

Budget Book

2019 – 2020

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Introduction

Warrington continues to face significant cuts from central government. The Council has already saved £137m since 2010 and has at least another £22m by 2020. The savings we have to make equate to around £1,480 per Warrington household.

The Warrington element of the Council tax charge will rise by 2.98%. 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 £22m for 2019/20 means we face some difficult choices. We won't always be able to provide the same level of service as we have done in the past, and there may be wider reaching changes this year in terms of what we can provide as a Council to our residents. We need to prepare for the eventuality that the most difficult budget decisions we'll need to make are ahead of us.

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.

Cllr Russ Bowden
Leader

Lynton Green
Deputy Chief Executive / Director of Corporate Services

Directorate Summary

2019/20 BUDGET BY DIRECTORATE	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000	2019/20 Gross Expenditure £'000	2019/20 Gross Income £'000
Corporate Services	4,380	272	50	(2,001)	2,700	23,353	(20,653)
Families & Wellbeing	103,540	914	5,700	(6,325)	103,829	295,688	(191,859)
Growth	3,311	35	0	(90)	3,256	6,087	(2,831)
Environment & Transport	20,776	52	0	(973)	19,854	37,927	(18,073)
Corporate Financing	4,830	(162)	11,469	(12,777)	3,359	92,419	(89,060)
Grand Total	136,836	1,110	17,219	(22,167)	132,998	455,474	(322,476)

*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

2018/19 Amount £m	Warrington Funding	2019/20 Amount £m
95.1	Council Tax	97.0
25.0	Retained Business Rates Income	27.5
9.1	Government Grant	5.0
7.6	Council Reserves	3.5
136.8	Total Revenue Income	133.0

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	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000	2019/20 Gross Expenditure £'000	2019/20 Gross Income £'000
Chief Executives							
Chief Executives Unit	272	4	0	0	276	277	(1)
Coroners	351	10	0	(0)	361	1,550	(1,190)
Monitoring Officer	(25)	2	0	0	(22)	130	(153)
Legal Services	139	17	0	(1)	155	1,362	(1,206)
Democratic & Members Services	1,638	25	0	(29)	1,633	1,712	(78)
Electoral Services	272	3	50	0	325	350	(25)
Chief Executives Total	2,647	61	50	(30)	2,727	5,381	(2,653)
Director of Corporate Services	(653)	4	0	(1,624)	(2,274)	(1,945)	(329)
Finance							
Finance & Accountancy	185	28	0	(0)	212	1,832	(1,620)
Audit Services	58	7	0	(0)	65	612	(547)
Benefits and Exchequer Services (inc. Registrars)	2,351	87	0	(56)	2,382	7,222	(4,839)
Procurement	284	5	0	(0)	289	336	(47)
Finance Total	2,878	127	0	(56)	2,948	10,002	(7,054)
Customer and Business Transformation							
A.D. of Customer & Business Transformation	14	3	0	0	17	284	(268)
HR Advisory Services	93	4	0	(90)	7	2,115	(2,108)
Employee Services	(9)	6	0	0	(3)	927	(929)
Customer Strategy & Communications	(340)	9	0	(0)	(331)	599	(930)
Business Intelligence & Change	(402)	24	0	(100)	(478)	1,357	(1,835)
ICT and Print Services	152	34	0	(100)	85	4,633	(4,547)
Sub Regional Programme Officer	1	0	0	0	1	1	0
Customer and Business Transformation Total	(491)	80	0	(290)	(701)	9,916	(10,617)
Corporate Services Total	1,733	211	0	(1,971)	(27)	17,973	(18,000)
Grand Total	4,380	272	50	(2,001)	2,700	23,353	(20,653)

CORPORATE SERVICES

CHIEF EXECUTIVES

Chief Executives Unit	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	196	4	0	0	200
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
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	28	0	0	0	28
Total Expenditure	273	4	0	0	277
9 - Income	(1)	0	0	0	(1)
Net Expenditure	272	4	0	0	276

Coroners	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	494	10	0	0	504
2 - Premises	286	0	0	0	286
3 - Transport	12	0	0	0	12
4 - Supplies and Services	718	0	0	(0)	718
7 - Support Services	30	0	0	0	30
Total Expenditure	1,541	10	0	(0)	1,550
9 - Income	(1,190)	0	0	0	(1,190)
Net Expenditure	351	10	0	(0)	361

Monitoring Officer	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	122	2	0	0	124
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	61	0	0	0	61
Total Expenditure	128	2	0	0	130
9 - Income	(153)	0	0	0	(153)
Net Expenditure	(25)	2	0	0	(22)

Legal Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,143	24	0	0	1,166
2 - Premises	34	0	0	0	34
3 - Transport	5	0	0	(0)	5
4 - Supplies and Services	61	0	0	(1)	60
7 - Support Services	96	0	0	0	96
Total Expenditure	1,339	24	0	(1)	1,362
9 - Income	(1,200)	(6)	0	0	(1,206)
Net Expenditure	139	17	0	(1)	155

Democratic & Members Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,348	26	0	(29)	1,345
2 - Premises	76	0	0	0	76
3 - Transport	7	0	0	(0)	7
4 - Supplies and Services	91	0	0	(0)	91
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	1,715	26	0	(29)	1,712
9 - Income	(77)	(1)	0	0	(78)
Net Expenditure	1,638	25	0	(29)	1,633

Electoral Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	168	3	0	0	172
2 - Premises	25	0	0	0	25
3 - Transport	1	0	0	0	1
4 - Supplies and Services	54	0	50	0	104
7 - Support Services	48	0	0	0	48
Total Expenditure	297	3	50	0	350
9 - Income	(25)	(1)	0	0	(25)
Net Expenditure	272	3	50	0	325

CORPORATE SERVICES

Director of Corporate Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	179	4	0	(24)	159
2 - Premises	9	0	0	0	9
3 - Transport	4	0	0	(0)	4
4 - Supplies and Services	(1,381)	0	0	(1,600)	(2,981)
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	864	0	0	0	864
Total Expenditure	(324)	4	0	(1,624)	(1,945)
9 - Income	(329)	0	0	0	(329)
Net Expenditure	(653)	4	0	(1,624)	(2,274)

