



# **First Financial Review 2025/26**

## **Results to end of June 2025**

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# Section 1: 2025/26 Forecast Outturn

- 1.1. Table 1 provides a service summary of financial performance based on information available as at the end of June 2025. The current forecast is that services will be £13.7m over budget in the current year.
- 1.2. It also shows that central budgets are forecast to be £10.6m under budget resulting in an overall outturn of £3.1m overspend against a net revenue budget of £440.5m.
- 1.3. The forecast outturn position is based on a full financial management review across all service and reflects the following assumptions:
  - 1 Includes those savings that have been identified as non-achievable though the tracker on our High Level Business Cases (HLBC) with no/some alternative actions currently presented;
  - 2 A review of the on-going impacts of adverse variances identified in 2024/25;
  - 3 Any identified, emerging items of significance:
    - 4 Within Adult Social Care, significant growth is forecast for care costs, less mitigations linked to delivery of savings;
    - 5 Within Children's Services, the rising cost and number of placements is a continuing trend and the Directorate are reviewing governance in this area in order to mitigate the overspend.
  - 6 Forecast impact of the confirmed increased 2025/26 pay award £1.6m (assumed to be covered from the contingency budget);
  - 7 Detailed review of any vacancy underspends in all areas;
  - 8 One-off items that have been identified so far through line by line reviews and/or identification of additional funding that has been announced since the MTFS was set.
  - 9 Mitigation activities delivered or forecast to be delivered by 31 March as reflected in paragraph 28 of the main covering report.
- 1.4 Further items impacting on the level of the Council's balances are detailed in **Section 5**.

Committee	Service Area Tier 3	Revised Budget	Forecast Outturn	Variance
		£m	£m	£'m
Adults and Health	People	0.000	0.000	0.000
Adults and Health	Adults Health & Integration	-5.205	-5.205	0.000
Adults and Health	Communities and Integration Total	3.085	2.640	-0.445
Adults and Health	Integrated Commissioning - MH, LD & Families Total	0.798	0.798	0.000
Adults and Health	Integrated Commissioning - New Models of Care Total	0.000	0.000	0.000
Adults and Health	Integrated Commissioning - Thriving & Prevention Total	1.561	1.636	0.075
Adults and Health	Integrated Urgent Care Total	-8.453	-8.453	0.000
Adults and Health	Adult Safeguarding Total	1.844	1.844	0.000
Adults and Health	Care4CE Total	17.918	17.956	0.038
Adults and Health	Community Care – Short Term Intervention Total	3.254	3.254	0.000
Adults and Health	Community Care – Locality Teams Total	77.742	75.979	-1.763
Adults and Health	Mental Health and Learning Disability Total	75.409	77.209	1.800
Adults and Health	Operations Total	-1.251	-1.251	0.000
Adults and Health	Social Care Reform, Practice Assurance and Development Team Total	0.555	0.555	0.000
Adults and Health	Health Improvement Total	0.394	0.394	0.000
Adults and Health	Health Protection Total	0.000	0.000	0.000
Adults and Health	Infection Prevention & Control Total	0.354	0.354	0.000
Adults and Health	Joint Strategic Needs Assessment Total	0.246	0.246	0.000
Adults and Health	Public Health Total	-0.994	-0.994	0.000
<b>Adults and Health</b>		<b>167.257</b>	<b>166.962</b>	<b>-0.295</b>
Children and Families	Children Prevention and Support Total	0.000	0.000	0.000
Children and Families	Childrens Improvement and Development Total	0.345	0.350	0.004
Children and Families	Early Start Total	2.446	2.398	-0.048
Children and Families	Education and 14-19 Skills Total	-55.251	-55.118	0.133
Children and Families	Education Infrastructure and Outcomes Total	0.498	0.498	0.000
Children and Families	Education Participation and Pupil Support Total	19.758	20.053	0.295
Children and Families	Educational Psychologists Total	1.804	1.804	0.000
Children and Families	Preventative Services Total	4.373	4.128	-0.245
Children and Families	SEND Total	60.531	60.535	0.003
Children and Families	Children's Services Total	1.169	2.398	1.229
Children and Families	Childrens Social Care - Safeguarding Total	2.424	2.433	0.009
Children and Families	Cared for Children Total	9.204	9.250	0.046
Children and Families	Children in Need, Protection and Disabilities Total	9.874	10.821	0.947
Children and Families	Childrens Social Care Total	1.429	1.364	-0.065
Children and Families	Provider Services and Fostering Total	36.447	42.913	6.466
Children and Families	Integrated Front Door & Domestic Abuse Total	2.022	2.194	0.172
Children and Families	Social Worker Academy Total	0.276	0.330	0.054
<b>Children and Families</b>		<b>97.352</b>	<b>106.350</b>	<b>8.998</b>
Corporate Policy	Corporate Total	1.302	0.967	-0.335
Corporate Policy	Customer Services Total	2.671	2.571	-0.100
Corporate Policy	Human Resources Total	2.823	2.583	-0.240
Corporate Policy	Finance Total	5.718	5.718	0.000
Corporate Policy	Procurement Total	0.584	0.554	-0.030
Corporate Policy	Revenues and Benefits - Rent Allowances	1.218	2.475	1.257
Corporate Policy	Revenues and Benefits Other	2.685	2.382	-0.303
Corporate Policy	Digital Total	12.136	12.045	-0.091
Corporate Policy	Audit and Risk Total	3.241	2.868	-0.373
Corporate Policy	Democratic and Governance Services Total	4.118	3.749	-0.369
Corporate Policy	Legal Services Total	4.117	4.306	0.189
Corporate Policy	Business Change Total	1.985	2.460	0.475
Corporate Policy	Engagement & Communications Total	1.072	1.054	-0.018
<b>Corporate Policy</b>		<b>43.671</b>	<b>43.734</b>	<b>0.062</b>
Corporate Policy	Cross Transformation Savings	-13.452	-3.821	9.631
<b>Corporate Policy - Cross Transformation Savings</b>		<b>-13.452</b>	<b>-3.821</b>	<b>9.631</b>
Economy and Growth	Economic Development Total	1.492	1.082	-0.410
Economy and Growth	Estates Total	17.715	16.937	-0.778
Economy and Growth	Growth and Enterprise Total	0.150	0.262	0.112
Economy and Growth	Housing Total	4.063	3.595	-0.468
Economy and Growth	Rural and Cultural Directorate Total	4.752	4.281	-0.471
Economy and Growth	Place Directorate	0.570	0.300	-0.270
<b>Economy and Growth</b>		<b>28.741</b>	<b>26.456</b>	<b>-2.285</b>
Environment and Communities	Environment and Neighbourhood Services Total	0.334	0.750	0.416
Environment and Communities	Environmental Services Total	7.964	5.068	-2.896
Environment and Communities	Environmental Operations Total	23.741	23.958	0.217
Environment and Communities	Neighbourhood Services Total	4.532	4.952	0.420
Environment and Communities	Regulatory Services and Health Total	2.971	2.826	-0.145
Environment and Communities	Planning Total	4.128	3.571	-0.557
<b>Environment and Communities</b>		<b>43.670</b>	<b>41.125</b>	<b>-2.545</b>
Highways and Transport	Highways Total	11.980	11.730	-0.250
Highways and Transport	Infrastructure Total	0.110	0.138	0.028
Highways and Transport	Infrastructure and Highways Directorate Total	0.605	0.620	0.015
Highways and Transport	Strategic Transport Total	4.457	4.778	0.321
<b>Highways and Transport</b>		<b>17.151</b>	<b>17.265</b>	<b>0.114</b>
<b>SUMMARY - SERVICE BUDGETS</b>		<b>384.390</b>	<b>398.071</b>	<b>13.681</b>
Finance Sub - Central Budgets	Financing and Investment	34.039	30.759	-3.280
Finance Sub - Central Budgets	Movements in Reserves	1.304	1.304	0.000
Finance Sub - Central Budgets	Parish Precepts & Other Operating Expenditure	12.772	12.772	0.000
Finance Sub - Central Budgets	Contingency Budget	7.953	0.700	-7.253
<b>Finance Sub - Central Budgets</b>		<b>56.068</b>	<b>45.535</b>	<b>-10.533</b>
<b>TOTAL</b>		<b>440.458</b>	<b>443.605</b>	<b>3.147</b>
Finance Sub - Funding Budgets	Council Tax	-320.086	-320.086	0.000
Finance Sub - Funding Budgets	Business Rates Retention	-57.122	-57.122	0.000
Finance Sub - Funding Budgets	Revenue Support Grant	-0.849	-0.849	0.000
Finance Sub - Funding Budgets	Unringfenced Grants	-37.140	-37.140	0.000
<b>Finance Sub - Funding Budgets</b>		<b>-415.197</b>	<b>-415.197</b>	<b>0.000</b>
Exceptional Financial Support		-25.261	-25.261	0.000
<b>SUMMARY TOTAL - OVERALL POSITION</b>		<b>0.000</b>	<b>3.147</b>	<b>3.147</b>

# Section 2: Directorate Revenue

## Commentary and update on 2025/26

### Approved Budget Change Items

The following section provides an explanation of the key drivers behind variances to Budget and the tables below provide detailed commentary on the progress against the approved budget change items that were agreed as part of the approved budget in February 2025. These are split by relevant committee.

