

Revenue Budget Proposals 2021 to 2025

This appendix sets out the revenue budget proposals for the Council for 2021-22 and indicative proposals for 2022-2025. These have been grouped into the following categories to make it clear how each proposal will be delivered, and which ones will impact on service delivery.

- **Service redesigns and restructures** – These savings will be generated through redesigning and restructuring services to find better and more efficient ways of delivering the same level of service but at lower cost. This could include changing the way that services are delivered to ensure they best meet residents' needs.
- **Changes to policies or levels of service** – These savings will include changes to Council policies and may include reductions in the level of service provided, or closures of specific facilities (subject to consultation feedback).
- **Savings to be delivered by Council companies** – These will be delivered through the work of the Council's companies.
- **Commissioning savings** – Savings to be achieved through effective recommissioning of current contracts held by the Council to reduce the cost paid, including reviewing the level of services to be delivered by service providers.
- **Income generation** – Additional income that will flow to the Council by ensuring that users of Council services make appropriate contributions to their cost, and by ensuring that the Council maximises funding from external sources where relevant.
- **Technical savings** – These are budget reductions that can be made without any changes to Council policies or service levels.
- **Temporary investment dropping out** – Temporary investment included in the budget for prior years is removed once it is no longer required. This could include investment required to deliver savings proposals, or to reprofile savings into future years.

The following table summarises the proposals by category. A further detailed breakdown and narrative for each proposal is set out on the following pages.

	2021-22			2022-25		
	Growth £m	Savings £m	Impact on budget £m	Growth £m	Savings £m	Impact on budget £m
Commissioning savings		(0.750)	(0.750)		(1.500)	(1.500)
Savings to be delivered by Council companies		(0.980)	(0.980)		(0.760)	(0.760)
Income Generation		(2.141)	(2.141)		(1.715)	(1.715)
Service redesigns and restructures		(8.720)	(8.720)		(11.587)	(11.587)
Changes to policies or levels of service		(0.118)	(0.118)		(0.895)	(0.895)
Technical savings - no action required		(8.973)	(8.973)		(0.274)	(0.274)
Investment	21.701		21.701	18.111	(2.339)	15.772
Total	21.701	(21.682)	0.019	18.111	(19.070)	(0.959)

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Savings Proposals

Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Commissioning Savings						
Review of Leaving Care Services	We have a responsibility to support young people as they leave care up to the age of 25. We will adopt a more efficient way of buying support by reducing spot purchases and increasing the use of pre-agreed contracts with providers.	(250)				(250)
Strategic Commissioning Plan	Review of all major recommissions, including scope and level of services provided to identify contract efficiencies and savings.	(250)	(500)	(750)		(1,500)
Review of Low Value Contracts	A review of the high volume but lower value spend with suppliers to improve value for money, realise savings and reduce the associated transaction costs.	(250)	(250)			(500)
Total Commissioning Savings		(750)	(750)	(750)	-	(2,250)

Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Savings to be delivered by Council companies						
VIVO Care Services	We will work with Vivo to ensure that care is provided at the most appropriate rate. In particular, we will work with them to reduce the level of spending above the agreed block contract by maximising capacity within the block contract and, where appropriate, purchase services from other providers.	(500)				(500)
Qwest Contract savings	Review the scope, level and breadth of services provided by Qwest in order to deliver contract savings.	(180)	(60)			(240)
Council Companies savings target	We have several companies which we own and who are contracted to deliver Council services. We will work with these organisations to identify opportunities to reduce their costs and increase their income.	(300)	(350)	(250)	(100)	(1,000)
Total Savings to be delivered by Council companies		(980)	(410)	(250)	(100)	(1,740)

