

Cheshire West & Chester Council

Budget Book 2026-27



Cheshire West
and Chester

Contents

Introduction

Summary Revenue Budget

Subjective Analysis

Workforce Estimates

Budget Proposals

Capital Budget

Service Revenue Budgets

Adult Services

Public 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' 2026-27 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 26 February 2026 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 2026-27.

The Budget Book represents the first stage of the budget monitoring process for 2026-27 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	3,265	9,507	(7,333)	5,439
Integrated Adult Social Care & Health	23,369	232,778	(77,808)	178,339
VIVO	12,050	1,251	(310)	12,991
	38,684	243,536	(85,451)	196,769
Public Health	2,835	35,876	(17,800)	20,911
Children & Families				
Children's Social Care	20,063	54,223	(4,225)	70,061
Education (including DSG)	14,525	323,674	(309,033)	29,166
Early Support & Family Help	16,723	4,875	(1,347)	20,251
	51,311	382,772	(314,605)	119,478
Place & Growth				
Environment & Communities	23,773	43,433	(20,236)	46,970
Highways & Transport	8,165	27,239	(17,596)	17,808
Economy & Housing	15,826	12,498	(15,447)	12,877
Housing Revenue Account (HRA)	5,176	23,925	(29,101)	0
	52,940	107,095	(82,380)	77,655
Corporate Services				
Finance	15,548	7,347	(11,567)	11,328
Governance & Chief Executive	8,320	2,025	(1,677)	8,668
Transformation & Strategy	9,252	381	(3,428)	6,205
Organisational Development & Human Resources	1,898	202	(1,147)	953
Property and Commercial Developments	2,062	14,866	(21,837)	(4,909)
Corporate Budgets	200	69,977	(61,347)	8,830
	37,280	94,798	(101,003)	31,075
Council wide				
Central budgets	-	1,272	-	1,272
Contingency budgets	-	10,745	-	10,745
Capital financing budget	-	23,224	-	23,224
Centrally Held Ringfenced Grants	-	-	(41,056)	(41,056)
	0	35,241	(41,056)	(5,815)
Total Budget	183,050	899,318	(642,295)	440,073
Funding				
Government grants				(84,600)
Business rates				(69,713)
Council tax				(274,403)
Collection fund surplus				(8,408)
Use of reserves				(2,949)
Total Funding				(440,073)

Subjective Analysis

Expenditure		£000
Employees		183,050
Premises		23,168
Transport		43,675
Supplies and services		219,147
Payments to service providers		398,297
Schools expenditure		182,050
Capital financing costs		32,981
Total Expenditure		1,082,368
Income		£000
Grants		(497,641)
Customer and Client Receipts		(132,107)
Reimbursements and contributions		(47,634)
Internal recharges		(49,513)
Business rates		(69,713)
Council tax		(274,403)
Collection Fund Surplus		(8,408)
Use of reserves		(2,949)
Total Income		(1,082,368)

Workforce Estimates

Directorate	FTEs Apr-26	Pay Budget 2026-27 £000
Adult Services		
Strategic Commissioning & Market Management	66.0	3,265
Integrated Adult Social Care & Health	468.0	23,369
VIVO	323.9	12,050
	857.9	38,684
Public Health	32.9	2,835
Children and Families		
Children's Social Care	514.8	20,063
Education (including DSG)	175.5	14,525
Early Support & Family Help	191.3	16,723
	881.6	51,311
Place & Growth		
Environment & Communities	594.2	23,773
Highways & Transport	187.6	8,165
Economy & Housing	388.9	15,826
Housing Revenue Account (HRA)	76.0	5,176
	1,246.7	52,940
Corporate Services		
Finance	339.9	15,548
Governance & Chief Executive	153.2	8,320
Transformation & Strategy	164.6	9,252
Organisational Development & Human Resources	30.6	1,898
Property and Commercial Developments	35.3	2,062
Corporate Budgets	1.0	200
	724.6	37,280
Total Pay Budget	3,743.7	183,050

Budget Proposals 2026-27 - By Mission

Title	Description	26-27 £000
Starting Well		
New Savings		
Supported Accommodation Reform Grant	Reduction in budget previously established from Supported Accommodation Reform Grant. Costs can be contained within the existing budget therefore this can be reduced to reflect expenditure levels.	(560)
Fostering service review —(Invest to Save Savings)	A transformation review of the Fostering Service which will review Foster Care rates and processes to encourage an increase in foster carers and reduction in high cost placements for Children in Care.	(695)
Adoption Allowances	Reduction in budget for adoption allowances reflecting revised expenditure forecasts.	(229)
Childrens Social Care staffing	Following significant investment in Childrens Social Care workforce in 2025-26, the number of children in care has begun to stabilise, enabling a small element of the investment to be reduced in 2026-27.	(110)
Special Guardianship Orders Allowances	Reduction in the budget for Special Guardianship Orders Allowances, reflecting reduced expenditure levels.	(200)
Achieving Value for Children - Procurement of outcome measurement tool - Saving	Procure a new insights-based system with an initial pilot for children in residential care. The insights derived from the system, when accompanied by appropriate training and a strengths-based approach, are expected to support children to step down from residential care and prepare them for foster placements.	(189)
Achieving Value for Children - Delivery of training to enable health funding to be maximised - Savings	Deliver training across the children's social care workforce on routes to funding for children in care, and to identify a designated lead within the Access to Resources Team, responsible for managing health funding and maximise Integrated Care Board (ICB) funding where possible.	(59)
Supporting independence through technology Savings	Savings through investment in technology to support the independence of children with disabilities and reduce the level of support they require.	(159)
Public Law Outline	The Public Law Outline (PLO) is the Ministry of Justice legal framework for children's care and supervision proceedings. There is a reduction in the non-pay budget for PLO, reflecting reduced expenditure and commissioning frameworks in place.	(80)
Previously approved Savings		
Children's Families First Partnership Programme (Invest to Save)	The Children's Families First Partnership Programme (formerly Helping Families Thrive) seeks to implement the government's Families First reforms for children's social care, with an increased focus on prevention, identifying 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 and responding to the increasing prevalence of harm outside the home which impacts on children and families across the continuum.	(1,710)
Developing In-House Residential Provision for Children in Care and Care Leavers (Invest to Save - Saving)	Scheme to continue the progress achieved through the Children in Care and Care Leavers Accommodation Strategy, which aims to deliver a reduction in spend in supporting children in care by increasing local in-house residential provision and developing the 16+ offer. Further investment will be made to create in-house provision to alleviate the shortage of medium and high-needs children's homes placements, in turn reducing spend on expensive placements commissioned with the private sector, which can be difficult to source and can be out-of-borough.	(1,084)
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)
Starting Well Contract	A review of re commissioning options is underway for the Starting Well contract, which delivers the Healthy Child Programme (0–19). This work will help ensure the future service model provides high quality, efficient support that meets the evolving needs of children, young people and families.	(100)
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.	(80)
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.	(638)
Pension Liabilities	A natural reduction in the historic pension and associated liabilities relating to former school employees.	(50)

Investment		
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.	4,281
Children's Families First Partnership Programme (Investment) *	Investment in the Children's Families First Partnership Programme (formerly Helping Families Thrive) seeks to implement the government's Families First reforms for children's social care, with an increased focus on prevention, identifying 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 and responding to the increasing prevalence of harm outside the home which impacts on children and families across the continuum.	1,700
Holiday, Activities and Food programme	Investment to strengthen local authority capacity for school-age childcare during school term-time and holidays. Holidays, Activities and Food (HAF) programme funding is ringfenced for local authorities to make free places at holiday clubs available to children who meet the eligibility criteria. Local authorities are also expected to use part of this funding to ensure sufficient, sustainable school-age childcare.	21
Children's Social Care Placement Spend	Investment in the budget for placement costs for Children Looked After (CLA) to reflect anticipated spend, due to projected increased demand, complexity of cases and increases in the cost of residential provision.	397
Developing In-House Residential Provision for Children in Care and Care Leavers (Invest to Save) *	Investment scheme to continue the progress achieved through the Children in Care and Care Leavers Accommodation Strategy, which aims to deliver a reduction in spend in supporting children in care by increasing local in-house residential provision and developing the 16+ offer. Further investment will be made to create in-house provision to alleviate the shortage of medium and high-needs children's homes placements, in turn reducing spend on expensive placements commissioned with the private sector, which can be difficult to source and can be out-of-borough.	914
Children with Disabilities	An increase in the budget for the Children with Disabilities service to reflect the increased numbers and complexity of need of the children supported.	1,145
Fostering service review (Invest to Save)	Investment required to implement the findings of the Fostering Review, including an uplift to fostering rates paid to foster carers. This is intended to increase the number of children looked after by Foster Carers and avoid residential placements where possible.	717
Family Hubs	Investment in Family Hubs to meet the government's priority Best Start Family Hubs and Healthy Babies programme which will begin implementation from April 2026, seeking to ensure every child has the best possible start in life. Family hubs will bring together bring together health, education and community services to make it easier for families to access early, joined-up support.	795
Achieving Value for Children - Procurement of outcome measurement tool - Investment	Procure a new insights-based system with an initial pilot for children in residential care. The insights derived from the system, when accompanied by appropriate training and a strengths-based approach, are expected to support children to step down from residential care and prepare them for foster placements.	37
Achieving Value for Children - Delivery of training to enable health funding to be maximised - Investment	Deliver training across the children's social care workforce on routes to funding for children in care, and to identify a designated lead within the Access to Resources Team, responsible for managing health funding and maximise ICB funding where possible.	21
Supporting independence through technology Investment	Investment in technology to support the independence of children with disabilities and reduce the level of support they require.	14
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.	66
Total Net Savings Starting Well		3,220
Title	Description	26-27 £000
Tackling Hardship and Poverty		
New Savings		
Reduction to the Tackling Poverty Fund	A reduction in the budget for the Tackling Poverty Fund, with the new Crisis Resilience Fund used to continue to support the highest priority areas.	(100)
Previously approved Savings		
Universal Credit Roll Out	All new claims for Housing Benefit are made through Universal Credit and over time the Housing Benefit caseload is reducing in line with the national roll out of Universal Credit. The saving therefore represents a reduction in the resource required to process Housing Benefit claims.	(37)
Investment		
Homelessness Support contract	An increase in the budget is required as result of a reduction in rent received from recommissioned Homelessness Support Contract.	21
Homelessness Roughsleeping and Domestic Abuse Accommodation	Targeted investment in homelessness prevention and relief, preventing and reducing rough sleeping and providing victims of domestic abuse with appropriate accommodation. This reflects an increase in the allocation of ringfenced Homelessness Roughsleeping and Domestic Abuse Grant, consolidated from a number of existing funding streams.	332
Total Net Savings Tackling Hardship and Poverty		216

