

## Appendix 1 - Forecast Outturn 2022/23

- The Council aims to operate a financial cycle of planning, monitoring and reporting throughout the year. The First Financial Review 2022/23 was reported to Corporate Policy Committee on 6 October 2022 with a Financial Review 2022/23 report going to all other Committees during November.
- A Financial Review Update was presented at Corporate Policy Committee on 1 December. A forecast outturn of £8.7m net overspend was reported at this meeting (The full report can be found [Agenda for Corporate Policy Committee on Monday, 1 December, 2022, 10.00 am, Item 10 | Cheshire East Council](#)).
- The outturn position is now forecast to be an overspend of £7.7m. Table 1 shows a summary of the forecast outturn by Committee.

**Table 1: Forecast Outturn 2022/23 summary by Committee**

| 2022/23                        | Revised Budget | Forecast Outturn | Forecast Variance | Change since Second Review |
|--------------------------------|----------------|------------------|-------------------|----------------------------|
| (GROSS Revenue Budget £474.2m) | (NET) £m       | £m               | £m                | £m                         |
| <b>Service Committee</b>       |                |                  |                   |                            |
| Adults and Health              | 121.1          | 130.0            | 8.9               | 0.0                        |
| Children and Families          | 74.2           | 77.7             | 3.5               | (0.5)                      |
| Corporate Policy               | 40.6           | 41.0             | 0.4               | (0.0)                      |
| Economy and Growth             | 23.6           | 22.8             | (0.8)             | (1.0)                      |
| Environment and Communities    | 44.4           | 47.3             | 2.9               | 1.2                        |
| Highways and Transport         | 13.8           | 13.6             | (0.2)             | (0.7)                      |
| <b>Sub-Committee</b>           |                |                  |                   |                            |
| Finance Sub                    | (317.7)        | (324.7)          | (7.0)             | -                          |
| <b>TOTAL</b>                   | <b>-</b>       | <b>7.7</b>       | <b>7.7</b>        | <b>(1.0)</b>               |

**Table 2: Forecast Outturn 2022/23 for Corporate Policy Committee**

| 2022/23                           | Revised Budget | Forecast Outturn | Forecast Variance |
|-----------------------------------|----------------|------------------|-------------------|
| (GROSS Revenue Budget £474.2m)    | (NET) £m       | £m               | £m                |
| <b>SERVICE DIRECTORATES</b>       |                |                  |                   |
| Directorate                       | 1.4            | 1.3              | (0.1)             |
| Finance & Customer Services       | 12.5           | 13.1             | 0.6               |
| Governance & Compliance Services  | 11.9           | 11.3             | (0.6)             |
| Communications                    | 0.7            | 0.7              | -                 |
| HR                                | 2.4            | 2.2              | (0.2)             |
| ICT                               | 9.8            | 10.5             | 0.7               |
| Policy & Change                   | 1.9            | 1.9              | -                 |
| <b>Corporate Policy Committee</b> | <b>40.6</b>    | <b>41.0</b>      | <b>0.4</b>        |

- There is a forecast overspend of £0.4m for Corporate Policy Committee. Whilst there is no overall net financial variance to the forecast shown in the second review, Members may wish to note the following the following changes:
  - Increase in the forecast overspend within the Transactional Service Centre due to additional temporary staff in recruitment and pay, external consultants costs (Agylisis), and additional Governance and Support staff costs. Fall in the underspend being forecast by Customer Services due to test and trace final grant income no longer being received, and back pay costs for staff regrades in the newly formed Continuous Improvements team (£0.4m).

- Confirmation of new burdens funding within the Elections Service and lower than previously forecast electoral registrations costs (-£0.2m).
  - Improvement within ICT due to the use of capital reserve for laptop replacement and an improved revenue contracts forecast decreasing the ICT Strategy overspend (-£0.2m).
5. This forecast may be subject to variation in the final quarter, as budget managers will continue to take robust actions to control costs and reduce non-essential expenditure to improve this position further.
  6. Individual pressures identified above are reflected in the MTFS for 2023/24 to 2026/27. Any betterment to the forecast outturn position should be utilised to replenish reserves in line with the priority of the Corporate Plan.

## Appendix 2 - Revenue Budget Changes for the Period 2023/24 to 2026/27

### Executive Director Commentary:

The proposals seek to address the underlying financial pressures in Corporate Services. These relate primarily to the impact of pay inflation, the ongoing cost and income shortfalls across ICT and the TSC shared services and the increases in demand for enabling and support services required to deliver the Corporate Plan.

