

# **Adults and Health Committee**

## **Agenda**

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**Date:** Monday, 22nd September, 2025  
**Time:** 5.30 pm  
**Venue:** Council Chamber, Municipal Buildings, Earle Street, Crewe  
CW1 2BJ

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The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

It should be noted that Part 1 items of Cheshire East Council decision making meetings are audio recorded and the recordings will be uploaded to the Council's website

### **PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT**

1. **Apologies for Absence**

To note any apologies for absence from Members.

2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary interests, other registerable interests, and non-registerable interests in any item on the agenda.

3. **Minutes of Previous Meeting** (Pages 5 - 16)

To approve as a correct record the minutes of the previous meeting held on 23 June 2025.

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For requests for further information

**Contact:** Sam Jones

**Tel:** 01270 686643

**E-Mail:** [CheshireEastDemocraticServices@cheshireeast.gov.uk](mailto:CheshireEastDemocraticServices@cheshireeast.gov.uk)

4. **Public Speaking/Open Session**

In accordance with paragraph 2.24 of the Council's Committee Procedure Rules and Appendix on Public Speaking, set out in the [Constitution](#), a total period of 15 minutes is allocated for members of the public to put questions to the committee on any matter relating to this agenda. Each member of the public will be allowed up to two minutes each to speak, and the Chair will have discretion to vary this where they consider it appropriate.

Members of the public wishing to speak are required to provide notice of this at least three clear working days' in advance of the meeting.

Petitions - To receive any petitions which have met the criteria - [Petitions Scheme Criteria](#), and falls within the remit of the Committee. Petition organisers will be allowed up to three minutes to speak.

5. **First Financial Review of 2025/26** (Pages 17 - 88)

To note and comment on the First Financial Review and Performance Position of 2025/2026.

6. **Accommodation with Care Contract: Decision to Recommission** (Pages 89 - 96)

To consider a report which seeks approval from Members to recommission the 'Accommodation with Care' contract (Residential and Nursing Care Homes) ahead of the contract expiry date 31<sup>st</sup> March 2026.

7. **Future Options for Catering in Oakmere and Willowmere Extra Care Housing** (Pages 97 - 164)

To consider a report which outlines actions taken to understand the resident's catering needs, assess market interest in delivering a service in the schemes, and identifies a preferred future service model.

8. **Recommissioning of Sexual Health Service** (Pages 165 - 176)

To consider a report which seeks approval to proceed with the recommission of the Integrated Sexual Health Service in Cheshire East.

9. **Adult Social Care Transformation Plan Update** (Pages 177 - 204)

To receive a report which provides an update on the progress of the Adult Social Care Transformation Programme as outlined in a report to January 2025 committee.

10. **Smoking Cessation Incentive Scheme Update** (Pages 205 - 218)

To consider a report which presents an evaluation of the Cheshire East Smoking in Pregnancy Incentives Scheme and recommends the transition to the National Smoke-Free Pregnancy Incentive Scheme.

11. **Minutes of the Cheshire East Health and Wellbeing Board** (Pages 219 - 224)

To receive the minutes of the Cheshire East Health and Wellbeing Board – 1 July 2025.

12. **Work Programme** (Pages 225 - 228)

To consider the Work Programme and determine any required amendments.

**Membership:** Councillors L Anderson (Vice-Chair), S Adams, C Bulman, N Cook, S Corcoran, S Gardiner, R Moreton, H Moss, J Place, J Rhodes (Chair), L Wardlaw, S Holland and A Kolker

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**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Adults and Health Committee**  
held on Monday, 23rd June, 2025 in the Council Chamber, Municipal  
Buildings, Earle Street, Crewe CW1 2BJ

**PRESENT**

Councillor J Rhodes (Chair)  
Councillor L Anderson (Vice-Chair)

Councillors S Adams, C Bulman, J Clowes, N Cook, S Corcoran, S Gardiner,  
R Moreton, H Moss, J Place and L Wardlaw

**OFFICERS IN ATTENDANCE**

Helen Charlesworth-May, Executive Director of Adults, Health and Integration  
Jill Broomhall, Director of Adults Social Care  
Nikki Wood-Hill, Lead Finance Business Partner  
Roisin Beressi, Principal Lawyer  
Dan Coyne, Head Integrated Commissioning  
Dan McCabe, Head of Integrated Urgent Care  
Alex Jones, Better Care Fund Programme Lead  
Professor Rod Thompson, Director of Public Health  
Sam Jones, Democratic Services Officer

**1 APOLOGIES FOR ABSENCE**

There were no apologies for absence from Members.

**2 DECLARATIONS OF INTEREST**

In the interest of openness and transparency, the following declaration  
was made:

In relation to Item 13, Councillor Corcoran declared that he was the Chair  
of the Health and Wellbeing Board.

**3 MINUTES OF PREVIOUS MEETING**

Councillor Gardiner requested it be noted that at the meeting of the Adults  
and Health Committee on 24 March 2025, Councillor Sewart was present  
as substitute for Councillor Clowes.

**RESOLVED:**

That the minutes of the meeting held on 24 March 2025 be approved as a  
correct record and signed by the Chair.

#### **4 PUBLIC SPEAKING/OPEN SESSION**

There were no public speakers registered.

#### **5 FINAL OUTTURN 2024/25**

The committee considered a report which provided an overview of the Cheshire East Council final outturn for the financial year 2024/25, from Nikki Wood-Hill, Lead Finance Business Partner.

The Committee were updated that there had been an improvement in the finances, with the Adults and Health Committee having a smaller pressure of £17.6 million; it was highlighted that external care costs continued to be the main driver for the pressure. It was noted that the recommendation for Council is that the full level of exception financial support was to be utilised to support the transformation plan and add to the council's reserves.

Members were updated that in 24/25 the Adults, Health and Integration directorate had not recognised the full year impact of the pressures from 23/24, as these had occurred towards the end of the year, as the council was going through close down process. The bulk of overspend from 24/25 related to the full year effect of 23/24, plus some one off expenditure funding from 23/24 which was not recurrent in 24/25. As a result, in 24/25 the council tracked expenditure closely, and at the end of quarter 3, when approving the 25/26 budget, a "most likely case" scenario was factored in. It was noted that the report stated that during the last three months of 24/25, activity dipped unexpectedly, so for 25/26 the council have recognised all of the recurrent costs from 24/25. In addition, the council had set aside funding for pay inflation in commissioned care costs to a level which it has not done previously.

Members were updated that, at this moment in time, there was no obvious reason as to why there should be an overspend in 25/26; the transformation plan for Adults Social Care was explicitly intended to address the key drivers of the overspend over the last 2-3 years.

It was noted that the first year of the transformation programme would look at how Cheshire East Council could get better control of care packages for working age adults to reduce the costs, and would be looking into the models of care and associated pricing models to identify how the council could better support people with the budgets available in order to reduce costs. In year 2 of transformation plan the council would look to remodel care and housing to deliver it in a more efficient way. Cheshire East Council were comfortable that plans were in place to ensure that that over the next two years the Adults Social Care budget reflects levels that which could be reasonably expected, given the nature of the aging population within the borough.

However, it was noted that there were items over which the council did not have control, such as the budgetary pressures facing the NHS, and it was possible that the council would see the NHS asking local authorities to pick up costs which the council is not responsible for.

Members were updated that Cheshire East Council would not purchase care packages from providers where the quality of care was not appropriate and had developed a set of quality assurance ratings which it used to review care quality; this was done on a routine basis. It was noted that the council only worked with providers which it viewed delivered a quality of care which was acceptable; where the council were worried about quality, it took active steps to support providers.

Members requested details of the Earmarked Reserves. Officers committed to sharing the minutes of the Corporate Policy Committee which took place on the 12 June 2025 concerning the Earmarked Reserves, so that members could see the discussion and the proposed amendments to the recs which took place there. The details were contained within the [Corporate Policy Minutes available here](#) on page 2.

It was noted that there was no capital programme for the Adults and Health Committee at present, and there was a requirement that the Public Health Reserve be kept separate.

Members thanked officers for their work to date in reducing the overspend for the Adults and Health Committee.

It was noted that that recommendation four contained within the report was not associated with the Adults and Health Committee, and Members would not vote on it.

Councillor John Place joined the meeting at 1055.

### **RESOLVED (Unanimously):**

That the Adults and Health Committee:

1. Consider the overall financial performance of the Council in the 2024/25 financial year, as contained within the report, as follows:

- a) A Net Revenue Overspend of £17.6m against a revised budget of £365.8m (4.8% variance) funded by conditional Exceptional Financial Support (Capitalisation Direction) via borrowing.
- b) General Reserves closing balance of £6.3m.
- c) Capital Spending of £88.4m against an approved programme of £215.8m (59% variance).

2. Consider the contents of Annex 1.

3. Approve the new Reserves in the Reserves Section (Annex 1, Section 5, Table 1) which includes proposed movements to reserves.

## **6 CONNECT TO WORK FUNDING**

The committee considered a report which sought approval from the Adults and Health Committee for the Connect to Work delivery proposals, and for a recommendation to be made to Full Council for approval to receive and spend the grant.

The Committee were updated that the Connect to Work programme would be delivered by three neighbouring local authorities (Cheshire East Council, Cheshire West and Chester Council (CWAC) and Warrington Borough Council) who already had strong working relationships and collaborate on skills, employment and growth.

It was noted that the governance arrangements for the programme were not expected to be complete until August 2025.

The committee were updated that CWAC were the lead for programme, and this had been decided by the Department for Work and Pensions (DWP), and they have lead accountable status. It was noted that the full allocation of the programme, across the three local authorities was in region of £14.3 million over five years. It was noted that CWAC would receive a higher proportion of funding due to the current resourcing levels within their Supported Employment Team, and therefore higher target for job starts, however Cheshire East Council would deliver the same quality of service and would be working closely with colleagues in the Children and Families directorate to ensure beneficial delivery.

Members were updated that officers would be looking to target those individuals in harder to reach rural areas, and this would form part of the action plan. It was noted that several methods would be used to ensure that as many people as possible could be reached with this programme and Members stated the importance of helping those with disabilities to get back into work.

It was noted that CWAC would be responsible for the commissioned element of the programme, and there would be some associated project management and outsourced fees and elements, however benchmarking had taken place in relation to the expected figures. It was noted that the £500,000 received from the UK Shared Prosperity Fund would not need to be paid back, and that the DWP had set the yearly allocations, with the peak being towards the middle of the programme.

Members requested details of the successes the Cheshire East Supported Employment Team had had over recent years, and details of the 55 sustainments in paragraph 7 of the report. Officers committed to provide a written response.



Members requested details of the levels of referrals Cheshire East was taking, and how the investment made by Cheshire East Council differs from that of CWAC and Warrington Borough Council. Officers committed to provide a written response to this.

Councillor Gardiner proposed an amendment to add a fourth recommendation to the report:

*“Request officers to bring a further paper to the Adults and Health Committee which sets out performance monitoring and management information to enable the committee to make further decisions on governance.”*

This amendment was seconded by Councillor Moss and accepted by the committee as a friendly amendment.

**RESOLVED (Unanimously):**

That the Adults and Health Committee:

1. Agree that the funding be accepted and approve the proposed spend to use this additional funding as set out in para 20-23.
2. Approve the proposed “Connect to Work Action Plan” as set out in Appendix 1.
3. Recommend to Council the approval of a Supplementary Revenue Estimate (SRE) of the value of £2,090,769 referenced in para 35 over the 2025-2030 financial years.
4. Request officers to bring a further paper to the Adults and Health Committee which sets out performance monitoring and management information to enable the committee to make further decisions on governance.

**7 BETTER CARE FUND PLAN 2025-26**

The committee considered a report which provided a summary of the Better Care Fund planning guidance for 2025/26 and requested approval from the committee.

The Committee were updated that the objectives of the fund reflected the national targets:

- Provide more care closer to home.
- Increase the focus on prevention so that people can living healthier and more independent lives.
- Harness digital technology to transform care.
- Provide stability through the winter period 2025/26.
- Review our approach to Discharge to assess.

- Ensure that our local programme provides value for money, good outcomes, are impactful and bring about meaningful change to people's lives.

It was noted that the Better Care Fund plan will not be used for the national switchover from analogue to digital telecare provision.

The Disabled Facilities Grants would fund adaptations to people's homes to make it easier for them to remain living at home rather than being moved into residential care. The improvements could be adaptations such as a stairlift or providing a downstairs shower room. It was noted that there was a programme in place to look to recover any equipment which was no longer of use.

Members were updated that due to national and regional timelines which were not within the Council's control, they were being asked to approve a plan for 2025 / 2026 a number of months into the municipal year. Officers acknowledged this and would look into this for the future.

Members were updated that the term "high intensity user" was an individual who was accessing adult health and social care services on a frequent basis, and that the Mental Health Intensive Support Team were an external provider who supported those who had been discharged from hospital, working with individuals for between two and four weeks from their point of discharge on rehabilitation, and how to settle back in to own homes.

Members queried details in the table provided on page 147 of the agenda pack and officers committed to providing a written response.

*Councillor Moreton was not present for the vote.*

**RESOLVED (Unanimously):**

That the Adults and Health Committee:

1. Approve the Better Care fund plan for Cheshire East for 2025/26.

**8 APPOINTMENTS TO SUB-COMMITTEES, WORKING GROUPS, PANELS, BOARDS AND JOINT COMMITTEES**

The committee received a report which sought to appoint members to Sub-Committees, Working Groups, Task and Finish Groups, Panels, Boards and Joint Committees.

The committee considered the report which sought approval from the Adults and Health Committee to appoint the bodies referred to in the report and to nominate members to them. The annual report was presented which all Service Committees receive respective to their sub-committees

and working groups. The committee were asked to make appointments as follows:

- **Cheshire East Health and Wellbeing Board.** This is a joint board to which this Council appoints three councillors as voting members. The terms of reference were set out within the Constitution. The Corporate Policy Committee, Adults and Health Committee and Children and Families Committee are required to appoint x1 nominee each.  
**Councillor Jill Rhodes had been nominated as the Adults and Health Committee Member for the year 2025-26.**
- **Joint Extra Care Housing Management Board.** This is a joint board of Cheshire East Council and Cheshire West and Chester Council, with each Council appointing three Members. The Corporate Policy Committee, Finance Sub Committee and Adults and Health Committee are required to appoint x1 nominee each.  
**Councillor John Place had been nominated as the Adults and Health Committee Member for the year 2025-26.**

Where nominations had been put forward, the committee were asked to approve these nominations as set out, as recommendation 1 of this report, and for any positions which are yet to be filled, nominations should be submitted to the Head of Democratic Services, Brian Reed, as recommendation 2 of this report.

*Councillor Moreton was not present for the vote.*

**RESOLVED (By Majority):**

That the Adults and Health Committee:

1. Appoints the sub-committees, working groups, panels, boards and joint committees for 2025-26, and the member appointments to them, as set out within this report.
2. Where appropriate, agrees to submit member nominations to the bodies below to the Head of Democratic Services.

**9 RECOMMISSION OF EXTRA CARE HOUSING AND CARE AT HOME CARE AND SUPPORT SERVICES**

The committee received a report regarding the merging of the care and support services delivered across Care at Home and Extra Care Housing into one contract and one service offer, which provided details of how the new care model would support the needs of the borough both now and in the next seven years.

