

Budget Book

2020 – 2021

Contents

page

3 Introduction

5 Corporate Services

15 Families and Wellbeing

30 Environment and Transport

40 Growth

46 Corporate Financing

51 Capital Programme

Introduction

Warrington continues to face significant cuts from central government. The council has already saved £159m since 2010 and has at least another £14m to save by 2021. The savings we have made equate to around £1,696 per Warrington household.

The Warrington element of the council tax charge will rise by 1.98% and the Adult Social Care precept by 2%. 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 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 £14m for 2020/21 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

2020/21 BUDGET BY DIRECTORATE	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000	2020/21 Gross Expenditure £'000	2020/21 Gross Income £'000
Corporate Services	5,531	269	742	(75)	6,467	27,065	(20,598)
Families & Wellbeing	103,857	890	11,336	(3,625)	112,458	312,595	(200,137)
Growth	3,425	40	219	0	3,684	6,455	(2,771)
Environment & Transport	19,513	48	1,919	(610)	20,870	40,202	(19,332)
Corporate Financing	672	(152)	5,804	(9,819)	(3,496)	69,696	(73,192)
Grand Total	132,998	1,094	20,020	(14,129)	139,983	456,012	(316,029)

*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

2019/20 £m	Warrington Funding	2020/21 £m
97.0	Council Tax	102.7
27.5	Retained Business Rates Income	30.3
5.0	Government Grant	4.0
3.5	Council Reserves	3.0
133.0	Total Revenue Income	140.0

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 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, 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; - this service also leads the New Council Office Accommodation project.

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 Warrington 2020 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	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000	2020/21 Gross Expenditure £'000	2020/21 Gross Income £'000
Chief Executives							
Chief Executives Unit	271	4	0	0	275	276	(1)
Director of Law & Governance	(15)	2	0	0	(13)	140	(153)
Coroners	361	11	0	0	371	1,715	(1,344)
Legal Services	211	19	0	0	230	1,443	(1,213)
Democratic & Members Services	1,633	25	0	0	1,658	1,737	(80)
Electoral Services	325	3	150	(50)	427	453	(26)
Chief Executives Total	2,785	63	150	(50)	2,948	5,764	(2,816)
Director of Corporate Services	614	4	0	0	618	947	(329)
Finance							
Finance & Accountancy	212	28	0	0	240	1,866	(1,626)
Contact Centre	(35)	18	0	0	(17)	1,508	(1,525)
Audit Services	65	7	0	0	72	658	(586)
Benefits and Exchequer Services (inc. Registrars)	2,170	69	290	0	2,528	5,533	(3,004)
Procurement	289	5	0	0	294	342	(48)
Finance Total	2,700	127	290	0	3,117	9,906	(6,789)
Customer and Business Transformation							
Deputy Director of Corporate Services	18	3	0	0	20	288	(268)
HR Advisory Services	(47)	0	25	(25)	(46)	2,089	(2,136)
Employee Services	(80)	5	0	0	(75)	863	(939)
Communications	(339)	9	0	0	(330)	595	(925)
Business Intelligence & Change	(473)	22	100	0	(351)	1,486	(1,837)
ICT and Print Services	352	36	177	0	565	5,125	(4,560)
Sub Regional Programme Officer	1	0	0	0	1	1	0
Customer and Business Transformation Total	(568)	75	302	(25)	(216)	10,448	(10,664)
Corporate Services Total	2,746	206	592	(25)	3,519	21,301	(17,782)
Grand Total	5,531	269	742	(75)	6,467	27,065	(20,598)

CORPORATE SERVICES

CHIEF EXECUTIVES

Chief Executives Unit	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	201	4	0	0	205
2 - Premises	9	0	0	0	9
3 - Transport	3	0	0	0	3
4 - Supplies and Services	31	0	0	0	31
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	272	4	0	0	276
9 - Income	(1)	0	0	0	(1)
Net Expenditure	271	4	0	0	275

Director of Law & Governance	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	132	2	0	0	134
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	137	2	0	0	140
9 - Income	(153)	0	0	0	(153)
Net Expenditure	(15)	2	0	0	(13)

Coroners	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	528	11	0	0	538
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	30	0	0	0	30
Total Expenditure	1,704	11	0	0	1,715
9 - Income	(1,344)	0	0	0	(1,344)
Net Expenditure	361	11	0	0	371

Legal Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,224	25	0	0	1,249
2 - Premises	34	0	0	0	34
3 - Transport	5	0	0	0	5
4 - Supplies and Services	59	0	0	0	59
7 - Support Services	96	0	0	0	96
Total Expenditure	1,418	25	0	0	1,443
9 - Income	(1,206)	(7)	0	0	(1,213)
Net Expenditure	211	19	0	0	230

Democratic & Members Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,360	26	0	0	1,386
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	186	0	0	0	186
Total Expenditure	1,711	26	0	0	1,737
9 - Income	(78)	(1)	0	0	(80)
Net Expenditure	1,633	25	0	0	1,658

Electoral Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	172	3	0	0	175
2 - Premises	25	0	0	0	25
3 - Transport	1	0	0	0	1
4 - Supplies and Services	104	0	150	(50)	204
7 - Support Services	48	0	0	0	48
Total Expenditure	350	3	150	(50)	453
9 - Income	(25)	(1)	0	0	(26)
Net Expenditure	325	3	150	(50)	427

CORPORATE SERVICES

Director of Corporate Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	206	4	0	0	210
2 - Premises	9	0	0	0	9
3 - Transport	2	0	0	0	2
4 - Supplies and Services	(138)	0	0	0	(138)
7 - Support Services	864	0	0	0	864
Total Expenditure	943	4	0	0	947
9 - Income	(329)	0	0	0	(329)
Net Expenditure	614	4	0	0	618

Finance & Accountancy	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,507	34	0	0	1,541
2 - Premises	26	0	0	0	26
3 - Transport	6	0	0	0	6
4 - Supplies and Services	23	0	0	0	23
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	269	0	0	0	269
Total Expenditure	1,832	34	0	0	1,866
9 - Income	(1,620)	(6)	0	0	(1,626)
Net Expenditure	212	28	0	0	240

