quality Assurance & Monitoring	946	17	5	0	968	968	0
Support Services & Projects	798	0	0	0	798	798	0
Asst Director Children's Targ Servs Total	24,247	179	957	(1,040)	24,343	25,204	(861)
Operational Director C&YPS							
Retained School Budgets	(10,974)	0	0	0	(10,974)	100,233	(111,206)
Learning & Achievement (0-11)	241	2	0	0	243	325	(82)
Learning & Achievement (11-19)	1,242	9	0	0	1,251	1,719	(468)
Central Schools	(956)	81	56	0	(819)	4,910	(5,729)
Access & Assets	2,414	4	0	0	2,419	2,820	(402)
Operational Director C&YPS Total	(8,033)	96	56	0	(7,880)	110,008	(117,888)
Director of Public Health							
Director of Public Health	(2,265)	0	191	0	(2,074)	10,509	(12,583)
Public Health Services	71	0	0	0	71	71	0
Housing Standards	827	14	0	(220)	621	972	(351)
Communities & Neighbourhoods	1,357	17	0	0	1,375	1,707	(333)
DAAT	13	0	0	0	13	13	0
Community Safety & Resilience	596	7	0	0	603	733	(130)
Regulatory Services	1,237	21	0	0	1,257	1,943	(685)
Strategic Partners & Commissioning	5,768	4	325	0	6,097	6,270	(174)
Director of Public Health Total	7,604	63	516	(220)	7,963	22,218	(14,256)
Early Help & SEN Intergrated Services							
Early Help Division	6,443	76	0	0	6,519	6,835	(316)
Complex Families	3	0	0	0	3	568	(564)
Transformation Challenge	1	3	0	0	4	220	(216)
SEN & Integrated Services	11,208	34	78	0	11,320	11,570	(251)
Early Help & SEN Intergrated Services Total	17,655	113	78	0	17,846	19,193	(1,347)
Better Care Fund							
External Contributions	(16,184)	0	0	0	(16,184)	0	(16,184)
Better Care Fund Schemes	28,641	88	0	0	28,730	28,817	(88)
iBCF NHS Schemes	1,050	18	0	0	1,068	1,068	0
Better Care Fund Total	13,508	106	0	0	13,614	29,886	(16,272)
Grand Total	99,833	370	7,366	(4,300)	103,269	296,350	(193,081)

FAMILIES & WELLBEING

EXECUTIVE DIRECTOR FAMILIES & WELLBEING

Executive Director	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	3,273	65	5	0	3,343
2 - Premises	44	0	0	0	44
3 - Transport	135	0	0	0	135
4 - Supplies and Services	369	0	0	0	369
5 - Third Party Payments	2	0	0	0	2
6 - Transfer Payments	2	0	0	0	2
7 - Support Services	649	0	0	0	649
Total Expenditure	4,473	65	5	0	4,543
9 - Income	(2,466)	0	0	0	(2,466)
Net Expenditure	2,007	65	5	0	2,077

OPERATIONAL DIR-ADLT SERVS (DEPUTY DASS)

Operational Director - Adult Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	(1,898)	(38)	0	(2,690)	(4,626)
2 - Premises	7	0	0	0	7
3 - Transport	2	0	0	0	2
4 - Supplies and Services	173	0	5,649	(350)	5,472
5 - Third Party Payments	11,941	0	0	0	11,941
6 - Transfer Payments	(300)	0	0	0	(300)
7 - Support Services	362	0	0	0	362
Total Expenditure	10,287	(38)	5,649	(3,040)	12,858
9 - Income	(6,074)	(4)	0	0	(6,078)
Net Expenditure	4,213	(42)	5,649	(3,040)	6,780

Commissioning and Resources	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,374	27	0	0	1,402
2 - Premises	67	0	0	0	67
3 - Transport	9	0	0	0	9
4 - Supplies and Services	295	0	105	0	400
7 - Support Services	149	0	0	0	149
Total Expenditure	1,894	27	105	0	2,026
9 - Income	(40)	0	0	0	(40)
Net Expenditure	1,854	27	105	0	1,987

Assessment and Care Management	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
3 - Transport	355	0	0	0	355
4 - Supplies and Services	(19)	0	0	0	(19)
5 - Third Party Payments	430	0	0	0	430
7 - Support Services	395	0	0	0	395
Total Expenditure	1,161	0	0	0	1,161
9 - Income	(4,451)	(2)	0	0	(4,453)
Net Expenditure	(3,290)	(2)	0	0	(3,292)

Adult Assessment & Care Management	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,325	26	0	0	1,351
2 - Premises	22	0	0	0	22
3 - Transport	18	0	0	0	18
4 - Supplies and Services	296	0	0	0	296
7 - Support Services	95	0	0	0	95
Total Expenditure	1,756	26	0	0	1,782
9 - Income	(240)	0	0	0	(240)
Net Expenditure	1,516	26	0	0	1,542

Adult Social Care	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
4 - Supplies and Services	51,387	0	0	0	51,387
6 - Transfer Payments	6,016	0	0	0	6,016
7 - Support Services	130	0	0	0	130
Total Expenditure	57,534	0	0	0	57,534
9 - Income	(26,720)	(410)	0	0	(27,129)
Net Expenditure	30,814	(410)	0	0	30,405