The proposed approach seeks to absorb and/or defer cost and demand pressures where possible, to offset employee costs through vacancy management, MARS and to look afresh at streamlining management and leadership, as well as continuing to pursue across the board efficiencies and reductions in non-essential spend.

There are proposals for a new model for ICT shared services to deliver a financially sustainable future through an invest to

save change programme. This is subject to decisions being made by both Cheshire East and Cheshire West and Chester Councils in February 2023. Additional savings will be made in ICT through reductions in licenses, third party contracts and agency spend.

Early work in the Revenues and Benefits service has shown the opportunities available through digital transformation, use of robotics and artificial intelligence. There is an invest to save programme seeking to accelerate digital transformation.

The proposals also seek to reduce the costs of democracy through a review of the number of committees which can release savings in terms of Special Responsibility Allowances and deleting vacant posts. No additional inflation is assumed for Member Allowances in 2023/24.

**Proposals to vary the Budget in the Corporate Policy Budget are focused on these areas:**

| Corporate Policy Committee<br>Policy Proposals                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2023/24<br>£m* | 2024/25<br>£m | 2025/26<br>£m | 2026/27<br>£m |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|
| <p><b>[46] Pay inflation [MTFS 22-26 [3&amp;4]]</b></p> <p>This proposal includes incremental increases for eligible staff and nationally negotiated pay awards. Average increases are forecast at c.5% for 2023/24. This may not apply evenly across pay bands due to implications of the Living Wage. The proposals recognise the additional delayed impact of the 2022/23 pay negotiations that also affect the 2023/24 budget.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p> | <b>+2.587</b>  | <b>+1.040</b> | <b>+0.893</b> | <b>+0.915</b> |
| <p><b>[47] Shared Services Review – move to hybrid model [NEW]</b></p> <p>Delivery of an updated ICT Shared Services working model requiring initial joint investment of £5.11m of which £2.55m CEC share with view to delivering long term savings. £1.55m to be funded through capital, remaining amounts will be supported by flexible use of capital receipts. Member decision, currently expected in February 2023.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p>           | <b>+0.390</b>  | <b>+0.343</b> | <b>-2.205</b> |               |
| <p><i>*Values represent a +/- variation to the <a href="#">Cheshire East Council approved budget for 2022/23</a><br/>Subsequent years are the incremental change from the previous year</i></p>                                                                                                                                                                                                                                                                                                            |                |               |               |               |

**Note:** Proposal 47 has been updated during the consultation period, to ensure it presents a position that aligns with the agenda item on the MTFS.

| Corporate Policy Committee<br>Policy Proposals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2023/24<br>£m* | 2024/25<br>£m | 2025/26<br>£m | 2026/27<br>£m |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|
| <p><b>[48] Revenue implications of capital: IT Procurements and Application Lifecycle Management [MTFS 22-26 [27]]</b></p> <p>Additional funding for the Council’s key line of ICT business systems from initial procurement to implementation, maintenance and decommissioning. The benefits of robust Application Lifecycle Management (ALM) will be modern business systems that are secure, supportable and compliant. Elements that would have previously been capitalised now require revenue funding.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p> | <b>+0.511</b>  | <b>+0.084</b> | <b>+0.006</b> |               |
| <p><b>[49] Infrastructure Investment Programme [MTFS 22-26 [25]]</b></p> <p>To enable the delivery of a modern business architecture, including all core ICT infrastructure platforms, which underpin and support innovation, affordable frontline delivery and delivers a secure modern workplace with continued investment in security and compliance capabilities to protect against increased cyber threats.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p>                                                                                             | <b>+0.239</b>  | <b>+0.023</b> |               |               |
| <p><i>*Values represent a +/- variation to the <a href="#">Cheshire East Council approved budget for 2022/23</a><br/>Subsequent years are the incremental change from the previous year</i></p>                                                                                                                                                                                                                                                                                                                                                                                      |                |               |               |               |