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Income Generation						
School Crossing Patrols	Reviewing the way school crossing patrols are funded to ensure that schools and the Council contribute appropriate amounts.	(80)				(80)
Funding for social care for older people	An increase in the funding the Council will receive from the NHS as part of the Better Care Fund to fund the increased costs of social care for older people due to an increase in demand	(441)				(441)
Public Health Grant	An increase to the level of Public Health grant available that can be used to fund relevant services.	(200)				(200)
Young Peoples Service	Review of the staffing structure in Young People's Services and utilisation of grant funding.	(26)				(26)
Parking Strategy	Develop and harmonise the parking strategy and approach to parking management across the Borough, ensuring appropriate levels of charging. Temporary investment is required for one year to deliver these savings (shown separately).		(136)			(136)
Lane Rental Levy	Implementation of a lane rental levy to incentivise utility companies to carry out roadworks in a timely and efficient manner.	(45)				(45)
Developer Contributions	Ensure the Council receives sufficient contributions from developers as part of development agreements for the provision and ongoing maintenance liabilities of traffic signals, street lighting and other highway assets that arise as consequence of their developments.	(555)	(30)	(35)		(620)
Museum Donations and Charges	A review of Museum Donations and charges in order to provide a fair and consistent approach across the Borough that reflects the service provided.		(50)	(50)		(100)
Household Waste Recycling Centres - Charges	Introduction of charges levied on certain waste items at Household Waste Recycling Centres. Temporary investment is required for one year to deliver these savings (shown separately).		(50)			(50)

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Environment Commissioning Income	Introduction of concessions and charges for events, sports and recreation, including some increases in existing charges for facility hire.	(40)				(40)
StreetCare Income	Income generation from additional works for sweeping and grounds maintenance.	(30)	(10)			(40)
Strengthening Enforcement	By strengthening and increasing our enforcement activity we are likely to identify more issues that will levy a fine for behaviour that contravenes current policy and adversely impacts on residents' lives. Investment in additional staffing resources and costs of purchasing additional equipment is required (shown separately).	(426)	(27)	(25)		(478)
Concessionary Fares recharge	Increase in the fee charges for the management of the Concessionary Fares scheme.	(20)				(20)
Commercial Estate	A review of the Council's commercial portfolio to maximise income and reduce the ongoing costs associated with certain properties. Temporary investment is required to deliver these savings (shown separately).		(100)	(100)	(200)	(400)
Energy & Carbon Reduction	Investment in renewable and low carbon projects across the borough to lower the Council's carbon footprint, make efficiency savings and generate Feed in Tariff income.	(90)	(90)	(220)		(400)
Land Lease Partnership	Income from ground rent from housing developers as a result of the transfer of land to build affordable housing. Temporary investment reflecting some delay in the delivery of housing development (shown separately).		(50)	(180)	(29)	(259)
Review of Total Environment and Mersey Forest	Increase in fee generating activity in respect of landscape architecture and planning advice.	(22)	(36)	(42)		(100)
Housing Register	Review of charging for administration of the Housing Register and non-Registered Provider affordable housing schemes.	(23)	(27)			(50)
Supported Housing	Supported housing schemes are being developed and these will generate additional rental income	(34)	(52)			(86)
Advertising and sponsorship income	Maximise income from advertising and sponsorship using a range of different displays.	(18)	(42)			(60)
Review of Fees & Charges	Review of charges that the Council makes for its services to ensure all costs are recovered, and charging is fair and consistent across the Council.	(91)	(79)	(55)		(225)
Total Income Generation		(2,141)	(779)	(707)	(229)	(3,856)

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Service Redesigns and Restructures						
Review of growth requirements for Adult Social Care	Review of current growth for adult social care with a view to identifying ways to reduce future demand and mitigate the need for future investment.	(300)	(60)	(240)		(600)
Paying for Care	Ensure that we are only funding social care services that the Council has a statutory duty to provide and raise additional income through the implementation of the non-residential charging policy. Temporary investment is required for one year to deliver these savings (shown separately).	(1,059)	(688)			(1,747)
Review of in-house building based provision	We will review the way respite and short-term care is provided in Cheshire West. This would see a move away from the Council being a direct provider of respite services and a shift from a mainly building-based offer to develop a range of flexible, bespoke services delivered close to people's homes and within their community. Currently the Council delivers some of its respite services from Council-owned residential care homes: Sutton Beeches, Leftwich Green (temporarily closed in Sept 2018) and Curzon House (run by Vivo Care Choices). This proposal could see the closure of these facilities to allow the investment needed in a wider range of services to offer greater choice and control for people.	(1,469)	(619)			(2,088)
More efficient ways of delivering care	We need to make best use of the support available and ensure care is delivered in a person-centred and dignified way. There are a number of care packages that are currently delivered by two people at the same time and there is scope with appropriate equipment, training and support, for this care to be delivered by a single care worker, providing greater dignity for the person receiving care, and increasing domiciliary care capacity. We will also undertake other projects to better meet needs and manage the increasing demand on adult social care services Temporary investment is required for one year to deliver these savings (shown separately).	(1,000)	(779)			(1,779)

