

# **Budget Book**

**2021 – 2022**

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## Introduction

Warrington continues to face significant cuts from central government. The Council has already saved £173m since 2010 and has at least another £11.6m to save by 2022. The savings we have made equate to around £1,845 per Warrington household.

The Warrington element of the council tax charge will rise by 4.98%. 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 in the North West.

Demand for services is growing due to a number of pressures, including older residents living longer with more complex needs, 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 our economic growth.

However, despite our approach to dealing with the pressures, our savings target of £11.6m for 2021/22 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 still 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

2021/22 BUDGET BY DIRECTORATE	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000	2021/22 Gross Expenditure £'000	2021/22 Gross Income £'000
Corporate Services	6,116	(80)	400	(150)	6,286	26,512	(20,226)
Families & Wellbeing	106,677	(59)	10,470	(1,606)	115,482	315,908	(200,426)
Environment & Transport	21,396	(279)	2,659	(77)	23,699	42,368	(18,669)
Growth	9,426	(50)	476	0	9,852	13,323	(3,470)
Corporate Financing	(2,997)	(133)	7,769	(9,782)	(5,143)	74,711	(79,854)
<b>Grand Total</b>	<b>140,618</b>	<b>(600)</b>	<b>21,774</b>	<b>(11,615)</b>	<b>150,177</b>	<b>472,822</b>	<b>(322,645)</b>

\*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

2020/21 £m	Warrington Funding	2021/22 £m
102.7	Council Tax	107.2
30.3	Retained Business Rates Income	31.3
4.0	Government Grant	7.2
3.6	Council Reserves	4.5
<b>140.6</b>	<b>Total Revenue Income</b>	<b>150.2</b>

# **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 and enabler for improvement and change and to lead 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 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.

Corporate Services consists of a number of service areas.

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

**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.

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

**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.

**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.

**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.

**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.

**IT** – 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. The directorate also leads the Council’s digital transformation programme.

**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.

**Registration Service** – responsible for the correct and lawful registration of all births, marriages and deaths and civil partnerships within the borough.

**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.

## **Chief Executive’s Unit**

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

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

CORPORATE SERVICES	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000	2021/22 Gross Expenditure £'000	2021/22 Gross Income £'000
<b>Chief Executives</b>							
Chief Executives Unit	305	0	0	0	305	306	(1)
Director of Law & Governance	12	0	0	0	12	116	(103)
Coroners	377	0	0	0	377	1,721	(1,344)
Legal Services	90	(7)	233	0	316	1,733	(1,417)
Democratic & Members Services	1,609	(1)	0	0	1,608	1,651	(44)
Electoral Services	419	(1)	0	(150)	268	295	(27)
<b>Chief Executives Total</b>	<b>2,812</b>	<b>(9)</b>	<b>233</b>	<b>(150)</b>	<b>2,886</b>	<b>5,822</b>	<b>(2,936)</b>
<b>Director of Corporate Services</b>	<b>564</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>564</b>	<b>883</b>	<b>(319)</b>
<b>Finance</b>							
Finance & Accountancy	148	(6)	0	0	141	1,958	(1,817)
Contact Centre	(45)	0	0	0	(45)	1,148	(1,193)
Audit Services	52	(4)	0	0	48	657	(609)
Benefits and Exchequer Services (inc. Registrars)	2,027	(7)	0	0	2,020	5,097	(3,076)
Procurement	3	(1)	0	0	3	338	(336)
<b>Finance Total</b>	<b>2,185</b>	<b>(18)</b>	<b>0</b>	<b>0</b>	<b>2,167</b>	<b>9,198</b>	<b>(7,031)</b>
<b>Customer and Business Transformation</b>							
Deputy Director of Corporate Services	295	0	0	0	295	530	(235)
HR Advisory Services	(182)	(38)	0	0	(220)	2,713	(2,933)
Communications	0	0	0	0	0	537	(536)
Business Intelligence & Change	(74)	(2)	0	0	(76)	1,545	(1,621)
ICT and Print Services	481	(13)	167	0	635	5,251	(4,616)
Sub Regional Programme Officer	34	0	0	0	34	34	0
<b>Customer and Business Transformation Total</b>	<b>555</b>	<b>(53)</b>	<b>167</b>	<b>0</b>	<b>669</b>	<b>10,609</b>	<b>(9,940)</b>
<b>Corporate Services Total</b>	<b>3,304</b>	<b>(71)</b>	<b>167</b>	<b>0</b>	<b>3,400</b>	<b>20,690</b>	<b>(17,290)</b>
<b>Grand Total</b>	<b>6,116</b>	<b>(80)</b>	<b>400</b>	<b>(150)</b>	<b>6,286</b>	<b>26,512</b>	<b>(20,226)</b>



## CORPORATE SERVICES

### CHIEF EXECUTIVES

Chief Executives Unit	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	207	0	0	0	207
2 - Premises	9	0	0	0	9
3 - Transport	2	0	0	0	2
4 - Supplies and Services	31	0	0	0	31
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	57	0	0	0	57
<b>Total Expenditure</b>	<b>306</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>306</b>
9 - Income	(1)	0	0	0	(1)
<b>Net Expenditure</b>	<b>305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>305</b>

Director of Law & Governance	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	140	0	0	0	140
2 - Premises	0	0	0	0	0
3 - Transport	1	0	0	0	1
4 - Supplies and Services	(58)	0	0	0	(58)
7 - Support Services	33	0	0	0	33
<b>Total Expenditure</b>	<b>116</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>116</b>
9 - Income	(103)	0	0	0	(103)
<b>Net Expenditure</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>

Coroners	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	542	0	0	0	542
2 - Premises	328	0	0	0	328
3 - Transport	10	0	0	0	10
4 - Supplies and Services	808	0	0	0	808
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	32	0	0	0	32
<b>Total Expenditure</b>	<b>1,721</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,721</b>
9 - Income	(1,344)	0	0	0	(1,344)
<b>Net Expenditure</b>	<b>377</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>377</b>

<b>Legal Services</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	1,327	0	233	0	1,560
2 - Premises	13	0	0	0	13
3 - Transport	5	0	0	0	5
4 - Supplies and Services	59	0	0	0	59
7 - Support Services	96	0	0	0	96
<b>Total Expenditure</b>	<b>1,500</b>	<b>0</b>	<b>233</b>	<b>0</b>	<b>1,733</b>
9 - Income	(1,410)	(7)	0	0	(1,417)
<b>Net Expenditure</b>	<b>90</b>	<b>(7)</b>	<b>233</b>	<b>0</b>	<b>316</b>

<b>Democratic &amp; Members Services</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	1,291	0	0	0	1,291
2 - Premises	76	0	0	0	76
3 - Transport	7	0	0	0	7
4 - Supplies and Services	76	0	0	0	76
5 - Third Party Payments	5	0	0	0	5
6 - Transfer Payments	1	0	0	0	1
7 - Support Services	195	0	0	0	195
<b>Total Expenditure</b>	<b>1,651</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,651</b>
9 - Income	(43)	(1)	0	0	(44)
<b>Net Expenditure</b>	<b>1,609</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>1,608</b>

<b>Electoral Services</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	176	0	0	0	176
2 - Premises	25	0	0	0	25
3 - Transport	1	0	0	0	1
4 - Supplies and Services	204	0	0	(150)	54
7 - Support Services	39	0	0	0	39
<b>Total Expenditure</b>	<b>445</b>	<b>0</b>	<b>0</b>	<b>(150)</b>	<b>295</b>
9 - Income	(26)	(1)	0	0	(27)
<b>Net Expenditure</b>	<b>419</b>	<b>(1)</b>	<b>0</b>	<b>(150)</b>	<b>268</b>

## CORPORATE SERVICES

Director of Corporate Services	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	212	0	0	0	212
2 - Premises	6	0	0	0	6
3 - Transport	1	0	0	0	1
4 - Supplies and Services	(158)	0	0	0	(158)
7 - Support Services	821	0	0	0	821
<b>Total Expenditure</b>	<b>883</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>883</b>
9 - Income	(319)	0	0	0	(319)
<b>Net Expenditure</b>	<b>564</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>564</b>

Finance & Accountancy	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	1,668	0	0	0	1,668
2 - Premises	0	0	0	0	0
3 - Transport	7	0	0	0	7
4 - Supplies and Services	30	0	0	0	30
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	253	0	0	0	253
<b>Total Expenditure</b>	<b>1,958</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,958</b>
9 - Income	(1,811)	(6)	0	0	(1,817)
<b>Net Expenditure</b>	<b>148</b>	<b>(6)</b>	<b>0</b>	<b>0</b>	<b>141</b>

Contact Centre	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	950	0	0	0	950
2 - Premises	73	0	0	0	73
3 - Transport	1	0	0	0	1
4 - Supplies and Services	31	0	0	0	31
7 - Support Services	93	0	0	0	93
<b>Total Expenditure</b>	<b>1,148</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,148</b>
9 - Income	(1,193)	0	0	0	(1,193)
<b>Net Expenditure</b>	<b>(45)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(45)</b>