#### Adults and Health favourable variance of £0.3m

- 2.1 The Adults, Health and Integration budget is forecast to underspend by £0.3m at FR1. This position is based on several early-year assumptions and estimates and is therefore subject to a potential range, from an optimistic underspend of £0.7m to a pessimistic overspend of £4.6m.
- 2.2 The MTFS 2025/26 targets were based upon the Inner Circle Deep Dives completed in July 2024, which provided a high-level estimate of savings that could be potentially achieved through the ASC Transformation Programme.
- 2.3 Business cases are now being progressed, helping us better understand when the savings are likely to come through to the budget. For two of the transformation programmes, pilots are being run to ensure the models adopted deliver the intended outcomes, and resources are being mobilised to support full implementation.
- 2.4 There is confidence that transformation plans are on track and that the full year effect of the targets remains achievable but when profiling the delivery of savings, it is clear some in year mitigation is required.
- 2.5 It is estimated that a further £3.9m of the planned savings will be delivered in 2025/26 through the Transformation Programme (see table below). Areas have been identified to mitigate the shortfall of £3.5m through increase in client contributions, use of one-off funding and efficiencies.
- 2.6 £0.5m of savings have been verified as delivered in Q1, these are linked to the Health and Social Care Partnership Case Reviews and the introduction of the Guide Price.

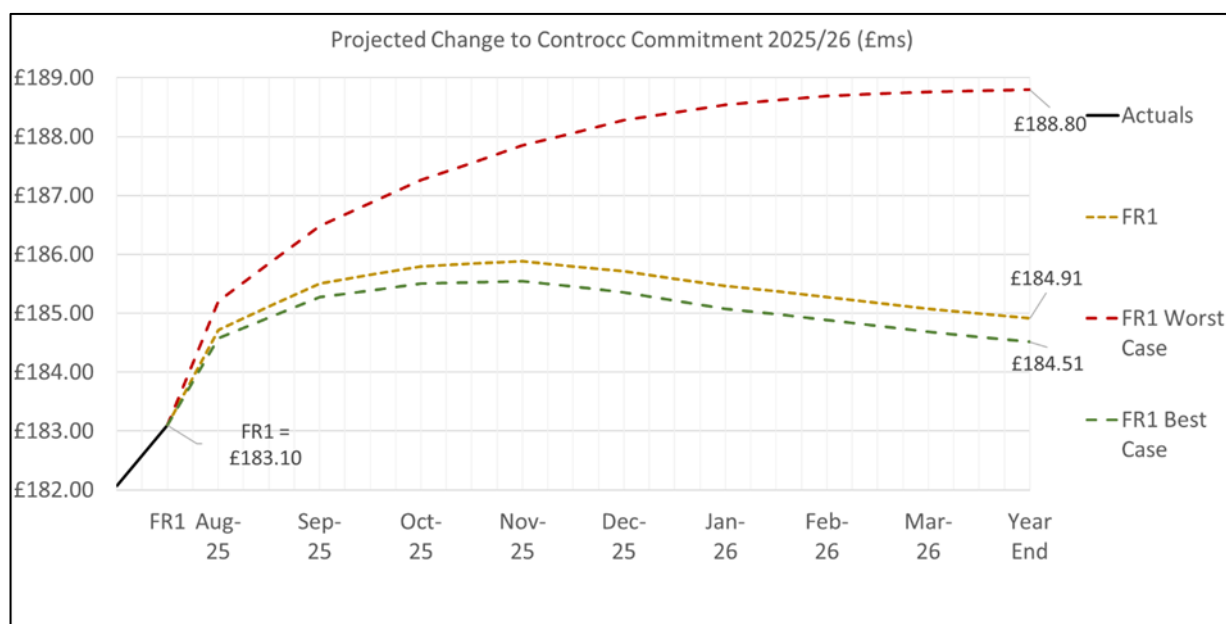
MTFS Saving 2025/26	Budget Target (£ms)	FR1 - Assumed Delivered (£ms)	FR1 - Estimate for remaining 2025/26 (£ms)	FR1 - Total Forecast (£m)	Budget Variance (£ms)
Prevent, Reduce, Enable	-1.500	0.000	-0.650	-0.650	0.850
Learning Disability transformation	-2.500	0.000	-1.000	-1.000	1.500
Commissioning and Brokerage	-0.500	-0.125	-0.375	-0.500	0.000
Partnership Case Review	-2.500	-0.343	-1.857	-2.200	0.300
Preparing for Adulthood	-0.868	0.000	0.000	0.000	0.868
<b>Total</b>	<b>-7.868</b>	<b>-0.468</b>	<b>-3.882</b>	<b>-4.350</b>	<b>3.518</b>

- 2.7 **Staffing:** The forecast assumes that staffing levels remain consistent with the June payroll. Underspends in year are currently being driven by held vacancies, which are forecast at FR1 to continue throughout 2025/26.
- 2.8 **Client income:** The position assumes that the overperformance in client income that we saw at the end of 2024/25 continues into 2025/26, supported by pension and benefit uplifts in 2025/26.

The forecasted full year effect of this is £3.5m and is expected to be a recurrent benefit. As the transformation plan continues to be implemented there may be implications for client income, and this will be monitored throughout the year.

## Risks and Assumptions

- 2.9 **Demographic growth:** The forecast assumes externally commissioned care growth of £5.7m between FR1 and year end. This estimate matches the trend seen in 2024/25 and is based on comparable conditions and internal constraints for expenditure growth. The graph below projects the £5.7m growth and the forecasted delivery of savings from FR1 to the year end. The FR1 projection includes the estimated delivery of the £3.9m savings, the worst-case excludes this.



Summary of 2025/26 Controcc Financial Commitment as 7th July (FR1):

Primary Support Reason	Age Band	Accommodation with Care	Supported Living	Care at Home	Direct Payment	Day Care	Shared Lives	Total
Physical Support	18-64	£ 2,720,086	£ 2,165,280	£ 3,503,173	£ 2,431,986	£ 94,362	£ 79,229	£ 10,994,115
Physical Support	65+	£ 32,199,738	£ 605,400	£19,415,261	£ 802,415	£ 17,534	£ 42,454	£ 53,082,803
Learning Disability Support	18-64	£ 11,289,150	£ 26,447,204	£ 8,218,397	£ 5,504,444	£2,069,914	£ 234,976	£ 53,764,085
Learning Disability Support	65+	£ 1,682,844	£ 4,287,642	£ 1,241,728	£ 12,848	£ 96,873	£ 32,517	£ 7,354,453
Memory & Cognition	18-64	£ 1,880,712	£ 354,544	£ 256,178	£ 159,062	£ 9,892	£ 11,598	£ 2,671,986
Memory & Cognition	65+	£ 27,998,543	£ 245,213	£ 2,769,315	£ 676,097	£ 74,889	£ 57,148	£ 31,821,205
Mental Health	18-64	£ 2,115,946	£ 5,575,481	£ 1,867,532	£ 426,628		£ 80,739	£ 10,066,326
Mental Health	65+	£ 5,622,329	£ 572,751	£ 1,045,293	£ 73,570		£ 41,196	£ 7,355,139
Sensory Support	18-64	£ 157,900	£ 529,779	£ 205,021	£ 389,485	£ 44,627		£ 1,326,811
Sensory Support	65+	£ 574,533	£ 1,044	£ 186,454	£ 33,529		£ 3,842	£ 799,402
Social Isolation Support	18-64	£ 183,971	£ 774,437	£ 284,706	£ 263,482	£ 100,571	£ 53,052	£ 1,660,219
Social Isolation Support	65+	£ 182,072	£ 32,200	£ 74,560	£ 16,373	£ 2,818	£ 26,735	£ 334,760
Substance Misuse Support	18-64	£ 98,029	£ 177,287	£ 26,306			£ 1,932	£ 303,554
Substance Misuse Support	65+	£ 133,515		£ 66,456				£ 199,970
Support for Carer	18-64			£ 3,635	£ 77,684			£ 81,320
Support for Carer	65+				£ 80,045			£ 80,045
Block Contract Commitments								£ 1,203,386
<b>Total</b>		<b>£ 86,839,370</b>	<b>£ 41,768,263</b>	<b>£39,164,013</b>	<b>£ 10,947,648</b>	<b>£2,511,479</b>	<b>£ 665,419</b>	<b>£ 183,099,578</b>

- 2.10 **Use of grants:** The position assumes it will be possible to replicate the 2024/25 use of grants against eligible criteria.
- 2.11 **NHS:** A significant area of financial risk which is not reflected in the FR1 position, as it is impossible to quantify at this time, is the potential implications for Local Authorities as a result of changes in the NHS.

2.12 The NHS will be undergoing significant restructuring during 2025/26 following the announcement of the abolition of NHS England. In addition, all Integrated Care Boards (ICB) are required to make a 50% reduction in their administrative costs, primarily staffing. Cheshire and Merseyside ICB is one of the most financially challenged ICBs in the country and is formally in financial turnaround and required to make cashable savings of approximately £170m. This has the potential to drive costs to local Authorities through areas such as Continuing Health Care, S117 Mental health aftercare, changes to Service Level Agreements, as well as through the Better Care Fund.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
	<b>Adults and Health Committee</b>	<b>21.494</b>	<b>21.199</b>	<b>(0.295)</b>	
1	Client Contributions	(5.182)	(5.182)	-	Green - Income target for 2025/26 has been achieved.
2	Revenue Grants for Adult Social Care	(0.220)	(0.220)	-	Completed
3	Pensions Cost Adjustment	(0.517)	(0.517)	-	Completed
4	Demand in Adult Social Care	5.000	5.000	-	Amber - We have completed a model to forecast cost and demand in adult social care which will form the basis of future growth and saving requirements.
5	Pay Inflation	2.251	2.961	0.710	Red - LGS pay offer for 2025. Full and final offers of 3.20% increase resulting in overspend of c.£1.6m across the Council. Updated at FR1 to include additional pressure from the 2.5% not previously identified.
6	Funding the staffing establishment	3.800	3.800	-	Green - Increases in the number of social care staff to maintain safe services and to meet increasing demands.
7	Fully Funding current care demand levels 2024/25	24.500	24.500	-	Green - Growth, recognising the full year effect of current pressures on the externally commissioned care budget.
8	Remodel extra care housing catering service	(0.270)	(0.270)	-	Green - Work is ongoing to remodel the catering offer in extra care facilities.
9T	Prevent, Reduce, Enable - Older People	(1.500)	(0.650)	0.850	<p>Amber - The Prevent Reduce Enable programme has been established in accordance with the Council's Strategic Transformation programme. The pilot began on 16 June.</p> <p>The Prevent, Reduce, Enable programme is focused on ensuring that people are supported to live independent lives for as long as possible, delaying the need for commissioned social care services.</p> <p>The business case for year one anticipates a realisable saving of</p>