| Corporate Policy Committee<br>Policy Proposals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2023/24<br>£m* | 2024/25<br>£m | 2025/26<br>£m | 2026/27<br>£m |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|
| <p><b>[50] Accelerate digital transformation / robotics and related Digital Savings [NEW]</b></p> <p>Accelerate the Council’s digital programme, reviewing services to maximise the use of digital through the end-to-end service. Includes an enhanced on-line offer for customers, extended use of robotics for automated processing, improved case management and electronic completion (such as e billing). Services impacted and savings realised will be council-wide not necessarily within Corporate Services.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p>                                                                                                                                                        | <b>+0.150</b>  | <b>-0.150</b> |               |               |
| <p><b>[51] Mitigation of reduction in the Dedicated Schools Grant [MTFS 22-26 [15]]</b></p> <p>The central school services block (CSSB) within the DSG provides funding for local authorities to carry out central functions on behalf of maintained schools and academies. The block comprises two distinct elements: ongoing responsibilities and historic commitments. The DfE have begun to reduce the element of funding within the CSSB that some local authorities receive for historic commitments made prior to 2013/14, and which have been unwinding since. For CEC this impacts prudential borrowing repayments, budgets for ICT contracts and data intelligence.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p> | <b>+0.122</b>  | <b>+0.136</b> |               |               |
| <p>*Values represent a +/- variation to the <a href="#">Cheshire East Council approved budget for 2022/23</a><br/>Subsequent years are the incremental change from the previous year</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |               |               |               |

| Corporate Policy Committee<br>Policy Proposals                                                                                                                                                                                                                                                                                                                   | 2023/24<br>£m* | 2024/25<br>£m | 2025/26<br>£m | 2026/27<br>£m |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|
| <p><b>[52] Remove Commercial Workstream Income Target [NEW]</b></p> <p>Income target relating to Adults Service not achievable. Income target sitting on a Corporate Services cost centre, growth required to eliminate it.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p>                                                              | <b>+0.100</b>  |               |               |               |
| <p><b>[53] Coroners Restructure Costs [NEW]</b></p> <p>Additional cost of Coroners Service staff to deal with backlog of cases and increased workload. Estimated costs based on figures in the Business Case which the Cheshire Coroner has prepared and submitted to the Chief Coroner.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p> | <b>+0.060</b>  |               |               |               |
| <p><i>*Values represent a +/- variation to the <a href="#">Cheshire East Council approved budget for 2022/23</a><br/>Subsequent years are the incremental change from the previous year</i></p>                                                                                                                                                                  |                |               |               |               |

| Corporate Policy Committee<br>Policy Proposals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2023/24<br>£m* | 2024/25<br>£m | 2025/26<br>£m | 2026/27<br>£m |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|
| <p><b>[54] Improved Debt Recovery and correcting budgeted court costs income targets to reflect actual levels [MTFS 22-26 [5]]</b></p> <p>Improving debt collection will reduce income from court costs, which are already forecasting a budget shortfall. This is positive in many respects, although it does reflect an income deficit. The Council will continue to innovate with debt collection improvements that recognise the circumstances of those in debt.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p> | <b>+0.013</b>  | <b>-0.024</b> |               |               |
| <p><b>[55] Pension Costs Adjustment [NEW]</b></p> <p>This item relates to pension contributions funded by the Council. Contributions can be reduced now. This results from a successful financial strategy to secure stability in the funding of future pension liabilities. The effect is a reduction in overheads in pay cost budgets following a change in the employer's contribution rate confirmed by the Cheshire Pension Fund.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p>                               | <b>-0.996</b>  | <b>-0.378</b> | <b>-0.396</b> |               |
| <p><i>*Values represent a +/- variation to the <a href="#">Cheshire East Council approved budget for 2022/23</a><br/>Subsequent years are the incremental change from the previous year</i></p>                                                                                                                                                                                                                                                                                                                                              |                |               |               |               |



| Corporate Policy Committee<br>Policy Proposals                                                                                                                                                                                                                                                                                                                                                         | 2023/24<br>£m* | 2024/25<br>£m | 2025/26<br>£m | 2026/27<br>£m |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|
| <p><b>[56] ICT Operational Efficiencies [NEW]</b></p> <p>ICT operational efficiencies including review and reduce software licenses, exploring options for moving capacity between locations and changes in ways of working, review agency posts as programmes / projects come to an end and skilling up or transfer in-house.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p> | <b>-0.310</b>  | <b>-0.100</b> |               |               |
| <p><b>[57] Reduce cost of Democracy [NEW]</b></p> <p>Review committee workloads against original design principles. Consider freeze on Member allowances. Reduce use of external venues, travel, expenses, printing. Review number of Committees through merging functions.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p>                                                    | <b>-0.135</b>  |               |               |               |
| <p><i>*Values represent a +/- variation to the <a href="#">Cheshire East Council approved budget for 2022/23</a><br/>Subsequent years are the incremental change from the previous year</i></p>                                                                                                                                                                                                        |                |               |               |               |