The Committee were updated that the Care at Home Recommission was closely linked the Council's Transformation Plan. It was noted that Adult

Social Care Services currently work with 63 commissioned providers and work was underway to assess the recommended number of providers, but the details were not yet ready. It was noted that the current contracts were supporting users and meeting their needs, but there was a need to significantly reshape and redesign the care which the council provided in order to maximise the capacity and ensure that it was operating in the most efficient way; by involving the community and voluntary sectors. The new model would look to ensure that voluntary sector were funded in a way to ensure sustainable and successful delivery.

The committee were updated that officers had engaged with an external organisation which had profiled demand and capacity for Cheshire East to ensure that the eight care communities would have the appropriate resources in place; there was significant planning and scrutiny being undertaken to ensure that the growing demand in the borough, due to the large aging population in Cheshire East, can be managed. It was noted that issues of social isolation would be addressed in connecting individuals to their community to aid their support.

The committee were updated that it was necessary to look at how care could be strategically commissioned to make use of local providers to make a more efficient use of resources throughout the borough. It was noted that officers were currently engaging with local education establishments in the areas, such as Staffordshire University. As well as this, the Council would review individual care packages to ensure that they were still appropriate and look into how assisted technology could help provide the same quality of care with reduced resource.

The committee were updated that the next People Panel Session would be held in August 2025 and feedback had been collated from the previous sessions to build on this.

Members noted the importance of communications to ensure that this does not cause increased anxiety to service users.

Councillor Rhodes proposed an amendment to recommendations 1, 2, 3, 4 and 5 to change the wording from “support” to “approve”. This amendment was seconded by Councillor Cook and accepted as a friendly amendment by the committee.

**RESOLVED (Unanimously):**

That the Adults and Health Committee:

1. Approve the justification for the final extension request and subsequent approval for the Care at Home and Extra Care Housing Contracts.
2. Approve the merging of Care at Home and Extra Care Housing care and support services.

3. Approve the transformational approach of these services over the contracts three – seven year implementation, working in a manner that contributes and works alongside the savings targets associated with this workstream.

4. Approve resident-focused and financially sustainable service design principles.

5. Approve the Council's long term intention to move to a localities-based model of care delivery, reducing the number of home care providers that we are contracted to work with and enhancing the lives of residents by improving access to our services, supporting independence and resilience, reducing the need for services, and promoting community growth.

#### **10 CQC LOCAL AUTHORITY ASSURANCE OUTCOME BRIEFING**

The committee received a report which detailed the outcome of the Local Authority assurance visit by the Care Quality Commission during week beginning 20 January 2025.

The Committee were updated that as a result of the CQC Assessment, Cheshire East Council's Adults Social Care department was reviewed as GOOD across all care quality statements; one of the highest ratings currently awarded nationally to local authorities. In comparison to other local authorities who had received a GOOD rating, very few had been rated as high as Cheshire East Council for their "care assessment" process.

It was noted that the CQC assessment report detailed further areas of improvement for the directorate, which were already areas which officers were aware of, and there was now an Improvement Plan and Progress Tracker in place to assist the authority with further progress.

Members and officers praised the hard work of the social care staff and leadership and commended the good result.

#### **RESOLVED:**

That the information contained within the report be considered and noted.

#### **11 PREVENT AND CHANNEL PANEL STATUTORY RESPONSIBILITIES**

The committee received a report on the changing landscape and statutory responsibilities in relation to PREVENT.

The committee were updated that local authorities were legally required to coordinate Channel Panel and PREVENT across their borders. As a result of missed opportunities prior to recent events, such as the Southport killings in 2024 and the death of David Ames MP in 2021, significant changes had been made to the Channel Panel and PREVENT, and local

strategies and policies had been updated to reflect national changes. Cheshire East Council relied on partners within the Police to provide information on those who hold firearms licenses within the borough.

It was noted that Cheshire East Council was subject to an annual assessment by the Home Office on their PREVENT duties, and Cheshire East had exceeded or met every assessment level.

It was noted that most referrals received were regarding children aged 11 – 17, and since the Southport killings, the referral rate had increased by about 35%.

Cheshire East Council was to submit a funding bid to Home Office to allow for the provision of training in schools and colleges to make students more aware of the risks of accessing extreme content online, and would extend this training to older individuals with learning difficulties in higher educational establishments. It was noted that the Home Office provided training materials which Cheshire East council could access, but the authority also produced their own.

It was noted that if any Members, or a member of the public had concerns, then these could be raised by making a referral to the Police Counter Terrorism Unit.

**RESOLVED:**

That the information contained within the report be considered and noted.

*Councillor Moreton left the meeting at 13:40 and did not return.*

**12 ADULTS SERVICE SCORE CARD 2024 (QUARTER 4)**

The committee received a report which provided the Adults and Health Committee members with an overview of key activity and performance in Adults Social Care Services for Quarter 4 2024.

The Committee were updated on the key figures of the report:

- There were 19 fewer individuals aged 65+ in permanent residential and nursing placements who were being supported compared to the previous year.
- Every week 844 additional hours of domiciliary care were being provided.
- There had been a 35% increase in contacts to the “front door”, however this had not led to a significant rise in those which were going on to receive an assessment, as their needs had been met without formal care and support.
- There had been an increase in individuals completing reablement without requiring ongoing care.

It was noted that the numbers of individuals entering residential care were reducing, but those accessing domiciliary care had gone up, but higher numbers had been expected.

It was noted that there had been an increase in safeguarding concerns and S42 enquiries, which was positive as it showed that issues were being identified at an earlier stage, and work was ongoing to reduce inappropriate referrals.

The committee were updated that work was being undertaken with regards to telecare services and “smart speakers” in order to see if they could be a useful assistant to those who required help at home. The committee were updated that officers were currently working on a new Accommodation Strategy, which would review all forms of care accommodation and would form a source document for planning colleagues to draw on when considering planning applications for care homes. It was noted that this strategy would need to be an addendum to the Local Plan to allow the local authority to be better placed to resist these planning applications where necessary.

It was noted that a project was underway regarding self-funders, where individuals who believed that they required residential care services could come to the Council to ask for advice on the best solution for them. It was noted that to date, none of these individuals had been advised that long term residential care was the best option for them; the Council was looking for solutions to keep people in their own homes for longer where appropriate.

**RESOLVED:**

That the information contained within the report be considered and noted.

**13 MINUTES OF THE CHESHIRE EAST HEALTH AND WELLBEING BOARD**

**RESOLVED:**

That the minutes of the Cheshire East Health and Wellbeing Board held on 18 March 2025 be received and noted.

**14 WORK PROGRAMME**

The committee considered the Work Programme.

Members were asked to review the work programme and contact the Chair or Democratic Services with any suggestions of scrutiny items that they would like to put forward for the Committee.

It was noted that the Work Programme detailed a report for noting, the “Adults Social Care Performance Score Card 2024 (Quarter 4)” which was an error as this report was brought to the committee meeting for scrutiny.

**RESOLVED:**

Members requested that the following items be added to the Work Programme:

- Connect To Work Governance Report
- CQC Improvement Plan Report
- Extra Care Housing Report

Members requested that officers consider whether the Better Care Fund Report would be received by the Adults and Health Committee or the Health and Wellbeing Board.

The meeting commenced at 10.30 am and concluded at 2.20 pm

Councillor J Rhodes (Chair)



OPEN

## **Adults and Health Committee**

**22 September 2025**

**First Financial Review of 2025/26**

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**Report of: Executive Director of Resources, Section 151 Officer**

**Report Reference No: AH/01/25-26**

**Ward(s) Affected: Not applicable**

**For Decision or Scrutiny: Both**

### **Purpose of Report**

- 1 This report provides the current forecast outturn for the financial year 2025/26 based on our income, expenditure and known commitments as at the end of June 2025. It also identifies actions that are being taken to address adverse variances to urgently address our financial sustainability.
- 2 The report provides the forecast outturn for all services, to provide Members with contextual information on the position for the whole Council. Members are asked to focus their scrutiny on the forecasts and supporting information relating to services within the remit of the Committee whilst understanding the overall context.
- 3 The report highlights any changes and external pressures that are impacting the Council since setting the budget in February 2025.
- 4 As set out in previous Financial Reviews, the requirement to continue to identify further actions to bring the Council back to a position where we are living within our means remains, and it will be important that these actions are closely monitored, and appropriate action taken to manage our resources. This report includes information on the actions that are currently underway.
- 5 Reporting the financial forecast outturn at this stage, and in this format, supports the Council's vision of being an effective and enabling Council as set out in the Cheshire East Plan 2025-2029.
- 6 The report also requests member approval for amendments to the Council's budget in line with authorisation levels within the Constitution.

- 7 The full report to Finance Sub Committee on 10 September 2025 includes additional information on debt, Council Tax and Business Rates collection, Treasury Management and Prudential Indicators. The report can be found here: [Finance Sub Committee meeting 10/9/2025](#).

### Executive Summary

- 8 This is the First Financial Review monitoring report (FR1), showing the forecast outturn position for the 2025/26 financial year.
- 9 The report provides the current forecast outturn position for the revenue budget, capital budget and Dedicated Schools Grant (DSG) for the financial year 2025/26 based on our income, expenditure and known commitments as at the end of June 2025.
- 10 The First Financial Review (FR1) forecast revenue outturn is an **adverse variance of £3.1m** (after the application of planned use of conditional Exceptional Financial Support **£25.3m** as set out in the approved budget in February 2025). Further details are shown in **Table 1** in paragraph 23.
- 11 All Directorates continue to work on mitigation plans to improve the overall forecast overspend position and in doing so, are highlighting any risks associated with mitigations currently reflected in the reported £3.1m overspend.
- 12 The value of additional mitigation plans not yet reflected as delivered at FR1 are estimated at £2.8m, giving a potential improved overall forecast of £0.3m overspend. However, should the current mitigations included in the FR1 forecast not materialise, alongside further risks identified, then the forecast overspend position could increase to £18.7m adverse. Further updates will be provided at FR2.
- 13 Each Directorate have plans underway to deliver approved budget changes (growth and savings) identified as part of the 2025/26 approved budget per MTFS line – see paragraph 31 below and **Annex 1, Section 2** of the report.
- 14 The opening DSG deficit is £112.1m with an in-year projected movement of £33.5m to forecast a year end deficit of £145.6m – refer to paragraphs 40-42 for further details. Further reporting on the DSG Management Plan is being taken to the next Children's and Families Committee which outlines the plan to stabilise the DSG and start reducing the deficit.
- 15 The capital programme for the current year is forecasting expenditure of £205.5m in year, an underspend of £3m against a budget of £208.4m at Outturn. This is an increase against the approved MTFS budget of £173m due to increases in Supplementary Capital Estimates (SCEs) of £22.3m as well as some reprofiling of projects.
- 16 The overall forecast revenue overspend of £3.1m remains a significant financial challenge for the Council when considered in addition to the planned use of Exceptional Financial Support (EFS) of £25.3m. Reserves at out-turn were £29.4m, being £6.3m of General Fund Reserves and £23.1m of Earmarked

Reserves. A planned net use of Earmarked Reserves and the General Fund Reserve is forecast at £3.3m leaving £26.1m total available reserves. The Council's level of reserves is therefore insufficient to cover the current forecast revenue outturn for the year without further action. Further details are also available in the following Annexes to the main report.

#### **Annex 1: Detailed First Financial Review 2025/26**

- **Section 1** 2025/26 Forecast Outturn
- **Section 2** 2025/26 Directorate Revenue Commentary and update on 2025/26 Approved Budget Change Items
- **Section 3** Revenue Grants for approval
- **Section 4** Capital
- **Section 5** Reserves

#### **Annex 2: Detailed Capital Programme 2025/26**

### **RECOMMENDATIONS**

The Adults and Health Committee to:

1. Review the factors leading to a forecast adverse Net Revenue financial pressure of £3.1m against a revised budget of £440.5m (0.7%). To scrutinise the contents of **Annex 1, Section 2** and review progress on the delivery of the MTFS approved budget policy change items, the RAG ratings and latest forecasts, and to understand the actions to be taken to address any adverse variances from the approved budget.
2. Review the in-year forecast capital spending of £205.5m against an increased capital budget of £208.5m. This was adjusted at outturn following an approved MTFS budget of £173m.
3. Approve the Supplementary Revenue Estimate Request for Allocation of Additional Grant Funding over £500,000 and up to £1,000,000 as per **Annex 1, Section 3, Table 2**.
4. Note the available reserves position as per **Annex 1, Section 5**

### **Background**

- 17 The Council operates a financial cycle of planning, review, management and reporting. This report ensures that we review where we are and provide a forecast outturn position for the 2025/26 financial year, whilst also identifying the actions that need to be taken to manage our overall resources. The information in this report also supports planning for next year's budget by identifying issues that may have medium term impacts.

- 18 The Council set its 2025/26 annual budget in February 2025. The budget was balanced, as required by statute, with planned use of EFS, by way of a capitalisation direction, totalling £25.3m, plus £24.3m of transformation savings to achieve in year, and included important assumptions about spending in the year. The budget is part of the Medium-Term Financial Strategy (MTFS) 2025 to 2029.
- 19 This single view of the financial picture of the Council provides the overall financial context.
- 20 The management structure of the Council is organised into the following directorates:
- Adults, Health and Integration
  - Children's Services
  - Place
  - Resources
  - Chief Executive's Office
  - Governance, Compliance and Monitoring
- 21 The Council's reporting structure provides forecasts of a potential year-end outturn within each directorate during the year, as well as highlighting activity carried out in support of each outcome contained within the Cheshire East Plan. Budget holders are responsible for ensuring they manage their resources in line with the objectives of the Council and within the approved budget.
- 22 For the purposes of each committee, these directorate budgets are aligned to a specific committee and the appendices to this report provide information at a level that should enable the committee to scrutinise the causes of any variations in budget and appropriate actions needed to bring the Council back into line in terms of managing its resources.

### **2025/26 Revenue Outturn – Financial Review 1 (FR1)**

- 23 Overall, the First Financial Review (FR1) forecast revenue outturn is an **adverse variance of £3.1m** (after the application of planned use of conditional Exceptional Financial Support **£25.3m** as set out in the approved budget in February 2025). Further details are shown in **Table 1 below**.

<b>Table 1</b> <b>2025/26 FR1</b>	<b>Revised Budget £m</b>	<b>Forecast Outturn £m</b>	<b>Forecast Variance £m</b>
<b>Service Committee</b>			
Adults and Health	167.257	166.962	(0.295)
Children and Families	97.352	106.350	8.998
Corporate Policy	43.671	43.734	0.062
Corporate Policy- Cross Transformation	(13.452)	(3.821)	9.631
Economy Growth	28.741	26.456	(2.285)
Environment and Communities	43.670	41.125	(2.545)
Highways and Transport	17.151	17.265	0.114
<b>Total Service Budgets</b>	<b>384.390</b>	<b>398.071</b>	<b>13.681</b>
<b>Finance Sub:</b>			
Central Budgets	56.068	45.535	(10.533)
Funding	(415.197)	(415.197)	-
<b>Total Finance Sub</b>	<b>(359.129)</b>	<b>(369.662)</b>	<b>(10.533)</b>
Exceptional Financial Support	(25.261)	(25.261)	-
<b>TOTAL</b>	<b>0.0</b>	<b>3.147</b>	<b>3.147</b>

- 24 All Directorates continue to work on mitigation plans to improve the overall forecast overspend position and in doing so, are highlighting any risks associated with mitigations currently reflected in the reported £3.1m overspend.
- 25 The value of additional mitigation plans not yet reflected as delivered at FR1 are estimated at £2.8m, giving a potential improved overall forecast of £0.3m overspend (see Optimistic forecast Table 2). However, should the current mitigations included in £3.1m FR1 forecast not materialise, then the pessimistic forecast position could increase to £18.7m (see Table 3). Further updates will be provided at FR2.

