

Cheshire West & Chester Council

Budget Book 2025-26



Cheshire West
and Chester

Contents

Introduction

Summary Revenue Budget

Subjective Analysis

Workforce Estimates

Budget Proposals

Capital Budget

Service Revenue Budgets

Adult Social Care and Health

Children and Families

Place and Growth

Corporate Services

Council Wide Budgets

Introduction

The Council's Budget Book provides detailed information and analysis of Services' 2025-26 budgets and provides details of how and where we will spend money over the coming twelve months to turn the Council's priorities into reality on a service by service basis. The budget supports the delivery of the Borough Plan 'Play your part towards a stronger future'.

This budget and the resulting council tax were agreed at a meeting of full Council on 20 February 2025 and have since been allocated down to the individual managers within the organisation. A copy of the Budget Report can be found on the Council's website.

The supporting tables which follow, set out the overall Council budget, analysing the expenditure plans by area of activity and the nature of costs incurred and income generated. These tables also contain a summary of the budget proposals agreed by Council and details of the Council's capital budget.

The final section of the Budget Book contains service by service summaries setting out the budget that each Director will be responsible for managing during 2025-26.

The Budget Book represents the first stage of the budget monitoring process for 2025-26 and while the budgets contained may be updated during the year in response to changing circumstances, or the availability of new funding, they will remain a yardstick against which the Council will measure its financial performance over the year.

Debbie Hall



Summary Revenue Budget

Directorate	Pay £000	Non-Pay £000	Income £000	Net Budget £000
Adult Services				
Strategic Commissioning & Market Management	4,353	9,039	(8,166)	5,226
Integrated Adult Social Care & Health	21,605	212,239	(76,155)	157,689
VIVO	12,775	995	(310)	13,460
	38,733	222,273	(84,631)	176,375
Public Health	1,795	34,848	(17,128)	19,515
Children & Families				
Children's Social Care	27,691	57,700	(4,662)	80,729
Education (including DSG)	12,540	310,337	(298,581)	24,296
Early Help & Prevention	7,327	2,251	(4,436)	5,142
	47,558	370,288	(307,679)	110,167
Place & Growth				
Environment & Communities	22,945	39,305	(19,717)	42,533
Highways & Transport	8,255	23,511	(17,566)	14,200
Economy & Housing	13,392	9,333	(13,267)	9,458
Housing Revenue Account (HRA)	0	27,589	(27,589)	0
	44,592	99,738	(78,139)	66,191
Corporate Services				
Finance	14,233	3,260	(9,395)	8,098
Governance & Chief Executive	8,070	2,060	(1,690)	8,440
Transformation & Strategy	8,516	2,495	(3,520)	7,491
Human Resources	1,803	376	(1,235)	944
Property and Commercial Developments	1,965	14,382	(19,953)	(3,606)
Corporate Budgets	240	71,205	(64,784)	6,661
	34,827	93,778	(100,577)	28,028
Council wide				
Central budgets	0	3,230	(480)	2,750
Contingency budgets	0	11,161	0	11,161
Capital financing budget	0	23,425	(885)	22,540
	0	37,816	(1,365)	36,451
Total Budget	167,505	858,741	(589,519)	436,727
Funding				
Government grants				(91,016)
Business rates				(76,225)
Council tax				(260,448)
Collection fund surplus				(6,184)
Use of reserves				(2,854)
Total Funding				(436,727)

Subjective Analysis

Expenditure		£000
Employees		167,505
Premises		15,492
Transport		38,860
Supplies and services		200,925
Payments to service providers		369,197
Schools expenditure		191,686
Capital financing costs		42,581
Total Expenditure		1,026,246
Income		£000
Grants		(460,991)
Customer and Client Receipts		(126,150)
Reimbursements and contributions		(45,783)
Internal recharges		(47,611)
Business rates		(76,225)
Council tax		(260,448)
Collection Fund Surplus		(6,184)
Use of reserves		(2,854)
Total Income		(1,026,246)

Workforce Estimates

Directorate	FTEs Apr-25	Pay Budget 2025-26 £000
Adult Services		
Strategic Commissioning & Market Management	71.0	4,353
Integrated Adult Social Care & Health	427.3	21,605
VIVO	337.0	12,775
	835.3	38,733
Public Health	19.1	1,795
Children and Families		
Children's Social Care	561.9	27,691
Education (including DSG)	142.5	12,540
Early Help & Prevention	146.7	7,327
	851.1	47,558
Place & Growth		
Environment & Communities	577.9	22,945
Highways & Transport	182.6	8,255
Economy & Housing	347.3	13,392
	1,107.8	44,592
Corporate Services		
Finance	319.3	14,233
Governance & Chief Executive	153.4	8,070
Transformation & Strategy	144.3	8,516
Human Resources	30.0	1,803
Property and Commercial Developments	32.3	1,965
Corporate Budgets	1.0	240
	680.3	34,827
Total Pay Budget	3,493.6	167,505

Budget Proposals 2025-26 - By Mission

Title	Description	25-26 £000
Starting Well		
New Savings		
Short Breaks - Charging Model	The implementation of a charging model for short breaks for children, whereby a subscription charge is introduced for attendance at sessions.	(26)
Aiming High Short Breaks	Removal of planned underspend to ensure the budget reflects agreed expenditure plans.	(35)
Emotional Health & Wellbeing Service	Review the existing Emotional Health & Wellbeing Service delivery.	(147)
Team Around the Family approach	Review of the Team Around the Family approach. Moving to a model where the council offer support and guidance to external partners to ensure early help is everyone's business, and support is provided at as early a stage as possible. Investment is being made as part of the early help and prevention programme, introducing new navigator roles, will support this approach.	(244)
Children's Social Care Helping Families Thrive Programme (Saving)	Children's Social Care Helping Families Thrive Programme aimed to identify opportunities to ensure positive outcomes for children and families and meet needs early and cost effectively to ensure financial sustainability. This includes work streams centred around: - Ensuring enhanced placement stability and strengthened family networks and kinship care. - Responding to the increasing prevalence of harm outside the home which impacts on children and families across the continuum.	(436)
Semi Independent provision (Savings)	Savings as a result of an eighteen-month pilot to establish a group provision for five young people aged 16-17 years in Chester. The provision will provide 24/7 staff support and a focus on preparing young people leaving care for independent living.	(443)
Previously approved Savings		
Starting Well Contract	Full scale transformation of the Starting Well service and its assets.	(100)
Making best use of our Children's Centre Estate	We will explore whether we can identify savings or income related to the children's centre estate.	(64)
Children in Care and Care Leavers Accommodation Strategy	The accommodation strategy will aim to deliver a reduction in spend in supporting children in care by; increasing local in-house residential provision, utilising specialist foster carers to support young people who would have been otherwise in residential care, and developing the 16+ offer (supported lodgings, group living, dispersed tenancy scheme). It will also review options for a solo/emergency placement within the borough, alongside specialist high-cost placement provision and mental health provision (to address the lack of sufficiency) to help transition from specialist services for children and families with severe and complex needs and prevent entry into care.	(2,178)
Pinewood Plus (Invest to Save) *	Invest to save proposal to expand the Pinewood offer to 16+. Pinewood provision operates overnight respite 4 nights per week providing a maximum of 3 beds. This proposal would build upon this high quality provision to focus on the development of independent living skills for 16+ and increase the respite capacity of Pinewood specifically for this age cohort. This would also create trading opportunities from 2025-26.	(106)
Children's Social Care Early Help and Prevention	Savings as a result of investment in Early Help and Prevention to reduce the number of children going into care and those that are in care from placement breakdown and escalating to more expensive placements.	(945)
Safeguarding Infants Programme - Corporate Grandparent Approach	Support those children who are in our care or have left our care up to the age of 24 years with their first child, by investing in family nurse partnership commissioned service with savings realised by preventing babies from entering care through care proceedings.	(28)
Safeguarding Infants Programme - Recurrent Care Proceedings	Supporting families who have experienced recurrent care proceedings by investing in family intervention workers to help and support parents as they work through instances related to domestic abuse, adult mental health and emotional wellbeing, court work, and assessment issues from re-entering the care system which will generate savings by preventing recurrent care proceedings.	(55)
Complex Youth Team	This will be delivered by additional capacity in the youth work team to directly work with young people to help prevent social care placement breakdowns, building upon positive impact during Covid of the youth service supporting this area of work.	(117)
Transport Review and Redesign	A review and redesign of home to school transport (mainstream and additional needs), adults and children's social care transport (in line with statutory care needs) and community transport (dial a ride, day trips etc) indicates there is a significant opportunity to improve the efficiency and effectiveness of specialised/cohort specific transport services locally, taking a more strategic/joined up approach.	(898)
Pension Liabilities	A natural reduction in the historic pension and associated liabilities relating to former school employees.	(175)
Review of School Improvement service	Review of the School Improvement Service to reflect the increasing number of schools converting to academy and associated reduction in resource required to support schools.	(24)
Investment		
Children's Social Care Helping Families Thrive Programme (Investment) *	Children's Social Care Helping Families Thrive Programme aimed to identify opportunities to ensure positive outcomes for children and families and meet needs early and cost effectively to ensure financial sustainability. This includes work streams centred around: - Ensuring enhanced placement stability and strengthened family networks and kinship care. - Responding to the increasing prevalence of harm outside the home which impacts on children and families across the continuum.	1,557
Semi Independent provision (Investment)	Investment in an eighteen-month pilot to establish a group provision for five young people aged 16-17 years in Chester. The provision will provide 24/7 staff support and a focus on preparing young people leaving care for independent living.	352
Unaccompanied Asylum Seeking Children	Growth required to meet the existing pressure caused by costs in relation to unaccompanied asylum-seeking children (UASC), exceeding the grant funding available. In later years reduced costs are anticipated as a result of additional capacity included in the 2024-25 budget that supports the integration of unaccompanied asylum-seeking children (UASC) into our borough as part of the national transfer programme, including ensuring application for government grant funding for UASC is maximised and claimed in a timely manner.	500
School Funding	Additional funding required as a result of a review of the use of Dedicated Schools Grant funding in accordance with the terms and conditions of the grant.	718

