

\*Important Note: Proposals marked **RED** / **AMBER** have been identified as those only being considered for consultation and any subsequent implementation if the Local Government Funding Settlement does not sufficiently increase the funding to Cheshire East Council. **RED** items would be removed first where possible.

Detailed List of Proposed Budget Changes	Note	Change from Previous Years Budget			
		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
<b>Ensure that there is transparency in all aspects of Council decision making</b>					
Local Election Costs		0.150			
		<b>0.150</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Listen, learn and respond to our residents, promoting opportunities for a two-way conversation</b>					
Census 2021		-0.020			
		<b>-0.020</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Support and sustain a financial future for the Council, through service development, improvement and transformation</b>					
Pay inflationary increase		4.591	3.825	3.907	3.998
Housing Benefit – Supported Accommodation		1.300			
Core Financial System		0.719	-0.459		
Mitigation of reduction in the Dedicated Schools Grant (Corporate Services)		0.117	0.042	0.033	0.027
B4B unachievable savings - HR & TSC Budget Shortfall - ADD TO CORE FINANCIAL SYSTEM		0.045			
Mitigation of the year-on-year reduction in the Dedicated Schools Grant (ICT) - ADD TO DSG		0.033	0.065	0.089	0.109
Direct Payments	A *	-1.000			
Continuing Healthcare Reviews	A *	-1.000	-1.000		
Prevention and Early Help Service – Reduction of frontline workers in Prevention	R *	-0.265	-0.697		
Reduce the numbers of Business Support Staff in line with the repurposing of Children & Family Centres	R *	-0.200			
Reduce Base budget assigned to Community Grants	A *	-0.150			
Efficiency savings and Restructures within Corporate Services	A *	-0.300	-0.250		
Review Terms and Conditions	A *	-0.300	-0.100	-0.100	
Shared services review	A *			-0.200	
Improved Debt Recovery and correcting budgeted court costs income targets to reflect actual levels	A *	-0.290	0.225	0.050	0.050
Capital Programme Review		-1.000	1.000		
Member allowances and reduced mileage		-0.030			
Reduced travel and supplies and services for Early Help services		-0.026			
Reduce pensions budget to match latest forecasts		-0.140			
Review of corporate subscriptions		-0.035	-0.015		
Flexible Resourcing for Service Delivery for Regulatory Services		-0.050			
Urban Grass Cutting	A *	-0.100			
Improving customer experience – Highways correspondence	A *	-0.100			
Transfer of Congleton Visitor Information Centre		0.001	-0.020	-0.010	-0.020
Regulatory Services and Environmental Health ICT procurement			-0.009		
CCTV migration to wireless networks			-0.085		
Constellation Partnership		-0.040			
		<b>1.780</b>	<b>2.523</b>	<b>3.769</b>	<b>4.164</b>
<b>Maximise commercial opportunities for the Council</b>					
Orbitas income and management fee		0.032	0.021		
Public Rights of Way Resources (Revenue implications of Capital)		0.010			
Everybody Sport and Recreation Annual Management Fee	A *	-0.043	-0.042	-0.041	-0.040
Commercial Workstream	A *	-0.100			
Commercialisation of the Highway Service Contract	A *	-0.080			
Brighter Futures Together Programme Customer Experience	A *	-0.120	-0.133	-0.081	
Contract savings in the Peoples Directorate		-0.500			
Client Income in the Peoples Directorate		-0.100			
Establish an Education Psychologist traded service to enable a proactive early support and intervention offer			-0.025	-0.075	
Establish a traded service for non statutory elements of Attendance Service			-0.035	-0.035	
Review of governance of ASDVs and seeking increased opportunities for savings/ commercial opportunities		-0.315	-0.225	-0.100	
Increase income from hire of Children’s Centres		-0.010			
Ansa income generation and efficiencies - Food Waste Recycling		-0.259			
Strategic Leisure Review		0.000	-0.250		
		<b>-1.485</b>	<b>-0.689</b>	<b>-0.332</b>	<b>-0.040</b>
<b>Support and develop our workforce to be confident, motivated, innovative, resilient and empowered</b>					
Infrastructure Investment Programme (Revenue implications of Capital)		0.310	0.410	0.520	
Unified Communications (Revenue implications of Capital)		0.251	0.283	0.296	
People Directorate - ICT Procurements 2020-24 (Revenue implications of Capital)		0.060	0.063	0.066	0.019
Place Directorate - ICT Procurements 2020-24 (Revenue implications of Capital)		0.011	0.011	0.011	0.011
Corporate Directorate - ICT Procurements 2020-24 (Revenue implications of Capital)		0.002	0.002	0.002	0.002
Productivity and Efficiency in Adult Social Care	A *		-1.000		
Estates Transformation - Office Accommodation		-0.044	-0.100	-0.460	
Prevention and Early Help Service – Locality working and changes to the management structure of the Family Service	R *		-0.140		
Neighbourhood Estate Review		-0.090	-0.260		
Increased Useage of Digital Technology		-0.125			
To review of use of School Improvement Grant to provide capacity to support maintained schools		-0.060			
Reduce central training budget		-0.080			
		<b>0.235</b>	<b>-0.731</b>	<b>0.435</b>	<b>0.032</b>
<b>Open</b>		<b>0.660</b>	<b>1.103</b>	<b>3.872</b>	<b>4.156</b>