FINANCE

Finance & Accountancy	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,473	34	0	0	1,507
2 - Premises	26	0	0	0	26
3 - Transport	7	0	0	(0)	6
4 - Supplies and Services	24	0	0	0	24
7 - Support Services	269	0	0	0	269
Total Expenditure	1,799	34	0	(0)	1,832
9 - Income	(1,614)	(6)	0	0	(1,620)
Net Expenditure	185	28	0	(0)	212

Audit Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	522	10	0	0	533
2 - Premises	7	0	0	0	7
3 - Transport	6	0	0	(0)	6
4 - Supplies and Services	18	0	0	0	18
7 - Support Services	49	0	0	0	49
Total Expenditure	602	10	0	(0)	612
9 - Income	(544)	(3)	0	0	(547)
Net Expenditure	58	7	0	(0)	65

Benefits and Exchequer Services (inc. Registrars)	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	4,666	93	0	0	4,759
2 - Premises	291	0	0	0	291
3 - Transport	54	0	0	(0)	54
4 - Supplies and Services	558	0	0	(50)	508
5 - Third Party Payments	1	0	0	0	1
6 - Transfer Payments	17	0	0	0	17
7 - Support Services	1,592	0	0	0	1,592
Total Expenditure	7,179	93	0	(50)	7,222
9 - Income	(4,828)	(6)	0	(6)	(4,839)
Net Expenditure	2,351	87	0	(56)	2,382

Procurement	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	273	5	0	0	279
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	331	5	0	(0)	336
9 - Income	(46)	(1)	0	0	(47)
Net Expenditure	284	5	0	(0)	289

CUSTOMER AND BUSINESS TRANSFORMATION

A.D. of Customer & Business Transformation	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	128	3	0	0	130
2 - Premises	5	0	0	0	5
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	149	0	0	0	149
Total Expenditure	282	3	0	0	284
9 - Income	(268)	0	0	0	(268)
Net Expenditure	14	3	0	0	17

HR Advisory Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,565	28	0	0	1,594
2 - Premises	124	0	0	0	124
3 - Transport	17	0	0	(0)	17
4 - Supplies and Services	190	0	0	0	190
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	190	0	0	0	190
Total Expenditure	2,086	28	0	(0)	2,115
9 - Income	(1,994)	(24)	0	(90)	(2,108)
Net Expenditure	93	4	0	(90)	7

Employee Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	755	15	0	0	770
2 - Premises	23	0	0	0	23
3 - Transport	1	0	0	0	1
4 - Supplies and Services	37	0	0	0	37
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	96	0	0	0	96
Total Expenditure	912	15	0	0	927
9 - Income	(921)	(9)	0	0	(929)
Net Expenditure	(9)	6	0	0	(3)

Customer Strategy & Communications	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	453	9	0	0	462
2 - Premises	12	0	0	0	12
3 - Transport	3	0	0	(0)	3
4 - Supplies and Services	17	0	0	0	17
7 - Support Services	105	0	0	0	105
Total Expenditure	590	9	0	(0)	599
9 - Income	(930)	0	0	0	(930)
Net Expenditure	(340)	9	0	(0)	(331)

Business Intelligence & Change	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,190	25	0	(100)	1,115
2 - Premises	19	0	0	0	19
3 - Transport	4	0	0	(0)	4
4 - Supplies and Services	67	0	0	0	67
7 - Support Services	153	0	0	0	153
Total Expenditure	1,433	25	0	(100)	1,357
9 - Income	(1,835)	(0)	0	0	(1,835)
Net Expenditure	(402)	24	0	(100)	(478)

ICT and Print Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	2,333	47	0	0	2,380
2 - Premises	145	0	0	0	145
3 - Transport	14	0	0	(0)	14
4 - Supplies and Services	1,948	0	0	(100)	1,848
7 - Support Services	246	0	0	0	246
Total Expenditure	4,686	47	0	(100)	4,633
9 - Income	(4,535)	(13)	0	0	(4,547)
Net Expenditure	152	34	0	(100)	85

Sub Regional Programme Officer	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 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, ensure people have appropriate choice and control and ensure our staff are trained to support managed risk.
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 2019/20 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 has streamlined its senior management resource, 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) and has further streamlined commissioning support:

- Education, Early Help and SEND (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 both children in need and children in care (social work) teams, including fostering and adoption services, the Families First / Edge of Care suite of 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 all-age 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.
- ‘Warrington Together’

Runs under a Programme Director, reporting to the Chief Executive but in alignment with the Directorate as well as the NHS organisations in the area and Third Sector Alliance.

For information, the budget headlines are as follows:

- The budget for the F&WB Directorate in 2019/20 is £103.829m.
- The budget to support children & young people's targeted services in 2019/20 is £25.2m. 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 2019/20 is £43.7m, 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 2019/20 is £11.935m.
- Dedicated Schools Grant (DSG) is a Government ring-fenced grant which funds Schools block, high needs / central services block and the Early Years block funding. In 2019/20, the grant is £166.7m. 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	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000	2019/20 Gross Expenditure £'000	2019/20 Gross Income £'000
Executive Director Families & Wellbeing							
Executive Director	2,094	72	0	(940)	1,227	3,716	(2,489)
Executive Director Families & Wellbeing Total	2,094	72	0	(940)	1,227	3,716	(2,489)
Operational Dir-Adlt Servs (Deputy DASS)							
Operational Director - Adult Services	3,626	2	3,890	(3,604)	3,913	11,018	(7,105)
Commissioning and Resources	1,986	28	0	0	2,014	2,054	(40)
Assessment and Care Management	(3,831)	0	400	0	(3,431)	1,636	(5,067)
Intermediate Care Provision	0	0	0	0	0	0	0
Adult Assessment & Care Management	1,525	27	0	0	1,552	1,825	(273)
Adult Social Care	31,756	0	0	0	31,756	60,962	(29,206)
ASC Operational	7,412	161	0	0	7,573	9,522	(1,949)
Intergrated Commissioning	367	5	0	0	372	523	(152)
Operational Dir-Adlt Servs (Deputy DASS) Total	42,842	222	4,290	(3,604)	43,750	87,540	(43,791)
Op Director Children's Targ Servs							
Children in Need	5,416	94	0	0	5,510	5,583	(73)
Children in Care	17,491	78	860	(710)	17,719	18,580	(861)
Quality Assurance & Monitoring	1,139	20	0	0	1,160	1,160	0
Support Services & Projects	833	0	60	0	893	893	0
Op Director Children's Targ Servs Total	24,879	193	920	(710)	25,282	26,216	(934)
Assistant Director & EH/ SEND							
Head of Education Services & SEND	2,191	133	490	0	2,814	114,582	(111,768)
Head of Service - Early Help	6,636	81	0	(250)	6,467	7,572	(1,105)
Virtual Head Teacher	582	15	0	0	597	928	(331)
Assistant Director & EH/ SEND Total	9,409	229	490	(250)	9,878	123,082	(113,204)
Director of Public Health							
Director of Public Health	(1,865)	0	0	(170)	(2,035)	10,224	(12,259)
Public Health Services	71	0	0	(60)	11	11	0
Housing Standards	1,009	21	0	0	1,030	1,402	(372)
Communities & Neighbourhoods	1,395	23	0	(294)	1,124	1,435	(311)
DAAT	12	0	0	0	12	12	0
Community Safety & Resillience	603	8	0	(167)	444	559	(115)
Regulatory Services	1,257	32	0	0	1,289	1,974	(685)
Strategic Partners & Commissioning	5,897	4	0	(130)	5,771	5,945	(174)
Director of Public Health Total	8,379	87	0	(821)	7,645	21,561	(13,917)
Better Care Fund							
External Contributions	(17,438)	0	0	0	(17,438)	0	(17,438)
Better Care Fund Schemes	32,021	93	0	0	32,114	32,202	(88)
iBCF NHS Schemes	1,354	17	0	0	1,371	1,371	0
Better Care Fund Total	15,937	111	0	0	16,048	33,573	(17,525)
Grand Total	103,540	914	5,700	(6,325)	103,829	295,688	(191,859)