26 Table 2 Optimistic position

Table 2 – Optimistic position 2025/26 FR1	Revised Budget £m	Forecast Outturn £m	Forecast Variance £m
<b>Service Committee</b>			
Adults and Health	167.257	166.562	(0.695)
Children and Families	97.352	105.050	7.698
Corporate Policy	43.671	43.734	0.062
Corporate Policy- Cross Transformation	(13.452)	(3.821)	9.631
Economy Growth	28.741	26.456	(2.285)
Environment and Communities	43.670	40.125	(3.545)
Highways and Transport	17.151	17.265	0.114
<b>Total Service Budgets</b>	<b>384.390</b>	<b>395.371</b>	<b>10.980</b>
<b>Finance Sub:</b>			
Central Budgets	56.068	45.400	(10.668)
Funding	(415.197)	(415.197)	-
<b>Total Finance Sub</b>	<b>(359.129)</b>	<b>(369.797)</b>	<b>(10.668)</b>
Exceptional Financial Support	(25.261)	(25.261)	-
<b>TOTAL</b>	<b>0.0</b>	<b>0.313</b>	<b>0.313</b>

27 **Table 3 Pessimistic position**

<b>Table 3 – Pessimistic position 2025/26 FR1</b>	<b>Revised Budget (NET) £m</b>	<b>Forecast Outturn £m</b>	<b>Forecast Variance £m</b>
<b>Service Committee</b>			
Adults and Health	167.257	171.862	4.605
Children and Families	97.352	108.050	10.698
Corporate Policy	43.671	43.734	0.062
Corporate Policy- Cross Transformation	(13.452)	(0.821)	12.631
Economy Growth	28.741	26.456	(2.285)
Environment and Communities	43.670	41.525	(2.145)
Highways and Transport	17.151	17.265	0.114
<b>Total Service Budgets</b>	<b>384.390</b>	<b>408.071</b>	<b>23.681</b>
<b>Finance Sub:</b>			
Central Budgets	56.068	51.083	(4.985)
Funding	(415.197)	(415.197)	-
<b>Total Finance Sub</b>	<b>(359.129)</b>	<b>(364.114)</b>	<b>(4.985)</b>
Exceptional Financial Support	(25.261)	(25.261)	-
<b>TOTAL</b>	<b>0.0</b>	<b>18.696</b>	<b>18.696</b>

- 28 As indicated above in Table 1, the forecast overspend of £3.1m remains a significant financial challenge for the Council when considered in addition to the planned use of EFS of £25.3m. Reserves levels are insufficient to cover this level of overspending and should not be used as an alternative to undelivered savings or management actions to constrain and contain in-year pressures. Any drawdown in year to fund unmitigated pressures is not a sustainable approach and will take the Council further into financial distress.
- 29 The key areas causing an overspend at FR1 include a projected overspend of £9.0m within Children and Families, this is largely due to increased costs of placements (£6.4m adverse) and staffing (£2.2m). A shortfall of £9.7m is forecast against in-year cross-directorate Transformation savings, details of all Transformation related savings can be found in paragraphs 47-50 below.
- 30 Offsetting these pressures, there is a favourable variance of £4.7m within the Place Directorate due to vacancy management and various one-off income items expected in year. The contingency budget is contributing a further £7.2m to the overspend position (including the use of £1.6m to cover the pay inflation pressure), whilst interest and Minimum Revenue Provision (MRP) are forecast to be £3.3m under budget due to lower than expected borrowing, increased

levels of investment and slippage in the capital programme. More detailed narrative explanations of variances are included in Section 2 of Annex 1.

### **Overall mitigations planned to manage pressures**

- 31 Work is underway across all Services to look at mitigating actions which can be taken to reduce the forecast position in-year, some of the actions below have contributed to date or are being considered:
- Line-by-line reviews of all budgets to further identify immediately any underspends and/or additional funding.
  - Actively manage vacancies, particularly agency usage and reduce any overspends on staffing as soon as possible.
  - Review the borrowing elements of the capital programme to minimise the minimum revenue provision and interest payable.
  - Review of capital receipts available and potential surplus assets that can be sold (for best consideration).
  - Children & Families – reviewing costs of placements, establishment reviews, Reunification of children, and Work on Edge of Care Service proposals to identify early intervention and cost reduction.
  - Place Services – mitigations in year through further vacancy management, reducing expenditure and maximising funding opportunities.
  - Corporate – Vacancy management.
  - Finance Sub – potential further bad debt reviews generating one-off in year contributions to assist in reducing the in year overspend and review/reset process moving forward.
  - Contingency Budget - the remaining balance of £5.7m (after general pay inflation pressure of £1.6m) has been released from Contingency to support the overall Council over commitment.

### **Capital Programme**

- 32 The MTFS budget of £173m was set at Full Council in February 2025. Following that approval, and the completion of the outturn position of 2024/25, the MTFS position was increased to £208.4m. This was driven by increases in Supplementary Capital Estimates (SCEs) of £22.3m as well as some reprofiling of projects.
- 33 The FR1 forecast position for capital spending for 2025/26 indicates forecast capital expenditure of £205.5m against the revised MTFS budget of £208.4m, showing a small forecast underspend.
- 34 **Table 4 below** sets out the capital programme position for 2025/26 as at FR1:



Capital 2025/26	Actuals FR1	Forecast Spend	Funded by:					Total
			Government Grants	External Contributions	Revenue Contributions	Capital Receipts	Prudential Borrowing	
	£m	£m	£m	£m	£m	£m	£m	£m
Adults and Health	-	0.132	0.132	-	-	-	-	<b>0.132</b>
Children and Families	0.030	47.746	39.054	6.812	-	0.050	1.830	<b>47.746</b>
Corporate Policy	1.014	16.481	-	-	-	-	16.481	<b>16.481</b>
Economy & Growth	3.036	44.420	23.082	1.394	0.183	0.328	19.433	<b>44.420</b>
Environment & Communities	0.451	24.371	8.340	1.193	0.647	-	14.191	<b>24.371</b>
Highways & Transport	4.730	72.392	57.795	4.762	-	0.825	9.010	<b>72.393</b>
<b>Total</b>	<b>9.261</b>	<b>206.541</b>	<b>128.403</b>	<b>14.161</b>	<b>0.830</b>	<b>1.203</b>	<b>60.945</b>	<b>205.543</b>

- 35 Detailed Committee tables are set out in **Annex 2**.
- 36 A full update is being provided to the Capital Programme Board.
- 37 Changes to the capital programme will impact the capital financing budget in year through the costs of interest payable where borrowing is incurred. Minimum Revenue Provision (repayments for the capital borrowing) impacts in subsequent years once an asset has become operational. Therefore, reductions in borrowing achieved through capital programme budget changes, whether through delay, budget reduction or alternative sources of financing, will be reflected in the revenue position each year in the MTFS for 2025-29 and beyond.
- 38 The current Capital programme remains unaffordable and ongoing scrutiny of the capital programme will be undertaken by the Capital Programme Board.
- 39 The current forecast for achievable capital receipts in year is £1m at FR1 – in line with budget - however further receipts are in the pipeline and a further update will be provided at FR2. Any additional receipts above budget can be used to reduce revenue pressures from borrowing in year or could be used to assist with funding of transformation activity.

### **Dedicated School Grant**

- 40 The key pressure on DSG relates to the high needs block where SEND service continues to see a significant increase in the number of pupils with an Educational Health Care Plans (EHCPs), and the associated school placement costs. The deficit in 2024/25 was an improvement on the budget gap, the in-year pressure being £33.5m increasing the cumulative deficit balance to £112.1m with an additional £1.6m Early Years payback increasing the cumulative deficit to £113.7m.
- 41 The cumulative deficit is currently being managed by an accounting override, which has recently been extended until 2028, allowing it to be treated as an unusable reserve. At this stage the position is not recoverable unless there are significant changes to funding, national policy and demand. The cumulative deficit position is adding to the pressures of the Council as borrowing is required to cover the cumulative deficit which results in annual interest costs of around £5.6m in 2024/25 with an estimated cost of £5.8m in 2025/26.

- 42 The updated DSG Management Plan in July 2025, which will be reported at Children and Families Committee in September 2025, reduces the growth rate of EHCP based on the lower in year deficit at the yearend outturn. The mitigated forecast for 2025/26 is £145.6m (in year position of a deficit of £32.1m) after including mitigations of £14.8m. This plan continues to reduce the previous planned mitigated deficit by 2031/32 from £236.7m to £205.4m.

**Progress on delivery of the 2025/26 approved budget change items**

- 43 Each Directorate have plans underway to deliver approved budget changes (growth and savings) identified as part of the 2025/26 approved budget per MTFS line – see **Annex 1, Section 2** of the report.
- 44 Table 5 presents a summary of the progress on the delivery of the 2025/26 approved budget change items. For items rated as Amber these are for items where there are risks and/or mitigating actions in place. For items rated as red these are for items where services are projecting an adverse variance and there is risk of in year non delivery/achievement. New mitigation items have also been included that have come forward since the approval of the MTFS to help the in-year position where identified.
- 45 The green and blue columns show budget change items that are either delivered or on track to be delivered or even exceed in some cases. However, there is also a pressure of £23.1m as shown in the red column that has a high risk of not being achieved within this financial year. There are new, in year mitigations of £8.9m, unrelated to the change item rows that have been identified to assist the outturn position. The table overleaf summarises the progress by Committee:

**Table 5: Summary of the progress on the delivery of the 2025/26 approved budget change items:**

<b>Committee</b>	<b>Approved Change Budget £m</b>	<b>Forecast Outturn £m</b>	<b>Complete £m</b>	<b>Green £m</b>	<b>Amber £m</b>	<b>Red £m</b>	<b>EFS £m</b>	<b>Mitigate £m</b>
Adults & Health	21.494	21.199	(0.737)	20.148	3.350	2.961		(4.523)
Children & Families	8.659	17.657	(0.487)	1.981	0.203	16.033		(0.073)
Corporate Policy	1.078	1.140	(0.726)	0.310	-	1.893		(0.337)
Corporate Policy Cross Transform	(13.452)	(3.821)	-	-	(1.446)	(2.375)		-
Economy & Growth	0.534	(1.751)	(1.009)	0.668	(0.148)	1.187		(2.449)
Env & Communities	(2.741)	(5.286)	(0.159)	(8.048)	0.401	3.324		(0.804)
Highways & Transport	1.061	1.175	0.161	1.667	(0.025)	0.124		(0.752)
Finance Sub - Central	35.294	24.761	16.681	8.080	-	-		-
Finance Sub - Funding	(26.666)	(26.666)	-	(26.666)	-	-		-
<b>Exceptional Financial Support</b>	<b>(25.261)</b>	<b>(25.261)</b>	-	-	-	-	(25.261)	-
<b>TOTAL</b>	<b>-</b>	<b>3.147</b>	<b>13.724</b>	<b>(1.860)</b>	<b>2.335</b>	<b>23.147</b>	<b>(25.261)</b>	<b>(8.938)</b>

46 A complete list of all approved budget change items, with progress noted against each item, can be found in **Annex 1, Section 2**.

### **Transformation Savings Update**

47 The FR1 forecast outturn position against the approved Transformation budget changes for 2025/26 is outlined in Table 6 below:

<b>Table 6 - Transformation Budget Saving</b>	<b>Saving included in Council's 2025/26 budget £m</b>	<b>Forecast Outturn position at FR1 £m</b>	<b>(Under)/Over £m</b>
Access to Services & Corporate Core (Cross cutters including Digital/Workforce/3 <sup>rd</sup> Party Spend/Fees & Charges)	(13.452)	(3.821)	9.631
Service Delivery – Adults Social Care	(7.000)	(7.000)	-
Service Delivery – Children's	(3.788)	(1.368)	2.420
Service Delivery – Place	(0.175)	(0.175)	-
<b>Total</b>	<b>(24.415)</b>	<b>(12.364)</b>	<b>12.051</b>

48 The FR1 forecast outturn position against Access to services and Corporate Core projects is outlined below in Table 7:

<b>Table 7 - Transformation Budget Saving</b>	<b>2025/26 Budget £m</b>	<b>2025/26 FR1 £m</b>	<b>2025/26 Variance £m</b>
Digital Customer Enablement Invest	(0.750)	-	0.750
Digital Acceleration – Invest to Save	(0.600)	(0.200)	0.400
Digital Blueprint – Invest to Save	(4.000)	(1.000)	3.000
Fees and Charges	(0.750)	(0.821)	0.071
Third Party Spend	(3.000)	(0.625)	2.375
Target Operating Model (TOM)	(3.000)	(0.999)	2.001
Agency Staffing	(0.352)	(0.176)	0.176
Workforce Productivity	(1.000)	-	1.000
<b>Total</b>	<b>(13.452)</b>	<b>(3.821)</b>	<b>9.631</b>

49 Within the cross cutting Corporate Core Programme, the Fees and Charges project has reached agreement with relevant budget holders to deliver savings of £0.821m, which is £0.071m in excess of the £0.750m planned budget saving. Across the other cross cutting projects within the Corporate Core and Access to Services programmes, delays in agreeing business cases and associated savings mean that the anticipated full year savings can now no longer be delivered in 2025/26. Savings across the Workforce, Digital and Third Party spend projects for the remainder of the financial year are forecast at

£3.0m against the budget saving of £12.7m. This forecast is based on a projection of delivery for each project, which collectively results in the achievement of approximately 24% of the 2025/26 budgeted savings.

- 50 The Adults Social Care Transformation programme is forecasting a shortfall of £2.7m against the four Transformation projects but this has been completely offset by in year mitigating actions, with maximisation of client income and management of vacancies the main contributors. The Children's Service Delivery programme is forecasting total savings of £0.5m against savings of £3.8m included in the 2025/26 budget. One off mitigating actions of £0.9m have been identified to date, to reduce the net shortfall to £2.4m.

### Revenue Grants for Approval

- 51 Approvals for Supplementary Revenue Estimates for allocation of additional grant funding are detailed in **Annex 1, Section 3**.

### Reserves Position

- 52 On 1 April 2025, Earmarked Reserves totalled £23.1m and the General Fund Reserve Balance totalled £6.3m. Of the total earmarked reserves, £3.3m (11.2%) will be spent in 2025/26, on supporting the revenue budget for 2025/26.
- 53 Table 8 below shows the position on reserves forecast level of Earmarked and General reserves by the end of 2025/26.
- 54 As set out in the 2025/26 Budget/MTFS approved in February 2025, the overall level of reserves held by the Council remains insufficient.