| Corporate Policy Committee<br>Policy Proposals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2023/24<br>£m* | 2024/25<br>£m | 2025/26<br>£m | 2026/27<br>£m |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|
| <p><b>[58 &amp; 59] Elections Act 2022 additional costs (funded by New Burdens grant funding) [NEW]</b></p> <p>Additional costs arising from Elections Act 2022 which introduces new duties on local authorities for the management and running of elections, with the first elections affected being the scheduled polls to be held on 4 May 2023. To be covered by new burdens grant funding.</p> <p style="text-align: right;"><i>Additional Ring-fenced Grant income =</i> <b>-0.132</b></p> <p style="text-align: right;"><i>Impact on service budget =</i> <b>+0.132</b></p> |                |               |               |               |
| <p><b>[60] Revenue implications of capital: Vendor Management Phase 3 to drive improvements in procurement [MTFS 22-26 [24]]</b></p> <p>Continuing improvements to the Council procurement and contract management process have seen the rollout and adoption of a new system. The system, Atamis, is a cloud-based contract lifecycle management (CLM) solution across Cheshire East Council, by the Corporate Procurement Team.</p> <p style="text-align: right;"><i>Impact on service budget =</i> <b>-0.089</b></p>                                                            | <b>-0.089</b>  | <b>+0.071</b> |               |               |
| <p>*Values represent a +/- variation to the <a href="#">Cheshire East Council approved budget for 2022/23</a><br/>Subsequent years are the incremental change from the previous year</p>                                                                                                                                                                                                                                                                                                                                                                                           |                |               |               |               |

| Corporate Policy Committee<br>Policy Proposals                                                                                                                                                                                                                                                                                                                                                                                                                | 2023/24<br>£m* | 2024/25<br>£m | 2025/26<br>£m | 2026/27<br>£m |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|
| <p><b>[61] Brighter Futures Together Programme Customer Experience [MTFS 22-26 19]</b></p> <p>This proposal will contribute to the Brighter Futures Programme Customer Experience Workstream objective: to become a customer centric organisation that puts all our customers at the heart of the everything we do, reflecting their feedback in the design and delivery of services.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p> | <b>-0.081</b>  |               |               |               |
| <p><b>[62] Across the board efficiencies, including procurement, income generation etc. [NEW]</b></p> <p>Review end to end processes to make savings and avoid costs.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p>                                                                                                                                                                                                                 | <b>-0.010</b>  | <b>-0.010</b> | <b>-0.010</b> |               |
| <p><i>*Values represent a +/- variation to the <a href="#">Cheshire East Council approved budget for 2022/23</a><br/>Subsequent years are the incremental change from the previous year</i></p>                                                                                                                                                                                                                                                               |                |               |               |               |

| Corporate Policy Committee<br>Policy Proposals                                                                                                                                                                                                                                      | 2023/24<br>£m* | 2024/25<br>£m | 2025/26<br>£m | 2026/27<br>£m |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|
| <p><b>[63] Review of leadership and management, including MARS and redefine 'core offer' [NEW]</b></p> <p>Review the size and shape of the organisation, including leadership/ management/spans of control.</p> <p style="text-align: right;"><i>Impact on service budget =</i></p> |                | <b>-0.050</b> | <b>-0.050</b> | <b>-0.050</b> |
| <p><i>*Values represent a +/- variation to the <a href="#">Cheshire East Council approved budget for 2022/23</a></i></p> <p><i>Subsequent years are the incremental change from the previous year</i></p>                                                                           |                |               |               |               |