FAMILIES & WELLBEING

EXECUTIVE DIRECTOR FAMILIES & WELLBEING

Executive Director	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	3,642	72	0	0	3,714
2 - Premises	42	0	0	0	42
3 - Transport	134	0	0	0	134
4 - Supplies and Services	113	0	0	(940)	(827)
5 - Third Party Payments	2	0	0	0	2
6 - Transfer Payments	2	0	0	0	2
7 - Support Services	648	0	0	0	648
Total Expenditure	4,583	72	0	(940)	3,716
9 - Income	(2,489)	0	0	0	(2,489)
Net Expenditure	2,094	72	0	(940)	1,227

OPERATIONAL DIR-ADLT SERVS (DEPUTY DASS)

Operational Director - Adult Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	(2,604)	2	0	(3,604)	(6,206)
2 - Premises	7	0	0	0	7
3 - Transport	2	0	0	0	2
4 - Supplies and Services	1,665	0	3,890	0	5,555
5 - Third Party Payments	11,599	0	0	0	11,599
6 - Transfer Payments	(300)	0	0	0	(300)
7 - Support Services	362	0	0	0	362
Total Expenditure	10,730	2	3,890	(3,604)	11,018
9 - Income	(7,105)	0	0	0	(7,105)
Net Expenditure	3,626	2	3,890	(3,604)	3,913

Commissioning and Resources	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,402	28	0	0	1,430
2 - Premises	67	0	0	0	67
3 - Transport	9	0	0	0	9
4 - Supplies and Services	400	0	0	0	400
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	149	0	0	0	149
Total Expenditure	2,026	28	0	0	2,054
9 - Income	(40)	0	0	0	(40)
Net Expenditure	1,986	28	0	0	2,014

Assessment and Care Management	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
3 - Transport	355	0	0	0	355
4 - Supplies and Services	91	0	400	0	491
5 - Third Party Payments	395	0	0	0	395
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	395	0	0	0	395
Total Expenditure	1,236	0	400	0	1,636
9 - Income	(5,067)	0	0	0	(5,067)
Net Expenditure	(3,831)	0	400	0	(3,431)

Intermediate Care Provision	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	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
Total Expenditure	0	0	0	0	0
9 - Income	0	0	0	0	0
Net Expenditure	0	0	0	0	0

Adult Assessment & Care Management	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,352	27	0	0	1,378
2 - Premises	22	0	0	0	22
3 - Transport	18	0	0	0	18
4 - Supplies and Services	312	0	0	0	312
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	95	0	0	0	95
Total Expenditure	1,798	27	0	0	1,825
9 - Income	(273)	0	0	0	(273)
Net Expenditure	1,525	27	0	0	1,552

Adult Social Care	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	0	0	0	0	0
3 - Transport	0	0	0	0	0
4 - Supplies and Services	54,478	0	0	0	54,478
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	6,353	0	0	0	6,353
7 - Support Services	130	0	0	0	130
Total Expenditure	60,962	0	0	0	60,962
9 - Income	(29,206)	0	0	0	(29,206)
Net Expenditure	31,756	0	0	0	31,756

ASC Operational	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	8,081	161	0	0	8,242
2 - Premises	184	0	0	0	184
3 - Transport	250	0	0	0	250
4 - Supplies and Services	247	0	0	0	247
5 - Third Party Payments	10	0	0	0	10
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	589	0	0	0	589
Total Expenditure	9,361	161	0	0	9,522
9 - Income	(1,949)	0	0	0	(1,949)
Net Expenditure	7,412	161	0	0	7,573

Intergrated Commissioning	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	252	5	0	0	257
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	518	5	0	0	523
9 - Income	(152)	0	0	0	(152)
Net Expenditure	367	5	0	0	372

OP DIRECTOR CHILDREN'S TARG SERVS

Children in Need	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	4,706	94	0	0	4,800
2 - Premises	97	0	0	0	97
3 - Transport	126	0	0	0	126
4 - Supplies and Services	178	0	0	0	178
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	31	0	0	0	31
7 - Support Services	351	0	0	0	351
Total Expenditure	5,489	94	0	0	5,583
9 - Income	(73)	0	0	0	(73)
Net Expenditure	5,416	94	0	0	5,510

Children in Care	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	3,924	78	0	0	4,002
2 - Premises	88	0	0	0	88
3 - Transport	120	0	0	0	120
4 - Supplies and Services	9,106	0	600	(710)	8,996
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	4,675	0	260	0	4,935
7 - Support Services	438	0	0	0	438
Total Expenditure	18,352	78	860	(710)	18,580
9 - Income	(861)	0	0	0	(861)
Net Expenditure	17,491	78	860	(710)	17,719