ASC Operational	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	8,017	160	0	0	8,177
2 - Premises	184	0	0	0	184
3 - Transport	254	0	0	0	254
4 - Supplies and Services	266	0	0	0	266
5 - Third Party Payments	10	0	0	0	10
7 - Support Services	589	0	0	0	589
Total Expenditure	9,321	160	0	0	9,481
9 - Income	(1,945)	(17)	0	0	(1,962)
Net Expenditure	7,376	143	0	0	7,519

Intergrated Commissioning	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	187	4	0	0	190
2 - Premises	1	0	0	0	1
3 - Transport	3	0	0	0	3
4 - Supplies and Services	252	0	0	0	252
7 - Support Services	11	0	0	0	11
Total Expenditure	453	4	0	0	457
9 - Income	(90)	0	0	0	(90)
Net Expenditure	363	4	0	0	367

ASST DIRECTOR CHILDREN'S TARG SERVS

Children in Need	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	4,273	85	73	0	4,431
2 - Premises	74	0	0	0	74
3 - Transport	127	0	0	0	127
4 - Supplies and Services	103	0	0	0	103
5 - Third Party Payments	1	0	0	0	1
6 - Transfer Payments	42	0	0	0	42
7 - Support Services	306	0	0	0	306
Net Expenditure	4,925	85	73	0	5,084

Children in Care	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	3,889	78	55	(100)	3,921
2 - Premises	93	0	0	0	93
3 - Transport	136	0	0	0	136
4 - Supplies and Services	9,595	0	415	(940)	9,070
5 - Third Party Payments	3	0	0	0	3
6 - Transfer Payments	4,283	0	409	0	4,692
7 - Support Services	439	0	0	0	439
Total Expenditure	18,438	78	879	(1,040)	18,355
9 - Income	(861)	0	0	0	(861)
Net Expenditure	17,577	78	879	(1,040)	17,494

Quality Assurance & Monitoring	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	832	17	5	0	853
2 - Premises	23	0	0	0	23
3 - Transport	23	0	0	0	23
4 - Supplies and Services	10	0	0	0	10
7 - Support Services	59	0	0	0	59
Net Expenditure	946	17	5	0	968

Support Services & Projects	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
4 - Supplies and Services	369	0	0	0	369
7 - Support Services	428	0	0	0	428
Net Expenditure	798	0	0	0	798

OPERATIONAL DIRECTOR C&YPS

Retained School Budgets	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	26	0	0	0	26
2 - Premises	2	0	0	0	2
4 - Supplies and Services	98,892	0	0	0	98,892
6 - Transfer Payments	1,266	0	0	0	1,266
7 - Support Services	46	0	0	0	46
Total Expenditure	100,233	0	0	0	100,233
9 - Income	(111,206)	0	0	0	(111,206)
Net Expenditure	(10,974)	0	0	0	(10,974)

Learning & Achievement (0-11)	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	214	4	0	0	218
2 - Premises	5	0	0	0	5
3 - Transport	6	0	0	0	6
4 - Supplies and Services	50	0	0	0	50
7 - Support Services	47	0	0	0	47
Total Expenditure	321	4	0	0	325
9 - Income	(80)	(2)	0	0	(82)
Net Expenditure	241	2	0	0	243

Learning & Achievement (11-19)	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,424	17	0	0	1,441
2 - Premises	34	0	0	0	34
3 - Transport	16	0	0	0	16
4 - Supplies and Services	150	0	0	0	150
7 - Support Services	78	0	0	0	78
Total Expenditure	1,702	17	0	0	1,719
9 - Income	(460)	(8)	0	0	(468)
Net Expenditure	1,242	9	0	0	1,251

Central Schools	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	4,407	85	56	0	4,548
2 - Premises	9	0	0	0	9
3 - Transport	1	0	0	0	1
4 - Supplies and Services	155	0	0	0	155
7 - Support Services	198	0	0	0	198
Total Expenditure	4,770	85	56	0	4,910
9 - Income	(5,725)	(4)	0	0	(5,729)
Net Expenditure	(956)	81	56	0	(819)

Access & Assets	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	550	11	0	0	561
2 - Premises	(56)	0	0	0	(56)
3 - Transport	1,596	0	0	0	1,596
4 - Supplies and Services	167	0	0	0	167
7 - Support Services	553	0	0	0	553
Total Expenditure	2,809	11	0	0	2,820
9 - Income	(395)	(7)	0	0	(402)
Net Expenditure	2,414	4	0	0	2,419

DIRECTOR OF PUBLIC HEALTH

Director of Public Health	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	(0)	0	0	0	(0)
2 - Premises	10	0	0	0	10
4 - Supplies and Services	(176)	0	191	0	15
7 - Support Services	10,483	0	0	0	10,483
Total Expenditure	10,318	0	191	0	10,509
9 - Income	(12,583)	0	0	0	(12,583)
Net Expenditure	(2,265)	0	191	0	(2,074)

Public Health Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	0	0	0	0	0
2 - Premises	18	0	0	0	18
7 - Support Services	53	0	0	0	53
Net Expenditure	71	0	0	0	71

Housing Standards	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	777	15	0	(220)	572
2 - Premises	38	0	0	0	38
3 - Transport	26	0	0	0	26
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	136	0	0	0	136
Total Expenditure	1,177	15	0	(220)	972
9 - Income	(350)	(1)	0	0	(351)
Net Expenditure	827	14	0	(220)	621

Communities & Neighbourhoods	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,120	22	0	0	1,143
2 - Premises	160	0	0	0	160
3 - Transport	37	0	0	0	37
4 - Supplies and Services	178	0	0	0	178
7 - Support Services	190	0	0	0	190
Total Expenditure	1,685	22	0	0	1,707
9 - Income	(328)	(5)	0	0	(333)
Net Expenditure	1,357	17	0	0	1,375