<b>Audit Services</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	578	0	0	0	578
2 - Premises	0	0	0	0	0
3 - Transport	6	0	0	0	6
4 - Supplies and Services	22	0	0	0	22
7 - Support Services	51	0	0	0	51
<b>Total Expenditure</b>	<b>657</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>657</b>
9 - Income	(605)	(4)	0	0	(609)
<b>Net Expenditure</b>	<b>52</b>	<b>(4)</b>	<b>0</b>	<b>0</b>	<b>48</b>

<b>Benefits and Exchequer Services (inc. Registrars)</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	3,830	0	0	0	3,830
2 - Premises	24	0	0	0	24
3 - Transport	52	0	0	0	52
4 - Supplies and Services	311	0	0	0	311
5 - Third Party Payments	1	0	0	0	1
7 - Support Services	879	0	0	0	879
<b>Total Expenditure</b>	<b>5,097</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,097</b>
9 - Income	(3,070)	(7)	0	0	(3,076)
<b>Net Expenditure</b>	<b>2,027</b>	<b>(7)</b>	<b>0</b>	<b>0</b>	<b>2,020</b>

<b>Procurement</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	287	0	0	0	287
2 - Premises	0	0	0	0	0
3 - Transport	2	0	0	0	2
4 - Supplies and Services	6	0	0	0	6
7 - Support Services	44	0	0	0	44
<b>Total Expenditure</b>	<b>338</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>338</b>
9 - Income	(335)	(1)	0	0	(336)
<b>Net Expenditure</b>	<b>3</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>3</b>

<b>Deputy Director of Corporate Services</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	134	0	0	0	134
2 - Premises	0	0	0	0	0
4 - Supplies and Services	0	0	0	0	0
7 - Support Services	396	0	0	0	396
<b>Total Expenditure</b>	<b>530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>530</b>
9 - Income	(235)	0	0	0	(235)
<b>Net Expenditure</b>	<b>295</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>295</b>

<b>HR Advisory Services</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	2,127	0	0	0	2,127
2 - Premises	113	0	0	0	113
3 - Transport	18	0	0	0	18
4 - Supplies and Services	220	0	0	0	220
7 - Support Services	234	0	0	0	234
<b>Total Expenditure</b>	<b>2,713</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,713</b>
9 - Income	(2,894)	(38)	0	0	(2,933)
<b>Net Expenditure</b>	<b>(182)</b>	<b>(38)</b>	<b>0</b>	<b>0</b>	<b>(220)</b>

<b>Communications</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	448	0	0	0	448
2 - Premises	12	0	0	0	12
3 - Transport	1	0	0	0	1
4 - Supplies and Services	21	0	0	0	21
7 - Support Services	55	0	0	0	55
<b>Total Expenditure</b>	<b>537</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>537</b>
9 - Income	(536)	0	0	0	(536)
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Business Intelligence &amp; Change</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	1,252	0	0	0	1,252
2 - Premises	0	0	0	0	0
3 - Transport	2	0	0	0	2
4 - Supplies and Services	66	0	0	0	66
7 - Support Services	225	0	0	0	225
<b>Total Expenditure</b>	<b>1,545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,545</b>
9 - Income	(1,619)	(2)	0	0	(1,621)
<b>Net Expenditure</b>	<b>(74)</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>(76)</b>

<b>ICT and Print Services</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	2,704	0	0	0	2,704
2 - Premises	83	0	0	0	83
3 - Transport	21	0	0	0	21
4 - Supplies and Services	2,067	0	167	0	2,234
7 - Support Services	209	0	0	0	209
<b>Total Expenditure</b>	<b>5,084</b>	<b>0</b>	<b>167</b>	<b>0</b>	<b>5,251</b>
9 - Income	(4,603)	(13)	0	0	(4,616)
<b>Net Expenditure</b>	<b>481</b>	<b>(13)</b>	<b>167</b>	<b>0</b>	<b>635</b>

<b>Sub Regional Programme Officer</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
4 - Supplies and Services	29	0	0	0	29
7 - Support Services	5	0	0	0	5
<b>Net Expenditure</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>

# **Families & Wellbeing**

# Families and Wellbeing

The Directorate has streamlined its senior management resource into:

## 1. **Adult Social Care Services (Director Adult Social Care / DASS)**

### • **Director – Adults**

This area contains the budget for the Director for Adult Social Care, as well as the directorate wide budget areas that do not sit comfortably with one specific part of the directorate. This includes the directorate savings targets. Additionally this section includes the budget for Supporting People, offering lower level preventative care as well as the budget for the Catalyst Contract.

### • **Commissioning and Resources**

The commissioning and resources section houses the staffing team involved in managing contracts with care providers, fee setting and commissioning, Care Arranging and Direct Payments. In addition, this section includes the Complaints for both Children's and Adults services and Social Care Records team.

### • **Transport and Miscellaneous Care Purchase**

This section contains the budget for Adult Social Care Transport, a service that offers clients individual or group transport to and from their home to their specific care setting.

### • **Safeguarding and Quality Assurance**

The Safeguarding and Quality Assurance division brings together a number of services that work to safeguard and promote the rights and wellbeing of some of the most vulnerable in our community, through partnership working, monitoring, training and advice and the provision of professional services and support. The division comprises the management of the strategic multi agency safeguarding partnerships for adults and children (Warrington Safeguarding Adults board (SAB) & Warrington Safeguarding Partnerships (WSP)), a specialist safeguarding unit which coordinates and oversees the statutory safeguarding process; the Council's care quality monitoring function and a specialist team of Best Interest Assessors that delivers the Council's responsibilities for the Deprivation of Liberty Safeguards; and commissions and monitors advocacy services.

### • **Care Purchase**

The Care Purchase section contains all budgets for care that is commissioned with External Providers to meet our statutory duties under the Care Act, including Residential and Nursing Care, Day Care, Home Care, Supported Accommodation and Direct Payments. This is the largest single budget within the department. The Expenditure Budgets, as well as Income Budgets from Client Contributions and the Better Care Fund are all contained within this area.

### • **Adult Social Care - Operational**

This section contains the Social Care staffing resource. Included in this are core Social Work Teams separated into Geographical boundaries, each with separate functions for Under 65 and 65+. In addition, it includes the Out of Hours Team, Mental Health Outreach, First Response, Assisted Living and Occupational Therapy / Equipment.



- **Business Development**

This team support and deliver transformation and service development projects, oversee and co-ordinate financial and performance management arrangements, and provide programme support to the Better Care Fund.

The budget also includes services funded via the Better Care Fund (BCF). The BCF is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.

The BCF was created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life.

## ***2. Children's Social Care Services (Director of Children's Social Care / 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. 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).

## ***3. Education, Early Help and SEND (Director for Education and Early Help / Deputy DCS)***

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. This is in addition to the provision of children's centres, youth service, family support team, complex families team and all the SEND (special educational needs and disabilities) services including the transition service. Also line management for the community safety and resilience team.

## ***4. Public Health and Prevention services (Director of Public Health)***

This comprises core Public Health, Housing Standards and Homelessness, Neighbourhoods and Public Protection services (also known as regulatory services). These services work closely with other council services and wider organisations to protect and promote physical, social and emotional health and to ensure that no one is left behind in Warrington especially the most vulnerable communities and individuals. We do this by working with our communities, promoting a sustainable environment, working to promote regulatory compliance, improved housing standards and addressing the causes of homelessness as well as running an acute service for homelessness advice and support. We are responsible for a range of key public health services such as lifestyles, substance misuse, 0-19 services, tobacco control, sexual health and NHS health checks which we commission rather than provide directly. In 2020-21 we led the coronavirus response on behalf of the council directed by the Chief Executive and leaders. In 2021-22 we will be continuing to lead the coronavirus response as well as recovery once again directed by the Chief Executive and leaders.

- Public Protection and Prevention

This service provides a range of regulatory functions that work collectively together to help promote high standards of protection and compliance and also health and wellbeing. This is done by using statutory powers to protect the most vulnerable, by providing a safe and clean natural and built environment, and by providing access to healthy and safe goods, including food and drink and age restricted products. They also work with businesses to promote a fair trading environment and to provide an effective licensing regime. The service comprises Trading Standards, Environmental Health, Licensing, Planning Enforcement, Environmental Crime and Private Sector Housing. All its budgets are utilized in delivering the outcomes aligned to these areas of work.

- Neighbourhoods

#### Warrington Wellbeing Service/Financial Inclusion

The Warrington Wellbeing service sits within the Neighbourhoods team and also incorporates the COVID response Safe & Well service. In addition to the core services mentioned, externally funded services are the prison wellbeing service, high intensity user service (working with inappropriate users of A&E), dementia navigation project & support to resettled refugee families. The financial inclusion team offers a holistic, practical and sometimes life changing service to clients, with referrals coming from a range of partners and stakeholders. The service offers advice and practical support in applying for jobs as well as access to online training, opportunities to volunteering, supporting residents to maximise budgets, benefits checks and court appeals. One key project is the Journey First programme which works with clients who are furthest away from the job market. An annual Christmas toy appeal is also managed by this team.

