

REPORT TO: Corporate & Inclusion Policy and Performance Board

DATE: 3 June 2025

REPORTING OFFICER: Finance Director

PORTFOLIO: Corporate Services

SUBJECT: Council Wide Spending as at 31 January 2025

WARD(S): Borough-wide

1.0 PURPOSE OF REPORT

- 1.1 To report the Council's overall revenue and capital spending position as at 31 January 2025, together with the latest 2024/25 outturn forecast.

2.0 RECOMMENDED: That;

- (i) **The Council's overall financial position as at 31 January 2025 as outlined in the Appendix, be noted.**

3.0 SUPPORTING INFORMATION

- 3.1 On 13 March 2025 the Executive Board received the report shown in the Appendix. This presented details of Councilwide revenue and capital spending by each Department as at 31 January 2025 along with forecasts to year-end, and outlines the reasons for key variances from budget.
- 3.2 Given the scale of the Council's current financial challenges, Executive Board requested that a copy of the report be shared with each Policy and Performance Board for information. This is to ensure that all Members have a full appreciation of the Councilwide financial position, in addition to their specific areas of responsibility.
- 3.3 The report is presented to Executive Board every two months and the attached report covers the period 1 April 2024 to 31 January 2025. It includes details of spending to date by each Department against both the revenue budget and capital programme.
- 3.4 Within the report Appendix 1 provides a Councilwide summary of revenue spending, while Appendix 2 presents details relating to each Department. The latest forecast of revenue spending to year-end compared to budget is also provided.
- 3.5 Appendix 3 presents spending to date against the Capital Programme. Appendix 4 indicates progress with implementation of previously approved budget savings for 2024/25 and 2025/26.

4.0 POLICY IMPLICATIONS

4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 **Improving Health, Promoting Wellbeing and Supporting Greater Independence**

5.2 **Building a Strong, Sustainable Local Economy**

5.3 **Supporting Children, Young People and Families**

5.4 **Tackling Inequality and Helping Those Who Are Most In Need**

5.5 **Working Towards a Greener Future**

5.6 **Valuing and Appreciating Halton and Our Community**

There are no direct implications, however, the revenue budget and capital programme support the delivery and achievement of all the Council's priorities.

6.0 RISK ANALYSIS

6.1 There are a number of financial risks within the budget. However, the Council has internal controls and processes in place to ensure that spending remains in line with budget as far as possible.

6.2 A budget risk register of significant financial risks is maintained and is included at Appendix 5 of the attached report.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

8.0 CLIMATE CHANGE IMPLICATIONS

8.1 None

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1072

9.1 There are no background papers under the meaning of the Act

REPORT TO: Executive Board

DATE: 13 March 2025

REPORTING OFFICER: Finance Director

PORTFOLIO: Corporate Services

SUBJECT: 2024/25 Spending as at 31 January 2025

WARD(S): Borough-wide

1.0 PURPOSE OF REPORT

- 1.2 To report the Council's overall revenue net spend position as at 31 January 2025 together with a 2024/25 forecast outturn position.

3.0 RECOMMENDED: That;

- (ii) **Executive Directors continue to identify areas where they can further reduce their directorate's spending or generate income, in order to reduce the councilwide forecast outturn overspend position;**
- (iii) **Executive Directors continue to implement the approved savings proposals for 2024/25 and 2025/26 as detailed in Appendix 4;**
- (iv) **Council be asked to approve the revisions to the capital programme set-out in paragraph 3.22 and incorporated within Appendix 3;**
- (v) **This report be shared with each Policy and Performance Board, in order to ensure they have a full appreciation of the councilwide financial position, in addition to their specific areas of responsibility.**

3.0 SUPPORTING INFORMATION

Revenue Spending

- 3.1 Appendix 1 presents a summary of spending against the operational revenue budget up to 31 January 2025 and Appendix 2 provides detailed figures for each individual Department. In overall terms, net Council spending as at 31 January 2025 is £15.487m over budget. The outturn forecast for the year estimates that net spending will be over budget by £18.906m if no corrective action is taken.
- 3.2 The forecast outturn overspend has improved by £1.851m from the amount reported on 16 January 2025. Whilst the financial position for the year

remains deeply concerning the forecast outturn is a significant improvement. The improvement largely relates to reduced net spend estimates across Children Services. Further information regarding significant departmental variances is included within the report and departmental figures are included in Appendices 1 and 2.

- 3.3 Over the two month period since the last reported position, financial focus workshops led by the Chief Executive have taken place with each Directorate's senior leadership team on a monthly basis. These workshops are looking for urgent ways to reduce or stop spending, or generate income. The aim is that initiatives identified in these workshops will help reduce the overall forecast overspend position for the year.
- 3.4 Ordinarily, where net spend is exceeding available resources for the year, the Council would have used reserves to achieve a balanced position. Due to decreasing levels, the Council are not in a position to cover the forecast overspend for the year. Therefore, on 04 December 2024 Council approved an application to the Ministry of Housing, Communities & Local Government (MHCLG) for Exceptional Financial Support (EFS). The Government's EFS arrangement provides councils with exceptional permission to capitalise annual revenue costs and fund them from long term borrowing (over 20 years) from the Public Works Loans Board (PWLb). EFS provides permission to borrow and does not provide grant funding. On 20 February 2025 MHCLG confirmed the Deputy Prime Minister is minded to approve a capitalisation direction of a total not exceeding £52.8 million over the period 2024/25 and 2025/26. The position will only be confirmed following an external assurance review to be undertaken in the summer of 2025.
- 3.5 The Council's available useable reserves (general and earmarked) total £11.484m. This is well below that required to help provide a balanced budget position given the forecast outturn overspend. Further detail on reserves is provided at paragraph 3.19.
- 3.6 The forecast outturn figures reflect a prudent yet realistic view of spend and income levels through to the end of the year. Work will continue to update the financial position as more information becomes available. Included within the forecast position is the 2024/25 pay award which was paid in November 2024.
- 3.7 The largest pressure on the Council's budget continues to be within the Children & Families Department and the Adults Directorate. Against Children & Families net spend for the year is forecast to be £6.817m (16.2%) above 2023/24 actual spend. Against the Adults Directorate net spend for the year is forecast to be £4.557m (7.5%) higher than 2023/24 actual spend.
- 3.8 On 24 October 2024 the Board approved additional revenue funding of £4.2m per year, to help develop a programme around the stabilisation and redesign of Children's Social Care, following the Ofsted review. This investment is focused upon proactive early intervention and prevention systems. It is envisaged that this investment will help control and reduce

costs within Children's Social Care over the next few years, and these cost reductions will be built into future year budget targets.

- 3.9 The use and cost of agency staff continues to be one of the main contributing factors to the overspend position for the year. This is mostly evident within the Children & Families Department and the Council's in-house Care Homes. Initiatives and support from the Transformation Programme are ongoing to reduce reliance upon agency staff.
- 3.10 Analysis of agency spend for the year, together with comparative analysis of 2023/24 costs, is included in the table below. Note information for Q4 only includes data for one months, January.

	2024/25					2023/24
	Q1 £'000	Q2 £'000	Q3 £'000	Q4 to Date £'000	Total £'000	Total £'000
Adult Social Care	1,341	1,656	1,210	1,241	5,448	5,927
Chief Executives Delivery Unit	132	179	239	82	632	0
Children & Family Services	1,283	1,432	1,321	400	4,436	6,157
Community & Greenspace	116	129	104	33	382	336
Economy, Enterprise & Property	86	105	110	38	339	343
Education, Inclusion & Provision	99	78	53	14	244	393
Finance	14	42	31	8	95	56
Legal & Democratic Services	253	274	212	41	780	814
Planning & Transportation	94	85	19	3	201	206
Public Health & Public Protection	11	10	1	0	22	21
Total	3,429	3,990	3,300	1,860	12,579	14,253

- 3.11 Within the approved budget for the year is a £4m savings target against the Transformation Programme. To date budget savings of £0.129m have been identified against this target. In addition, the Transformation Delivery Unit (TDU) have identified cost reductions and cost avoidance measures, although these will not lead to an overall reduction in the budgeted target. Progress against transformation savings is reported monthly to the Transformation Programme Board.
- 3.12 The forecast overspend is significantly above that which has been recorded in recent years. Whilst the current year net budget for the Council has increased by £7.7m (5.45%), this is well below the forecast increase in net costs, currently estimated as an increase of £20.997m (14.1%).

Revenue - Operational Spending

- 3.13 Operational net spending for the first ten months of the year is higher than the budget to date by £15.487m Based on current forecasts it is estimated net spend will be over budget for the year by £18.906m if no further corrective action is taken.
- 3.14 Within the overall budget forecast position for the quarter, the key budget variances are as follows;

- (i) **Children and Families Department**

The overall estimated forecast overspend position at the end of 2024/25 has reduced by £1.616m since last reported at 30 November 2024.

Significant investment as part of a Children's Social Care improvement plan has helped to reduce the forecast overspend position as well as reductions in agency and placement costs.

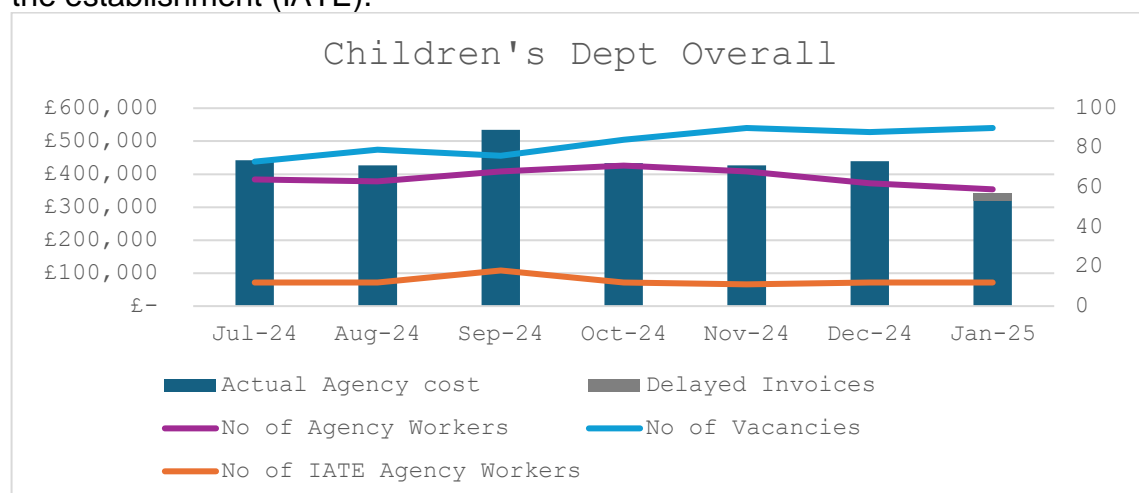
Although that there is a reduction in estimated forecast overspend across the Children's and Families department the overspend is still an area of serious concern and the issues remain the same. The difficulty in the recruitment of social workers and the subsequent extortionate agency costs, along with the spiralling costs of residential placements. This has been an ongoing problem for a number of years.

Employee Expenditure

Employee costs are forecast to be over budget profile at the end of financial year 2024/25 by £1.994m this is a reduction of £0.624m based on information available at 31 January 2025.

The reduction mainly relates to an agreed investment within children's services which has resulted in the establishment of new roles across the department. Agency staff that were previously in addition to the establishment (IATE) are no longer considered as IATE. Additional in-year budget of £0.501m (funded from contingency) has been provided for some of the newly established posts which has helped reduce the overspend position.

The chart below demonstrates agency cost that cover the month of April to January based on the period that was worked, the number of agency members of staff that the Council have received an invoice for within each period, the number of vacancies across the department and the number of staff that are currently in addition to the establishment (IATE).