Contact Centre	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	920	18	0	0	938
2 - Premises	134	0	0	0	134
3 - Transport	1	0	0	0	1
4 - Supplies and Services	45	0	0	0	45
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	390	0	0	0	390
Total Expenditure	1,489	18	0	0	1,508
9 - Income	(1,525)	0	0	0	(1,525)
Net Expenditure	(35)	18	0	0	(17)

Audit Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	562	11	0	0	574
2 - Premises	7	0	0	0	7
3 - Transport	6	0	0	0	6
4 - Supplies and Services	23	0	0	0	23
7 - Support Services	49	0	0	0	49
Total Expenditure	647	11	0	0	658
9 - Income	(582)	(4)	0	0	(586)
Net Expenditure	65	7	0	0	72

Benefits and Exchequer Services (inc. Registrars)	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	3,751	75	0	0	3,825
2 - Premises	144	0	0	0	144
3 - Transport	52	0	0	0	52
4 - Supplies and Services	327	0	0	0	327
5 - Third Party Payments	1	0	0	0	1
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	1,184	0	0	0	1,184
Total Expenditure	5,458	75	0	0	5,533
9 - Income	(3,288)	(6)	290	0	(3,004)
Net Expenditure	2,170	69	290	0	2,528

Procurement	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	279	6	0	0	284
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	336	6	0	0	342
9 - Income	(47)	(1)	0	0	(48)
Net Expenditure	289	5	0	0	294

Deputy Director of Corporate Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	131	3	0	0	134
2 - Premises	5	0	0	0	5
3 - Transport	0	0	0	0	0
4 - Supplies and Services	0	0	0	0	0
7 - Support Services	149	0	0	0	149
Total Expenditure	285	3	0	0	288
9 - Income	(268)	0	0	0	(268)
Net Expenditure	18	3	0	0	20

HR Advisory Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,541	28	0	0	1,569
2 - Premises	123	0	0	0	123
3 - Transport	17	0	0	0	17
4 - Supplies and Services	190	0	0	0	190
7 - Support Services	190	0	0	0	190
Total Expenditure	2,061	28	0	0	2,089
9 - Income	(2,108)	(28)	25	(25)	(2,136)
Net Expenditure	(47)	0	25	(25)	(46)

Employee Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	699	14	0	0	713
2 - Premises	23	0	0	0	23
3 - Transport	1	0	0	0	1
4 - Supplies and Services	31	0	0	0	31
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	96	0	0	0	96
Total Expenditure	849	14	0	0	863
9 - Income	(929)	(9)	0	0	(939)
Net Expenditure	(80)	5	0	0	(75)

Communications	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	445	9	0	0	454
2 - Premises	12	0	0	0	12
3 - Transport	1	0	0	0	1
4 - Supplies and Services	23	0	0	0	23
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	105	0	0	0	105
Total Expenditure	586	9	0	0	595
9 - Income	(925)	0	0	0	(925)
Net Expenditure	(339)	9	0	0	(330)

Business Intelligence & Change	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,118	24	100	0	1,242
2 - Premises	21	0	0	0	21
3 - Transport	2	0	0	0	2
4 - Supplies and Services	68	0	0	0	68
7 - Support Services	153	0	0	0	153
Total Expenditure	1,362	24	100	0	1,486
9 - Income	(1,835)	(2)	0	0	(1,837)
Net Expenditure	(473)	22	100	0	(351)

ICT and Print Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	2,486	50	0	0	2,536
2 - Premises	158	0	0	0	158
3 - Transport	18	0	0	0	18
4 - Supplies and Services	1,976	0	177	0	2,153
7 - Support Services	261	0	0	0	261
Total Expenditure	4,899	50	177	0	5,125
9 - Income	(4,547)	(13)	0	0	(4,560)
Net Expenditure	352	36	177	0	565

Sub Regional Programme Officer	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
7 - Support Services	1	0	0	0	1
Net Expenditure	1	0	0	0	1

Families & Wellbeing

Families and Wellbeing

The Directorate has streamlined its senior management resource into:

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.

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).

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.

Public Health and Prevention services (Director of Public Health)

This comprises core Public Health, Housing, Neighborhoods and Public Protection services. These services work together to promote and protect health & wellbeing and to maximize opportunities for early intervention. 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. In addition we commission a range of key public health services such as lifestyles, substance misuse, 0-19 services, tobacco control, sexual health and NHS health checks.

'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.

FAMILIES & WELLBEING	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000	2020/21 Gross Expenditure £'000	2020/21 Gross Income £'000
Executive Director Families & Wellbeing							
Executive Director	961	7	0	(180)	788	846	(58)
Executive Director Families & Wellbeing Total	961	7	0	(180)	788	846	(58)
Operational Dir-Adlt Servs (Deputy DASS)							
Operational Director - Adult Services	(1,648)	3	7,353	(3,004)	2,704	10,649	(7,945)
Commissioning and Resources	2,028	30	0	0	2,058	2,098	(40)
Assessment and Care Management	(4,016)	0	0	0	(4,016)	1,636	(5,652)
Intermediate Care Provision	0	0	0	0	0	0	0
Adult Assesment & Care Management	1,599	28	0	0	1,627	1,900	(273)
Adult Social Care	34,801	0	0	0	34,801	68,183	(33,383)
ASC Operational	7,256	144	0	0	7,400	9,389	(1,989)
Intergrated Commissioning	395	8	0	0	402	554	(152)
Operational Dir-Adlt Servs (Deputy DASS) Total	40,415	213	7,353	(3,004)	44,977	94,410	(49,433)
Op Director Children's Targ Servs							
CSC Strategic Mgt	237	11	219	0	467	467	0
Children in Need / Child Protection Serv	3,990	70	0	0	4,060	4,078	(18)
Children in Care and Care Leavers Servic	18,871	109	2,913	(401)	21,492	22,476	(984)
Safeguarding & Quality Assurance	1,028	18	0	(40)	1,006	1,006	0
Support Services	1,108	5	50	0	1,163	1,163	0
YOS	357	53	0	0	410	2,933	(2,522)
Op Director Children's Targ Servs Total	25,590	267	3,182	(441)	28,598	32,123	(3,524)
Assistant Director & EH/ SEND							
Education Strategic Mgt	237	7	121	0	365	365	0
Head of Education Services & SEND	4,720	123	570	0	5,413	117,692	(112,279)
Head of Service - Early Help	5,003	86	0	0	5,089	5,978	(889)
Virtual Head Teacher	597	6	0	0	602	943	(341)
Community Safety & Resillience	411	6	0	0	416	429	(12)
Assistant Director & EH/ SEND Total	10,967	227	691	0	11,885	125,407	(113,522)
Director of Public Health							
Director of Public Health	(1,019)	0	0	0	(1,019)	10,916	(11,935)
Public Health Services	80	0	0	0	80	80	0
Housing Standards	1,012	20	0	0	1,032	1,426	(395)
Communities & Neighbourhoods	556	12	0	0	568	1,432	(864)
DAAT	3	0	0	0	3	3	0
Regulatory Services	818	22	50	0	890	2,039	(1,148)
Strategic Partners & Commissioning	5,766	5	60	0	5,831	5,836	(5)
Director of Public Health Total	7,215	60	110	0	7,385	21,732	(14,347)
Better Care Fund							
External Contributions	(19,141)	0	0	0	(19,141)	0	(19,141)
Better Care Fund Schemes	36,202	95	0	0	36,297	36,409	(112)
iBCF NHS Schemes	1,648	21	0	0	1,669	1,669	0
Better Care Fund Total	18,709	116	0	0	18,825	38,078	(19,253)
Grand Total	103,857	890	11,336	(3,625)	112,458	312,595	(200,137)