DAAT	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	(0)	0	0	0	(0)
2 - Premises	4	0	0	0	4
7 - Support Services	9	0	0	0	9
Net Expenditure	13	0	0	0	13

Community Safety & Resilience	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	394	8	0	0	402
2 - Premises	230	0	0	0	230
3 - Transport	7	0	0	0	7
4 - Supplies and Services	70	0	0	0	70
5 - Third Party Payments	4	0	0	0	4
7 - Support Services	20	0	0	0	20
Total Expenditure	725	8	0	0	733
9 - Income	(130)	(0)	0	0	(130)
Net Expenditure	596	7	0	0	603

Regulatory Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,712	30	0	0	1,742
2 - Premises	29	0	0	0	29
3 - Transport	55	0	0	0	55
4 - Supplies and Services	(78)	0	0	0	(78)
5 - Third Party Payments	20	0	0	0	20
6 - Transfer Payments	(1)	0	0	0	(1)
7 - Support Services	175	0	0	0	175
Total Expenditure	1,912	30	0	0	1,943
9 - Income	(676)	(10)	0	0	(685)
Net Expenditure	1,237	21	0	0	1,257

Strategic Partners & Commissioning	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	197	4	0	0	201
2 - Premises	26	0	0	0	26
3 - Transport	0	0	0	0	0
4 - Supplies and Services	273	0	0	0	273
5 - Third Party Payments	5,393	0	325	0	5,718
7 - Support Services	52	0	0	0	52
Total Expenditure	5,941	4	325	0	6,270
9 - Income	(174)	0	0	0	(174)
Net Expenditure	5,768	4	325	0	6,097

EARLY HELP & SEN INTERGRATED SERVICES

Early Help Division	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	3,843	76	0	0	3,919
2 - Premises	309	0	0	0	309
3 - Transport	70	0	0	0	70
4 - Supplies and Services	2,088	0	0	0	2,088
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	447	0	0	0	447
Total Expenditure	6,759	76	0	0	6,835
9 - Income	(316)	0	0	0	(316)
Net Expenditure	6,443	76	0	0	6,519

Complex Families	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	546	0	0	0	546
3 - Transport	9	0	0	0	9
4 - Supplies and Services	12	0	0	0	12
Total Expenditure	568	0	0	0	568
9 - Income	(564)	0	0	0	(564)
Net Expenditure	3	0	0	0	3

Transformation Challenge	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	173	3	0	0	177
2 - Premises	43	0	0	0	43
3 - Transport	0	0	0	0	0
4 - Supplies and Services	1	0	0	0	1
Total Expenditure	217	3	0	0	220
9 - Income	(216)	0	0	0	(216)
Net Expenditure	1	3	0	0	4

SEN & Integrated Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	2,100	37	0	0	2,137
2 - Premises	40	0	0	0	40
3 - Transport	85	0	0	0	85
4 - Supplies and Services	5,688	0	0	0	5,688
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	1,207	0	78	0	1,285
7 - Support Services	2,336	0	0	0	2,336
Total Expenditure	11,455	37	78	0	11,570
9 - Income	(247)	(3)	0	0	(251)
Net Expenditure	11,208	34	78	0	11,320

BETTER CARE FUND

External Contributions	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
9 - Income	(16,184)	0	0	0	(16,184)
Net Expenditure	(16,184)	0	0	0	(16,184)

Better Care Fund Schemes	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	4,524	90	0	0	4,614
2 - Premises	234	0	0	0	234
3 - Transport	117	0	0	0	117
4 - Supplies and Services	1,213	0	0	0	1,213
5 - Third Party Payments	2,319	0	0	0	2,319
7 - Support Services	20,320	0	0	0	20,320
Total Expenditure	28,728	90	0	0	28,817
9 - Income	(86)	(1)	0	0	(88)
Net Expenditure	28,641	88	0	0	28,730

iBCF NHS Schemes	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	900	18	0	0	918
7 - Support Services	150	0	0	0	150
Net Expenditure	1,050	18	0	0	1,068

Economic Regeneration Growth & Environment

Economic Regeneration, Growth and Environment

The Directorate covers a wide range of functions relating to the environmental, social and economic fabric of the town – the ‘place’. 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, enabling the provision and maintenance of essential community and sustainable transportation infrastructure and its continued economic success. The team also is ensuring that all residents of the borough benefit from Warrington economic success – particularly those in the more disadvantaged parts of the borough.

ERGE also works closely with the Councils neighbouring Local Authorities and the Cheshire & Warrington Local Enterprise Board (LEP) and is working in partnership with the Homes and Communities Agency and central government to deliver new homes and jobs in Warrington and the sub-region.

The Directorate is structured into three main service clusters:

Spatial Planning:

Provide the statutory planning services of the Council:

Planning Policy and Programmes

The production, delivery and monitoring of the current adopted Warrington Local Plan and the production of the Local Plan review. This statutory Development Plan sets out the long term spatial framework and shape of the borough.

Development Management

The determination of Planning Applications and the provision of proactive advice to residents, developers, agents and investors re potential development proposals.

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 a number of business units as set out below.

Highways Maintenance & Street Works Business Unit

Have responsibility for the maintenance and management of highways, street lighting and street works including winter maintenance.

Environment Services Business Unit

Have responsibility for the design, maintenance and management of parks and woodlands, street scene and elements of ground maintenance.