## Revenue Budget Financial Table:

| CORPORATE POLICY COMMITTEE - Summary        |                     |                |               | REVENUE BUDGET |               |               |
|---------------------------------------------|---------------------|----------------|---------------|----------------|---------------|---------------|
| Budget including Policy Proposals           |                     |                |               |                |               |               |
| Service Area                                | 2023/24             |                |               | 2024/25        | 2025/26       | 2026/27       |
|                                             | Expenditure<br>£000 | Income<br>£000 | Net<br>£000   | Net<br>£000    | Net<br>£000   | Net<br>£000   |
| Directorate                                 | 2,128               | -2             | 2,126         | 2,738          | 3,185         | 4,050         |
| Finance and Customer Services               | 62,147              | -49,580        | 12,567        | 12,464         | 12,464        | 12,464        |
| Governance and Compliance Services          | 14,162              | -3,818         | 10,344        | 10,344         | 10,344        | 10,344        |
| Communications                              | 700                 | -10            | 690           | 690            | 690           | 690           |
| Human Resources                             | 3,132               | -668           | 2,464         | 2,464          | 2,464         | 2,464         |
| ICT                                         | 29,630              | -18,811        | 10,819        | 11,278         | 9,079         | 9,079         |
| Policy and Change                           | 2,943               | -965           | 1,978         | 1,995          | 1,985         | 1,985         |
| <b>Total Cost of Service</b>                | <b>114,842</b>      | <b>-73,854</b> | <b>40,988</b> | <b>41,973</b>  | <b>40,211</b> | <b>41,076</b> |
| Policy Proposals included above             |                     |                |               |                |               |               |
| <b>Policy Proposals</b>                     |                     |                |               |                |               |               |
| Directorate                                 | 1,591               | 100            | 1,691         | 612            | 447           | 865           |
| Finance and Customer Services               | -20                 | 13             | -7            | -103           |               |               |
| Governance and Compliance Services          | 57                  | -132           | -75           |                |               |               |
| Communications                              |                     |                | 0             |                |               |               |
| Human Resources                             |                     |                | 0             |                |               |               |
| ICT                                         | 919                 |                | 919           | 459            | -2,199        |               |
| Policy and Change                           | 23                  |                | 23            | 17             | -10           |               |
| <b>Financial Impact of Policy Proposals</b> | <b>2,570</b>        | <b>-19</b>     | <b>2,551</b>  | <b>985</b>     | <b>-1,762</b> | <b>865</b>    |

**Note:** This table has been updated during the consultation period, to ensure it presents a position that aligns with the agenda item on the MTFs.

# Appendix 3 - Capital Programme

| Corporate Policy                                     |                      |                                 |                                 |                                 |                                 |                                       |                  |                                |                               |                          |                              | CAPITAL               |
|------------------------------------------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------------|------------------|--------------------------------|-------------------------------|--------------------------|------------------------------|-----------------------|
| CAPITAL PROGRAMME 2023/24 - 2026/27                  |                      |                                 |                                 |                                 |                                 |                                       |                  |                                |                               |                          |                              |                       |
| Scheme Description                                   | Forecast Expenditure |                                 |                                 |                                 |                                 | Total Forecast Budget 2023/27<br>£000 | Forecast Funding |                                |                               |                          |                              | Total Funding<br>£000 |
|                                                      | Prior Years<br>£000  | Forecast Budget 2023/24<br>£000 | Forecast Budget 2024/25<br>£000 | Forecast Budget 2025/26<br>£000 | Forecast Budget 2026/27<br>£000 |                                       | Grants<br>£000   | External Contributions<br>£000 | Revenue Contributions<br>£000 | Capital Receipts<br>£000 | Prudential Borrowing<br>£000 |                       |
| <b>Committed Schemes</b>                             |                      |                                 |                                 |                                 |                                 |                                       |                  |                                |                               |                          |                              |                       |
| <b>ICT Services</b>                                  |                      |                                 |                                 |                                 |                                 |                                       |                  |                                |                               |                          |                              |                       |
| Care Act Phase 2                                     | 0                    | 1,100                           | 1,038                           | 0                               | 0                               | 2,138                                 | 0                | 0                              | 0                             | 0                        | 2,138                        | 2,138                 |