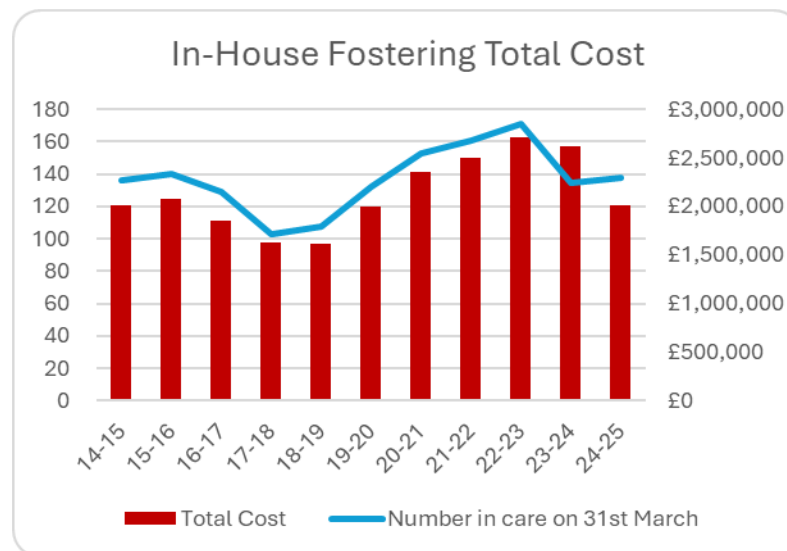


Various workstreams are in place to target the difficulties in recruitment, including a recruitment work group, social work academy and market supplements for applicable posts.

The chart above shows the level of agency has consistently reduced since October this is due to a number of agency converting to vacant positions and external recruitment which has resulted agency staff being stepped down.

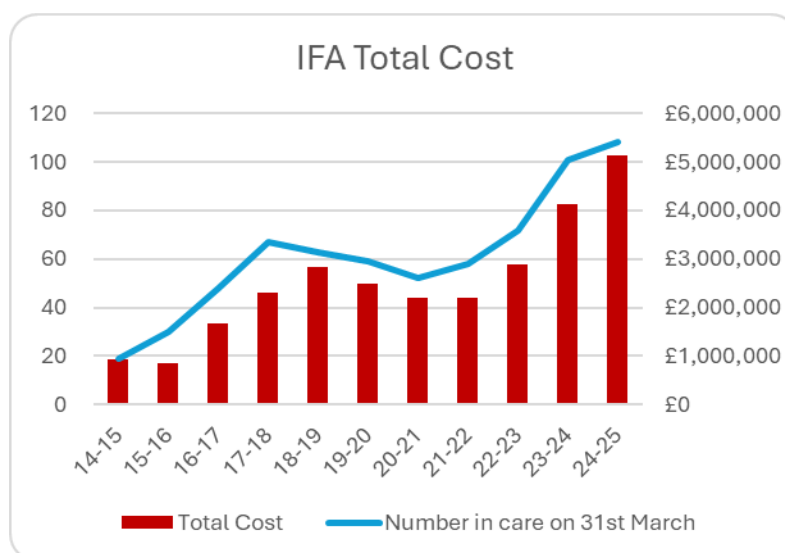
Fostering

Inhouse fostering placements is estimated to be £0.348m under budget profile for financial year 2024/25. Inhouse fostering budgets were increased to support the budget pressure in this area.



Work continues to recruit and retain Halton's In-house foster carers, along with training to develop carers enabling them to accommodate more specialist placements. This therefore means that costs could increase. However, the ability to accommodate young people within in-house provision provides a substantial saving in comparison to Independent Fostering Agency (IFA) or residential care.

Increasing numbers of children in care and insufficient in-house fostering provision has meant increased reliance on IFA. Higher numbers of children placed within IFA provision and increased IFA rates has resulted in an estimated forecast overspend for the end of 2024/25 as £0.886m.



Residential Care

Out of Borough Residential Care continues to be the main budget pressure for the Children and Families Department as the costs of residential care have continued to rise year on year. The numbers of young people in residential placements remains high and the cost of placements is rising significantly year-on year.

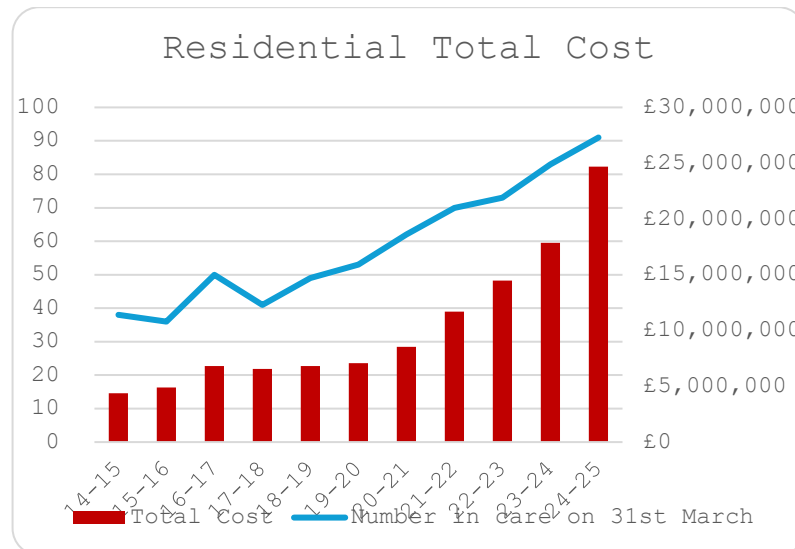
Provision	Weekly Costs	31-Jan-25		30-Nov-24	
		No. Placed	Estimated cost for the year	No. Placed	Estimated cost for the year
Residential	£1000 - £3000	4	488,662	4	476,360
Residential	£3001 - £5000	27	5,108,252	25	4,956,870
Residential	£5001 - £7000	26	6,737,694	26	7,413,389
Residential	£7001 - £15982	16	9,452,930	17	9,291,964
Secure	£6397 - £8137				
Leaving Care	£443 - £7175	11	2,134,843	14	2,341,056
Parent & Child	£2000 - £5500	7	774,025	7	913,562
Total:		91	24,696,405	93	25,393,201

At the end of financial year 24/25 the estimated overspend is £6.410M over budget for residential placements this has reduced by £0.784m since last reported.

Overall cost of packages are increasing due to the complexity of support the young people require as well as standard package cost increases. This is a national issue and market factors such as low supply and high demand have resulted in the costs of residential care packages rising significantly over the last year, meaning that the level of spend is unsustainable at the current rate.

A number of initiatives are taking place to try and address the issue including a High Cost Placement Panel where high cost packages are individually scrutinized to ensure the placement is right for the young person and at the best available cost for the placement.

The graph below illustrates the rising costs of residential care, for consistency this does not include the costs of Unaccompanied Asylum-Seeking Children (UASC) as these costs were not included previous years.



(ii) Adult Social Care Directorate

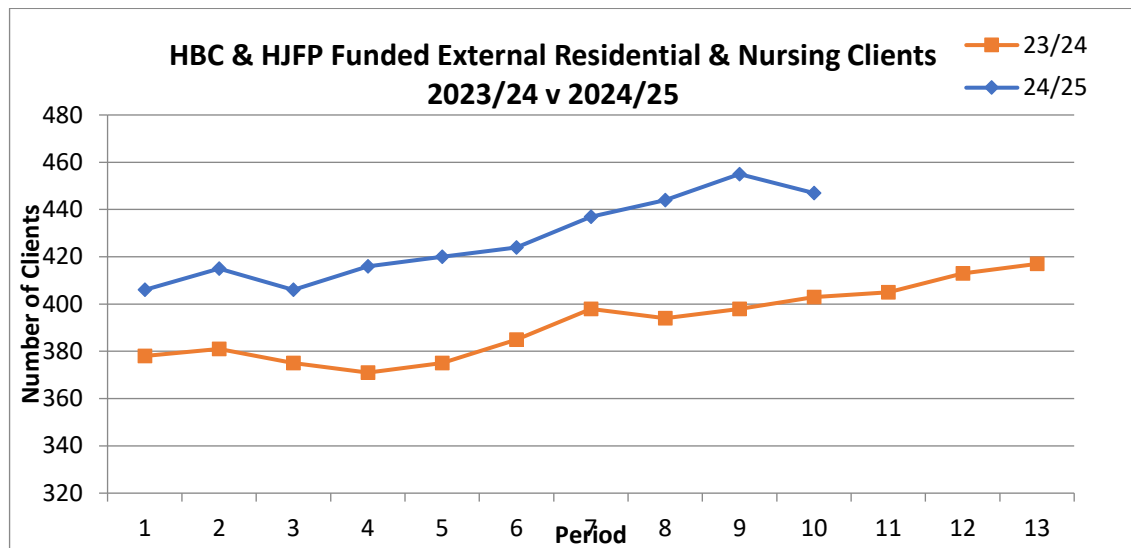
Community Care

At the end of January 2025 expenditure on Community Care services is over budget profile by £2.679m. It is anticipated that at the end of the financial year it will be overspent by £3.527m. This is an increase of £0.585m from the previous position reported at the end of November 2024.

Residential & Nursing Care

There are currently 447 residents in permanent external residential/nursing care as at the end of January 2025 compared to 444 in November, an increase of 0.6%. Compared to the 2023/24 average of 391 this is an increase of 14.3%. The average cost of a package of care in the current year for the same period has increased from £873.48 to £902.99 an increase of 3.3%. Based on this average cost, the 3 additional service users from November to January will cost approximately £0.032m to year end. In addition there is an increase in supplementary invoices during this period, amounting to £0.223m.

The graph below illustrates the demand for permanent placements.



Additional 1:1 hours in care homes currently cost the Council £0.023m per week. Spend to date is £0.596m for 30 individuals (27,432hrs), the forecast to year end is circa £0.803m.

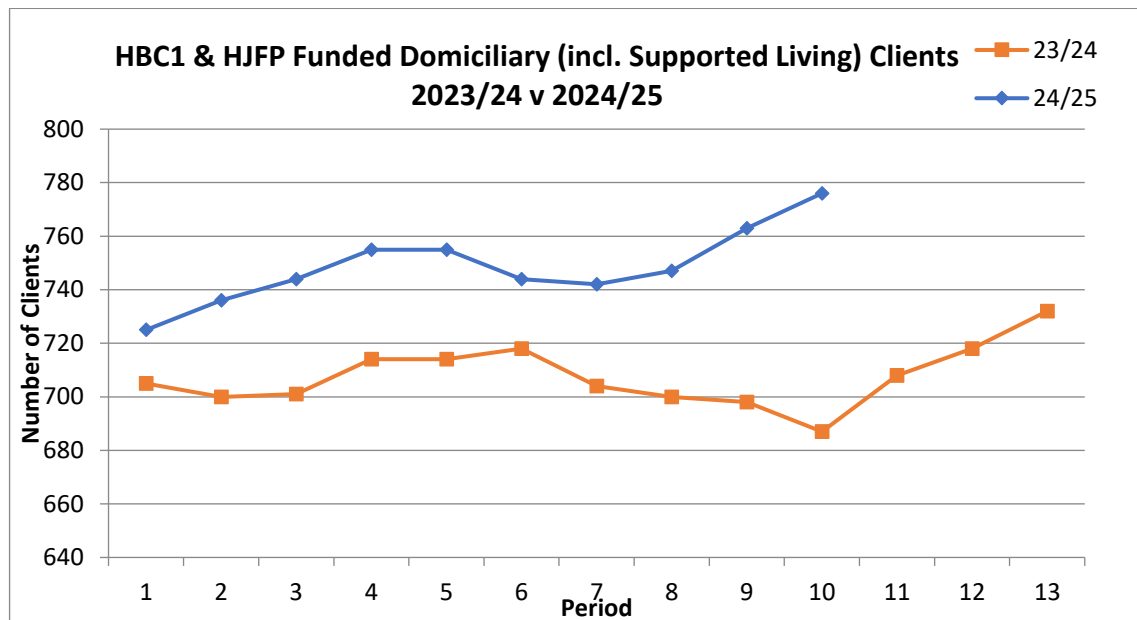
There are 76 care homes charging an additional payment over and above the contracted framework bed price. The current cost of additional payments is £0.012m per week, circa £0.610m per annum.