Quality Assurance & Monitoring	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,025	20	0	0	1,045
2 - Premises	22	0	0	0	22
3 - Transport	22	0	0	0	22
4 - Supplies and Services	11	0	0	0	11
7 - Support Services	58	0	0	0	58
Net Expenditure	1,139	20	0	0	1,160

Support Services & Projects	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	0	0	0	0	0
3 - Transport	0	0	0	0	0
4 - Supplies and Services	405	0	60	0	465
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	428	0	0	0	428
Net Expenditure	833	0	60	0	893

ASSISTANT DIRECTOR & EH/ SEND

Head of Education Services & SEND	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	7,612	133	90	0	7,835
2 - Premises	17	0	0	0	17
3 - Transport	1,682	0	400	0	2,082
4 - Supplies and Services	101,846	0	0	0	101,846
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	(303)	0	0	0	(303)
7 - Support Services	3,105	0	0	0	3,105
Total Expenditure	113,959	133	490	0	114,582
9 - Income	(111,768)	0	0	0	(111,768)
Net Expenditure	2,191	133	490	0	2,814

Head of Service - Early Help	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	4,652	81	0	0	4,733
2 - Premises	339	0	0	0	339
3 - Transport	78	0	0	0	78
4 - Supplies and Services	2,225	0	0	(250)	1,975
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	7,741	81	0	(250)	7,572
9 - Income	(1,105)	0	0	0	(1,105)
Net Expenditure	6,636	81	0	(250)	6,467

Virtual Head Teacher	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	771	15	0	0	786
2 - Premises	(6)	0	0	0	(6)
3 - Transport	15	0	0	0	15
4 - Supplies and Services	27	0	0	0	27
7 - Support Services	107	0	0	0	107
Total Expenditure	913	15	0	0	928
9 - Income	(331)	0	0	0	(331)
Net Expenditure	582	15	0	0	597

DIRECTOR OF PUBLIC HEALTH

Director of Public Health	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	(0)	0	0	(170)	(170)
2 - Premises	10	0	0	0	10
3 - Transport	0	0	0	0	0
4 - Supplies and Services	15	0	0	0	15
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	10,368	0	0	0	10,368
Total Expenditure	10,394	0	0	(170)	10,224
9 - Income	(12,259)	0	0	0	(12,259)
Net Expenditure	(1,865)	0	0	(170)	(2,035)

Public Health Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	0	0	0	(60)	(60)
2 - Premises	18	0	0	0	18
3 - Transport	0	0	0	0	0
4 - Supplies and Services	(0)	0	0	0	(0)
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	53	0	0	0	53
Net Expenditure	71	0	0	(60)	11

Housing Standards	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,002	21	0	0	1,023
2 - Premises	40	0	0	0	40
3 - Transport	24	0	0	0	24
4 - Supplies and Services	25	0	0	0	25
5 - Third Party Payments	44	0	0	0	44
6 - Transfer Payments	114	0	0	0	114
7 - Support Services	132	0	0	0	132
Total Expenditure	1,382	21	0	0	1,402
9 - Income	(372)	0	0	0	(372)
Net Expenditure	1,009	21	0	0	1,030

Communities & Neighbourhoods	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,143	23	0	(294)	872
2 - Premises	160	0	0	0	160
3 - Transport	36	0	0	0	36
4 - Supplies and Services	177	0	0	0	177
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	190	0	0	0	190
Total Expenditure	1,706	23	0	(294)	1,435
9 - Income	(311)	0	0	0	(311)
Net Expenditure	1,395	23	0	(294)	1,124

DAAT	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	(0)	0	0	0	(0)
2 - Premises	4	0	0	0	4
3 - Transport	0	0	0	0	0
4 - Supplies and Services	(0)	0	0	0	(0)
7 - Support Services	9	0	0	0	9
Net Expenditure	12	0	0	0	12

Community Safety & Resilience	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	402	8	0	0	410
2 - Premises	230	0	0	0	230
3 - Transport	7	0	0	0	7
4 - Supplies and Services	55	0	0	(167)	(112)
5 - Third Party Payments	4	0	0	0	4
7 - Support Services	20	0	0	0	20
Total Expenditure	718	8	0	(167)	559
9 - Income	(115)	0	0	0	(115)
Net Expenditure	603	8	0	(167)	444

Regulatory Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,734	32	0	0	1,766
2 - Premises	29	0	0	0	29
3 - Transport	55	0	0	0	55
4 - Supplies and Services	(70)	0	0	0	(70)
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	1,942	32	0	0	1,974
9 - Income	(685)	0	0	0	(685)
Net Expenditure	1,257	32	0	0	1,289

Strategic Partners & Commissioning	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	203	4	0	0	207
2 - Premises	25	0	0	0	25
3 - Transport	0	0	0	0	0
4 - Supplies and Services	273	0	0	0	273
5 - Third Party Payments	5,518	0	0	(130)	5,388
7 - Support Services	52	0	0	0	52
Total Expenditure	6,071	4	0	(130)	5,945
9 - Income	(174)	0	0	0	(174)
Net Expenditure	5,897	4	0	(130)	5,771

BETTER CARE FUND

External Contributions	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
9 - Income	(17,438)	0	0	0	(17,438)
Net Expenditure	(17,438)	0	0	0	(17,438)

Better Care Fund Schemes	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	4,680	93	0	0	4,774
2 - Premises	253	0	0	0	253
3 - Transport	119	0	0	0	119
4 - Supplies and Services	1,225	0	0	0	1,225
5 - Third Party Payments	2,319	0	0	0	2,319
7 - Support Services	23,512	0	0	0	23,512
Total Expenditure	32,108	93	0	0	32,202
9 - Income	(88)	0	0	0	(88)
Net Expenditure	32,021	93	0	0	32,114

iBCF NHS Schemes	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	862	17	0	0	879
3 - Transport	0	0	0	0	0
4 - Supplies and Services	342	0	0	0	342
7 - Support Services	150	0	0	0	150
Net Expenditure	1,354	17	0	0	1,371

Economic Regeneration Growth & Environment

Environment and Transport Directorate:

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. Services within the Directorate 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.

Development Management

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

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.

Growth Directorate

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.

The Directorate works closely with neighbouring Local Authorities, 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 four main service clusters:

Spatial Planning

Provide the statutory planning services of the Council and 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 Service

Provision of an 'end-to-end' construction management service for the Council. Programme management of the delivery of 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.