Detailed List of Proposed Budget Changes			2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
<b>Reduce health inequalities across the Borough</b>						
Pathfinder Cheshire East - Cheshire Community Action	A	*	-0.100			
Mental Health Floating Support	A	*	-0.120			
			<b>-0.220</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Reduce the reliance on long term care by improving services closer to home and more extra care facilities, including those with dementia</b>						
Investment in Adult Social Care			4.000	4.000	4.000	4.000
Growth for Care Fees in Adult Social Care			2.441			
Extra Care Housing – Catering / Restaurant Provision			0.300			
Investment in Advocacy Service			0.112			
Direction of travel for the Communities Team to focus more on the Intervention and Prevention Agenda to make cost savings, growth and future cost avoidance	A	*	-0.750	-0.750		
Fund the Cygnet programme for cared for children from pupil premium	A	*	-0.015			
Day Opportunities, Redesign, Strategy and Savings	A	*	-0.030	-0.070	-0.150	
Mental Health Services Review	A	*	-1.000			
Review agreements linked to intermediate care beds	A	*	-0.268			
Reduced capacity in Family Information Service			-0.050			
Electronic Call Monitoring Reclamation			-0.245	-0.030		
Cheshire Care Record			-0.138			
Review the use of the Cheshire East Lifelong Learning Service grant to reduce the requirement of Council funding			-0.110			
To reduce costs of School Liaison and Governance service with less use of external support			-0.010			
			<b>4.237</b>	<b>3.150</b>	<b>3.850</b>	<b>4.000</b>
<b>Safeguarding our children from abuse, neglect and exploitation</b>						
Increase capacity in SEND service to meet continuing demands on the service			0.100			
Move to Integrated Early Help Locality Service model	R	*	-0.167			
Learning Disabilities Future Service Development and Review	A	*	-1.000	-1.000	-1.000	
Reduced travel and supplies and services for Early Help services			-0.032			
Reduction in cost of external placements for cared for children			-0.435	-1.571	-2.007	
			<b>-1.534</b>	<b>-2.571</b>	<b>-3.007</b>	<b>0.000</b>
<b>Increase the life opportunities for young adults and adults with additional needs</b>						
Development and Partnerships Service	A	*			-0.300	
			<b>0.000</b>	<b>0.000</b>	<b>-0.300</b>	<b>0.000</b>
<b>Be the best Corporate Parents and improve outcomes for vulnerable children and young people</b>						
Investment in Cared for Children and Care Leavers			1.300	1.300	1.300	
			<b>1.300</b>	<b>1.300</b>	<b>1.300</b>	<b>0.000</b>
<b>A collaborative way of working with partners and families to support children to achieve their full potential</b>						
Reduction in contribution to Cheshire Youth Justice Service			-0.045			
			<b>-0.045</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Fairer</b>			<b>3.738</b>	<b>1.879</b>	<b>1.843</b>	<b>4.000</b>
<b>A great place for people to live, work and visit</b>						
Development of a Transit Site (Revenue implications of Capital)			0.027			
Tatton Park			0.000	-0.006	-0.028	-0.046
Asset / Service Transfer			-0.150	-0.030	-0.020	
			<b>-0.123</b>	<b>-0.036</b>	<b>-0.048</b>	<b>-0.046</b>
<b>Welcoming, safe and clean neighbourhoods</b>						
Fixed Penalty Income target			0.118			
Housing Services			-0.045			
			<b>0.073</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>To reduce the impact on our environment</b>						
Waste Contract Inflation and Tonnage Growth			0.810	0.644	0.657	0.613
Environment Strategy and Carbon Neutrality	A	*		0.020	-0.081	
Tree Risk Management				0.500		
Carbon Reduction - Replacement of existing illuminated signs and bollards with LED units	A	*		0.030	-0.004	-0.031
			<b>0.810</b>	<b>1.194</b>	<b>0.572</b>	<b>0.582</b>
<b>A transport network that is safe and promotes active travel</b>						
Parking Strategy (Revenue implications of Capital) - Subject to separate consultation	A	*	-0.327	-0.955		
Local Supported Buses - Subject to separate consultation	A	*	-0.117			
Community Transport			-0.025			
			<b>-0.469</b>	<b>-0.955</b>	<b>0.000</b>	<b>0.000</b>
<b>Greener</b>			<b>0.292</b>	<b>0.203</b>	<b>0.524</b>	<b>0.536</b>
<b>Total Proposed Budget Change</b>			<b>4.689</b>	<b>3.185</b>	<b>6.239</b>	<b>8.692</b>

Detailed List of Proposed Budget Changes		2021/22	2022/23	2023/24	2024/25
		£m	£m	£m	£m
Increased Council Tax Base - % increase planned at 1.99%		-4.567	-4.694	-4.835	-4.979
Increase Council Tax Base - New Homes		-1.838	-2.365	-2.412	-2.461
Central Pension adjustment based on Actuary results		-4.567	-1.900	1.500	
Use of Earmarked Reserve - Collection Fund deficit		-2.000			2.000
Use of (-) / Contribution to (+) Earmarked Reserves - General		2.237	-0.881	-0.820	
Deficit on Collection Fund due to COVID-19		2.147			-2.000
Minimum Revenue Provision		2.000	3.977	1.024	1.000
Capital Receipts Income removed from base budget		1.000			
Reduced commercial growth in Business Rates Retention Scheme		0.700			
Bad Debt Provision		0.200			
Contribution to General Reserves			1.000		-1.000
Change to New Homes Bonus funding estimate			1.679	1.427	1.213
<b>Central Budget Items</b>		<b>-4.689</b>	<b>-3.185</b>	<b>-4.116</b>	<b>-6.227</b>
<b>Funding Deficit</b>		<b>0.000</b>	<b>0.000</b>	<b>2.123</b>	<b>2.465</b>
<b>Funding Deficit - Cumulative Position</b>		<b>0.000</b>	<b>0.000</b>	<b>2.123</b>	<b>4.589</b>
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