FAMILIES & WELLBEING

EXECUTIVE DIRECTOR FAMILIES & WELLBEING

Executive Director	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	359	7	0	(180)	186
2 - Premises	59	0	0	0	59
3 - Transport	10	0	0	0	10
4 - Supplies and Services	(10)	0	0	0	(10)
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	601	0	0	0	601
Total Expenditure	1,019	7	0	(180)	846
9 - Income	(58)	0	0	0	(58)
Net Expenditure	961	7	0	(180)	788

OPERATIONAL DIR-ADLT SERVS (DEPUTY DASS)

Operational Director - Adult Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	(3,565)	3	7,353	(3,004)	787
2 - Premises	7	0	0	0	7
3 - Transport	2	0	0	0	2
4 - Supplies and Services	(220)	0	0	0	(220)
5 - Third Party Payments	10,011	0	0	0	10,011
6 - Transfer Payments	(300)	0	0	0	(300)
7 - Support Services	362	0	0	0	362
Total Expenditure	6,297	3	7,353	(3,004)	10,649
9 - Income	(7,945)	0	0	0	(7,945)
Net Expenditure	(1,648)	3	7,353	(3,004)	2,704

Commissioning and Resources	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,510	30	0	0	1,540
2 - Premises	67	0	0	0	67
3 - Transport	9	0	0	0	9
4 - Supplies and Services	333	0	0	0	333
7 - Support Services	149	0	0	0	149
Total Expenditure	2,068	30	0	0	2,098
9 - Income	(40)	0	0	0	(40)
Net Expenditure	2,028	30	0	0	2,058

Assessment and Care Management	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
2 - Premises	395	0	0	0	395
3 - Transport	355	0	0	0	355
4 - Supplies and Services	491	0	0	0	491
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	395	0	0	0	395
Total Expenditure	1,636	0	0	0	1,636
9 - Income	(5,652)	0	0	0	(5,652)
Net Expenditure	(4,016)	0	0	0	(4,016)

Intermediate Care Provision	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
7 - Support Services	0	0	0	0	0
Net Expenditure	0	0	0	0	0

Adult Assessment & Care Management	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,426	28	0	0	1,454
2 - Premises	22	0	0	0	22
3 - Transport	18	0	0	0	18
4 - Supplies and Services	312	0	0	0	312
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	95	0	0	0	95
Total Expenditure	1,872	28	0	0	1,900
9 - Income	(273)	0	0	0	(273)
Net Expenditure	1,599	28	0	0	1,627

Adult Social Care	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	(93)	0	0	0	(93)
4 - Supplies and Services	61,531	0	0	0	61,531
6 - Transfer Payments	6,615	0	0	0	6,615
7 - Support Services	130	0	0	0	130
Total Expenditure	68,183	0	0	0	68,183
9 - Income	(33,383)	0	0	0	(33,383)
Net Expenditure	34,801	0	0	0	34,801

ASC Operational	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	7,996	160	0	0	8,156
2 - Premises	184	0	0	0	184
3 - Transport	215	0	0	0	215
4 - Supplies and Services	237	0	0	0	237
5 - Third Party Payments	10	0	0	0	10
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	587	0	0	0	587
Total Expenditure	9,229	160	0	0	9,389
9 - Income	(1,973)	(16)	0	0	(1,989)
Net Expenditure	7,256	144	0	0	7,400

Intergrated Commissioning	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	392	8	0	0	400
2 - Premises	1	0	0	0	1
3 - Transport	0	0	0	0	0
4 - Supplies and Services	143	0	0	0	143
7 - Support Services	11	0	0	0	11
Total Expenditure	546	8	0	0	554
9 - Income	(152)	0	0	0	(152)
Net Expenditure	395	8	0	0	402

OP DIRECTOR CHILDREN'S TARG SERVS

CSC Strategic Mgt	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	535	11	0	0	545
4 - Supplies and Services	(298)	0	219	0	(79)
Net Expenditure	237	11	219	0	467

Children in Need / Child Protection Serv	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	3,521	70	0	0	3,591
2 - Premises	38	0	0	0	38
3 - Transport	94	0	0	0	94
4 - Supplies and Services	110	0	0	0	110
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	11	0	0	0	11
7 - Support Services	234	0	0	0	234
Total Expenditure	4,008	70	0	0	4,078
9 - Income	(18)	0	0	0	(18)
Net Expenditure	3,990	70	0	0	4,060

Children in Care and Care Leavers Servic	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	5,483	109	50	(215)	5,427
2 - Premises	149	0	0	0	149
3 - Transport	154	0	0	0	154
4 - Supplies and Services	8,564	0	1,898	(186)	10,276
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	4,950	0	965	0	5,915
7 - Support Services	556	0	0	0	556
Total Expenditure	19,855	109	2,913	(401)	22,476
9 - Income	(984)	0	0	0	(984)
Net Expenditure	18,871	109	2,913	(401)	21,492