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Transforming learning disability services	We will review the way we work with adults with learning disabilities and the range of services and support options available. This will include reviewing and improving our supported living offer, working closely with providers to enable more services to be delivered locally and reduce the need for people to be placed outside of the Borough. We will also make greater use of assistive technology to enable people to maximise their independence and work with people to access community resources and facilities to reduce reliance on more traditional services. Temporary investment is required for one year to undertake the review (shown separately).	(300)	(900)			(1,200)
Enhanced Community Care	Building on the joint work between the Council and the NHS over recent years, which has accelerated during the pandemic, we will join up more care workers with health workers in the community. This will help avoid hospital and care home admissions, and support people to return home more swiftly from hospital through rapid access to integrated health and social care resources.	(400)	(400)			(800)
Expanding the range of social care support available	Extend more choice to people in how their care and support needs can be met for example by increasing utilisation of direct payments used for personal assistants and expansion of the Shared Lives service. Temporary investment required to deliver these savings (shown separately)	(125)	(475)			(600)
Mental Health Support Services	The Council provides mental health support to residents to aid their social care needs. There is scope to transform the service to provide rapid help to people to avoid escalation to crisis; to achieve a better balance between building-based and outreach services and to consider greater links with local health services.	(120)				(120)
Policy & Partnerships Support	Review of future requirements and demand for support across the Health & Wellbeing directorate.	(41)				(41)

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Supporting Leisure and wellbeing through the Public Health Grant	Ensuring the use of Public Health Grant is maximised by using this grant to fund leisure and wellbeing services provided by the Council, and reviewing services previously funded by this grant to identify efficiencies.		(350)			(350)
Transport Efficiencies	We will review the level of breadth of services that are required when local community transport contracts are retendered.		(126)			(126)
Carer Services	We arrange support for carers who play a vital role in our communities. We will redesign the service and make improvements in the way the service operates.	(40)	(15)	(45)		(100)
Promotion of Equality and Diversity	Review of the level of support provided to organisations that support the Council to promote equality and diversity.	(21)	(10)			(31)
Integrated approach across children's service	A review of the links between early help, education and children's social care is taking place to identify synergies and opportunities to reduce demand for services and therefore costs.	(100)	(100)			(200)
Review of growth requirements for Children's Social Care	Review of current growth for children's social care with a view to identifying ways to reduce future demand and mitigate the need for future investment.	(120)	(120)	(160)		(400)
Allowances	Review of the Council's approach to how those in receipt of adoption, foster and special guardianship order allowances are monitored and reviewed to ensure consistency in means test criteria and reviewing systems.		(100)	(100)		(200)
Review of Residential Care Provision	A reduction in costs from providing more local residential provision for children in care through the Council, rather than out of the Borough. This would also ensure more support is provided closer to home, which also helps to prevent placements breaking down.	(46)	(38)	(38)		(122)
Early Intervention & prevention	We fund a range of organisations within the community to provide support to individuals to reduce isolation and increase social support. By recommissioning these services with input from the community we will look to remove elements of duplication in this support and explore the potential to provide this help through technology.		(133)	(135)		(268)