Youth Justice Board	Investment to fund the payment of a new management fee for the Youth Justice Board, previously made as an in-kind contribution.	100
Children in Care and Care Leavers Accommodation Strategy (Invest to Save) *	Investment required to deliver the accommodation strategy, predominantly investment in staff and accommodation costs required to open further in-house in borough residential provision and investment in new types of support including specialist foster carers.	1,451
Children's Social Care Staffing Transformation Growth *	Investment in the social work workforce within Children's Social Care to enable workforce transformation, enabling the service to operate efficiently while meeting increased caseload demand and complexity.	3,310
Children's Social Care Placement Growth	Investment to reflect the increased placement costs for Children Looked After (CLA). as a result of both increased demand, complexity of cases and increases in the cost of residential provision.	1,200
Complex Youth Team (Invest to Save) *	Additional capacity in the youth work team to directly work with young people to help prevent social care placement breakdowns, building upon positive impact during Covid of the youth service supporting this area of work.	42
Expansion of Foster 4	8 Local Authorities secured Department for Education (DfE) funding to transform fostering recruitment and retention across Cheshire and Merseyside, enabling the Council to recruit and retain more foster carers and improve placement sufficiency across the region. This resulted in a temporary saving in 2024-25 as the existing budget was replaced by grant funding and the budget is being reinstated in 2025-26.	91
Educational Psychology	Temporary investment in the Education Psychology Service to fund increased staffing costs in response to a nationwide shortage of trained Educational Psychologists. This will reduce in later years as new psychologists complete their training.	357
Home to School Transport – Special Educational Needs (SEN) Growth	Investment to manage the increasing demand and complexity in transport arrangements for eligible pupils with special educational needs.	2,494
Home to School Transport - Mainstream Growth	Investment to manage the increasing demand and cost in transport arrangements for eligible pupils in mainstream schools.	151
Review of Information, Advice and Guidance Service (IASS)	Investment to support the structure of the IASS to improve the efficiency of the service whilst continuing to meet its statutory responsibilities.	20
Total Net Savings Starting Well		6,322
Title	Description	25-26 £000
Tackling Hardship and Poverty		
Previously approved Savings		
Reducing the use of hotels for temporary accommodation	At present, the Council relies upon use of hotels or Bed and Breakfast accommodation to meet the short term housing needs for some individuals and families who are homeless or at risk of becoming homeless. The Council is working to develop additional housing options which would provide access to an increased supply of accommodation and meet the needs of those groups in a more appropriate and sustainable way, as well as offering better value for money to the Council.	(300)
Mainstreaming of non-pay Public Health budgets linked to key initiatives	Review of key initiatives within Public Health to amalgamate and incorporate activities into wider service budgets and external funding.	(172)
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.	-
Total Net Savings Tackling Hardship and Poverty		(472)
Title	Description	25-26 £000
Resilient people living their best lives		
New Savings		
Enhanced Observations	A focused, personalised review of the current 2:1 and 1:1 care packages in place in care homes, with a view to promoting people's independence and personal growth by reducing reliance on multiple care givers.	(1,250)
Respite Redesign	Redesign of 'Respite' as a 24hr residential service into three different categories of provision to provide more choice and an improved experience for people drawing on care - short break, temporary stay & temporary stay (hospital discharge). Cost reductions will be seen in respite care through the diversification of the respite options available as well as the identification of factors contributing to emergency and short break respite. This will lead to improved delivery of respite care.	(500)
Review of Business Support	A fundamental review of all business support and administration roles and functions across the whole of Adult Social Care to ensure they remain fit for purpose.	(513)
Extra Care Housing - Increased use	Maximising the use of Extra Care Housing where appropriate for individuals following a review of their needs. This will result in a reduction of placements in residential and nursing care.	(86)
Review of funding streams for voluntary and community groups	A review of funding streams to external organisations to support Council missions as part of ensuring a One Council approach to the Community and Voluntary Sector.	(108)
Increase in Extra Care Housing capacity	Creation of additional Extra Care Housing availability, particularly rental capacity, through capital investment. The additional capacity will enable more people to access this provision and there will be an associated reduction in care costs for residential and nursing care.	-
Non-pay budget savings	A reduction in Public Health non-pay budgets to reflect expenditure plans.	(18)
Mersey Forest - Natural Health Service	Public Health contribution towards the Mersey Forest Natural Health Service to be reviewed to provide a reduced service.	(24)
NHS Health Checks	For NHS Health Checks, a nationally mandated service, the budget will be amended to ensure it is in line with the allocation provided for the eligible population and the Council will work with GPs to ensure they adhere to this limit.	(23)
Brio Leisure	Reduction in the contribution to support Brio services above the annual contract value, as well as reductions in the net cost of the services they provide to the Council, targeting reductions in operating costs and overheads and growth in income.	(790)

Vacancy management	Small scale review of Public Health structure in line with vacancies that have arisen to align positions to intended service provision.	(57)
Previously approved Savings		
Cost of Care	A considerable number of older people care home placements are commissioned above contract rates. Through more stringent contract management and care arranging processes we will gradually commission more placements at our contract rate.	(760)
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.	(143)
Funding for social care for older people	An increase in the funding the Council will receive from the National Health Service (NHS) as part of the Better Care Fund to invest in social care.	(509)
Preparation for Adulthood Growth Mitigation	Mitigations to growth in the Preparation for Adulthood budget through investing in an autism intervention service and a focus on increasing the independence of young people with disabilities from age 14+ – focusing on skills development and building confidence.	(34)
Demand Management: Reablement and Occupational Therapy first	Transformation programme to ensure the right services are in place to enable more people to gain or regain their independence and so reduce the need for care at home. This includes delivering on our Community Led Support programme and developing both a community focused reablement service and enhanced Occupational Therapy first approach.	(3,766)
Care Models and Accommodation transformation programme (including Day Opportunities redesign) - Adults aged 18 - 64 (Invest to Save) *	The introduction of a new strength-based model of care to support adults aged 18 -64 to improve quality of life whilst at the same time reducing cost. The strength-based approach focuses on maximising independence and considers less restrictive options to formal care provision. This will result in a reduced number of residential and out of borough placements. It will ensure sufficient affordable supported independent living accommodation options in the borough for adults with learning disabilities, autism and mental health needs. This will also include continuing the development of a new day opportunities strategy for people with a learning disability, co-designed with people who draw on services and carers to ensure our day opportunities offers meet their needs and aspirations.	(4,413)
Community Led Care and Carers	We fund a range of organisations within the community to provide support to individuals and their carers to reduce isolation and increase social support. Through co-production with the community and voluntary sector we can achieve efficiencies by redesigning the model and ensure needs are met at the earliest opportunity to reduce demand for and spend on statutory care services.	(76)
Extra Care PFI Catering	Catering provision at the Council's PFI Extra Care Schemes (Hollymere and Hazelmere) has been revised to bring it in line with the provision at other schemes within the Borough.	(70)
Care at Home provision by micro enterprises	It is intended to increase the numbers of people who have their care needs met at home by a micro enterprise by 1% a year. Micro enterprises are small organisations, often one person, who provide support to people in their homes. People who require support in their home can use a direct payment from the Council to purchase care from a Micro Enterprise.	(40)
Arrangement of Care contract	Recommission of the arrangement of care service to support people who fund their own care when they need to move into a care home.	(42)
Dementia care home bed provision	Increase the number of dementia care home beds available in the borough improving outcomes for people and securing more beds at the council's contract rates. There is an allocation set aside in the capital programme for investment in sites to create additional capacity to meet these care needs.	(85)
Shared Lives redesign	A redesign of the Shared Lives service which provides long-term accommodation and respite type services with a matched carer. The carer shares their family and community life and gives care and support to the person with care needs. The redesign has focused on the core requirements in order to enhance the performance of the service, increasing the number of carers and reducing care costs by providing people with alternatives to more expensive traditional care packages.	(139)
Sexual Health Contract	A review of the budget for the Sexual Health contract to reflect the reduced cost as a result of decommissioning of the outreach provision and reinvestment in long-acting reversible contraception (LARC) and chlamydia screening.	(13)
Brio - Reduction in Integrated Wellbeing exercise on referral and weight management services	A review of referral and weight management services within the Integrated Wellbeing service to reflect lower than anticipated take up.	(12)
Investment		
Adults service user transport	Temporary growth required for one year, due to increased per journey costs for transport to day services, pending the recommission of tenders to realise efficiencies.	500
Bad debt provision	An increase to the bad debt provision budget is required due to an increase in Adult Social Care debt in relation to the contributions service users make towards their care.	1,353
Transport software costs	The cost of the transport flexi route software system which is used to route map Home to School Transport, Adults and Community transport is increasing. The budget is being increased to cover these additional costs.	18
Growth in demand and complexity for Adults with a Learning Disability	Further funding is required to meet the increasing demand and complexity of need of adults with a learning disability and / or autism, including those who have transitioned from children's to adult's services.	6,332
Adult Social Care Contract Fee Uplifts	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.	8,781
Mental Health Growth	Individual package of care costs for those with mental health needs have increased significantly with more presentations around eating disorders, self-neglect and alcohol misuse and self-injurious behaviours requiring higher levels of support and longer-term packages of care.	4,605
Older People & Physical Disability Growth	Reflects the full year effect of additional growth in meeting older peoples care needs, and further expected growth in future years based on current trends.	7,344
Disabled Facilities Grant	Ensuring use of the Disabled Facilities Grant is maximised to fund all eligible expenditure in relation to our Home Improvement Agency contract to deliver adaptations for disabled people. There was a one-off use of the associated reserve balance in 2024-25, which is therefore falling out in 2025-26.	321

Utilisation of increased Public Health Grant allocation	An annual increase in the Public Health Grant will be used to fund an increase in eligible public health expenditure across the Council.	1,159
Shopmobility Chester	Investment in the Shopmobility scooter hire service in Chester, which will be delivered inhouse from April 2025 by Vivo Care Choices, the Council's learning disability service.	31
Total Net Savings Resilient people living their best lives		16,973
Title	Description	25-26 £000
Opportunity in a fair local economy		
New Savings		
Refocus of Regeneration delivery	A refocus of the Regeneration service delivery through the implementation of the capital programme to deliver against key Council priorities.	(130)
Previously approved Savings		
Culture and Museums	Review of museums to explore opportunities to integrate and display collections more effectively whilst reducing costs, coupled with a review of the funding agreement with Storyhouse for the next three-year period.	(100)
Library Services Development.	A review of libraries to ensure that, whilst reducing costs: - they are meeting local demand - they are located, co-located or integrated in the right locations with appropriate partners - sufficient service provision is maintained - opening hours are sustainable - core service support is structured and located effectively - they are the primary vehicle via a 'Libraries First' approach for delivering Council and partner information and programmes in communities.	(135)
Maximise use of external funding	Ensure external funding is maximised by ensuring officer time/posts are appropriately charged to relevant funding streams, including Employment & Skills, regeneration projects and capital projects.	(149)
Commercial Estate	A review of the Council's commercial portfolio to maximise income and reduce the ongoing costs associated with certain properties.	(306)
Investment		
Commercial Estate (Invest to save) *	Temporary investment required to deliver savings from the review of the Council's commercial portfolio.	100
Investment in local heritage	New revenue requirement associated with the new History Centre/Archive Facility	37
Total Net Savings Opportunity in a fair local economy		(683)
Title	Description	25-26 £000
Neighbourhood pride		
New Savings		
Portable toilets	Review of evening provision of portable toilet provision in Chester city centre, which has a number of alternative static provisions available.	(5)
Locking of greenspace sites	Review of the opening and closing undertaken at a number of greenspaces sites as part of the new contract starting in 2026-27.	-
Seasonal bedding	Reduction in seasonal flowers beds during the winter months with beds swapped each year to allow feeding. This will provide better display for the following year whilst still providing a full display across the borough for the summer months.	(10)
Parking payment machines	A reduced number of parking payments machines in Council owned car parks, reflecting the alternative methods of payment now available (e.g. by phone). Machine usage will be reviewed to identify opportunities to remove machines and therefore make savings on the associated maintenance and repair costs.	(25)
Communities service non-pay budget savings	A review of expenditure within the Communities service has highlighted a number of areas where non-pay budgets can be reduced to reflect reduced expenditure.	(29)
Avenue Services	Review of Avenue Services contract specification and agree efficiency targets.	(50)
Association for Public Service Excellence membership	Membership with the Association for Public Service Excellence will be ceased in 2025-26 following a review of the benefits of membership, which the Council is able to access from alternative sources.	(13)
Ongoing incorporation of the Total Environment Team into Planning and Place Making	Ongoing work to further embed the Council's Total Environment functions within the Planning and Place Making service.	-
Previously approved Savings		
Communities	Review of priorities and structure of the team and the support provided across the council and communities whilst reducing costs.	(84)
Electric streetcare vehicles	The leasing / purchase of electric streetcare vehicles to replace existing diesel powered vehicles for use in and around the Borough, with associated savings in fuel costs.	-
Street Lighting LED Replacement Project	The fall out of temporary investment to fund loan repayment costs of the street lighting replacement programme.	(50)
Road Safety Partnership	Work with the other members of the Road Safety Partnership to review the future funding model and reduce / eliminate the current net local authority contributions.	(131)
Electric Vehicle (EV) Charge points	Income generated by the use of EV charge points installed on Council-owned land under a long-term concession agreement.	(30)