Safeguarding & Quality Assurance	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	925	18	0	(40)	903
2 - Premises	26	0	0	0	26
3 - Transport	14	0	0	0	14
4 - Supplies and Services	5	0	0	0	5
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	58	0	0	0	58
Net Expenditure	1,028	18	0	(40)	1,006

Support Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	271	5	0	0	276
3 - Transport	0	0	0	0	0
4 - Supplies and Services	409	0	50	0	459
7 - Support Services	428	0	0	0	428
Net Expenditure	1,108	5	50	0	1,163

YOS	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	2,672	53	0	0	2,725
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	46	0	0	0	46
Total Expenditure	2,879	53	0	0	2,933
9 - Income	(2,522)	0	0	0	(2,522)
Net Expenditure	357	53	0	0	410

ASSISTANT DIRECTOR & EH/ SEND

Education Strategic Mgt	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	353	7	0	0	360
4 - Supplies and Services	(116)	0	121	0	5
Net Expenditure	237	7	121	0	365

Head of Education Services & SEND	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	7,789	136	200	0	8,125
2 - Premises	14	0	0	0	14
3 - Transport	2,075	0	370	0	2,445
4 - Supplies and Services	103,305	0	0	0	103,305
5 - Third Party Payments	0	0	0	0	0
6 - Transfer Payments	745	0	0	0	745
7 - Support Services	3,058	0	0	0	3,058
Total Expenditure	116,986	136	570	0	117,692
9 - Income	(112,266)	(13)	0	0	(112,279)
Net Expenditure	4,720	123	570	0	5,413

Head of Service - Early Help	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	4,866	86	0	0	4,952
2 - Premises	289	0	0	0	289
3 - Transport	80	0	0	0	80
4 - Supplies and Services	210	0	0	0	210
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	5,892	86	0	0	5,978
9 - Income	(889)	0	0	0	(889)
Net Expenditure	5,003	86	0	0	5,089

Virtual Head Teacher	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	786	16	0	0	801
2 - Premises	(6)	0	0	0	(6)
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
7 - Support Services	107	0	0	0	107
Total Expenditure	928	16	0	0	943
9 - Income	(331)	(10)	0	0	(341)
Net Expenditure	597	6	0	0	602

Community Safety & Resilience	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	312	6	0	0	318
2 - Premises	2	0	0	0	2
3 - Transport	4	0	0	0	4
4 - Supplies and Services	85	0	0	0	85
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	20	0	0	0	20
Total Expenditure	422	6	0	0	429
9 - Income	(12)	(0)	0	0	(12)
Net Expenditure	411	6	0	0	416

DIRECTOR OF PUBLIC HEALTH

Director of Public Health	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	(0)	0	0	0	(0)
2 - Premises	10	0	0	0	10
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	10,906	0	0	0	10,906
Total Expenditure	10,916	0	0	0	10,916
9 - Income	(11,935)	0	0	0	(11,935)
Net Expenditure	(1,019)	0	0	0	(1,019)

Public Health Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	(0)	0	0	0	(0)
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	62	0	0	0	62
Net Expenditure	80	0	0	0	80

Housing Standards	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,022	21	0	0	1,043
2 - Premises	43	0	0	0	43
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	1,405	21	0	0	1,426
9 - Income	(393)	(1)	0	0	(395)
Net Expenditure	1,012	20	0	0	1,032

Communities & Neighbourhoods	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	871	17	0	0	888
2 - Premises	161	0	0	0	161
3 - Transport	37	0	0	0	37
4 - Supplies and Services	157	0	0	0	157
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	190	0	0	0	190
Total Expenditure	1,415	17	0	0	1,432
9 - Income	(859)	(5)	0	0	(864)
Net Expenditure	556	12	0	0	568

DAAT	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	(0)	0	0	0	(0)
2 - Premises	3	0	0	0	3
4 - Supplies and Services	(0)	0	0	0	(0)
7 - Support Services	0	0	0	0	0
Net Expenditure	3	0	0	0	3

Regulatory Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,724	32	0	0	1,757
2 - Premises	29	0	0	0	29
3 - Transport	54	0	0	0	54
4 - Supplies and Services	(45)	0	50	0	5
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	1,956	32	50	0	2,039
9 - Income	(1,139)	(10)	0	0	(1,148)
Net Expenditure	818	22	50	0	890

Strategic Partners & Commissioning	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	264	5	0	0	270
2 - Premises	4	0	0	0	4
3 - Transport	0	0	0	0	0
4 - Supplies and Services	200	0	60	0	260
5 - Third Party Payments	5,250	0	0	0	5,250
7 - Support Services	52	0	0	0	52
Total Expenditure	5,770	5	60	0	5,836
9 - Income	(5)	0	0	0	(5)
Net Expenditure	5,766	5	60	0	5,831

BETTER CARE FUND

External Contributions	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
9 - Income	(19,141)	0	0	0	(19,141)
Net Income	(19,141)	0	0	0	(19,141)

Better Care Fund Schemes	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	4,834	96	0	0	4,930
2 - Premises	286	0	0	0	286
3 - Transport	120	0	0	0	120
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	27,507	0	0	0	27,507
Total Expenditure	36,313	96	0	0	36,409
9 - Income	(111)	(1)	0	0	(112)
Net Expenditure	36,202	95	0	0	36,297

iBCF NHS Schemes	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,047	21	0	0	1,068
3 - Transport	0	0	0	0	0
4 - Supplies and Services	601	0	0	0	601
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	0	0	0	0	0
Net Expenditure	1,648	21	0	0	1,669