Title	Description	26-27 £000
Resilient people living their best lives		
New Savings		
Continuing Healthcare Funding	Working collaboratively with the NHS to ensure appropriate and efficient funding arrangements for individuals eligible for Continuing Healthcare, supporting joint management of resources and reducing avoidable costs through a robust approach to commissioning and market management.	(1,080)
Refugee and Asylum Seeker Grant Maximisation	Ensuring that all eligible expenditure relating to refugees and asylum seekers is funded through available grant income, in full compliance with grant conditions.	(264)
Health related expenditure	Working with the NHS to ensure that health related elements within commissioned services are funded appropriately and managed efficiently across the system.	(175)
Over 65 mental health reviews - Savings	A reduction in care costs following joint reviews with the Integrated Care Board for people over 65 and in receipt of mental health aftercare plans to ensure the appropriate care packages are being provided and value for money is achieved.	(150)
Resource Panel - Communities and Older People	Anticipated reduction in spend on new and increasing packages of care arising from the robust panel processes now in place, which ensure care needs are met in the most effective way, while ensuring the best outcomes are achieved for individuals.	(41)
Strategic Commissioning and Market Management structure	Restructure within Strategic Commissioning and Market Management teams.	(82)
Previously approved Savings		
Care models and accommodation for age 18-64	Use of strength based model of care to support adults aged 18-64 to improve quality of life whilst at the same time reducing cost. 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.	(6,648)
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.	(2,313)
Thriving Futures: Young people entering Adults' Services (Invest to Save)	Savings attributed to our Thriving Futures Major Programme across Adults and Children's services which seeks to reduce costs and improve outcomes for individuals transitioning from children's to adults services, with a focus on improving care planning and increasing the independence of young people with care needs from age 14+ focusing on skills development and building confidence.	(700)
Learning Disability Provider Services	Savings attached to the efficiency review of Learning Disability Provider services delivered by Vivo. As well as the removal of temporary budget allocated for 2025-26, further reductions to the cost base will be made through better management of non-pay costs, a redesign of operational teams and the management structure and maximising efficiencies in rota management, reducing overtime and sickness levels.	(1,060)
Day Opportunities Strategy (Invest to Save-Saving)	Developing 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, and fully utilising a supported employment approach to maximise the outcomes for people.	(328)
Shared Lives Development	To grow and increase the use of the Shared Lives offer within the borough which will enable a reduction in supported living users and associated costs across learning disability services.	(186)
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.	(100)
Bad debt provision	A reduction in the bad debt provision budget required for Adult Social Care debt in relation to the contributions service users make towards their care, as a result of successful initiatives to stem the rate of increase of this debt.	(250)
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)
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	Recommissioning of the arrangement of care service to support people who fund their own care when they need to move into a care home.	(41)
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.	(350)
Increase in Extra Care Housing capacity	Creation of step down/step up and short break capacity within Extra Care Housing. This capacity will enable more people to access Extra Care Housing provision, and there will be an associated reduction in care costs for residential and nursing care. There is an allocation set aside in the capital programme for investment to support this.	(100)
Maximising the use of the Public Health Grant	Maximisation of the Public Health Grant to fund eligible public health expenditure across the Council.	(403)
Mersey Forest - Natural Health Service	Public Health contribution towards the Mersey Forest Natural Health Service to be reviewed to provide a reduced service for the next two years.	(80)
Brio Leisure	Reduction in the contribution to support Brio services, targeting reductions in operating costs and overheads and growth in income.	(500)

Investment		
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.	10,631
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.	9,743
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.	9,837
Mental Health Growth	The cost of individual packages of care 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.	1,341
Day Opportunities Strategy (Invest to Save)	This investment allows for rephasing of the original day opportunities saving from previous years, allowing more time for the development of a supported employment offer and enablement approach.	917
Adult Social Care Transformation resource (Invest to Save)	Additional staffing resource to support the delivery of a range of transformational programmes across Adult services including the 18-64 major programme, strengthen programme management capacity and governance administration across the service.	514
Adults service user transport	Temporary growth was included in 2025-26 to reflect the increased per journey costs for transport to day services, with further temporary growth required in 2026-27, pending the recommission of tenders to realise efficiencies. This growth falls out over 2027-28 and 2028-29.	600
Funding for social care for older people	The 2025-26 budget assumed an increase in the funding the Council receives from the National Health Service (NHS) as part of the Better Care Fund to invest in social care. The funding has not increased so growth is included in 2026-27 to reverse this saving.	509
Thriving Futures Growth (Invest to Save)	Temporary investment in additional focused senior resource including programme support and additional operational capacity to improve early pathway planning and reduce ongoing needs for younger adults. This is expected to reduce demand through joint working across Adults and Children's (18-25 years old).	314
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.	54
Over 65 mental health reviews - Investment	Temporary resource to undertake joint reviews with the Integrated Care Board for people over 65 and in receipt of mental health aftercare plans to ensure the appropriate care packages are being provided and value for money is achieved.	99
Care Connectors	Investment in Integrated Brokerage (Care Connections) to continue to reduce the cost of care for the Council and the Integrated Care Board.	86
Utilisation of increased Public Health Grant allocation	Public Health annual expenditure inflationary uplift to cover contract obligations including NHS Agenda for Change Pay Award.	413
Supported Employment (Invest to Save)	Enhanced supported employment scheme to provide a more inclusive and tailored service to include adults with a mental health need, physical disability or learning disability.	335
Total Net Savings Resilient people living their best lives		20,416
Title	Description	26-27 £000
Opportunity in a fair local economy		
New Savings		
Employment Support Officers	Employment Support Officers within workzones are to be funded via Individual Placement and Support services in Primary Care (IPSPC) and Connect to Work grant funded employment schemes.	(222)
Funding of Regeneration Team	Additional target to increase the amount of capitalisation and external funding and removal of non-pay from Regeneration Teams.	(120)
Marketing Cheshire Contract	A reduction in the value of Marketing Cheshire Contract for the final year of the contract.	(30)
Library stock	Temporary reduction in library stock funding.	(50)
Capitalisation	Ensuring that attributable costs including staff time in the Planning service associated with delivering capital projects funded from S106 developer contributions are appropriately capitalised to the capital schemes.	(30)
Regeneration Team	A review of the Council's Regeneration service to focus it on delivering the Council's current committed regeneration schemes and priorities.	(32)
Business support services	A review of the non-pay funding used to support businesses across the Borough.	(62)
Northgate development	An annual increase in net income generated from the Northgate development in Chester, associated with the car park and Chester market.	(31)
Previously approved Savings		
Commercial Estate	A review of the Council's commercial portfolio to maximise income and reduce the ongoing costs associated with certain properties.	(709)
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 next three year funding agreement with Storyhouse.	(100)
Investment		
Property resource (Invest to Save)	Additional resource within the Council's property team to ensure it has sufficient capacity to support the Council's priorities.	330
Investment in local heritage	New revenue requirement associated with the new History Centre/Archive Facility.	97
Total Net Savings Opportunity in a fair local economy		(959)

Title	Description	26-27 £000
Neighbourhood pride		
New Savings		
Capitalisation and maximising external funding within Highways and Transport	Capitalisation and utilisation of external funding of a proportion of pay and non-pay costs across Highways and Transport relating to capital scheme identification, design and delivery.	(839)
Highways Maintenance Contract Business Discount	The Council's contract for Highways maintenance has a built-in business discount fee, which is the revenue fee returned to the Council on any spend committed through that contract. This is the additional income that is forecast to be achieved as spend against the contract increases.	(230)
Licensing income	An increase in the income target within Licensing to recognise revised levels of income being generated.	(47)
Business Crime Reduction Partnership	A review of the costs associated with hosting the Cheshire and North Wales Business Crime Reduction Partnership (BCRP).	(10)
Emergency Planning	Reduction in the non-pay budget for Emergency Planning to reflected current income and expenditure levels.	(10)
Cheshire Association of Local Councils contribution	Work with Cheshire Association of Local Councils (ChALC) to review the Council's annual contribution and the costs associated with the Annual Town and Parish Council Conference.	(3)
Sandy Lane Ferry	A change to the contract terms of the Sandy Lane Ferry resulting in a reduced financial contribution from the Council towards the operating costs.	(3)
Parking ticket machines	Machines for payment at Council owned car parks incur significant costs for maintenance, cash collection and ticket rolls. The number of machines available to take payment will be reduced over a two year period.	(45)
Archaeological Planning Advisory Service income	Increase in income budget within the Archaeological Planning Advisory Service to reflect increased levels of income being generated.	(27)
Curzon Court	Net rental income following the refurbishment of Curzon Court in Chester, which will be used as follow-on housing for the supported accommodation at Curzon House.	(25)
Housing Strategy	A review of the maintenance budget for supported housing properties to better reflect expected future maintenance requirements and utilisation of alternative funding sources to replace core Council budget.	(36)
Previously approved Savings		
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.	(138)
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.	(30)
Portable toilets	Review of evening provision of portable toilet provision in Chester city centre, which has a number of alternative static provisions available.	(23)
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.	(23)
Northwich toilets	Remove investment made in 2025-26, to reflect the temporary provision of public toilets in Northwich prior to the provision within the new market.	(26)
Investment		
Transport Investment	Additional investment in local transport services reflecting increases in Integrated Transport and Bus Services grant allocations. This includes funding to meet local bus transport needs as well as wider local transport outcomes including infrastructure projects across all modes and to build capacity and capability to develop and deliver local transport investment and policies.	362
Local Land Charges	Reduction in the income budget for Local Land Search charges, reflecting the service moving to the civil service.	80
Planning Fee income	Investment into retention of planning staff and additional resources as there is an expectation that as the government increases fees there is an increase in service standards and speed of decision. This however must be considered in light of the significant increase in the volume of major housing applications. There is also the risk of application fees being returned if we cannot hit the required timescales for determination.	200
Total Net Savings Neighbourhood pride		(873)
Title	Description	26-27 £000
Greener communities		
Previously approved 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.	(150)
Total Net Savings Greener communities		(150)