Investment		
Streetcare	Increased investment for streetcare to enable the required capacity to meet demand and ensure that the Borough is maintained including grass moving and tackling weeds and detritus.	200
Northwich toilets	Temporary investment for 12 months to continue the provision of public toilets in Northwich until the provision in the new market is available.	26
Theatre Porto	Contribution towards Theatre Porto based at Whitby Hall in Ellesmere Port to enable the sustainable provision of the facility.	40
Parking Options for Residents	Reinstatement of budget relating to the residents parking charge scheme in Ellesmere Port.	63
Review of provision of printed timetables at bus stops	Reinstatement of budget saving included in 2024-25 to provide alternative ways for users to find bus timetable information than provision in hard copies at bus stops. Following review this change has not been deliverable and so is being reversed.	12
Total Net Savings Neighbourhood pride		(86)
Title	Description	25-26 £000
Greener communities		
New Savings		
Kerbside waste and recycling collection services	The current provider of the Council's kerbside waste and recycling collection services is Cheshire West Recycling (CWR). CWR are taking steps to optimise the efficiency of collection rounds, increase standardisation of collections and absorb growth in household numbers, resulting in a reduced cost to the Council.	(250)
Residual treatment	The Council will undertake the re-procurement of its residual waste treatment contract in the next 3 years, to commence in April 2027. It is expected that a saving can be achieved through recommissioning this work.	-
Biochar from Pyrolysis	The Council pays significant gate fees to dispose of green waste via open windrow composting. Advances in technology and research mean that with capital investment the Council can potentially produce biochar from its green waste, thereby delivering savings as well as contributing to net zero targets. Feasibility work is being undertaken to consider the viability of a potential capital business case for this process, as part of the wider waste treatment process.	-
Previously approved Savings		
Household Waste and Recycling Specification design and contract renewal	Subject to public consultation, an updated specification in line with national government policy, changes will be implemented to capture and enable better recycling, reduce excessive waste and reduce waiting times, including a review of its operating times.	(50)
Energy & Carbon Reduction	Efficiency savings and Feed in Tariff income as a result of investment in renewable and low carbon projects across the borough to reduce the Council's carbon footprint.	(250)
Investment		
Extended Producer Responsibility for packaging *	From April 2025 new Extended Producer Responsibility regulations will require the manufacturers of packaging to fund the costs of collecting that packaging from domestic properties. This change, plus wider reforms due to be implemented by 2027, will require the Council to increase investment into improving recycling performance, sorting different waste streams and food waste collection. These costs are fully met by new grant funding.	600
Waste Collection	Investment to reflect increased costs of waste collection resulting from annual housing growth.	150
Total Net Savings Greener communities		200
Title	Description	25-26 £000
Doing Things Differently		
New Savings		
Council Tax and Business Rates Electronic Billing / Digitisation	A reduction in the cost of printing and posting Council Tax and Business Rates bills by reviewing the end-to-end business process to identify where digitisation can support the process which will speed up recovery and improve the process for end users.	(12)
Review of Finance structure	A saving within the finance staffing structure due to the removal of a vacant finance officer post.	(57)
Customer Service use of AI and digitisation	Utilisation of Artificial Intelligence by Customer Services to appropriately triage calls and reduce the length of less complex calls to improve the user experience.	(88)
Introduction of MP Portal	Introduction of MP portal which will reduce manual handling by the MP team and services where enquiries can be responded to automatically.	-
Freedom of Information (FOI) Requests	Introduction of a searchable database to facilitate Freedom of Information Act requests. This will allow the Council to be more transparent, accountable and should reduce the number of FOI requests received where enquiries can be responded to automatically.	-
Contact centre opening hours	Review of the opening times for the contact centre.	(70)
Legal Restructure	A review of the legal services team including removal of vacant trainee solicitor post, to ensure appropriate levels of support that are targeted to areas of highest priority and areas of highest risk.	(121)
Democratic services restructure	A review of Democratic Services to ensure appropriate levels of support that are targeted to areas of highest priority and areas of highest risk.	-
ICT contract review	A detailed review of licenses and contracts currently held by the shared service to release savings without impacting service delivery.	(250)
Transformation team - use of capital receipts	Use of capital receipts to fund the upfront revenue costs of transformation projects in line with the flexibility granted by Central Government. This allows staffing costs of the Transformation team that are currently funded from revenue to be capitalised.	(229)
Service Reviews	We will review services from a customer perspective and ensure we have a clear and understood core offer, focus and purpose – recognising all services are different. This will involve reviewing whether we are delivering against agreed priorities that are aligned to statutory requirement and ensuring processes are efficient and optimised, supported by technology wherever possible, minimising “waste” and rework. This will ensure we are providing Value for Money, therefore supporting the Council to deliver within its available budget.	(1,000)

Previously approved Savings		
Supplier Early Payment Solution	The Council has implemented an early payment solution which will enable suppliers to receive payment for goods and services earlier than our normal terms of trade but at a discounted price. This will provide a cash flow benefit to our suppliers and will also result in a saving to the Council. The payment solution will also allow small and micro suppliers to be paid early without any charge.	-
Salary Sacrifice AVC scheme	A new salary sacrifice scheme for Pension Additional Voluntary Contributions has been introduced. This scheme will generate savings in income tax and National Insurance for both the employee and the Council.	(45)
Unit 4 license reduction	The number of licenses the Council will require for the HR and Finance system (Unit 4) will reduce annually as the Council reduces in size, therefore the budget can be reduced accordingly.	(20)
Additional temporary capacity in Recruitment & Pay	Additional temporary growth was included in the Recruitment and Pay team to review and streamline business processes to reduce demand on the team. This falls out in 2026-27.	-
Review of capacity in Technical Accounting team	In order to meet the statutory accounts deadline and audit requirements the staffing resource within Financial Management was increased in 2024-25. Following a further review of the team structure some of this budget is only required on a temporary basis therefore will be removed in 2025-26 and 2026-27.	(12)
Client Finance efficiencies	A range of measures to implement more efficient processes and procedures, staff efficiencies and savings on consumables such as printing, paper, postage etc. These are contingent on external promotion and take up of these digital channels to achieve these efficiencies. Growth is required in clerical / business support to support the changes.	(18)
Income from Advertising	The Council will seek to generate additional income from advertising on Council owned assets such as roundabouts, bus shelters and highway assets.	(300)
Review of Fees & Charges	Review of fees and charges, to ensure that inflationary uplift is applied, and full cost recovery is being achieved from the provision of chargeable services. This includes Adult Social Care, Regulatory Services, Waste, Highways and Planning.	(2,733)
Companies, Compliance and Assurance restructure	A review of the Companies, Compliance and Assurance service to ensure appropriate levels of support that are targeted to areas of highest priority and areas of highest risk.	(17)
ICT Review Savings	Reducing the costs of ICT by implementing a new service model and reconfigured shared service.	(550)
ICT Review – temporary investment	Phased removal of 2-year temporary investment in ICT shared service following the implementation of a new model.	(500)
Data engineering function	Removal of growth to fund temporary posts in the data engineering function to provide data expertise to produce more sophisticated insight required to support the early intervention and prevention agenda.	(75)
Reconfigure Insight and Intelligence service	Review of Insight and Intelligence service 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.	(37)
Telephony	Re-procurement of mobile phone and wider telephony contracts and introduction of a 'Single Device' policy across the Council.	(80)
ICT non-pay budget savings	A review of expenditure has highlighted a number of areas where budgets can be reduced to reflect reduced expenditure, including Microsoft and Citrix licences and peripheral equipment.	-
Reconfigure Learning and Development priorities	Through smarter commissioning, planning and prioritisation the Talent and Development budget can be reduced.	(42)
National Graduate Development Programme	The Council funds one graduate every two years. This reflects the residual reduction following implementation within 2024-25.	(23)
Reconfigure Human Resources and Organisational Development support	Reduction in Human Resources and Organisational Development resources by embedding new ways of working, and multiskilling.	(115)
Estate Rationalisation (Invest to save) *	Reduce running costs of the Council's estate through rationalisation and more efficient use of better quality assets.	(500)
Review of services delivered by the Council's Joint Venture Company Cowest Services Limited (Qwest).	A review of the services previously delivered by Qwest following the end of the service agreement in March 2025. Services will in future be delivered in part by the Council and through a new Facilities Management contract with Equans.	(500)
Pension Liabilities	A natural reduction in the historic pension and associated liabilities relating to former Council employees.	(20)
Investment		
Increased Council Tax income	The Council has approximately £22m of Council Tax arrears outstanding as at March 24. A temporary increase in the resources within the Assessment Centre will enable a focus on the collection of this debt and increase the Council Tax income in order to deliver a surplus on the Council Tax collection fund for distribution in 2025-26 and 2026-27.	41
Business Rates review	Temporary investment to fund a one-off exercise to engage a company to identify business properties that are missing from the business rates taxbase or have been undervalued. Where properties are identified this will generate additional business rates income and a fee is payable, being 10% of the rateable value added.	50
Transactional Shared Services transformation programme	Transactional Shared Services have recently undertaken a high-level review of the service to review areas working well, service challenges and areas for improvement set within the context of a People, Process and Technology framework. These will be developed into a transformation programme that fundamentally reviews and modernises business processes, embracing digitalisation to meet future strategic organisational needs. This requires temporary investment to deliver the transformation programme which will fall out and also deliver further savings.	137
Transactional Services / Assessment Team - Modernisation & Demand Management reduction	The Transactional Services and Assessment teams operate a large volume of transactional processes. These are being redesigned to maximise the benefits of moving to paperless and cashless services and to reduce the demand coming into the service.	76
Capitalisation of Governance & Support Team	The Governance and Support team are supporting the Unit 4 financial system. This support is a mixture of day-to-day system administrative and development work. The development work is being charged to the capital programme in 2024-25 and an element of this will be reversed in 2025-26 to ensure there is sufficient base budget.	15

Insurances	An external actuarial review of the level of funds required to be set aside to cover the cost of insurance claim settlements over the next 3 years identified a reduction in previous years but investment required in 2025-26. The next review will take effect in 2027-28 and is expected to result in an increase in the cost of premiums.	102
Reconfigure the Personal Assistant team	Reconfigure the Personal Assistant team in line with the latest senior management structure.	63
Farms Estate	Investment required to reduce the farms estate income target to align with the size of the estate following farm disposals.	120
Markets	Investment required to reduce the markets estate income target to align with the size of the estate.	500
Strategic Commissioning Plan	Investment to remove budget savings included in prior years relating to a review of all major recommissions. The savings associated with recommissions have now been identified within individual directorates, so this cross-cutting saving is being removed.	436
Mutually Agreed Resignation Scheme	Growth is required due to a reduction in the number of employees who left the Council as part of the Mutually Agreed Resignation Scheme.	134
Total Net Savings Doing Things Differently		(5,740)
Total Savings		(29,175)
Total Investment		45,689
Total Net Savings		16,514