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	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000	2020/21 Gross Expenditure £'000	2020/21 Gross Income £'000
Executive Management	423	4	0	0	427	427	0
Transport for Warrington							
TFW Serv Manager	96	2	0	0	98	98	0
Planning & Dev Control	323	9	0	0	332	343	(11)
Traffic Mangt, Road Safety & Highway	380	(1)	0	0	378	812	(434)
UTMC, CCTV & Parking	131	(16)	247	(460)	(99)	1,934	(2,033)
Specialist Transport	815	8	52	0	875	1,826	(951)
Transport for Warrington Total	1,744	2	299	(460)	1,584	5,014	(3,430)
Infrastructure, H'ways & Eng							
Infrastructure Delivery	27	2	0	0	29	29	0
Asset Maintenance & Street Works	3,287	11	0	0	3,298	3,999	(701)
Priority Transport Infrastructure	70	8	0	0	78	78	0
Engineering & Flood Risk	295	8	0	0	303	325	(22)
Special Projects	114	6	0	0	120	134	(14)
Transport & Env Improvements	76	8	0	0	84	84	0
Infrastructure, H'ways & Eng Total	3,868	44	0	0	3,911	4,649	(737)
Operations & Commercial Services							
Ops & Commercial Services	325	4	0	0	330	330	0
Fleet & Facilities	366	53	250	0	669	6,008	(5,339)
Environment Services	3,632	47	170	0	3,849	6,300	(2,451)
Walton Estate & Bereavement	(949)	(77)	0	0	(1,026)	2,371	(3,397)
Waste Colln & Recycling Services	10,591	5	1,200	(150)	11,645	13,620	(1,975)
Operations & Commercial Services Total	13,964	32	1,620	(150)	15,467	28,628	(13,162)
Development Management	(312)	(22)	0	0	(335)	934	(1,269)
Building Control Services	(173)	(12)	0	0	(185)	550	(735)
Grand Total	19,513	48	1,919	(610)	20,870	40,202	(19,332)

ENVIRONMENT & TRANSPORT

Executive Director	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	206	4	0	0	210
2 - Premises	23	0	0	0	23
3 - Transport	7	0	0	0	7
4 - Supplies and Services	84	0	0	0	84
7 - Support Services	102	0	0	0	102
Net Expenditure	423	4	0	0	427

TRANSPORT FOR WARRINGTON

TFW Serv Manager	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	103	2	0	0	105
2 - Premises	2	0	0	0	2
3 - Transport	1	0	0	0	1
4 - Supplies and Services	(34)	0	0	0	(34)
7 - Support Services	24	0	0	0	24
Net Expenditure	96	2	0	0	98

Planning & Dev Control	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	285	9	0	0	294
2 - Premises	12	0	0	0	12
3 - Transport	9	0	0	0	9
4 - Supplies and Services	(1)	0	0	0	(1)
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	29	0	0	0	29
Total Expenditure	334	9	0	0	343
9 - Income	(11)	(0)	0	0	(11)
Net Expenditure	323	9	0	0	332

Traffic Mangt, Road Safety & Highway	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	390	12	0	0	402
2 - Premises	12	0	0	0	12
3 - Transport	14	0	0	0	14
4 - Supplies and Services	97	0	0	0	97
5 - Third Party Payments	214	0	0	0	214
7 - Support Services	75	0	0	0	75
Total Expenditure	801	12	0	0	812
9 - Income	(421)	(13)	0	0	(434)
Net Expenditure	380	(1)	0	0	378

UTMC, CCTV & Parking	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	518	11	0	0	529
2 - Premises	249	0	0	0	249
3 - Transport	12	0	0	0	12
4 - Supplies and Services	101	0	0	0	101
5 - Third Party Payments	794	0	107	0	901
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	142	0	0	0	142
Total Expenditure	1,816	11	107	0	1,934
9 - Income	(1,685)	(27)	140	(460)	(2,033)
Net Expenditure	131	(16)	247	(460)	(99)

Specialist Transport	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	885	18	0	0	902
2 - Premises	435	0	0	0	435
3 - Transport	82	0	0	0	82
4 - Supplies and Services	(48)	0	0	0	(48)
5 - Third Party Payments	353	0	52	0	405
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	50	0	0	0	50
Total Expenditure	1,757	18	52	0	1,826
9 - Income	(942)	(10)	0	0	(951)
Net Expenditure	815	8	52	0	875

INFRASTRUCTURE, H'WAYS & ENG

Infrastructure Delivery	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	22	2	0	0	23
3 - Transport	1	0	0	0	1
4 - Supplies and Services	(0)	0	0	0	(0)
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	4	0	0	0	4
Net Expenditure	27	2	0	0	29

Asset Maintenance & Street Works	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,540	30	0	0	1,569
2 - Premises	17	0	0	0	17
3 - Transport	258	0	0	0	258
4 - Supplies and Services	458	0	0	0	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	3,969	30	0	0	3,999
9 - Income	(682)	(18)	0	0	(701)
Net Expenditure	3,287	11	0	0	3,298

Priority Transport Infrastructure	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	52	8	0	0	60
3 - Transport	9	0	0	0	9
4 - Supplies and Services	0	0	0	0	0
7 - Support Services	9	0	0	0	9
Net Expenditure	70	8	0	0	78

Engineering & Flood Risk	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	92	8	0	0	100
2 - Premises	9	0	0	0	9
3 - Transport	13	0	0	0	13
4 - Supplies and Services	4	0	0	0	4
5 - Third Party Payments	179	0	0	0	179
7 - Support Services	20	0	0	0	20
Total Expenditure	317	8	0	0	325
9 - Income	(22)	0	0	0	(22)
Net Expenditure	295	8	0	0	303

Special Projects	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	49	6	0	0	56
2 - Premises	3	0	0	0	3
3 - Transport	6	0	0	0	6
4 - Supplies and Services	22	0	0	0	22
7 - Support Services	48	0	0	0	48
Total Expenditure	128	6	0	0	134
9 - Income	(14)	0	0	0	(14)
Net Expenditure	114	6	0	0	120

Transport & Env Improvements	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	52	8	0	0	60
2 - Premises	2	0	0	0	2
3 - Transport	9	0	0	0	9
4 - Supplies and Services	0	0	0	0	0
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	14	0	0	0	14
Net Expenditure	76	8	0	0	84

OPERATIONS & COMMERCIAL SERVICES

Ops & Commercial Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	214	4	0	0	218
2 - Premises	5	0	0	0	5
3 - Transport	0	0	0	0	0
4 - Supplies and Services	61	0	0	0	61
7 - Support Services	46	0	0	0	46
Net Expenditure	325	4	0	0	330