Domiciliary Care & Supported Living

There are currently 776 service users receiving a package of care at home compared to 747 in November, an increase of 29 (3.8%). However, the average number of service users during 2023/24 was 707, so there has been an increase of 9.8% demonstrating that demand for the service has increased this financial year.

The average cost of a package of care has increased by 5.3% from £450.89 to £475.14.

The graph below illustrates the demand for the service from April 2023 to date.

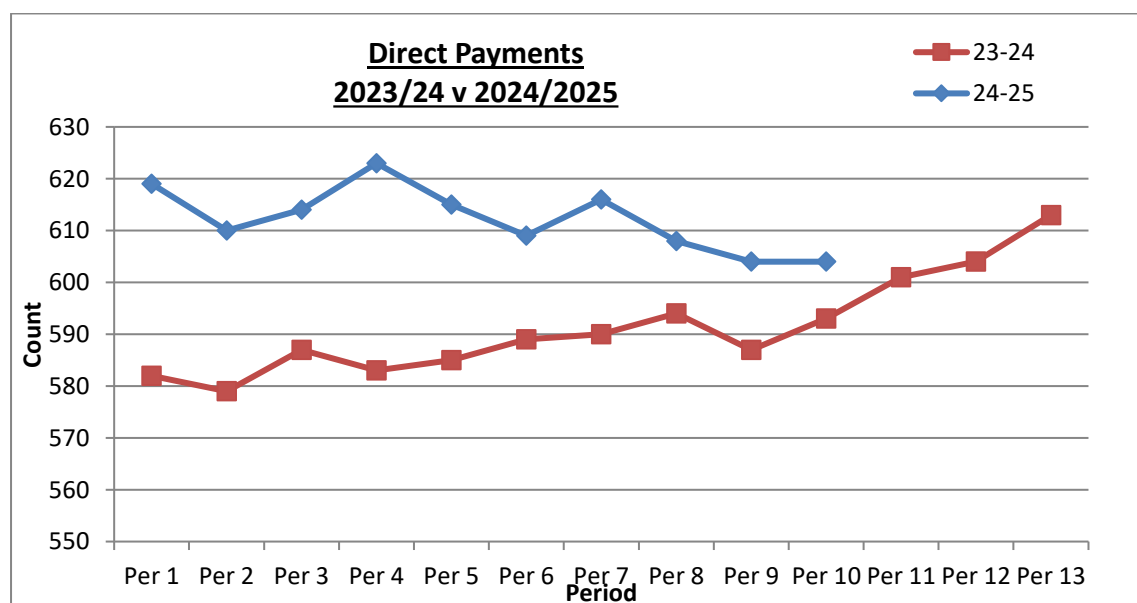


Direct Payments

In January 604 clients received a Direct Payment (DP) compared with 608 in November, a decrease of 0.6%. However, the average number of DP's in 2023/24 was 591, therefore there has been an increase of 2.2% on last year's average.

The average cost of a package of care has decreased since November from £471.94 to £438.54 in January, a reduction of 7.1%.

The forecast position for Direct Payments assumes an amount of £1.6m will be recovered from service users following an audit to seek assurance the DP is spent in line with their care and support needs. Variations to the amount recovered will directly affect the forecast.



Care Homes

The spend to 31 January 2025 across the Division is over budget profile by £1.020m. The forecast for the end of 2024/25 financial year is an estimated outturn position of £1.159m over budget. This is assuming the level of agency staffing continues at a similar rate and includes higher spend assumptions later in the financial year due to winter pressures surrounding staffing and utilities.

Recruitment of staff is a continued pressure across the care homes, where there remains a high number of staff vacancies. A proactive rolling recruitment exercise is ongoing, supported by HR.

Due to pressures with recruitment and retention in the sector, heavy reliance is being placed on overtime and expensive agency staff to support the care homes. At the end of January 2025 total agency spend across the care homes reached £3.034m, the cost of which has partially been offset by staff vacancies.

(iii) Education, Inclusion and Provision

Schools Transport is the main budget pressure for the Education, Inclusion and Provision Department. The Council has a statutory responsibility to provide Special Educational Needs (SEN) pupils with transport. This is split into two main areas of SEN pupils attending In-Borough and Out-of-Borough Schools.

The table below illustrates the split between the two areas, and how each areas spend compares to the budget.

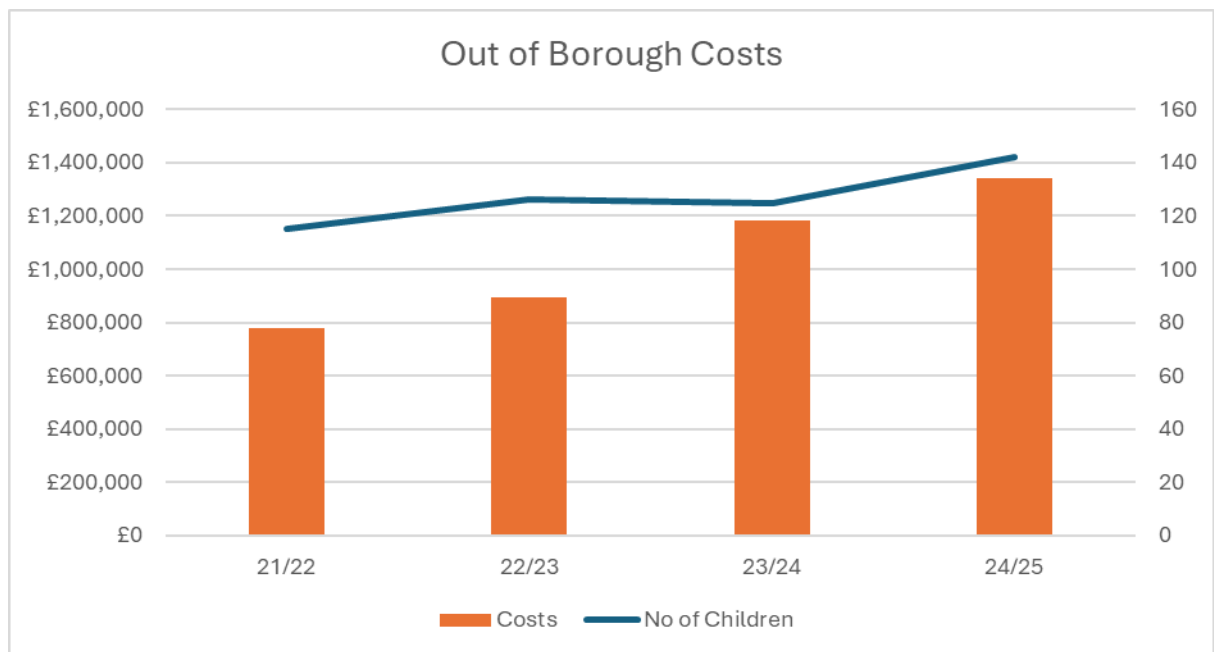
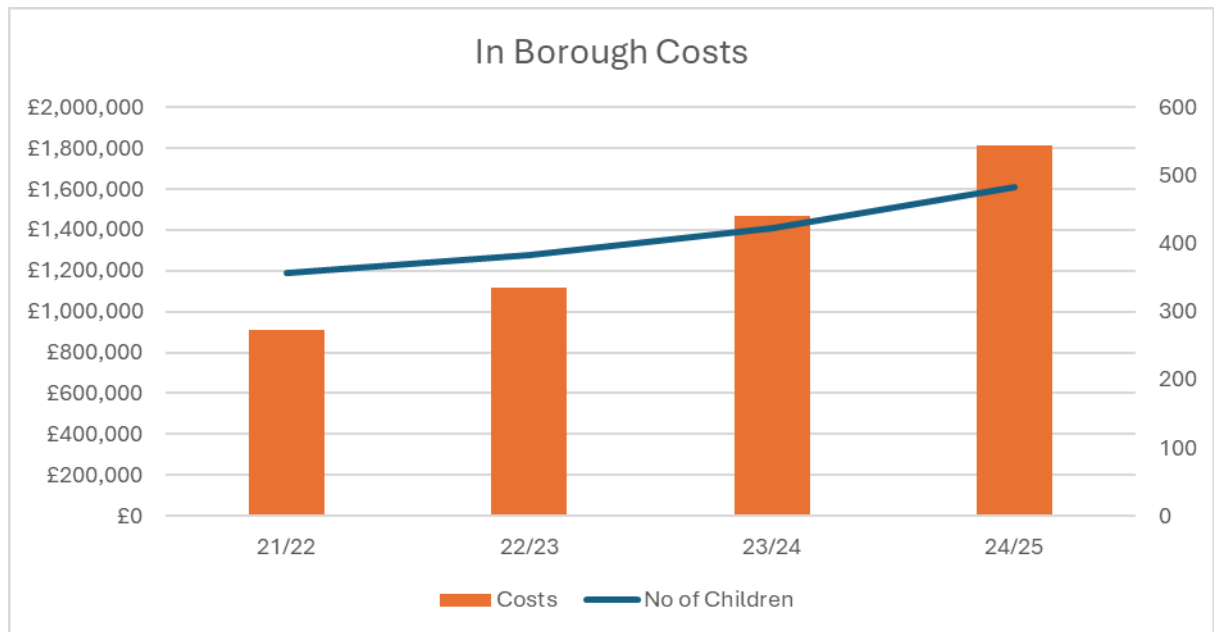
2024-25 as at Jan-25					
Area	Number of Users	Budget £000	Projected Spend £000	Variance £000	Average Cost per User
In Borough	482	1826	1812	14	£3,759.16
Out of Borough	142	491	1343	(852)	£9,459.70
Total	624	2317	3155	(838)	

The current records show 624 service users, the majority of which attend schools within the Borough. The Out of Borough overspend has increased from the previous reporting period from £0.797m to £0.852m.

During the current Academic year, it is anticipated that these figures will continue to rise, based upon historic information. The demand

for the School Transport Service continues to increase in line with the increasing number of pupils with SEN within the Borough.

The graphs below show the trend in the number of SEN children using this service and the associated costs.



A further pressure on the departmental budget for the year relates to Psychology and SEN Assessment services provided to schools. For a number of years these costs have been funded by the Dedicated Schools Grant (DSG). The Department for Education have recently advised that these costs cannot be DSG funded as they are outside of scope in meeting the grant conditions. It is therefore currently assumed this cost will fall upon the Council's

budget at a cost of £0.860m, until at such time other sources of funding are found.

Income figures have changed compared to previous reports due to a review of departmental earmarked reserves and £0.420m being released to the General Fund.

(iv) ICT Department

At the end of the 2024/25 financial year it is forecasted that the ICT and Administration Department will be over the approved budget profile by £0.596m.

The main pressures faced by the ICT and Administration Department is in relation to the IT infrastructure, with the move to Microsoft 365, staff have been able to utilise much more efficient hardware. However, the software utilised by the new hardware is at a premium and will be a continuous pressure the Council will need to react to as prices fluctuate.

(v) Community and Greenspaces Department

The net departmental expenditure is forecast to be £0.819m under budget at the end of the 2024/25 financial year. This is an improved position from the expected £0.616m forecasted at the end of November 2024.