#### Community Centre Management Team

The Community Centre Management team are responsible for the council's seventeen community centres. This includes premise management, liaison with tenants and community groups, the hire of rooms and facilities and the delivery of a programme of activity that reflects the council's values and Public Health priorities. These will provide an income to the Council.

- Public Health

This team has a range of elements which deliver the Public Health offer to the residents of the Borough. These include Core Public Health which focusses on areas such as lifestyles, substance misuse, 0-19 services, tobacco control, sexual health and NHS health checks. The Knowledge and Intelligence team provide a wide range of Public Health analysis for commissioners, partners and the wider population around the health needs of the residents of the town. Health Protection focuses on the immunisations, infection and disease management of the town and the Business Unit ensure compliance around spend and performance of all contracts aligned to the Public Health funding. Last year additional funding came into the team to widen the town's offer specifically in relation to the COVID pandemic, which has been able to broaden the capacity of the team to deliver both the mainstream areas of work as well as lead on COVID response and the wider ongoing impacts of COVID in the town.

- Homelessness

The funding for this area is both mainstream and external grant funded. The majority of the funding is spent on managing the town's homeless population – not only street homeless but those who are a risk of losing their accommodation such as sofa surfers. Funding is spent on commissioning a range of housing providers in the town as well as supporting people in temporary accommodation. Staff work with providers and service users to prevent the growth of homelessness and poor accommodation across the Borough.

<b>FAMILIES &amp; WELLBEING</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>	<b>2021/22 Gross Expenditure £'000</b>	<b>2021/22 Gross Income £'000</b>
<b>Executive Director Families &amp; Wellbeing</b>							
Executive Director	239	0	0	0	239	297	(58)
<b>Executive Director Families &amp; Wellbeing Total</b>	<b>239</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>239</b>	<b>297</b>	<b>(58)</b>
<b>Operational Dir-Adlt Servs (Deputy DASS)</b>							
Operational Director - Adult Services	(2,396)	0	8,383	(1,300)	4,687	12,391	(7,704)
Commissioning and Resources	1,982	0	0	0	1,982	2,022	(40)
Assessment and Care Management	(4,127)	0	0	0	(4,127)	1,451	(5,579)
Intermediate Care Provision	0	0	0	0	0	0	0
Adult Assesment & Care Management	1,510	0	200	0	1,710	1,916	(206)
Adult Social Care	39,746	0	0	0	39,746	74,706	(34,960)
ASC Operational	7,344	(16)	0	0	7,328	9,191	(1,863)
Intergrated Commissioning	411	0	0	0	411	563	(152)
<b>Operational Dir-Adlt Servs (Deputy DASS) Total</b>	<b>44,470</b>	<b>(16)</b>	<b>8,583</b>	<b>(1,300)</b>	<b>51,737</b>	<b>102,240</b>	<b>(50,503)</b>
<b>Op Director Children's Targ Servs</b>							
CSC Strategic Mgt	829	0	0	0	829	829	0
Children in Need / Child Protection Serv	4,450	0	0	0	4,450	4,468	(18)
Children in Care and Care Leavers Servic	21,249	0	1,550	(306)	22,493	23,404	(911)
Safeguarding & Quality Assurance	989	0	0	0	989	989	0
Support Services	1,472	0	0	0	1,472	1,472	0
YOS	408	0	0	0	408	2,930	(2,522)
<b>Op Director Children's Targ Servs Total</b>	<b>29,398</b>	<b>0</b>	<b>1,550</b>	<b>(306)</b>	<b>30,642</b>	<b>34,093</b>	<b>(3,451)</b>
<b>Assistant Director &amp; EH/ SEND</b>							
Education Strategic Mgt	671	0	0	0	671	671	0
Head of Education Services & SEND	4,919	(14)	0	0	4,905	115,948	(111,043)
Head of Service - Early Help	5,050	0	0	0	5,050	6,007	(957)
Virtual Head Teacher	566	(10)	0	0	555	907	(351)
Community Safety & Resillience	453	(0)	0	0	453	465	(13)
<b>Assistant Director &amp; EH/ SEND Total</b>	<b>11,658</b>	<b>(24)</b>	<b>0</b>	<b>0</b>	<b>11,634</b>	<b>123,998</b>	<b>(112,364)</b>
<b>Director of Public Health</b>							
Director of Public Health	(1,064)	0	0	0	(1,064)	10,871	(11,935)
Public Health Services	69	0	0	0	69	69	0
Housing Standards	1,074	(1)	0	0	1,073	1,469	(396)
Communities & Neighbourhoods	572	(5)	77	0	644	1,491	(847)
DAAT	(1)	0	0	0	(1)	(1)	0
Regulatory Services	794	(10)	260	0	1,044	2,121	(1,078)
<b>Director of Public Health Total</b>	<b>1,444</b>	<b>(17)</b>	<b>337</b>	<b>0</b>	<b>1,765</b>	<b>16,020</b>	<b>(14,255)</b>
<b>Better Care Fund</b>							
External Contributions	(19,682)	0	0	0	(19,682)	0	(19,682)
Better Care Fund Schemes	37,439	(1)	0	0	37,437	37,551	(113)
iBCF NHS Schemes	1,710	0	0	0	1,710	1,710	0
<b>Better Care Fund Total</b>	<b>19,468</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>19,466</b>	<b>39,261</b>	<b>(19,795)</b>
<b>Grand Total</b>	<b>106,677</b>	<b>(59)</b>	<b>10,470</b>	<b>(1,606)</b>	<b>115,482</b>	<b>315,908</b>	<b>(200,426)</b>

## FAMILIES & WELLBEING

### EXECUTIVE DIRECTOR FAMILIES & WELLBEING

Executive Director	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	259	0	0	0	259
2 - Premises	28	0	0	0	28
3 - Transport	3	0	0	0	3
4 - Supplies and Services	2	0	0	0	2
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	5	0	0	0	5
<b>Total Expenditure</b>	<b>297</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>297</b>
9 - Income	(58)	0	0	0	(58)
<b>Net Expenditure</b>	<b>239</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>239</b>

### OPERATIONAL DIR-ADLT SERVS (DEPUTY DASS)

Operational Director - Adult Services	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	(1,884)	0	8,383	(1,300)	5,199
2 - Premises	0	0	0	0	0
3 - Transport	1	0	0	0	1
4 - Supplies and Services	1,258	0	0	0	1,258
5 - Third Party Payments	5,786	0	0	0	5,786
6 - Transfer Payments	(330)	0	0	0	(330)
7 - Support Services	477	0	0	0	477
<b>Total Expenditure</b>	<b>5,308</b>	<b>0</b>	<b>8,383</b>	<b>(1,300)</b>	<b>12,391</b>
9 - Income	(7,704)	0	0	0	(7,704)
<b>Net Expenditure</b>	<b>(2,396)</b>	<b>0</b>	<b>8,383</b>	<b>(1,300)</b>	<b>4,687</b>

Commissioning and Resources	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	1,579	0	0	0	1,579
2 - Premises	0	0	0	0	0
3 - Transport	10	0	0	0	10
4 - Supplies and Services	329	0	0	0	329
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	104	0	0	0	104
<b>Total Expenditure</b>	<b>2,022</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,022</b>
9 - Income	(40)	0	0	0	(40)
<b>Net Expenditure</b>	<b>1,982</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,982</b>

Assessment and Care Management	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	0	0	0	0	0
2 - Premises	395	0	0	0	395
3 - Transport	355	0	0	0	355
4 - Supplies and Services	289	0	0	0	289
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	412	0	0	0	412
<b>Total Expenditure</b>	<b>1,451</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,451</b>
9 - Income	(5,579)	0	0	0	(5,579)
<b>Net Expenditure</b>	<b>(4,127)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4,127)</b>

Intermediate Care Provision	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	0	0	0	0	0
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Adult Assessment & Care Management	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	1,323	0	0	0	1,323
2 - Premises	0	0	0	0	0
3 - Transport	20	0	0	0	20
4 - Supplies and Services	288	0	200	0	488
5 - Third Party Payments	5	0	0	0	5
7 - Support Services	80	0	0	0	80
<b>Total Expenditure</b>	<b>1,716</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>1,916</b>
9 - Income	(206)	0	0	0	(206)
<b>Net Expenditure</b>	<b>1,510</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>1,710</b>

Adult Social Care	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	0	0	0	0	0
4 - Supplies and Services	67,671	0	0	0	67,671
6 - Transfer Payments	6,649	0	0	0	6,649
7 - Support Services	386	0	0	0	386
<b>Total Expenditure</b>	<b>74,706</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>74,706</b>
9 - Income	(34,960)	0	0	0	(34,960)
<b>Net Expenditure</b>	<b>39,746</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,746</b>