Fleet and Facilities Business Unit

Have responsibility for the maintenance and management of fleet, plant and depots and facility cleaning for Council and external clients.

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.

Engineering and Flood Risk Business Unit

This unit undertakes asset management, design and delivery of highway maintenance schemes and flood risk management.

Infrastructure Delivery Service Business Unit

Undertakes feasibility, detailed design and delivery services of Projects across all parts of the Directorate as well as other Council and external clients.

Walton Estate & Bereavement Services Business Unit

Provides bereavement services directly to the public and the management of Walton Estate including catering services and events.

Warrington Building Control

The provision of the boroughs statutory Building Regulation services, the critical Dangerous Structures and Fire Safety function.

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

Delivery of the Council's economic growth framework "Warrington Means Business", including the approved City Centre Masterplan. Drives the economic growth of the borough through urban regeneration, inward investment, jobs growth, place marketing and leadership of strategic skills needs, strategic property investment and asset management. Warrington & Co look after land and property in Council ownership.

Development Service

Provision of an 'end-to-end' construction management service for the Council. Programme management of the delivery the Warrington New City programme. Delivery of several strategic regeneration schemes set out in Warrington Means Business and Warrington City Centre Masterplan. Manages the WBC Local Housing Company and monitors the delivery of housing across the whole borough.

Property and Estates Management

Ensuring that the Council's return from its property investment portfolio is maximised whilst recognising the needs of Council services. Facilities management of the Council's operational estate. Acquisition and disposal of the Council's land and property assets. Management of the town centre traders market. Provision of land \ title search and valuation services.

Business Growth & Inward Investment

PR and communications management of the economic growth agenda in Warrington. Identifies inward investment opportunities and co-ordinates property searches for external investors. Manages the Business Exchange and represents the Council on the Town Centre Business Improvement District Board. Represents the Council on Birchwood Forum. Identifies

opportunities and applies for European Structural Funding. Manages relationships with the largest employers in the Borough. Represents the Council on several Local Enterprise Partnership committees. Manages several partner programmes aimed at providing job opportunities for unemployed and retrained people in and around Warrington.

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000	2018/19 Gross Expenditure £'000	2018/19 Gross Income £'000
Directorate							
Executive Mangt	1,061	8	300	0	1,369	1,400	(31)
Business Support Services	260	3	0	0	262	262	0
Directorate Total	1,320	11	300	0	1,631	1,662	(31)
Planning Policy							
Planning Policy	342	5	0	0	347	347	0
Planning Policy Total	342	5	0	0	347	347	0
Warrington & Co							
Property & Estates Mangt	2,277	18	0	0	2,295	5,055	(2,760)
Warr & Co, Regen	516	5	0	0	521	521	0
Bus. Growth & Investment	158	2	0	0	160	182	(22)
Warrington & Co Total	2,952	25	0	0	2,977	5,758	(2,782)
Development Planning Services							
Dev Mangt	(214)	(19)	0	0	(233)	906	(1,139)
Development Planning Services Total	(214)	(19)	0	0	(233)	906	(1,139)
Highways & Env							
Environment Services	3,538	43	138	0	3,719	6,658	(2,939)
Highways & Env Total	3,538	43	138	0	3,719	6,658	(2,939)
Transport for Warrington							
Transport for Warrington	1,836	(1)	103	(200)	1,739	4,203	(2,464)
Transport for Warrington Total	1,836	(1)	103	(200)	1,739	4,203	(2,464)
Warrington Gardens							
Walton Est & Bereavement Mangt	(848)	(65)	0	0	(913)	2,246	(3,159)
Warrington Gardens Total	(848)	(65)	0	0	(913)	2,246	(3,159)
Warrington Waste							
Waste Colln & Recycling Services	9,144	7	1,486	0	10,637	12,279	(1,642)
Warrington Waste Total	9,144	7	1,486	0	10,637	12,279	(1,642)
Fleet & Facilities							
Fleet & Facilities	294	40	0	0	334	5,049	(4,715)
Fleet & Facilities Total	294	40	0	0	334	5,049	(4,715)
Asset Maintenance & Street Works							
Asset Maintenance & Street Works	3,545	9	0	0	3,553	4,217	(664)
Asset Maintenance & Street Works Total	3,545	9	0	0	3,553	4,217	(664)
Engineering & Flood Risk							
Engineering & Flood Risk	195	6	0	0	201	223	(22)
Engineering & Flood Risk Total	195	6	0	0	201	223	(22)
Infrastructure Delivery							
Infrastructure Delivery	221	20	0	0	241	255	(14)
Infrastructure Delivery Total	221	20	0	0	241	255	(14)
Building Control Services							
Building Control Services	(151)	(11)	0	0	(162)	522	(684)
Building Control Services Total	(151)	(11)	0	0	(162)	522	(684)
Grand Total	22,173	71	2,027	(200)	24,071	44,328	(20,257)

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT

DIRECTORATE

Executive Mangt	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	467	9	0	0	476
2 - Premises	23	0	0	0	23
3 - Transport	13	0	0	0	13
4 - Supplies and Services	485	0	300	0	785
7 - Support Services	102	0	0	0	102
Total Expenditure	1,091	9	300	0	1,400
9 - Income	(30)	(1)	0	0	(31)
Net Expenditure	1,061	8	300	0	1,369

Business Support Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	139	3	0	0	142
2 - Premises	5	0	0	0	5
4 - Supplies and Services	70	0	0	0	70
7 - Support Services	46	0	0	0	46
Net Expenditure	260	3	0	0	262