**Table 8: Total Reserves**

Table 8 Earmarked Reserves	Balance at 1 April 2025	Drawdowns to Support Service Expenditure	Additional Contributions to Reserves	Balance Forecast at 31 March 2026
	£m	£m	£m	£m
Earmarked Reserves	(23.114)	14.888	(11.341)	(19.567)
General Fund Reserve	(6.299)	0	(0.186)	(6.485)
<b>Total Usable Reserves</b>	<b>(29.413)</b>	<b>14.888</b>	<b>(11.527)</b>	<b>(26.052)</b>

- 55 The Council is currently forecast to have £26.1m of earmarked reserves at the end of the financial year 2025/26. Of this £3.0m can be considered ringfenced, with specific conditions limiting their use.

- 56 A full list of all earmarked reserves per Committee can be found in **Annex 1, Section 5**.

### **Consultation and Engagement**

- 57 As part of the budget setting process the Pre-Budget engagement process provided an opportunity for interested parties to review and comment on the Council's Budget principles.

### **Reasons for Recommendations**

- 58 The overall process for managing the Council's resources focuses on value for money, good governance and stewardship. The budget and policy framework sets out rules for managing the Council's financial affairs and contains the financial limits that apply in various parts of the Constitution. As part of sound financial management and to comply with the constitution any changes to the budgets agreed by Council in the MTFS require approval in line with the financial limits within the Finance Procedure Rules.
- 59 This report provides strong links between the Council's statutory reporting requirements and the in-year monitoring and management processes for financial and non-financial management of resources.

### **Other Options Considered**

- 60 None. This report is important to ensure Members of the Committee are sighted on the financial pressure the Council is facing and the activity to date to try and mitigate this issue, and are given an opportunity to scrutinise this activity and identify any further actions that could be taken to learn to live within our means. Do nothing. Impact – Members are not updated on the financial position of the Council. Risks – Not abiding by the Constitution to provide regular reports.

### **Implications and Comments**

#### *Monitoring Officer/Legal/Governance*

- 61 The Council must set the budget in accordance with the provisions of the Local Government Finance Act 1992 and approval of a balanced budget each year is a statutory responsibility. Sections 25 to 29 of the Local Government Act 2003 impose duties on the Council in relation to how it sets and monitors its budget and require the Council to make prudent allowance for the risk and uncertainties in its budget and regularly monitor its finances during the year. The legislation leaves discretion to the Council about the allowances to be made and action to be taken.
- 62 The provisions of section 25 of the Local Government Act 2003, require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the chief finance (s.151) officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.

- 63 The Council should therefore have robust processes in place so that it can meet statutory requirements and fulfil its fiduciary duty. It must ensure that all available resources are directed towards the delivery of statutory functions, savings and efficiency plans. Local authorities are creatures of statute and are regulated through the legislative regime and whilst they have in more recent times been given a general power of competence, this must operate within that regime. Within the statutory framework there are specific obligations placed upon a local authority to support communities. These duties encompass general and specific duties and there is often significant local discretion in respect of how those services or duties are discharged. These will need to be assessed and advised on as each circumstance is considered.
- 64 The financial position of the Council must therefore be closely monitored, and Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings or alternative mitigations.
- 65 This report provides an update on progress for 2025/26 for all services.
- 66 It also provides updates and comments regarding the Council's use of Exceptional Financial Support under The Levelling-up and Regeneration Act 2023 which inserted an amended Section 12A as a trigger event within the Local Government Act 2003, in relation to capital finance risk management. The legislation also provides for risk mitigation directions to be given to the Council which limit the ability to undertake certain financial action. The limitations are based on identified risk thresholds.

*Section 151 Officer/Finance*

- 67 The Council's financial resources are agreed by Council and aligned to the achievement of stated outcomes for local residents and communities. Monitoring and managing performance helps to ensure that resources are used effectively, and that business planning and financial decision making are made in the right context.
- 68 Reserve levels are agreed, by Council, in February each year and are based on a risk assessment that considers the financial challenges facing the Council. If spending associated with in-year delivery of services is not contained within original forecasts for such activity it may be necessary to vire funds from reserves.
- 69 The unplanned use of financial reserves could require the Council to deliver a greater level of future savings to replenish reserve balances and / or revise the level of risks associated with the development of the Reserves Strategy in future.
- 70 As part of the process to produce this report, senior officers review expenditure and income across all services to support the development of mitigation plans that will return the outturn to a balanced position at year-end.

- 71 Forecasts contained within this review provide important information in the process of developing the Medium-Term Financial Strategy. Analysis of variances during the year will identify whether such performance is likely to continue, and this enables more robust estimates to be established.
- 72 The risk associated with the scale of these challenges is that the Council could act illegally, triggering the requirement for a s.114 report from the Chief Financial Officer. Illegal behaviour in this context could materialise from two distinct sources:
- a. Spending decisions could be made that exceed the available resources of the Council. This would unbalance the budget, which is unlawful.
  - b. Spending decisions to restrict or hide pressures could be made that avoid an immediate deficit, but in fact are based on unlawful activity.
- 73 The consequences of the Council undermining a budget with illegal activity, or planned illegal activity, is the requirement to issue a s.114 report. Under these circumstances statutory services will continue and existing contracts and commitments must be honoured. But any spending that is not essential or which can be postponed must not take place.
- 74 Further consequences would be highly likely and could include the appointment of Commissioners from the MHCLG, and potential restrictions on the decision-making powers of local leaders.

#### *Human Resources*

- 75 This report is a backward look at Council activities at outturn and states the year end position. Any HR implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

#### *Risk Management*

- 76 Financial risks are assessed and reported on a regular basis, and remedial action taken if required. Risks associated with the achievement of the 2024/25 budget and the level of general reserves were factored into the 2025/26 financial scenario, budget, and reserves strategy.

#### *Impact on other Committees*

- 77 All Committees will receive this financial update report.

#### *Policy*

- 78 This report is a backward look at Council activities and predicts the year-end position. It supports the Council's vision of being an effective and enabling Council as set out in the Cheshire East Plan 2025-2029



- 79 The forecast outturn position, ongoing considerations for future years, and the impact on general reserves will be fed into the assumptions underpinning the 2026 to 2030 Medium-Term Financial Strategy.
- 80 The approval of supplementary estimates and virements are governed by the Finance Procedure Rules section of the Constitution.

*Equality, Diversity and Inclusion*

- 81 Any equality implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

*Consultation*

Name of Consultee	Post held	Date sent	Date returned
Statutory Officer (or deputy):			
Ashley Hughes	S151 Officer	28/08/2025	03/09/2025
Kevin O'Keefe	Interim Monitoring Officer	28/08/2025	05/09/2025
Legal and Finance			
Julie Gregory	Legal Manager	28/08/2025	01/09/2025
Other Consultees:			
Executive Directors/Directors:			
CLT			

Access to Information	
Contact Officer:	Chris Benham – Director of Finance <a href="mailto:Chris.benham@cheshireeast.gov.uk">Chris.benham@cheshireeast.gov.uk</a>
Appendices:	<b>Annex 1 - Detailed First Financial Review 2025/26:</b> <ul style="list-style-type: none"> <li>• <b>Section 1</b> 2025/26 Forecast Outturn</li> <li>• <b>Section 2</b> 2025/26 Directorate Revenue Commentary and update on 2025/26 Approved Budget Change Items</li> <li>• <b>Section 3</b> Revenue Grants for approval</li> <li>• <b>Section 4</b> Capital</li> <li>• <b>Section 5</b> Reserves</li> </ul> <b>Annex 2 - Detailed Capital Programme 2025/26</b>
Background Papers:	The following are links to key background documents:  <a href="#">MTFS 2025-2029</a>



# **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.

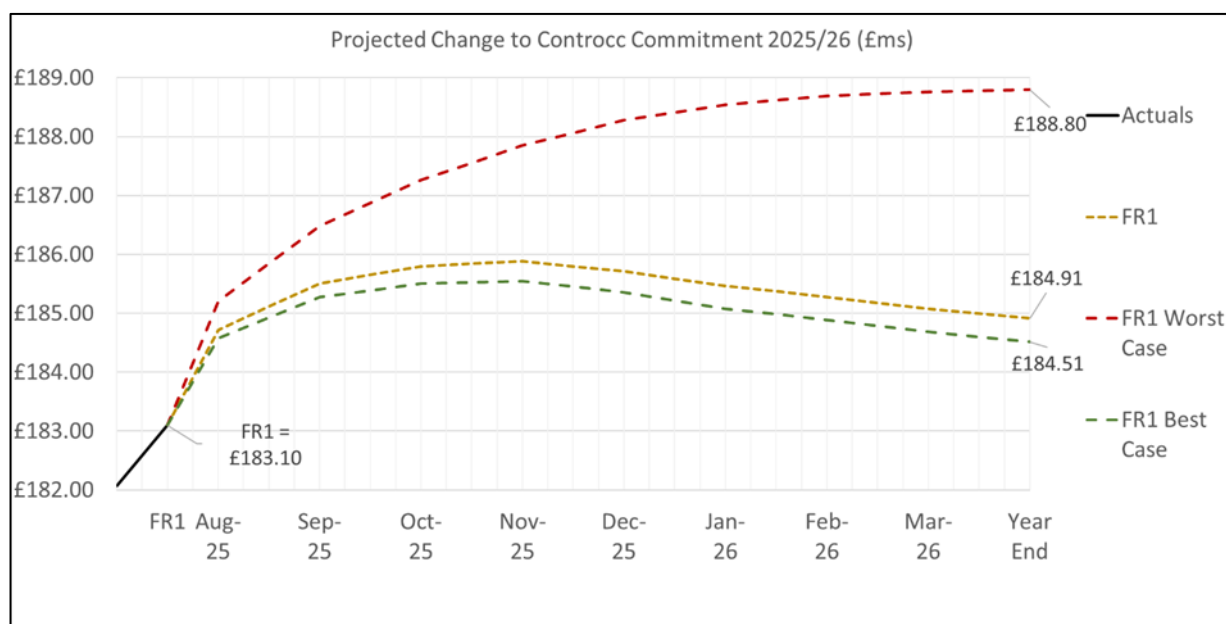
MTFS Saving 2025/26	Budget Target (£ms)	FR1 - Assumed Delivered (£ms)	FR1 - Estimate for remaining 2025/26 (£ms)	FR1 - Total Forecast (£m)	Budget Variance (£ms)
Prevent, Reduce, Enable	-1.500	0.000	-0.650	-0.650	0.850
Learning Disability transformation	-2.500	0.000	-1.000	-1.000	1.500
Commissioning and 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

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

<b>Earmarked Reserves</b>	<b>Balance at 1 April 2025</b>	<b>Drawdowns to Support Service Costs (+)</b>	<b>Additional Funds to Reserve (-)</b>	<b>Forecast Balance at 31 March 2026</b>	<b>Notes</b>
<b>Adults and Health Committee</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	
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**

<b>Earmarked Reserves</b>	<b>Balance at 1 April 2025</b>	<b>Drawdowns to Support Service Costs (+)</b>	<b>Additional Funds to Reserve (-)</b>	<b>Forecast Balance at 31 March 2026</b>	<b>Notes</b>
<b>Children and Families Committee</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	
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**

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

<b>Earmarked Reserves</b>	<b>Balance at 1 April 2025</b>	<b>Drawdowns to Support Service Costs (+)</b>	<b>Additional Funds to Reserve (-)</b>	<b>Forecast Balance at 31 March 2026</b>	<b>Notes</b>
<b>Economy and Growth Committee</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	
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**

<b>Earmarked Reserves</b>	<b>Balance at 1 April 2025</b>	<b>Drawdowns to Support Service Costs (+)</b>	<b>Additional Funds to Reserve (-)</b>	<b>Forecast Balance at 31 March 2026</b>	<b>Notes</b>
<b>Environment and Communities Committee</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	
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**

<b>Earmarked Reserves</b>	<b>Balance at 1 April 2025</b>	<b>Drawdowns to Support Service Costs (+)</b>	<b>Additional Funds to Reserve (-)</b>	<b>Forecast Balance at 31 March 2026</b>	<b>Notes</b>
<b>Highways and Transport Committee</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	
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**

<b>Earmarked Reserves</b>	<b>Balance at 1 April 2025 £m</b>	<b>Drawdowns to Support Service Costs (+) £m</b>	<b>Additional Funds to Reserve (-) £m</b>	<b>Forecast Balance at 31 March 2026 £m</b>
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>



# **First Financial Review 2025/26**

**Results to end of June 2025**

**Capital tables by Committee**

CAPITAL PROGRAMME 2025/26-2028/29													
Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £m
	Total Approved Budget	Prior Years	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29	Total Forecast Budget 2025/29	Grants	External Contributions	Revenue Contributions	Capital Receipts	Prudential Borrowing	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Committed Schemes in progress													
Adults Services													
Community - Rural Shared Prosperity Fund	0.449	0.361	0.088	0.000	0.000	0.000	0.088	0.088	0.000	0.000	0.000	0.000	0.088
Electronic Call Monitoring System	0.389	0.000	0.000	0.389	0.000	0.000	0.389	0.000	0.000	0.389	0.000	0.000	0.389
People Planner System	0.094	0.043	0.026	0.025	0.000	0.000	0.051	0.051	0.000	0.000	0.000	0.000	0.051
Replacement Care4CE Devices	0.093	0.065	0.018	0.010	0.000	0.000	0.028	0.028	0.000	0.000	0.000	0.000	0.028
Total Committed Schemes	1.025	0.469	0.132	0.424	0.000	0.000	0.556	0.167	0.000	0.389	0.000	0.000	0.556
Total Adults and Health Schemes	1.025	0.469	0.132	0.424	0.000	0.000	0.556	0.167	0.000	0.389	0.000	0.000	0.556