<b>ASC Operational</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	8,176	0	0	0	8,176
2 - Premises	22	0	0	0	22
3 - Transport	217	0	0	0	217
4 - Supplies and Services	258	0	0	0	258
5 - Third Party Payments	10	0	0	0	10
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	507	0	0	0	507
<b>Total Expenditure</b>	<b>9,191</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,191</b>
9 - Income	(1,847)	(16)	0	0	(1,863)
<b>Net Expenditure</b>	<b>7,344</b>	<b>(16)</b>	<b>0</b>	<b>0</b>	<b>7,328</b>

<b>Intergrated Commissioning</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	403	0	0	0	403
2 - Premises	0	0	0	0	0
3 - Transport	0	0	0	0	0
4 - Supplies and Services	143	0	0	0	143
7 - Support Services	17	0	0	0	17
<b>Total Expenditure</b>	<b>563</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>563</b>
9 - Income	(152)	0	0	0	(152)
<b>Net Expenditure</b>	<b>411</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>411</b>

**OP DIRECTOR CHILDREN'S TARG SERV**

<b>CSC Strategic Mgt</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	609	0	0	0	609
3 - Transport	1	0	0	0	1
4 - Supplies and Services	10	0	0	0	10
7 - Support Services	209	0	0	0	209
<b>Net Expenditure</b>	<b>829</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>829</b>

<b>Children in Need / Child Protection Serv</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	3,900	0	0	0	3,900
2 - Premises	0	0	0	0	0
3 - Transport	136	0	0	0	136
4 - Supplies and Services	117	0	0	0	117
6 - Transfer Payments	11	0	0	0	11
7 - Support Services	305	0	0	0	305
<b>Total Expenditure</b>	<b>4,468</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,468</b>
9 - Income	(18)	0	0	0	(18)
<b>Net Expenditure</b>	<b>4,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,450</b>

<b>Children in Care and Care Leavers Serv</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	5,373	0	50	0	5,423
2 - Premises	89	0	0	0	89
3 - Transport	160	0	0	0	160
4 - Supplies and Services	10,244	0	1,200	(306)	11,138
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	5,852	0	300	0	6,152
7 - Support Services	443	0	0	0	443
<b>Total Expenditure</b>	<b>22,160</b>	<b>0</b>	<b>1,550</b>	<b>(306)</b>	<b>23,404</b>
9 - Income	(911)	0	0	0	(911)
<b>Net Expenditure</b>	<b>21,249</b>	<b>0</b>	<b>1,550</b>	<b>(306)</b>	<b>22,493</b>



<b>Safeguarding &amp; Quality Assurance</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	911	0	0	0	911
2 - Premises	6	0	0	0	6
3 - Transport	14	0	0	0	14
4 - Supplies and Services	5	0	0	0	5
7 - Support Services	53	0	0	0	53
<b>Net Expenditure</b>	<b>989</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>989</b>

<b>Support Services</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	360	0	0	0	360
3 - Transport	0	0	0	0	0
4 - Supplies and Services	459	0	0	0	459
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	653	0	0	0	653
<b>Net Expenditure</b>	<b>1,472</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,472</b>

<b>YOS</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	2,683	0	0	0	2,683
2 - Premises	4	0	0	0	4
3 - Transport	93	0	0	0	93
4 - Supplies and Services	63	0	0	0	63
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	87	0	0	0	87
<b>Total Expenditure</b>	<b>2,930</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,930</b>
9 - Income	(2,522)	0	0	0	(2,522)
<b>Net Expenditure</b>	<b>408</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>408</b>

## ASSISTANT DIRECTOR & EH/ SEND

Education Strategic Mgt	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	346	0	0	0	346
3 - Transport	1	0	0	0	1
4 - Supplies and Services	12	0	0	0	12
7 - Support Services	312	0	0	0	312
<b>Net Expenditure</b>	<b>671</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>671</b>

Head of Education Services & SEND	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	7,644	0	0	0	7,644
2 - Premises	(24)	0	0	0	(24)
3 - Transport	2,609	0	0	0	2,609
4 - Supplies and Services	100,645	0	0	0	100,645
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	2,089	0	0	0	2,089
7 - Support Services	2,986	0	0	0	2,986
<b>Total Expenditure</b>	<b>115,948</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115,948</b>
9 - Income	(111,029)	(14)	0	0	(111,043)
<b>Net Expenditure</b>	<b>4,919</b>	<b>(14)</b>	<b>0</b>	<b>0</b>	<b>4,905</b>

Head of Service - Early Help	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	5,104	0	0	0	5,104
2 - Premises	238	0	0	0	238
3 - Transport	91	0	0	0	91
4 - Supplies and Services	204	0	0	0	204
7 - Support Services	369	0	0	0	369
<b>Total Expenditure</b>	<b>6,007</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,007</b>
9 - Income	(957)	0	0	0	(957)
<b>Net Expenditure</b>	<b>5,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,050</b>

<b>Virtual Head Teacher</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	838	0	0	0	838
2 - Premises	(20)	0	0	0	(20)
3 - Transport	15	0	0	0	15
4 - Supplies and Services	27	0	0	0	27
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	47	0	0	0	47
<b>Total Expenditure</b>	<b>907</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>907</b>
9 - Income	(341)	(10)	0	0	(351)
<b>Net Expenditure</b>	<b>566</b>	<b>(10)</b>	<b>0</b>	<b>0</b>	<b>555</b>

<b>Community Safety &amp; Resilience</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	320	0	0	0	320
2 - Premises	0	0	0	0	0
3 - Transport	4	0	0	0	4
4 - Supplies and Services	118	0	0	0	118
7 - Support Services	23	0	0	0	23
<b>Total Expenditure</b>	<b>465</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>465</b>
9 - Income	(12)	(0)	0	0	(13)
<b>Net Expenditure</b>	<b>453</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>453</b>

## DIRECTOR OF PUBLIC HEALTH

Director of Public Health	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	(0)	0	0	0	(0)
2 - Premises	5	0	0	0	5
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	10,866	0	0	0	10,866
<b>Total Expenditure</b>	<b>10,871</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,871</b>
9 - Income	(11,935)	0	0	0	(11,935)
<b>Net Expenditure</b>	<b>(1,064)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,064)</b>

Public Health Services	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 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	(0)	0	0	0	(0)
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	68	0	0	0	68
<b>Net Expenditure</b>	<b>69</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>69</b>

Housing Standards	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	1,052	0	0	0	1,052
2 - Premises	43	0	0	0	43
3 - Transport	24	0	0	0	24
4 - Supplies and Services	26	0	0	0	26
5 - Third Party Payments	44	0	0	0	44
6 - Transfer Payments	114	0	0	0	114
7 - Support Services	165	0	0	0	165
<b>Total Expenditure</b>	<b>1,469</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,469</b>
9 - Income	(395)	(1)	0	0	(396)
<b>Net Expenditure</b>	<b>1,074</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>1,073</b>

<b>Communities &amp; Neighbourhoods</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	899	0	77	0	976
2 - Premises	161	0	0	0	161
3 - Transport	29	0	0	0	29
4 - Supplies and Services	139	0	0	0	139
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	186	0	0	0	186
<b>Total Expenditure</b>	<b>1,414</b>	<b>0</b>	<b>77</b>	<b>0</b>	<b>1,491</b>
9 - Income	(842)	(5)	0	0	(847)
<b>Net Expenditure</b>	<b>572</b>	<b>(5)</b>	<b>77</b>	<b>0</b>	<b>644</b>

<b>DAAT</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	(0)	0	0	0	(0)
2 - Premises	0	0	0	0	0
4 - Supplies and Services	(0)	0	0	0	(0)
7 - Support Services	0	0	0	0	0
<b>Net Expenditure</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1)</b>

<b>Regulatory Services</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	1,770	0	179	0	1,949
2 - Premises	0	0	0	0	0
3 - Transport	54	0	0	0	54
4 - Supplies and Services	(28)	0	0	0	(28)
5 - Third Party Payments	20	0	0	0	20
6 - Transfer Payments	(1)	0	0	0	(1)
7 - Support Services	127	0	0	0	127
<b>Total Expenditure</b>	<b>1,942</b>	<b>0</b>	<b>179</b>	<b>0</b>	<b>2,121</b>
9 - Income	(1,148)	(10)	81	0	(1,078)
<b>Net Expenditure</b>	<b>794</b>	<b>(10)</b>	<b>260</b>	<b>0</b>	<b>1,044</b>

## BETTER CARE FUND

External Contributions	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
9 - Income	(19,682)	0	0	0	(19,682)
<b>Net Income</b>	<b>(19,682)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(19,682)</b>