ENVIRONMENT & TRANSPORT	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000	2019/20 Gross Expenditure £'000	2019/20 Gross Income £'000
Directorate Costs							
Executive Mangt	1,048	9	0	(289)	768	768	0
Business Support Services	310	4	0	(10)	304	304	0
Directorate Costs Total	1,358	13	0	(299)	1,072	1,072	0
Development Planning Services							
Dev Mangt	(233)	(20)	0	(0)	(253)	920	(1,173)
Development Planning Services Total	(233)	(20)	0	(0)	(253)	920	(1,173)
Highways & Env							
Environment Services	3,789	45	0	(127)	3,707	6,695	(2,987)
Highways & Env Total	3,789	45	0	(127)	3,707	6,695	(2,987)
Transport for Warrington							
Transport for Warrington	1,901	(1)	0	(233)	1,667	4,567	(2,900)
Transport for Warrington Total	1,901	(1)	0	(233)	1,667	4,567	(2,900)
Warrington Gardens							
Walton Est & Bereavement Mangt	(834)	(65)	0	(139)	(1,038)	2,045	(3,083)
Warrington Gardens Total	(834)	(65)	0	(139)	(1,038)	2,045	(3,083)
Warrington Waste							
Waste Colln & Recycling Services	10,618	6	0	(40)	10,584	12,356	(1,772)
Warrington Waste Total	10,618	6	0	(40)	10,584	12,356	(1,772)
Fleet & Facilities							
Fleet & Facilities	324	42	0	0	366	5,091	(4,725)
Fleet & Facilities Total	324	42	0	0	366	5,091	(4,725)
Asset Maintenance & Street Works							
Asset Maintenance & Street Works	3,466	11	0	(135)	3,342	4,025	(682)
Asset Maintenance & Street Works Total	3,466	11	0	(135)	3,342	4,025	(682)
Engineering & Flood Risk							
Engineering & Flood Risk	287	8	0	0	295	317	(22)
Engineering & Flood Risk Total	287	8	0	0	295	317	(22)
Infrastructure Delivery							
Infrastructure Delivery	261	24	0	(0)	285	299	(14)
Infrastructure Delivery Total	261	24	0	(0)	285	299	(14)
Building Control Services							
Building Control Services	(162)	(11)	0	(0)	(173)	540	(713)
Building Control Services Total	(162)	(11)	0	(0)	(173)	540	(713)
Grand Total	20,776	52	0	(973)	19,854	37,927	(18,073)

ENVIRONMENT & TRANSPORT

DIRECTORATE COSTS

Executive Mangt	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	476	9	0	0	485
2 - Premises	23	0	0	0	23
3 - Transport	13	0	0	(0)	13
4 - Supplies and Services	433	0	0	(289)	144
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	102	0	0	0	102
Net Expenditure	1,048	9	0	(289)	768

Business Support Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	189	4	0	0	193
2 - Premises	5	0	0	0	5
3 - Transport	0	0	0	0	0
4 - Supplies and Services	71	0	0	(10)	61
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	46	0	0	0	46
Net Expenditure	310	4	0	(10)	304

DEVELOPMENT PLANNING SERVICES

Dev Mangt	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	706	14	0	0	720
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	906	14	0	(0)	920
9 - Income	(1,139)	(34)	0	0	(1,173)
Net Expenditure	(233)	(20)	0	(0)	(253)

HIGHWAYS & ENV

Environment Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	3,193	63	0	0	3,256
2 - Premises	1,938	0	0	0	1,938
3 - Transport	864	0	0	0	864
4 - Supplies and Services	417	0	0	(87)	330
5 - Third Party Payments	4	0	0	0	4
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	303	0	0	0	303
Total Expenditure	6,718	63	0	(87)	6,695
9 - Income	(2,929)	(18)	0	(40)	(2,987)
Net Expenditure	3,789	45	0	(127)	3,707

TRANSPORT FOR WARRINGTON

Transport for Warrington	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,911	45	0	0	1,956
2 - Premises	696	0	0	0	696
3 - Transport	118	0	0	(0)	118
4 - Supplies and Services	153	0	0	(35)	118
5 - Third Party Payments	1,427	0	0	(66)	1,361
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	319	0	0	0	319
Total Expenditure	4,623	45	0	(101)	4,567
9 - Income	(2,722)	(47)	0	(132)	(2,900)
Net Expenditure	1,901	(1)	0	(233)	1,667

WARRINGTON GARDENS

Walton Est & Bereavement Mangt	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	969	19	0	0	989
2 - Premises	453	0	0	0	453
3 - Transport	54	0	0	0	54
4 - Supplies and Services	336	0	0	(14)	322
5 - Third Party Payments	17	0	0	0	17
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	126	0	0	0	126
8 - Capital Financing	85	0	0	0	85
Total Expenditure	2,040	19	0	(14)	2,045
9 - Income	(2,874)	(84)	0	(125)	(3,083)
Net Expenditure	(834)	(65)	0	(139)	(1,038)

WARRINGTON WASTE

Waste Colln & Recycling Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	3,003	57	0	0	3,060
2 - Premises	34	0	0	0	34
3 - Transport	1,031	0	0	(0)	1,031
4 - Supplies and Services	311	0	0	0	311
5 - Third Party Payments	7,496	0	0	0	7,496
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	251	0	0	0	251
8 - Capital Financing	173	0	0	0	173
Total Expenditure	12,299	57	0	(0)	12,356
9 - Income	(1,681)	(50)	0	(40)	(1,772)
Net Expenditure	10,618	6	0	(40)	10,584

FLEET & FACILITIES

Fleet & Facilities	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	2,624	52	0	0	2,676
2 - Premises	283	0	0	0	283
3 - Transport	1,916	0	0	0	1,916
4 - Supplies and Services	23	0	0	0	23
5 - Third Party Payments	2	0	0	0	2
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	192	0	0	0	192
Total Expenditure	5,040	52	0	0	5,091
9 - Income	(4,715)	(10)	0	0	(4,725)
Net Expenditure	324	42	0	0	366

ASSET MAINTENANCE & STREET WORKS

Asset Maintenance & Street Works	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	1,566	29	0	0	1,595
2 - Premises	17	0	0	0	17
3 - Transport	258	0	0	0	258
4 - Supplies and Services	593	0	0	(135)	458
5 - Third Party Payments	1,570	0	0	0	1,570
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	128	0	0	0	128
Total Expenditure	4,131	29	0	(135)	4,025
9 - Income	(664)	(18)	0	0	(682)
Net Expenditure	3,466	11	0	(135)	3,342