Fleet & Facilities	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	3,193	63	0	0	3,257
2 - Premises	282	0	0	0	282
3 - Transport	1,806	0	0	0	1,806
4 - Supplies and Services	219	0	250	0	469
5 - Third Party Payments	2	0	0	0	2
7 - Support Services	192	0	0	0	192
Total Expenditure	5,694	63	250	0	6,008
9 - Income	(5,329)	(10)	0	0	(5,339)
Net Expenditure	366	53	250	0	669

Environment Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	2,871	59	0	0	2,930
2 - Premises	1,940	0	0	0	1,940
3 - Transport	727	0	0	0	727
4 - Supplies and Services	203	0	170	0	373
5 - Third Party Payments	0	0	0	0	0
7 - Support Services	294	0	0	0	294
8 - Capital Financing	36	0	0	0	36
Total Expenditure	6,071	59	170	0	6,300
9 - Income	(2,439)	(12)	0	0	(2,451)
Net Expenditure	3,632	47	170	0	3,849

Walton Estate & Bereavement	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,104	22	0	0	1,126
2 - Premises	528	0	0	0	528
3 - Transport	110	0	0	0	110
4 - Supplies and Services	364	0	0	0	364
5 - Third Party Payments	17	0	0	0	17
7 - Support Services	128	0	0	0	128
8 - Capital Financing	98	0	0	0	98
Total Expenditure	2,349	22	0	0	2,371
9 - Income	(3,298)	(99)	0	0	(3,397)
Net Expenditure	(949)	(77)	0	0	(1,026)

Waste Colln & Recycling Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	3,059	58	0	0	3,117
2 - Premises	34	0	0	0	34
3 - Transport	1,038	0	0	0	1,038
4 - Supplies and Services	311	0	0	0	311
5 - Third Party Payments	7,496	0	1,200	0	8,696
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	12,362	58	1,200	0	13,620
9 - Income	(1,772)	(53)	0	(150)	(1,975)
Net Expenditure	10,591	5	1,200	(150)	11,645

DEVELOPMENT MANAGEMENT

Development Management	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	719	14	0	0	734
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	920	14	0	0	934
9 - Income	(1,232)	(37)	0	0	(1,269)
Net Expenditure	(312)	(22)	0	0	(335)

BUILDING CONTROL SERVICES

Building Control Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	491	10	0	0	501
2 - Premises	(27)	0	0	0	(27)
3 - Transport	17	0	0	0	17
4 - Supplies and Services	15	0	0	0	15
7 - Support Services	44	0	0	0	44
Total Expenditure	540	10	0	0	550
9 - Income	(713)	(21)	0	0	(735)
Net Expenditure	(173)	(12)	0	0	(185)

Growth

Growth Directorate

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, 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 six 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 Management

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

Regeneration & Housing Service

Provision of an 'end-to-end' construction management service for the Council. Programme management of the delivery of the Warrington Means Business Economic Growth Framework and the Town Centre Masterplan. 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.

Strategic Partnerships and Commissioning

Responsible for the commissioning of leisure services, libraries, cultural and heritage provision and third sector infrastructure. Alongside the contract management of LiveWire, Culture Warrington and Warrington Voluntary Action a range of projects and programmes are also supported including Hub developments, Central Area Masterplan, Culture Commission, Volunteering Strategy and the development of the RLWC2021 Bid.

GROWTH	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000	2020/21 Gross Expenditure £'000	2020/21 Gross Income £'000
Executive Director	247	3	219	0	469	469	0
Planning Policy	352	5	0	0	357	357	0
Property & Estates Mangt	2,274	21	0	0	2,295	5,066	(2,771)
Development Services	347	8	0	0	354	354	0
Business Growth & Investment	205	3	0	0	208	208	0
Grand Total	3,425	40	219	0	3,684	6,455	(2,771)

GROWTH

Executive Director	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	147	3	0	0	150
3 - Transport	2	0	0	0	2
4 - Supplies and Services	98	0	219	0	317
Net Expenditure	247	3	219	0	469

Planning Policy	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	272	5	0	0	277
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	352	5	0	0	357

Property & Estates Mangt	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	1,062	26	0	0	1,089
2 - Premises	3,113	0	0	0	3,113
3 - Transport	18	0	0	0	18
4 - Supplies and Services	518	0	0	0	518
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	328	0	0	0	328
Total Expenditure	5,039	26	0	0	5,066
9 - Income	(2,765)	(6)	0	0	(2,771)
Net Expenditure	2,274	21	0	0	2,295

Development Services	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	55	8	0	0	62
2 - Premises	3	0	0	0	3
3 - Transport	4	0	0	0	4
4 - Supplies and Services	98	0	0	0	98
6 - Transfer Payments	0	0	0	0	0
7 - Support Services	186	0	0	0	186
Net Expenditure	347	8	0	0	354

Business Growth & Investment	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	171	3	0	0	175
2 - Premises	0	0	0	0	0
3 - Transport	1	0	0	0	1
4 - Supplies and Services	17	0	0	0	17
7 - Support Services	16	0	0	0	16
Net Expenditure	205	3	0	0	208

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

This 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

This 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.

CORPORATE FINANCING	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000	2020/21 Gross Expenditure £'000	2020/21 Gross Income £'000
Corporate Expenses	5,066	5	750	0	5,821	40,246	(34,425)
Contingencies	(2,333)	5	1,500	0	(828)	(828)	0
Capital Financing	13,404	0	3,554	(1,225)	15,733	29,850	(14,116)
Corporate Property	(15,466)	(163)	0	(8,594)	(24,223)	428	(24,650)
Grand Total	672	(152)	5,804	(9,819)	(3,496)	69,696	(73,192)

CORPORATE FINANCING

Corporate Expenses	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	849	5	0	0	854
2 - Premises	276	0	0	0	276
3 - Transport	3,758	0	0	0	3,758
4 - Supplies and Services	534	0	0	0	534
5 - Third Party Payments	181	0	0	0	181
6 - Transfer Payments	32,758	0	0	0	32,758
7 - Support Services	1,885	0	0	0	1,885
Total Expenditure	40,241	5	0	0	40,246
9 - Income	(35,175)	(0)	750	0	(34,425)
Net Expenditure	5,066	5	750	0	5,821

Contingencies	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	0	0	0	0	0
3 - Transport	0	0	0	0	0
4 - Supplies and Services	(2,098)	5	1,500	0	(593)
5 - Third Party Payments	266	0	0	0	266
6 - Transfer Payments	(501)	0	0	0	(501)
7 - Support Services	0	0	0	0	0
Net Expenditure	(2,333)	5	1,500	0	(828)