Children and Families

CAPITAL

CAPITAL PROGRAMME 2025/26 - 2028/29													
Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding
	Total Approved Budget £m	Prior Years £m	Forecast Budget 2025/26 £m	Forecast Budget 2026/27 £m	Forecast Budget 2027/28 £m	Forecast Budget 2028/29 £m	Total Forecast Budget 2025/29 £m	Grants £m	External Contributions £m	Revenue Contributions £m	Capital Receipts £m	Prudential Borrowing £m	
<b>Committed Schemes in progress</b>													
<b>Childrens Social Care</b>													
Foster Carer Capacity Scheme	0.534	0.468	0.067	0.000	0.000	0.000	<b>0.067</b>	0.000	0.000	0.000	0.000	0.067	<b>0.067</b>
Crewe Youth Zone	5.135	0.570	3.718	0.847	0.000	0.000	<b>4.565</b>	3.718	0.000	0.000	0.000	0.847	<b>4.565</b>
Family Hubs Transformation (Early Years - C110120)	0.387	0.282	0.105	0.000	0.000	0.000	<b>0.105</b>	0.105	0.000	0.000	0.000	0.000	<b>0.105</b>
Children's Home Sufficiency Scheme	1.404	0.358	1.046	0.000	0.000	0.000	<b>1.046</b>	0.000	0.000	0.000	0.000	1.046	<b>1.046</b>
<b>Strong Start, Family Help &amp; Integration</b>													
Early Years Sufficiency Capital Fund	1.036	0.985	0.050	0.000	0.000	0.000	<b>0.050</b>	0.050	0.000	0.000	0.000	0.000	<b>0.050</b>
Childcare Capital Expansion	0.749	0.009	0.640	0.100	0.000	0.000	<b>0.740</b>	0.740	0.000	0.000	0.000	0.000	<b>0.740</b>
<b>Education and 14-19 Skills</b>													
Adelaide Academy	0.904	0.069	0.835	0.000	0.000	0.000	<b>0.835</b>	0.665	0.000	0.000	0.000	0.170	<b>0.835</b>
Basic Need Grant Allocation	7.401	0.017	7.384	0.000	0.000	0.000	<b>7.384</b>	7.384	0.000	0.000	0.000	0.000	<b>7.384</b>
Congleton Planning Area - Primary (1)	2.209	0.179	2.030	0.000	0.000	0.000	<b>2.030</b>	0.764	1.266	0.000	0.000	0.000	<b>2.030</b>
Congleton Planning Area - Primary (2)	0.628	0.579	0.049	0.000	0.000	0.000	<b>0.049</b>	0.049	0.000	0.000	0.000	0.000	<b>0.049</b>
Congleton Planning Area - Primary (3)	7.504	0.004	0.049	0.500	2.000	4.950	<b>7.499</b>	4.299	3.200	0.000	0.000	0.000	<b>7.499</b>
Devolved Formula Grant - Schools	1.143	0.443	0.391	0.310	0.000	0.000	<b>0.701</b>	0.701	0.000	0.000	0.000	0.000	<b>0.701</b>
Energy Efficiency Grant - Schools	0.541	0.541	0.000	0.000	0.000	0.000	<b>0.000</b>	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>
Future Schemes - Feasibility Studies	0.400	0.124	0.150	0.126	0.000	0.000	<b>0.276</b>	0.276	0.000	0.000	0.000	0.000	<b>0.276</b>
Gainsborough Primary - Flooring	0.304	0.017	0.287	0.000	0.000	0.000	<b>0.287</b>	0.287	0.000	0.000	0.000	0.000	<b>0.287</b>
Handforth Planning Area - New School	13.003	0.010	0.040	0.500	4.000	8.453	<b>12.993</b>	0.129	12.864	0.000	0.000	0.000	<b>12.993</b>
Leighton Academy – Resourced unit (New SEN places	0.193	0.141	0.052	0.000	0.000	0.000	<b>0.052</b>	0.052	0.000	0.000	0.000	0.000	<b>0.052</b>
Leighton SEND Reception Adaptations	0.026	0.000	0.026	0.000	0.000	0.000	<b>0.026</b>	0.026	0.000	0.000	0.000	0.000	<b>0.026</b>
Little Angels Satellite Sites	0.029	0.021	0.008	0.000	0.000	0.000	<b>0.008</b>	0.008	0.000	0.000	0.000	0.000	<b>0.008</b>
Macclesfield Planning Area - Secondary New	0.531	0.006	0.525	0.000	0.000	0.000	<b>0.525</b>	0.525	0.000	0.000	0.000	0.000	<b>0.525</b>
Macclesfield Planning Area - New School	4.001	0.002	0.000	0.000	4.000	0.000	<b>4.000</b>	0.000	4.000	0.000	0.000	0.000	<b>4.000</b>
Malbank High School	1.922	1.897	0.025	0.000	0.000	0.000	<b>0.025</b>	0.025	0.000	0.000	0.000	0.000	<b>0.025</b>
Mobberley Primary School	1.208	0.037	0.050	0.861	0.259	0.000	<b>1.170</b>	0.870	0.000	0.000	0.300	0.000	<b>1.170</b>
Nantwich Planning Area (Primary Schools - 210	9.061	0.793	6.768	1.500	0.000	0.000	<b>8.268</b>	5.308	2.960	0.000	0.000	0.000	<b>8.268</b>

# Children and Families

# CAPITAL

## CAPITAL PROGRAMME 2025/26 - 2028/29

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £m
	Total Approved Budget	Prior Years	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29	Total Forecast Budget 2025/29	Grants	External Contributions	Revenue Contributions	Capital Receipts	Prudential Borrowing	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
New AP Free School	0.525	0.003	0.521	0.000	0.000	0.000	0.521	0.521	0.000	0.000	0.000	0.000	0.521
New Satellite school - 2	9.000	0.013	0.987	5.000	3.000	0.000	8.987	8.987	0.000	0.000	0.000	0.000	8.987
New SEN Free School	0.998	0.010	0.740	0.248	0.000	0.000	0.988	0.988	0.000	0.000	0.000	0.000	0.988
New SEN places - 1	1.089	0.004	1.086	0.000	0.000	0.000	1.086	1.086	0.000	0.000	0.000	0.000	1.086
Oakfield Lodge & Stables	0.050	0.013	0.037	0.000	0.000	0.000	0.037	0.037	0.000	0.000	0.000	0.000	0.037
Poynton Planning Area	1.500	0.021	0.479	1.000	0.000	0.000	1.479	0.676	0.803	0.000	0.000	0.000	1.479
Provision of Sufficient School Places - SEND	7.182	6.974	0.208	0.000	0.000	0.000	0.208	0.000	0.000	0.000	0.000	0.208	0.208
Sandbach Primary Academy	1.583	0.912	0.671	0.000	0.000	0.000	0.671	0.671	0.000	0.000	0.000	0.000	0.671
Schools Condition Capital Grant	6.497	1.037	3.460	2.000	0.000	0.000	5.460	5.460	0.000	0.000	0.000	0.000	5.460
SEN/High Needs Capital Allocation	4.860	0.187	4.673	0.000	0.000	0.000	4.673	4.673	0.000	0.000	0.000	0.000	4.673
Shavington Planning Area - New Primary School	8.040	0.162	0.500	3.692	3.687	0.000	7.879	5.549	2.330	0.000	0.000	0.000	7.879
Springfield Satellite Site (Dean Row)	6.112	5.820	0.292	0.000	0.000	0.000	0.292	0.000	0.000	0.000	0.000	0.292	0.292
Springfield Satellite Site - Middlewich	6.000	0.017	3.983	2.000	0.000	0.000	5.983	5.983	0.000	0.000	0.000	0.000	5.983
The Dingle PS Expansion (Was Haslington PA- Tytherington High School	1.395	1.373	0.022	0.000	0.000	0.000	0.022	0.022	0.000	0.000	0.000	0.000	0.022
Various SEN Sites - Small Works/Adaptations	3.006	0.208	2.797	0.000	0.000	0.000	2.797	2.797	0.000	0.000	0.000	0.000	2.797
Wheelock Primary School	0.150	0.001	0.149	0.000	0.000	0.000	0.149	0.149	0.000	0.000	0.000	0.000	0.149
Wilmslow High School BN	2.411	0.890	0.521	1.000	0.000	0.000	1.521	1.062	0.460	0.000	0.000	0.000	1.521
Wilmslow Primary Planning Area	14.179	12.788	1.391	0.000	0.000	0.000	1.391	0.193	1.150	0.000	0.000	0.048	1.391
	0.626	0.001	0.025	0.600	0.000	0.000	0.625	0.125	0.500	0.000	0.000	0.000	0.625
<b>Total Committed Schemes</b>	<b>135.456</b>	<b>37.986</b>	<b>46.836</b>	<b>20.285</b>	<b>16.945</b>	<b>13.403</b>	<b>97.469</b>	<b>64.960</b>	<b>29.532</b>	<b>0.000</b>	<b>0.300</b>	<b>2.678</b>	<b>97.469</b>
<b>New Schemes</b>													
<b>Education and 14-19 Skills</b>													
Chelford Primary School	0.340	0.000	0.340	0.000	0.000	0.000	0.340	0.340	0.000	0.000	0.000	0.000	0.340
Park Lane Refurbishment additional SEND places	0.200	0.005	0.195	0.000	0.000	0.000	0.195	0.195	0.000	0.000	0.000	0.000	0.195
Alderley Edge Primary - 25-26 Condition Project	0.050	0.000	0.050	0.000	0.000	0.000	0.050	0.050	0.000	0.000	0.000	0.000	0.050
Rainow Primary - 25-26 Condition Project	0.025	0.000	0.025	0.000	0.000	0.000	0.025	0.025	0.000	0.000	0.000	0.000	0.025
Ruskin - 25-26 Condition Project	0.200	0.000	0.200	0.000	0.000	0.000	0.200	0.200	0.000	0.000	0.000	0.000	0.200
Styal primary - 25-26 Condition Project	0.100	0.000	0.100	0.000	0.000	0.000	0.100	0.100	0.000	0.000	0.000	0.000	0.100
<b>Total New Schemes</b>	<b>0.915</b>	<b>0.005</b>	<b>0.910</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.910</b>	<b>0.910</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.910</b>
<b>Total Children and Families Schemes</b>	<b>136.371</b>	<b>37.991</b>	<b>47.746</b>	<b>20.285</b>	<b>16.945</b>	<b>13.403</b>	<b>98.380</b>	<b>65.870</b>	<b>29.532</b>	<b>0.000</b>	<b>0.300</b>	<b>2.678</b>	<b>98.380</b>



## CAPITAL PROGRAMME 2025/26 - 2028/29

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding
	Total Approved Budget	Prior Years	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29	Total Forecast Budget 2025-29	Grants	External Contributions	Revenue Contributions	Capital Receipts	Prudential Borrowing	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Committed Schemes in progress</b>													
<b>ICT Services</b>													
Accelerate Digital	5.719	0.282	2.709	1.350	1.377	0.000	<b>5.436</b>	0.000	0.000	0.000	0.000	5.436	<b>5.436</b>
Care Act Phase 2	6.314	5.256	1.058	0.000	0.000	0.000	<b>1.058</b>	0.000	0.000	0.000	0.000	1.058	<b>1.058</b>
Digital Customer Enablement	3.102	2.939	0.163	0.000	0.000	0.000	<b>0.163</b>	0.000	0.000	0.000	0.000	0.163	<b>0.163</b>
ICT Device Replacement	3.762	1.136	1.776	0.250	0.200	0.400	<b>2.626</b>	0.000	0.000	0.000	0.000	2.626	<b>2.626</b>
ICT Hybrid Model	3.449	1.758	1.690	0.000	0.000	0.000	<b>1.690</b>	0.000	0.000	0.000	0.000	1.690	<b>1.690</b>
IADM (Information Assurance and Data Management)	19.465	17.456	2.009	0.000	0.000	0.000	<b>2.009</b>	0.000	0.000	0.000	0.000	2.009	<b>2.009</b>
Infrastructure Investment Programme (IIP)	34.429	31.376	2.223	0.830	0.000	0.000	<b>3.053</b>	0.000	0.000	0.000	0.000	3.053	<b>3.053</b>
Vendor Management	1.006	0.767	0.239	0.000	0.000	0.000	<b>0.239</b>	0.000	0.000	0.000	0.000	0.239	<b>0.239</b>
<b>Finance &amp; Customer Services</b>													
Core Financials	13.143	10.259	1.099	0.785	0.800	0.200	<b>2.884</b>	0.000	0.000	0.000	0.000	2.884	<b>2.884</b>
Vendor Management - Phase 2	0.099	0.024	0.025	0.050	0.000	0.000	<b>0.075</b>	0.000	0.000	0.000	0.000	0.075	<b>0.075</b>
<b>Total Committed Schemes</b>	<b>90.488</b>	<b>71.255</b>	<b>12.991</b>	<b>3.265</b>	<b>2.377</b>	<b>0.600</b>	<b>19.233</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>19.233</b>	<b>19.233</b>
<b>New Schemes</b>													
<b>ICT</b>													
Digital BluePrint	6.530	0.000	3.490	1.663	1.377	0.000	<b>6.530</b>	0.000	0.000	0.000	0.000	6.530	<b>6.530</b>
<b>Total New Schemes</b>	<b>0.000</b>	<b>0.000</b>	<b>3.490</b>	<b>1.663</b>	<b>1.377</b>	<b>0.000</b>	<b>6.530</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>6.530</b>	<b>6.530</b>
<b>Total Corporate Policy Schemes</b>	<b>90.488</b>	<b>71.255</b>	<b>16.481</b>	<b>4.928</b>	<b>3.754</b>	<b>0.600</b>	<b>25.763</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>25.763</b>	<b>25.763</b>

## CAPITAL PROGRAMME 2025/26 - 2028/29

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £m
	Total Approved Budget £m	Prior Years £m	Forecast Budget 2025/26 £m	Forecast Budget 2026/27 £m	Forecast Budget 2027/28 £m	Forecast Budget 2028/29 £m	Total Forecast Budget 2025-29 £m	Grants £m	External Contributions £m	Revenue Contributions £m	Capital Receipts £m	Prudential Borrowing £m	
<b>Committed Schemes in progress</b>													
<b>Facilities Management</b>													
Public Sector Decarbonisation Fund - FM 3	5.148	5.144	0.003	0.000	0.000	0.000	<b>0.003</b>	0.000	0.000	0.000	0.000	0.003	<b>0.003</b>
PSDS - 3B - Lot 3 (schools)	4.390	3.353	1.036	0.000	0.000	0.000	<b>1.036</b>	0.969	0.000	0.067	0.000	0.000	<b>1.036</b>
PSDS - 3C	1.672	0.086	1.586	0.000	0.000	0.000	<b>1.586</b>	1.363	0.000	0.000	0.000	0.223	<b>1.586</b>
Septic Tanks	1.585	0.291	0.094	0.400	0.400	0.400	<b>1.294</b>	0.000	0.000	0.000	0.000	1.294	<b>1.294</b>
Schools Capital Maintenance	8.315	5.788	1.797	0.730	0.000	0.000	<b>2.527</b>	2.257	0.000	0.271	0.000	0.000	<b>2.527</b>
Premises Capital (FM)	48.241	34.609	3.787	3.984	2.700	3.161	<b>13.632</b>	0.000	0.000	0.000	0.000	13.632	<b>13.632</b>
<b>Housing</b>													
Crewe Towns Fund - Warm and Healthy Homes	2.126	0.161	1.965	0.000	0.000	0.000	<b>1.965</b>	1.965	0.000	0.000	0.000	0.000	<b>1.965</b>
Disabled Facilities	26.244	14.040	3.486	2.906	2.906	2.906	<b>12.204</b>	11.302	0.000	0.000	0.000	0.902	<b>12.204</b>
Green Homes Grant	2.647	2.449	0.198	0.000	0.000	0.000	<b>0.198</b>	0.198	0.000	0.000	0.000	0.000	<b>0.198</b>
Gypsy and Traveller Sites	4.136	4.058	0.078	0.000	0.000	0.000	<b>0.078</b>	0.000	0.000	0.000	0.000	0.078	<b>0.078</b>
Home Repairs Vulnerable People	1.797	0.987	0.271	0.339	0.200	0.000	<b>0.810</b>	0.374	0.000	0.000	0.000	0.436	<b>0.810</b>
Home Upgrade Grant Phase 2	2.894	2.094	0.800	0.000	0.000	0.000	<b>0.800</b>	0.800	0.000	0.000	0.000	0.000	<b>0.800</b>
Local Authority Housing Fund	0.732	0.422	0.309	0.000	0.000	0.000	<b>0.309</b>	0.309	0.000	0.000	0.000	0.000	<b>0.309</b>
Sustainable Warmth - Home Upgrade Grant	0.843	0.829	0.014	0.000	0.000	0.000	<b>0.014</b>	0.014	0.000	0.000	0.000	0.000	<b>0.014</b>
Temporary Accommodation	1.479	1.076	0.403	0.000	0.000	0.000	<b>0.403</b>	0.000	0.287	0.116	0.000	0.000	<b>0.403</b>
Warm Homes Fund	0.239	0.218	0.021	0.000	0.000	0.000	<b>0.021</b>	0.021	0.000	0.000	0.000	0.000	<b>0.021</b>
Warm Homes Local Grant (DESNZ)	7.793	0.000	1.354	3.252	3.187	0.000	<b>7.793</b>	7.793	0.000	0.000	0.000	0.000	<b>7.793</b>
<b>Estates</b>													
Corporate Landlord - Non-Operational	1.336	0.000	1.336	0.000	0.000	0.000	<b>1.336</b>	0.000	0.000	0.000	0.000	1.336	<b>1.336</b>
Malkins Bank Landfill Site	1.360	0.782	0.080	0.497	0.000	0.000	<b>0.577</b>	0.000	0.000	0.000	0.000	0.577	<b>0.577</b>
Farms Strategy	2.910	1.689	0.152	0.065	0.335	0.669	<b>1.220</b>	0.000	0.000	0.000	1.220	0.000	<b>1.220</b>
WorkplaCE	1.000	0.255	0.745	0.000	0.000	0.000	<b>0.745</b>	0.745	0.000	0.000	0.000	0.000	<b>0.745</b>