The largest contributor to the underspend is in relation to spend on Employees, which is currently forecast to be £0.951m under the approved budget profile by the end of the financial year. There are several restructures taking place across the Department, therefore, in order to facilitate these a number of posts are currently being held vacant until the new structure is implemented. The most notable of these being the new structure being implemented when the new Halton Leisure Centre opens.

Collection Fund

- 3.15 The council tax collection rate through to the end of January 2025 is 89.01% which is 0.08% lower than the collection rate at the same point last year.

Debt relating to previous years continues to be collected, and the Council utilises powers through charging orders and attachment to earnings/benefits to secure debts. £2.205m (12.52%) has so far been collected this year in relation to previous years' debt.

- 3.16 Business rate collection through to the end of November 2024 is 92.70% which is 3.21% higher than the collection rate at the same point last year.

£2.057m has so far been collected this year in relation to previous years' debt.

Review of Reserves

- 3.17 As at 31 January 2025 the Council's General Reserve is unchanged from the previous period at £5.149m, which represents 3.44% of the Council's 2024/25 net budget. This is considered to be a minimum level.
- 3.18 There is a regular review of earmarked reserves undertaken to determine whether they can be released in part or in full to assist with funding the Council's current financial challenges, recognising that this only provides one-year funding solutions.

Reserves Summary

- 3.19 A summary breakdown of the Council's reserves is presented in the table below, showing the balance of reserves as at 31 January 2025.

Summary of General and Earmarked Reserves	
Reserve	Reserve Value £m
Corporate:	
General Fund	5.149
Transformation Fund	6.355
Capital Reserve	0.499
Insurance Reserve	1.000
Specific Projects:	
Adult Social Care	0.507
Fleet Replacement	0.454
Highways Feasibility Costs	0.102
Local Development Framework	0.494
Community & Environment	0.253
Mersey Valley Golf Club	0.483
Mersey Gateway	27.222
Various Other	0.554
Grants:	
Building Schools for the Future	6.529
Public Health	0.232
Supporting Families Performance Payments	0.114
Children's & Education	0.741
Domestic Abuse	1.186
Enterprise & Employment	0.112
Various Other	0.767
Total Earmarked Reserves	52.753

- 3.20 Held within the Transformation Reserve is £6.355m, set aside to help fund future balanced budgets, fund overspends, and meet a range of potential spending commitments in future years associated with delivering the Transformation Programme.

- 3.21 The above table shows the diminishing level of reserves available to assist with funding any future budget overspends and balancing future budgets. Only the £11.484m of the General Fund and Transformation Reserve could now be used for these purposes, as all remaining reserves are committed for specific purposes. Use of these reserves will help contribute towards reducing the Council's overall forecast overspend position and mitigate against the level of Exceptional Financial Support required.

Capital Spending

- 3.22 Council approved the 2024/25 Capital Programme on 6 March 2024. Since then the capital programme has been revised to reflect a number of changes in spending profiles and funding as schemes have developed. Included in the list below is a number of schemes which have been revised where profiles have been moved forward to 2025/26. Appendix 3 brings all the separate elements together and report on the Council's total planned capital programme expenditure over the next three years. The schemes which have been revised within the programme are as follows:

- I. Basic Need Projects
- II. SEND capital allocation
- III. SCA unallocated
- IV. Childcare Expansion
- V. Stair Lifts
- VI. Joint Funding RSL Adaptations
- VII. Madeline McKenna Refurbishment
- VIII. St Lukes Care Home
- IX. St Patricks Care Home
- X. Foundary Lane Residential Area
- XI. Sci-tech Daresbury Project Violet
- XII. Port of Weston
- XIII. Street Lighting - Structural Maintenance
- XIV. Street Lighting – Upgrades
- XV. Risk Management
- XVI. Fleet Replacements
- XVII. Mersey Gateway Handback Land
- XVIII. Halton Smart Microgrid

- 3.23 Capital spending at 31 January 2025 totalled £33.9m, which represents 66.9% of the total revised Capital Programme of £50.7m (which assumes a 20% slippage between years).

Approved Savings

- 3.24 On 02 February 2023, Council approved savings proposals against the budget for the three year period 01 April 2023 to 31 March 2026. Appendix 4 lists those savings covering 2024/25 and 2025/26, together with RAG rated information on progress to date with developing and implementing the target savings.

4.0 CONCLUSIONS

- 4.1 As at 31 January 2025, net revenue spend is forecast to be £18.906m over the budget for the year.
- 4.2 It is clear that Council reserves alone will not be sufficient to fund this pressure. As a result of this position and future budget challenges, the Council has successfully applied to Government for Exceptional Financial Support (EFS).
- 4.3 Departments should continue to ensure that all spending continues to be restricted throughout the remainder of the year, to ensure that the forecast outturn overspend is minimised as far as possible and future spending is brought in line with budget. This will assist with minimising the ongoing cost of EFS borrowing.

5.0 POLICY IMPLICATIONS

- 5.1 None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 **Improving Health, Promoting Wellbeing and Supporting Greater Independence**
- 6.2 **Building a Strong, Sustainable Local Economy**
- 6.3 **Supporting Children, Young People and Families**
- 6.4 **Tackling Inequality and Helping Those Who Are Most In Need**
- 6.5 **Working Towards a Greener Future**
- 6.6 **Valuing and Appreciating Halton and Our Community**

There are no direct implications, however, the revenue budget and capital programme support the delivery and achievement of all the Council's priorities above.

7.0 RISK ANALYSIS

- 7.1 There are a number of financial risks within the budget. However, the Council has internal controls and processes in place to ensure that spending remains in line with budget as far as possible.
- 7.2 A budget risk register of significant financial risks has been prepared and is included at Appendix 5.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 None.

9.0 CLIMATE CHANGE IMPLICATIONS

9.1 None

**10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE
LOCAL GOVERNMENT ACT 1072**

10.1 There are no background papers under the meaning of the Act

Summary of Revenue Spending to 31 January 2025

APPENDIX 1

Directorate / Department	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance (Overspend) £'000	January 2025 Forecast Outturn (o'spend) £'000	November 2024 Forecast Outturn (o'spend) £'000
Adult Social Care	22,925	19,355	19,734	(379)	(467)	(456)
Care Homes`	9,989	8,332	9,352	(1,020)	(1,159)	(1,245)
Community Care	16,460	15,255	17,934	(2,679)	(3,527)	(2,951)
Complex Care Pool	10,706	5,191	4,843	348	189	234
Adults Directorate	60,080	48,133	51,863	(3,730)	(4,964)	(4,418)
Finance	5,030	5,143	4,958	185	95	(162)
Legal & Democratic Services	-621	-482	492	(974)	(1,101)	(1,137)
ICT & Support Services	2,278	981	1,475	(494)	(596)	(657)
Chief Executives Delivery Unit	1,169	845	924	(79)	(90)	(14)
Chief Executives Directorate	7,856	6,487	7,849	(1,362)	(1,692)	(1,970)
Children & Families	38,866	28,142	36,665	(8,523)	(10,087)	(11,702)
Education, Inclusion & Provision	9,771	6,924	7,932	(1,008)	(1,240)	(1,598)
Children's Directorate	48,637	35,066	44,597	(9,531)	-11,327	(13,300)
Community & Greenspace	25,369	18,364	17,865	499	819	616
Economy, Enterprise & Property	2,335	1,031	944	87	116	123
Planning & Transportation	8,405	5,519	5,026	493	336	528
Environment & Regeneration Directorate	36,109	24,914	23,835	1,079	1,271	1,267
Corporate & Democracy	-4,477	-4,657	-2,649	(2,008)	(2,272)	(2,418)
Public Health Directorate	1,291	-962	-1,032	70	82	82
Total Operational Net Spend	149,496	108,981	124,463	(15,482)	(18,902)	(20,757)

Adult Social Care

APPENDIX 2

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	17,595	14,633	13,695	938	1,127
Agency- Covering Vacancies	4	3	1,066	(1,063)	(1,275)
Premises	482	435	401	34	41
Supplies & Services	769	673	864	(191)	(229)
Aids & Adaptations	37	30	37	(7)	(9)
Transport	242	201	328	(127)	(149)
Food & Drink Provisions	214	178	166	12	14
Supported Accommodation and Services	1,385	1,154	979	175	210
Emergency Duty Team	115	36	36	0	0
Transfer To Reserves	210	0	0	0	0
Contracts & SLAs	1,090	910	906	4	6
<u>Housing Solutions Grant Funded Schemes</u>					
Homelessness Prevention	502	418	407	11	0
Rough Sleepers Initiative	167	75	67	8	0
Trailblazer	72	43	43	0	0
Total Expenditure	22,884	18,789	18,995	(206)	(264)
Income					
Fees & Charges	-910	-754	-732	(22)	(27)
Sales & Rents Income	-480	-423	-456	33	39
Reimbursements & Grant Income	-2,058	-1,051	-1,072	21	25
Capital Salaries	-121	-91	-91	0	0
Transfer from Reserves	-164	-164	-164	0	0
Housing Schemes Income	-703	-661	-666	5	0
Total Income	-4,436	-3,144	-3,181	37	37
Net Operational Expenditure	18,448	15,645	15,814	(169)	(227)
Recharges					
Premises Support	529	441	441	0	0
Transport Support	582	475	685	(210)	(240)
Central Support	3,465	2,887	2,887	0	0
Asset Rental Support	13	0	0	0	0
Recharge Income	-112	-93	-93	0	0
Net Total Recharges	4,477	3,710	3,920	(210)	(240)
Net Departmental Expenditure	22,925	19,355	19,734	(379)	(467)

Care Homes

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
Expenditure					
<u>Madeline Mckenna</u>					
Employees	698	582	553	29	30
Agency - covering vacancies	0	0	99	(99)	(119)
Other Premises	101	77	81	(4)	0
Supplies & Services	20	13	19	(6)	(6)
Food Provison	48	36	41	(5)	(1)
Total Madeline Mckenna Expenditure	867	708	793	(85)	(96)
<u>Millbrow</u>					
Employees	2,057	1,744	1,099	645	665
Agency - covering vacancies	3	3	846	(843)	(952)
Other Premises	129	100	128	(28)	(33)
Supplies & Services	61	45	75	(30)	(31)
Food Provison	78	33	39	(6)	1
Total Millbrow Expenditure	2,328	1,925	2,187	(262)	(350)
<u>St Luke's</u>					
Employees	2,883	2,451	1,920	531	685
Agency - covering vacancies	433	433	1,257	(824)	(999)
Other Premises	172	132	214	(82)	(89)
Supplies & Services	60	41	82	(41)	(42)
Reimbursements & other Grant Income	-248	-226	-226	0	0
Private Client Income 1:1	-81	-81	-81	0	0
Food Provison	120	100	117	(17)	(17)
Total St Luke's Expenditure	3,339	2,850	3,283	(433)	(462)
<u>St Patrick's</u>					
Employees	1,838	1,531	1,030	501	608
Agency - covering vacancies	42	42	832	(790)	(944)
Other Premises	157	121	122	(1)	(3)
Supplies & Services	64	47	42	5	8
Food Provison	122	102	92	10	11
Reimbursements & other Grant Income	-21	-21	-21	0	0
Total St Patrick's Expenditure	2,202	1,822	2,097	(275)	(320)
<u>Care Homes Divison Management</u>					
Employees	306	254	215	39	73
Supplies & Services	0	0	4	(4)	(4)
Care Home Divison Management	306	254	219	35	69
Net Operational Expenditure	9,042	7,559	8,579	(1,020)	(1,159)
<u>Recharges</u>					
Premises Support	264	220	220	0	0
Transport Support	0	0	0	0	0
Central Support	683	553	553	0	0
Asset Rental Support	0	0	0	0	0
Recharge Income	0	0	0	0	0
Net Total Recharges	947	773	773	0	0
Net Departmental Expenditure	9,989	8,332	9,352	(1,020)	(1,159)