Title	Description	26-27 £000
Doing Things Differently		
New Savings		
Council wide staffing organisational structure review	A review of the Council's organisational structure which will consider the tiers and layers across the organisation and explore opportunities to integrate teams to reduce duplication and silos.	(1,000)
Capital Receipts	Use of capital receipts to fund the upfront revenue costs of transformation projects in line with the offer from Central Government. This allows costs currently funded from revenue to be capitalised.	(563)
Homes for Ukraine - fund existing costs	Homes for Ukraine - Ensuring that all eligible expenditure relating to refugees and asylum seekers is funded through available grant income, in full compliance with grant conditions.	(350)
Mersey Forest recharge	Ensuring the cost of Treasury Management services provided to Mersey Forest are appropriately recharged to ensure full cost recovery.	(200)
Appointeeship & Deputyship funding	The Council charges for the Appointeeship and Deputyship service it provides. Fees paid for these services from the past few years will be used to fund the costs of the team for two years.	(299)
Crisis Resilience Fund	Realignment of budget to reflect the Council's allocation for the Crisis Resilience Fund, consolidated from previous allocations of Household Support Fund and Discretionary Housing Payments.	(244)
Development of 'Community-led' Initiatives (Invest to Save)	Savings from the development of community-led activity and the creation of a new community grant fund aiming to stimulate activity within communities to support prevention and independence.	(157)
Capital Feasibility	Reduction in the Capital Feasibility budget held to fund feasibility costs associated with emerging capital projects. The level of calls against this budget means it can be reduced, with eligible costs able to be charged directly to the capital programme.	(100)
Commissioning and contract management	A review of contract management & commissioning roles across the Council to explore opportunities for integration and realignment of teams / work programmes.	(68)
Facilities management contract	Annual reduction in the cost of the council's commissioned facilities management provider.	(25)
Recharge for Housing Finance Manager	Ensuring the cost of the finance service provided to the HRA is appropriately recharged to ensure full cost recovery.	(30)
Personal Assistant staffing restructure	Reduction in staffing budget within the Personal Assistant team to reflect removal of vacant post.	(45)
Working Rewards income increase	Increased income to be achieved through the Council's employee salary sacrifice benefit scheme.	(75)
Graduate development programme	Savings achieved by appointing graduates into substantive roles within the Council's staffing structures.	(30)
Talent and Development non-pay budget	A reduction in the Council's talent and development non pay budget, whilst still ensuring the Council continues to invest in wider colleague development and statutory training.	(13)
Information Governance	Transforming our approach to customer engagement and compliance by embedding digital-first, structured, and centralised practices in order to deliver faster, more consistent, and less resource-intensive services to residents.	50
Previously approved Savings		
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 areas such as Adult Social Care, Waste, Regulatory Services, Revenues and Assessment, Highways and Planning.	(3,154)
Estate Rationalisation (Invest to Save)	Reduce running costs of the Council's estate through rationalisation and more efficient use of better quality assets.	(770)
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.	(167)
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.	(100)
Telephony	Re-procurement of mobile phone and wider telephony contracts and introduction of a 'Single Device' policy across the Council.	(100)
Customer Service use of Artificial Intelligence 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)
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)
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.	(75)
Markets	Temporary investment was included in 2025-26 to reduce the markets estate income target to align with the size of the estate. This investment is gradually falling out over the next three years as income increases.	(50)
Contact centre opening hours	Review of the opening times for the contact centre.	(70)
Transactional Shared Services Transformation programme (Invest to Save)	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.	(50)

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.	(46)
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.	(20)
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.	(20)
Legal Restructure	A review of the legal services team to ensure appropriate levels of support that are targeted to areas of highest priority and areas of highest risk.	10
Pension Liabilities	A natural reduction in the historic pension and associated liabilities relating to former Council employees.	(3)
Investment		
Service Reviews	This is growth to remove a cross-cutting budget saving that was included in the 2025-26 and has now been replaced by a number of specific service transformation proposals within individual services.	1,000
Development of Community-led resource including the mobilisation of 'Where Communities are Programme' (Invest to Save) *	Resourcing of community-led activity, including strategy, capacity to support operational activity and the creation and management of the proposed new community grant fund.	676
Council-wide accommodation programme resource (Invest to Save)	Staffing resource to support the delivery of the Council-wide accommodation programme including supported accommodation for working age adults.	154
Reconfigure Human Resources and Organisational Development support	A reduction in the budget for Human Resources and Organisational Development resources was previously included in 2025-26. Temporary growth is now being included in 2026-27 to reverse those savings and they will now be delivered in 2028-29 by embedding new ways of working, and multiskilling.	110
Transactional Shared Service Transformation Programme (Investment)	Investment required to deliver the Transactional Shared Service Transformation Programme.	78
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 2025-26 and an element of this will be reversed in 2026-27 to ensure there is sufficient base budget.	24
Finance Service	Review of the finance service to ensure appropriate levels of support are targeted to areas of highest priority, in line with the Council Plan, and areas of highest risk.	42
Aged Debt - Council Tax - investment	Continuation of temporary increase in the resources within the Assessment Centre will enable a focus on the collection of outstanding Council Tax debt and increase the Council Tax income in order to deliver a surplus on the Council Tax collection fund for distribution over the next 3 years.	48
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
Farms Estate	Investment required to reduce the farms estate income target to align with the size of the estate following farm disposals.	20
Digital, Data & Insights (AI) (Invest to Save)	Investment in the use of: 1) Digital technology, e.g. Artificial Intelligence and 2) use of data which through a coordinated programme to generate efficiencies in business processes across the Council.	25
Pathway	The Pathway solution can give a clear picture of our customers financial situation before we contact them, offering a tailored approach to debt recovery and identifying those in financial hardship. We can then provide essential support to customers who find themselves in financial difficulty and are often vulnerable in other ways. We will work with customers to find solutions and improve outcomes by providing support, advice and assistance including financial, housing, digital, debt, and budgeting support available to them to maximise their household income.	8
Internal Audit & Fraud	Investment to create a career grade 4-7 in Internal Audit and participation in NFI fraud hub.	10
Total Net Savings Doing Things Differently		(5,681)
Total Savings		(33,039)
Total Investment		49,228
Total Net Savings		16,189

Capital Programme 2026-27

Scheme	Description	2026-27 £m	Schemes Under Development 2026-30 £m
Starting Well			
Best Start Family Hubs	Establishing Best Start Family Hubs to support every child and family through their early years.	0.087	-
Childcare Expansion	Increasing the supply of early years childcare placements in line with the extended hours of support on offer for eligible parents.	0.186	-
Children's Residential Accommodation	Supporting delivery of new accommodation needs identified through the children in care and care leavers accommodation strategy.	-	1.372
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	-
Play Strategy	Development of Council's play improvement plan to prioritise delivery of improvements to Council owned outdoor play areas.	0.241	0.184
School Basic Need	To ensure provision of sufficient school places within the Borough. This active programme will deliver new school places and 2 new schools over the next four years.	8.519	7.188
School Condition Allocation	Investment in maintenance and improvements to 92 schools in line with the Department for Education's Good Estate Management guidance.	4.628	-
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.	1.003	8.722
Emerging Pressures in Education	Flexible funding to support the emerging priorities in Education services, including improved pupil referral facilities and increased capacity.	-	8.197
Emerging Pressures in Children's	Flexible funding to support the emerging priorities in Children and Families services.	-	1.408
Starting Well Total		15.414	27.071
Tackling Hardship			
Housing Delivery	Investment into new housing across the borough including council and affordable housing.	-	4.788
HRA Existing Stock	Maintenance of the Council's domestic properties in Ellesmere Port, Neston and Winsford including installations, roofing works, rewiring, regulatory compliance, demolitions and estate improvements.	8.940	-
Private Sector Housing	Assists people in need and lower income homeowners whose homes require repair and improvement, bringing empty homes back into use and creating affordable units through conversion of commercial premises.	0.500	-
Tackling Hardship Total		9.440	4.788

Resilient People			
Dementia Beds	Working with providers to increase capacity of specialist dementia beds within the Borough.	1.000	-
Disabled Facilities Grant	Funds adaptations to peoples' homes to support and enable them to live independently for longer.	4.577	-
Football Pitch Investment	Continued investment in the football pitch programme across the Borough.	0.600	1.000
Frodsham Leisure Centre	Modernisation of the building so that is efficient to run, financially sustainable and providing facilities to deliver leisure, health and well-being activities.	-	6.000
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.	0.150	0.412
Moss Farm	Investment to deliver improvements to access, car parking and changing facilities.	1.580	-
Northgate Arena	Completion of refurbishment and modernisation works to improve facilities.	0.568	-
Emerging Pressures in Adults	Funding to support emerging pressures impacting on Adults Social Care.	-	2.000
Resilient People Total		8.475	9.412
Opportunity in a Local Economy			
Libraries ICT Infrastructure	Upgrade to network of self-service terminals to ensure technology is fully supported.	0.105	-
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.	-	8.463
Northgate Development - Phase 1	Expenditure linked to letting of final units from initial phase of Northgate Development.	0.609	-
Northgate Development - Phase 2	Funding to secure a development partner and progress next phase of regeneration plans for the remainder of the Northgate Development site.	0.240	-
Northwich Library	Investment in Northwich Library to upgrade the building and develop the library service.	4.142	-
Northwich Market & Weaver Square	Investment to deliver a new market in the Barons Quay area of Northwich, releasing the Weaver Square site for housing development and regeneration.	1.879	-
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.	3.206	0.280
Winsford Cross	Investment in the shopping centre to provide spaces that reflect requirements of retailers and changes to public shopping habits.	0.309	-
Winsford Market	Refurbishment of the current market building to improve the trading environment and create a community space.	1.019	-

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.	0.153	-
Skills and Employment Hubs	Enhancement of skills and employment hub sites in Northwich and Chester.	-	1.000
Opportunity in a Local Economy Total		11.662	9.743
Neighbourhood Pride			
Archives Facility	Delivery of new Archives/Heritage Centres improving the preservation of archives and access to the service for residents and visitors. The costs shown reflect sites in Chester and Crewe with funding from Cheshire West and Cheshire East Councils and grants from the Heritage Lottery Fund and the Wolfson Foundation.	2.593	-
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.	0.436	-
Car Parks Equipment	To support rollout of equipment in Council car parks in recognition of changes to technology and payment preferences.	-	0.900
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.	0.483	4.645
Northwich Train Station	Essential works required to reinstate the building following a partial collapse of the structure.	0.214	-
Patrol Boat	Replacement of patrol boat and access improvements to meet Council obligations for ensuring safe usage of River Dee Navigation.	0.060	-
Public Realm CCTV system	Replacement of end-of-life analogue CCTV cameras with digital equipment to ensure they remain compatible with equipment installed across the public realm.	0.231	0.559
Street Care Depot	Creation of additional storage capacity for streetcare vehicles.	-	0.150
Neighbourhood Pride Total		4.017	6.254
Greener Communities			
Biodiversity Net Gain	Delivery of sustainable habitats and woodland areas to support and promote biodiversity in the borough.	0.886	-
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.	0.060	6.430
Electric Vehicle Infrastructure	Funding to support the extension of public electric vehicle charging infrastructure across the borough.	0.307	-