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
					£650k. This is a shortfall of £850k against the MTFS. Offsetting savings are being identified.
10T	Learning Disability service transformation	(2.500)	(1.000)	1.500	Amber - Programme status has been updated to Amber due to continued challenges identified within working groups about delivery targets. The full year effect of the transformation programme remains at £2.5m as per the MTFS savings target, however, it is acknowledged the delivery of the full target will not be achieved this year due to a time lag in converting business cases into delivery. The forecast has been amended to £1m to reflect this. A breakdown of how the £2.5m (full year effect) savings target will be achieved is in development, covering the three key areas of the programme, Supported Living, Care4CE, and Shared Lives contributions. Work is also underway to confirm savings from the decommissioning of one of our Supported Living buildings, (estimated at £154k) this to be recorded against this target once validated.
11T	Commissioning and brokerage transformation	(0.500)	(0.500)	-	Green - The Guide Price Policy is now in place and a tracker has been set up to monitor savings against the MTFS target. there is a high confidence level that this can be achieved.
12T	Preparing for Adulthood	(0.868)	-	0.868	Red - This saving will be realised in children's services, it is likely that this is double counting with saving identified in the Birth to Thrive transformation group. We are reviewing as part of 'plan B' savings.
13T	Health and Social Care Partnership Case Review	(2.500)	(2.200)	0.300	Green - This is now part of BAU and the service will provide updates via a tracker as to the progress against the target. To date this year we have achieved 684k.
In year	Other forecast mitigations within the Adults services	-	(5.304)	(5.304)	Mitigations linked to maximisation of eligible grants, careful management of vacancies, and client income. To reconcile to FR1.
In year	Other forecast pressures within the Adults services	-	0.781	0.781	Other variances to reconcile to FR1 position.



## Children and Families adverse variance of £9.0m

- 2.13 The Children's Services budget is forecast to overspend by £9.0m in FR1 based on the June 2025 reports. This is mainly due to increased costs in placements and staffing, and are the focus of this commentary.
- 2.14 The forecast placements cost for 2025/26 is £6.4m adverse to budget, this continues the year end outturn pressure which was £3.4m adverse to budget. The number of children in care at FR1 was 549 (at June 2025) compared to 550 at March 2025. Placement costs are increasing higher than inflation and £1.18m of net growth is forecast which was not factored into the budget. The forecast reports an overspend based on actual and committed costs which includes planned changes to specific client packages at this point in time.
- 2.15 This overspend is partly due to the increase in Care Leavers (Post 18) with a 54% growth in 2025 (£7.4m) to 2024. There were 95 post 18 placements at a weekly cost of £102k in June 2025 decreasing to 87 in July 2025 at a weekly cost of £95k. The weekly cared for children summary report on 25 July reported 546 children and included placement changes for 12 children which had a cost increase of 105% which highlights the costs are continuing to be a pressure.
- 2.16 The MTFS set out savings in relation to placements for Right Child Right Home £1.3m and New Accommodation with Support Offer for 16-25 Young People of £1.1m. Due to these increased placement costs the forecast has assumed these saving will not be met in 2025/26.
- 2.17 The Directorate are undertaking work to review and manage the placement governance with the aim to reduce the cost of this overspend in year.
- 2.18 The establishment staffing costs for 2025/26 is £2.2m adverse to budget, this continues the year end outturn pressures on the staffing base cost. This is offset by underspends on other staff related cost of £0.5m. The use of agency staff who are contracted to cover vacancies, sickness absence and maternity leave, especially in cared for children and children in need, protection and disabilities, continues to be a significant cost. This is due to ensuring staffing levels are safe and meet our statutory duties.
- 2.19 The forecast assumes positions covered by agency staff will continue, whilst vacant post with no agency workers assigned are assumed to be a budgeted position cost. The international social workers programme has begun with 4 staff commencing in June and 4 staff in July. The agency staff supporting their induction period should be removed after 6 months, this has not been included in the forecast and will be revisited in FR2 as a potential cost reduction.
- 2.20 The Directorate are working to reduce the reliance on agency staff by promoting recruitment campaigns to attract permanent staff instead of extending agency contracts.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
	<b>Children and Families Committee</b>	<b>8.659</b>	<b>17.657</b>	<b>8.998</b>	
14	Pension costs adjustment	(0.050)	(0.037)	0.013	Red - Teacher's pension legacy costs are not reducing as anticipated.
		(0.487)	(0.487)	-	Completed - CEC pension reduction.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
15	Growth to deliver statutory Youth Justice service, and meet Safeguarding Partnership duties	0.203	0.203	-	Amber - It is incumbent upon the three statutory safeguarding partners, the police, health and the Local Authority, to ensure that adequate funding is allocated to the Children's Safeguarding Partnership so it can fulfil its statutory functions in delivering the multi-agency safeguarding arrangements. An internal audit identified the Local Authority had not reviewed its contributions to the partnership and was insufficiently contributing to the delivery of the partnership arrangements. As a result, growth was approved by committee. This has been supported by an increase in contributions from all partner agencies. A vacancy has also been held in the business unit.
16	Growth in School, SEND and Social Care Transport budget	1.501	1.501	-	Red - Being reviewed as part of ongoing SEND improvement
17	Pay Inflation	2.624	2.874	0.250	Red - LGS pay offer for 2025.Full and final offers of 3.20% increase resulting in overspend of c.£1.6m across the Council.
18	Fully Funding current care demand levels 2024/25	3.295	7.313	4.018	Red - Will need to be closely monitored throughout the year to ensure that funding is sufficient to meet demand and complexity. This is also part of transformation work to ensure Edge of care/Right Child Right home.
19	Court Progression Improvement	0.023	0.023	-	Red - Some of this will be covered in the new structure build and re-design which may not require a separate court team, there is increased oversight on applications court delays at Director level, to minimise delays to court work.
20	Growth for annual contribution to the Regional Adoption Agency	0.213	0.213	-	Green
21	Growth for Unaccompanied Asylum Seeking Children due to emerging pressures	0.500	0.500	-	Green - Growth in Unaccompanied Asylum Seeking Children.
22	Reversal of a one year policy change for traded services	0.120	0.120	-	Green - Reversal of non-permanent 2023/24 policy change CF23-27 42.
23	Schools Improvement	0.175	0.175	-	Green - Due to staffing previously been paid out of the school improvement grant and this grant is now ceasing there is insufficient budget to cover the existing staffing

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
					in the service to cover our statutory duties.
24	Funding the staffing establishment	2.739	4.885	2.146	Red - A families First transformation area of work has commenced and the re-structure will be delivered as part of this.
25	Safe Walking Routes to School	(0.250)	(0.026)	0.224	Red
26T	New accommodation with support offer for 16-25 young people	(1.100)	-	1.100	Red - This reduction in expenditure relates to commissioning work that has identified lower cost accommodation for this group of young people. Savings will be achieved through accessing lower unit cost places. A paper has been approved at C&F committee on the 9 June. There is a delay in this saving, for 2025/26.
27T	Birth to Thrive	(0.500)	(0.500)	-	Red - This is delayed by SRO capacity and needs a review by Transformation Board.
28T	Right Child, Right Home	(1.320)	-	1.320	Red - The oversight of placements now in place should now support the future savings. This is unlikely to be delivered in 2025/26.
29	Extended Rights to Free Transport	0.388	0.388	-	The Extended Rights to Free Travel grant is being rolled in to the Local Government Financial Settlement. This growth item is offset by additional grants within the central budgets. Amount confirmed and updated as at provisional settlement 18/12/2024.
30	Children's Social Care Prevention Grant – Expenditure	0.905	0.905	-	Green - Expenditure relating to the Children's Social Care Prevention Grant.
31	Children's Social Care Prevention Grant – Grant Income	(0.905)	(0.905)	-	Green - Grant announced in 2025/26 financial settlement.
32	Foster4	0.114	0.114	-	Green
33	Foster Carers uplift of National Minimum Allowance (NMA)	0.471	0.471	-	Green - 3.55% NMA foster carer uplift.
In-year	In year variances not included in MTFS Proposals.	-	0.889	0.889	In Year variances mainly relating to Inspection of Local Authority Children's services (ILACS) overspend £0.7m.
In-year	In year variances not included in MTFS Proposals.	-	(0.214)	(0.214)	Quality Assurance, Commissioning and Partnership - Mitigations to balance back to Finance Review Position.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
In-year	In year variances not included in MTFS Proposals.	-	(1.058)	(1.058)	Family Help & Children's Social Care - mitigations to balance back to finance review position.
In-year	In year variances not included in MTFS Proposals.	-	0.310	0.310	In year variances mainly relating to Youth Service.

## **Corporate Policy adverse variance of £0.1m**

2.21 Corporate Services has a net budget of £43.7m, at First Financial Review, the budget is forecast to be overspent by £0.1m. This includes the pay award pressure.

2.22 The budgeted pay award is held centrally on a corporate code at this stage. Now the pay award has been agreed, the budget will be distributed to services before the increased amounts become payable, so they match up. This will change individual service forecasts but not the overall figure for Corporate.