PLANNING POLICY

Planning Policy	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	262	5	0	0	267
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	41	0	0	0	41
Net Expenditure	342	5	0	0	347

WARRINGTON & CO

Property & Estates Mangt	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	925	23	0	0	948
2 - Premises	3,203	0	0	0	3,203
3 - Transport	18	0	0	0	18
4 - Supplies and Services	557	0	0	0	557
7 - Support Services	328	0	0	0	328
Total Expenditure	5,031	23	0	0	5,055
9 - Income	(2,754)	(5)	0	0	(2,760)
Net Expenditure	2,277	18	0	0	2,295

Warr & Co, Regen	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	174	5	0	0	179
2 - Premises	3	0	0	0	3
3 - Transport	4	0	0	0	4
4 - Supplies and Services	149	0	0	0	149
7 - Support Services	186	0	0	0	186
Net Expenditure	516	5	0	0	521

Bus. Growth & Investment	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	109	2	0	0	111
2 - Premises	3	0	0	0	3
3 - Transport	1	0	0	0	1
4 - Supplies and Services	52	0	0	0	52
7 - Support Services	16	0	0	0	16
Total Expenditure	180	2	0	0	182
9 - Income	(22)	0	0	0	(22)
Net Expenditure	158	2	0	0	160

DEVELOPMENT PLANNING SERVICES

Dev Mangt	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	691	14	0	0	705
2 - Premises	21	0	0	0	21
3 - Transport	13	0	0	0	13
4 - Supplies and Services	88	0	0	0	88
7 - Support Services	79	0	0	0	79
Total Expenditure	892	14	0	0	906
9 - Income	(1,107)	(33)	0	0	(1,139)
Net Expenditure	(214)	(19)	0	0	(233)

HIGHWAYS & ENV

Environment Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	3,082	60	0	0	3,142
2 - Premises	1,841	0	62	0	1,903
3 - Transport	861	0	0	0	861
4 - Supplies and Services	342	0	76	0	418
5 - Third Party Payments	31	0	0	0	31
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	303	0	0	0	303
Total Expenditure	6,460	60	138	0	6,658
9 - Income	(2,922)	(18)	0	0	(2,939)
Net Expenditure	3,538	43	138	0	3,719

TRANSPORT FOR WARRINGTON

Transport for Warrington	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,687	41	10	0	1,738
2 - Premises	668	0	0	0	668
3 - Transport	118	0	0	0	118
4 - Supplies and Services	86	0	67	0	153
5 - Third Party Payments	1,316	0	0	0	1,316
7 - Support Services	211	0	0	0	211
Total Expenditure	4,085	41	77	0	4,203
9 - Income	(2,249)	(42)	26	(200)	(2,464)
Net Expenditure	1,836	(1)	103	(200)	1,739

WARRINGTON GARDENS

Walton Est & Bereavement Mangt	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,073	21	0	0	1,095
2 - Premises	451	0	0	0	451
3 - Transport	58	0	0	0	58
4 - Supplies and Services	415	0	0	0	415
5 - Third Party Payments	17	0	0	0	17
7 - Support Services	126	0	0	0	126
8 - Capital Financing	85	0	0	0	85
Total Expenditure	2,225	21	0	0	2,246
9 - Income	(3,073)	(86)	0	0	(3,159)
Net Expenditure	(848)	(65)	0	0	(913)

WARRINGTON WASTE

Waste Colln & Recycling Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	2,965	56	0	0	3,021
2 - Premises	34	0	0	0	34
3 - Transport	1,032	0	0	0	1,032
4 - Supplies and Services	317	0	478	0	795
5 - Third Party Payments	6,000	0	973	0	6,973
7 - Support Services	251	0	0	0	251
8 - Capital Financing	173	0	0	0	173
Total Expenditure	10,773	56	1,451	0	12,279
9 - Income	(1,629)	(48)	35	0	(1,642)
Net Expenditure	9,144	7	1,486	0	10,637

FLEET & FACILITIES

Fleet & Facilities	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	2,519	50	0	0	2,568
2 - Premises	281	0	0	0	281
3 - Transport	1,950	0	0	0	1,950
4 - Supplies and Services	57	0	0	0	57
5 - Third Party Payments	2	0	0	0	2
7 - Support Services	192	0	0	0	192
Total Expenditure	5,000	50	0	0	5,049
9 - Income	(4,706)	(10)	0	0	(4,715)
Net Expenditure	294	40	0	0	334

ASSET MAINTENANCE & STREET WORKS

Asset Maintenance & Street Works	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	1,355	26	0	0	1,381
2 - Premises	29	0	0	0	29
3 - Transport	258	0	0	0	258
4 - Supplies and Services	593	0	0	0	593
5 - Third Party Payments	1,828	0	0	0	1,828
7 - Support Services	128	0	0	0	128
Total Expenditure	4,192	26	0	0	4,217
9 - Income	(647)	(17)	0	0	(664)
Net Expenditure	3,545	9	0	0	3,553

ENGINEERING & FLOOD RISK

Engineering & Flood Risk	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	(8)	6	0	0	(1)
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	20	0	0	0	20
Total Expenditure	217	6	0	0	223
9 - Income	(22)	0	0	0	(22)
Net Expenditure	195	6	0	0	201