## CAPITAL PROGRAMME 2025/26 - 2028/29

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £m
	Total Approved Budget £m	Prior Years £m	Forecast Budget 2025/26 £m	Forecast Budget 2026/27 £m	Forecast Budget 2027/28 £m	Forecast Budget 2028/29 £m	Total Forecast Budget 2025-29 £m	Grants £m	External Contributions £m	Revenue Contributions £m	Capital Receipts £m	Prudential Borrowing £m	
<b>Economic Development</b>													
Crewe Towns Fund - Repurposing Our High Streets	1.132	0.526	0.390	0.216	0.000	0.000	<b>0.606</b>	0.606	0.000	0.000	0.000	0.000	<b>0.606</b>
Crewe Towns Fund - Flag Lane Baths	1.969	0.603	0.012	1.353	0.000	0.000	<b>1.365</b>	0.012	0.000	0.000	0.000	1.353	<b>1.365</b>
Crewe Towns Fund - Mill Street Corridor	4.477	1.479	2.998	0.000	0.000	0.000	<b>2.998</b>	2.998	0.000	0.000	0.000	0.000	<b>2.998</b>
Crewe Towns Fund - Mirion St	1.190	1.066	0.125	0.000	0.000	0.000	<b>0.125</b>	0.125	0.000	0.000	0.000	0.000	<b>0.125</b>
Crewe Towns Fund - Crewe Youth Zone non-grant	0.351	0.246	0.067	0.038	0.000	0.000	<b>0.105</b>	0.105	0.000	0.000	0.000	0.000	<b>0.105</b>
History Centre Public Realm & ICV (Crewe Towns Fund) CTC1	0.580	0.028	0.152	0.400	0.000	0.000	<b>0.552</b>	0.552	0.000	0.000	0.000	0.000	<b>0.552</b>
Handforth Heat Network	13.219	0.035	0.695	0.450	12.039	0.000	<b>13.183</b>	2.569	7.428	0.000	0.000	3.187	<b>13.183</b>
Demolition of Crewe Library & Concourse CTC10	3.396	3.237	0.159	0.000	0.000	0.000	<b>0.159</b>	0.000	0.000	0.000	0.000	0.159	<b>0.159</b>
Future High Street Funding - CEC Innovation Centre	4.251	3.961	0.291	0.000	0.000	0.000	<b>0.291</b>	0.291	0.000	0.000	0.000	0.000	<b>0.291</b>
Crewe Town Centre Regeneration	32.333	31.010	1.323	0.000	0.000	0.000	<b>1.323</b>	1.000	0.064	0.000	0.000	0.259	<b>1.323</b>
South Macclesfield Development Area	34.630	3.283	0.176	0.000	0.000	31.171	<b>31.347</b>	10.000	10.000	0.000	11.347	0.000	<b>31.347</b>
North Cheshire Garden Village	57.866	9.530	6.991	17.810	23.535	0.000	<b>48.336</b>	17.693	0.000	0.000	21.700	8.944	<b>48.336</b>
Handforth Garden Village s106 Obligations	6.841	0.000	0.000	2.740	0.000	4.101	<b>6.841</b>	0.000	0.000	0.000	0.000	6.841	<b>6.841</b>
Leighton Green	2.096	1.495	0.000	0.601	0.000	0.000	<b>0.601</b>	0.000	0.000	0.000	0.000	0.601	<b>0.601</b>
Connecting Cheshire Phase 3	8.000	0.720	0.850	1.200	2.000	3.230	<b>7.280</b>	0.000	7.280	0.000	0.000	0.000	<b>7.280</b>
Digital Projects	9.250	5.680	0.070	0.000	0.000	3.500	<b>3.570</b>	3.570	0.000	0.000	0.000	0.000	<b>3.570</b>
UKSPF E22 and E29 capital interventions	1.654	1.304	0.350	0.000	0.000	0.000	<b>0.350</b>	0.350	0.000	0.000	0.000	0.000	<b>0.350</b>
Macclesfield Indoor Market Refurbishment (MIMR)	2.496	1.898	0.598	0.000	0.000	0.000	<b>0.598</b>	0.500	0.000	0.000	0.000	0.098	<b>0.598</b>
Nantwich Town Centre Public Realm Improvements	0.100	0.000	0.050	0.050	0.000	0.000	<b>0.100</b>	0.000	0.100	0.000	0.000	0.000	<b>0.100</b>
<b>Culture &amp; Tourism</b>													
Countryside Vehicles	1.579	0.726	0.070	0.300	0.300	0.182	<b>0.852</b>	0.000	0.000	0.000	0.000	0.852	<b>0.852</b>
Culture & Tourism S106 Schemes	0.664	0.075	0.143	0.387	0.010	0.049	<b>0.589</b>	0.000	0.589	0.000	0.000	0.000	<b>0.589</b>
Green Structures Investment	0.896	0.000	0.271	0.239	0.195	0.191	<b>0.896</b>	0.000	0.000	0.000	0.000	0.896	<b>0.896</b>
New Archives Premises CTC1	10.256	1.566	8.362	0.328	0.000	0.000	<b>8.690</b>	0.000	0.000	0.000	0.000	8.690	<b>8.690</b>
PROW Capital Works	1.138	1.127	0.011	0.000	0.000	0.000	<b>0.011</b>	0.011	0.000	0.000	0.000	0.000	<b>0.011</b>
PROW CMM A6 MARR	0.100	0.070	0.001	0.029	0.000	0.000	<b>0.030</b>	0.030	0.000	0.000	0.000	0.000	<b>0.030</b>
Visitor Economy - Rural Shared Prosperity Fund	0.713	0.465	0.248	0.000	0.000	0.000	<b>0.248</b>	0.248	0.000	0.000	0.000	0.000	<b>0.248</b>
Tatton Park Investment Phase 2	3.280	1.446	0.500	1.334	0.000	0.000	<b>1.834</b>	0.000	0.000	0.000	0.000	1.834	<b>1.834</b>
<b>Total Committed Schemes</b>	<b>331.345</b>	<b>149.912</b>	<b>44.420</b>	<b>39.649</b>	<b>47.806</b>	<b>49.559</b>	<b>181.434</b>	<b>68.768</b>	<b>25.747</b>	<b>0.454</b>	<b>34.267</b>	<b>52.197</b>	<b>181.434</b>
<b>Total Growth &amp; Enterprise</b>	<b>331.345</b>	<b>149.912</b>	<b>44.420</b>	<b>39.649</b>	<b>47.806</b>	<b>49.559</b>	<b>181.434</b>	<b>68.768</b>	<b>25.747</b>	<b>0.454</b>	<b>34.267</b>	<b>52.197</b>	<b>181.434</b>

## CAPITAL PROGRAMME 2025/26 - 2028/29

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £m
	Total Approved Budget £m	Prior Years £m	Forecast Budget 2025/26 £m	Forecast Budget 2026/27 £m	Forecast Budget 2027/28 £m	Forecast Budget 2028/29 £m	Total Forecast Budget 2025-29 £m	Grants £m	External Contributions £m	Revenue Contributions £m	Capital Receipts £m	Prudential Borrowing £m	
<b>Committed Schemes in progress</b>													
<b>Environment Services</b>													
Bereavement Service Data System	0.035	0.007	0.028	0.000	0.000	0.000	<b>0.028</b>	0.000	0.000	0.028	0.000	0.000	<b>0.028</b>
Booth Bed Lane, Goostrey	0.140	0.000	0.000	0.140	0.000	0.000	<b>0.140</b>	0.100	0.040	0.000	0.000	0.000	<b>0.140</b>
Bosley Village Play Area	0.020	0.000	0.020	0.000	0.000	0.000	<b>0.020</b>	0.000	0.020	0.000	0.000	0.000	<b>0.020</b>
Browns Lane Play Area 2024/25	0.012	0.000	0.012	0.000	0.000	0.000	<b>0.012</b>	0.000	0.012	0.000	0.000	0.000	<b>0.012</b>
Carbon Neutral 2030 Investments	13.980	0.104	0.297	0.300	4.000	9.279	<b>13.876</b>	0.000	0.000	0.000	0.000	13.876	<b>13.876</b>
Carbon Offset Investment	0.568	0.539	0.029	0.000	0.000	0.000	<b>0.029</b>	0.000	0.000	0.000	0.000	0.029	<b>0.029</b>
Carnival Fields	0.042	0.000	0.042	0.000	0.000	0.000	<b>0.042</b>	0.000	0.042	0.000	0.000	0.000	<b>0.042</b>
Chelford Village Hall Phase 2	0.061	0.000	0.061	0.000	0.000	0.000	<b>0.061</b>	0.000	0.061	0.000	0.000	0.000	<b>0.061</b>
Closed Cemeteries	0.152	0.000	0.152	0.000	0.000	0.000	<b>0.152</b>	0.000	0.000	0.000	0.000	0.152	<b>0.152</b>
Crewe Crematorium Flue Modifications	0.030	0.019	0.011	0.000	0.000	0.000	<b>0.011</b>	0.000	0.000	0.000	0.000	0.011	<b>0.011</b>
Crewe Crematorium and Macclesfield Crematorium Major	0.030	0.018	0.012	0.000	0.000	0.000	<b>0.012</b>	0.000	0.000	0.000	0.000	0.012	<b>0.012</b>
Elworth Park	0.052	0.002	0.035	0.015	0.000	0.000	<b>0.050</b>	0.000	0.050	0.000	0.000	0.000	<b>0.050</b>
Energy Improvements at Cledford Lane	0.985	0.914	0.071	0.000	0.000	0.000	<b>0.071</b>	0.000	0.000	0.000	0.000	0.071	<b>0.071</b>
Fleet EV Transition	6.897	0.990	3.580	0.327	2.000	0.000	<b>5.907</b>	0.000	0.000	0.000	0.000	5.907	<b>5.907</b>
Fleet Vehicle Electric Charging	0.585	0.159	0.286	0.140	0.000	0.000	<b>0.426</b>	0.000	0.000	0.000	0.000	0.426	<b>0.426</b>
Future High Street Funding - Sustainable Energy Network	1.566	1.349	0.216	0.000	0.000	0.000	<b>0.216</b>	0.216	0.000	0.000	0.000	0.000	<b>0.216</b>
Green Investment Scheme (Solar Farm)	4.150	3.459	0.536	0.155	0.000	0.000	<b>0.691</b>	0.000	0.000	0.000	0.000	0.691	<b>0.691</b>
Green Spaces Wilmslow - Mersey Forest	0.021	0.021	0.000	0.000	0.000	0.000	<b>0.000</b>	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>
Grounds Maintenance Management ICT System	0.121	0.060	0.062	0.000	0.000	0.000	<b>0.062</b>	0.000	0.000	0.000	0.000	0.062	<b>0.062</b>
Household Waste Recycling Centres	0.860	0.084	0.776	0.000	0.000	0.000	<b>0.776</b>	0.000	0.000	0.000	0.000	0.776	<b>0.776</b>
Jim Evison Playing Fields	0.161	0.019	0.120	0.022	0.000	0.000	<b>0.142</b>	0.000	0.142	0.000	0.000	0.000	<b>0.142</b>
Litter and Recycling Bins	0.208	0.119	0.010	0.052	0.027	0.000	<b>0.089</b>	0.000	0.000	0.000	0.000	0.089	<b>0.089</b>
Longridge Open Space Improvement Project	0.066	0.000	0.000	0.066	0.000	0.000	<b>0.066</b>	0.000	0.066	0.000	0.000	0.000	<b>0.066</b>
LTA - Tennis Facility Improvements	0.124	0.039	0.085	0.000	0.000	0.000	<b>0.085</b>	0.060	0.000	0.000	0.000	0.025	<b>0.085</b>
Macclesfield Chapel Refurbishment	0.629	0.022	0.607	0.000	0.000	0.000	<b>0.607</b>	0.000	0.000	0.607	0.000	0.000	<b>0.607</b>
Main Road, Langley	0.259	0.003	0.160	0.097	0.000	0.000	<b>0.257</b>	0.000	0.257	0.000	0.000	0.000	<b>0.257</b>
Newtown Sports Facilities Improvements	0.099	0.093	0.000	0.006	0.000	0.000	<b>0.006</b>	0.000	0.006	0.000	0.000	0.000	<b>0.006</b>
Park Development Fund	0.846	0.670	0.089	0.087	0.000	0.000	<b>0.176</b>	0.000	0.000	0.000	0.000	0.176	<b>0.176</b>
Park Play, Meriton Road & Stanley Hall	0.010	0.000	0.010	0.000	0.000	0.000	<b>0.010</b>	0.000	0.010	0.000	0.000	0.000	<b>0.010</b>
Pastures Wood De-carbonisation	0.051	0.038	0.013	0.000	0.000	0.000	<b>0.013</b>	0.000	0.000	0.013	0.000	0.000	<b>0.013</b>
Queens Park Bowling Green	0.017	0.002	0.015	0.000	0.000	0.000	<b>0.015</b>	0.000	0.015	0.000	0.000	0.000	<b>0.015</b>
Review of Household Waste Recycling Centres	1.000	0.000	1.000	0.000	0.000	0.000	<b>1.000</b>	0.000	0.000	0.000	0.000	1.000	<b>1.000</b>
Rotherhead Drive Open Space and Play Area	0.141	0.117	0.006	0.006	0.006	0.006	<b>0.024</b>	0.000	0.024	0.000	0.000	0.000	<b>0.024</b>
Rugby Drive, Macclesfield	0.071	0.024	0.047	0.000	0.000	0.000	<b>0.047</b>	0.000	0.047	0.000	0.000	0.000	<b>0.047</b>
Shaw Heath Recreation Ground	0.022	0.016	0.000	0.006	0.000	0.000	<b>0.006</b>	0.000	0.006	0.000	0.000	0.000	<b>0.006</b>
Stanley Hall Improvements	0.055	0.053	0.002	0.000	0.000	0.000	<b>0.002</b>	0.000	0.002	0.000	0.000	0.000	<b>0.002</b>
The Carrs Improvement Project	0.061	0.000	0.000	0.061	0.000	0.000	<b>0.061</b>	0.000	0.061	0.000	0.000	0.000	<b>0.061</b>
The Moor, Knutsford	0.036	0.032	0.004	0.000	0.000	0.000	<b>0.004</b>	0.000	0.000	0.000	0.000	0.004	<b>0.004</b>