2.23 Key issues with the FR1 variance:

- Vacancy management in Corporate Services has resulted in the majority of services forecasting an underspend on staffing budgets which is being partially offset by the use of agency staff in some services. The net underspend on staffing costs is forecast at approximately £1.9m;
- Vacancy management has been combined with tighter control on non-pay spending across all services which is achieving a forecast underspend of £0.3m;
- ICT underspend of £0.1m. The ICT forecast is based on:
  - April to August where the existing shared service continues
  - September to March where a reduced shared service will operate.
  - These have been compared to the existing budget breakdown and hence there are considerable variances due to the new structure and business model that will be introduced from September.
- There are several risks around the forecast, including:
  - It is unclear whether the service has sufficient resource to deliver the 50,000 hours of project work assumed in the projected figures.
  - The cost model has been changed by Gemini and Cheshire West and Chester (CWaC) so that the chargeable rate against the 50,000 hours is no longer viable and therefore the subsidisation of revenue by income has now changed and a new cost model to cover costs is yet to be agreed;
  - The Memorandum of Understanding with CWaC for the second half of the year has not yet been agreed, and hence the level of recharge cannot be guaranteed; and
  - There are risks around the revenue consequences of the shared Gemini capital programme and the lack of transparency – whilst these areas are becoming clearer they are not yet agreed.

2.24 However, these underspends have been offset by the following pressures:

- a forecast £1.3m under-recovery on Rent Allowances;
- a forecast under-recovery of income of £0.6m within several services particularly within Transformation and Improvement, Legal Services, and Audit & Risk;
- a £0.1m pressure due to unachievable savings from previous year's MTFS; and
- a staff budget pressure of £0.4m across Corporate Services relating to the estimated impact of the latest pay award offer versus the amount included in the MTFS.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
	<b>Corporate Policy Committee</b>	<b>1.078</b>	<b>1.140</b>	<b>0.062</b>	
34	Enforce prompt debt recovery and increase charges for costs	(0.077)	(0.077)	-	Completed - The award of costs is a matter for the Magistrates at each court hearing. However, only by exception will they vary from the level already agreed by us with the Court Manager. The approach to the Court Manager has been made and the revised level agreed. The action is therefore complete, but the financial benefits will accrue as we continue the regular recovery process during the year.
35	Pension costs adjustment	(0.396)	(0.396)	-	Completed
36	Pay Inflation	1.494	1.893	0.399	Red - LGS pay offer for 2025. Full and final offers of 3.20% increase resulting in overspend of c.£1.6m across the Council.
37	Shared Services Review - Move to Hybrid Model for ICT	(0.733)	(0.733)	-	Completed - The Shared Service continues to reduce third party costs and agency spend as per the Business case.
38	The achievement of additional Registration Service income, over and above that which is currently identified as required	(0.350)	(0.350)	-	Green - Additional Registration Service income. To be reviewed in year as the season progresses.
39	Recognising the annual receipt of £45k of Police and Crime Panel grant income	(0.045)	(0.045)	-	Green - This reflects a grant payment from the home office that is received each year in the Council's budget subject to adequate justification being provided.
40	Remove unspent element of phones budgets in corporate services	(0.060)	(0.060)	-	Completed. The phone budgets were reduced accordingly following approval of this proposals to align budgets with spend levels.
41T	Digital Acceleration Revenue Growth	-	-	-	No proposal in 2025/26
42T	Digital Blueprint Revenue Growth	-	-	-	No proposal in 2025/26
43	Transactional Shared Services stabilisation plan	0.270	0.270	-	Green - To provide TSS with additional capacity in 2025/26 - impact of this item and further review to be determined.
44	Additional cost of External Audit Fees	0.265	0.265	-	Green - Additional cost of External Audit Fees - based on 2024/25 fee level.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
45	Reduce Members Allowances budget	(0.100)	(0.100)	-	Green - Reduce Members Allowances budget for previous years pay award that was not taken.
46	Additional Cost of Bank Charges from 2025/26	0.120	0.120	-	Green - Based on current expectations of the 2025/26 charge this is deliverable.
47	Reverse reduction in leadership and management costs as posts are being retained	0.540	0.540	-	Completed. This reversal was necessary in light of the LGA review of decision making and the need to put an appropriate senior management structure in place in the corporate areas.
48	Reinstatement of a one-off saving of £150,000 from election budgets for 2024/25	0.150	0.150	-	Green - Reinstatement of a one-off saving of £150,000 from election budgets, for the 2024/25 year. Noted that the election costs will exceed the reserve and that difference will form a pressure on outturn. The next big local election is May 2027.
In year	Mitigations to balance back to Finance Review position	-	(0.337)	(0.337)	Mitigations to balance back to Finance Review position

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
	<b>Corporate Policy Committee - Council Wide Transformation</b>	<b>(13.452)</b>	<b>(3.821)</b>	<b>9.631</b>	
49T	Digital Customer Enablement Invest to Save	(0.750)	-	0.750	Red - Delivery of a Digital Enablement Framework which directly supports the ambitions of the Corporate Plan. This existing initiative is a key enabler for deliverables within Customer Experience Workstream, putting customer considerations at the centre of ongoing service delivery. It additionally provides transformational capabilities for ongoing change management and increased efficiencies within the end-to-end service delivery processes including keeping customers informed and corporate case management options.
50T	Digital Acceleration Invest to Save	(0.600)	(0.200)	0.400	Red - The Digital Acceleration Project is now rated RED to reflect a material delay in Senior Stakeholder decision making. This delay stems from the absence of committed

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
					<p>business ownership within services, which is significantly impacting the sign-off of benefits. To mitigate this, strategic alignment with the Workforce Programme is being actively explored to secure accountable ownership and embed benefit realisation into service planning. This alignment is critical to unlocking the value of the projects within the programme and ensuring sustainable adoption and benefit realisation across directorates.</p> <p>The Acceleration enablement process remains broadly on track except for the above-mentioned blocker, with notable progress achieved this period. The AI Transformation Platform contract is now in place and the design and delivery planning is being kicked off across all directorates. Realisation of the associated savings are dependent on the various Directorates adopting the solutions within the same financial period and continued delays in this area are likely to have a significant impact on the 25/26 benefit realisation forecast. Any potential impact will be identified and assessed during the detailed design activities which will complete over the coming period.</p>
51T	Digital Blueprint - Invest to Save	(4.000)	(1.000)	3.000	<p>Red - Digital Adoption is now rated RED to reflect a material delay in senior stakeholder decision-making. While quality and resource indicators remain green, the overall programme has shifted from amber to red due to persisting delays in business case approvals and the absence of committed business ownership within services.</p> <p>Phase 1 business cases have been drafted but are still awaiting sign-off. These delays—occurring at both service and board levels—are impacting delivery momentum and continued delays in this area are likely to have a significant impact on the 25/26 benefit realisation forecast.</p> <p>The initiative is designed to fast-track digital solutions that deliver council-wide service improvements and efficiencies. However, hesitancy from</p>



MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
					service areas and the absence of a streamlined approval process are slowing the transition from planning to delivery. Realisation of the associated savings are also dependent on this process and ongoing delays in this area are likely to have a significant impact on the 25/26 benefit realisation forecast. Any potential impact will be identified, assessed and reported during the detailed design process which is continuing and will complete over the coming period.
52T	Target Operating Model (TOM)	(3.000)	(0.999)	2.001	<p>Red - At FR1 the forecast for this transformation proposal is nil achievement.</p> <p>A significant amount of work is taking place to establish a basis for making savings.</p> <p>This includes a line by line review and a number of other projects to identify savings.</p> <p>WF1 has seen good progress to date with the Operating Model, it has recently been re-scoped and delivered a draft People Strategy in preparation for the next phase of work around spans and layers across the Council.</p>
53T	Agency Staffing	(0.352)	(0.176)	0.176	<p>Red - At FR1 the forecast for this transformation proposal is being set at nil against this corporate line.</p> <p>There are expected savings of £690,000 from the first round of the purchase of additional annual leave scheme and from holiday payments to agency staff.</p> <p>These will be included in service figures so are not included here to avoid any double counting.</p> <p>A significant amount of work is taking place to establish a basis for making the savings.</p> <p>This includes a line by line review and a number of other projects to identify savings which will include reducing agency spend, increasing uptake of benefits through our Vivup Employee Benefits Platform (which increases income to us).</p>

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
					WF2 is focusing on delivery of tangible and non-tangible benefits. Savings modelling work is progressing with all Directorates.
54T	Workforce Productivity	(1.000)	-	1.000	<p>Red - At FR1 the forecast for this transformation proposal is nil achievement.</p> <p>A significant amount of work is taking place to establish a basis for making savings.</p> <p>This includes a line by line review and a number of other projects to identify savings.</p> <p>WF3 has delivered an Employee Engagement Strategy and refreshed Council Values. A new Employee Lifecycle is under development to support our People Strategy and delivery of our Cheshire East Plan 2024 - 2029.</p>
55T	Fees and Charges	(0.750)	(0.821)	(0.071)	<p>Amber - The project has identified business activities where fees and charges can be increased in order to meet the target and this was approved by the Transformation Board.</p> <p>There have since been suggested changes provided approved at the May 2025 Transformation Board which allow for additional income of £0.821m to be raised. Where necessary, the approval processes are being undertaken.</p>
56T	Third Party Spend	(3.000)	(0.625)	2.375	<p>Amber - An allocation approach has been agreed at CLT and further work is being undertaken to identify which areas the £3m savings are going to be delivered from. Additional resources have been provided to the Project Team in order to complete previously planned activity in order to identify potential contract savings. A report is being considered at Transformation Board in July 2025.</p>

## Economy and Growth favourable variance of £2.3m

2.25 Growth and Enterprise Directorate and Place Directorate are forecasting an underspend of £2.3m against a budget of £28.7m.