| Digital Customer - Delivery Programme Phase 1        | 128                  | 122                             | 0                               | 0                               | 0                               | 122                                   | 0                | 0                              | 0                             | 0                        | 122                          | 122                   |
| Digital Customer Enablement                          | 0                    | 1,400                           | 474                             | 0                               | 0                               | 1,874                                 | 0                | 0                              | 0                             | 0                        | 1,874                        | 1,874                 |
| Info' Assurance And Data Mgmt                        | 0                    | 1,941                           | 1,850                           | 0                               | 0                               | 3,791                                 | 0                | 0                              | 0                             | 626                      | 3,165                        | 3,791                 |
| Infrastructure Investment(IIP)                       | 0                    | 1,869                           | 1,656                           | 1814                            | 0                               | 5,339                                 | 0                | 0                              | 0                             | 0                        | 5,339                        | 5,339                 |
| <b>Total ICT Services Schemes</b>                    | <b>128</b>           | <b>6,432</b>                    | <b>5,018</b>                    | <b>1,814</b>                    | <b>0</b>                        | <b>13,264</b>                         | <b>0</b>         | <b>0</b>                       | <b>0</b>                      | <b>626</b>               | <b>12,638</b>                | <b>13,264</b>         |
| <b>Finance &amp; Customer Services</b>               |                      |                                 |                                 |                                 |                                 |                                       |                  |                                |                               |                          |                              |                       |
| Core Financials                                      | 0                    | 741                             | 720                             | 741                             | 0                               | 2,202                                 | 0                | 0                              | 0                             | 0                        | 2,202                        | 2,202                 |
| Strategic Capital Projects                           | 0                    | 4,727                           | 4,000                           | 3,087                           | 0                               | 11,814                                | 0                | 0                              | 0                             | 0                        | 11,814                       | 11,814                |
| Vendor Management - Phase 2                          | 19                   | 0                               | 0                               | 151                             | 150                             | 301                                   | 0                | 0                              | 0                             | 150                      | 151                          | 301                   |
| <b>Total Finance &amp; Customer Services Schemes</b> | <b>19</b>            | <b>5,468</b>                    | <b>4,720</b>                    | <b>3,979</b>                    | <b>150</b>                      | <b>14,317</b>                         | <b>0</b>         | <b>0</b>                       | <b>0</b>                      | <b>150</b>               | <b>14,167</b>                | <b>14,317</b>         |
| <b>Total Committed Schemes</b>                       | <b>147</b>           | <b>11,900</b>                   | <b>9,738</b>                    | <b>5,793</b>                    | <b>150</b>                      | <b>27,581</b>                         | <b>0</b>         | <b>0</b>                       | <b>0</b>                      | <b>776</b>               | <b>26,805</b>                | <b>27,581</b>         |
| <b>New Schemes</b>                                   |                      |                                 |                                 |                                 |                                 |                                       |                  |                                |                               |                          |                              |                       |
| <b>ICT Services</b>                                  |                      |                                 |                                 |                                 |                                 |                                       |                  |                                |                               |                          |                              |                       |
| ICT Hybrid Model                                     | 0                    | 926                             | 627                             | 0                               | 0                               | 1,553                                 | 0                | 0                              | 0                             | 0                        | 1,553                        | 1,553                 |
| <b>Total ICT Services New Schemes</b>                | <b>0</b>             | <b>926</b>                      | <b>627</b>                      | <b>0</b>                        | <b>0</b>                        | <b>1,553</b>                          | <b>0</b>         | <b>0</b>                       | <b>0</b>                      | <b>0</b>                 | <b>1,553</b>                 | <b>1,553</b>          |
| <b>Total Corporate Policy Schemes</b>                | <b>147</b>           | <b>12,825</b>                   | <b>10,365</b>                   | <b>5,793</b>                    | <b>150</b>                      | <b>29,134</b>                         | <b>0</b>         | <b>0</b>                       | <b>0</b>                      | <b>776</b>               | <b>28,358</b>                | <b>29,134</b>         |