## CAPITAL PROGRAMME 2025/26 - 2028/29

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £m
	Total Approved Budget	Prior Years	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29	Total Forecast Budget 2025-29	Grants	External Contributions	Revenue Contributions	Capital Receipts	Prudential Borrowing	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Unsafe Cemetery Memorials	0.035	0.009	0.026	0.000	0.000	0.000	0.026	0.000	0.000	0.000	0.000	0.026	0.026
Victoria Park Amenity Improvements	0.020	0.012	0.008	0.000	0.000	0.000	0.008	0.000	0.008	0.000	0.000	0.000	0.008
Victoria Park Pitch Improvements	0.029	0.028	0.001	0.000	0.000	0.000	0.001	0.000	0.001	0.000	0.000	0.000	0.001
Weekly Food Waste Collections	8.209	0.192	7.517	0.500	0.000	0.000	8.017	2.519	0.000	0.000	0.000	5.497	8.017
West Park Open Space & Sports Improvements	0.120	0.045	0.075	0.000	0.000	0.000	0.075	0.000	0.075	0.000	0.000	0.000	0.075
Woodland South of Coppice Way, Handforth	0.089	0.068	0.005	0.016	0.000	0.000	0.021	0.000	0.021	0.000	0.000	0.000	0.021
Wybunbury Parish Open Space	0.005	0.001	0.004	0.000	0.000	0.000	0.004	0.000	0.004	0.000	0.000	0.000	0.004
Wybunbury St Chad's Closed Cemetery	0.219	0.000	0.219	0.000	0.000	0.000	0.219	0.000	0.000	0.000	0.000	0.219	0.219
<b>Neighbourhood Services</b>													
Congleton Leisure Centre	13.000	12.973	0.027	0.000	0.000	0.000	0.027	0.000	0.020	0.000	0.000	0.007	0.027
Crewe Towns Fund - Cumberland Arena	3.173	0.404	2.768	0.000	0.000	0.000	2.768	2.769	0.000	0.000	0.000	0.000	2.769
Crewe Towns Fund - Pocket Parks	1.481	0.954	0.527	0.000	0.000	0.000	0.527	0.527	0.000	0.000	0.000	0.000	0.527
Crewe Towns Fund - Valley Brook Green Corridor	3.339	0.590	2.748	0.000	0.000	0.000	2.748	2.748	0.000	0.000	0.000	0.000	2.748
Middlewich Leisure Centre	0.060	0.051	0.009	0.000	0.000	0.000	0.009	0.000	0.000	0.000	0.000	0.009	0.009
Libraries - Next Generation - Self Service	0.374	0.336	0.038	0.000	0.000	0.000	0.038	0.000	0.000	0.000	0.000	0.038	0.038
Strategic Leisure Review	3.400	1.329	1.421	0.650	0.000	0.000	2.071	0.000	0.000	0.000	0.000	2.071	2.071
<b>Planning &amp; Regulatory Services</b>													
Regulatory Systems & Environmental Health ICT System	0.313	0.279	0.034	0.000	0.000	0.000	0.034	0.000	0.000	0.000	0.000	0.034	0.034
<b>Total Committed Schemes</b>	<b>68.030</b>	<b>26.244</b>	<b>23.822</b>	<b>2.646</b>	<b>6.033</b>	<b>9.285</b>	<b>41.786</b>	<b>8.940</b>	<b>0.991</b>	<b>0.647</b>	<b>0.000</b>	<b>31.208</b>	<b>41.786</b>
<b>New Schemes</b>													
<b>Environment Services</b>													
Parks	1.483	0.000	0.549	0.370	0.214	0.349	1.483	0.000	1.483	0.000	0.000	0.000	1.483
<b>Total New Schemes</b>	<b>1.483</b>	<b>0.000</b>	<b>0.549</b>	<b>0.370</b>	<b>0.214</b>	<b>0.349</b>	<b>1.483</b>	<b>0.000</b>	<b>1.483</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.483</b>
<b>Total Environment and Communities Schemes</b>	<b>69.513</b>	<b>26.244</b>	<b>24.371</b>	<b>3.016</b>	<b>6.247</b>	<b>9.635</b>	<b>43.269</b>	<b>8.940</b>	<b>2.474</b>	<b>0.647</b>	<b>0.000</b>	<b>31.208</b>	<b>43.269</b>

# Highways & Transport

## CAPITAL

CAPITAL PROGRAMME 2025/26 - 2028/29													
Scheme Description	Forecast Expenditure							Forecast Funding					
	Total Approved Budget £m	Prior Years £m	Forecast Budget 2025/26 £m	Forecast Budget 2026/27 £m	Forecast Budget 2027/28 £m	Forecast Budget 2028/29 £m	Total Forecast Budget 2025-29 £m	Grants £m	External Contributions £m	Revenue Contributions £m	Capital Receipts £m	Prudential Borrowing £m	Total Funding £m
Committed Schemes in progress													
Highways													
A532 Safer Road Fund Scheme	1.466	1.395	0.070	0.000	0.000	0.000	0.070	0.000	0.000	0.000	0.000	0.070	0.070
A536 Safer Road Fund Scheme	2.404	2.353	0.051	0.000	0.000	0.000	0.051	0.000	0.000	0.000	0.000	0.051	0.051
A537 Safer Road Fund Scheme	2.490	2.346	0.144	0.000	0.000	0.000	0.144	0.144	0.000	0.000	0.000	0.000	0.144
Air Quality Action Plan	0.523	0.522	0.002	0.000	0.000	0.000	0.002	0.000	0.000	0.000	0.000	0.002	0.002
Alderley Edge Bypass Scheme Implementation	60.411	60.360	0.051	0.000	0.000	0.000	0.051	0.000	0.000	0.000	0.000	0.051	0.051
Bridge Maintenance Minor Wks	12.463	11.672	0.792	0.000	0.000	0.000	0.792	0.374	0.000	0.000	0.000	0.418	0.792
Client Contract and Asset Mgmt	0.693	0.547	0.146	0.000	0.000	0.000	0.146	0.000	0.000	0.000	0.000	0.146	0.146
Footpath Maintenance - Slurry Sealing & Reconstruction Works	1.323	1.323	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Highway Maintenance Minor Wks	69.622	69.552	0.070	0.000	0.000	0.000	0.070	0.000	0.000	0.000	0.000	0.070	0.070
Highway Pothole/Challenge Fund	11.669	11.497	0.172	0.000	0.000	0.000	0.172	0.000	0.000	0.000	0.000	0.172	0.172
Jack Mills Way Part 1 Claims	0.307	0.307	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Local Highway Measures	7.255	7.105	0.151	0.000	0.000	0.000	0.151	0.151	0.000	0.000	0.000	0.000	0.151
Ward Members Local Highway Measures	0.872	0.319	0.553	0.000	0.000	0.000	0.553	0.177	0.000	0.000	0.000	0.376	0.553
Programme Management	1.547	1.546	0.002	0.000	0.000	0.000	0.002	0.002	0.000	0.000	0.000	0.000	0.002
Road Safety Schemes Minor Wks	6.423	6.260	0.163	0.000	0.000	0.000	0.163	0.034	0.000	0.000	0.000	0.128	0.163
Traffic Signal Maintenance	1.095	0.795	0.300	0.000	0.000	0.000	0.300	0.299	0.000	0.000	0.000	0.001	0.300
Traffic Signs and Bollards - LED Replacement	1.259	1.259	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Winter Service Facility	0.957	0.771	0.097	0.089	0.000	0.000	0.186	0.000	0.000	0.000	0.000	0.186	0.186
Managing and Maintaining Highways	4.712	0.000	4.712	0.000	0.000	0.000	4.712	0.000	0.000	0.000	0.000	4.712	4.712
Pothole Funding	17.397	0.000	5.799	5.799	5.799	0.000	17.397	17.397	0.000	0.000	0.000	0.000	17.397
Integrated Block - LTP	6.009	0.000	2.003	2.003	2.003	0.000	6.009	6.009	0.000	0.000	0.000	0.000	6.009
Maintenance Block - LTP	19.476	0.000	7.878	5.799	5.799	0.000	19.476	17.397	0.000	0.000	0.000	2.079	19.476
Incentive Fund - LTP	4.350	0.000	1.450	1.450	1.450	0.000	4.350	4.350	0.000	0.000	0.000	0.000	4.350
Infrastructure													
A500 Dualling scheme	88.692	11.117	0.050	0.150	0.000	77.375	77.575	74.125	3.450	0.000	0.000	0.000	77.575
A500 Corridor OBC Update	3.371	0.064	0.700	1.391	0.451	0.764	3.307	2.543	0.764	0.000	0.000	0.000	3.307
A50 / A54 Holmes Chapel	0.604	0.101	0.000	0.000	0.000	0.503	0.503	0.000	0.503	0.000	0.000	0.000	0.503
A54 / A533 Leadsmithy Street, Middlewich	0.564	0.177	0.000	0.000	0.000	0.387	0.387	0.000	0.387	0.000	0.000	0.000	0.387
A6 MARR CMM Handforth	1.088	1.046	0.042	0.000	0.000	0.000	0.042	0.042	0.000	0.000	0.000	0.000	0.042
A6 MARR Technical Design	0.473	0.285	0.188	0.000	0.000	0.000	0.188	0.070	0.119	0.000	0.000	0.000	0.188
A556 Knutsford to Bowdon	0.504	0.373	0.060	0.071	0.000	0.000	0.131	0.000	0.131	0.000	0.000	0.000	0.131
Peacock Roundabout Junction	0.750	0.036	0.516	0.000	0.000	0.198	0.714	0.000	0.714	0.000	0.000	0.000	0.714
Congleton Link Road	83.991	72.920	0.700	1.750	1.000	7.621	11.071	0.316	10.756	0.000	0.000	0.000	11.071
Crewe Green Roundabout	7.500	7.059	0.441	0.000	0.000	0.000	0.441	0.000	0.441	0.000	0.000	0.000	0.441
Flowerpot Phs 1 & Pinchpoint	4.249	1.516	0.100	0.488	0.336	1.808	2.732	1.719	1.014	0.000	0.000	0.000	2.732

## CAPITAL PROGRAMME 2025/26 - 2028/29

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £m
	Total Approved Budget £m	Prior Years £m	Forecast Budget 2025/26 £m	Forecast Budget 2026/27 £m	Forecast Budget 2027/28 £m	Forecast Budget 2028/29 £m	Total Forecast Budget 2025-29 £m	Grants £m	External Contributions £m	Revenue Contributions £m	Capital Receipts £m	Prudential Borrowing £m	
Future High Street Funding - Adaptive Signals	0.509	0.455	0.054	0.000	0.000	0.000	0.054	0.000	0.054	0.000	0.000	0.000	0.054
Future High Street Funding - Flag Lane Link	1.481	1.481	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Future High Street Funding - Southern Gateway	5.303	5.101	0.202	0.000	0.000	0.000	0.202	0.202	0.000	0.000	0.000	0.000	0.202
Highways & Infrastructure S106 Funded Schemes	5.113	1.316	1.176	1.268	0.000	1.354	3.798	0.163	3.635	0.000	0.000	0.000	3.798
Transport & Infrastructure Development Studies	0.350	0.043	0.307	0.000	0.000	0.000	0.307	0.307	0.000	0.000	0.000	0.000	0.307
Middlewich Eastern Bypass	96.600	27.679	18.000	37.682	13.240	0.000	68.921	46.779	14.611	0.000	0.000	7.532	68.921
Mill Street Corridor - Station Link Project	0.847	0.263	0.584	0.000	0.000	0.000	0.584	0.000	0.284	0.000	0.000	0.300	0.584
North-West Crewe Package	51.366	49.055	1.411	0.300	0.300	0.300	2.311	0.000	2.311	0.000	0.000	0.000	2.311
Old Mill Road / The Hill Junction	1.325	0.188	0.100	1.036	0.000	0.000	1.136	0.000	1.136	0.000	0.000	0.000	1.136
Poynton Relief Road	54.848	47.293	0.500	3.355	1.435	2.265	7.555	2.236	4.219	0.000	1.000	0.100	7.555
Sydney Road Bridge	10.501	10.112	0.014	0.375	0.000	0.000	0.389	0.000	0.390	0.000	0.000	-0.001	0.389
Strategic Transport and Parking													
Active Travel Fund	3.109	0.525	2.584	0.000	0.000	0.000	2.584	2.584	0.000	0.000	0.000	0.000	2.584
Active Travel (Cycling / Walking Route) Investment	2.920	2.854	0.066	0.000	0.000	0.000	0.066	0.001	0.000	0.000	0.000	0.065	0.066
Available Walking Routes	0.151	0.000	0.151	0.000	0.000	0.000	0.151	0.151	0.000	0.000	0.000	0.000	0.151
Car Parking Review	0.895	0.570	0.325	0.000	0.000	0.000	0.325	0.000	0.000	0.000	0.325	0.000	0.325
LEVI Capital Fund 23/24	2.172	0.000	0.217	0.652	0.652	0.652	2.172	2.172	0.000	0.000	0.000	0.000	2.172
On-street Residential Charging	0.551	0.389	0.162	0.000	0.000	0.000	0.162	0.151	0.000	0.000	0.000	0.011	0.162
Park Lane – Ayresshire Way, Congleton Walking and Cycling	0.482	0.433	0.049	0.000	0.000	0.000	0.049	0.049	0.000	0.000	0.000	0.000	0.049
Sustainable Travel Access Prog	2.245	2.059	0.186	0.000	0.000	0.000	0.186	0.186	0.000	0.000	0.000	0.000	0.186
Sustainable Modes of Travel to Schools Strategy (SMOTSS)	1.117	0.883	0.234	0.000	0.000	0.000	0.234	0.234	0.000	0.000	0.000	0.000	0.234
Public Transport Infrastructure	2.765	1.586	0.800	0.379	0.000	0.000	1.179	1.179	0.000	0.000	0.000	0.000	1.179
Bus Priority	0.755	0.000	0.413	0.341	0.000	0.000	0.755	0.755	0.000	0.000	0.000	0.000	0.755
Real Time Passenger Information (RTPI)	0.750	0.000	0.600	0.030	0.030	0.090	0.750	0.750	0.000	0.000	0.000	0.000	0.750
Macclesfield Bus Station	0.050	0.000	0.050	0.000	0.000	0.000	0.050	0.050	0.000	0.000	0.000	0.000	0.050
Local Access - Crewe Transport Access Studies	0.400	0.088	0.312	0.000	0.000	0.000	0.312	0.312	0.000	0.000	0.000	0.000	0.312
Local Access - Macclesfield Transport Access Studies	0.300	0.061	0.239	0.000	0.000	0.000	0.239	0.239	0.000	0.000	0.000	0.000	0.239
Local Transport Grant	7.754	0.000	7.754	0.000	0.000	0.000	7.754	7.754	0.000	0.000	0.000	0.000	7.754
Middlewich Rail Study	0.020	0.000	0.020	0.000	0.000	0.000	0.020	0.020	0.000	0.000	0.000	0.000	0.020
LTP Development & Monitoring Studies	0.900	0.460	0.220	0.221	0.000	0.000	0.441	0.441	0.000	0.000	0.000	0.000	0.441
Digital Car Parking Solutions	0.140	0.097	0.044	0.000	0.000	0.000	0.044	0.016	0.000	0.000	0.000	0.027	0.044
Pay and Display Parking Meters	0.620	0.607	0.013	0.000	0.000	0.000	0.013	0.000	0.000	0.000	0.000	0.013	0.013
Car Parking Improvements (including residents parking)	0.322	0.266	0.056	0.000	0.000	0.000	0.056	0.000	0.000	0.000	0.000	0.056	0.056
Total Committed Schemes	683.171	428.486	64.245	64.629	32.495	93.317	254.686	191.877	44.917	0.000	1.325	16.566	254.686