Community Care

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Residential & Nursing	13,715	11,929	14,050	(2,121)	(2,758)
Domiciliary Care & Supported living	12,890	10,130	10,610	(480)	(624)
Direct Payments	14,125	13,063	13,289	(226)	(293)
Day Care	648	497	484	13	22
Total Expenditure	41,378	35,619	38,433	(2,814)	(3,653)
Income					
Residential & Nursing Income	-13,138	-10,345	-10,412	67	87
Community Care Income	-2,270	-2,000	-2,027	27	40
Direct Payments Income	-1,014	-882	-888	6	10
Income from other CCGs	-466	-446	-481	35	0
Market sustainability & Improvement Grant	-2,796	-2,330	-2,330	0	0
Adult Social Care Support Grant	-5,167	-4,306	-4,306	0	0
War Pension Disregard Grant	-67	-55	-55	0	(11)
Total Income	-24,918	-20,364	-20,499	135	126
Net Operational Expenditure	16,460	15,255	17,934	(2,679)	(3,527)

Complex Care Pool

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Intermediate Care Services	5,225	4,089	4,174	(85)	(103)
Oakmeadow	1,831	1,476	1,584	(108)	(129)
Community Home Care First	2,088	1,507	1,402	105	126
Joint Equipment Store	871	715	707	8	9
Development Fund	174	97	0	97	116
Contracts & SLA's	3,255	1,620	1,620	0	0
Inglenook	134	107	83	24	29
HICafs	3,703	2,468	2,275	193	231
Carers Breaks	554	436	332	104	126
Carers centre	371	361	342	19	23
Residential Care	7,265	5,435	5,435	0	0
Domiciliary Care & Supported Living	4,227	3,170	3,170	0	0
Pathway 3/Discharge Access	391	0	0	0	(41)
HBC Contracts	72	73	78	(5)	(6)
Total Expenditure	30,161	21,554	21,202	352	381
Income					
BCF	-13,484	-11,237	-11,237	0	0
CCG Contribution to Pool	-2,959	-2,387	-2,387	0	0
Oakmeadow Income	-19	-17	-13	(4)	(4)
ASC Discharge Grant Income	-1,631	-1,360	-1,360	0	0
ICB Discharge Grant Income	-1,282	-1,282	-1,282	0	0
Other Income	-80	-80	-80	0	0
Total Income	-19,455	-16,363	-16,359	(4)	(4)
ICB Contribution Share of Surplus					(188)
Net Operational Expenditure	10,706	5,191	4,843	348	189

Finance Department

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	6,989	5,829	5,713	116	140
Insurances	975	859	685	174	209
Supplies & Services	417	406	479	(73)	(87)
Rent Allowances	35,500	29,583	29,583	0	0
Concessionary Travel	1,748	1,270	1,383	(113)	(136)
LCR Levy	1,748	0	0	0	0
Bad Debt Provision	77	0	0	0	(145)
Non HRA Rent Rebates	70	43	39	4	4
Discretionary Social Fund	106	90	12	78	94
Discretionary Housing Payments	300	199	186	13	16
Household Support Fund Expenditure	2,613	2,371	2,371	0	0
Total Expenditure	50,543	40,650	40,451	199	95
Income					
Fees & Charges	-335	-252	-254	2	2
Burdens Grant	-60	-62	-85	23	26
Dedicated schools Grant	-144	-16	0	(16)	(19)
Council Tax Liability Order	-581	-507	-604	97	116
Business Rates Admin Grant	-157	0	0	0	0
Schools SLAs	-312	-312	-307	(5)	(5)
LCR Reimbursement	-1,748	0	0	0	0
HB Overpayment Debt Recovery	-400	-325	-201	(124)	(149)
Rent Allowances	-34,700	-28,917	-28,717	(200)	(221)
Non HRA Rent Rebate	-70	-59	-61	2	0
Discretionary Housing Payment Grant	-300	-300	-277	(23)	(23)
Housing Benefits Admin Grant	-498	-415	-407	(8)	(9)
Housing Benefits Award Accuracy	0	-2	-12	10	12
Universal Credits	-5	-4	0	(4)	(5)
Household Support Fund Grant	-2,613	-1,303	-1,303	0	0
VEP Grant	0	0	-7	7	7
CCG McMillan Reimbursement	-87	-65	-70	5	5
Reimbursements & Grant Income	-185	-220	-440	220	263
Transfer from Reserves	-7	-7	-7	0	0
Total Income	-42,202	-32,766	-32,752	(14)	0
Net Operational Expenditure	8,341	7,884	7,699	185	95
Recharges					
Premises Support	377	314	314	0	0
Transport Support	0	0	0	0	0
Central Support	2,365	1,971	1,971	0	0
Asset Rental Support	0	0	0	0	0
Recharge Income	-6,053	-5,026	-5,026	0	0
Net Total Recharges	-3,311	-2,741	-2,741	0	0
Net Departmental Expenditure	5,030	5,143	4,958	185	95

Legal Services

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	1,511	1,321	1,326	(5)	(7)
Agency Related Expenditure	0	0	780	(780)	(871)
Supplies & Services	388	345	306	39	46
Civic Catering & Functions	23	14	4	10	12
Legal Expenses	218	166	365	(199)	(240)
Transport Related Expenditure	11	11	7	4	6
Other Expenditure	0	3	3	0	0
Total Expenditure	2,151	1,860	2,791	(931)	(1,054)
Income					
School SLA's	-98	-95	-77	(18)	(20)
Licence Income	-304	-230	-228	(2)	(2)
Government Grant	-42	-42	-42	0	0
Reimbursement & Other Grants	-164	-164	-164	0	0
Fees & Charges Income	-74	-65	-44	(21)	(25)
Transfer from Reserves	-27	-27	-27	0	0
Total Income	-709	-623	-582	(41)	(47)
Net Operational Expenditure	1,442	1,237	2,209	(972)	(1,101)
Recharges					
Premises Support	53	44	44	0	0
Transport Recharges	0	0	0	0	0
Central Support Recharges	275	229	231	(2)	0
Asset Rental Support Costs	0	0	0	0	0
Support Recharge Income	-2,391	-1,992	-1,992	0	0
Net Total Recharges	-2,063	-1,719	-1,717	(2)	0
Net Departmental Expenditure	-621	-482	492	(974)	(1,101)

ICT & Support Services Department

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	5,596	4,660	4,444	216	259
Supplies & Services	921	763	1,112	(349)	(420)
Capital Finance	100	84	43	41	49
Computer Repairs & Software	1,724	1,542	1,834	(292)	(350)
Communication Costs	13	0	123	(123)	(147)
Premises	159	130	108	22	27
Transport	3	2	2	0	0
Total Expenditure	8,516	7,181	7,666	-485	-582
Income					
Fees & Charges	-1,056	-533	-589	56	68
Schools SLA Income	-646	-622	-571	(51)	(62)
Reimbursements & Grant Income	0	3	20	(17)	(20)
Transfer from Reserves	-148	-148	-148	0	0
Total Income	-1,850	-1,300	-1,288	(12)	(14)
Net Operational Expenditure	6,666	5,881	6,378	(497)	(596)
Recharges					
Premises Support	550	458	458	0	0
Transport Support	19	18	18	0	0
Central Support	2,380	1,983	1,983	0	0
Asset Rental Support	1,494	0	0	0	0
Support Costs Income	-8,831	-7,359	-7,362	3	0
Net Total Recharges	-4,388	-4,900	-4,903	3	0
Net Departmental Expenditure	2,278	981	1,475	(494)	(596)

Chief Executives Delivery Unit

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	3,304	2,689	2,776	(87)	(103)
Employees Training	99	82	65	17	21
Apprenticeship Levy	300	242	265	(23)	(27)
Supplies & Services	391	366	312	54	65
Total Expenditure	4,094	3,379	3,418	-39	-44
Income					
Fees & Charges	-223	-150	-142	(8)	(8)
Schools SLA Income	-565	-559	-522	(37)	(43)
Transfer from Reserves	0	0	-5	5	5
Total Income	-788	-709	-669	(40)	(46)
Net Operational Expenditure	3,306	2,670	2,749	(79)	(90)
Recharges					
Premises Support	174	145	145	0	0
Transport	0	0	0	0	0
Central Support	1,209	1,008	1,008	0	0
Asset Rental Support	53	0	0	0	0
HBC Support Costs Income	-3,573	-2,978	-2,978	0	0
Net Total Recharges	-2,137	-1,825	-1,825	0	0
Net Departmental Expenditure	1,169	845	924	(79)	(90)

Children & Families

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	15,708	12,970	14,646	(1,676)	(1,994)
Other Premises	415	267	277	(10)	(14)
Supplies & Services	1,726	1,966	2,417	(451)	(571)
Transport	360	252	224	28	27
Direct Payments	1,097	822	1,053	(231)	(277)
Commissioned services to Vol Orgs	224	168	168	0	0
Residential Care	18,620	14,049	19,391	(5,342)	(6,410)
Out of Borough Adoption	96	0	0	0	96
Out of Borough Fostering	4,363	3,154	3,930	(776)	(886)
In House Adoption	548	380	272	108	131
Special Guardianship Order	2,510	1,960	1,993	(33)	(39)
In House Foster Carer Placements	2,739	2,150	1,859	291	348
Lavender House Contract Costs	234	176	164	12	15
Home Support & Respite	340	258	270	(12)	(13)
Care Leavers	277	251	378	(127)	(151)
Family Support	53	36	43	(7)	(9)
Contracted services	3	3	3	0	0
Early Years	0	0	0	0	0
Emergency Duty	132	38	72	(34)	(42)
Youth Offending Services	321	129	169	(40)	(47)
Transfer to Reserves	8	0	0	0	0
Total Expenditure	49,774	39,029	47,329	(8,300)	(9,836)
Income					
Fees & Charges	-33	-13	0	(13)	(14)
Sales Income	-4	-3	0	(3)	(4)
Rents	-81	-70	-70	0	0
Reimbursement & other Grant Income	-832	-904	-766	(138)	(167)
Transfer from reserve	-82	-82	-82	0	20
Dedicated Schools Grant	-50	0	0	0	0
Government Grants	-11,559	-11,260	-11,191	(69)	(86)
Total Income	-12,641	-12,332	-12,109	(223)	(251)
Net Operational Expenditure	37,133	26,697	35,220	(8,523)	(10,087)
Recharges					
Premises Support	2,274	1,895	1,895	0	0
Transport	398	332	332	0	0
Central Support Recharges	16	14	14	0	0
Asset Rental Support	0	0	0	0	0
Internal Recharge Income	-955	-796	-796	0	0
Net Total Recharges	1,733	1,445	1,445	0	0
Net Departmental Expenditure	38,866	28,142	36,665	(8,523)	(10,087)