Capital Programme 2025-26

Scheme	Description	Capital Programme	Schemes Under Development
		(Schemes and Annual Allocations)	
		2025-26	2025-29
		£m	£m
Starting Well			
School Basic Need	This allocation enables the provision of additional school places within the Borough to ensure there are sufficient places. This active programme will deliver new school places and 2 new schools over the next four years.	12.292	5.564
School Condition Allocation	Investment in maintenance and improvements to 99 schools in line with the Department for Education's Good Estate Management guidance.	5.128	-
Devolved Formula Capital	Investment in maintenance and improvements to schools and educational facilities in line with Asset Management Plans and School Development Plans.	0.750	-
Special Education Needs Provision	Investment in the range of provision for children and young people with Special Education Needs in line with the Special Educational Needs and Disabilities High Needs Review.	1.619	8.932
Childcare Expansion	Increasing the supply of early years childcare placements in line with the extended hours of support on offer for eligible parents.	0.110	-
Whitby Hall Lodge	New accommodation for the Ellesmere Port Family Time Service, replacing provision at Park Family Centre.	0.062	-
Children's Residential Accommodation	Supporting delivery of new accommodation needs identified through the children in care and care leavers accommodation strategy.	-	1.251
Pupil Referral Unit	Investment in a new Pupil Referral facility to support the needs of vulnerable pupils excluded from school	-	3.201
Play Strategy	Development of Council's play improvement plan to prioritise delivery of improvements to Council owned outdoor play areas.	-	0.300
Emerging Pressures in Education	Flexible funding to support the emerging priorities in Education services.	-	5.000
Emerging Pressures in Children's	Flexible funding to support the emerging priorities in Children and Families services.	-	1.408
Starting Well Total		19.961	25.656
Tackling Hardship			
HRA Existing Stock	Maintenance of the Council's domestic properties in Ellesmere Port, Neston and Winsford.	7.800	-
HRA Sutton Way	Regeneration of Sutton Way, refurbishment of existing blocks of flats and new build properties.	0.700	-
Private Sector Housing	Assisting people in need and lower income homeowners whose homes require repair and improvement. Also bringing empty homes back into use and creating affordable units through conversion of commercial premises.	0.500	-
Housing Delivery	Investment into new housing across the borough including council and affordable housing.	1.205	5.133
Housing Growth: Supported Housing	Supports housing provision for residents to help maintain their independence including new homelessness provision.	1.120	1.600
Tackling Hardship Total		11.325	6.733
Resilient People			
Disabled Facilities Grant	Funds adaptations to peoples' homes to support and enable them to live independently for longer.	4.577	-
Northgate Arena	Delivery of refurbishment and modernisation works to improve facilities at Northgate Arena	8.190	-
Leisure Asset Management	Investment to support improvements in our leisure assets, focusing on those assets which are best placed to help improve health and wellbeing.	0.125	5.417
Football Pitch Investment	Continued investment in the football pitch programme across the Borough.	0.593	0.750
Moss Farm	Investment to deliver improvements to access, car parking and changing facilities.	0.208	0.955
Emerging Pressures in Adults	Funding to support emerging pressures impacting on Adults Social Care.	-	4.000
Resilient People Total		13.693	11.122
Opportunity in a Local Economy			
Winsford Town Centre	Investment to create an attractive and functional town centre that supports communities, attracts long term commercial uses, delivers enhanced public realm and an improved town centre environment.	0.368	-
Northgate Development - Phase 1	Expenditure linked to letting of final units from initial phase of Northgate Development	0.510	-
Northgate Development - Phase 2	Funding to secure a development partner and progress regeneration plans for the remainder of the Northgate Development site	0.310	-
Transforming Ellesmere Port Town Centre	Investment to enhance Ellesmere Port Town Centre through an upgraded and more sustainable market hall, improved cycleways and walkways, public realm enhancements and unlocking sites to enable delivery of new low carbon housing.	8.580	0.280
Northwich / Weaver Square	Investment to deliver a new market, releasing the Weaver Square site for housing development and regeneration.	2.031	-
Market Town / Regeneration Schemes	Funds to facilitate town centre regeneration investment across the Borough, creating attractive and well utilised town centres that provide a sense of place and support sustainable communities.	-	8.510
Northwich Library	Investment in Northwich Library to upgrade the building and develop the library service.	4.094	-
Libraries ICT Infrastructure	Upgrade to network of self-service terminals to ensure technology is fully supported.	0.248	-
Library Co-location	Integration of wider services into libraries to ensure buildings are being fully utilised and bring together services for local residents.	0.040	-
Shared Prosperity Fund	Funding to support delivery of investment into community assets, infrastructure to support local businesses and address barriers to employment.	0.673	-
Opportunity in a Local Economy Total		16.854	8.790
Neighbourhood Pride			
20 Speed Limits	Funding for signage and the application of Legal Order roads immediately outside education institutions are always allocated a speed limit of 20mph, in order to support active travel initiatives and maintain the safety of all road users.	0.115	-
Archives Facility/ Heritage Centre	Delivery of a new Archives/Heritage Centre.	22.127	-
Asset Management - Environment	Programme of essential maintenance works to the Council's open spaces and streetcare assets. Funding supports priority works across countryside and urban parks, allotments, play areas, pathways, pavilions, changing facilities, portable-cabins, public conveniences and public realm assets.	0.200	-
Public Realm CCTV system	Replacement of analogue CCTV cameras to ensure they remain compatible with equipment installed across the public realm.	0.047	0.918
Street Care Vehicles	Renewal and expansion of street clearing fleet to support enhanced service delivery.	1.200	-
Car Parks Equipment	To support rollout of equipment in Council car parks in recognition of changes to technology and payment preferences.	-	0.665
Cemetery / Crematorium Buildings	Improvement in the condition of the buildings at Chester Crematorium and chapel buildings at cemeteries in the Borough.	-	0.057
Little Sutton Community Hub	Improvements to access, landscaping and appearance of community hub and library.	0.038	-
Lache Open Spaces	Improvements to Lache Baccies site to support wider public use of open spaces and increased biodiversity.	0.150	-
Chester Walls	Investment to restore access to collapsed portion of Chester Walls and ensure local heritage assets are maintained and restored for the benefit of the local economy, residents and visitors.	1.408	5.892
Neighbourhood Pride		25.285	7.532
Greener Communities			
Waste Strategy	Completion of the investment to support the waste strategy.	0.336	-
HWRCs - Sites and Equipment	Ensuring that all retained HWRC sites are appropriately equipped to deliver an effective service to the residents on change in operator from April 2026.	-	3.300
Climate Emergency Fund	Investment to support schemes that deliver the carbon reduction strategy and quantifiable carbon benefits such as renewable energy, energy efficiency, waste reduction, zero or low carbon transport and natural capital/natural environment projects.	1.284	6.308
Electric Vehicle Infrastructure	Funding to support the extension of public electric vehicle charging infrastructure across the borough.	0.400	-
Biodiversity Net Gain	Delivery of sustainable habitats and woodland areas to support and promote biodiversity in the borough.	0.799	-
Greener Communities		2.819	9.608

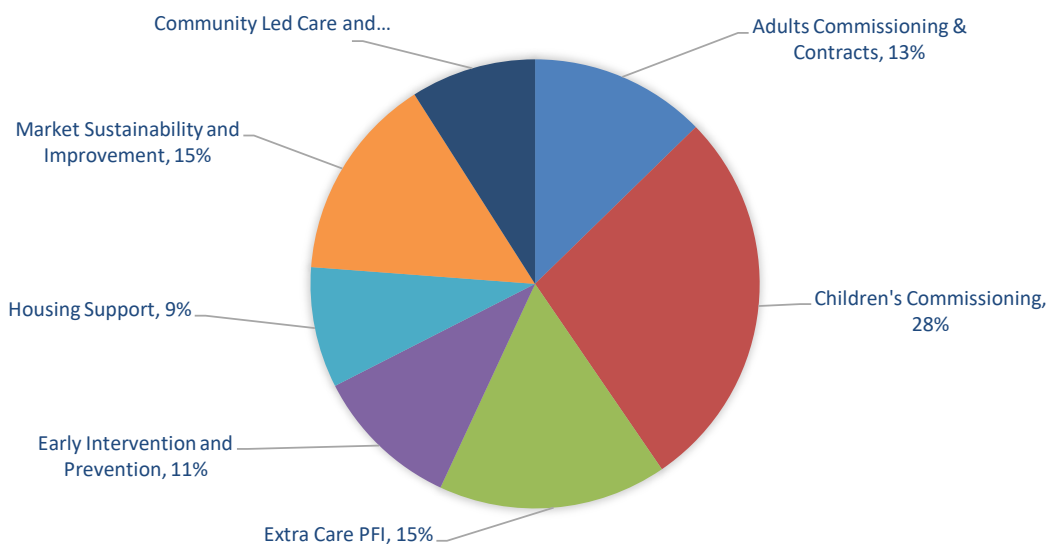
Enabling Infrastructure			
Network Management (Highways)	Management of the highway network, including roads and bridges. The investment will help to deliver key priorities to attract and retain new investment, residents, housing and development.	21.171	1.654
Network Development (Transport)	Development and delivery of infrastructure schemes including improvements for roads, cycling and walking routes. Helps deliver well maintained, safe, integrated and sustainable transport, digital and energy networks for the future.	2.854	3.662
Bus Service Improvement Plan (BSIP)	Investment for delivery of the BSIP programme	2.797	-
A540 Road Safety	The project is to address road safety concerns at this existing priority crossroads junction by widening the highway to provide a traffic signal installation.	0.444	-
Vehicle Replacement	Investment in the Council's fleet of vehicles.	0.500	-
Emerging Pressures in Highways	Funding to support emerging pressures impacting on highways and transport needs, such as supporting flood prevention, delivering active travel improvements or upgrading critical infrastructure.	-	11.385
Asset Management - Property	Investment on property assets, to address maintenance needs and ensure buildings remain fit to support the effective operation of Council services.	5.018	-
Commercial Property Reinvestment	Investment to meet demand for local small/medium sized industrial units to support economic growth and sustain income levels. To be funded from disposal of other commercial properties.	0.750	13.000
Unit 4 Development	Improvement of the Council's HR and finance system.	1.130	-
ICT Strategy Core Programme	Improvements to the core technology that supports Council services.	1.742	0.250
Capitalisation of Equipment (ICT)	Rolling replacement of ICT equipment.	0.350	-
Digital Phase 2 and 3	Continued investment in the Council's digital offer.	-	4.500
Data Strategy	Improvement of the Council's data management.	0.315	1.750
Transformational projects	Investment in the capacity to deliver service improvements and efficiencies which will deliver future benefits for the Council.	1.691	-
Known Pressures	Specific contingency for existing schemes with known cost pressures	-	2.500
Emerging Pressures	Contingency to fund unforeseen impacts or cost increases	-	16.000
Enabling Infrastructure Total		38.762	54.701
Total Capital Programme		128.699	124.142

Adult Services Strategic Commissioning & Market Management Charlotte Walton

Strategic Commissioning and Market Management encompasses commissioning for Adults, Children's services and Public Health. Strategic Commissioning is all-age and activity is organised around a person's whole life course - Start Well, Live Well and Age Well - including services for children and families such as speech and language therapy, public health services such as substance misuse, community wellbeing and early intervention services, learning disability and autism services, mental health services and services for older people such as care at home. The Market Management Service includes the Care Connections Team and Market Sustainability and Improvement Team, together they provide a holistic service covering care finding, market oversight, market rate management, cost of care, managing the Dynamic Purchasing System, provider relationship management, quality assurance, contract monitoring and improvement.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Adults Commissioning & Contracts	1,677	23	(273)	1,427
Children's Commissioning	697	3,020	(2,350)	1,367
Extra Care PFI	-	2,206	(1,714)	492
Early Intervention and Prevention	-	1,416	(1,002)	414
Housing Support	-	1,165	(518)	647
Market Sustainability and Improvement	1,979	-	(1,100)	879
Community Led Care and Carers	-	1,209	(1,209)	-
Total	4,353	9,039	(8,166)	5,226