## Appendix 4 – Revenue Grant Funding

| Corporate Grants Register 2023-27                                       | National Allocation 2022/23<br>£m | Revised Forecast 2022/23<br>£000 | Forecast 2023/24<br>£000 | Forecast 2024/25<br>£000 | Forecast 2025/26<br>£000 | Forecast 2026/27<br>£000 | Treatment by CEC                     |
|-------------------------------------------------------------------------|-----------------------------------|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------------------|
| <b>SPECIFIC USE (Held within Services)</b>                              |                                   |                                  |                          |                          |                          |                          |                                      |
| <b>Corporate Policy Committee</b>                                       |                                   |                                  |                          |                          |                          |                          |                                      |
| Housing Benefit Subsidy                                                 | not available                     | 52,676                           | 46,652                   | 46,652                   | 46,652                   | 46,652                   | Allocated direct to service          |
| Discretionary Housing Payments Grant                                    | 98.000                            | 349                              | 314                      | 283                      | 254                      | 229                      | Allocated direct to service          |
| Housing Benefit (HB) Award Accuracy Initiative                          | 11.417                            | 31                               | 29                       | 28                       | 27                       | 25                       | Allocated direct to service          |
| LADS - VEP (RTI) funding                                                | 10.900                            | 29                               | 24                       | 20                       | 17                       | 14                       | Allocated direct to service          |
| New Burdens: Universal Credit, maintenance & natural migration          | not available                     | 8                                | 8                        | 7                        | 7                        | 7                        | Allocated direct to service          |
| LADS - New Burdens - Welfare Reform Changes (S4/2022)                   | 19.500                            | 64                               | 62                       | 60                       | 58                       | 57                       | Allocated direct to service          |
| LADS - New Burdens - Supported & Temporary Accommodation Change Request | not available                     | 2                                | 2                        | 2                        | 2                        | 2                        | Allocated direct to service          |
| LADS - New Burdens - Supported & Temporary Accommodation                | not available                     | 5                                | 5                        | 5                        | 4                        | 4                        | Allocated direct to service          |
| LADS - New Burdens - Single Housing Benefit Extract Automation          | not available                     | 5                                | 5                        | 5                        | 4                        | 4                        | Allocated direct to service          |
| Incapacity Benefit Reassessment (S5/2022)                               | 0.478                             | 2                                | 2                        | 2                        | 2                        | 2                        | Allocated direct to service          |
| Council Tax Rebate Scheme - New Burdens on Account Payment              | 28.047                            | 450                              | 0                        | 0                        | 0                        | 0                        | Allocated direct to service          |
| Council Tax Energy Rebate Scheme                                        | 3,069.445                         | 19,852                           | 0                        | 0                        | 0                        | 0                        | Allocated direct to service          |
| Business Rates Grant NB                                                 | not available                     | 19                               | 0                        | 0                        | 0                        | 0                        | Allocated direct to service          |
| <b>Democratic Services:</b>                                             |                                   |                                  |                          |                          |                          |                          |                                      |
| Police and Crime Commissioner's Panel grant                             | not available                     | 65                               | 65                       | 65                       | 65                       | 65                       | Allocated direct to service          |
| Electoral Integrity Programme - New Burdens                             | 7.478                             | 69                               | 132                      | 0                        | 0                        | 0                        | Unring-fenced Grant - Held Centrally |
| <b>Total</b>                                                            |                                   | <b>73,626</b>                    | <b>47,300</b>            | <b>47,128</b>            | <b>47,092</b>            | <b>47,060</b>            |                                      |
| <b>GENERAL PURPOSE (Held Corporately)</b>                               |                                   |                                  |                          |                          |                          |                          |                                      |
| <b>Corporate Policy Committee</b>                                       |                                   |                                  |                          |                          |                          |                          |                                      |
| Housing Benefit Administration Subsidy                                  | 163.721                           | 736                              | 626                      | 595                      | 595                      | 595                      | Unring-fenced Grant - Held Centrally |
| Unidentified Ministry of Justice Grant                                  | not available                     | 9                                | 0                        | 0                        | 0                        | 0                        | Unring-fenced Grant - Held Centrally |
| NNDR Administration Allowance                                           | not available                     | 587                              | 587                      | 587                      | 587                      | 587                      | Allowance as per NNDR - not a grant  |
| Council Tax Family Annexe Discount                                      | 7.422                             | 25                               | 0                        | 0                        | 0                        | 0                        | Unring-fenced Grant - Held Centrally |
| Revenue Support Grant                                                   | 1,672.058                         | 7                                | 388                      | 388                      | 388                      | 388                      | Unring-fenced Grant - Held Centrally |
| New Homes Bonus                                                         | 556.003                           | 6,614                            | 3,794                    | 3,000                    | 0                        | 0                        | Unring-fenced Grant - Held Centrally |
| Lower Tier Services Grant                                               | 111.000                           | 360                              | 0                        | 0                        | 0                        | 0                        | Unring-fenced Grant - Held Centrally |
| Services Grant                                                          | 822.000                           | 2,932                            | 1,652                    | 1,652                    | 1,652                    | 1,652                    | Unring-fenced Grant - Held Centrally |
| Business Rates Reliefs Grant                                            | 4,076.389                         | 13,890                           | 0                        | 0                        | 0                        | 0                        | Unring-fenced Grant - Held Centrally |
| <b>Total</b>                                                            |                                   | <b>25,160</b>                    | <b>7,047</b>             | <b>6,222</b>             | <b>3,222</b>             | <b>3,222</b>             |                                      |
| <b>Total Corporate Policy Committee</b>                                 |                                   | <b>98,786</b>                    | <b>54,347</b>            | <b>53,350</b>            | <b>50,314</b>            | <b>50,282</b>            |                                      |

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## Appendix 5 – Earmarked Reserves