Capital Financing	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	2	0	0	0	2
3 - Transport	0	0	0	0	0
4 - Supplies and Services	(3,373)	0	0	0	(3,373)
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	29,383	0	3,554	0	32,937
Total Expenditure	26,296	0	3,554	0	29,850
9 - Income	(12,891)	0	0	(1,225)	(14,116)
Net Expenditure	13,404	0	3,554	(1,225)	15,733

Corporate Property	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Savings £'000	2020/21 Budget £'000
1 - Employees	(432)	0	0	0	(432)
2 - Premises	575	0	0	0	575
3 - Transport	0	0	0	0	0
4 - Supplies and Services	246	0	0	(100)	146
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	528	0	0	(100)	428
9 - Income	(15,993)	(163)	0	(8,494)	(24,650)
Net Expenditure	(15,466)	(163)	0	(8,594)	(24,223)

Capital Programme

Capital Programme – Directorate Budgets

Capital Programme Directorate Budgets	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Families & Wellbeing	9.959	0.112	-	10.071
Corporate Services	5.566	2.000	4.438	12.004
Environment & Transport	59.036	25.460	12.026	96.522
Growth	6.436	0.567	-	7.003
Invest to Save Programme	875.866	220.990	68.594	1,165.450
Total - Capital Spending Plans	956.863	249.129	85.058	1,291.050

Capital Programme – Funding

Capital Programme Funding	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Unsupported Borrowing - Corporate	47.176	18.793	7.651	73.620
Unsupported Borrowing - Invest to Save	875.866	220.990	68.594	1,165.450
Capital Grants & Reserves	16.053	0.112	-	16.165
Capital Receipts	4.459	4.025	4.563	13.047
External Funding	13.309	5.209	4.250	22.768
Total - Capital Funding Plans	956.863	249.129	85.058	1,291.050

Capital Programme – Directorate Analysis

CORPORATE SERVICES - CAPITAL PROGRAMME				
Project Description	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Finance				
Corporate Redundancy Costs	2.000	2.000	4.438	8.438
Total Finance	2.000	2.000	4.438	8.438
Customer and Business Transformation				
Warrington 20:20 Transformation Programme	2.223	-	-	2.223
Network Improvement Programme	0.053	-	-	0.053
End User Computing - Management Systems & Technologies	0.534	-	-	0.534
ICT & Print Service	0.756	-	-	0.756
Total Customer & Business Transformation	3.566	-	-	3.566
TOTAL CORPORATE SERVICES	5.566	2.000	4.438	12.004

Capital Programme – Directorate Analysis

FAMILIES & WELLBEING - CAPITAL PROGRAMME				
Project Description	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Adult Social Care				
Community Equipment	0.700	-	-	0.700
Total Adult Social Care	0.700	-	-	0.700
Education and Early Help				
Additional primary places - St Phillips	0.130	-	-	0.130
Dallam Primary - External Improvements	0.005	-	-	0.005
Culcheth Primary - Roof Works	0.007	-	-	0.007
Croft Primary - Roof Works	0.007	-	-	0.007
Additional primary places Grappenhall Heyes	3.244	0.075	-	3.319
Grappenhall Heyes - New Roofing	0.010	-	-	0.010
Oughtrington Primary - replacement roof	0.010	-	-	0.010
Twiss Green Primary - replacement roof	0.010	-	-	0.010
Newchurch Primary - replacement roof	0.010	-	-	0.010
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
Meadowside Primary - Heating	0.010	-	-	0.010
Stockton Heath Primary - Roof repairs	0.010	-	-	0.010
Bridgewater High - Extension	3.400	-	-	3.400
SEND - Oakwood CP KS1	0.010	-	-	0.010
Children Centres Works	0.250	-	-	0.250
Total Education and Early Help	7.872	0.112	-	7.984
Public Health				
Supported Housing Project	0.647	-	-	0.647
CCTV Procurement	0.127	-	-	0.127
Warrington Public Libraries Improvement Programme	0.613	-	-	0.613
Total Public Health	1.387	-	-	1.387
TOTAL FAMILIES & WELLBEING	9.959	0.112	-	10.071

Capital Programme – Directorate Analysis

ENVIRONMENT & TRANSPORT - CAPITAL PROGRAMME				
Project Description	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Environment and Transport				
Road Maintenance	1.386	-	-	1.386
Bridge Maintenance	0.438	-	-	0.438
Traffic Signals - Maintenance	0.121	-	-	0.121
Bus Stop - Maintenance	0.015	-	-	0.015
Street Lighting Structural Works	0.398	-	-	0.398
Footpath & Cycleway - maintenance	0.231	-	-	0.231
Capitalisation of Potholes	0.500	0.500	0.500	1.500
Highways Maintenance Investment	5.000	2.109	-	7.109
Penketh/Whittle Brook Flood Risk Management	0.420	-	-	0.420
S106 Saxon Park	0.114	-	-	0.114
S106 Farrell Street South	0.300	-	-	0.300
S106 Eagle Ottawa	0.035	-	-	0.035
S106 Common Lane Pedestrian Crossing	0.024	-	-	0.024
Cycling Improvements	0.250	-	-	0.250
Pedestrian Improvements: PRoW	0.050	-	-	0.050
General Accessibility Improvements	0.050	-	-	0.050
Cycle Training - Bikeability	0.005	-	-	0.005
Travel Planning and Marketing	0.035	-	-	0.035
Bus Priority Schemes	0.050	-	-	0.050
Bus Stop Enhancements	0.010	-	-	0.010
New Bus Priority Measures	0.050	-	-	0.050
Parking Strategy	0.015	-	-	0.015
Safer Routes to Schools	0.075	-	-	0.075
Road Safety - Local Safety Schemes	0.150	-	-	0.150
Traffic Management - Minor Works	0.250	-	-	0.250
Pedestrian Improvements: (Crossings)	0.100	-	-	0.100
UTMC Development	0.050	-	-	0.050
Network Management Plan	0.200	-	-	0.200
Monitoring & Strategic Studies	0.129	-	-	0.129
Freight	0.010	-	-	0.010
Cleaner Fuels	0.015	-	-	0.015
Centre Park Link	8.700	0.250	-	8.950
Birchwood Pinch Point	0.015	-	-	0.015
ITB Smaller LST Scheme	0.702	-	-	0.702
Omega to Burtonwood Accessibility Improvements	1.344	0.035	-	1.379
Chester Road Cycle Route	0.835	-	-	0.835
Trans Pennine Trail Upgrade	0.722	-	-	0.722
Westbrook Way Shared Use Path	0.196	-	-	0.196
Freshwater Close Play Area	0.002	-	-	0.002
Victoria Park Improvement	0.431	-	-	0.431
Sankey Valley Park Improvement	0.260	-	-	0.260
Dallam/Bewsey Regeneration Programme	0.006	-	-	0.006
Warrington Allotments Improvement Programme	0.020	-	-	0.020
Alexander Park Developments Phase 1 - Play Area	0.024	-	-	0.024
Phase 2 - Pavilion				