2.26 The key reasons for the underspend are:

10 Assets Service: £0.6m underspend (vacancies and one-off invoicing for backdated rent).

11 Economic Development: £0.4m underspend (vacancies, use of grants and additional recharges to capital).

12 Housing: £0.5m underspend (vacancies, income and reduced spend).

13 Other £0.5m underspend (Tatton Park £0.2m staffing, Green infrastructure and cultural economy – vacancies £0.3m).

14 Directorate £0.3m (reduction in expenditure and use of reserves).

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
	<b>Economy and Growth Committee</b>	<b>0.534</b>	<b>(1.751)</b>	<b>(2.285)</b>	
57	Office estate rationalisation	(0.150)	(0.100)	0.050	Amber - due to the timeline for the transfer of buildings being extended. Risk associated with the transfer of Westfields to Education for a SEND school. This item is being mitigated by in year savings.
58	Pension Costs Adjustment	(0.164)	(0.164)	-	Completed
59	Tatton Park ticketing and EPOS upgrade	0.001	0.001	-	Green - A procurement process is currently underway to source a supplier who can ensure onsite and web-based delivery of a new system which aligns with present and future needs. Improved functionality should enable future savings delivery.
60	CEC Archives	0.014	0.014	-	Green - All elements of the programme are progressing well, on time and on budget.
61	Rural and Visitor Economy Electricity costs	(0.021)	(0.021)	-	Green - In line with wider national industry price caps, the projections of energy reduction costs to users were due to be introduced during 2025/26 and therefore consideration to reduce the budget provision has been carried out in the base budget.
62	Minimum energy efficiency standards (MEES) - Estates - Revenue Adjustment	0.023	0.102	0.079	Amber – Prioritised negotiations with 3rd parties/tenants occupying premises being expedited to avoid delays on obtaining access for surveys, completing necessary improvement works and legally completing lease renewals.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
63	Pay Inflation	1.064	1.187	0.123	Red - LGS pay offer for 2025. Full and final offers of 3.20% increase resulting in overspend of c.£1.6m across the Council.
64	Maintenance and operation of new assets in Crewe town centre	0.205	0.205	-	Green - Expected to spend to allocated budget.
65	Land Fill Site Assessments Revenue Adjustment - Estates – Review and Risk Assessment of Council owned Landfill sites (53 sites) Review and Risk Assessment completions	0.010	0.010	-	Green - Environment Service capacity identified. 2nd stage review underway.
66	Tatton Park Estate Dwellings Refurbishment	0.015	0.015	-	Completed - Provision for response maintenance issues for 8 onsite dwellings to ensure properties meet standards required as part of tenancy agreements and the National Trust lease.
67	Improving Crewe Rented Housing Standards	0.188	0.100	(0.088)	Green - Due to the progression of the Governments Renters Rights Bill which will bring forward improvements to the private rented sector and the struggle to recruit to Housing Standards Officers posts this project has been currently placed on hold. To understand the current condition of the private rented sector within Cheshire East will require the commissioning of a Stock Condition Survey, which will influence future direction and plans. It is therefore the intention to utilise a proportion of the funding to undertake this commission to help to formulate a robust plan to improve the private rented sector.
68	Maximise potential of Countryside Access Management System	0.020	0.020	-	Green - Contract negotiation in progress following Procurement Engagement.
69	Assets - building and operational – Energy	(0.860)	(0.860)	-	Completed - This was a known reduction as agreed last year as part of the overall MTFS savings target.
70	Assets - building and operational – Maintenance	0.465	0.465	-	Green - Whilst Inflation limits have stabilised, the additional funding is required to offset known increases in material costs and labour rates that were inadequate in previous financial years and to mitigate the impacts moving forward. The overall backlog of maintenance still remains a challenge, alongside the continued holding costs associated with managing vacant premises, pending the implementation of the future use / operation.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
71	Tatton Park - Increase Fees and Charges	(0.126)	(0.126)	-	Green - Following the strategic pricing review in 2020, Tatton Park continues to monitor and review parkland and attraction admission prices on an annual basis. Appropriate adjustments are made after considering the wider national economic situation, local competitor pricing and visitor dynamics to ensure that Tatton is able to achieve its budget targets.
72T	Corporate Landlord Model Refresh	(0.050)	(0.050)	-	Amber - This is a notional target saving allocation, based on the potential reduction of assets, linked to the disposals programme. Budget savings have been allocated from both the Assets Disposal programme and existing Facilities Management revenue funding.
73T	Asset Strategy Refresh	(0.100)	(0.100)	-	Amber - This was a notional target saving allocation, based on the potential reduction of assets, linked to the disposals programme. Several of the key sites are subject to planning consents or contractual conditions as part of the disposal strategy and may therefore be a challenge to achieve within year. Provisional budget has been identified from additional income and savings within the investment portfolio.
In-year	Place Directorate Mitigations to balance back to Finance Review position	-	(0.270)	(0.270)	Place Directorate Mitigations to balance back to Finance Review position
In-year	Growth & Enterprise Mitigations to balance back to Finance Review position	-	(2.179)	(2.179)	Growth & Enterprise Mitigations to balance back to Finance Review position

## Environment and Communities favourable variance of £2.6m

2.27 Environment and Neighbourhood Services is forecasting an underspend of £2.6m against a budget of £43.7m.

2.28 The key reasons for the forecast underspend are:

15 Development Management: £0.6m underspend mainly from additional income.

16 Environmental Services: £2.9m underspend:

17 Extended Producer Responsibility Grant £1.4m one-off benefit.

18 Ansa management fee £0.2m – one-off benefit from vacancies.

19 Improved company reserves £0.8m one-off benefit.

20 General underspending £0.4m from vacancy management and additional income.

21 Leisure Commissioning: £0.6m overspend from delay in delivery of MTFS savings and shortfall in income.

22 Other service issues: £0.4m overspend (Pay award pressures).

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
	<b>Environment and Communities Committee</b>	<b>(2.741)</b>	<b>(5.286)</b>	<b>(2.545)</b>	
74	Strategic Leisure Review (Stage 2)	0.403	0.626	0.223	Red - Initial savings secured via committee decision on 11 March 2024. Proposals are being developed with EHL and town and parish councils to secure the residual £250k amount - dialogue is ongoing. Delays to disposing of Middlewich and Holmes Chapel Leisure Centres in year are having a negative impact on savings position.
75	Libraries Strategy - Stage 1	(0.100)	(0.061)	0.039	Committee approval to implement final Strategy secured on 27th November 2024, implementation now ongoing with revised opening hours at Tier 3 sites going live from January 2025 and Tier 2 sites as of 1st April 2025. Staff consultations now complete, new structure implemented from 7th July. Engagement with Town and Parish Councils undertaken to shape the Strategy proposals and seek funding contributions, which has resulted in a total of 8 sites being supported to a total of c.£154k enabling over 2,150 hours of library opening time per annum.  Budget gap of £39k yet to be found, mitigated through in year savings from ongoing staff vacancies.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
76	Reduce revenue impact of carbon reduction capital schemes	0.171	0.171	-	Green - Carbon Neutral Council target 2030 for the Council to be Carbon neutral with minimum of offset.
77	Pay Inflation	2.270	2.698	0.428	Red - LGS pay offer for 2025.Full and final offers of 3.20% increase resulting in overspend of c.£1.6m across the Council.
78	Pension Costs Adjustment	(0.159)	(0.159)	-	Completed
79	Explore a Trust delivery model for Libraries and other services	(0.150)	(0.150)	-	Green - Growth item to cover one off costs relating to implementation of alternative delivery model(s) for libraries service. Aligned to development of Libraries Strategy.
80	Land Charge Income Adjustment	0.147	0.147	-	Amber - Uncertainty around implementation timescales of HM Land Registry changes to centralise some aspects of land charges functions hence understanding of actual impact, to be regularly monitored.
81	Local Plan Review	0.315	0.315	-	Amber - Reprofiled budget adjustment to provide additional funding towards development of new Local Plan which has now commenced.
82	Review of CCTV service - service efficiencies and income generation from existing services	(0.040)	(0.040)	-	Green - On target. Restructure has been subject to recruitment process with final outcomes communicated. Establishment to be updated on Unit 4.
83	Environmental Services Growth 2025/26 onwards	3.041	1.808	(1.233)	Green - Environmental Services Growth 2025/26 onwards.
84	Environmental Services Savings 2025/26 onwards	(2.366)	(2.170)	0.196	Green - Environmental Services Savings 2025/26 onwards.
85	Environmental Services Growth - Pensions	0.727	0.727	-	Green - Environmental Services Growth - Pensions (2025/26 onwards). This is net nil for the Council and forms a housekeeping item to ensure the budgets for staff who have transferred in from the ASDVs, at different pension contribution rates, are consistent in advance of changes for all employees.
86	Environmental Services – expected income from Extended Producer Responsibility for packaging	(7.000)	(8.394)	(1.394)	Green - New Central Government Legislation Extended producer responsibility (EPR) 2025-26, Deposit Return Scheme 2027-2028 and Waste Disposal Carbon Tax UK Emissions Trading Scheme (ETS) 2027-28.
In year	Libraries Strategy Stage 1 (mitigation)	-	(0.039)	(0.039)	Savings mitigated through in year vacancy saving. 2025/26 RAG rated amber.
In year	Environment & Communities Mitigations	-	(0.925)	(0.925)	Environment & Communities Mitigations to balance back to Finance Review position

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
	to balance back to Finance Review position				
In year	Fees and Charges	-	0.160	0.160	Adjustment for fees and charges - presenting Lyon Review items centrally