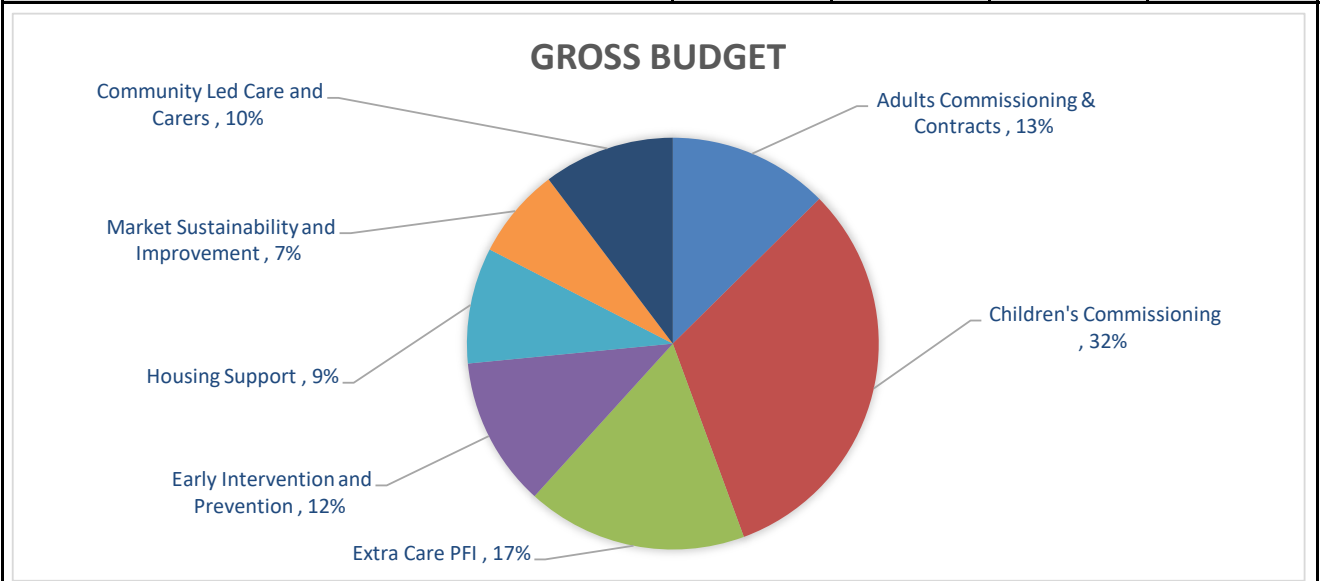
HWRCs - Sites and Equipment	Ensure that Frodsham HWRC site is appropriately laid out and equipped to deliver an effective service to the residents.	-	0.500
HWRCs – Skips	Ensuring that all retained HWRC sites are appropriately equipped to deliver an effective service to the residents.	-	0.076
Rose Meadow Urban Forest	Creation of urban forest containing accessible woodland, wetland scrapes & wildflower meadows in Northwich around the River Dane Valley	0.300	-
Trees for Climate	Investment in farmland across four sites to be used to create new woodland within the Borough.	2.377	-
Waste Containers	New waste containers at communal sites to support compliance with mandatory food waste collection requirements and to improve recycling performance.	0.040	-
Greener Communities Total		3.970	7.006
Enabling Infrastructure			
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.	0.060	-
Active Travel	Supporting the development of walking, wheeling and cycling facilities across the borough.	1.189	-
Asset Management - Property	Investment on property assets, to address maintenance needs and ensure buildings remain fit to support the effective operation of Council services.	5.000	-
Asset Rationalisation	To facilitate a reduction in the number of properties held and managed by the Council, supporting consolidation of services and the transfer of assets into alternate usage.	1.000	-
Local Authority Bus Grant	Investment for delivery of improvements to bus services across the borough.	4.450	-
Capitalisation of Equipment (ICT)	Cyclical replacement costs for laptops, desktops and similar devices used by staff to deliver Council services.	0.500	-
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.	1.750	12.500
Data Strategy	Enhancement of data management tools to provide insight into high-risk areas including children's and adults social care, homelessness, special educational needs and families.	-	1.750
Digital Capability Phase 2	Increasing usage of virtually hosted applications and services, reducing the need to maintain physical servers to reduce cost and complexity.	-	1.500
Digital Phase 3 (AI Development)	Utilisation of artificial intelligence technologies to support effectiveness of Council services.	-	2.250
ICT Strategy Core Programme	Improvements to refresh and extend the life of core technology that supports Council services, including essential replacement, maintenance of key business systems, investment to support major ICT system replacement and ensuring the Council remains safe and compliant.	1.750	0.250

Unit 4 Development	Ongoing investment in the Council's business systems to deliver additional functionality and deliver more efficient business processes.	0.810	-
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.	21.079	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.	12.263	3.662
Emerging Pressures in Highways	Funding to support emerging pressures impacting on highways and transport needs, such as inspecting and upgrading critical infrastructure.	3.000	-
Vehicle Replacement	Replacement of Council vehicles to continue the safe operation and delivery of critical services across the borough using latest technology and electric vehicles to contribute to the Council's Low Emissions Strategy Action Plan.	0.500	-
Transformational projects	Investment in the capacity to deliver service improvements and efficiencies which will deliver future benefits for the Council.	3.167	-
Emerging Pressures	Contingency to fund unforeseen impacts or cost increases across the programme.	-	13.000
Enabling Infrastructure Total		56.518	36.566
Total Capital Programme		109.496	100.840

**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	1,533	76	(223)	1,386
Children's Commissioning	820	3,241	(2,493)	1,568
Extra Care PFI	-	2,213	(1,694)	519
Early Intervention and Prevention	-	1,499	(1,057)	442
Housing Support	-	1,162	(518)	644
Market Sustainability and Improvement	912	-	-	912
Community Led Care and Carers	-	1,316	(1,348)	(32)
Total	3,265	9,507	(7,333)	5,439



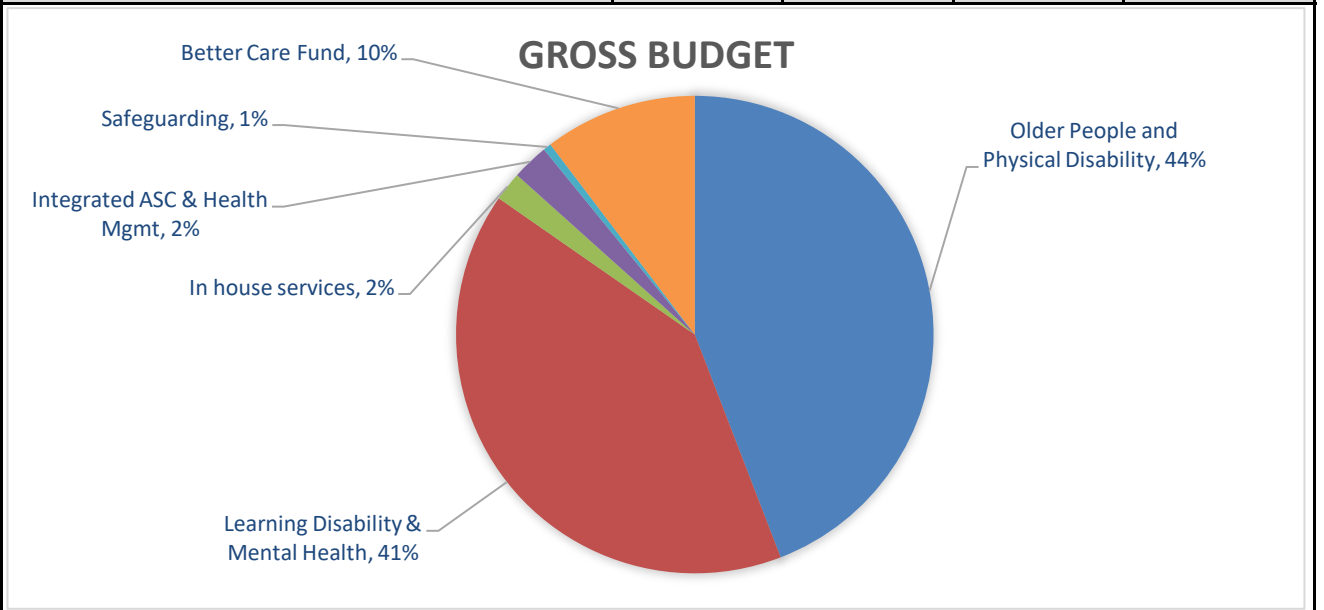
As Director I confirm that the information above represents my revenue budget in 2026-27, and I commit to delivering a balanced budget during the financial year.

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	10,015	103,062	(38,948)	74,129
Learning Disability & Mental Health	4,919	98,880	(8,277)	95,522
In house services	4,465	580	(3,188)	1,857
Integrated ASC & Health Mgmt	2,912	3,442	(403)	5,951
Safeguarding	1,058	327	(505)	880
Better Care Fund	-	26,487	(26,487)	-
Total	23,369	232,778	(77,808)	178,339



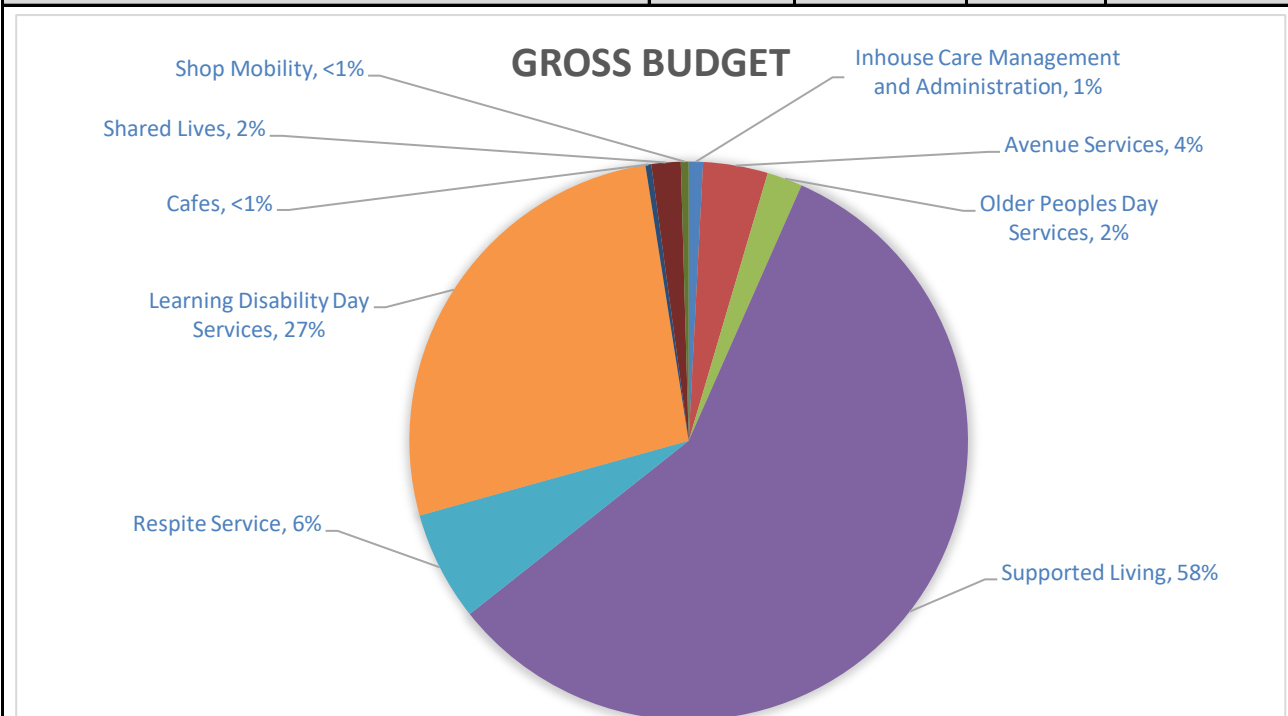
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Signed: 