Education, Inclusion & Provision

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	7,390	6,158	6,318	(160)	(215)
Agency - covering vacancies	0	0	230	(230)	(290)
Agency - addition to establishment	72	60	14	46	58
Premises	14	12	11	1	3
Supplies & Services	4,597	3,041	3,069	(28)	(33)
Independent School Fees	10,201	8,743	8,743	0	0
Schools Contingency	295	295	295	0	0
Transport	43	33	41	(8)	(10)
Schools Transport	2,341	1,433	2,130	(697)	(837)
Early Years Payments	11,419	9,696	9,696	0	0
Early Years Pupil Premium	132	102	102	0	0
Commissioned Services	1,879	1,431	1,525	(94)	(111)
Inter Authority Special Needs	1,164	973	973	0	0
Grants to Voluntary Organisations	110	25	75	(50)	(60)
Capital Financing	4,661	3,507	3,506	1	1
Total Expenditure	44,318	35,509	36,728	(1,219)	(1,494)
Income					
Fees & Charges Income	-556	-530	-527	(3)	(4)
Government Grant Income	-8,339	-6,838	-6,838	0	0
Dedicated Schools Grant	-25,530	-21,275	-21,275	0	0
Inter Authority Income	-274	-274	-274	0	0
Reimbursements & Other Grant Income	-1,785	-1,343	-1,343	0	0
Schools SLA Income	-436	-374	-396	22	27
Transfers from Reserves	-119	0	-350	350	420
Total Income	-37,039	-30,635	-31,003	368	443
Net Operational Expenditure	7,279	4,874	5,725	(851)	(1,051)
Recharges					
Premises Support	344	287	287	0	0
Transport Support	528	427	582	(155)	(186)
Central Support	1,603	1,336	1,338	(2)	(3)
Asset Rental Support	17	0	0	0	0
Recharge Income	0	0	0	0	0
Net Total Recharges	2,492	2,050	2,207	(157)	(189)
Net Departmental Expenditure	9,771	6,924	7,932	(1,008)	(1,240)

Community & Greenspaces

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
Expenditure					
Employees	17,435	14,211	13,419	792	951
Agency - covering vacancies	0	0	182	(182)	(218)
Agency - in addition to establishment	0	0	200	(200)	(240)
Premises	3,455	2,466	2,532	(66)	(78)
Supplies & Services	2,243	1,622	1,748	(126)	(151)
Hired & Contracted Services	854	854	854	0	0
Book Fund	128	111	111	0	0
Food Provisions	388	334	304	30	36
School Meals Food	1,960	1,087	1,192	(105)	(126)
Transport	117	62	100	(38)	(45)
Other Agency Costs	429	425	425	0	0
Other Expenditure	0	0	67	(67)	(67)
Waste Disposal Contracts	7,002	3,562	3,326	236	284
Grants to Voluntary Organisations	64	50	24	26	30
Grants to Norton Priory	174	174	174	0	0
Total Expenditure	34,249	24,958	24,658	300	376
Income					
Sales Income	-1,373	-1,218	-1,209	(9)	(10)
Fees & Charges Income	-5,490	-4,623	-4,775	152	183
Rental Income	-235	-193	-241	48	57
Markets Income	-910	-738	-716	(22)	(26)
Government Grant Income	-1,628	-1,628	-1,628	0	0
Reimbursements & Other Grant Income	-703	-687	-687	0	0
School SLA Income	-1,313	-563	-563	0	0
School Meals Income	-3,598	-2,127	-2,210	83	100
Internal Fees Income	-322	-214	-293	79	95
Capital Salaries	-173	-129	-58	(71)	(85)
Transfers From Reserves	-15	-15	-15	0	202
Total Income	-15,760	-12,135	-12,395	260	516
Net Operational Expenditure	18,489	12,823	12,263	560	892
Recharges					
Premises Support	1,675	1,396	1,396	0	0
Transport	2,257	1,855	1,916	(61)	(73)
Central Support	3,897	3,247	3,247	0	0
Asset Rental Support	199	0	0	0	0
HBC Support Costs Income	-1,148	-957	-957	0	0
Net Total Recharges	6,880	5,541	5,602	(61)	(73)
Net Departmental Expenditure	25,369	18,364	17,865	499	819

Economy, Enterprise & Property

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	5,075	4,438	3,991	447	536
Agency - covering vacancies	0	0	349	(349)	(407)
Repairs & Maintenance	1,706	1,478	1,560	(82)	(98)
Premises	136	120	120	0	0
Energy & Water Costs	1,248	920	830	90	108
NNDR	690	684	659	25	30
Rents	173	133	128	5	6
Economic Regeneration Activities	21	16	16	0	0
Security	544	417	473	(56)	(67)
Supplies & Services	506	305	335	(30)	(36)
Supplies & Services - Grant	2,090	812	812	0	0
Grants to Voluntary Organisations	75	107	107	0	0
Capital Finance	0	0	0	0	0
Transfer to Reserves	185	186	185	1	1
Total Expenditure	12,449	9,616	9,565	51	73
Income					
Fees & Charges Income	-987	-711	-771	60	72
Rent - Commercial Properties	-872	-758	-758	0	0
Rent - Investment Properties	-38	-32	-33	1	1
Government Grant	-2,510	-1,714	-1,714	0	0
Reimbursements & Other Grant Income	-193	-510	-492	(18)	(22)
Schools SLA Income	-227	-223	-210	(13)	(15)
Recharges to Capital	-295	-239	-243	4	5
Transfer from Reserves	-1,120	-1,165	-1,167	2	2
Total Income	-6,242	-5,352	-5,388	36	43
Net Operational Expenditure	6,207	4,264	4,177	87	116
Recharges					
Premises Support	2,074	1,728	1,728	0	0
Transport Support	30	22	22	0	0
Central Support	1,947	1,623	1,623	0	0
Asset Rental Support	4	0	0	0	0
Recharge Income	-7,927	-6,606	-6,606	0	0
Net Total Recharges	-3,872	-3,233	-3,233	0	0
Net Departmental Expenditure	2,335	1,031	944	87	116

Planning & Transportation Department

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
Expenditure					
Employees	5,814	4,831	4,440	391	469
Agency - covering vacancies	110	53	120	(67)	(81)
Agency - in addition to establishment	24	2	75	(73)	(88)
Efficiency Savings	-150	-125	0	(125)	(150)
Premises	193	169	127	42	51
Hired & Contracted Services	59	0	208	(208)	(166)
Planning Appeal Decision	0	0	0	0	(300)
Supplies & Services	144	178	340	(162)	(195)
Street Lighting	1,662	862	884	(22)	(25)
Highways Maintenance - Routine & Reactive	1,772	1,215	1,411	(196)	(235)
Highways Maintenance - Programmed Works	1,908	1,028	738	290	349
Fleet Transport	1,455	1,202	1,184	18	21
Bus Support - Halton Hopper Tickets	23	22	15	7	8
Bus Support	498	746	746	0	0
Agency Related Expenditure	8	8	49	(41)	(41)
Grants to Voluntary Organisations	31	31	31	0	0
NRA Levy	74	74	73	1	2
LCR Levy	1,059	794	794	0	0
Contribution to Reserves	359	359	359	0	0
Total Expenditure	15,043	11,449	11,594	(145)	(381)
Income					
Sales & Rents Income	-97	-80	-148	68	82
Planning Fees	-826	-691	-442	(249)	(299)
Building Control Fees	-245	-204	-190	(14)	(17)
Other Fees & Charges	-908	-760	-1,169	409	491
Grants & Reimbursements	-206	-131	-131	0	0
Government Grant Income	-240	-243	-253	10	0
Halton Hopper Income	-24	-20	-8	(12)	(15)
Recharge to Capital	-562	-91	-91	0	(36)
LCR Levy Reimbursement	-1,059	-1,036	-1,036	0	0
Contribution from Reserves	-1,036	-794	-794	0	0
Total Income	-5,203	-4,050	-4,262	212	206
Net Operational Expenditure	9,840	7,399	7,332	67	(175)
Recharges					
Premises Recharges	560	467	467	0	0
Transport Recharges	749	634	648	(14)	(17)
Central Recharges	1,534	1,278	1,278	0	0
Asset Charges	851	0	0	0	0
HBC Support Costs Income	-5,129	-4,259	-4,699	440	528
Net Total Recharges	-1,435	-1,880	-2,306	426	511
Net Departmental Expenditure	8,405	5,519	5,026	493	336

Corporate & Democracy

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	412	343	293	50	17
Contracted Services	39	32	35	(3)	0
Supplies & Services	119	108	110	(2)	(23)
Premises Expenditure	5	5	7	(2)	0
Transport Costs	1	1	8	(7)	(9)
Members Allowances	983	819	823	(4)	0
Interest Payable - Treasury Management	1,341	1,118	1,826	(708)	(849)
Interest Payable - Other	115	96	179	(83)	(100)
Bank Charges	132	99	203	(104)	(100)
Audit Fees	348	261	27	234	0
Contingency	538	538	0	538	667
Capital Financing	2,409	2	2	0	301
Debt Management Expenses	20	17	4	13	0
Precepts & Levies	240	200	175	25	30
Transformation Efficiency Savings	-4,000	-3,333	0	(3,333)	(3,871)
Total Expenditure	2,702	306	3,692	(3,386)	(3,937)
Income					
Interest Receivable - Treasury Management	-4,152	-3,460	-4,358	898	1,078
Interest Receivable - Other	-19	-16	-16	0	0
Other Fees & Charges	-158	-128	-85	(43)	(61)
Grants & Reimbursements	-255	-85	-418	333	333
Government Grant Income	-377	-314	-504	190	315
Total Income	-4,961	-4,003	-5,381	1,378	1,665
Net Operational Expenditure	-2,259	-3,697	-1,689	(2,008)	(2,272)
Recharges					
Premises Support	21	17	17	0	0
Transport	0	0	0	0	0
Central Support	1,016	889	889	0	0
Asset Rental Support	0	0	0	0	0
HBC Support Costs Income	-3,026	-1,866	-1,866	0	0
Net Total Recharges	-1,989	-960	-960	0	0
Net Departmental Expenditure	-4,248	-4,657	-2,649	(2,008)	(2,272)

Public Health

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	5,419	3,914	3,913	1	1
Agency - covering vacancies	0	0	0	0	0
Other Premises	6	0	0	0	0
Supplies & Services	388	283	248	35	42
Contracts & SLA's	8,112	6,218	6,188	30	36
Transport	4	3	2	1	1
Transfer to Reserves	19	19	19	0	0
Other Agency	24	24	24	0	0
Total Expenditure	13,970	10,461	10,394	67	80
Income					
Fees & Charges	-88	-116	-116	0	0
Reimbursements & Grant Income	-574	-559	-559	0	0
Transfer from Reserves	-1,714	-1,714	-1,714	0	0
Government Grant Income	-12,193	-11,984	-11,984	0	0
Total Income	-14,569	-14,373	-14,373	0	0
Net Operational Expenditure	-599	-3,912	-3,979	67	80
Recharges					
Premises Support	149	125	125	0	0
Transport Support	22	18	20	(2)	(2)
Central Support	2,387	1,990	1,990	0	0
Asset Rental Support	0	0	0	0	0
Recharge Income	-669	-557	-557	0	0
Net Total Recharges	1,889	1,575	1,577	(2)	(2)
Net Departmental Expenditure	1,291	-2,337	-2,402	65	78