Better Care Fund Schemes	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	4,969	0	0	0	4,969
2 - Premises	289	0	0	0	289
3 - Transport	135	0	0	0	135
4 - Supplies and Services	1,247	0	0	0	1,247
5 - Third Party Payments	2,319	0	0	0	2,319
7 - Support Services	28,592	0	0	0	28,592
<b>Total Expenditure</b>	<b>37,551</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,551</b>
9 - Income	(112)	(1)	0	0	(113)
<b>Net Expenditure</b>	<b>37,439</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>37,437</b>

iBCF NHS Schemes	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	1,076	0	0	0	1,076
2 - Premises	0	0	0	0	0
3 - Transport	0	0	0	0	0
4 - Supplies and Services	601	0	0	0	601
7 - Support Services	34	0	0	0	34
<b>Net Expenditure</b>	<b>1,710</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,710</b>

# **Environment & Transport**

## **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.

### **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.



ENVIRONMENT & TRANSPORT	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000	2021/22 Gross Expenditure £'000	2021/22 Gross Income £'000
<b>Executive Management</b>	353	0	1,718	0	2,071	2,071	0
<b>Transport for Warrington</b>							
TFW Serv Manager	159	0	0	0	159	159	0
Planning & Dev Control	322	(0)	0	0	321	333	(12)
Traffic Mangt, Road Safety & Highway	357	(13)	0	0	344	791	(447)
UTMC, CCTV & Parking	(67)	(30)	426	(77)	252	2,718	(2,466)
Specialist Transport	873	(10)	0	0	863	1,825	(961)
<b>Transport for Warrington Total</b>	<b>1,644</b>	<b>(53)</b>	<b>426</b>	<b>(77)</b>	<b>1,939</b>	<b>5,826</b>	<b>(3,886)</b>
<b>Infrastructure, H'ways &amp; Eng</b>							
Infrastructure Delivery	42	0	0	0	42	42	0
Asset Maintenance & Street Works	3,420	(19)	0	0	3,401	4,121	(720)
Priority Transport Infrastructure	86	0	0	0	86	86	0
Engineering & Flood Risk	298	0	0	0	298	320	(22)
Special Projects	29	0	0	0	29	29	0
Transport & Env Improvements	106	0	0	0	106	106	0
<b>Infrastructure, H'ways &amp; Eng Total</b>	<b>3,981</b>	<b>(19)</b>	<b>0</b>	<b>0</b>	<b>3,962</b>	<b>4,704</b>	<b>(742)</b>
<b>Operations &amp; Commercial Services</b>							
Ops & Commercial Services	317	0	0	0	317	317	0
Fleet & Facilities	733	(11)	0	0	722	6,072	(5,350)
Environment Services	3,923	(12)	150	0	4,061	6,526	(2,466)
Walton Estate & Bereavement	(1,017)	(102)	0	0	(1,119)	2,380	(3,498)
Waste Colln & Recycling Services	11,651	(59)	265	0	11,857	13,892	(2,035)
<b>Operations &amp; Commercial Services Total</b>	<b>15,607</b>	<b>(184)</b>	<b>415</b>	<b>0</b>	<b>15,839</b>	<b>29,188</b>	<b>(13,349)</b>
<b>Building Control Services</b>	<b>(189)</b>	<b>(23)</b>	<b>100</b>	<b>0</b>	<b>(112)</b>	<b>580</b>	<b>(692)</b>
<b>Grand Total</b>	<b>21,396</b>	<b>(279)</b>	<b>2,659</b>	<b>(77)</b>	<b>23,699</b>	<b>42,368</b>	<b>(18,669)</b>

## ENVIRONMENT & TRANSPORT

Executive Director	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	180	0	0	0	180
2 - Premises	11	0	0	0	11
3 - Transport	5	0	0	0	5
4 - Supplies and Services	63	0	1,718	0	1,781
7 - Support Services	93	0	0	0	93
<b>Net Expenditure</b>	<b>353</b>	<b>0</b>	<b>1,718</b>	<b>0</b>	<b>2,071</b>

## TRANSPORT FOR WARRINGTON

TFW Serv Manager	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	106	0	0	0	106
2 - Premises	0	0	0	0	0
3 - Transport	1	0	0	0	1
4 - Supplies and Services	(21)	0	0	0	(21)
7 - Support Services	73	0	0	0	73
<b>Net Expenditure</b>	<b>159</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>159</b>

Planning & Dev Control	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	298	0	0	0	298
2 - Premises	0	0	0	0	0
3 - Transport	9	0	0	0	9
4 - Supplies and Services	(1)	0	0	0	(1)
7 - Support Services	27	0	0	0	27
<b>Total Expenditure</b>	<b>333</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>333</b>
9 - Income	(11)	(0)	0	0	(12)
<b>Net Expenditure</b>	<b>322</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>321</b>

<b>Traffic Mangt, Road Safety &amp; Highway</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	407	0	0	0	407
2 - Premises	1	0	0	0	1
3 - Transport	14	0	0	0	14
4 - Supplies and Services	96	0	0	0	96
5 - Third Party Payments	214	0	0	0	214
7 - Support Services	60	0	0	0	60
<b>Total Expenditure</b>	<b>791</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>791</b>
9 - Income	(434)	(13)	0	0	(447)
<b>Net Expenditure</b>	<b>357</b>	<b>(13)</b>	<b>0</b>	<b>0</b>	<b>344</b>

<b>UTMC, CCTV &amp; Parking</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	557	0	0	0	557
2 - Premises	445	0	0	0	445
3 - Transport	14	0	0	0	14
4 - Supplies and Services	140	0	0	0	140
5 - Third Party Payments	1,277	0	50	0	1,327
7 - Support Services	235	0	0	0	235
<b>Total Expenditure</b>	<b>2,668</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>2,718</b>
9 - Income	(2,735)	(30)	376	(77)	(2,466)
<b>Net Expenditure</b>	<b>(67)</b>	<b>(30)</b>	<b>426</b>	<b>(77)</b>	<b>252</b>

<b>Specialist Transport</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	901	0	0	0	901
2 - Premises	428	0	0	0	428
3 - Transport	86	0	0	0	86
4 - Supplies and Services	(35)	0	0	0	(35)
5 - Third Party Payments	392	0	0	0	392
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	52	0	0	0	52
<b>Total Expenditure</b>	<b>1,825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,825</b>
9 - Income	(951)	(10)	0	0	(961)
<b>Net Expenditure</b>	<b>873</b>	<b>(10)</b>	<b>0</b>	<b>0</b>	<b>863</b>

## INFRASTRUCTURE, H'WAYS & ENG

Infrastructure Delivery	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	36	0	0	0	36
3 - Transport	3	0	0	0	3
4 - Supplies and Services	(0)	0	0	0	(0)
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	3	0	0	0	3
<b>Net Expenditure</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42</b>

Asset Maintenance & Street Works	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	1,541	0	0	0	1,541
2 - Premises	1	0	0	0	1
3 - Transport	264	0	0	0	264
4 - Supplies and Services	608	0	0	0	608
5 - Third Party Payments	1,586	0	0	0	1,586
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	122	0	0	0	122
<b>Total Expenditure</b>	<b>4,121</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,121</b>
9 - Income	(701)	(19)	0	0	(720)
<b>Net Expenditure</b>	<b>3,420</b>	<b>(19)</b>	<b>0</b>	<b>0</b>	<b>3,401</b>

Priority Transport Infrastructure	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	63	0	0	0	63
3 - Transport	9	0	0	0	9
4 - Supplies and Services	0	0	0	0	0
7 - Support Services	14	0	0	0	14
<b>Net Expenditure</b>	<b>86</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>86</b>

<b>Engineering &amp; Flood Risk</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	103	0	0	0	103
2 - Premises	0	0	0	0	0
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
<b>Total Expenditure</b>	<b>320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>320</b>
9 - Income	(22)	0	0	0	(22)
<b>Net Expenditure</b>	<b>298</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>298</b>

<b>Special Projects</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	2	0	0	0	2
2 - Premises	0	0	0	0	0
3 - Transport	2	0	0	0	2
4 - Supplies and Services	11	0	0	0	11
7 - Support Services	15	0	0	0	15
<b>Total Expenditure</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29</b>

<b>Transport &amp; Env Improvements</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	81	0	0	0	81
2 - Premises	0	0	0	0	0
3 - Transport	10	0	0	0	10
4 - Supplies and Services	0	0	0	0	0
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	15	0	0	0	15
<b>Net Expenditure</b>	<b>106</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>106</b>

## OPERATIONS & COMMERCIAL SERVICES

<b>Ops &amp; Commercial Services</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	220	0	0	0	220
2 - Premises	0	0	0	0	0
3 - Transport	0	0	0	0	0
4 - Supplies and Services	61	0	0	0	61
7 - Support Services	37	0	0	0	37
<b>Net Expenditure</b>	<b>317</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>317</b>

<b>Fleet &amp; Facilities</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	3,320	0	0	0	3,320
2 - Premises	282	0	0	0	282
3 - Transport	1,806	0	0	0	1,806
4 - Supplies and Services	469	0	0	0	469
5 - Third Party Payments	2	0	0	0	2
7 - Support Services	193	0	0	0	193
<b>Total Expenditure</b>	<b>6,072</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,072</b>
9 - Income	(5,339)	(11)	0	0	(5,350)
<b>Net Expenditure</b>	<b>733</b>	<b>(11)</b>	<b>0</b>	<b>0</b>	<b>722</b>