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Social Welfare & Advice	There is an opportunity to review and redesign the service when the service is recommissioned		(79)			(79)
Home to School Transport - Reduced Demand	Reduce demand for home to school transport by securing high needs provision closer to home to avoid out of borough placements and the costly transport that is required along with associated administration costs. Also addressing hazards on identified routes to make them safer for unaccompanied children to walk along, thereby reducing the need for transport arrangements.	(60)	(70)	(64)		(194)
Better targeting of youth services within our communities	The needs of young people are changing and delivering targeted, preventative services to those in the greatest need does not require the same level of centre-based delivery that we currently provide.	(62)	(20)			(82)
Digitalisation of Special Educational Needs tasks	Digitalisation of Special Educational Needs activity and the development of financial information from existing systems will reduce the need for administrative support.	(26)				(26)
Review of staffing	The Education & Inclusion service are currently operating with a number of vacant posts. These have been reviewed in the context of future service delivery and the ability to recruit to these posts, and are to be removed from the structure or alternative funding arrangements considered.	(198)				(198)
Street Lighting LED Replacement Project	Replacement of street lighting with more energy efficient LED bulbs to reduce energy costs and the costs of maintenance.	(150)	(450)	(60)		(660)
Review of Museums	A review of museums and the Heritage Hub is being undertaken, underpinned by audience development research to inform a more targeted approach to the service offer, and to event and exhibition delivery. Temporary investment is required for one year to deliver these savings (shown separately).		(75)			(75)
Horticulture Practice	With the introduction of a wildflowers strategy we can reduce the mowing regime for grass verges and reduce the level and cost of formal bedding.	(10)	(10)			(20)

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Data Led Gully Cleansing	Using technology to implement a data intelligence led cyclical regime for gully cleansing in order to achieve efficiencies in the gully cleansing programme.	(35)				(35)
Lighting Road Inspections	Implementation of smart control system to remove the requirement for night inspection and reduction in energy costs		(75)			(75)
Shared Services	A review of Libraries Shared Services, Education Library Services and Archives to realise efficiency savings as a result of more streamlined ways of working	(53)				(53)
Christmas Lighting	Savings in the delivery of the Christmas Lights programme as a result of increased contract efficiency.	(25)				(25)
Planning Service Operating Model	Review of non-pay contracts and the the operating model within the Planning Service, using external support as a more cost effective method for the processing of minor planning applications.	(33)				(33)
Storyhouse	Review of the service specification and agreement of efficiency targets with Storyhouse for the three year funding agreement.	(65)	(65)			(130)
Communities, Environment and Economy Redesign	Review and redesign of the Communities, Environment and Economy Directorate focusing on business processes and efficiency, information management, collaboration and income generation.	(703)	(1,081)	(250)		(2,034)
Prepayment Cards	The Council is introducing voluntary pre-payment cards to help people to manage their direct payments, and for vulnerable people where the Council is the Corporate Appointee or Deputy. This will provide a cost effective mechanism for the Council to make immediate payments to service users, reducing the use of cash, and enabling the swift recovery of outstanding balances. The introduction of the cards will require investment as there is a cost associated with using them (shown separately).	(25)				(25)
Universal Credit Roll Out	All new claims for Housing Benefit are made through Universal Credit and over time the Housing Benefit caseload is reducing. The saving therefore represents a reduction in the resource required to process Housing Benefit claims. The timing of this saving is dependent on the speed of the national roll out of Universal Credit.		(154)	(303)		(457)

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Review of welfare support & assurance Function	This proposal will involve a review of the welfare support and assurance functions across the Council, streamlining activities with the removal of any duplication across the services.		(218)			(218)
Corporate Services Review	Review of Corporate Services to ensure appropriate levels of support that are targeted to areas of highest priority, in line with the Council Plan, and areas of highest risk.	(914)	(803)	(429)		(2,146)
Review Security costs	Review of security arrangements at Corporate buildings to reflect the review of Corporate accommodation and the rationalisation of corporate buildings.	(220)	(10)			(230)
Information Technology Support	Our ICT services are provided by a shared service with Cheshire East. We will review the support required from the shared service in light of the ICT transformation programme.	(117)	(200)	(200)		(517)
HR & Finance System Replacement	The replacement of the HR and Finance system will reduce system operating costs and bring about business process efficiencies. Temporary investment is required to deliver these savings (shown separately).	(398)	(277)			(675)
Digital Channel Shift - Phase 1 and 2	The digital programme will reduce service demand and administration costs by enabling more customers to self serve, and enable the delivery of efficiencies in business processes through better use of technology. Temporary investment required (shown separately)	(215)			(567)	(782)
Workforce Modernisation	Ensuring a modern and fit for purpose workforce that delivers efficiencies from new ways of working including an extension to flexible and mobile working.	(250)	(250)			(500)
Review of Subscriptions	Review of the organisations that the Council currently subscribes to for e.g. memberships, publications, benchmarking, and professional memberships.	(20)				(20)
Corporate Accommodation	Rolling out flexible working to reduce the Council's requirement for desk space; consolidating the number of corporate offices and releasing the HQ building for commercial letting and income generation.		(89)	(157)		(246)
Total Service redesigns and restructures		(8,720)	(8,839)	(2,181)	(567)	(20,307)