Capital Programme as at 31 January 2025

Appendix 3

Scheme Detail	2024/25 Original Allocation £000	2024/25 Revised Allocation £000	Q1 Spend £000	Q2 Spend £000	Q3 Spend £000	Q4 Spend £000	Total Spend £000	Allocation remaining £000	2025/26 Allocation £000	2026/27 Allocation £000
Childrens Directorate										
Capital Repairs	749.0	749.0	151.0	531.0	50.0	1.0	733.0	16.0	550.0	
Basic Need Projects	600.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	600.8	
SEND capital allocation	3,355.2	1,529.2	178.0	519.0	356.0	65.0	1,118.0	411.2	1,781.0	
SCA unallocated	255.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	448.0	
Family Hubs & Start for Life	53.2	110.4	1.3	54.1	10.0	27.7	93.1	17.4		
Childcare Expansion	314.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	314.8	
Childrens Directorate Total	5,328.6	2,388.6	330.3	1,104.1	416.0	93.7	1,944.1	444.6	3,694.6	0.0
Adults Directorate										
Halton Carers Centre Refurbishment	199.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Grants - Disabled Facilities	600.0	1,050.0	353.0	227.0	157.0	147.0	884.0	166.0	600.0	600.0
Stair Lifts	270.0	250.0	66.0	23.0	62.0	50.0	201.0	49.0	270.0	270.0
Joint Funding RSL Adaptations	270.0	250.0	53.0	24.0	81.0	49.0	207.0	43.0	270.0	270.0
Telehealthcare Digital Switchover	0.0	135.0	60.0	0.0	20.0	-20.0	60.0	75.0		
Oakmeadow & Peelhouse Network Improvements	0.0	40.0	0.0	0.0	0.0	0.0	0.0	40.0		
Madeline McKenna Refurbishment	0.0	120.0	9.0	73.0	2.0	7.0	91.0	29.0		
Millbrow Refurbishment	0.0	50.0	26.0	8.0	0.0	12.0	46.0	4.0		
St Lukes Care Home	0.0	120.0	10.0	14.0	7.0	74.0	105.0	15.0		
St Patricks Care Home	1,200.0	150.0	14.0	16.0	-1.0	86.0	115.0	35.0		
Adults Directorate Total	2,539.0	2,165.0	591.0	385.0	328.0	405.0	1,709.0	456.0	1,140.0	1,140.0

Capital Programme as at 31 January 2025 continued

Scheme Detail	2024/25 Original Allocation	2024/25 Revised Allocation	Q1 Spend	Q2 Spend	Q3 Spend	Q4 Spend	Total Spend	Allocation remaining	2025/26 Allocation	2026/27 Allocation
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Environment & Regeneration Directorate										
Stadium Minor Works	30.0	30.0	7.9	7.7	0.0	22.2	37.8	-7.8	30.0	30.0
Halton Leisure Centre	8,997.0	8,997.0	2,030.0	3,045.4	3,229.2	469.0	8,773.6	223.4		
Children's Playground Equipment	67.8	67.8	1.0	1.0	40.0	0.0	42.0	25.8	65.0	65.0
Landfill Tax Credit Schemes	340.0	340.0	0.0	0.0	0.0	0.0	0.0	340.0	340.0	340.0
Upton Improvements	13.0	13.0	0.0	0.0	0.0	0.0	0.0	13.0		
Crow Wood Park Play Area	12.0	12.0	0.0	0.0	0.0	0.0	0.0	12.0		
Open Spaces Schemes	600.0	600.0	130.0	154.4	135.0	-11.0	408.4	191.6	600.0	600.0
Runcorn Town Park	468.6	468.6	0.0	6.8	0.0	3.0	9.8	458.8	280.0	280.0
Spike Island / Wigg Island	1,933.5	1,933.5	2.4	4.4	38.0	0.0	44.8	1,888.7		
Pickerings Pasture Cafe	503.0	503.0	9.7	1.2	1.1	0.0	12.0	491.0		
Replacement Cremator Widnes	308.0	308.0	0.0	77.3	7.0	0.0	84.3	223.7		
Litter Bins	20.0	20.0	0.0	0.0	0.0	0.0	0.0	20.0	20.0	20.0
3MG	134.5	134.5	0.0	0.0	0.0	0.0	0.0	134.5		
Murdishaw redevelopment	21.2	21.2	5.4	0.0	0.0	0.0	5.4	15.8		
Equality Act Improvement Works	293.2	93.2	8.7	17.6	59.6	3.8	89.7	3.5	300.0	300.0
Foundary Lane Residential Area	1,160.0	1,240.0	1.8	464.8	2.3	11.0	479.9	760.1		
Town Deal	11,352.9	11,552.9	174.9	261.8	940.0	588.0	1,964.7	9,588.2	7,190.4	
Property Improvements	360.2	460.5	4.3	131.1	286.6	136.3	558.3	-97.8	200.0	200.0
Runcorn Station Quarter	484.7	76.0	0.0	60.5	15.5	0.0	76.0	0.0		
Waterloo Building	0.0	75.0	0.0	0.0	0.0	1.3	1.3	73.7		
UK Shared Prosperity Fund	178.2	178.2	0.0	0.0	12.2	152.0	164.2	14.0		
Runcorn Waterfront Residential Development	484.7	268.7	8.6	122.9	61.5	0.2	193.2	75.5		
Changing Places	24.1	24.1	2.5	0.1	1.6	0.0	4.2	19.9		
Sci-tech Daresbury Project Violet	2,200.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2,200.0	
Port of Weston	0.0	20.0	0.0	1.3	1.7	0.0	3.0	17.0	3,940.0	
Kingsway Leisure Centre Demolition	0.0	750.0	0.0	30.7	0.0	0.9	31.6	718.4		







Capital Programme as at 31 January 2025 continued

Scheme Detail	2024/25 Original Allocation £000	2024/25 Revised Allocation £000	Q1 Spend £000	Q2 Spend £000	Q3 Spend £000	Q4 Spend £000	Total Spend £000	Allocation remaining £000	2025/26 Allocation £000	2026/27 Allocation £000
Bridge and Highway Maintenance	0.0	2,265.6	280.8	313.0	20.0	114.0	727.8	1,537.8		
Runcorn Busway	0.0	0.0	227.4	80.0	371.0	237.0	915.4	-915.4		
ATF3 Murdishaw to Whitehouse	0.0	3,000.0	175.3	363.0	497.0	194.0	1,229.3	1,770.7		
ATF4 Widnes Town Centre Accessibility	0.0	114.5	0.0	0.0	0.0	0.0	0.0	114.5		
A56 Reconstruction (Delph Lane)	0.0	943.7	351.1	0.0	10.0	2.0	363.1	580.6		
Dukesfield ATL (Waterloo Bridge)	0.0	0.0	1.1	0.0	0.0	0.0	1.1	-1.1		
LCWIP Phase 2 Daresbury	0.0	3,861.7	629.3	56.0	15.0	1.0	701.3	3,160.4		
Additional Pothole Funding	0.0	429.1	0.0	0.0	0.0	0.0	0.0	429.1		
CRSTS	5,819.4	5,288.6	1,656.0	884.0	2,184.0	305.0	5,029.0	259.6		
Street Lighting - Structural Maintenance	1,025.6	250.0	0.0	37.0	94.0	21.0	152.0	98.0	975.6	200.0
Street Lighting - Upgrades	969.4	100.0	0.0	0.0	0.0	0.0	0.0	100.0	869.4	
East Runcorn Connectivity	5,851.7	5,851.7	452.5	207.0	810.0	1,670.0	3,139.5	2,712.1	5,851.7	5,851.7
Risk Management	597.8	50.0	4.9	0.0	0.0	0.0	4.9	45.1	667.8	120.0
Fleet Replacements	4,927.4	2,500.0	1,081.8	455.0	256.0	76.0	1,868.8	631.2	3,850.7	
Environment & Regeneration Directorate Total	49,390.3	53,054.5	7,247.4	6,800.4	9,187.5	4,085.1	27,320.4	25,734.1	27,380.6	8,006.7
Chief Executives Directorate										
IT Rolling Programme	1,026.9	1,026.9	27.7	668.2	20.0	24.0	739.9	287.0	700.0	700.0
Halton Smart Microgrid	11,000.0	1,000.0	0.0	0.0	128.0	0.0	128.0	872.0	10,000.0	
Transformation Programme	3,740.0	3,740.0	435.0	624.0	712.0	201.0	1,972.0	1,768.0	1,000.0	
Chief Executives Directorate Total	15,766.9	5,766.9	462.7	1,292.2	860.0	225.0	2,839.9	2,927.0	11,700.0	700.0
Grand Total	73,024.8	63,375.0	8,631.4	9,581.7	10,791.5	4,808.8	33,813.4	29,561.6	43,915.2	9,846.7



Progress Against Agreed Savings

Appendix 4

Adult Social Care




	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
ASC1	Housing Solutions	474	Remodel the current service based on good practice evidence from other areas.	0	125		Anticipated to be achieved, currently under review.
ASC2	Telehealthcare	680	Explore alternative funding streams such as Health funding or Disabled Facilities Grants.	170	0		Currently Under Review
			Increase charges / review income.	170	0		Charges were increased by 40% w.e.f. April 2024, so this should be achieved
			Cease the key safe installation service.	15	0		Service still being provided
ASC17/18	Quality Assurance Team	395	Review the activities of the Quality Assurance Team, given there are fewer providers for domiciliary care and the transfer of four care homes into the Council.	0	0		Saving implemented
			Merge the service with the Safeguarding Unit.	50	0		

ASC16	Shared Lives (Adult Placement Service)	115	Engage with an external agency currently operating Shared Lives to take over the running of this service. It is anticipated that this would provide an improved service.	58	0	U	Service currently still provided in-house, although a balanced budget will be attained for 2024/25 as a result of current temporary savings, and work is ongoing to ensure the 2025/6 structure can achieve the permanent savings target
ASC19	Voluntary Sector Support	N/A	Review the support provided by Adult Social Care and all other Council Departments, to voluntary sector organisations. This would include assisting them to secure alternative funding in order to reduce their dependence upon Council funding. A target saving phased over two years has been estimated.	200	100	✓	Anticipated to be achieved
ASC4	Positive Behaviour Support Service	349	Increase income generated in order to ensure full cost recovery, through increased service contract charges to other councils.	100	0	✓	Contracts being re-costed on renewal, saving anticipated to be achieved
				150	0	U	ICB funding not secured, although a balanced budget will be attained for 2024/25 as a result of current temporary savings, and work is ongoing to ensure the 2025/6 structure can


			Review the Integrated Care Board contribution for Adults, to ensure the full recovery of related costs.				achieve the permanent savings target
ASC15	Learning Disability Nursing Team	424	Cease provision of this service. The service is a Health related function rather than Adult Social Care, but this is a historical arrangement. The Integrated Care Board would need to consider how they want to provide this function.	424	0		Costs now recharged to the ICB
ASC14	Care Management Community Care Budget	18,982	Attract £500k investment from the pooled budget (BCF) from 2024/25. Undertake work in years 1 and 2 to reduce reliance upon contracted services from 2025/26. Services are currently in the process of being redesigned on a “Strengths Based Approach” ie. focused upon prevention.	500	1,000		Position currently being reviewed.