## Highways and Transport adverse variance of £0.1m

2.29 Highways and Infrastructure are forecasting an overspend of £0.1m against a budget of £17.2m.

2.30 The key reasons for the overspend are:

23 Car Parking £0.5m overspend (reduced income offset by back dated rent reviews).

24 Transport Policy £0.2m underspend from vacancies to address pressures in parking.

25 Highways £0.2m underspend from increased income to address pressures in parking.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
	<b>Highways and Transport Committee</b>	<b>1.061</b>	<b>1.175</b>	<b>(0.114)</b>	
87	Increase parking charges	(0.450)	(0.450)	-	Green - Annual inflation adjustment to existing Pay & Display tariffs was implemented on 5th July 2024, in advance of bringing charges into effect in the "free towns" on the 2nd December 2024. A further inflation adjustment took effect in May 2025.
88	Safe Haven outside schools (Parking)	0.010	0.010	-	Green – Introduction of CCTV camera enforcement of waiting/loading restrictions at school gates on a trial basis using bespoke equipment that is type approved and proven for these purposes in order to improve road safety and increase enforcement capacity at these high risk locations.
89	Parking PDA / Back Office System contract - fall out of one off set up cost	(0.030)	(0.030)	-	Green - Introduction of a new system to administer the Council's parking services and process Penalty Charge Notices which will reduce administration costs and improve service response times.
90	Parking - Part-year effect of strategy changes	(0.720)	(0.139)	0.581	Red - Following decisions in January 2024, tariffs were uplifted from 1st July 2024 to extend pay and display to car parks in "free towns" from 2nd December 2024.
91	Parking - Staff and member parking	(0.250)	-	0.250	Red - Proposals for a new scheme of staff and members parking permits, integrated with the corporate travel plan, are being developed for consultation in 2025.
92	Transport and Infrastructure Strategy Team – Restructure	-	-	-	Green - The proposed changes will develop a more resilient in-house team and reduce reliance on agency / consultancy staff. The changes meet the needs of the Council, as it moves towards a new statutory Local Transport Plan and the development of transport functions in a new Cheshire and Warrington Combined Authority.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
93	Local Bus	1.545	1.545	-	Green - A network of new bus service contracts has been procured and services started on 30 March 2025. Extra evening and weekend services are planned to complement our Bus Service Improvement Plan.
94	FlexiLink Service Improvement Plan - invest to save	0.592	0.592	-	Green - Bus service review is complete and specification for a revised flexible transport service (DRT) have been prepared. Flexible transport will be designed to fill gaps in local bus service provision, especially in rural areas, and over extended hours of operation, to open up the service to more users.
95T	Advertising Income. Initial project scoping work being undertaken to understand scale/complexity and resourcing needs	(0.025)	(0.025)	-	Amber - Proposal for the transformation of the Council's approach to on-street sponsorship and advertising have been prepared as part of the Transformation Programme.
96	Pension Costs Adjustment	(0.055)	(0.055)	-	Completed
97	Pay Inflation	0.228	0.263	0.035	Red - LGS pay offer for 2025. Full and final offers of 3.20% increase resulting in overspend of c.£1.6m across the Council.
98	Flood and Water Management Act 2010 SuDS and SABs Schedule 3 Implementation	-	-	-	Amber - The requirement is to be ready to implement changes when regulations are implemented nationally. A training plan for existing staff has been identified. Recruitment is to be progressed.
99	Highways: Revenue Service	0.216	0.216	-	Completed - This provides investment in highway infrastructure that will arrest the deterioration of the asset. This will reduce costs of reactive maintenance, improve safety and reduce risks of significant incidents. It will also control revenue budget pressures and work towards addressing customer dissatisfaction
100	Highways: Depots	-	-	-	Green - The highways depots need investment to reduce the risk that facilities could be unusable for reactive and winter maintenance. Investment will enable some operational efficiencies, provides winter service resilience and a reduction in highways depots from 3 to 2, delivering a capital receipt.
In year	Highways and Transport Mitigations to balance back to Finance Review positions	-	(0.968)	(0.968)	Highways and Transport Mitigations to balance back to Finance Review positions.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
In year	Fees and Charges	-	0.216	0.216	Adjustment for fees and charges - presenting Lyon Review items centrally

### Finance Sub favourable variance of £10.5m

2.31 The variance relating to the Finance Sub Committee is due to the use of £5.7m contingency budget to assist the overspend position. The variance shown below of £7.3m also includes a favourable variance of £1.6m which offsets the unbudgeted costs of the pay award being included in the service lines. In addition, there has been an improvement in the capital financing budget of £3.3m, this is in part due to a reduction in the cost of borrowing and also some slippage in the capital programme leading to a reduction in Minimum Revenue Provision (MRP) payable in year.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
	<b>Finance Sub-Committee (Central Budgets)</b>	<b>35.294</b>	<b>24.761</b>	<b>(10.533)</b>	
101	Capital Financing Budget	3.387	0.107	(3.280)	Green - Improvement against MRP of £0.5m, linked to slippage in capital programme. Improvement on net interest cost due to lower than expected borrowing (int cost) and slight improvement on rates/levels of investments (int income) of £2.7m.
102	Creation of Contingency Budget	15.953	8.700	(7.253)	Green - Creation of Contingency Budget as per Finance Sub Committee June Budget Assumptions Report (virements of £0.7m for C&F and £8m for A&H approved at FSC 10/03/2025). Assumed general pay inflation pressure of £1.585m to be taken from this budget to offset pressure in service budgets.
103	Risk of unachievable budget savings or growth demands exceeding estimates	-	-	-	Green - Risk of unachievable budget savings or growth demands exceeding estimates.
104	Pension adjustment – linked to E&C growth item	(0.727)	(0.727)	-	Green - Linked to growth item in E&C. ASDVS coming back into house but currently paying lower pension contribution rate than the standard CEC rate.
105	Use of Earmarked Reserves (reversal of 2024/25 one off use of central EMRs)	3.723	3.723	-	Completed – Budget adjustment

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
106	Top up of Earmarked Reserves	-	-	-	Completed – Planned budget adjustment not until 2026/27
107	Use of General Reserves (reversal of one off use in 2024/25)	11.654	11.654	-	Completed – Budget adjustment
108	Top up General Reserves	1.304	1.304	-	Completed

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2025/26 MTFS £m	2025/26 Forecast Outturn £m	2025/26 Forecast Outturn Variance £m	Progress 2025/26 (RAG rating and commentary)
	<b>Finance Sub-Committee (Funding Budgets)</b>	<b>(26.666)</b>	<b>(26.666)</b>	<b>-</b>	
109	Council Tax increase % growth	(14.326)	(14.326)		Green - Council tax and business rates income collection is managed through the Collection Fund therefore no impact on current year funding target if actual amount collected was to vary from budget.
110	Council Tax increase base growth	(5.852)	(5.852)		Green - Council tax and business rates income collection is managed through the Collection Fund therefore no impact on current year funding target if actual amount collected was to vary from budget.
111	Business Rates Retention	(0.495)	(0.495)		Green - S31 Grants to be received in line with final settlement from MHCLG plus net income from NNDR1. Increase related to inflationary forecast increase in settlement funding assessment (related to business rates baseline)
112	Unringfenced general grants change	(3.012)	(3.012)		Green - grants to be received in line with final settlement from MHCLG
113	National Insurance increase contribution	(2.981)	(2.981)		Green - grants to be received in line with final settlement from MHCLG

# Section 3: Revenue Grants for approval

- 3.1. Cheshire East Council receives two main types of Government grants; specific purpose grants and general use grants. Specific purpose grants are held within the relevant service with a corresponding expenditure budget. Whereas general use grants are held in central budgets with a corresponding expenditure budget within the allocated service area.
- 3.2. Spending in relation to specific purpose grants must be in line with the purpose for which it is provided.
- 3.3. General use grants, also known as unring-fenced grants, are funds provided by the Government to local authorities without specific restrictions on how the money is spent. They allow councils to determine how best to utilise the funding to address local needs and priorities.
- 3.4. **Table 1** shows additional grant allocations that have been received over £1m that **Council** will be asked to approve.
- 3.5. **Table 2** shows additional grant allocations that have been received which are over £0.5m and up to £1m and are for **Committee** approval.

## Table 1 – Council Decision

### 3.6. Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding over £1,000,000

Committee	Type of Grant	£m	Details
Environment and Communities	Extended Producer Responsibility Grant  (Specific Purpose)	2.591	This is an increase on the MTFS forecast position. This grant is a policy approach where producers are given significant responsibility (financially and physically) for the management of their products and packaging at the end of their useful life. This shifts the burden of waste management away from local authorities and places it on those that create the waste. The fees collected from the producers are distributed to local authorities to help them manage packaging waste collection and recycling programs.
Economy and Growth	Enterprise Cheshire & Warrington (ECW): Skills Bootcamp  (Specific Purpose)	1.371	This is a new grant from the Department for Education. It is for the delivery of and management of Skills Bootcamps in geographical and neighbouring areas in agreement with relevant local authorities. This element of skills bootcamp is being delivered through Enterprise Cheshire and Warrington.

## Table 2 – Committee Decision

### 3.7. Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding over £500,000 up to £1,000,000

Committee	Type of Grant	£m	Details
Children and Families - Schools	Delivering Better Value in SEND  (Specific Purpose)	0.767	This is a new grant from the Department for Education. Its purpose is to support the ability to carry out relevant data analysis and assurance required during Phase 1 of the programme, as part of overall participation in the Delivering Better Value (DBV) in SEND programme.
Children and Families – Schools	Early Years Expansion Grant  (Specific Purpose)	0.634	This is a new grant from the Department for Education. This grant provides funding to support the early years sector as it prepares to deliver the final phase of expansion of the working parent entitlement from September 2025.

Committee	Type of Grant	£m	Details
Adults and Health – Public Health	OHID SSMTR Supplementary Substance Misuse Treatment & Recovery Grant  (Specific Purpose)	0.525	This is a new grant from the Department for Health and Social Care. The SSMTR (Supplementary Substance Misuse Treatment & Recovery) Grant, also known as the Drug and Alcohol Treatment and Recovery Improvement Grant (DATRIG), is a funding initiative by the DHSC to enhance drug and alcohol treatment and recovery services across England. It aims to increase access to treatment, improve the quality of provision, and support individuals in their recovery journey
Environment and Communities	Transitional Resource Grant  (Specific Purpose)	0.871	This is a new grant from the Department for Environment, Food and Rural Affairs. It covers the implementation of the weekly food collections and the cost of resources to implement this such as officer time, public communications, distributing food waste containers and project management related costs.
Environment and Communities	High Speed 2 (HS2) Ltd  (Specific Purpose)	0.850	This grant is from High Speed 2 (HS2) Ltd and is for landscape and environmental improvements in the Wybunbury area.