<b>Environment Services</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	2,994	0	0	0	2,994
2 - Premises	1,964	0	0	0	1,964
3 - Transport	764	0	0	0	764
4 - Supplies and Services	335	0	150	0	485
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	284	0	0	0	284
8 - Capital Financing	36	0	0	0	36
<b>Total Expenditure</b>	<b>6,376</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>6,526</b>
9 - Income	(2,454)	(12)	0	0	(2,466)
<b>Net Expenditure</b>	<b>3,923</b>	<b>(12)</b>	<b>150</b>	<b>0</b>	<b>4,061</b>

Walton Estate & Bereavement	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	1,167	0	0	0	1,167
2 - Premises	486	0	0	0	486
3 - Transport	122	0	0	0	122
4 - Supplies and Services	369	0	0	0	369
5 - Third Party Payments	14	0	0	0	14
7 - Support Services	124	0	0	0	124
8 - Capital Financing	98	0	0	0	98
<b>Total Expenditure</b>	<b>2,380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,380</b>
9 - Income	(3,397)	(102)	0	0	(3,498)
<b>Net Expenditure</b>	<b>(1,017)</b>	<b>(102)</b>	<b>0</b>	<b>0</b>	<b>(1,119)</b>

Waste Colln & Recycling Services	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	3,141	0	0	0	3,141
2 - Premises	34	0	0	0	34
3 - Transport	1,069	0	0	0	1,069
4 - Supplies and Services	309	0	0	0	309
5 - Third Party Payments	8,697	0	265	0	8,962
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	202	0	0	0	202
8 - Capital Financing	173	0	0	0	173
<b>Total Expenditure</b>	<b>13,627</b>	<b>0</b>	<b>265</b>	<b>0</b>	<b>13,892</b>
9 - Income	(1,976)	(59)	0	0	(2,035)
<b>Net Expenditure</b>	<b>11,651</b>	<b>(59)</b>	<b>265</b>	<b>0</b>	<b>11,857</b>

#### BUILDING CONTROL SERVICES

Building Control Services	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	539	0	0	0	539
2 - Premises	(30)	0	0	0	(30)
3 - Transport	17	0	0	0	17
4 - Supplies and Services	15	0	0	0	15
7 - Support Services	39	0	0	0	39
<b>Total Expenditure</b>	<b>580</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>580</b>
9 - Income	(769)	(23)	100	0	(692)
<b>Net Expenditure</b>	<b>(189)</b>	<b>(23)</b>	<b>100</b>	<b>0</b>	<b>(112)</b>

# Growth



## **Growth Directorate**

Through the Warrington & Co brand, ensures the delivery of the Council's economic growth framework "Warrington Means Business", including the approved Town Centre Masterplan. Drives the economic growth of the borough through urban regeneration, inward investment, jobs growth, place marketing and leadership of strategic skills needs.

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.

Includes the Local Planning Authority through the Development Management Team and oversees all Council planning policy.

Commissions the delivery of the Council's Arts, Culture, Leisure and Libraries Strategies through its partnership with Culture Warrington and LiveWire.

Manages the Council's property investment portfolio and all other strategic property related matters.

<b>GROWTH</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>	<b>2021/22 Gross Expenditure £'000</b>	<b>2021/22 Gross Income £'000</b>
Executive Director	357	0	0	0	357	357	0
Planning Policy	447	0	240	0	687	687	0
Property & Estates Mangt	2,800	(6)	144	0	2,938	4,892	(1,954)
Development Services	387	0	0	0	387	387	0
Business Growth & Investment	208	0	0	0	208	208	0
Development Control	(352)	(44)	0	0	(396)	1,121	(1,517)
Strategic Partnerships & Commissioning	5,579	0	92	0	5,671	5,671	0
<b>Grand Total</b>	<b>9,426</b>	<b>(50)</b>	<b>476</b>	<b>0</b>	<b>9,852</b>	<b>13,323</b>	<b>(3,470)</b>

## GROWTH

Executive Director	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	155	0	0	0	155
3 - Transport	1	0	0	0	1
4 - Supplies and Services	153	0	0	0	153
7 - Support Services	48	0	0	0	48
<b>Net Expenditure</b>	<b>357</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>357</b>

Planning Policy	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	288	0	0	0	288
2 - Premises	0	0	0	0	0
3 - Transport	2	0	0	0	2
4 - Supplies and Services	107	0	240	0	347
7 - Support Services	50	0	0	0	50
<b>Net Expenditure</b>	<b>447</b>	<b>0</b>	<b>240</b>	<b>0</b>	<b>687</b>

Property & Estates Mangt	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	1,146	0	0	0	1,146
2 - Premises	3,236	0	0	0	3,236
3 - Transport	18	0	0	0	18
4 - Supplies and Services	20	0	144	0	164
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	328	0	0	0	328
<b>Total Expenditure</b>	<b>4,748</b>	<b>0</b>	<b>144</b>	<b>0</b>	<b>4,892</b>
9 - Income	(1,948)	(6)	0	0	(1,954)
<b>Net Expenditure</b>	<b>2,800</b>	<b>(6)</b>	<b>144</b>	<b>0</b>	<b>2,938</b>

Development Services	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	73	0	0	0	73
2 - Premises	0	0	0	0	0
3 - Transport	4	0	0	0	4
4 - Supplies and Services	98	0	0	0	98
7 - Support Services	212	0	0	0	212
<b>Net Expenditure</b>	<b>387</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>387</b>

<b>Business Growth &amp; Investment</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	168	0	0	0	168
3 - Transport	2	0	0	0	2
4 - Supplies and Services	16	0	0	0	16
7 - Support Services	23	0	0	0	23
<b>Net Expenditure</b>	<b>208</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>208</b>

<b>Development Control</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	943	0	0	0	943
2 - Premises	0	0	0	0	0
3 - Transport	13	0	0	0	13
4 - Supplies and Services	88	0	0	0	88
7 - Support Services	77	0	0	0	77
<b>Total Expenditure</b>	<b>1,121</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,121</b>
9 - Income	(1,473)	(44)	0	0	(1,517)
<b>Net Expenditure</b>	<b>(352)</b>	<b>(44)</b>	<b>0</b>	<b>0</b>	<b>(396)</b>

<b>Strategic Partnerships &amp; Commissioning</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	272	0	0	0	272
2 - Premises	2	0	0	0	2
3 - Transport	0	0	0	0	0
4 - Supplies and Services	260	0	92	0	352
5 - Third Party Payments	4,969	0	0	0	4,969
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	75	0	0	0	75
<b>Net Expenditure</b>	<b>5,579</b>	<b>0</b>	<b>92</b>	<b>0</b>	<b>5,671</b>

# Corporate Financing

## Corporate Financing

Corporate Financing 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. These budgets are kept separate, to prevent changes having a direct impact on other Service's budgets. It can be broken down into four distinct areas:-

**Corporate Expenses** - This is a range of accounts that are not Directorate specific, however, they do need to be separately monitored. These include the budgets for the Concessionary Travel scheme, Corporate Fees & Subscriptions and the funding allocated for the Corporate Early release exercise, (although the benefits from this scheme are usually realised at a Service specific level).

**Contingencies** – Is where 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 Cabinet, before being released back to the individual service areas.

**Capital Financing** - Reflects the authority's treasury management transactions including interest payments, 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. This includes the full costs of holding these properties and any income generated from the Council's interests.