**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	41	69	-	110
Avenue Services	-	498	-	498
Older Peoples Day Services	221	52	(36)	237
Supported Living	7,587	90	(57)	7,620
Respite Service	786	58	-	844
Learning Disability Day Services	3,171	398	(147)	3,422
Cafes	-	45	(70)	(25)
Shared Lives	198	27	-	225
Shop Mobility	46	14	-	60
Total	12,050	1,251	(310)	12,991



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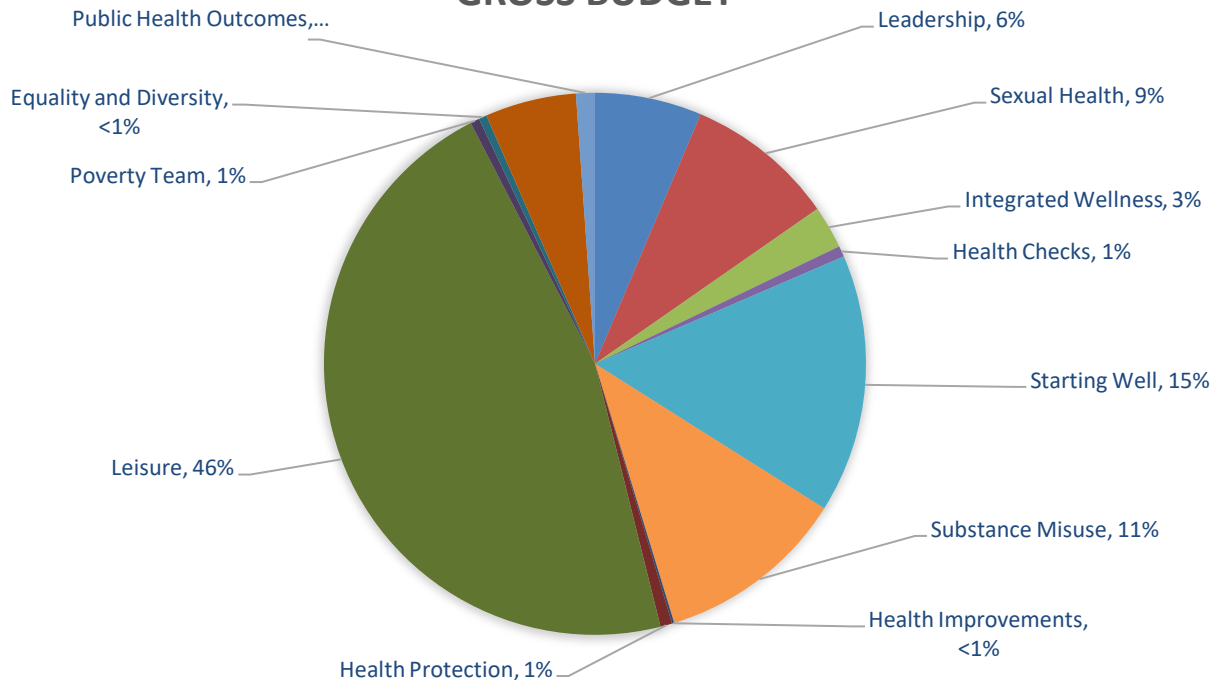
Signed:

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, Refugee and Asylum seekers, and tackling Poverty within the borough.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Leadership	1,428	1,040	-	2,468
Sexual Health	-	3,461	-	3,461
Integrated Wellness	-	989	-	989
Health Checks	-	250	-	250
Starting Well	-	5,978	-	5,978
Substance Misuse	-	4,382	-	4,382
Health Improvements	-	50	-	50
Health Protection	-	271	-	271
Leisure	-	17,928	(15,695)	2,233
Poverty Team	204	6	-	210
Equality and Diversity	173	11	-	184
Resettlement Team	649	1,455	(2,105)	(1)
Public Health Outcomes	381	55	-	436
Total	2,835	35,876	(17,800)	20,911

GROSS BUDGET



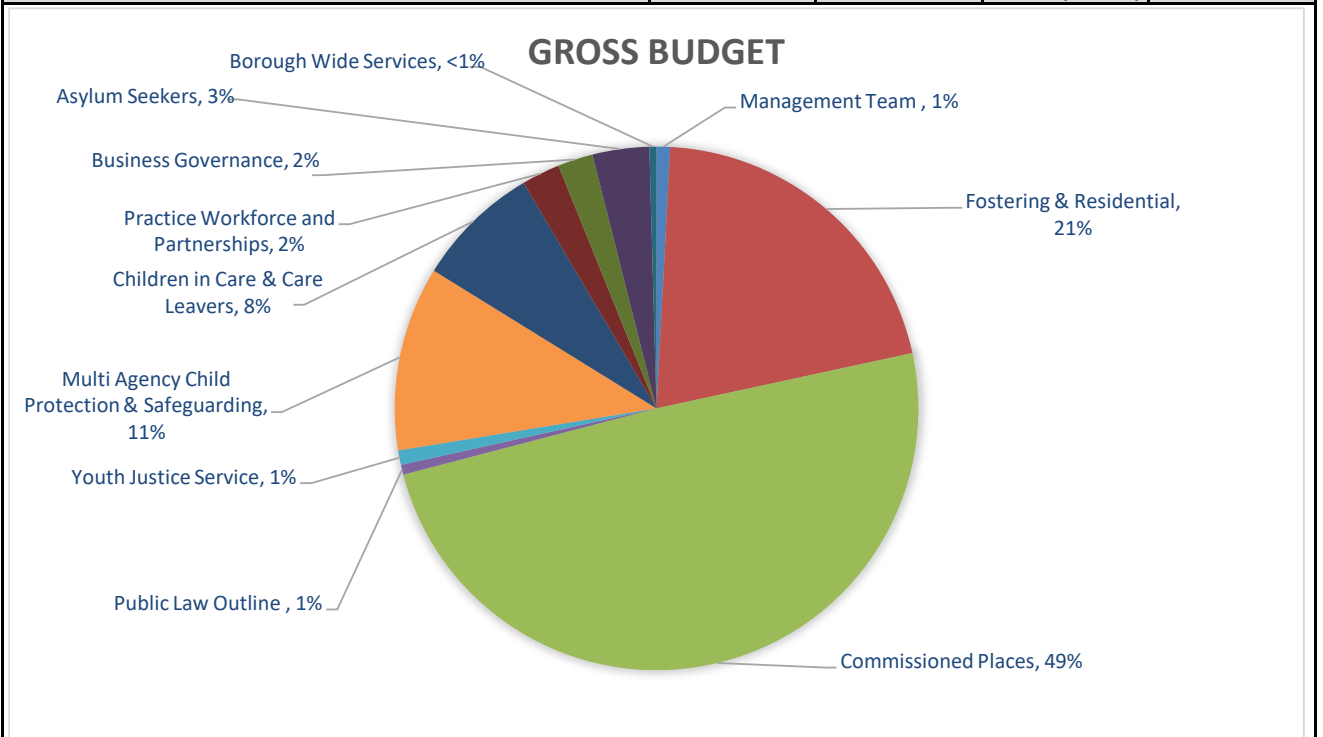
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Signed:

**Children & Families
Children's Social Care
Amanda Perraton**

Brings together services responsible for safeguarding children, providing care, and securing stable, loving homes when children cannot remain safely within their families. It includes child protection and court teams, Multi Agency Child Protection Teams, children in care and permanence services, fostering and residential care, and placement commissioning. The area also leads practice quality through the Principal Social Worker, workforce development, and strategy and business management, with the Intervention Hub providing targeted direct support to families, working closely with partners to ensure strong, child centred protection and care.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Management Team	777	(157)	-	620
Fostering & Residential	5,414	10,019	-	15,433
Commissioned Places	-	36,635	(1,763)	34,872
Public Law Outline	-	453	-	453
Youth Justice Service	-	664	-	664
Multi Agency Child Protection & Safeguarding	7,692	766	(40)	8,418
Children in Care & Care Leavers	3,771	1,957	-	5,728
Practice Workforce and Partnerships	1,724	31	(135)	1,620
Business Governance	475	1,140	(37)	1,578
Asylum Seekers	-	2,600	(2,250)	350
Borough Wide Services	210	115	-	325
Total	20,063	54,223	(4,225)	70,061



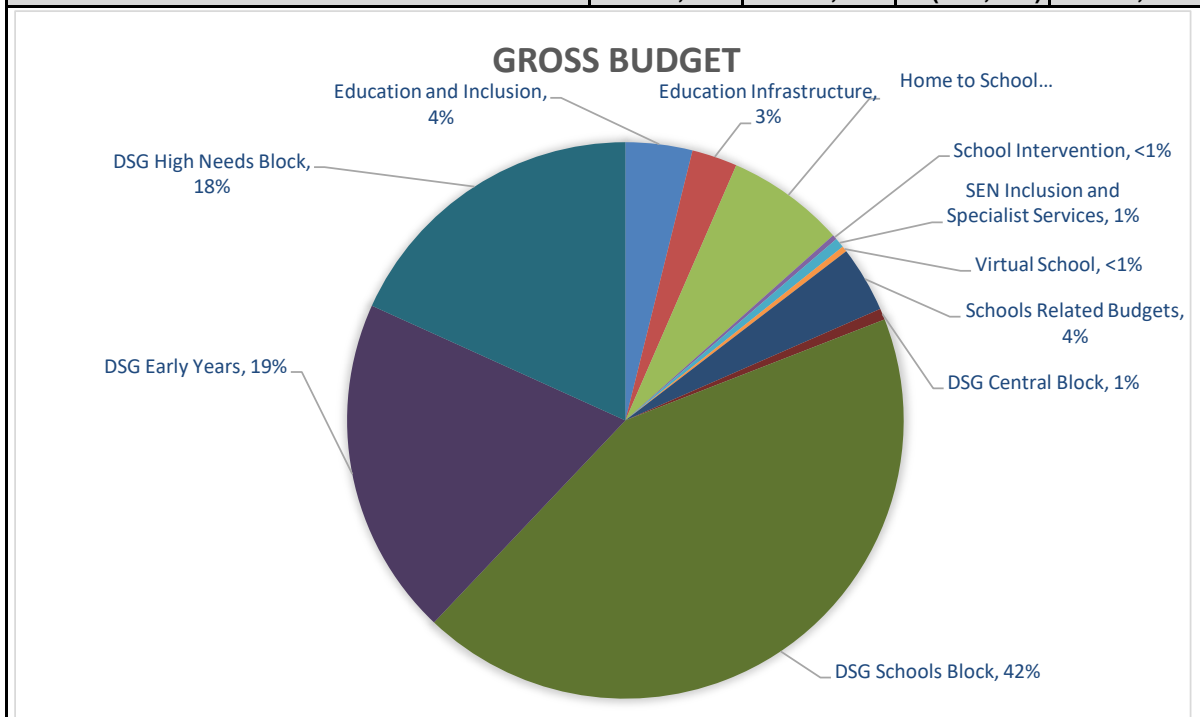
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Signed: Amanda Perraton