# Section 4: Capital

**Table 1: Financial Parameters for 2024/25 to 2027/28**

Parameter	Value (£m)			
	2024/25	2025/26	2026/27	2027/28
<b>Repayment of Borrowing</b>				
<b>Minimum Revenue Provision*</b>	15.327	17.977	21.920	23.934
<b>External Loan Interest</b>	19.412	18.359	19.271	20.995
<b>Investment Income</b>	(4.329)	(3.300)	(2.747)	(2.704)
<b>Contributions from Services Revenue Budgets</b>	(0.977)	(1.311)	(2.261)	(2.494)
<b>Total Capital Financing Costs</b>	<b>29.433</b>	<b>31.725</b>	<b>36.183</b>	<b>39.731</b>
<b>Use of Financing EMR</b>	<b>(2.100)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Actual CFB in MTFS</b>	<b>28.508</b>	<b>35.039</b>	<b>38.758</b>	<b>41.860</b>
<b>Budget Deficit /(Surplus)</b>	<b>(1.175)</b>	<b>(3.314)</b>	<b>(2.575)</b>	<b>(2.129)</b>
<b>Capital Receipts targets*</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>Flexible use of Capital Receipts</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

\*Anticipated MRP based on achieving capital receipts targets

- 1.1. The revised programme is funded from both direct income (grants, external contributions) and the Council's own resources (prudential borrowing, revenue contributions, capital reserve). A funding summary is shown in **Table 2**. For detailed tables by Committee please see **Annex 2**.
- 1.2. **Table 3** lists details of Delegated decisions up to £500,000 for noting.
- 1.3. **Table 4** lists Capital Supplementary Estimates over £500,000 and up to £1,000,000 for committee approval and Capital Virements over £500,000 and up to and including £5,000,000 that require Relevant Member(s) of CLT and Chief Finance Officer in consultation with Chair of the relevant Committee and the Chair of Finance Sub-Committee to approve.
- 1.4. **Table 5** lists Supplementary Capital estimates greater than £1,000,000 for recommendation to Council.



**Table 2: Capital Programme Update**

<b>CHESHIRE EAST COUNCIL CAPITAL PROGRAMME SUMMARY</b>					
<b>CAPITAL PROGRAMME 2025/26 - 2028/29</b>					
	<b>Forecast 2025/26 £m</b>	<b>Forecast 2026/27 £m</b>	<b>Forecast 2027/28 £m</b>	<b>Forecast 2028/29 £m</b>	<b>Total Forecast 2025-29 £m</b>
<b>Committed Schemes - In Progress</b>					
Adults and Health	0.132	0.424	0.000	0.000	<b>0.556</b>
Children and Families	46.836	20.285	16.945	13.403	<b>97.469</b>
Corporate Policy	12.991	3.265	2.377	0.600	<b>19.233</b>
Economy & Growth	44.420	39.649	47.806	49.559	<b>181.434</b>
Environment & Communities	23.822	2.646	6.033	9.285	<b>41.786</b>
Highways & Transport	64.245	64.629	32.495	93.317	<b>254.686</b>
<b>Total Committed Schemes - In Progress</b>	<b>192.446</b>	<b>130.898</b>	<b>105.656</b>	<b>166.164</b>	<b>595.164</b>
<b>CAPITAL PROGRAMME 2025/26 - 2028/29</b>					
	<b>Forecast 2025/26 £m</b>	<b>Forecast 2026/27 £m</b>	<b>Forecast 2027/28 £m</b>	<b>Forecast 2028/29 £m</b>	<b>Total Forecast 2025-29 £m</b>
<b>New Schemes</b>					
Adults and Health	0.000	0.000	0.000	0.000	<b>0.000</b>
Children and Families	0.910	0.000	0.000	0.000	<b>0.910</b>
Corporate Policy	3.490	1.663	1.377	0.000	<b>6.530</b>
Economy & Growth	0.000	0.000	0.000	0.000	<b>0.000</b>
Environment & Communities	0.549	0.370	0.214	0.349	<b>1.482</b>
Highways & Transport	8.147	12.960	13.069	11.502	<b>45.678</b>
<b>Total New Schemes</b>	<b>13.096</b>	<b>14.993</b>	<b>14.660</b>	<b>11.851</b>	<b>54.600</b>
<b>Total</b>	<b>205.542</b>	<b>145.891</b>	<b>120.316</b>	<b>178.015</b>	<b>649.764</b>
<b>Funding Requirement</b>					
<b>Indicative Funding Analysis: (See note 1)</b>					
Government Grants	128.403	93.235	39.007	102.750	<b>363.395</b>
External Contributions	14.160	21.230	26.673	40.606	<b>102.669</b>
Revenue Contributions	0.830	0.660	0.000	0.000	<b>1.490</b>
Capital Receipts	1.203	1.931	20.979	11.840	<b>35.952</b>
Prudential Borrowing (See note 2)	60.946	28.835	33.658	22.819	<b>146.258</b>
<b>Total</b>	<b>205.542</b>	<b>145.891</b>	<b>120.316</b>	<b>178.015</b>	<b>649.764</b>

**Note 1:**

The funding requirement identified in the above table does not currently represent a balanced and affordable position, in the medium term. The Council will need to transform the capital programme to reduce the number of schemes requiring Cheshire East Resources and the need to borrow.

**Note 2:**

Appropriate charges to the revenue budget will only commence in the year following the completion of the associated capital asset. This allows the Council to constantly review the most cost effective way of funding capital expenditure.

**Table 3: Delegated Decisions – Supplementary Capital estimates and Budget virements up to £500,000**

Committee / Capital Scheme	Amount Requested £m	Reason and Funding Source
<b>Supplementary Capital Estimates that have been made up to £500,000</b>		
<b>Adults and Public Health</b>		
Community - Rural Shared Prosperity Fund	0.088	New allocation for 2025-26 Rural UKSPF funding
<b>Children and Families</b>		
Family Hubs Transformation	0.105	New capital grant allocation for 2025-26 for Family Hubs Transformation
<b>Economy &amp; Growth</b>		
<b>Economic Development</b>		
UKSPF E22 and E29 capital interventions	0.350	SCE to be approved to reflect 25/26 allocation of UKSPF and should be in place for FR2. Funds to be transferred from Revenue
<b>Culture &amp; Tourism</b>		
Visitor Economy - Rural Shared Prosperity Fund	0.248	
<b>Highways &amp; Transport</b>		
Bus Priority	0.132	To be funded by BSIP Phase 3 grant
<b>Total Supplementary Capital Estimates Requested</b>	<b>0.923</b>	
<b>£m</b>		
<b>Capital Budget Virements that have been made up to £500,000</b>		
<b>Children &amp; Families</b>		
<b>Education and 14-19 Skills</b>		
Macclesfield Planning Area - secondary new places	0.200	Transfer budget to Tytherington High school project (CAP-10468)
Macclesfield Academy Resource Provision	0.100	Budget from CAP-10278 to be transferred to central High Needs allocation (CAP-10106)
New AP Free School	0.025	Transfer budget from New SEN Additional AP places (CAP-10599) to New AP Free School as no longer required as a separate project.
School Condition Grant	0.001	Return of remaining budget in School Condition Grant - Catering Block to central School Condition Grant allocation (CAP-00106)
<b>Facilities Management</b>		
Premises Capital (FM)	0.111	Virement from PSDS - 3B - Lot 1 programme aborted and no additional grant claims to be made, the Prudential Borrowing funding was allocated as match funding and there is a risk that SALIX request clawback, therefore the need for this funding to remain in the Capital Programme.
<b>Total Capital Budget Virements Approved</b>	<b>0.436</b>	
<b>Total Supplementary Capital Estimates and Virements</b>	<b>1.360</b>	

**Table 4: Requests for Supplementary Capital Estimates (SCEs) and Capital Virements**

Committee / Capital Scheme	Amount Requested £m	Reason and Funding Source
<b>Service Committee are asked to approve the Supplementary Capital Estimates above £500,000 up to and including £1,000,000</b>		
<b>Highways &amp; Transport</b>		
A500 Corridor OBC Update	0.903	Final tranche of DfT development grant funding to fund the production of an update OBC Update for the A500 scheme. The A500 Scheme is one of 42 schemes under review by DfT which should report back this Autumn. No spend on this grant will be incurred ahead of the review's anticipated conclusion
<b>Total Supplementary Capital Estimates Requested</b>	<b>0.903</b>	
<b>Service committee are asked to note Capital Budget Virements above £500,000 up to and including £5,000,000 for approval by Relevant Member(s) of CLT and Chief Finance Officer in consultation with Chair of the relevant Committee and the Chair of Finance Sub-Committee</b>		
<b>Corporate</b>		
ICT Hybrid Model	0.750	Virement from Infrastructure Investment Programme to ICT Hybrid Model to support Gemini Phase 2
<b>Highways &amp; Transport</b>		
A500 Corridor OBC Update	0.764	Virement from "A500 Dualling" project in respect of acquiring land. This land requirement now falls under "A500 Corridor OBC update" .
<b>Total Capital Virements requested</b>	<b>1.514</b>	
<b>Total SCEs and Virements</b>	<b>2.417</b>	