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Changes to policies or levels of service						
Household Waste Recycling Centres	Review and rationalisation of Household Waste Recycling Centres - subject to the outcome of the Waste Strategy.	(68)	(94)			(162)
Waste Strategy	A review of the operating model, including collection and recycling arrangements. This saving will be linked to the delivery of the Waste Strategy, which is currently subject to consultation, and will be reported to Cabinet in June for approval.	(50)	(750)			(800)
Community Centres	Review and rationalisation of Community Centre provision to address issues with under utilised and ageing buildings.		(51)			(51)
Total Changes to policies or levels of service		(118)	(895)	-	-	(1,013)

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Technical Savings						
Review of growth requirements for Adult Social Care	Reduction in the annual budget that was required to fund the implementation of the Pathway to Independence programme for adult social care redesign.	(200)				(200)
Extra Care Housing	Following a review of the balance on the extra care housing PFI equalisation earmarked reserve and the future commitments the associated revenue budget can be reduced.	(89)				(89)
Community Safety	Following discussions with the Police and Crime Commissioner (PCC), a reduction in the Council's contribution towards services provided by the PCC has been agreed.	(100)				(100)
Realignment of Children Social Care budget	Adjustment of staffing budget for Children Social Care following a review of costs associated with the current staffing structure.	(350)				(350)
Childrens Social Care Contingency	Removal of the temporary contingency included in the 2020-21 budget for potential additional increased demand or costs of Looked After Children.	(2,000)				(2,000)
Associate School Improvement Advisers	Removal of temporary investment for additional Associate School Improvement Advisers to meet the increase in planned OFSTED inspections	(75)				(75)
Pension Liabilities	A natural reduction in the historic pension and associated liabilities relating to former Council and school employees.	(114)	(80)	(80)		(274)
Reprioritisation of School improvement funding	Mitigation of the expected reduction in Dedicated Schools Grant (DSG) Central School Services Block funding by reviewing historic liabilities and reducing/ceasing historic activities and reprioritising existing funding to support school development and statutory intervention duties.	(279)				(279)

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Time Credits Volunteering Service	Temporary investment dropping out for the Time Credits volunteering service which encourages and rewards volunteers for their involvement in community projects.	(52)	(14)			(66)
Concessionary Fares	A reduction in the costs of the statutory Concessionary Fares scheme due to a reduction in the number of passengers.	(150)				(150)
Fund applicable planned highways repairs and general maintenance activities via capital	Capitalisation of applicable Highways planned minor repairs, general maintenance activities and drainage investigations.	(568)				(568)
Weaver Square	Removal of temporary budget to meet ongoing costs of redevelopment plans for Weaver Square.	(150)				(150)
Funding of CIL Team	Move to make the CIL Team self funded from CIL revenue and S106 administration charge, in line with regulations.	(51)				(51)
HELP Scheme	Removal of temporary budget increase in the HELP scheme made in 2020-21 to ensure an increased number of vulnerable residents could access support.	(160)				(160)
Capital Receipts	Use of capital receipts to fund the up front revenue costs of transformation projects in line with the offer from Central Government. This allows costs currently funded from revenue to be capitalised.	(250)	(100)	-		(350)
Information Governance	Reduction of investment for temporary capacity to implement the operational obligations and responsibilities of new EU data protection regulations.	(39)				(39)
Highways Delivery Model	Removal of prior year investment required to support the option development, appraisal and procurement of the future highways contract.	(300)				(300)
Early Retirements	Due to a change in the way early retirement costs are funded, approved by Council in February 2020, the budget to make annual payments to the Pension Fund can be released.	(1,296)				(1,296)
Central Pensions Budget	Due to a reduction in the deficit on the Pension Fund following the last triennial valuation, the associated budget to fund the deficit has been reduced accordingly.	(2,750)				(2,750)
Total Technical Savings		(8,973)	(194)	(80)	-	(9,247)
Total Savings Proposals		(21,682)	(11,867)	(3,968)	(896)	(38,413)