GROSS BUDGET



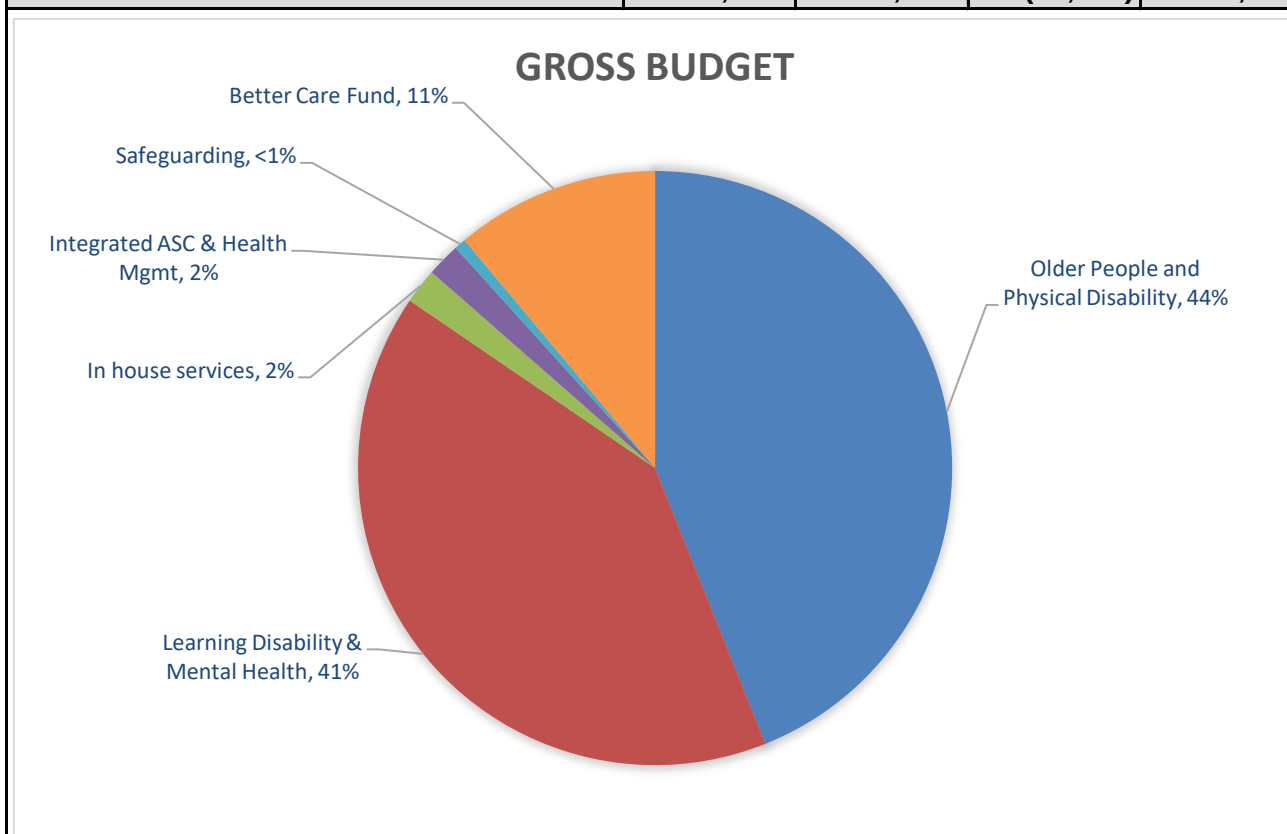
As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

Signed:

Adult Services **Adult Social Care & Health** **Charlotte Walton**

This Service provides care and support to a wide range of adults with care and support needs in the local community across a broad range of individual groups including (but not exclusive to) older people with physical and/or mental health needs, people with learning disabilities, people with a range of mental health needs, autistic adults and people with physical and sensory disabilities and carers. Care services are provided to individuals in their own homes, at day centre facilities, in care homes and a wide range of community settings and are delivered through a combination of in-house services, contracted external providers and via direct payments.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Older People and Physical Disability	9,998	92,759	(36,829)	65,928
Learning Disability & Mental Health	5,062	89,858	(8,974)	85,946
In house services	3,833	662	(3,125)	1,370
Integrated ASC & Health Mgmt	1,586	2,697	(804)	3,479
Safeguarding	1,126	335	(495)	966
Better Care Fund	-	25,928	(25,928)	-
Total	21,605	212,239	(76,155)	157,689



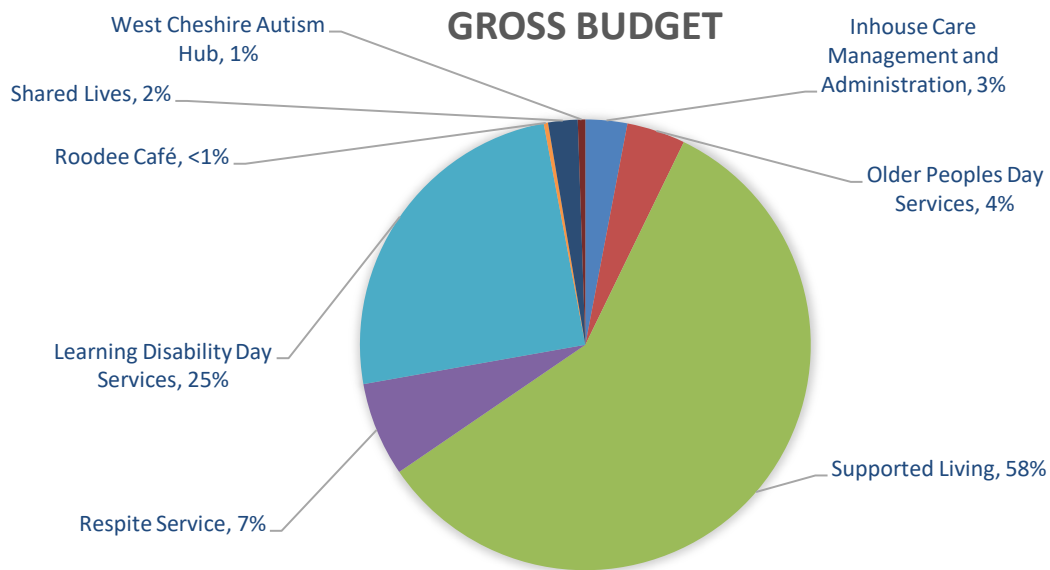
As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

Signed: 

Adult Services VIVO Alistair Jeffs

Vivo is an in-house care service at Cheshire West and Chester Council and delivers a range of flexible and responsive support for people with learning disabilities and autism and older people, including those with dementia. Care services are provided at a number of settings including day centres, specialist respite facilities, and in the service users own home through the supported living network. In addition Vivo manages the Council's Shared Lives service and also delivers vocational training and employment opportunities to adults aged 18 and over with a learning disability at a number of locations such as the Little Roodee Cafe.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Inhouse Care Management and Administration	144	269	-	413
Older Peoples Day Services	525	53	(36)	542
Supported Living	7,933	90	(57)	7,966
Respite Service	871	58	-	929
Learning Disability Day Services	2,974	445	(147)	3,272
Roodee Café	-	43	(70)	(27)
Shared Lives	264	27	-	291
West Cheshire Autism Hub	64	10	-	74
Total	12,775	995	(310)	13,460



As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

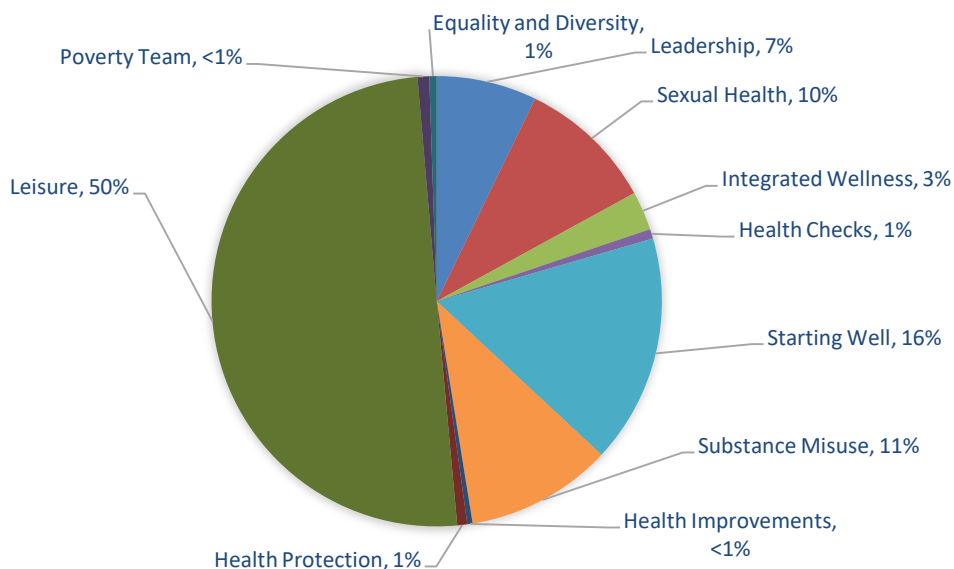
Signed:

Adult Services Public Health Helen Bromley

Public Health have statutory duties for health improvement, health protection and reducing health inequalities covering a wide range of areas such as sexual health, immunisation, nutrition, reducing drugs, alcohol and tobacco dependency, pregnancy and children's health. Leisure is also included in Public Health. Public Health is also the corporate lead on Equality and Diversity and tackling Poverty within the borough.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Leadership	1,428	1,209	-	2,637
Sexual Health	-	3,601	-	3,601
Integrated Wellness	-	1,025	(340)	685
Health Checks	-	250	-	250
Starting Well	-	6,023	-	6,023
Substance Misuse	-	3,851	(1,081)	2,770
Health Improvements	-	139	-	139
Health Protection	-	262	-	262
Leisure	-	18,354	(15,707)	2,647
Poverty Team	197	109	-	306
Equality and Diversity	170	25	-	195
Total	1,795	34,848	(17,128)	19,515

GROSS BUDGET



As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

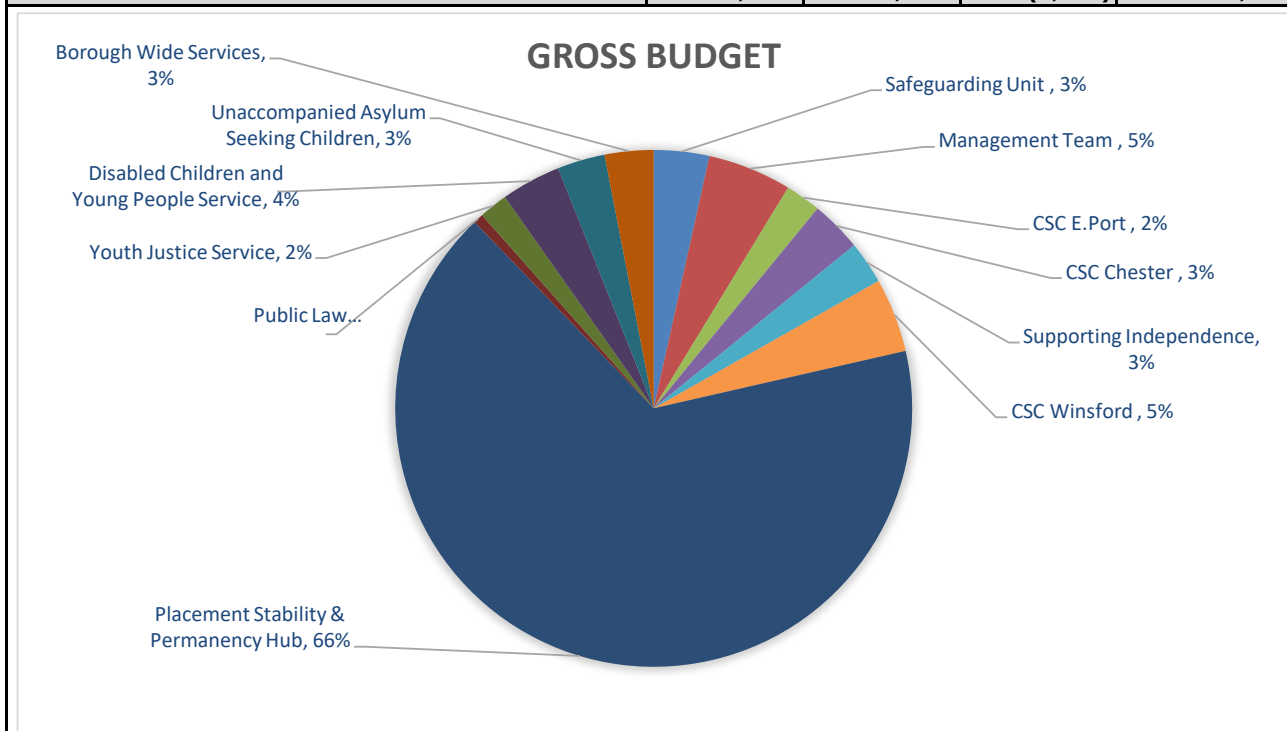
Signed:

Helen Bromley

Children & Families Children's Social Care Amanda Perraton

Provides statutory services to children and families, including children in need of help, support and protection, children in care and care leavers, fostering and adoption via Together for Adoption (Regional Adoption Agency) children with disabilities, residential care and short breaks provision for disabled children, children's participation and inclusion, contacts and referrals into children's services and the out of hours emergency duty service.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Safeguarding Unit	2,792	169	(135)	2,826
Management Team	4,657	(183)	249	4,723
CSC E.Port	1,763	137	-	1,900
CSC Chester	2,288	443	-	2,731
Supporting Independence	1,005	1,275	-	2,280
CSC Winsford	3,751	203	-	3,954
Placement Stability & Permanency Hub	6,142	50,544	(1,888)	54,798
Public Law Outline	-	533	-	533
Youth Justice Service	984	552	(841)	695
Disabled Children and Young People Service	1,928	1,260	(106)	3,082
Unaccompanied Asylum Seeking Children	-	2,542	(1,941)	601
Borough Wide Services	2,381	225	-	2,606
Total	27,691	57,700	(4,662)	80,729



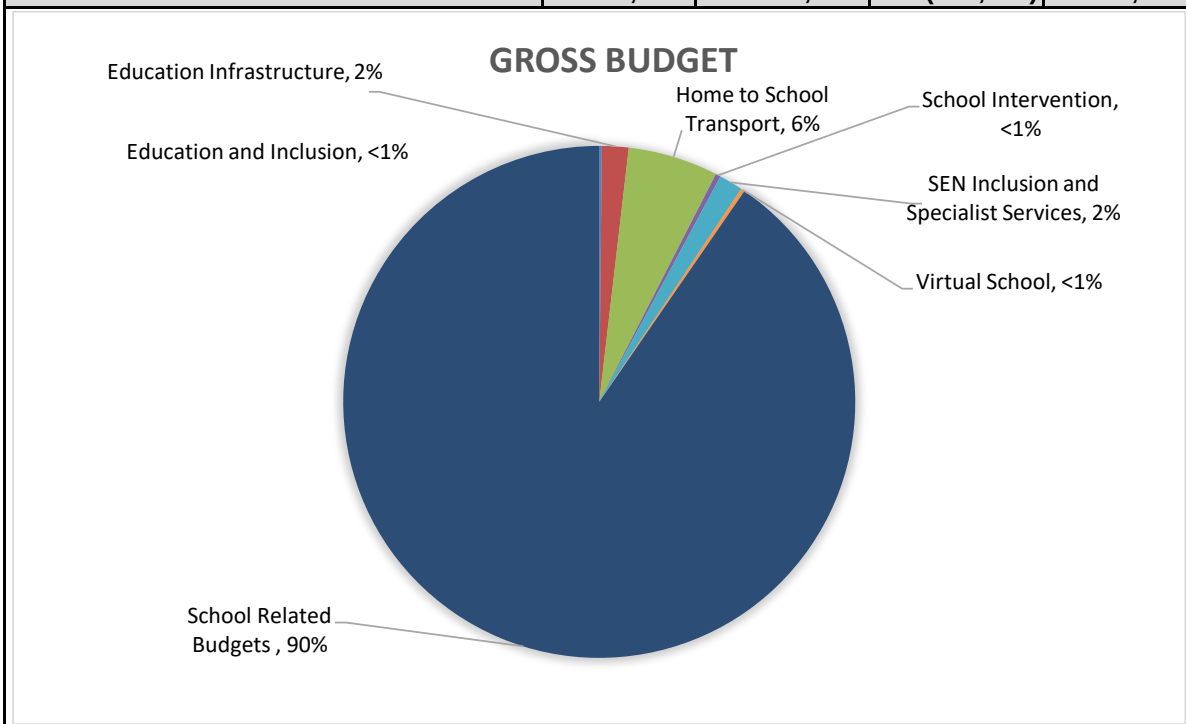
As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

Signed: Amanda Perraton

**Children & Families
Education and Inclusion
Amanda Perraton**

The Education and Inclusion Service focuses on improving the educational attainment and achievement of children and young people from 0-25 whether they are placed in settings, schools or providers (including the private and voluntary sector and childminders). It supports schools and settings through robust monitoring, challenge, intervention and the brokering of support. It supports vulnerable children, young people and their families through targeted provision through a range of services such as the Virtual School Head and Education Access. There is support for education infrastructure such as schools places, transport, capital programmes and admissions. The Service helps children with Special Educational Needs and Disabilities through effective identification/assessment of need and the matching of appropriate support/provision.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Education and Inclusion	482	39	(175)	346
Education Infrastructure	2,826	2,605	(2,786)	2,645
Home to School Transport	-	18,377	-	18,377
School Intervention	742	281	(965)	58
SEN Inclusion and Specialist Services	4,575	279	(1,955)	2,899
Virtual School	738	52	(791)	(1)
School Related Budgets	3,177	288,704	(291,909)	(28)
Total	12,540	310,337	(298,581)	24,296



As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

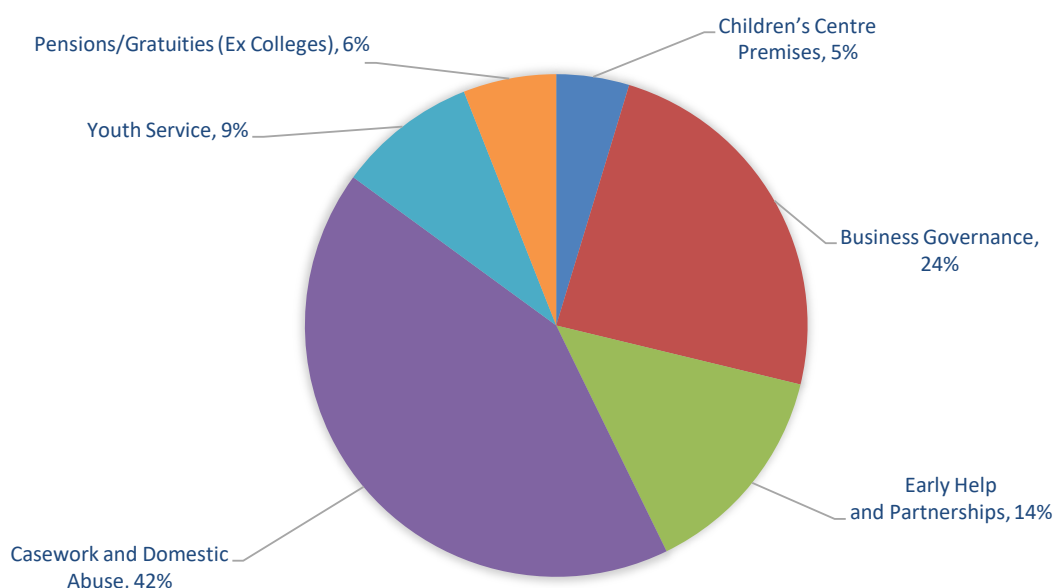
Signed: Amanda Perraton

Children & Families **Early Help & Prevention** **Amanda Perraton**

The Early Help and Prevention Service helps local children, families and young people with complex needs and adults affected by domestic abuse and focuses on three key areas: Family Casework and Domestic Violence and Abuse, Early help, Schools and Partnerships and Community Safety and the Youth Service. A business and governance team provide the back office support to the whole service, including sourcing new funding to support more prevention opportunities.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Children's Centre Premises	-	449	(172)	277
Business Governance	1,153	1,154	(2,335)	-28
Early Help and Partnerships	1,302	38	(26)	1,314
Casework and Domestic Abuse	3,560	489	(1,311)	2,738
Youth Service	739	121	(19)	841
Pensions/Gratuities (Ex Colleges)	573	-	(573)	0
Total	7,327	2,251	(4,436)	5,142

GROSS BUDGET



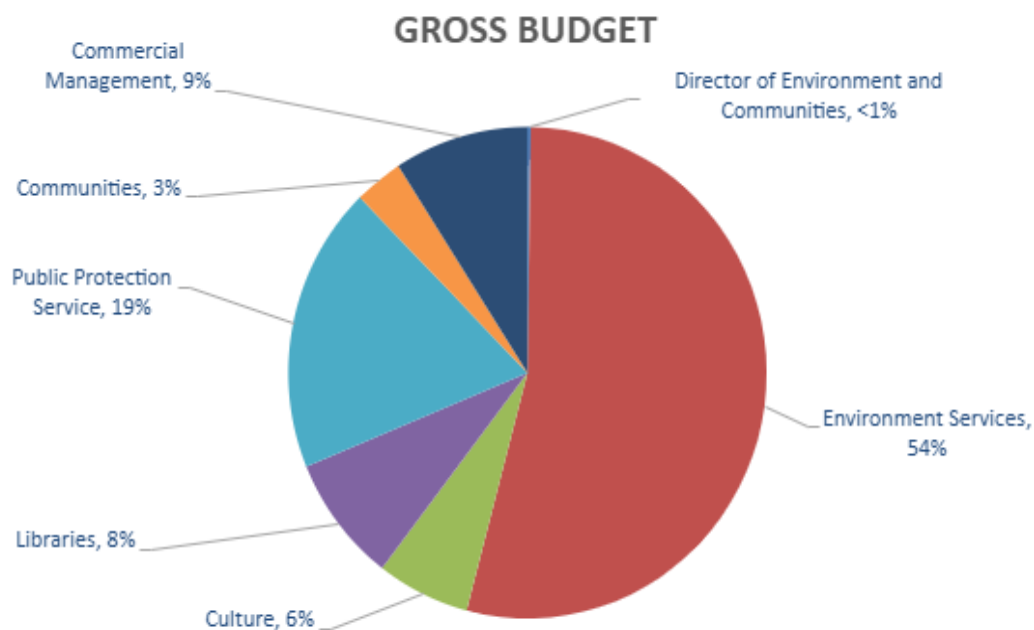
As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

Signed: Amanda Perraton

**Place & Growth
Environment & Communities
Maria Byrne**

Provides place-based services which are aligned to key Council plans and outcomes and aim to meet the needs and aspirations of our citizens. The services provided include commercial management, waste management, streetcare services, parking services, lifetime services, emergency planning, community safety, regulatory services, cultural services, library services and locality working.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£0	£0	£0	£0
Director of Environment and Communities	136	1	-	137
Environment Services	6,499	27,041	-3,696	29,844
Culture	2,126	1,793	-1,008	2,911
Libraries	3,911	1,303	-1,472	3,742
Public Protection Service	8,518	3,235	-12,575	-822
Communities	820	1,217	-187	1,850
Commercial Management	936	4,715	-779	4,872
Total	22,945	39,305	-19,717	42,533



As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

Signed:

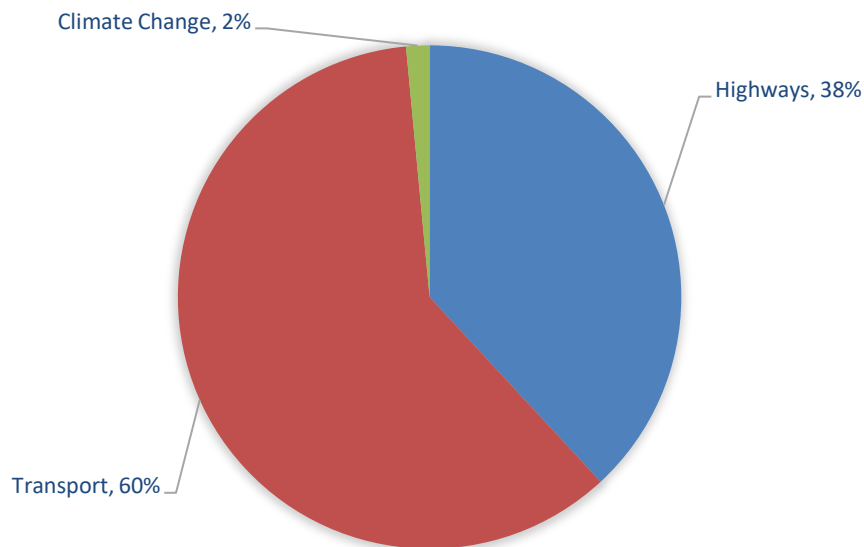
MA Byrne

**Place & Growth
Highways & Transport
Rose McArthur**

Provides services which are aligned to key Council plans and outcomes and aim to meet the needs and aspirations of our citizens. Specific areas of responsibility include supporting development and maintenance of highways network, transport network development, sustainable travel, transport planning and climate change.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Highways	5,127	6,979	(4,075)	8,031
Transport	2,721	16,463	(12,839)	6,345
Climate Change	407	69	(652)	(176)
Total	8,255	23,511	(17,566)	14,200