ENGINEERING & FLOOD RISK

Engineering & Flood Risk	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	84	8	0	0	92
2 - Premises	9	0	0	0	9
3 - Transport	13	0	0	0	13
4 - Supplies and Services	(133)	0	0	0	(133)
5 - Third Party Payments	316	0	0	0	316
7 - Support Services	20	0	0	0	20
Total Expenditure	309	8	0	0	317
9 - Income	(22)	0	0	0	(22)
Net Expenditure	287	8	0	0	295

INFRASTRUCTURE DELIVERY

Infrastructure Delivery	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	150	24	0	0	174
2 - Premises	4	0	0	0	4
3 - Transport	25	0	0	(0)	25
4 - Supplies and Services	22	0	0	0	22
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	75	0	0	0	75
Total Expenditure	276	24	0	(0)	299
9 - Income	(14)	0	0	0	(14)
Net Expenditure	261	24	0	(0)	285

BUILDING CONTROL SERVICES

Building Control Services	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	482	10	0	0	491
2 - Premises	(27)	0	0	0	(27)
3 - Transport	17	0	0	(0)	17
4 - Supplies and Services	15	0	0	0	15
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	44	0	0	0	44
Total Expenditure	531	10	0	(0)	540
9 - Income	(692)	(21)	0	0	(713)
Net Expenditure	(162)	(11)	0	(0)	(173)

GROWTH	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000	2019/20 Gross Expenditure £'000	2019/20 Gross Income £'000
Planning Policy							
Planning Policy	347	5	0	(0)	352	352	0
Planning Policy Total	347	5	0	(0)	352	352	0
Warrington & Co							
Property & Estates Mangt	2,307	18	0	(0)	2,325	5,090	(2,765)
Warr & Co, Regen	391	6	0	(50)	347	347	0
Bus. Growth & Investment	266	6	0	(40)	232	298	(66)
Warrington & Co Total	2,964	29	0	(90)	2,904	5,735	(2,831)
Grand Total	3,311	35	0	(90)	3,256	6,087	(2,831)

GROWTH

PLANNING POLICY

Planning Policy	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	267	5	0	0	272
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	347	5	0	(0)	352

WARRINGTON & CO

Property & Estates Mangt	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	974	24	0	0	998
2 - Premises	3,189	0	0	0	3,189
3 - Transport	18	0	0	(0)	18
4 - Supplies and Services	557	0	0	0	557
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	328	0	0	0	328
Total Expenditure	5,066	24	0	(0)	5,090
9 - Income	(2,760)	(6)	0	0	(2,765)
Net Expenditure	2,307	18	0	(0)	2,325

Warr & Co, Regen	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	49	6	0	0	55
2 - Premises	3	0	0	0	3
3 - Transport	4	0	0	0	4
4 - Supplies and Services	148	0	0	(50)	98
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	186	0	0	0	186
Net Expenditure	391	6	0	(50)	347

Bus. Growth & Investment	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	284	6	0	0	290
2 - Premises	3	0	0	0	3
3 - Transport	1	0	0	0	1
4 - Supplies and Services	28	0	0	(40)	(12)
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	16	0	0	0	16
Total Expenditure	332	6	0	(40)	298
9 - Income	(66)	0	0	0	(66)
Net Expenditure	266	6	0	(40)	232

Corporate Financing

Corporate Finance

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	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000	2019/20 Gross Expenditure £'000	2019/20 Gross Income £'000
Corporate Property	(9,720)	(167)	0	(5,540)	(15,426)	567	(15,993)
Capital Financing	8,936	0	11,469	(7,000)	13,404	26,296	(12,891)
Contingencies	559	(1)	0	(237)	322	322	0
Corporate Expenses	5,054	5	0	0	5,059	65,234	(60,175)
Grand Total	4,830	(162)	11,469	(12,777)	3,359	92,419	(89,060)

CORPORATE FINANCING

Corporate Property	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	(424)	(8)	0	0	(432)
2 - Premises	573	0	0	0	573
3 - Transport	0	0	0	0	0
4 - Supplies and Services	588	0	0	(300)	288
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	876	(8)	0	(300)	567
9 - Income	(10,595)	(158)	0	(5,240)	(15,993)
Net Expenditure	(9,720)	(167)	0	(5,540)	(15,426)

Capital Financing	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	2	0	0	0	2
3 - Transport	0	0	0	0	0
4 - Supplies and Services	(6,373)	0	7,000	(4,000)	(3,373)
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	284	0	0	0	284
8 - Capital Financing	24,914	0	4,469	0	29,383
Total Expenditure	18,827	0	11,469	(4,000)	26,296
9 - Income	(9,891)	0	0	(3,000)	(12,891)
Net Expenditure	8,936	0	11,469	(7,000)	13,404

Contingencies	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	0	0	0	0	0
2 - Premises	0	0	0	0	0
3 - Transport	0	0	0	0	0
4 - Supplies and Services	587	(1)	0	(30)	557
5 - Third Party Payments	473	0	0	(207)	266
6 - Transfer Payments	(501)	0	0	0	(501)
7 - Support Services	0	0	0	0	0
Net Expenditure	559	(1)	0	(237)	322

Corporate Expenses	2018/19 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2019/20 Budget £'000
1 - Employees	858	5	0	0	864
2 - Premises	275	0	0	0	275
3 - Transport	3,758	0	0	0	3,758
4 - Supplies and Services	519	0	0	0	519
5 - Third Party Payments	181	0	0	0	181
6 - Transfer Payments	57,758	0	0	0	57,758
7 - Support Services	1,878	0	0	0	1,878
Total Expenditure	65,229	5	0	0	65,234
9 - Income	(60,175)	(0)	0	0	(60,175)
Net Expenditure	5,054	5	0	0	5,059

Capital Programme

Capital Programme – Directorate Budgets

Capital Programme Directorate Budgets	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Families & Wellbeing	14.893	3.954	0.537	19.384
Corporate Services	5.395	2.120	6.000	13.515
Economic Regeneration, Growth & Environment	52.224	30.890	2.148	85.262
Invest to Save Programme	331.786	250.349	35.061	617.196
Total - Capital Spending Plans	404.298	287.313	43.746	735.357