Capital Programme – Directorate Analysis

ENVIRONMENT & TRANSPORT - CAPITAL PROGRAMME				
Project Description	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Environment and Transport (cont'd)				
S106 Gatewarth 104 (Omega Bericote Land)	0.072	-	-	0.072
S106 Gatewarth 300 (Omega South Zone 7)	0.128	-	-	0.128
Oakwood Avenue Park Refurbishment	0.047	-	-	0.047
Longbarn Park Refurbishment	0.015	-	-	0.015
Enfield Park Refurbishment	0.031	-	-	0.031
Birchwood Brook Footpath	0.003	-	-	0.003
Volunteer Support & Quick Win Projects	0.030	-	-	0.030
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 Refurbishment	0.192	-	-	0.192
Old Hall Park Refurbishment	0.054	-	-	0.054
Rixton Clay Pits Footpath Upgrade PROW to PFA	0.030	-	-	0.030
Lymm Dam WC	0.020	-	-	0.020
Parkfields Park Enhancement	0.003	-	-	0.003
St Elphins Park Pavilion Refurbishment	0.100	-	-	0.100
Flood Risk (contribution to Environment Agency scheme)	0.300	0.325	-	0.625
Western Link Blight Claims	7.322	-	-	7.322
Warrington East Phase 2	0.656	-	-	0.656
Warrington East Phase 3 (NPIF)	1.351	-	-	1.351
Omega Local Highways Phase 1 - Lingley Green Avenue/Omega Boulevard Junction Improvements	4.969	0.723	-	5.692
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	1.459	0.035	-	1.494
Omega Local Highways Phase 3 - Lingley Green Avenue/Whittle Avenue/Burtonwood Road Junction Improvements	3.997	1.363	-	5.360
Western Link Pre construction	8.370	9.873	11.401	29.644
Stadium Quarter Improvements	0.914	0.050	-	0.964
Community Recycling Centres Infrastructure Investment	0.035	-	-	0.035
Travellers transit site	1.586	0.303	-	1.889
Walton Hall High/Low Ropes Concession	0.010	-	-	0.010
Cenotaph Riverbank Stabilisation	0.020	-	-	0.020
Depot Amalgamation	1.965	9.894	0.125	11.984
Warrington Borough Council Combined Control Room	0.020	-	-	0.020
Parsonage Way Playing Field	0.150	-	-	0.150
Refuse Collection Vehicle Replacements	1.331	-	-	1.331
TOTAL ENVIRONMENT & TRANSPORT	59.036	25.460	12.026	96.522

Capital Programme – Directorate Analysis

GROWTH - CAPITAL PROGRAMME				
Project Description	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Growth				
Various Sites - Structural & Chimney Works	0.005	-	-	0.005
Birchwood Tennis Centre - Roof	0.026	-	-	0.026
Museum - Roof	0.456	-	-	0.456
Various Civic Build - Fire Alarm Systems	0.195	-	-	0.195
St Werburghs Boiler & Heating System	0.008	-	-	0.008
Orford Youth Base - Boiler	0.008	-	-	0.008
Various Changing Rooms - Showers	0.065	-	-	0.065
Birchwood Tennis Ctr - Water Heater	0.013	-	-	0.013
Orford Jub Hub - Exit Doors	0.005	-	-	0.005
Hood Lane Rec - Emergency Lighting	0.004	-	-	0.004
Parr Hall Ventilation Tower Repairs	0.005	-	-	0.005
Padgate House Boiler	0.004	-	-	0.004
East Annexe Drill Hall Roofing	0.190	0.030	-	0.220
New Electric Sub-station Town Hall Complex	0.400	0.074	-	0.474
Town Hall Fire Alarm System	0.004	-	-	0.004
Town Hall Golden Gates Additional Work	0.010	-	-	0.010
NTH/Quattro Demolition	0.704	0.038	-	0.742
Maintenance Investment Estates Land (Roads and Footpaths)	0.045	0.045	-	0.090
Bewsey & Dallam Hub	1.250	0.080	-	1.330
Warrington Waterfront - Western Link (acquisition of land)	0.110	-	-	0.110
Warrington Youth Zone	2.929	0.300	-	3.229
TOTAL GROWTH	6.436	0.567	-	7.003

Capital Programme – Directorate Analysis

INVEST TO SAVE - CAPITAL PROGRAMME				
Project Description	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Corporate Services				
Shared Ownership Mortgages (Local Authority Partnership Purchase)	1.000	-	-	1.000
Loans to Housing Associations	200.000	200.000	40.322	440.322
Solar Farm Projects	17.178	-	-	17.178
Total Corporate Services	218.178	200.000	40.322	458.500
Environment and Transport				
Street Lighting Energy, Carbon & Asset Improvement	3.328	-	-	3.328
Total Environment and Transport	3.328	-	-	3.328
Growth				
Strategic Property Investment Programme to support Regeneration & Investment Portfolio	630.000	11.370	-	641.370
Time Square Project	3.860	-	-	3.860
Housing Companies	20.500	9.620	28.272	58.392
Total Growth	654.360	20.990	28.272	703.622
TOTAL INVEST TO SAVE	875.866	220.990	68.594	1,165.450
TOTAL CAPITAL PROGRAMME	956.863	249.129	85.058	1,291.050