<b>CORPORATE FINANCING</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>	<b>2021/22 Gross Expenditure £'000</b>	<b>2021/22 Gross Income £'000</b>
Corporate Expenses	5,581	(0)	0	0	5,581	39,655	(34,073)
Contingencies	(932)	(2)	3,167	(1,600)	633	633	0
Capital Financing	19,020	0	4,422	(6,000)	17,442	34,571	(17,129)
Corporate Property	(22,942)	(131)	180	(1,377)	(24,269)	(148)	(24,121)
Energy Schemes	(3,725)	0	0	(805)	(4,530)	0	(4,530)
<b>Grand Total</b>	<b>(2,997)</b>	<b>(133)</b>	<b>7,769</b>	<b>(9,782)</b>	<b>(5,143)</b>	<b>74,711</b>	<b>(79,854)</b>

## CORPORATE FINANCING

Corporate Expenses	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	656	0	0	0	656
2 - Premises	119	0	0	0	119
3 - Transport	3,758	0	0	0	3,758
4 - Supplies and Services	122	0	0	0	122
5 - Third Party Payments	181	0	0	0	181
6 - Transfer Payments	33,018	0	0	0	33,018
7 - Support Services	1,800	0	0	0	1,800
<b>Total Expenditure</b>	<b>39,655</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,655</b>
9 - Income	(34,073)	(0)	0	0	(34,073)
<b>Net Expenditure</b>	<b>5,581</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>5,581</b>

Contingencies	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	0	0	1,667	0	1,667
3 - Transport	0	0	0	0	0
4 - Supplies and Services	(698)	(2)	1,500	(1,600)	(799)
5 - Third Party Payments	266	0	0	0	266
6 - Transfer Payments	(501)	0	0	0	(501)
7 - Support Services	1	0	0	0	1
<b>Net Expenditure</b>	<b>(932)</b>	<b>(2)</b>	<b>3,167</b>	<b>(1,600)</b>	<b>633</b>

Capital Financing	2020/21 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2021/22 Budget £'000
1 - Employees	2	0	0	0	2
4 - Supplies and Services	714	0	0	0	714
7 - Support Services	282	0	0	0	282
8 - Capital Financing	29,152	0	4,422	0	33,574
<b>Total Expenditure</b>	<b>30,149</b>	<b>0</b>	<b>4,422</b>	<b>0</b>	<b>34,571</b>
9 - Income	(11,129)	0	0	(6,000)	(17,129)
<b>Net Expenditure</b>	<b>19,020</b>	<b>0</b>	<b>4,422</b>	<b>(6,000)</b>	<b>17,442</b>



<b>Corporate Property</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	0	0	0	0	0
2 - Premises	625	0	0	0	625
3 - Transport	0	0	0	0	0
4 - Supplies and Services	(823)	0	132	(500)	(1,191)
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	417	0	0	0	417
<b>Total Expenditure</b>	<b>220</b>	<b>0</b>	<b>132</b>	<b>(500)</b>	<b>(148)</b>
9 - Income	(23,161)	(131)	48	(877)	(24,121)
<b>Net Expenditure</b>	<b>(22,942)</b>	<b>(131)</b>	<b>180</b>	<b>(1,377)</b>	<b>(24,269)</b>

<b>Energy Schemes</b>	<b>2020/21 Budget £'000</b>	<b>Inflation £'000</b>	<b>Pressures £'000</b>	<b>Savings £'000</b>	<b>2021/22 Budget £'000</b>
1 - Employees	0	0	0	0	0
4 - Supplies and Services	0	0	0	0	0
5 - Third Party Payments	0	0	0	0	0
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
9 - Income	(3,725)	0	0	(805)	(4,530)
<b>Net Expenditure</b>	<b>(3,725)</b>	<b>0</b>	<b>0</b>	<b>(805)</b>	<b>(4,530)</b>

# Capital Programme

## Capital Programme – Directorate Budgets

Capital Programme Directorate Budgets	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Families & Wellbeing	4.028	0.414	-	<b>4.442</b>
Corporate Services	2.940	2.000	1.588	<b>6.528</b>
Environment & Transport	44.511	15.913	6.196	<b>66.620</b>
Growth	17.127	0.127	-	<b>17.254</b>
Invest to Save Programme	335.458	290.452	75.594	<b>701.504</b>
<b>Total Capital Spending Plans</b>	<b>404.064</b>	<b>308.906</b>	<b>83.378</b>	<b>796.348</b>

## Capital Programme – Funding

Capital Programme Funding	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Unsupported Borrowing - Corporate	41.441	11.236	6.231	<b>58.908</b>
Unsupported Borrowing - Invest to Save	335.458	290.452	75.594	<b>701.504</b>
Capital Grants & Reserves	12.658	0.508	-	<b>13.166</b>
Capital Receipts	4.861	2.125	1.553	<b>8.539</b>
External Funding	9.646	4.585	-	<b>14.231</b>
<b>Total Capital Funding Plans</b>	<b>404.064</b>	<b>308.906</b>	<b>83.378</b>	<b>796.348</b>

## Capital Programme – Directorate Analysis

<b>CORPORATE SERVICES - CAPITAL PROGRAMME</b>				
<b>Project Description</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>Total £m</b>
<b>Finance</b>				
Corporate Redundancy Costs	2.000	2.000	1.553	<b>5.553</b>
<b>Total Finance</b>	<b>2.000</b>	<b>2.000</b>	<b>1.553</b>	<b>5.553</b>
<b>Customer and Business Transformation</b>				
Warrington 20:20 Transformation Programme	0.500	-	-	<b>0.500</b>
ICT & Print Service	0.440	-	0.035	<b>0.475</b>
<b>Total Customer and Business Transformation</b>	<b>0.940</b>	<b>-</b>	<b>0.035</b>	<b>0.975</b>
<b>TOTAL CORPORATE SERVICES</b>	<b>2.940</b>	<b>2.000</b>	<b>1.588</b>	<b>6.528</b>

## Capital Programme – Directorate Analysis

<b>FAMILIES &amp; WELLBEING - CAPITAL PROGRAMME</b>				
<b>Project Description</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>Total £m</b>
<b>Education and Early Help</b>				
Additional primary places - St Phillips	0.300	-	-	<b>0.300</b>
Grappenhall Heyes Expansion	2.905	0.075	-	<b>2.980</b>
Additional Primary Places	-	0.339	-	<b>0.339</b>
The Cobbs Infant - Flat Roof	0.010	-	-	<b>0.010</b>
The Cobbs Infant - Electrics	0.010	-	-	<b>0.010</b>
Appleton Thorn - Flat Roof	0.010	-	-	<b>0.010</b>
S106 Culcheth High - Astro turf	0.048	-	-	<b>0.048</b>
ASD - Free School demolition of existing building	0.100	-	-	<b>0.100</b>
SEND - Oakwood CP KS1	0.072	-	-	<b>0.072</b>
SEND - Secondary SEMH Designated Provision	0.250	-	-	<b>0.250</b>
SEND - Post 19 Offer	0.190	-	-	<b>0.190</b>
SEND - Post 1 vocational offer (WLV)	0.060	-	-	<b>0.060</b>
SEND - Sandy Lane Nursery	0.054	-	-	<b>0.054</b>
Children's Residences Maintenance Works	0.019	-	-	<b>0.019</b>
<b>Total Education and Early Help</b>	<b>4.028</b>	<b>0.414</b>	-	<b>4.442</b>
<b>TOTAL FAMILIES &amp; WELLBEING</b>	<b>4.028</b>	<b>0.414</b>	-	<b>4.442</b>

## Capital Programme – Directorate Analysis

<b>ENVIRONMENT &amp; TRANSPORT - CAPITAL PROGRAMME</b>				
<b>Project Description</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>Total £m</b>
<b>Environment and Transport</b>				
Road Maintenance	1.368	-	-	<b>1.368</b>
Bridge Maintenance	0.438	-	-	<b>0.438</b>
Traffic Signals - Maintenance	0.456	-	-	<b>0.456</b>
Bus Stop - Maintenance	0.015	-	-	<b>0.015</b>
Street Lighting Structural Works	0.398	-	-	<b>0.398</b>
Footpath & Cycleway - maintenance	0.231	-	-	<b>0.231</b>
Pothole Action & Flood Resilience Fund	0.050	-	-	<b>0.050</b>
Capitalisation of Potholes	0.576	0.500	-	<b>1.076</b>
S278 Walton Locks	0.012	-	-	<b>0.012</b>
Chapelford Street Lighting Works (commuted sum)	0.030	-	-	<b>0.030</b>
Chapelford Highways Works (commuted sum)	0.100	-	-	<b>0.100</b>
Briarswood Remedial Works - Street Lighting	0.018	-	-	<b>0.018</b>
Flood Risk (contribution to Environment Agency scheme)	0.510	-	-	<b>0.510</b>
Highways Maintenance Investment	4.292	-	-	<b>4.292</b>
Penketh/Whittle Brook Flood Risk Management	0.420	-	-	<b>0.420</b>
Challenge Fund 2020/21 - Bus Quality Partnership Improvements	0.083	-	-	<b>0.083</b>
Refurbishment of The Forge Car park	0.686	-	-	<b>0.686</b>
S106 Eagle Ottawa	0.035	-	-	<b>0.035</b>
Cycling Improvements	0.250	-	-	<b>0.250</b>
Pedestrian Improvements: PRoW	0.050	-	-	<b>0.050</b>
General Accessibility Improvements	0.050	-	-	<b>0.050</b>
Cycle Training - Bikeability	0.005	-	-	<b>0.005</b>
Travel Planning and Marketing	0.035	-	-	<b>0.035</b>
Bus Priority Schemes	0.050	-	-	<b>0.050</b>
Bus Stop Enhancements	0.010	-	-	<b>0.010</b>
New Bus Priority Measures	0.050	-	-	<b>0.050</b>
Parking Strategy	0.015	-	-	<b>0.015</b>
Safer Routes to Schools	0.075	-	-	<b>0.075</b>
Road Safety - Local Safety Schemes	0.150	-	-	<b>0.150</b>
Traffic Management - Minor Works	0.250	-	-	<b>0.250</b>
Pedestrian Improvements: (Crossings)	0.100	-	-	<b>0.100</b>
UTMC Development	0.050	-	-	<b>0.050</b>
Network Management Plan	0.200	-	-	<b>0.200</b>
Monitoring & Strategic Studies	0.129	-	-	<b>0.129</b>
Freight	0.010	-	-	<b>0.010</b>
Cleaner Fuels	0.015	-	-	<b>0.015</b>
Local Transport COVID Restart - Patching	0.070	-	-	<b>0.070</b>
Local Transport COVID Restart - Drainage	0.030	-	-	<b>0.030</b>
Local Transport COVID Restart - Main Lane	0.015	-	-	<b>0.015</b>
Local Transport COVID Restart - Complementary Path Widening	0.331	-	-	<b>0.331</b>
Challenge Fund 2020/21 - Traffic Management	0.067	-	-	<b>0.067</b>
EATF Tranche 2 Central 6 LTNs Scheme 1	0.110	-	-	<b>0.110</b>
EATF Tranche 2 A562 Cycle Scheme 2	0.240	-	-	<b>0.240</b>
EATF Tranche 2 Town Centre Scheme 3	0.120	-	-	<b>0.120</b>