**Table 5: Requests for Supplementary Capital Estimates (SCEs) for Recommendation**

Committee	Amount Requested £m	Reason and Funding Source
<b>Finance Sub Committee are asked to recommend to Council the approval of the Supplementary Capital SCEs over £1,000,000</b>		
<b>Highways &amp; Transport</b>		
Public Transport Infrastructure	0.700	To add BSIP Phase 4 grant of £2,122,646 to the Capital Programme, distributed over four projects.
Bus Priority	0.623	
Real Time Passenger Information (RTPI)	0.750	
Macclesfield Bus Station	0.050	
<b>Total Supplementary Capital Estimates Requested</b>	<b>2.123</b>	
<b>Total Supplementary Capital Estimates and Virements</b>	<b>2.123</b>	

## Section 5: Reserves

### Management of Council Reserves

- 5.1 The Council's Reserves Strategy states that the Council will maintain reserves to protect against risk and support investment.
- 5.2 The opening balance at 1 April 2025 in the Council's General Fund Reserves was £6.3m, as published in the Council's Statement of Accounts for 2024/25.
- 5.3 At FR1, the closing balance at 31 March 2026 in the Council's General Fund Reserve is forecast to be £6.5m.
- 5.4 The current balance on reserves is insufficient in order to provide adequate protection against established and newly emerging risks, particularly the DSG deficit, which is projected to rise to £146m by year end and has been highlighted in the MTFS as having no alternative funding.
- 5.5 The Council also maintains Earmarked Revenue Reserves for specific purposes. The opening balance at 1 April 2025 was £23.1m.
- 5.6 During 2025/26, £14.9m will be drawn down to fund expenditure specifically provided for by services. This includes £3.8m to fund one off Transformation costs, £2.2m for Capital expenditure and £6.2m to support the collection fund. These balances fall within the forecasts approved during the MTFS budget setting process. £11.5m will be added back to reserves, this is predominantly related to the collection fund and will be used to mitigate future legislative changes over the short to medium term. Net movement on reserves is therefore £3.4m.
- 5.7 The indicative closing balance on Earmarked Reserves at 31 March 2026, is forecast at £19.6m. With the General Fund reserves of £6.5m, total reserves available for Council use at 31 March 2026 are forecast at £26.1m.
- 5.8 Unspent schools' budgets that have been delegated, as laid down in the Schools Standards Framework Act 1998, remain at the disposal of the school and are not available for Council use. These balances are therefore excluded from all reserve forecasts.

## **Reserves Balances**

**Table 1 – Adults and Health Committee**

Earmarked Reserves	Balance at 1 April 2025	Drawdowns to Support Service Costs (+)	Additional Funds to Reserve (-)	Forecast Balance at 31 March 2026	Notes
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Adults and Health Committee	£m	£m	£m	£m	
Public Health Reserve	(3.204)	0.207	0	(2.997)	Ring-fenced underspend to be invested in areas to improve performance against key targets.
PFI Equalisation - Extra Care Housing	0	0	(0.113)	(0.113)	Surplus grant set aside to meet future payments on existing PFI contract.
<b>Adults and Health Committee Total:</b>	<b>(3.204)</b>	<b>0.207</b>	<b>(0.113)</b>	<b>(3.110)</b>	

**Table 2 – Children and Families Committee**

Earmarked Reserves	Balance at 1 April 2025	Drawdowns to Support Service Costs (+)	Additional Funds to Reserve (-)	Forecast Balance at 31 March 2026	Notes
Children and Families Committee	£m	£m	£m	£m	
ILACS Spending Plan	(0.456)	0.456	0	0	To address the findings from the Ofsted inspection of local authority children's services.
<b>Children and Families Committee Total:</b>	<b>(0.456)</b>	<b>0.456</b>	<b>0</b>	<b>0</b>	

**Table 3 – Corporate Policy Committee**

Earmarked Reserves	Balance at 1 April 2025	Drawdowns to Support Service Costs (+)	Additional Funds to Reserve (-)	Forecast Balance at 31 March 2026	Notes
Corporate Policy Committee	£m	£m	£m	£m	

Collection Fund Management	(5.120)	6.199	(10.035)	(8.956)	To manage cash flow implications as part of the Business Rates Retention Scheme.
Capital Financing Reserves	(2.234)	2.234	0	0	To provide for financing of capital schemes, other projects and initiatives.
Insurance Reserve	(0.314)	0	0	(0.314)	To settle insurance claims and manage excess costs.
Elections General	(0.432)	0	0	(0.432)	To provide funds for Election costs every 4 years.
Digital Solutions Architect	(0.074)	0.074	0	0	To help fund the Digital Customer Enablement programme and will be key to realising the cost savings and efficiencies across the Council through a number of digital initiatives.
2025/26 Transformation Reserve 1	(3.500)	3.500	0	0	To support a group of projects across the Council's four Directorates to deliver improved service delivery through efficiency and revenue savings.
2025/26 Transformation Reserve 2	(5.300)	0.323	0	(4.947)	The Transformation Programme 2 reserve has been created to help mitigate one-off costs of the change delivery programme over the next two financial years.
ICT Programme	(0.300)	0.300	0	0	To support the costs associated with the Gemini project, including potential redundancies.
<b>Corporate Policy Committee Total:</b>	<b>(17.274)</b>	<b>12.660</b>	<b>(10.035)</b>	<b>(14.649)</b>	

**Table 4 – Economy and Growth Committee**

Earmarked Reserves	Balance at 1 April 2025	Drawdowns to Support Service Costs (+)	Additional Funds to Reserve (-)	Forecast Balance at 31 March 2026	Notes
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Economy and Growth Committee	£m	£m	£m	£m	
Place Directorate Reserve	(0.418)	0.418	0	<b>0</b>	To support a range of projects within the Place Directorate.
Investment (Sustainability)	(0.549)	0.050	0	<b>(0.499)</b>	To aid investment that can increase long-term financial independence and stability of the Council.
Legal Proceedings	(0.179)	0.025	0	<b>(0.154)</b>	To respond to insolvency/legal proceedings on land and property matters.
Tatton Park Trading Reserve	(0.050)	0.050	0	<b>0</b>	To support Tatton Vision capital project and for the replacement of vehicles
<b>Economy and Growth Committee Total:</b>	<b>(1.196)</b>	<b>0.543</b>	<b>0</b>	<b>(0.653)</b>	

**Table 5 – Environment and Communities Committee**

Earmarked Reserves	Balance at 1 April 2025	Drawdowns to Support Service Costs (+)	Additional Funds to Reserve (-)	Forecast Balance at 31 March 2026	Notes
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Environment and Communities Committee	£m	£m	£m	£m	
Strategic Planning	(0.287)	0	0	<b>(0.287)</b>	To meet costs associated with the Local Plan - site allocations, minerals and waste DPD. - Reserve needed in 26/27
Trees / Structures Risk Management	(0.084)	0	0	<b>(0.084)</b>	To help respond to increases in risks relating to the environment and adverse weather events.
Air Quality	(0.036)	0.036	0	<b>0</b>	Air Quality Management - DEFRA Action Plan. Relocating electric vehicle chargepoint in Congleton
Licensing Enforcement	(0.010)	0.010	0	<b>0</b>	Three year reserve to fund a third party review and update of the Cheshire East Council Taxi Licensing Enforcement Policies.
Flood Water Management (Emergency Planning)	(0.002)	0.002	0	<b>0</b>	Grant relating to Public Information Works.
Neighbourhood Planning	(0.041)	0.041	0	<b>0</b>	To match income and expenditure.
Street Cleansing	(0.022)	0.022	0	<b>0</b>	Committed expenditure on voluntary litter picking equipment and electric blowers.
<b>Environment and Communities Committee Total:</b>	<b>(0.482)</b>	<b>0.111</b>	<b>0</b>	<b>(0.371)</b>	

**Table 6 – Highways and Transport Committee**

Earmarked Reserves	Balance at 1 April 2025	Drawdowns to Support Service Costs (+)	Additional Funds to Reserve (-)	Forecast Balance at 31 March 2026	Notes
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Highways and Transport Committee	£m	£m	£m	£m	
Flood Risk and Adverse Weather Events	(0.400)	0.911	(1.193)	<b>(0.682)</b>	To help the service manage risks such as the impact of adverse weather.
Highways Procurement Project	(0.083)	0	0	<b>(0.083)</b>	To finance the development of the next Highway Service Contract. Depot mobilisation costs, split over 7 years from start of contract in 2018.
LEP - Local Transport Body	(0.019)	0	0	<b>(0.019)</b>	Contribution to LEP transport studies/consultancy . Ongoing working around Transport Legacy issues.
<b>Highways and Transport Committee Total:</b>	<b>(0.502)</b>	<b>0.911</b>	<b>(1.193)</b>	<b>(0.784)</b>	

**Table 7 – Earmarked Reserves Summary**

Earmarked Reserves	Balance at 1 April 2025	Drawdowns to Support Service Costs (+)	Additional Funds to Reserve (-)	Forecast Balance at 31 March 2026
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	£m	£m	£m	£m
Adults and Health Committee	(3.204)	0.207	(0.113)	<b>(3.110)</b>
Children and Families Committee	(0.456)	0.456	0	<b>0</b>
Corporate Policy Committee	(17.274)	12.660	(10.035)	<b>(14.649)</b>
Economy and Growth Committee	(1.196)	0.543	0	<b>(0.653)</b>
Environment and Communities Committee	(0.482)	0.111	0	<b>(0.371)</b>
Highways and Transport Committee	(0.502)	0.911	(1.193)	<b>(0.784)</b>
<b>Earmarked Reserves Total</b>	<b>(23.114)</b>	<b>14.888</b>	<b>(11.341)</b>	<b>(19.567)</b>
General Fund Reserve	(6.299)	0	(0.186)	<b>(6.485)</b>
<b>CEC Total Usable Reserves</b>	<b>(29.413)</b>	<b>14.888</b>	<b>(11.527)</b>	<b>(26.052)</b>