INFRASTRUCTURE DELIVERY

Infrastructure Delivery	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	118	20	0	0	138
2 - Premises	4	0	0	0	4
3 - Transport	16	0	0	0	16
4 - Supplies and Services	22	0	0	0	22
7 - Support Services	75	0	0	0	75
Total Expenditure	236	20	0	0	255
9 - Income	(14)	0	0	0	(14)
Net Expenditure	221	20	0	0	241

BUILDING CONTROL SERVICES

Building Control Services	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	464	9	0	0	473
2 - Premises	(27)	0	0	0	(27)
3 - Transport	17	0	0	0	17
4 - Supplies and Services	15	0	0	0	15
7 - Support Services	44	0	0	0	44
Total Expenditure	513	9	0	0	522
9 - Income	(664)	(20)	0	0	(684)
Net Expenditure	(151)	(11)	0	0	(162)

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 Property – contains the property portfolio held by the Council including Industrial Units, Commercial Property, Garage Sites and miscellaneous landholdings. It also includes the properties acquired by the Council that are held for investment and economic regeneration purposes that are managed on a fully commercial basis.

CORPORATE FINANCING	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000	2018/19 Gross Expenditure £'000	2018/19 Gross Income £'000
Corporate Property	(4,271)	(183)	(90)	(4,750)	(9,295)	2,689	(11,984)
Capital Financing	8,860	0	5,076	(5,000)	8,936	18,653	(9,717)
Contingencies	(343)	0	1,000	(100)	557	1,241	(683)
Corporate Expenses	5,052	5	0	0	5,058	65,233	(60,175)
Grand Total	9,298	(178)	5,986	(9,850)	5,256	87,815	(82,560)

CORPORATE FINANCING

Corporate Property	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	324	6	0	0	331
2 - Premises	1,285	0	(90)	0	1,195
3 - Transport	(1)	0	0	0	(1)
4 - Supplies and Services	1,026	0	0	0	1,026
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	139	0	0	0	139
Total Expenditure	2,773	6	(90)	0	2,689
9 - Income	(7,044)	(190)	0	(4,750)	(11,984)
Net Expenditure	(4,271)	(183)	(90)	(4,750)	(9,295)

Capital Financing	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	2	0	0	0	2
4 - Supplies and Services	6,197	0	0	(4,000)	2,197
7 - Support Services	103	0	0	0	103
8 - Capital Financing	11,275	0	5,076	0	16,351
Total Expenditure	17,577	0	5,076	(4,000)	18,653
9 - Income	(8,717)	0	0	(1,000)	(9,717)
Net Expenditure	8,860	0	5,076	(5,000)	8,936

Contingencies	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	750	0	0	0	750
2 - Premises	345	0	0	0	345
3 - Transport	(30)	0	0	0	(30)
4 - Supplies and Services	(661)	0	1,000	0	339
5 - Third Party Payments	473	0	0	0	473
6 - Transfer Payments	(402)	0	0	(100)	(502)
7 - Support Services	0	0	0	0	0
8 - Capital Financing	(135)	0	0	0	(135)
Total Expenditure	341	0	1,000	(100)	1,241
9 - Income	(683)	0	0	0	(683)
Net Expenditure	(343)	0	1,000	(100)	557

Corporate Expenses	2017/18 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2018/19 Budget £'000
1 - Employees	867	5	0	0	873
2 - Premises	277	0	0	0	277
3 - Transport	3,758	0	0	0	3,758
4 - Supplies and Services	520	0	0	0	520
5 - Third Party Payments	168	0	0	0	168
6 - Transfer Payments	57,758	0	0	0	57,758
7 - Support Services	1,878	0	0	0	1,878
Total Expenditure	65,227	5	0	0	65,233
9 - Income	(60,175)	(0)	0	0	(60,175)
Net Expenditure	5,052	5	0	0	5,058

Capital Programme

Capital Programme – Directorate Budgets

Capital Programme Directorate Budgets	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Families & Wellbeing	10.202	6.790	2.575	19.567
Corporate Services	7.491	0.924	0.120	8.535
Economic Regeneration, Growth & Environment	60.556	53.171	10.280	124.007
Invest to Save Programme	311.293	283.101	202.415	796.809
Total - Capital Spending Plans	389.542	343.986	215.390	948.918

Capital Programme – Funding

Capital Programme Funding	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Unsupported Borrowing - Corporate	40.641	32.690	7.729	81.060
Unsupported Borrowing - Invest to Save	311.258	283.101	202.415	796.774
Capital Grants & Reserves	13.262	11.678	4.491	29.431
Capital Receipts	5.941	-	-	5.941
External Funding	18.440	16.517	0.755	35.712
Total - Capital Funding Plans	389.542	343.986	215.390	948.918

Capital Programme – Directorate Analysis

CORPORATE SERVICES - CAPITAL PROGRAMME				
Project Description	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Finance				
Capitalisation of Redundancy & Pension Costs	1.000	-	-	1.000
Total Finance	1.000	-	-	1.000
Customer & Business Transformation				
Website Improvements - Phase 1	0.061	-	-	0.061
Warrington 2020 Transformation Programme	4.386	-	-	4.386
Network Improvement Programme	0.087	-	-	0.087
End User Computing - Management Systems & Technologies	0.850	0.811	-	1.661
ICT & Print Service	1.107	0.113	0.120	1.340
Total Customer & Business Transformation	6.491	0.924	0.120	7.535
TOTAL CORPORATE SERVICES	7.491	0.924	0.120	8.535