Investment

Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Adults						
Growth in demand - children who require social care support into adult services	Further funding is required to meet the increasing demand on adult services as children who require social care support transition into adult services. We have identified that more can be done to plan for these transitions and are undertaking a full review to identify opportunities to improve transition and to better manage costs.	1,775	1,250	1,250	1,250	5,525
Independent Fee Review	Investment required following an independent review of rates to ensure that fees paid to social care providers reflect the fair cost of care to support a sustainable social care market	2,823	465			3,288
Care Contract Inflation	Funding to ensure that rates paid to providers of social care are reviewed each year to reflect pay and non-pay inflationary rises, in order to support a sustainable social care market	2,649	2,825	3,061	3,061	11,596
Social care for older people - Growth in Demand	More older people are requiring social care services. To meet this rising demand the Council will invest in the service to ensure high quality services can be provided to those who need them.	451				451
Social Care for Mental Health - Growth in Demand	There is increasing demand for Mental Health social care and pressures caused by complexity of need. To meet this rising demand the Council will invest in the service to ensure high quality services can be provided to those who need them.	450				450
Social care for people with Learning Disabilities - Growth in demand	There is increasing demand for social care from service users with a learning disability including pressures caused by complexity of need. To meet this rising demand the Council will invest in the service to ensure high quality services can be provided to those who need them.	2,040				2,040
Extra Care Housing Contract	Additional cost of revised Extra Care contract terms and conditions.	125				125
Transforming Learning Disability services	Temporary additional staffing resource to undertake the review of Learning Disabilities services.	175	(80)			95
Care at Home Contract Monitoring	Provision of software to allow the monitoring of the new Care At Home and Extra Care Housing contracts	46				46

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Adult Social Care Growth	Potential additional investment required to support emerging pressures in Adult Social Care.	400				400
Enhanced Community Care	Investment to fund the ongoing costs of the initiative to join up more care workers with health workers in the community to help avoid hospital and care home admissions, and support people to return home more swiftly from hospital through rapid access to integrated health and social care resources.	400				400
More efficient ways of delivering care	Temporary additional staffing resource to achieve additional savings through more efficient ways of delivering care.	60	(60)			-
Paying for Care	Temporary investment for 12 months to deliver the Paying for Care savings.	160	(160)			-
Expanding the range of social care support available	Temporary investment required to deliver savings in relation to extending more choice to people in how their care and support needs can be met, for example by increasing utilisation of direct payments used for personal assistants and expansion of the Shared Lives service.	35	(17)	(18)		-
Transport Efficiencies	Temporary investment into local community transport contracts pending recommissioning of the service which will deliver efficiencies	114	(114)			-
Contract Recommissions	Temporary investment in staffing resource to support the recommissioning of a number of contracts.	269	(178)	(91)		-
Childrens						
Corporate Parent	Establishing a permanent budget to support the Council's role as Corporate Parent.	50				50
Childrens Social Care investment	Investment to reflect the costs of the increasingly complex needs of children in care and increasing costs of support, particularly residential care.		370	410		780
Review of Looked After Children costs / Intervention Hub	Additional investment to support the review of External Care Placements and expansion of the Intervention Hub.	500				500