GROSS BUDGET



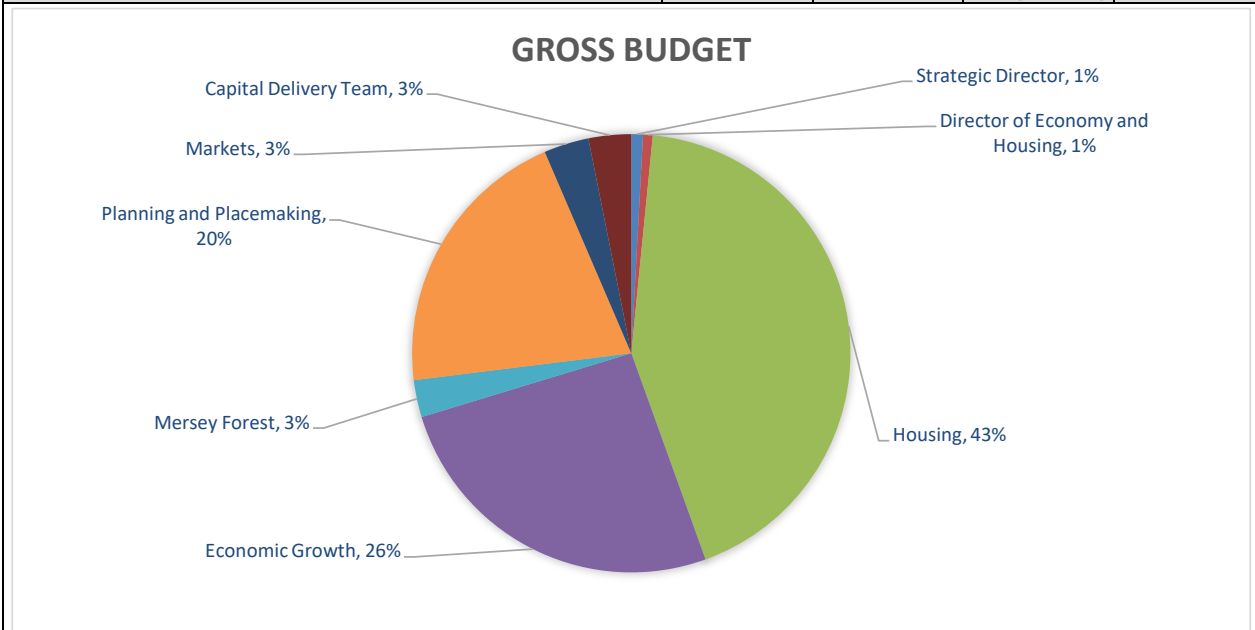
As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

Signed: Rose McArthur

**Place & Growth
Economy & Housing
Gemma Davies**

The service is responsible for leading and developing all aspects of housing, economy and planning which enable inclusive growth and thriving communities. Thereby meeting the needs and aspirations of the residents and businesses of Cheshire West and Chester. Specific areas of responsibility include regeneration, housing strategy, homelessness services, planning, design and conservation, business growth and support, skills and employment. The service also includes major project and capital delivery teams.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Strategic Director	195	-	-	195
Director of Economy and Housing	162	-	(20)	142
Housing	3,360	6,396	(3,567)	6,189
Economic Growth	4,159	1,704	(4,017)	1,846
Mersey Forest	369	253	(622)	-
Planning and Placemaking	4,103	557	(4,046)	614
Markets	349	405	(412)	342
Capital Delivery Team	696	18	(583)	131
Total	13,392	9,333	(13,267)	9,458



As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

Signed:

GEMMA DAVIES

Housing Revenue Account

Gemma Davies

The management of the Housing Revenue Account is delivered by ForHousing (trading as ForViva Group) on a ten year contract commencing on the 1st July 2017. The contract delivers a comprehensive management service including rent collection, arrears recovery, stock improvement programmes and estate management, together with a commitment to promote participation, involvement and health and wellbeing by working in partnerships with local groups along with the delivery of education, training and employment opportunities for residents through a range of programmes.

The management contract is monitored by the Commercial Management Team who set performance targets each year, negotiate budget and spending variations, monitor and report on performance and enforce contract conditions where required.

The Client Team, within the Housing Service, comprises of two officers (1 FTE), supplemented by Finance and other specialist support as required. In addition, the Client Team manages a budget which provides for the costs of services which are retained by the Council and are not part of the management contract, for example grounds maintenance and third party insurance cover.

Revenue Budget	Budget
	£000
Income	
Rent	(26,937)
Rents - Non Dwellings	(460)
Charges for Services and Facilities	(64)
Contributions towards expenditure	(128)
Sub-total	(27,589)
Operating Expenditure	
Management Fee	12,005
Client Budget	1,746
Corporate and Democratic Costs	4
Increase in Bad Debts Provision	1,078
Sub-total	14,833
Other Expenditure	
Principal Repayments	3,907
Interest Repayments	1,794
Debt Management Expenses	3
Revenue Contributions to Capital	7,049
Sub-total	12,753
Net HRA Revenue (Surplus) / Deficit for the year	(3)

The surplus is budgeted surplus which will be transferred to the HRA surplus/deficit holding reserve, which is a cash reserve held to match 3% of turnover of the HRA

As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

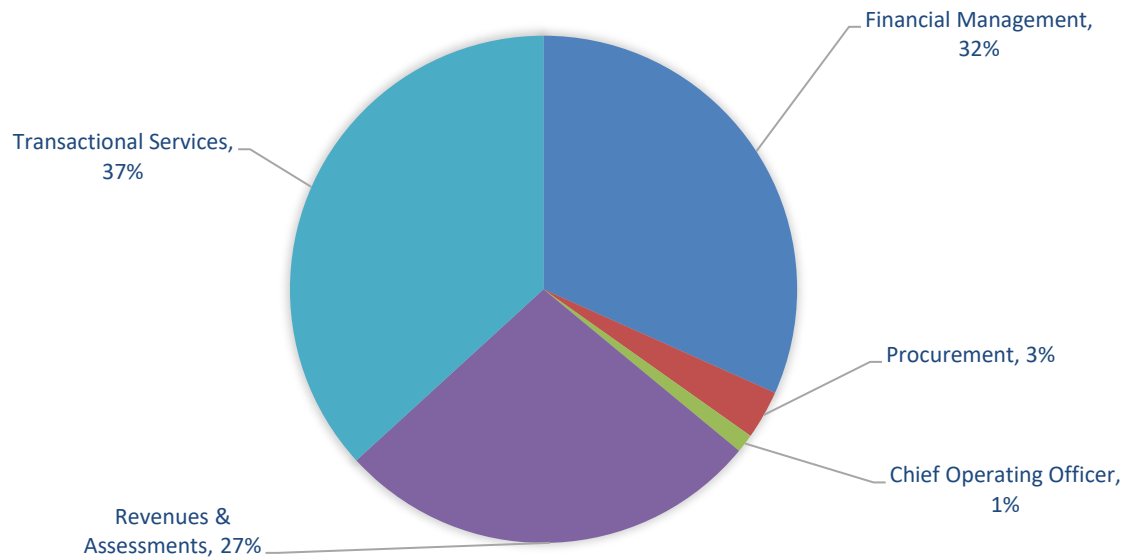
Signed: 

Corporate Services
Finance
Debbie Hall

Finance provides professional, efficient and customer focused financial support and advice to a range of internal and external clients through Transactional Services, Financial Management, Revenues & Assessments, Pensions and Procurement Teams.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Financial Management	5,324	220	(1,661)	3,883
Procurement	506	39	(4)	541
Chief Operating Officer	198	8	-	206
Revenues & Assessments	3,446	1,317	(1,839)	2,924
Transactional Services	4,759	1,676	(5,891)	544
Total	14,233	3,260	(9,395)	8,098

GROSS BUDGET



As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

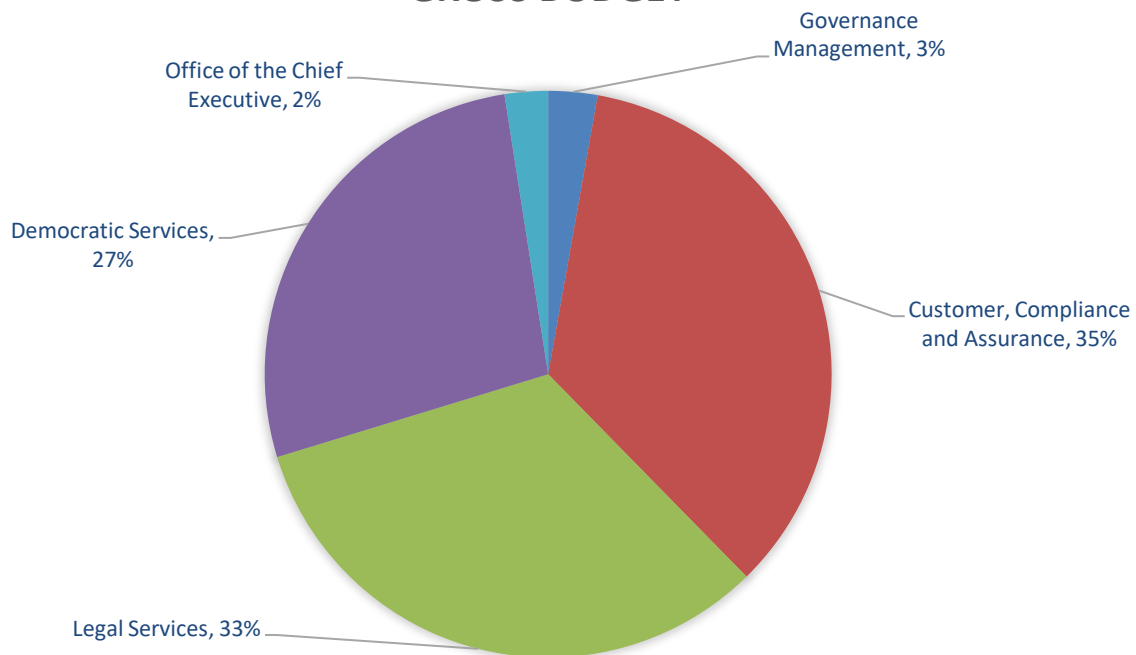
Signed: *Debbie Hall*

Corporate Services Governance Vanessa Whiting

Governance provides professional, efficient, customer focused support and advice to a range of internal and external clients, customers and members through the Legal, Democratic, Customer Relations and Information services, Health & Safety, Risk, Audit and Compliance. In addition, support is provided to the Council as a shareholder of a number of Council owned companies. Office of the Chief Executive is responsible for Strategic and Corporate Management of Cheshire West and Chester Council.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Governance Management	284	-	-	284
Customer, Compliance and Assurance	3,359	172	(420)	3,111
Legal Services	3,092	212	(961)	2,343
Democratic Services	1,100	1,661	(309)	2,452
Office of the Chief Executive	235	15	-	250
Total	8,070	2,060	(1,690)	8,440