Children & Families Education and Inclusion Sal Thirlway

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	4,809	7,931	(10,648)	2,092
Education Infrastructure	605	8,061	(6,730)	1,936
Home to School Transport	-	22,614	-	22,614
School Intervention	534	383	(546)	371
SEN Inclusion and Specialist Services	1,856	15	-	1,871
Virtual School	1,014	62	(794)	282
Schools Related Budgets	-	12,595	(12,595)	-
Dedicated Schools Grant (DSG)				
- DSG Central Block	1,068	1,070	(2,138)	-
- DSG Schools Block	-	144,378	(144,378)	-
- DSG Early Years	729	67,268	(67,997)	-
- DSG High Needs Block	3,910	59,297	(63,207)	-
Total	14,525	323,674	(309,033)	29,166



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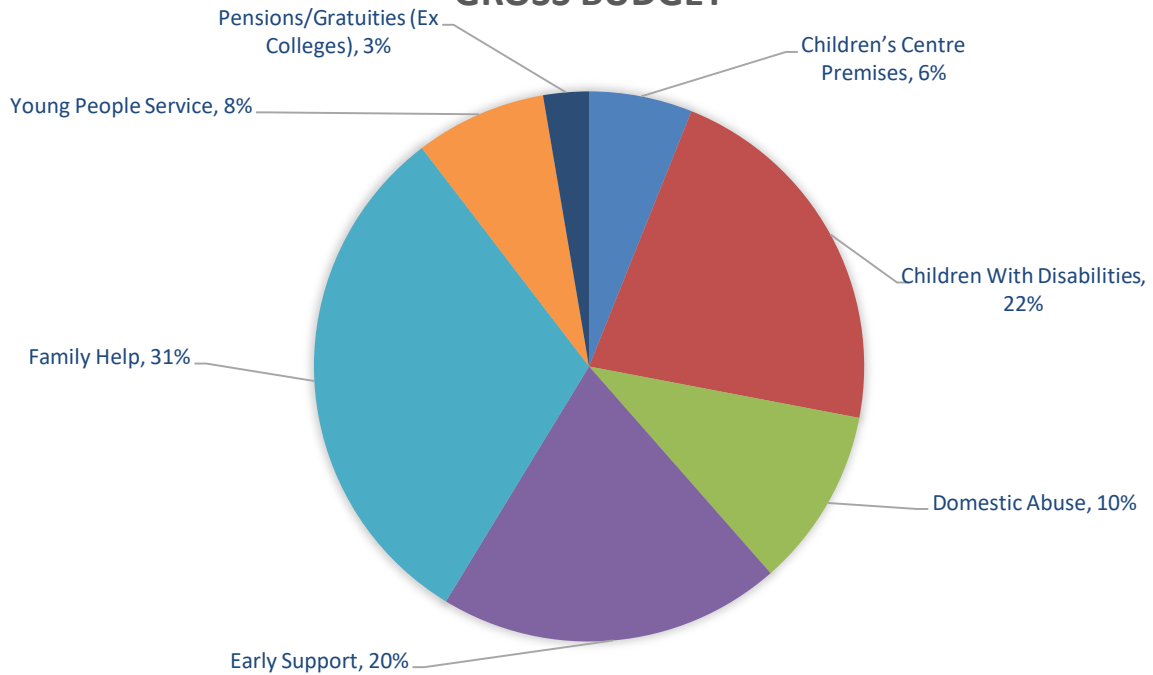
Signed: 

**Children & Families
Early Support & Family Help
Amanda Perraton**

The Early Support and Family Help area brings together services that help children, young people and families get the right support at the earliest possible point. It includes Best Start Family Hubs, Family Help teams, the youth service, and domestic abuse intervention and prevention services (DAIPS) and children with disabilities. Working alongside partners, the service focuses on whole family, strengths based support, delivered in local communities and through trusted relationships. By coordinating help across universal, targeted and statutory services, Early Support and Family Help aims to improve outcomes, reduce escalation, and ensure children are safe, supported, and able to thrive within their families and communities.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Children's Centre Premises	-	1,298	(172)	1,126
Children With Disabilities	2,362	2,326	(106)	4,582
Domestic Abuse	1,713	540	(205)	2,048
Early Support	4,047	267	(202)	4,112
Family Help	6,533	289	(45)	6,777
Young People Service	1,495	155	(44)	1,606
Pensions/Gratuities (Ex Colleges)	573	-	(573)	0
Total	16,723	4,875	(1,347)	20,251

GROSS BUDGET



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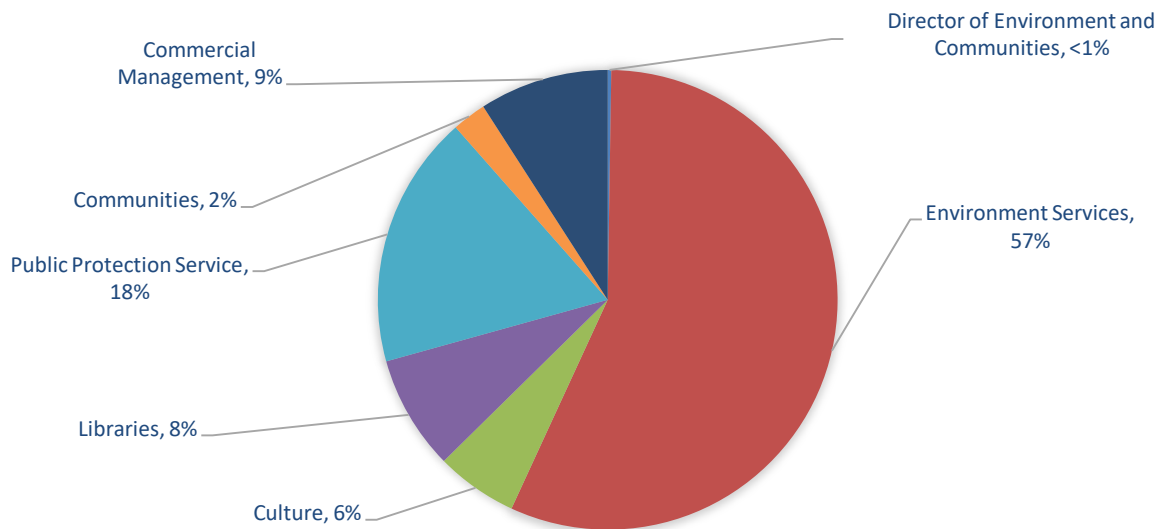
Signed: Amanda Perraton

**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
	£000	£000	£000	£000
Director of Environment and Communities	167	1	-	168
Environment Services	6,479	31,575	(3,846)	34,208
Culture	2,099	1,770	(1,020)	2,849
Libraries	4,138	1,275	(1,505)	3,908
Public Protection Service	8,719	3,253	(12,937)	(965)
Communities	891	719	(149)	1,461
Commercial Management	1,280	4,840	(779)	5,341
Total	23,773	43,433	(20,236)	46,970

GROSS BUDGET



As Director I confirm that the information above represents my revenue budget in 2026-27, and I commit to delivering a balanced budget during the financial year.

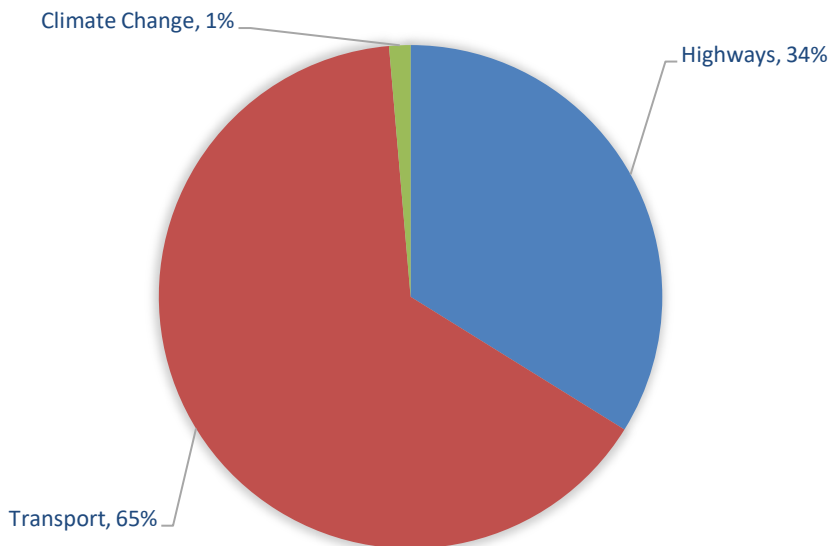
Signed: *M. Byrne*

**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	5,140	6,842	(4,492)	7,490
Transport	2,609	20,328	(12,452)	10,485
Climate Change	416	69	(652)	(167)
Total	8,165	27,239	(17,596)	17,808