Capital Programme – Funding

Capital Programme Funding	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Unsupported Borrowing - Corporate	39.976	24.038	2.073	66.087
Unsupported Borrowing - Invest to Save	331.786	250.349	35.061	617.196
Capital Grants & Reserves	17.545	6.546	0.537	24.628
Capital Receipts	3.350	2.000	6.000	11.350
External Funding	11.641	4.380	0.075	16.096
Total - Capital Funding Plans	404.298	287.313	43.746	735.357

Capital Programme – Directorate Analysis

CORPORATE SERVICES - CAPITAL PROGRAMME				
Project Description	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Finance				
Corporate Redundancy Costs	2.000	2.000	6.000	10.000
Total Finance	2.000	2.000	6.000	10.000
Customer and Business Transformation				
Warrington 20:20 Transformation Programme	1.245	-	-	1.245
Network Improvement Programme	0.058	-	-	0.058
End User Computing - Management Systems & Technologies	1.106	-	-	1.106
ICT & Print Service	0.841	0.120	-	0.961
Total Customer & Business Transformation	3.250	0.120	-	3.370
Democratic and Member Services				
Town Hall Audio Visual Equipment	0.145	-	-	0.145
Total Democratic and Member Services	0.145	-	-	0.145
TOTAL CORPORATE SERVICES	5.395	2.120	6.000	13.515

Capital Programme – Directorate Analysis

FAMILIES & WELLBEING - CAPITAL PROGRAMME				
Project Description	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Families & Wellbeing				
Warrington Youth Zone	2.999	-	-	2.999
Total Warrington Youth Zone	2.999	-	-	2.999
Education and Early Help				
New School Project at Chapelford	0.015	-	-	0.015
Additional primary places - Barrowhall Primary	0.125	-	-	0.125
Additional primary places Grappenhall Heyes	2.925	0.075	-	3.000
Grappenhall Heyes - New Roofing	0.230	0.010	-	0.240
Alderman Bolton Primary - Heating	0.011	-	-	0.011
Dallam Primary - External Improvements	0.021	-	-	0.021
Ravenbank Primary - Heating	0.008	-	-	0.008
Culcheth Primary - Roof Works	0.018	-	-	0.018
Croft Primary - Roof Works	0.029	-	-	0.029
Brook Acre Primary - Heating	0.008	-	-	0.008
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
The Cobbs Infant - Heating & Pipework	0.005	-	-	0.005
The Cobbs Infant - Flat Roof	-	0.221	0.010	0.231
Oughtrington Primary - Electrics	-	0.200	0.007	0.207
The Cobbs Infant - Electrics	-	0.217	0.010	0.227
Appleton Thorn - Flat Roof	-	0.121	0.010	0.131
Secondary Places St Gregory's High	0.068	-	-	0.068
Additional secondary places - South Warrington	3.000	2.500	-	5.500
Great Sankey High - School Expansion	1.200	-	-	1.200
Replacement of ICS Case Management for Children's Social Work	0.032	-	-	0.032
SEND - Oakwood CP KS1	0.180	0.010	-	0.190
SEND - Bridgewater High ASD	0.042	-	-	0.042
SEND - Sandy Lane Early Years Centre	0.167	-	-	0.167
SEND - Bridgewater High Key Stage 3&4	0.112	-	-	0.112
Children's Residences Maintenance Works	0.039	-	-	0.039
Children Centres Works	0.051	-	-	0.051
Healthy Pupil Capital - Kitchens	0.088	-	-	0.088
Total Education and Early Help	9.071	3.354	0.037	12.462
Public Health				
S106 Culcheth Bungalows	0.375	-	-	0.375
S106 Supported Housing Project	0.700	0.600	0.500	1.800
Refurbishment of Fearnhead Cross Community Centre	0.005	-	-	0.005
CCTV Procurement	0.250	-	-	0.250
Warrington Public Libraries Improvement Programme	0.970	-	-	0.970
Broomfields Leisure Centre Artificial Grass Pitch	0.523	-	-	0.523
Total Public Health	2.823	0.600	0.500	3.923
TOTAL FAMILIES & WELLBEING	14.893	3.954	0.537	19.384

Capital Programme – Directorate Analysis

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT - CAPITAL PROGRAMME				
Project Description	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Transport and Operations				
Road Maintenance	1.369	-	-	1.369
Bridge Maintenance	0.372	-	-	0.372
Traffic Signals - Maintenance	0.121	-	-	0.121
Bus Stop - Maintenance	0.014	-	-	0.014
Street Lighting Structural Works	0.398	-	-	0.398
Footpath & Cycleway - maintenance	0.231	-	-	0.231
Capitalisation of Potholes	0.500	0.500	1.000	2.000
Chapelford Highways Works (commuted sum)	0.159	-	-	0.159
Briarswood Remedial Works - Highways	0.069	-	-	0.069
Highways Maintenance Investment	5.038	5.000	-	10.038
Warrington Bus Interchange Refurbishment	0.069	-	-	0.069
Omega Burtonwood Village Traffic Management	0.857	-	-	0.857
S106 Saxon Park	0.079	-	-	0.079
S106 Farrell Street South	0.310	-	-	0.310
S106 Eagle Ottawa	0.035	-	-	0.035
S106 Walton Locks	0.013	-	-	0.013
S106 Doeford Close	0.029	-	-	0.029
Cycling Improvements	0.235	-	-	0.235
Pedestrian Improvements: PRoW	0.049	-	-	0.049
General Accessibility Improvements	0.053	-	-	0.053
Cycle Training - Bikeability	0.006	-	-	0.006
Travel Planning and Marketing	0.020	-	-	0.020
Bus Stop Enhancements	0.019	-	-	0.019
Parking Strategy	0.015	-	-	0.015
Safer Routes to Schools	0.120	-	-	0.120
Road Safety - Local Safety Schemes	0.280	-	-	0.280
Traffic Management - Minor Works	0.195	-	-	0.195
Pedestrian Improvements: (Crossings)	0.078	-	-	0.078
Traffic Signal Enhancements	0.102	-	-	0.102
UTMC Development	0.069	-	-	0.069
Network Management Plan	0.104	-	-	0.104
Monitoring & Strategic Studies	0.117	-	-	0.117
Centre Park Link	4.070	10.501	0.400	14.971
Warrington West Station	5.519	-	-	5.519
Birchwood Pinch Point	-	0.030	-	0.030
Omega M62 Junction 8	0.215	-	-	0.215
ITB Smaller LST Scheme	-	0.702	-	0.702
Multi-modal Model	0.050	0.050	0.050	0.150
Chester Road Cycle Route	0.400	0.450	-	0.850
Trans Pennine Trail Upgrade	0.500	0.230	-	0.730
Victoria Park Improvement	0.452	-	-	0.452
Sankey Valley Park Improvement	0.265	-	-	0.265
Dallam/Bewsey Regeneration Programme	0.018	-	-	0.018
Warrington Allotments Improvement Programme	0.013	-	-	0.013
Alexander Park Developments Phase 1 - Play Area Phase 2 - Pavilion	0.012	-	-	0.012
S106 Gatewarth 300 (Omega South Zone 7)	0.080	0.050	-	0.130
Oakwood Avenue Park Refurbishment	0.110	-	-	0.110
Birchwood Forest Park Skate Area & Bike Pump Track	0.127	-	-	0.127