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Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Schools Funding	Budget increase required as a result of changes to available funding for schools, as well as providing for services that have historically been funded from the Dedicated Schools Grant.	390	490	323	240	1,443
Home to School Transport - Growth	Investment to manage the increasing demand and complexity in transport arrangements for eligible pupils.	1,743	238	238	238	2,457
Communities, Environment and Economy						
Street Lighting LED Replacement Project	The repayment costs of the interest-free loan funding the street lighting replacement programme.	150	450	60		660
Waste Collection	Investment to reflect increased costs of waste collection resulting from housing growth.	282	305	331		918
Parking Strategy	Due to the Northgate development there will be a loss of income as a result of the closure of the Market car park, therefore investment has been included to reflect the adjustment required.		868			868
Household Waste Recycling Centres - Charges	Investment to cover ongoing costs of operating new charges on certain waste items at Household Recycling Centres and to enable the delivery of savings.	30	(20)			10
Streetcare Asset Maintenance	The Council has streetcare assets that require ongoing maintenance. Developer contributions typically cover these costs up to a 10 year period. A budget is being created to fund the costs that fall after this time period.	143	7			150
Cheshire West Recycling	Investment to support the Council's waste collection company in advance of the delivery of the Waste Strategy.	2,600	(800)			1,800
Commercial Estate	Investment to reflect the reduction in expected rental income as a result of the impact of Covid-19 on the Council-owned commercial estate including Barons Quay and Winsford Cross.	600				600
Strengthening Enforcement	Investment in additional staffing resources and costs of purchasing additional equipment to strengthen and increase our enforcement activity to tackle behaviour that contravenes current policy and adversely impacts on residents' lives.	240				240
Parking Strategy	Temporary investment required to deliver the savings identified through the Parking Strategy.	10	(10)			-
Review of Museums	Temporary investment to support the Museums review.		10	(10)		-

Appendix D

Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Corporate Accommodation	Temporary investment to extend flexible working; reducing the Council's requirement for desk space; consolidating the number of corporate offices and releasing the HQ building for commercial letting and income generation.	208	(208)			-
Commercial Estate	Temporary investment required to deliver savings from the review of the Council's commercial portfolio.	289		(175)	(105)	9
Land Lease Partnership	Investment in reflect some delay in the delivery of housing development.	200				200
Communities, Environment and Economy Directorate Redesign	Investment to reflect slippage in the delivery of the Directorate redesign	500				500
Corporate Services						
Prepayment Cards - Investment	Investment required to fund the ongoing costs of introducing pre-payment cards and delivering associated savings.	4	11			15
Insurance Premiums	Investment to reflect the increasing costs of insurance premiums.	170		160		330
Loss of income in Transactional Services	In recent years the income from Schools has decreased significantly, mainly as a result of Academies not buying back services. Investment is therefore required to address this shortfall.	150				150
Financial Resilience Team	Investment for additional capacity to monitor the financial health of the Council and implement proposals to improve financial resilience.	105				105
General Data Protection Regulation - staffing budget	Investment to support ongoing compliance with the requirements of the new data protection regulations.	48				48
Insight and Intelligence	Investment for additional capacity in the Insight and Intelligence team to ensure there is sufficient resource to support the Council's requirements.	207				207
Legal Support	Investment to increase capacity for legal support to services and Council owned companies.	104				104

Appendix D

Title	Description	21-22 £000	22-23 £000	23-24 £000	24-25 £000	Total £000
Virtual Meetings	Investment for increased committee meeting support as a result of moving to virtual meetings.	74				74
Procurement Plan Support	The Procurement Plan is a significant work plan and will require additional resource to take this forward. This proposal seeks to appoint additional capacity to provide support for the delivery of the plan.	90				90
HR & Finance System Replacement	Temporary investment and ongoing costs associated with the delivery of the HR and Finance core system replacement programme and associated savings. Including the cost of Unit 4 licenses, replacement of Oracle system support team with Unit 4 support and an element of dual running with the new system for a period of time.	792	(293)			499
Digital Channel Shift Phase 2 - Investment	Investment to deliver savings from phase 2 of the Digital Strategy	50	100	100		250
Total Investment		21,701	7,389	5,933	4,789	39,812
Total Temporary Investment dropping out		-	(1,940)	(294)	(105)	(2,339)
Total Savings		(21,682)	(13,807)	(4,262)	(1,001)	(40,752)
Investment		21,701	7,389	5,933	4,789	39,812
Net Savings		19	(6,418)	1,671	3,788	(940)