### Corporate Policy Committee

| Name of Reserve                                                           | Opening Balance<br>1st April<br>2022<br>£000 | Forecast<br>Movement in<br>Reserves<br>2022/23<br>£000 | Forecast<br>Closing<br>Balance<br>31st March<br>2023<br>£000 | Forecast<br>Movement in<br>Reserves<br>2022/23<br>£000 | Forecast<br>Closing<br>Balance<br>31st March<br>2023<br>£000 | Notes                                                                                                                                                                        |
|---------------------------------------------------------------------------|----------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Directorate</b>                                                        |                                              |                                                        |                                                              |                                                        |                                                              |                                                                                                                                                                              |
| Corporate Directorate                                                     | 1,868                                        | (381)                                                  | 1,487                                                        | 0                                                      | 1,487                                                        | To support a number of widespread projects within the Corporate Directorate.                                                                                                 |
| <b>Finance and Customer Services</b>                                      |                                              |                                                        |                                                              |                                                        |                                                              |                                                                                                                                                                              |
| Collection Fund Management *                                              | 27,424                                       | (13,840)                                               | 13,584                                                       | (1,546)                                                | 12,038                                                       | To manage cash flow implications as part of the Business Rates Retention Scheme. Includes liabilities that will not be paid until future years.                              |
| Financing Reserve - Capital Financing Budget *                            | 6,511                                        | 1,500                                                  | 8,011                                                        | (800)                                                  | 7,211                                                        |                                                                                                                                                                              |
| Financing Reserve - Corporate Capital Projects                            | 925                                          | (400)                                                  | 525                                                          | (525)                                                  | 0                                                            |                                                                                                                                                                              |
| Financing Reserve - People Capital Projects                               | 573                                          | (150)                                                  | 423                                                          | (100)                                                  | 323                                                          | To provide for financing of capital schemes, other projects and initiatives.                                                                                                 |
| Financing Reserve - Place Capital Projects                                | 1,520                                        | (250)                                                  | 1,270                                                        | (200)                                                  | 1,070                                                        |                                                                                                                                                                              |
| MTFS Reserve *                                                            | 10,068                                       | (6,833)                                                | 3,235                                                        | (2,533)                                                | 702                                                          | To support the financial strategy and risk management. Reserve balance at end of 2026/27 is forecast at £0.7m.                                                               |
| Section 151 Revenue Grants                                                | 28                                           | (28)                                                   | 0                                                            | 0                                                      | 0                                                            | Unspent specific use grant carried forward into 2022/23.                                                                                                                     |
| Section 151 Revenue Grants - Covid-19                                     | 5,989                                        | (5,989)                                                | 0                                                            | 0                                                      | 0                                                            | Covid (Unringfenced) reserve carried forward into 2022/23.                                                                                                                   |
| <b>Governance and Compliance</b>                                          |                                              |                                                        |                                                              |                                                        |                                                              |                                                                                                                                                                              |
| Insurance Reserve - Cheshire County Fund                                  | 130                                          | (187)                                                  | (57)                                                         | 0                                                      | (57)                                                         | To settle insurance claims and manage excess costs.                                                                                                                          |
| Insurance Reserve - Cheshire East Fund                                    | 5,164                                        | (1,244)                                                | 3,920                                                        | 0                                                      | 3,920                                                        | To settle insurance claims and manage excess costs.                                                                                                                          |
| Elections General                                                         | 477                                          | 225                                                    | 702                                                          | (702)                                                  | 0                                                            | To provide funds for Election costs every 4 years.                                                                                                                           |
| Brexit Funding                                                            | 13                                           | 0                                                      | 13                                                           | 0                                                      | 13                                                           |                                                                                                                                                                              |
| <b>Human Resources</b>                                                    |                                              |                                                        |                                                              |                                                        |                                                              |                                                                                                                                                                              |
| HR (CARE4CE Review, Culture Change, Pay realignment, Learning Mgt System) | 59                                           | (59)                                                   | 0                                                            | 0                                                      | 0                                                            | To fund HR expenditure in relation to the Care4CE review, culture change programme, pay realignment and the Learning Management System.                                      |
| Pay Structure (M Grade Review)                                            | 584                                          | (278)                                                  | 306                                                          | (278)                                                  | 28                                                           | To fund ongoing changes to pay structure.                                                                                                                                    |
| <b>Policy and Change</b>                                                  |                                              |                                                        |                                                              |                                                        |                                                              |                                                                                                                                                                              |
| Brighter Future Transformation Programme *                                | 1,780                                        | (279)                                                  | 1,501                                                        | (1,271)                                                | 230                                                          | To fund the Council's four year transformation programme and its five outcomes of Culture; Estates and ICT systems; Customer Experience, Commercial Approach and Governance. |
| <b>CORPORATE POLICY TOTAL</b>                                             | <b>63,113</b>                                | <b>(28,193)</b>                                        | <b>34,920</b>                                                | <b>(7,955)</b>                                         | <b>26,965</b>                                                |                                                                                                                                                                              |

**Note:** This table has been updated during the consultation period, to ensure it presents a position that aligns with the agenda item on the MTFS.

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