Capital Programme – Directorate Analysis

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT - CAPITAL PROGRAMME				
Project Description	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Transport and Operations (cont'd)				
Victoria Park Bowling Pavilion Extension	0.150	-	-	0.150
Volunteer Support & Quick Win Projects	0.030	-	-	0.030
Lymm Dam Site Infrastructure Refurbishment	0.055	-	-	0.055
Shaw Street Recreation Ground Uplift	0.039	-	-	0.039
Culcheth Village Green Play Area Uplift	0.034	-	-	0.034
Birchwood Forest Park Ranger & Sports Changing Building Refurbi	0.200	-	-	0.200
Whitecross Park Play Area	0.130	-	-	0.130
Causeway Park	0.140	-	-	0.140
Old Hall Park Refurbishment	0.200	-	-	0.200
Rixton Clay Pits Footpath Upgrade PROW to PFA	0.030	-	-	0.030
Parsonage Way	0.300	-	-	0.300
Flood Risk (contribution to Environment Agency scheme)	0.529	0.300	0.325	1.154
Western Link Blight Claims	1.240	-	-	1.240
M62 Junction 9 Improvements	0.320	-	-	0.320
Warrington East Phase 2	3.629	-	-	3.629
Warrington East Phase 3 (NPIF)	6.545	-	-	6.545
Omega Local Highways Phase 1 - Lingley Green Avenue/Omega Boulevard Junction Improvements	1.561	4.598	0.075	6.234
Omega Local Highways Phase 2A - Burtonwood Road/Kingswood Road	-	0.050	-	0.050
Omega Local Highways Phase 2B - Lingley Green Avenue/A57 Liverpool Road Junction Improvements	2.088	-	-	2.088
Omega Local Highways Phase 3 - Lingley Green Avenue/Whittle Avenue/Burtonwood Road Junction Improvements	1.900	3.997	-	5.897
Grey to Green Highways Improvements	0.040	-	-	0.040
Springfield Street Public Realm Improvements	0.016	-	-	0.016
Omega to Burtonwood Accessibility Improvements	1.250	0.200	-	1.450
Stadium Quarter Improvements	0.698	1.250	0.050	1.998
Community Recycling Centres Infrastructure Investment	0.045	-	-	0.045
Victoria Park Regeneration Phase 2 - New Sports Facilities	0.125	-	-	0.125
Travellers transit site	0.100	1.586	0.203	1.889
Walton Estate Old Riding School	0.017	-	-	0.017
Walton Estate (Heritage Lottery Fund)	1.174	-	-	1.174
Walton Estate Conservatory Range	0.250	-	-	0.250
Cenotaph Riverbank Stabilisation	1.394	0.020	-	1.414
Warrington Borough Council Combined Control Room	0.688	-	-	0.688
Risley Moss Tower Plus	0.535	-	-	0.535
Vehicle & Plant asset replacement programme (Environmental Operations)	0.358	-	-	0.358
Refuse Collection Vehicle Replacements	2.310	1.331	-	3.641
Total Transport and Operations	51.076	30.845	2.103	84.024

Capital Programme – Directorate Analysis

ECONOMIC REGENERATION, GROWTH & ENVIRONMENT - CAPITAL PROGRAMME				
Project Description	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Warrington & Co				
Capital Building Maintenance Programme	0.152	-	-	0.152
Various Sites - Structural & Chimney Works	0.022	-	-	0.022
Museum - Roof	0.128	-	-	0.128
Various Civic Build - Fire Alarm Systems	0.109	-	-	0.109
Town Hall Golden Gates Refurbishment & Repair	0.030	-	-	0.030
Town Hall Fire Alarm System	0.056	-	-	0.056
Property Review Disposals	0.011	-	-	0.011
Maintenance Investment Estates Land (Roads and Footpaths)	0.045	0.045	0.045	0.135
Unit 11 & 13 Sanket Bridges Industrial Estate Works	0.049	-	-	0.049
Bewsey & Dallam Hub	0.406	-	-	0.406
Warrington Waterfront - Western Link (acquisition of land)	0.140	-	-	0.140
Total Warrington & Co	1.148	0.045	0.045	1.238
TOTAL ECONOMIC REGENERATION, GROWTH & ENVIRONMENT	52.224	30.890	2.148	85.262

INVEST TO SAVE - CAPITAL PROGRAMME				
Project Description	2019/20 £m	2020/21 £m	2021/22 £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	19.572	419.572
Redwood Bank	10.000	-	-	10.000
Solar Farm Projects	62.480	17.178	-	79.658
Total Corporate Services	272.980	217.678	19.572	510.230
Economic Regeneration, Growth & Environment				
Street Lighting Energy, Carbon & Asset Improvement	3.500	3.328	-	6.828
Housing Company	22.000	22.000	15.489	59.489
Time Square Project	31.633	7.343	-	38.976
Solar Photovoltaic (PV) - Hermes	1.302	-	-	1.302
Solar Photovoltaic (PV) - Plastic Omnium	0.364	-	-	0.364
Walton Heritage Yard Developments	0.007	-	-	0.007
Total Economic Regeneration, Growth & Environment	58.806	32.671	15.489	106.966
TOTAL INVEST TO SAVE	331.786	250.349	35.061	617.196
TOTAL CAPITAL PROGRAMME	404.298	287.313	43.746	735.357