## Capital Programme – Directorate Analysis

<b>ENVIRONMENT &amp; TRANSPORT - CAPITAL PROGRAMME</b>				
<b>Project Description</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>Total £m</b>
<b>Environment and Transport (cont'd)</b>				
Centre Park Link	0.172	-	-	<b>0.172</b>
Warrington West Station	0.175	-	-	<b>0.175</b>
Birchwood Pinch Point	-	0.015	-	<b>0.015</b>
Omega to Burtonwood Accessibility Improvements	0.035	-	-	<b>0.035</b>
Chester Road Cycle Route	0.392	-	-	<b>0.392</b>
Trans Pennine Trail Upgrade	0.340	-	-	<b>0.340</b>
Warrington West Cycle Accessibility	0.242	-	-	<b>0.242</b>
Daten Avenue Birchwood Path Cycle Improvement	0.150	-	-	<b>0.150</b>
Longbarn Park to College Place Path Cycle Improvement	0.080	-	-	<b>0.080</b>
Victoria Park Improvement	0.405	-	-	<b>0.405</b>
Sankey Valley Park Improvement	0.254	-	-	<b>0.254</b>
Warrington Allotments Improvement Programme	0.011	-	-	<b>0.011</b>
Bruche S106 - Various Parks/Areas	0.013	-	-	<b>0.013</b>
Alexander Park Developments Phase 1 - Play Area Phase 2 - Pavilion	0.020	-	-	<b>0.020</b>
S106 Gatewath 300 (Omega South Zone 7)	0.064	0.064	-	<b>0.128</b>
Oakwood Avenue Park Refurbishment	0.076	-	-	<b>0.076</b>
Birchwood Forest Park Skate Area & Bike Pump Track	0.002	-	-	<b>0.002</b>
Longbarn Park Refurbishment	0.013	-	-	<b>0.013</b>
Enfield Park Refurbishment	0.039	-	-	<b>0.039</b>
Birchwood Brook Footpath	0.003	-	-	<b>0.003</b>
Victoria Park Bowling Pavilion Extension	0.009	-	-	<b>0.009</b>
Volunteer Support & Quick Win Projects	0.023	-	-	<b>0.023</b>
Lymm Dam Site Infrastructure Refurbishment	0.037	-	-	<b>0.037</b>
Shaw Street Recreation Ground Uplift	0.009	0.030	-	<b>0.039</b>
Culcheth Village Green Play Area Uplift	0.004	0.030	-	<b>0.034</b>
Birchwood Forest Park Ranger & Sports Changing Building Refurbishment	0.034	-	-	<b>0.034</b>
Old Hall Park Refurbishment	0.032	-	-	<b>0.032</b>
Rixton Clay Pits Footpath Upgrade PROW to PFA	0.003	0.027	-	<b>0.030</b>
Western Link Blight Claims	1.000	5.497	-	<b>6.497</b>
Western Link Pre construction	8.873	9.277	6.196	<b>24.346</b>
Warrington East Phase 2	0.428	-	-	<b>0.428</b>
Warrington East Phase 3 (NPIF)	0.180	-	-	<b>0.180</b>
Omega Local Highways Phase 1 - Lingley Green Avenue/Omega Boulevard Junction Improvements	1.409	0.323	-	<b>1.732</b>
Omega Local Highways Phase 2A - Burtonwood Road/Kingswood Road	0.088	-	-	<b>0.088</b>
Omega Local Highways Phase 2B - Lingley Green Avenue/A57 Liverpool Road Junction Improvements	1.253	-	-	<b>1.253</b>
Omega Local Highways Phase 3 - Lingley Green Avenue/Whittle Avenue/Burtonwood Road Junction Improvements	1.613	-	-	<b>1.613</b>
Stadium Quarter Improvements	0.937	0.025	-	<b>0.962</b>
Victoria Park 3G Pitch	0.050	-	-	<b>0.050</b>
Community Recycling Centres Infrastructure Investment	0.160	-	-	<b>0.160</b>
Travellers transit site	1.814	-	-	<b>1.814</b>
Depot Amalgamation	11.874	0.125	-	<b>11.999</b>
<b>TOTAL ENVIRONMENT &amp; TRANSPORT</b>	<b>44.511</b>	<b>15.913</b>	<b>6.196</b>	<b>66.620</b>

## Capital Programme – Directorate Analysis

<b>GROWTH - CAPITAL PROGRAMME</b>				
<b>Project Description</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>Total £m</b>
<b>Growth</b>				
Capital Building Maintenance Programme	0.040	-	-	<b>0.040</b>
Museum - Roof	0.424	0.030	-	<b>0.454</b>
Various Civic Build - Fire Alarm Systems	0.080	0.017	-	<b>0.097</b>
St Werburghs Boiler & Heating System	0.034	-	-	<b>0.034</b>
Orford Youth Base - Boiler	0.015	-	-	<b>0.015</b>
Various Changing Rooms - Showers	0.065	-	-	<b>0.065</b>
Birchwood Tennis Ctr - Water Heater	0.013	-	-	<b>0.013</b>
Walton Crematorium Building Works	0.068	0.010	-	<b>0.078</b>
Parr Hall Ventilation Tower Repairs	0.009	-	-	<b>0.009</b>
Padgate House Boiler	0.110	-	-	<b>0.110</b>
East Annexe Drill Hall Roofing	0.161	0.010	-	<b>0.171</b>
New Electric Sub-station Town Hall Complex	0.240	0.013	-	<b>0.253</b>
Town Hall Golden Gates Additional Work	0.015	-	-	<b>0.015</b>
Town Hall Fire Alarm System	0.020	0.007	-	<b>0.027</b>
NTH/Quattro Demolition	0.548	0.040	-	<b>0.588</b>
Maintenance Investment Estates Land (Roads and Footpaths)	0.045	-	-	<b>0.045</b>
Bewsey & Dallam Hub	0.080	-	-	<b>0.080</b>
Regeneration Acquisition - Causeway	0.433	-	-	<b>0.433</b>
Green Homes Grant	1.615	-	-	<b>1.615</b>
Warrington Youth Zone	2.621	-	-	<b>2.621</b>
Warrington Public Libraries Improvement Programme	0.500	-	-	<b>0.500</b>
Viola Beach Memorial	0.028	-	-	<b>0.028</b>
Bus Depot Relocation	9.963	-	-	<b>9.963</b>
<b>TOTAL GROWTH</b>	<b>17.127</b>	<b>0.127</b>	<b>-</b>	<b>17.254</b>



## Capital Programme – Directorate Analysis

<b>INVEST TO SAVE - CAPITAL PROGRAMME</b>				
<b>Project Description</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>Total £m</b>
<b>Corporate Services</b>				
Loans to Housing Associations	200.000	200.000	70.822	<b>470.822</b>
Warrington/Northwest Region Investment	84.723	-	-	<b>84.723</b>
<b>Total Corporate Services</b>	<b>284.723</b>	<b>200.000</b>	<b>70.822</b>	<b>555.545</b>
<b>Environment &amp; Transport</b>				
Street Lighting Energy, Carbon & Asset Improvement	1.000	1.000	4.772	<b>6.772</b>
<b>Total Environment &amp; Transport</b>	<b>1.000</b>	<b>1.000</b>	<b>4.772</b>	<b>6.772</b>
<b>Growth</b>				
Capital Investment	28.745	61.180	-	<b>89.925</b>
Birchwood Park	11.370	-	-	<b>11.370</b>
Housing Companies	9.620	28.272	-	<b>37.892</b>
<b>Total Growth</b>	<b>49.735</b>	<b>89.452</b>	<b>-</b>	<b>139.187</b>
<b>TOTAL INVEST TO SAVE</b>	<b>335.458</b>	<b>290.452</b>	<b>75.594</b>	<b>701.504</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>404.064</b>	<b>308.906</b>	<b>83.378</b>	<b>796.348</b>