FAMILIES & WELLBEING - CAPITAL PROGRAMME				
Project Description	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Families & Wellbeing				
Warrington Youth Zone	3.000	-	-	3.000
Total	3.000	-	-	3.000
Education Services				
Additional primary places - South Warrington	-	2.925	0.075	3.000
Alderman Bolton Primary - Heating	0.016	-	-	0.016
Dallam Primary - External Improvements	0.257	0.010	-	0.267
Statham Primary - Flat Roof	0.014	-	-	0.014
Bradshaw Primary - Flat Roof	0.014	-	-	0.014
Ravenbank Primary - Heating	0.137	0.003	-	0.140
Culcheth Primary - Roof Works	0.230	0.005	-	0.235
Croft Primary - Roof Works	0.193	0.004	-	0.197
Brookacre Primary - Heating	0.086	0.002	-	0.088
Oughtrington Primary - replacement roof	-	0.261	-	0.261
Twiss Green Primary - replacement roof	-	0.234	-	0.234
Newchurch Primary - replacement roof	-	0.202	-	0.202
Secondary Places in West Warrington	1.007	0.064	-	1.071
Additional secondary places - South Warrington	-	3.000	2.500	5.500
Great Sankey High - School Expansion	2.925	0.075	-	3.000
Total Education Services	4.879	6.785	2.575	14.239
Integrated Commissioning				
Town Centre Cultural Asset Development	0.054	-	-	0.054
Warrington Public Libraries Improvement Programme	1.150	-	-	1.150
Total Integrated Commissioning	1.204	-	-	1.204
Public Health				
Acquisition of housing for use as temporary accommodation	1.000	-	-	1.000
Refurbishment of Fearnhead Cross Community Centre	0.115	0.005	-	0.120
Air Quality	0.004	-	-	0.004
Total Public Health	1.119	0.005	-	1.124
TOTAL FAMILIES & WELLBEING	10.202	6.790	2.575	19.567

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT - CAPITAL PROGRAMME				
Project Description	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
Transport & Environment				
Road Maintenance	1.369	1.369	-	2.738
Bridge Maintenance	0.470	0.365	-	0.835
Traffic Signals - Maintenance	0.121	0.121	-	0.242
Bus Stop - Maintenance	0.014	0.014	-	0.028
Street Lighting Structural Works	0.398	0.398	-	0.796
Footpath & Cycleway - maintenance	0.231	0.231	-	0.462
Pothole Action Fund	0.069	-	-	0.069
Capitalisation of Potholes	0.500	0.500	1.500	2.500
Chapelford Street Lighting Works (commuted sum)	0.049	-	-	0.049
Chapelford Highways Works (commuted sum)	0.100	0.100	-	0.200
Briarswood Remedial Works - Street Lighting	0.024	-	-	0.024
Highways Maintenance Investment	10.000	10.033	-	20.033
S106 Saxon Park	0.125	-	-	0.125
S106 Omega (Walking & Cycling)	0.133	-	-	0.133
S106 Omega (Burtonwood Village)	0.428	-	-	0.428
S106 Omega (HGV Order)	0.025	-	-	0.025
S106 Farrell Street South	0.313	-	-	0.313
S106 - Eagle Ottawa	0.035	-	-	0.035
S106 Riverside Point (Farrell Street)	0.100	-	-	0.100
S106 Land Adjacent Farmers Arms	0.012	-	-	0.012
S106 Former Ship Inn (Chester Road)	0.009	-	-	0.009
Greenways	0.164	0.164	-	0.328
Cycling Improvements	0.071	0.071	-	0.142
Pedestrian Improvements: PRoW	0.049	0.049	-	0.098
General Accessibility Improvements	0.053	0.053	-	0.106
Cycle Training - Bikeability	0.006	0.006	-	0.012
Travel Planning and Marketing	0.020	0.020	-	0.040
Rail Schemes & Studies	0.007	0.007	-	0.014
Bus Stop Enhancements	0.019	0.019	-	0.038
Parking Strategy	0.015	0.015	-	0.030
Safer Routes to Schools	0.120	0.120	-	0.240
Road Safety - Local Safety Schemes	0.305	0.305	-	0.610
Traffic Management - Minor Works	0.195	0.195	-	0.390
Pedestrian Improvements: (Crossings)	0.078	0.078	-	0.156
Traffic Signal Enhancements	0.102	0.102	-	0.204
UTMC Development	0.069	0.069	-	0.138
Network Management Plan	0.104	0.104	-	0.208
Monitoring & Strategic Studies	0.117	0.117	-	0.234
Centre Park Link	0.199	8.384	7.287	15.870
Warrington West Station	9.281	5.519	-	14.800
Birchwood Pinch Point	0.020	-	-	0.020
Omega M62 Junction 8	0.576	-	-	0.576
ITB Allocation 'top up'	-	0.243	-	0.243
ITB Smaller LST Scheme	0.493	-	-	0.493
Multi-modal Model	0.251	-	-	0.251
Mary Ann Meadows	0.001	-	-	0.001
Sports Pitch Drainage Projects	0.002	-	-	0.002
S106 G J Greenalls - Causeway Park	0.002	-	-	0.002
Culcheth Park Flood Alleviation	0.007	-	-	0.007
Victoria Park Improvement	0.400	0.214	-	0.614
Sankey Valley Park Improvement	0.128	0.125	-	0.253
Warrington Allotments Improvement Programme	0.034	-	-	0.034