Total Adult Social Care Department	1,837	1,225		
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Finance

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
F9	Internal Audit	300	Restructure in light of potential retirements over the next two years within the Internal Audit Team.	0	50		No official changes made yet
F13	Discretionary Support Scheme	221	Review the roles, procedures and structure of the team.	25	0		On track
F17	Council Tax	84	Increase the charges applied when a court summons is issued by 30% (£23), to achieve full cost recovery over the three year period.	40	40		On track
Total Finance Department				65	90		




Legal and Democratic Services

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
L4	Marketing, Design and Communications	45	Review the frequency of production of Inside Halton, as part of the wider consideration of the Council's communications strategy required for the Transformation Programme	15			Budget adjusted inline with the savings in the ICT department
Total Legal Services Department				15	0		



Children and Families

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
C1	Ditton and Warrington Road Daycare Centres	52	Closure of Ditton and Warrington Road daycare centres, given the significant on-going net losses at both centres. Sufficient alternative provision exists nearby, as well as in the adjoining nursery schools.	26	0		Early Years has now closed and budget for 24/25 has been removed
C2	Children's Centres	1,293	Review the operation of Windmill Hill Children's Centre, where there is the potential to save on premises and staffing costs.	0	22		This is subject to further review as external factors are changing the original review parameters. Potential alternative funding also to be reviewed.
C3	Children with Disabilities and Inglefield	858	Explore the potential for selling Inglefield and then purchase two bungalows within the community to provide a more appropriate setting.	112	0		Amount was removed at budget setting as will not be achieved
Total Children & Families Department				138	22		

Education, Inclusion and Provision

Ref	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
EIP1	Education Psychology Service	339	There is excess demand from schools for the Education Psychology Service. The service is valued and there is opportunity to expand our offer and generate additional income.	52	0		
EIP2	SEN Assessment Team	82	Consideration will be given to funding the full service costs from the High Needs Block of the Dedicated Schools Grant.	80	0		DSG funding removed as does not comply with grant conditions.
EIP5	Commissioning	148	Review with Health colleagues how the Emotional Health and Wellbeing Service for Children in Care, Care Leavers and Carers could instead be provided by Child and Adolescent Mental Health Services (CAMHS) as they are commissioned by the Integrated Care Board.	148	0		To be reviewed.
Total Education, Inclusion and Provision Department				280	0		


Community and Greenspace

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
COMM3	Sport & Recreation	471	Restructuring the roles and responsibilities of the Sports Development Team	36	0		Restructure is currently underway
COMM5	Stadium & Catering Services – School Meals	12	Cease to deliver the school meals service, which has made significant losses of over £200,000 for a number of years and is forecast to make a similar loss by year-end. Work would be undertaken with schools over the next two years to support them to secure an alternative means of delivery, whether in-house or via an external provider.	0	12		The cessation of the service is underway with the majority of schools ending their contracts by the end of the calendar year.
Total Community & Greenspace Department				36	12		

Economy, Enterprise and Property

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
EEP4	Cleaning Services – Council Buildings	580	Review cleaning arrangements, with a focus on only emptying bins and cleaning toilets daily.	100	0	U	A review of the cleaning service is underway with some positions removed from the structure. The full savings will not be achieved until the accommodation review is complete.
EEP2	Caretaking & Security Services	641	A review and restructuring of caretaking arrangements.	52	0	U	The restructure can now take place following the retirement of a member of staff. The full saving will not be made until financial year 25/26
Total Economy, Enterprise & Property Department				152	0		

Policy, Planning and Transportation

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
PPT6	Traffic	N/A	Consider introducing civil traffic enforcement for traffic violations. Employ private sector civil enforcement officers to issue fines and generate income. It would take 12 months to apply for powers from the DFT and put the scheme in place. The Environment & Urban Renewal Policy & Performance Board will consider this via a Topic Group.	150	0		Not currently viable, therefore no income will be generated in the current year as the traffic enforcement will not be carried out.
Total Policy, Planning & Transportation Department				150	0		

Symbol**Objective**

Indicates that the objective is on course to be achieved within the appropriate timeframe.



Indicates that it is uncertain or too early to say at this stage whether the milestone/objective will be achieved within the appropriate timeframe.



Indicates that it is highly likely or certain that the objective will not be achieved within the appropriate timeframe.

2024/25 Budget Risk Register as at 31 January 2025

Appendix 5

Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
1	Pay costs <ul style="list-style-type: none"> Pay award Staff Turnover Saving Target Agency, casuals and overtime National Living Wage Pension Costs 	4	4	16	<ul style="list-style-type: none"> Budget based upon individual staff members/vacancies Budget monitoring Contingency Balances Medium Term Forecast Engage with Cheshire Pension Scheme and pension actuary Recruitment and retention scheme children social care workers. Social Care Academy for children social care workers Connect to Halton 	3	3	9	ED/SB/Executive Directors	Monthly	2024/25 pay offer accepted and implemented November 2024. •£1290 on all pay points from 1st April •Equivalent to 5.77% on point 2 and 2.5% on point 43 •2.5% on all pay points above 43 and below chief officer level Estimated 4% 2024.25 budget uplift will cover cost of pay award. Connect to Halton scheme went live September 2024, agency and casual appointments to be covered by the scheme.	31/01/25

2	Redundancy and Early Retirements	3	3	9	<ul style="list-style-type: none"> • Benefits Tracking Process • Future savings to take into account cost of redundancy and early retirements. • Seek Government approval to use capital receipts to fund transformation costs. • Transformation Reserve 	2	3	6	ED/SB	Quarterly	Tracker created to monitor redundancy costs in current year. Transformation reserve created to cover costs but limited reserves will impact use of this. Look to capitalise compulsory costs where possible where evidence exists it creates in a longer term saving.	31/01/25
3	Savings not achieved	4	3	12	<ul style="list-style-type: none"> • Budget monitoring • Contingency • Reserves / Provisions • Rigorous process in approving savings. • Review of savings at departmental and directorate level • Monthly budget monitoring 	4	2	8	RR/ED/SB	Monthly	Savings for 2024/25 have been written into Directorate budgets. Budget savings monitored closely and if necessary offsetting savings sought. Transformation Programme Board meeting on monthly basis to discuss progress against programme.	31/01/25

					<ul style="list-style-type: none"> • Medium Term Financial Forecast • 2023/24 to 2025/26 savings agreed February 2023. • RAG monitoring of savings included in quarterly monitoring reports. • Transformation saving targets reported monthly through Transformation Programme Board. 							
4	Price inflation	3	3	9	<ul style="list-style-type: none"> • Prudent budget provision • Latest forecast information used eg. utilities • Budget monitoring • Contingency • Balances 	3	3	9	ED/SB	Monthly	CPI for January 2025 is 3.0% and RPI is 3.6%. Office of Budget Responsibility (OBR) forecast inflation to be 2.6% in 2025 and 2.1% through to 2027. Rates are higher than forecast in September 2024 and remain	31/01/25

					<ul style="list-style-type: none"> • CPI/RPI monitoring • MTFS 						above Governments 2% target.	
5	Review of LG Finance <ul style="list-style-type: none"> • Business rates retention – 100% Pilot and Review • Fair Funding Review • National Public Spending Plans • Social Care Green Paper 	4	4	16	<ul style="list-style-type: none"> • MPs • SIGOMA / LG Futures • Liverpool City Region & Merseyside Treasurers Group • Medium Term Financial Strategy • Member of business rate retention pilot region • Dialogue with DCLG 	3	3	9	ED/SB/NS/MW/MG	Weekly/ Monthly	Business rate retention pilot continues through to March 2026. Government are committed to providing more certainty on LG Finances through multi year settlements. Final settlement announced 03 February 2025, funding is higher than within financial forecast.	31/01/25
6	Treasury Management <ul style="list-style-type: none"> • Borrowing • Investment 	2	3	6	<ul style="list-style-type: none"> • Treasury Management Strategy • Link Asset Services advice • Treasury Management planning and monitoring 	1	3	3	ED/SB/MG	Daily / Quarterly	Investment rates continue to be high relative to last decade. BoE base rate reduced to 4.5%, Impact of Exceptional Financial Support request to be	31/01/25

					<ul style="list-style-type: none"> Attendance at Networking and Benchmarking Groups Officer Training 						assessed with regards to timing of future borrowing.	
7	Demand led budgets <ul style="list-style-type: none"> Children in Care Out of borough fostering Community Care 	4	4	16	<ul style="list-style-type: none"> Budget monitoring Contingency Balances Review service demand Directorate recovery groups Monthly budget monitoring 	4	4	16	ED/SB/NS/MW	Monthly	<p>Children in care, numbers and costs continue to exceed budget. Numbers of children in care and with protection plans reviewed on a weekly basis. Community care costs and numbers on increase, reviewed on a regular basis.</p> <p>Investment in Children Services following OFSTED inspection to be monitored with regard to control and reduction of future costs.</p>	31/01/25

8	Mersey Gateway Costs <ul style="list-style-type: none"> • Costs • Toll Income • Funding • Accounting treatment 	4	2	8	<ul style="list-style-type: none"> • Regular monitoring with Crossing Board • Capital reserve • Government Grant • Liquidity Fund 	2	1	2	ED/SB/MG	Quarterly	Arrangements in place to monitor spend and availability of liquidity fund.	31/01/25
9	Council Tax Collection	3	3	9	<ul style="list-style-type: none"> • Council tax monitoring on monthly basis • Review of Collection Rate • Collection Fund Balance • Provision for bad debts • Review recovery procedures • Benchmarking 	3	2	6	ED/PG/SB/P D/BH/MG	Monthly	Collection rate to 31 January 2025 was 89.01% which is marginally lower than the rate of 89.09% at the same point last year. To 31 January 2025 £2.205m was collected in relation to old year debt.	31/01/25
10	Business Rates Retention Scheme	3	3	9	<ul style="list-style-type: none"> • Review and monitoring of latest business rates income to baseline and estimate for year. 	3	1	3	ED/SB/LB/M G	Monthly	Collection rate to 31 January 2025 was 92.7% which is 3.21% higher than the rate at the same point last year. To 31 January 2025	31/01/25

					<ul style="list-style-type: none"> • Prudent allowance for losses in collection • Prudent provision set aside for losses from valuation appeals • Regular monitoring of annual yield and baseline / budget position • Benchmarking Groups • Review recovery procedures 						£2.057m was collected in relation to old year debt.	
11	Income recovery <ul style="list-style-type: none"> • Uncertainty to economy following Brexit, cost of living and high inflation 	3	3	9	<ul style="list-style-type: none"> • Corporate charging policy • Budget monitoring • Contingency • Balances • Income benchmarking 	3	2	6	ED/MM/SB	Monthly	Income shortfalls identified and cause of increased concern in certain areas are being closely monitored. Cost of living crisis adds to uncertainty over collection.	31/01/25
13	Capital Programme <ul style="list-style-type: none"> • Costs • Funding • Key Major Projects 	4	3	12	<ul style="list-style-type: none"> • Project Management • Regular monitoring • Detailed financial analysis of new 	3	2	6	Project Managers/ED /SB/LH	Quarterly	Capital receipts have been fully committed therefore new capital schemes need to bring own funding.	31/01/25

	<ul style="list-style-type: none"> • Clawback of Grant • Availability and timing of capital receipts • Cashflow • Contractors 				<ul style="list-style-type: none"> • schemes to ensure they are affordable • Targets monitored to minimise clawback of grant. • Contractor due diligence • Dialogue with Government departments. 							
14	Academy Schools <ul style="list-style-type: none"> • Impact of transfer upon Council budget • Loss of income to Council Services 	2	4	8	<ul style="list-style-type: none"> • Early identification of school decisions • DfE Regulations • Prudent consideration of financial transactions to facilitate transfer • Services continue to be offered to academies • Transfer Protocol 	1	3	3	ED/SB/NS	Monthly	Consideration given in MTFS for loss of funding.	31/01/25
15	Reserves <ul style="list-style-type: none"> • Diminishing reserves, used to balance budget, fund overspend positions. 	3	4	12	<ul style="list-style-type: none"> • Monitored on a quarterly basis, reported to Management Team and Exec Board • Benchmarking 	3	3	9	ED/SB	Quarterly	Monitored and reported on a regular basis. Council reserves at historic low levels. Reserves will need to be replenished	31/01/25

					<ul style="list-style-type: none"> Financial Forecast Programme to replenish reserves. 						within future budgets	
16	Budget Balancing <ul style="list-style-type: none"> Council has struggled to achieve a balanced budget position for a number of years. Forecast for current year is an overspend position of £19m. Reserves insufficient to balance current year budget. Before transformation targets, there is a forecast budget gap of £68.5m through to 2028/29. 	4	4	16	<ul style="list-style-type: none"> Current year budgets monitored on a regular basis. Forward forecasting through to March 2029 reported on a prudent basis. Regular conversations with DHLUC re Council's financial position. LGA to undertake a financial assurance review. Transformation programme in place. 	4	4	16	ED/SB	Ongoing	Updated benchmarking to be reported to better inform Transformation Programme targets.	31/01/25