GROSS BUDGET



As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

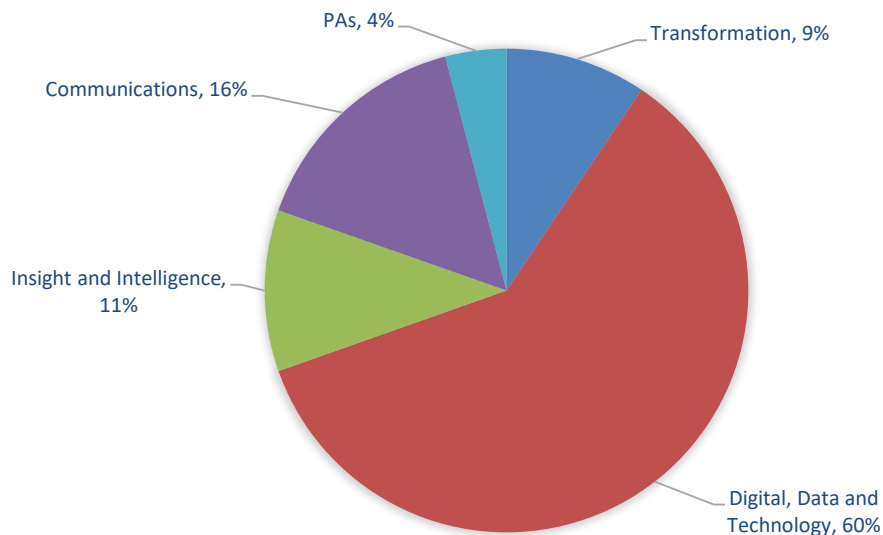
Signed:

Corporate Services Transformation & Strategy Natalie Abraham

The Transformation and Strategy Directorate supports all council services to be effective and efficient. This includes transformation support to enable services to be effective, sustainable, and to achieve their objectives. The technology service arranges appropriate ICT to enable the effective delivery of council services and includes the ICT client budget. The Insight and Intelligence Service supports policy development, public consultation, data analysis, and business intelligence to support evidence-based decision making. Internal and external communications enables the organisation to convey its messages and to engage a range of audiences.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Transformation	1,032	5	(912)	125
Digital, Data and Technology	4,551	2,075	(1,642)	4,984
Insight and Intelligence	1,099	89	(536)	652
Communications	1,397	314	(430)	1,281
PAs	437	12	-	449
Total	8,516	2,495	(3,520)	7,491

GROSS BUDGET



As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

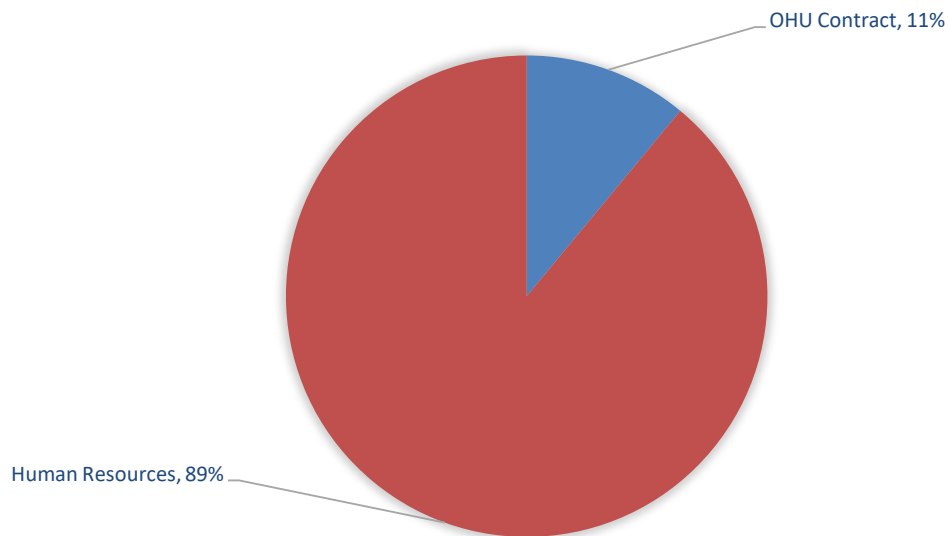
Signed:

**Corporate Services
Human Resources
Simon Riley**

The human resources and organisational development service supports the council's workforce to reach their potential and to be equipped to deliver the council's objectives.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
OHU Contract	-	240	(168)	72
Human Resources	1,803	136	(1,067)	872
Total	1,803	376	(1,235)	944

GROSS BUDGET



As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

Signed: 

Corporate Services

Property and Commercial Developments

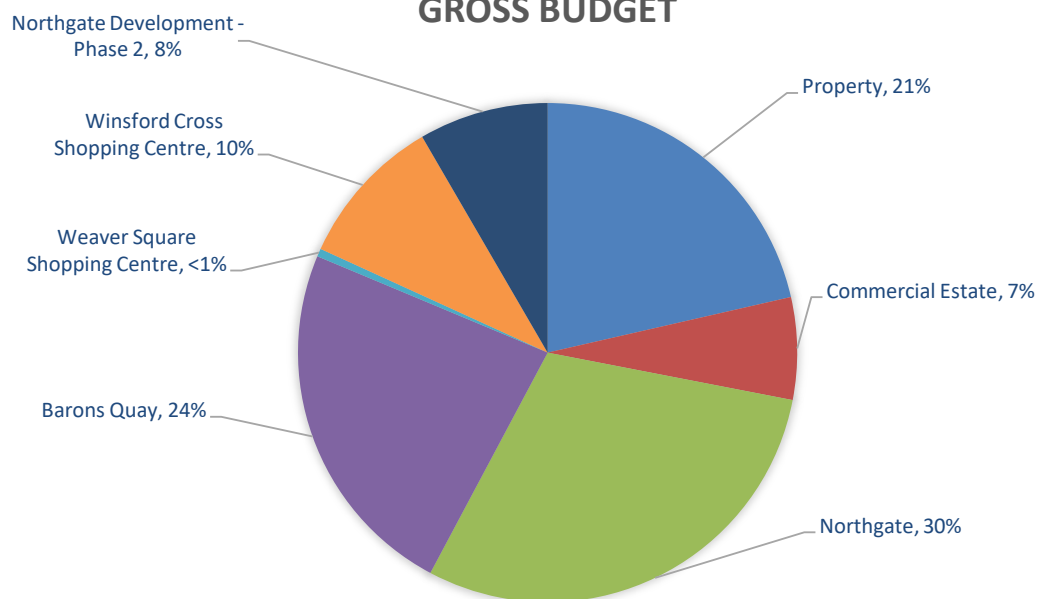
Simon Riley

The service is responsible for the operational property estate for all services and managing major town centre redevelopments completed by the Council with the aim of growing our local economy and revitalising town centres. Management of the commercial estate will maximise income and improve capital value whilst having regard to the potential in supporting regeneration and economic growth.

The major regeneration scheme budgets include capital financing costs.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Property	1,562	1,940	(1,839)	1,663
Commercial Estate	-	1,083	(10,103)	(9,020)
Northgate	329	4,532	(3,539)	1,322
Barons Quay	74	3,771	(3,255)	590
Weaver Square Shopping Centre	-	84	(115)	(31)
Winsford Cross Shopping Centre	-	1,602	(862)	740
Northgate - Future Phases	-	1,370	(240)	1,130
Commercial Developments	403	12,442	(18,114)	(5,269)
Total	1,965	14,382	(19,953)	(3,606)

GROSS BUDGET



As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

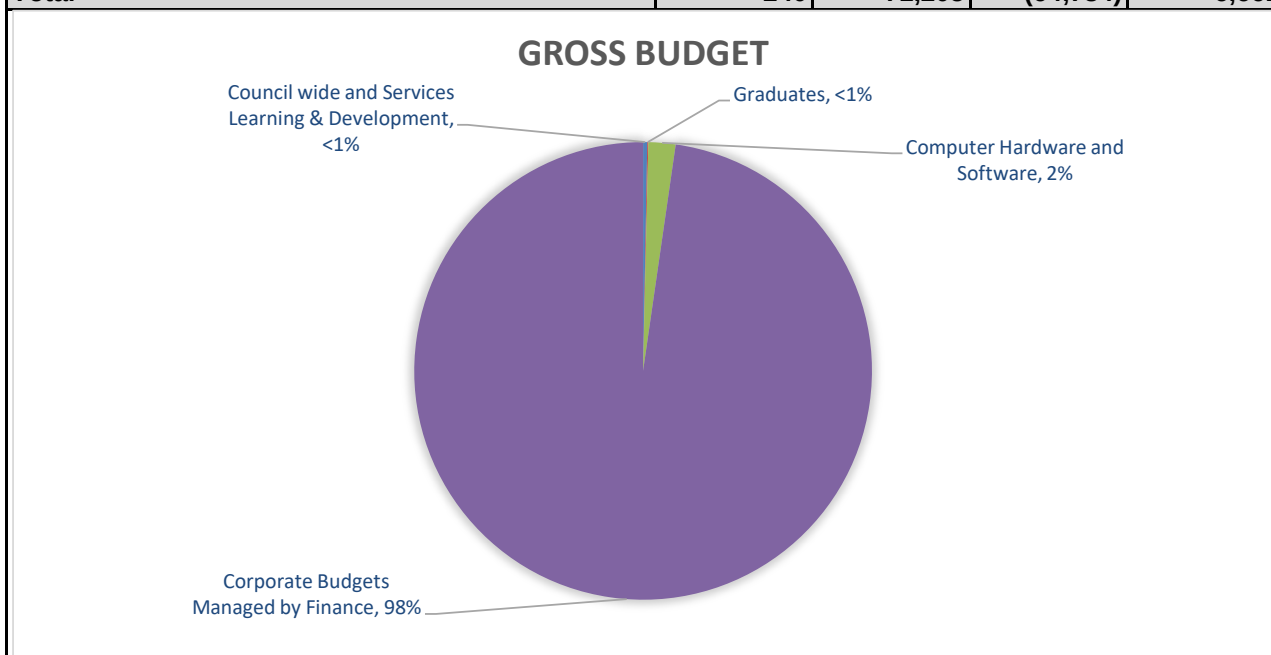
Signed:

S. C. Riley

Corporate Services
Corporate budgets managed by Transformation & Strategy and Finance
Simon Riley / Natalie Abraham / Debbie Hall

The Corporate service teams manage a number of budgets on behalf of the Council. These include the hardware and software budget and the Graduate programme and all training managed by the HR service and Insurance, Housing benefits, Utility bills and Commissioning budgets managed by Finance.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Council wide and Services Learning & Development	104	104	-	208
Graduates	54	-	-	54
Computer Hardware and Software	-	1,367	(91)	1,276
Corporate Budgets Managed by Finance	82	69,734	(64,693)	5,123
Total	240	71,205	(64,784)	6,661



As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

Signed: *Debbie Hall*

Natalie Abraham

S.C. Riley

Council wide budgets Debbie Hall

Council wide budgets includes central budgets, contingency budgets, and the capital financing budget. Central budgets reflect costs that either relate to the Council as a whole or impact on multiple services. The general contingency is held for unexpected events and other contingency budgets are held for expected increases in pay and contract inflation. The capital financing budget is the cost of financing the capital programme.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Central Budgets				
Apprenticeship Levy		528		528
Capital feasibility		200		200
Pension gratuities		45		45
Northgate Development - Resilience Review		450		450
Energy and climate change		2,969		2,969
Cross cutting growth		454		454
Cross cutting savings		(1,416)		(1,416)
Energy - Capital at Risk Fund			(310)	(310)
PSP dividend			(170)	(170)
	-	3,230	(480)	2,750
Contingency Budgets				-
General Contingency		3,237		3,237
Pay and Price Contingency		6,924		6,924
Social Care Contingency		1,000		1,000
	-	11,161	-	11,161
Capital Financing Budget		23,425	(885)	22,540
Total	-	37,816	(1,365)	36,451

As Director I confirm that the information above represents my revenue budget in 2025-26, and I commit to delivering a balanced budget during the financial year.

Signed: Debbie Hall