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT - CAPITAL PROGRAMME				
Project Description	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
Transport & Environment cont'd				
Larkfield Park (Bruche S106)	0.010	-	-	0.010
Alexander Park Developments Phase 1 - Play Area Phase 2 - Pavilion	0.050	-	-	0.050
S106 Total Fitness	0.010	-	-	0.010
S106 G J Greenalls - Westy Park	0.254	0.095	-	0.349
S106 Omega (Bericote Land)	0.048	0.048	-	0.096
S106 Wildlife Habitat Improvements	0.043	-	-	0.043
S106 Omega South (Zone 7)	0.090	-	-	0.090
Oakwood Avenue Park Refurbishment	0.200	-	-	0.200
Birchwood Forest Park Skate Area & Bike Pump Track	0.080	-	-	0.080
Longbarn Park Refurbishment	0.150	-	-	0.150
Enfield Park Refurbishment	0.200	-	-	0.200
Mee Brow Play Area Refurbishment	0.200	-	-	0.200
Victoria Park Bowling Pavilion Extension	0.150	-	-	0.150
Victoria Park Toy Library Refurbishment & Roof	-	0.100	-	0.100
Volunteer Support & Quick Win Projects	0.020	0.020	-	0.040
Lymm Dam Site Infrastructure Refurbishment	0.060	-	-	0.060
Shaw Street Recreation Ground Uplift	0.015	0.024	-	0.039
Culcheth Village Green Play Area Uplift	0.015	0.019	-	0.034
Birchwood Forest Park Ranger & Sports Changing Building Refurbishment	0.020	0.180	-	0.200
Flood Risk (contribution to Environment Agency scheme)	0.570	0.300	0.625	1.495
Grey to Green - Highways Improvements	1.259	-	-	1.259
Springfield Street Public Realm Improvements	0.358	0.016	-	0.374
Bank Park Enhancements & Improvement	0.135	-	-	0.135
Travellers transit site	0.300	0.818	0.818	1.936
Walton Estate Old Riding School	0.025	-	-	0.025
Walton Estate (Heritage Lottery Fund)	2.000	1.074	-	3.074
Cenotaph Riverbank Stabilisation	1.000	0.234	-	1.234
Walton Gardens CCTV Security Systems	0.044	-	-	0.044
Burtonwood Road/Kingswood Road - Omega Highway Gateways (NPIF)	2.628	0.307	-	2.935
Lingley Green Avenue/Liverpool Road - Omega Highway Gateways (NPIF)	1.765	-	-	1.765
Warrington East Phase 3 transport improvements (NPIF)	1.600	3.850	-	5.450
Active Travel Investment Strategy	0.841	1.826	-	2.667
Warrington East Phase 2	4.800	6.514	-	11.314
Omega Local Highway Schemes Phase 1	1.675	4.640	-	6.315
Omega Local Highways Phase 3	8.200	-	-	8.200
Warrington East Phase 3	-	3.000	-	3.000
Stadium Quarter Highways Improvements	1.690	0.760	0.050	2.500
Total Transport & Environment	57.918	52.935	10.280	121.133
Warrington & Co				
Building Maintenance Programme	0.249	-	-	0.249
Various Sites - Structural & Chimney Works	0.033	-	-	0.033
Broomfields Leisure Centre - All Weather Pitch	0.082	-	-	0.082
Birchwood Tennis Centre - Roof	0.068	-	-	0.068
Museum - Roof	0.320	0.128	-	0.448
Various Civic Build - Fire Alarm Systems	0.185	0.015	-	0.200
Town Hall Golden Gates Refurbishment & Repair	0.220	0.030	-	0.250
West Annexe - Structural Works	0.023	-	-	0.023
Drill Hall - Roof	0.125	0.025	-	0.150
Town Hall Fire Alarm System	0.100	0.018	-	0.118
Town Hall & Annexes - Windows	0.235	0.020	-	0.255
Maintenance Investment Estates Land (Roads and Footpaths)	0.118	-	-	0.118
Bewsey & Dallam Hub	0.625	-	-	0.625
Warrington Waterfront - Western Link (acquisition of land)	0.121	-	-	0.121
Town Centre - empty shops grant	0.134	-	-	0.134
Total Warrington & Co	2.638	0.236	-	2.874
TOTAL ECONOMIC REGENERATION, GROWTH & ENVIRONMENT	60.556	53.171	10.280	124.007

INVEST TO SAVE - CAPITAL PROGRAMME				
Project Description	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Corporate Services				
Shared Ownership Mortgages (Local Authority Partnership Purchase)	0.500	0.500	-	1.000
Loans to Housing Associations	200.000	200.000	156.072	556.072
Business Bank	10.000	10.000	-	20.000
Green Energy Programme	17.988	-	-	17.988
Housing Company	15.000	22.000	22.000	59.000
Wider Area Network (WAN) Redesign and Hardware Refresh	0.020	-	-	0.020
Total Corporate Services	243.508	232.500	178.072	654.080
Economic Regeneration, Growth & Environment				
Street Lighting Energy, Carbon & Asset Improvement	9.011	-	-	9.011
Strategic Property Investment Programme to support Regeneration & Investment Portfolio	17.000	17.000	17.000	51.000
Time Square Project	38.037	30.033	7.343	75.413
Crematorium Garden of Remembrance	0.093	-	-	0.093
Walton Heritage Yard Developments	0.075	-	-	0.075
Waste Transfer Station	3.569	3.568	-	7.137
Total Economic Regeneration, Growth & Environment	67.785	50.601	24.343	142.729
TOTAL INVEST TO SAVE	311.293	283.101	202.415	796.809
TOTAL CAPITAL PROGRAMME	389.542	343.986	215.390	948.918