GROSS BUDGET



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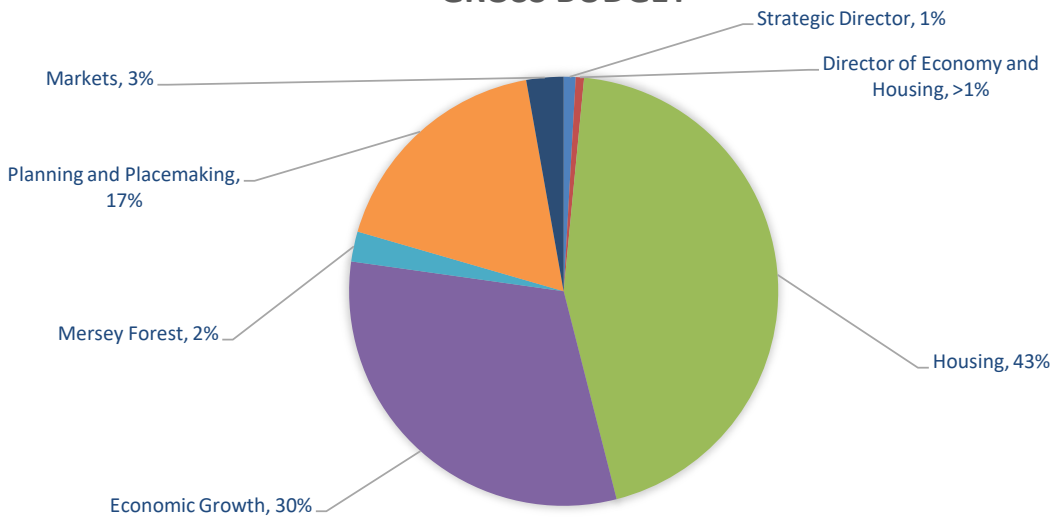
Signed: 

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

The service is responsible for leading and developing all aspects of housing (including the housing revenue account), 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, council housing management services, planning, planning policy, design and conservation, business growth and support, skills and employment. The service also includes major project and capital delivery teams including markets.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Strategic Director	246	-	-	246
Director of Economy and Housing	165	5	(37)	133
Housing	3,227	9,219	(2,332)	10,114
Economic Growth	6,843	1,681	(6,753)	1,771
Mersey Forest	383	236	(622)	(3)
Planning and Placemaking	3,891	950	(4,629)	212
Markets	358	407	(462)	303
Capital Delivery Team	713	-	(612)	101
Total	15,826	12,498	(15,447)	12,877

GROSS BUDGET



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Signed: *GEM Davies*

Housing Revenue Account Gemma Davies


The management of the Housing Revenue Account from 1st April 2026 is being delivered by the Council Housing Management Service of Cheshire West and Chester Council. Previously the management of the social housing stock had been delivered by ForHousing (trading as ForViva Group). The contract with Forhousing came to an end on 31st March 2026. The staff who previously managed the Council's stock of social housing at Forhousing transferred into the Council on 1st April 2026.

The newly formed Council Housing Management Service will carry out the services of rent collection, arrears recovery, stock improvement programmes, estate management, tenancy management and tenant engagement.

Revenue Budget	Budget
	£000
Income	
Rent	(28,936)
Other Charges	(165)
Total Income	(29,101)
Operating Expenditure	
Salary costs delivered by Council Housing Management Service	5,176
Other operating costs delivered by Council Housing Management Service	8,888
Corporate Support	1,948
Increase in Bad Debts Provision	569
Sub-total Operating Expenditure	16,581
Other Expenditure	
Principal Repayments	-
Interest Repayments	2,032
Debt Management Expenses	3
Revenue Contributions to Capital	10,439
HRA Revenue Surplus / (Deficit) for the year	46
Sub-total Other expenditure	12,520
Total Expenditure	29,101
Net HRA Revenue budget	-

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

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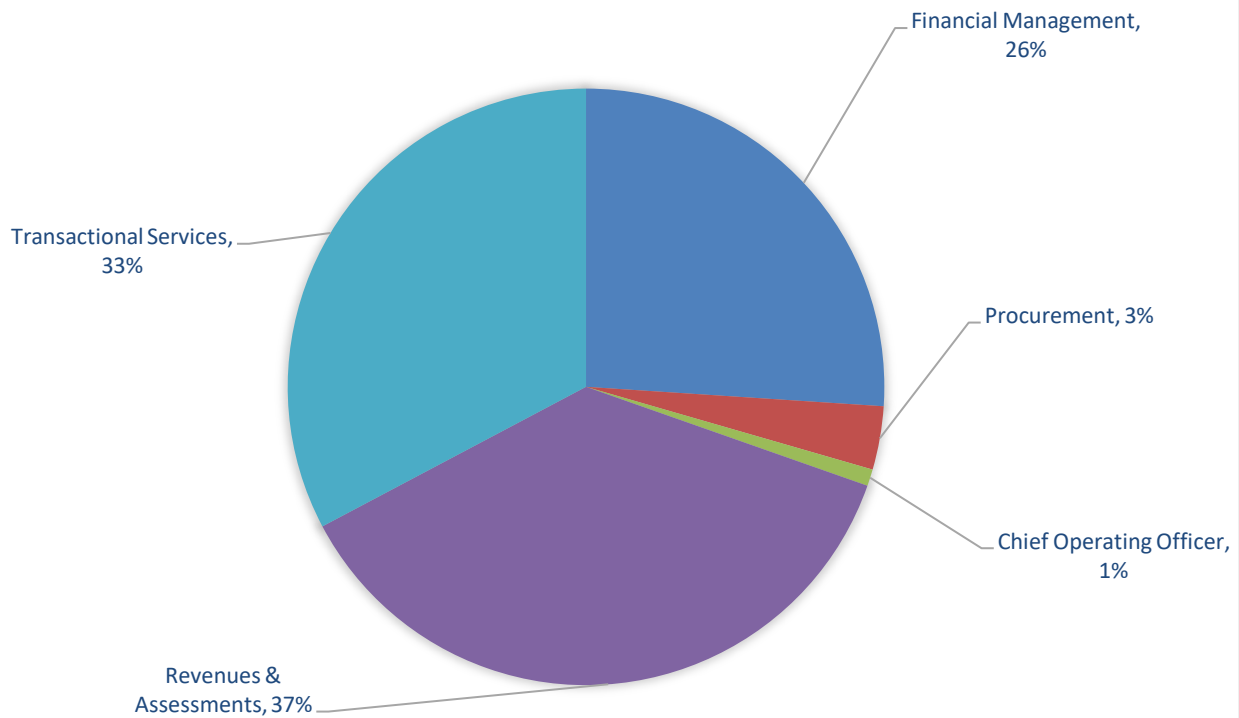
Signed: 

**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	5,741	280	(2,173)	3,848
Procurement	537	29	(11)	555
Chief Operating Officer	201	8	-	209
Revenues & Assessments	3,465	5,061	(2,252)	6,274
Transactional Services	5,604	1,969	(7,131)	442
Total	15,548	7,347	(11,567)	11,328

GROSS BUDGET



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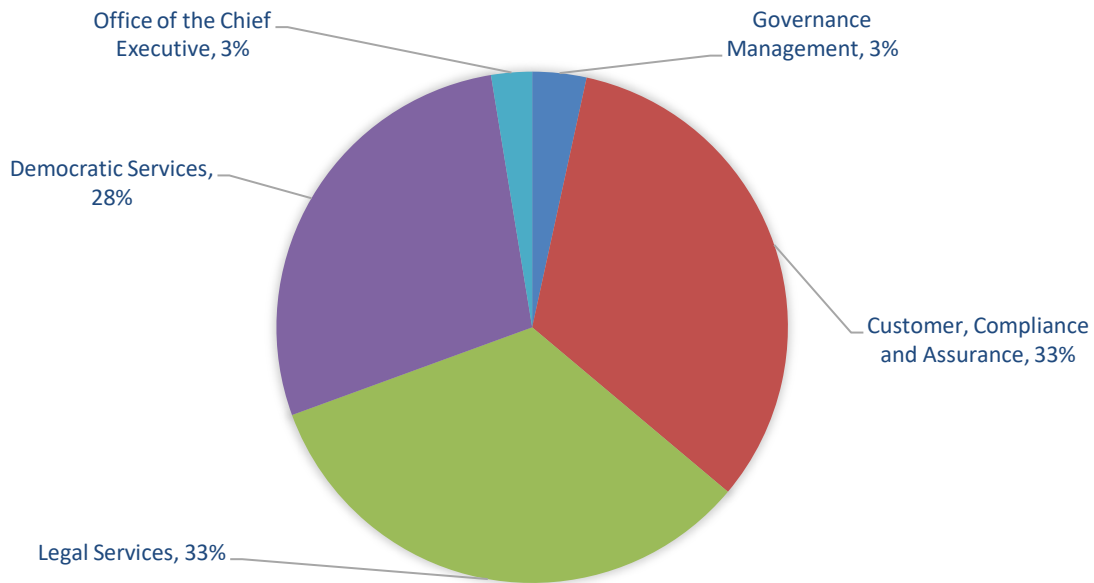
Signed: *Debbie Hall*

**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	354	-	-	354
Customer, Compliance and Assurance	3,323	60	(409)	2,974
Legal Services	3,246	199	(815)	2,630
Democratic Services	1,145	1,751	(443)	2,453
Office of the Chief Executive	252	15	(10)	257
Total	8,320	2,025	(1,677)	8,668

GROSS BUDGET



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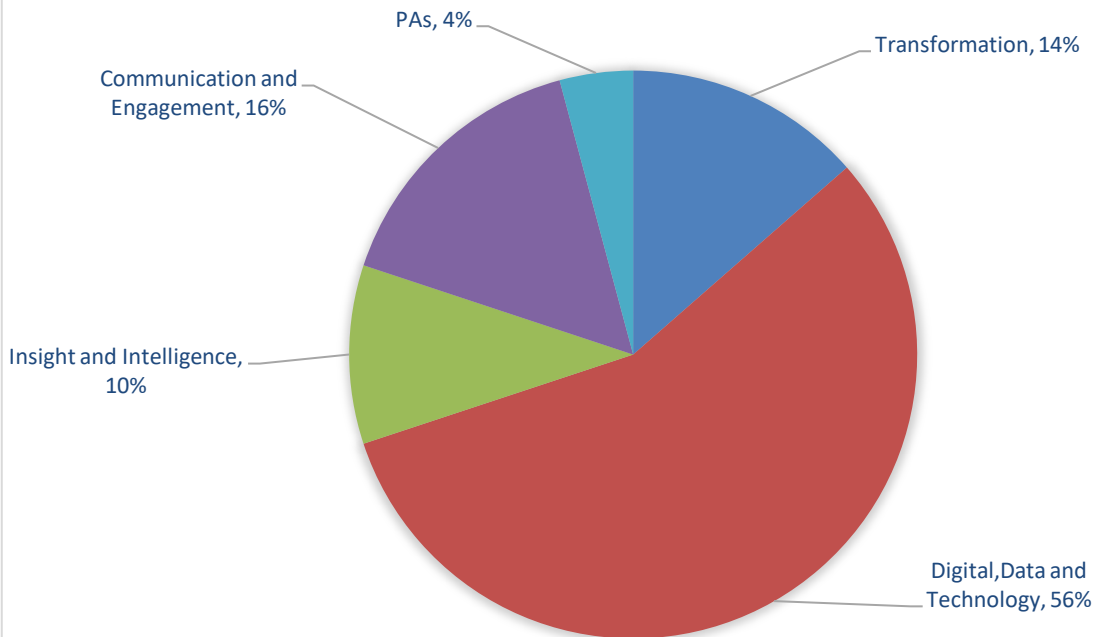
Signed:

**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. The Insight and Intelligence Service supports policy development, 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 whilst also providing effective public consultation and engagement.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Transformation	1,301	5	(1,164)	142
Digital,Data and Technology	5,354	75	(1,969)	3,460
Insight and Intelligence	891	89	(65)	915
Communication and Engagement	1,306	210	(230)	1,286
PAs	400	2	-	402
Total	9,252	381	(3,428)	6,205

GROSS BUDGET



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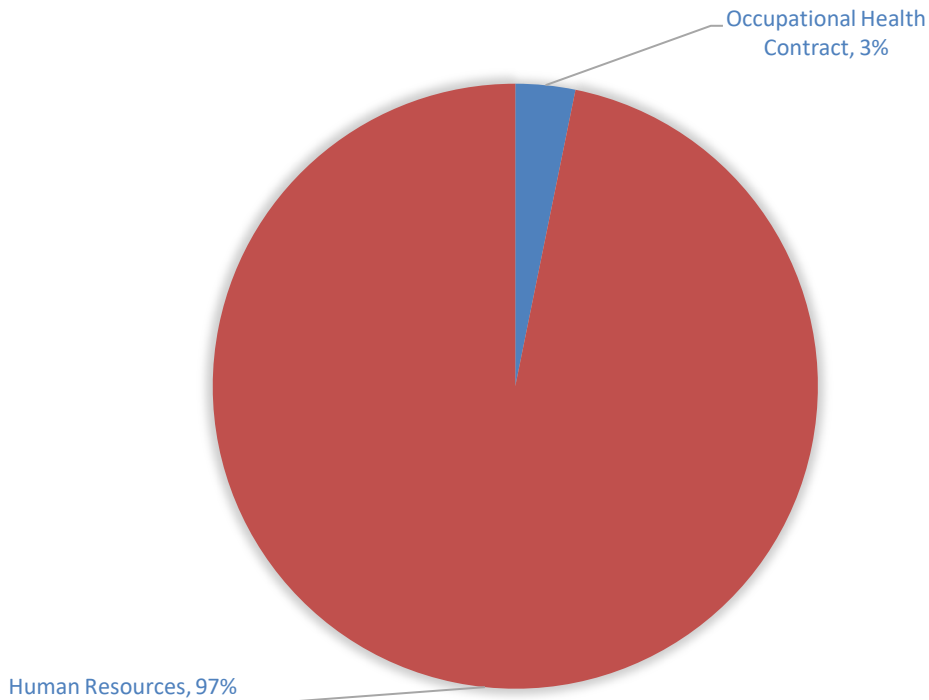
Signed: 

**Corporate Services
Organisational Development & 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
Occupational Health Contract	-	67	-	67
Human Resources	1,898	135	(1,147)	886
Total	1,898	202	(1,147)	953

GROSS BUDGET



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Signed:

S. C. Riley

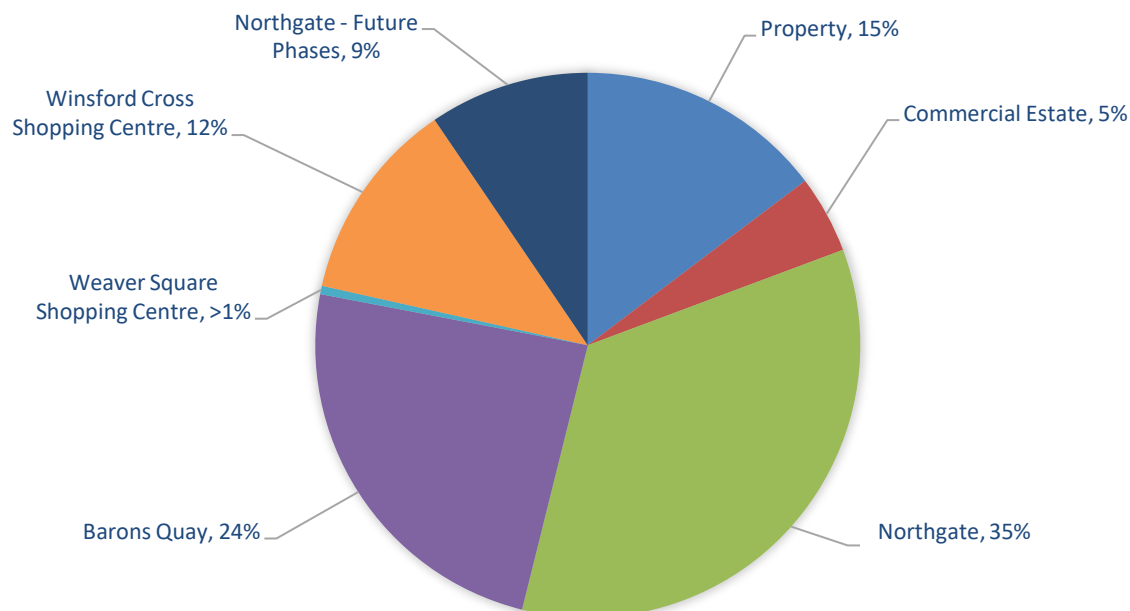
Corporate Services Property Simon Riley

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	1,782	705	(1,602)	885
Commercial Estate	-	781	(10,275)	(9,494)
Northgate	280	5,573	(4,528)	1,325
Barons Quay	-	4,084	(3,494)	590
Weaver Square Shopping Centre	-	84	(188)	(104)
Winsford Cross Shopping Centre	-	2,031	(1,291)	740
Northgate - Future Phases	-	1,608	(459)	1,149
Commercial Developments	280	14,161	(20,235)	(5,794)
Total	2,062	14,866	(21,837)	(4,909)

GROSS BUDGET



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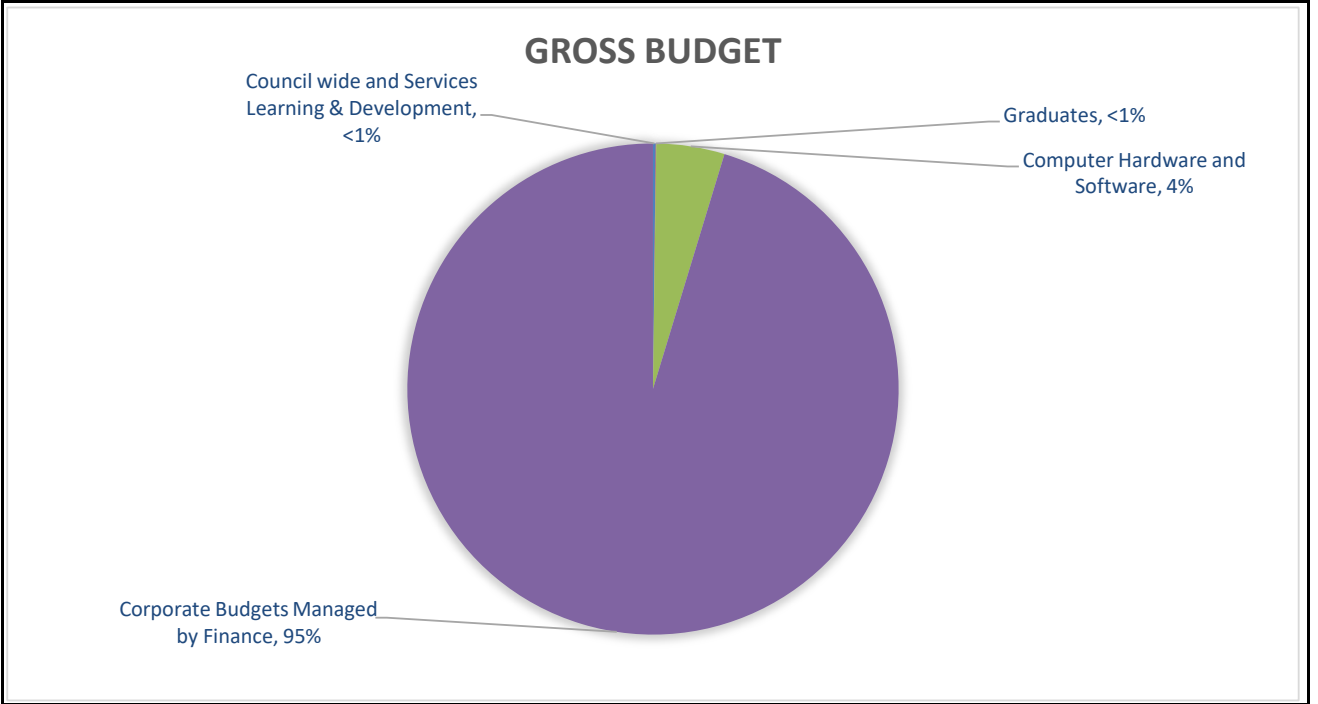
Signed: 28/5/2026

S. C. Riley

Corporate Services
Corporate budgets managed by Transformation & Strategy and Finance
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	88	40	-	128
Graduates	24	-	-	24
Computer Hardware and Software	-	3,149	(22)	3,127
Corporate Budgets Managed by Finance	88	66,788	(61,325)	5,551
Total	200	69,977	(61,347)	8,830



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Signed: *Debbie Hall* *Natalie Abraham*

**Council wide budgets
Debbie Hall**

Council wide budgets includes central budgets, contingency budgets, the capital financing budget and centrally held ringfenced government grants. 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. There are a number of ringfenced grants from central government that fund the provision of services across the Council. This income is managed and monitored centrally, with the corresponding expenditure budgets reflected within the relevant services.

Revenue Budget	Pay	Non-Pay	Income	Net Budget
	£000	£000	£000	£000
Central Budgets				
Apprenticeship Levy	-	526	-	526
Capital feasibility	-	100	-	100
Pension gratuities	-	45	-	45
Energy and climate change	-	2,672	-	2,672
Cross cutting growth	-	830	-	830
Cross cutting savings	-	(2,901)	-	(2,901)
	-	1,272	-	1,272
Contingency Budgets				-
General Contingency	-	3,068	-	3,068
Pay and Price Contingency	-	7,677	-	7,677
	-	10,745	-	10,745
Capital Financing Budget	-	23,224	-	23,224
Centrally Held Ringfenced Grants	-	-	(41,056)	(41,056)
Total	-	35,241	(41,056)	(5,815)

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Signed: *Debbie Hall*