Highways & Transport

CAPITAL

CAPITAL PROGRAMME 2025/26 - 2028/29													
	Forecast Expenditure							Forecast Funding					
	Total Approved Budget £m	Prior Years £m	Forecast Budget 2025/26 £m	Forecast Budget 2026/27 £m	Forecast Budget 2027/28 £m	Forecast Budget 2028/29 £m	Total Forecast Budget 2025-29 £m	Grants £m	External Contributions £m	Revenue Contributions £m	Capital Receipts £m	Prudential Borrowing £m	
Scheme Description													
New Schemes													
Highways													
Highways Maintenance Capital	41.846	0.000	7.340	11.502	11.502	11.502	41.846	27.773	0.000	0.000	0.000	14.073	41.846
Highways: Depots (Macclesfield)	2.386	0.000	0.411	0.750	1.225	0.000	2.386	0.000	0.000	0.000	0.000	2.386	2.386
Highways: Depots (Wardle)	0.696	0.000	0.146	0.458	0.092	0.000	0.696	0.000	0.000	0.000	0.060	0.636	0.696
Strategic Transport & Parking Services													
Strategic Transport Model	0.750	0.000	0.250	0.250	0.250	0.000	0.750	0.000	0.000	0.000	0.000	0.750	0.750
Total New Schemes	45.678	0.000	8.147	12.960	13.069	11.502	45.678	27.773	0.000	0.000	0.060	17.845	45.678
Total Highways & Transport	728.849	428.486	72.392	77.589	45.564	104.819	300.363	219.650	44.917	0.000	1.385	34.411	300.363



OPEN

## **Adults and Health Committee**

**22 September 2025**

### **Accommodation with Care Contract: Decision to recommission**

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**Report of: Helen Charlesworth-May, Executive Director of Adults, Health and Integration**

**Report Reference No: AH/16/2025-26**

**Ward(s) Affected: All**

#### **For Decision**

##### **Purpose of Report**

- 1 The purpose of this report is to seek approval from members to recommission the 'Accommodation with Care' contract (Residential and Nursing Care Homes) ahead of the contract expiry date 31<sup>st</sup> March 2026.

##### **Executive Summary**

- 2 We are seeking approval from members to recommission the 'Accommodation with Care' contract, ahead of the expiry date 31<sup>st</sup> March 2026.
- 3 Our commissioning intentions are to Direct Award any existing AWC Providers who have already been awarded a place on the framework via the CHEST portal tendering process. Any care homes who are not currently onboarded on to the AWC framework will need to complete the full tender process on the CHEST. This method has been agreed by our Procurement and Legal Teams.
- 4 The Accommodation with Care contract extension was recently approved by members at the last Committee in June 2025.
- 5 The contract value will be approximately £270 million, over a 5 year period. There is an option to extend by 2 years. If we decide to extend the overall value would increase by approximately £54 million annually to approximately £378,000,000 in total.

There are currently 97 Residential and Nursing care homes in Cheshire East and we currently have 75 homes on the AWC framework.

## **RECOMMENDATIONS:**

The Adults and Health Committee is recommended to:

1. Approve the recommission the Accommodation with Care contract, ahead of the expiry date of 31<sup>st</sup> March 2026.

### **Background**

- 6 The Accommodation with Care (AWC) contract originally commenced in October 2018, as a framework for providers to join. These contracted providers deliver high quality, safe and personalised accommodation with care to adults over the age of 18.
- 7 This service promotes choice, dignity, control and quality of life for all residents and provide modernised care and support services that deliver value for money. The AWC contract includes the following provisions; Mental Health, Learning Disability, Physical Disability, Intermediate Care and Discharge to Assess.
- 8 Once awarded a place on the AWC framework, care home providers are able to bid for placements issued through the e-Brokerage system. Our Quality Assurance Team carry out visits to inspect the homes, against our contract performance management framework.
- 9 We wish to help care homes understand that that their financial model should not rely on the Local Authority funding placements. We would like all care homes to make any self-funding residents aware that Cheshire East Council have no obligation to fund the placement if the service user can no-longer cover the weekly care fees.
- 10 Under the Care Act, the Local Authority has a statutory responsibility to ensure this service is available and to a high standard for the residents of Cheshire East. The contract is due to expire 31<sup>st</sup> March, hence the decision to recommission this service; subject to committee approval.

### **Consultation and Engagement**

- 11 At the last committee in June 2025, the Accommodation with Care contract extension was approved by members.
- 12 This contract extension has provided us extra time to ensure that the work is fully aligned to our transformation programme, and the new UK Procurement Act 2023.
- 13 We will consult, involve and co-produce with people who receive support via this contract and/or those who advocate on their behalf, in partnership with the Council, providers and other key stakeholders. We are also seeking greater involvement from these groups in the procurement phase of this contract.

## Reasons for Recommendations

- 14 As a result of recommissioning this AWC contract, residents will be able to remain in their current care homes and would not risk the Council not satisfying its statutory duties. By recommissioning the care home service, we will be alleviating the concerns and risk of homelessness.
- 15 Subject to approval, our commissioning intentions are as follows:
- 16 To direct award any existing AWC providers who have already been awarded a place on the framework via the CHEST tendering process (Framework A). This will mean they won't have to go through the full tendering process again, which will help our existing providers and act as an incentive for them to want to sign up to the new AWC contract.
- 17 However, any care homes who are not currently onboarded on to the AWC framework will need to complete the full tender process on the CHEST (Framework B) to ensure the new homes understand the Council's expectations and deliver the high standard of care our residents require.
- 18 We will open Framework C at a later date, for any additional providers who wish to join the framework. These could be homes who have previously chosen to not join, previously failed to be awarded a place on the framework, or any new care homes who have been built after April 2026. This will ensure no homes are excluded and will all have a chance to bid for a place on the AWC framework.
- 19 In order to abide by the Care Act, we promote the efficient and effective operation and sustainability of a market in services for meeting the care and support needs of individuals. We are working towards transforming the care and support offer to ensure we have greater capacity and an improved range of services that are value for money.
- 20 Care homes will be key to the 'Blueprint 2030' ambitions in relation to 'Healthy Neighbourhoods' and 'Health and Care Services'. This also links in with transformation project work, as Prevent Reduce Enable (PRE) enables residents to maintain independence and may delay commissioned services. We will work with providers to reset, reimagine and reshape care homes, so they can deliver services that are more responsive, innovative and aligned with the needs of our residents.

## Additional Quality Information

- 21 A robust system is in place to ensure the quality of services delivered in all Cheshire East care homes. The Council's Quality Assurance Team along with the regulator which is the Care Quality Commission (CQC) and key stakeholders including the Integrated Care Board (ICB) work together to monitor the quality and performance of all care homes located within the borough.

- 22 Reciprocal arrangements are in place to highlight any concerns regarding the quality of care being provided in care homes located outside of the Cheshire East footprint. Any homes which are considered to be CQC rated “Requires Improvement” have an enhanced quality assurance input from the local authority and partners in order to ensure the safety and quality of care provided to residents.
- 23 Referrals to care homes where there are significant concerns are suspended from any new admissions until improvements have been demonstrated and sustained to the satisfaction of the council (including Safeguarding), the regulator (CQC) and NHS.
- 24 If the Council and partners have serious concerns regarding the providers performance and a care home provider is in persistent breach of the contract in place, the resident/residents will be moved to an alternative care home in order to ensure care needs are safely being met to a satisfactory standard.

### Other Options Considered

- 25 Under the Care Act, the authority has a statutory responsibility to ensure this service is available.

Option	Impact	Risk
Do nothing- If Committee do not approve our decision to recommission	The Council would not be able to satisfy its statutory duties.	The Local Authority would be penalised for not providing a mandatory service by law.
Do nothing- If Committee do not approve our decision to recommission	Not all in borough care homes are onboarded on to the existing framework. (By Recommissioning this AWC service, this gives any homes who are not onboarded a chance to bid for a place on the new Framework, which supports having as many homes in the borough on our official AWC contract)	This would result in an increase of spot purchase arrangements in non-contracted care homes, with no contractual agreement in place to ensure our standard are met, and also high cost placement fees.

### Implications and Comments

#### *Monitoring Officer/Legal/Governance*

- 26 Legal have considered and reviewed the procurement position in relation to the recommission of the ‘Accommodation with Care’ contract.
- 27 Legal can confirm that we are happy with the proposed procurement approach set out in this report and happy for the recommission of the Contract to proceed on that basis.

*Section 151 Officer/Finance*

- 28 This decision will not create new expenditure, it continues current commitments as part of the Council's duties under the Care Act.
- 29 It is a revenue commitment, it relates to ongoing payments to third parties for accommodation with care services, it's not an investment in physical assets or infrastructure.
- 30 At present the committed spend for 2025/26 on Accommodation with Care services is £83.686m, approximately £53.991m of this is with providers on CE's framework contract. Recommissioning the contract offers an opportunity to increase the number of providers on the contract and to improve the contract-management of accommodation with care services. Also, bringing more providers onto the contract improves value for money by reducing reliance on often higher-cost spot purchases.

<b>AwC Budget</b>	<b>£ms</b>
AwC Budget 2025/26	£83.760
AwC Transformation Savings 2025/26	<b>-£1.250</b>
Net AwC Budget 2025/26	£82.510
<b>2025/26 AwC Commitment - Total</b>	<b>£83.686</b>
<b>2025/26 AwC Commitment - with Contracted Providers</b>	<b>£53.991</b>

- 31 The recommission supports the MTFS because it helps to deliver the Prevent, Reduce, Enable (PRE) programme. PRE is focused on enabling residents to maintain their independence. Part of the expected output is that residents will be supported to live at home for longer. Recommissioning presents an opportunity for CE to shape the AwC market, which in turn would support the PRE aims by helping to reduce the number of longer-term care home placements.
- 32 The recommission also supports the Commissioning and Brokerage MTFS proposal. It will help the CE to apply and negotiate towards the new guide price for Accommodation with Care services.
- 33 The financial impact covers multiple years, with an estimated annual cost of £53.991m (based on current care plans in place) over five years, plus a possible two-year extension.
- 34 As detailed in paragraph 21 recommissioning this contract will also help to make sure care homes continue to meet high quality standards.

**Risk Management**

- 35 As a result of recommissioning this contract, residents will be able to remain in their current care homes. If we chose not to recommission, we

would risk the Council not satisfying its statutory duties. Potential risks to consider and monitor going forward:

- Retaining a sustainable fee structure: The new Guide Price Policy
- Retaining positive relationship with all providers
- Reducing reliance on agency staff
- Market management issues
- Workforce constraints
- Maintaining and improving care quality standards
- Responding to emerging needs including bariatric support
- Expanding dementia support.

## **Policy**

- 36 In order to abide by the Care Act, we promote the efficient and effective operation and sustainability of a market in services, for meeting the care and support needs of individuals. There is a need to transform the care and support offer to ensure we have greater capacity and an improved range of services that are value for money.
- 37 The Local Authority has the option to direct award to all existing AWC providers who have already been awarded a place on the existing framework over the last few years.
- 38 Any care homes who are not currently onboarded on to the AWC framework will need to complete the full tender process on the CHEST, to ensure they can deliver the high standard of care that the Local authority expect for the residents of Cheshire East.

## **Equality, Diversity and Inclusion**

- 39 The provider will be organised and provide services in a way which does not discriminate against the residents or staff in respect of any of the protected characteristics under the Equality Act 2010.
- 40 The provider shall have in place an equal opportunities policy for the recruitment, development and care of the workforce (including volunteers).
- 41 The provider is also required to consider all implications and include such considerations in residents' care plans.
- 42 The provider will ensure that all staff are aware of the general and specific duties of the Equality Act 2010 and the protected characteristics to which they apply.
- 43 An equality impact assessment has been completed as this has an impact on the following people:
- existing and future residents, including their families; and
  - existing and new providers who are interested in working with or continuing to work with CEC.

- 44 The local authority will help providers understand and comply with their statutory obligations under equalities legislation. These rules are also set out in our AWC specification matching the Equality Act. Not tolerating any kind of discriminatory abuse - treating a person in a way which does not respect their race, religion, sex, disability, culture, ethnicity, sexuality or age.

The local authority and providers will ensure that the needs of residents from under-represented groups and priority groups are fully considered in the planning and delivery of service arrangements, these groups are as follows:

- Young people;
- Ex-service personnel;
- People with a learning disability;
- Lesbian, Gay, Bisexual, Transgender people;
- Black and minority ethnic groups;
- Where a referral is made by an Independent Domestic Abuse Advisor or an Independent Sexual Violence Advisor or via the Sexual Assault Rape Centre;
- Those who make themselves vulnerable e.g. homelessness, drug or alcohol use, and sex workers;
- Those who are involved in Family Focus or Complex Dependency programmes.

#### **Carbon Neutral:**

- 45 Cheshire East is also working with partners across the borough on our mission to get to a more sustainable future. We continue to engage with care homes around climate change. This will allow us to broaden our outreach to communities, exploring different ways for businesses to support investment in clean, renewable energy from sources such as wind, solar and hydro, waste and water and fleet vehicles.

#### **Consultation**

<b>Name of Consultee</b>	<b>Post held</b>	<b>Sign off date</b>
Legal and Finance		
Kevin O'Keefe	Interim Director of Law and Governance	12.09.2025
Daniel O'Brien	Senior Lawyer (Place)	10.09.2025
David Hallworth	Principal Accountant	11.09.2025
Other Consultees:		
Emma Harris	Procurement Manager	04.09.2025
Liz Hopper	Head of Service (Urgent and Emergency Care & New Models of Care)	09.09.2025
Hayley Doyle	Director of Commissioning and Integration (Adults)	09.09.2025

Helen Charlesworth May	Executive Director of Adult Health and Integration	09.09.2025
<b>Access to Information</b>		
Contact Officer:	Aniela Kowalska, Project Manager New Models of Care <a href="mailto:Aniela.kowalska@cheshireeast.gov.uk">Aniela.kowalska@cheshireeast.gov.uk</a>	
Background Papers:	<ul style="list-style-type: none"> <li>- June 20205 Committee briefing detailing AWC extension.</li> <li>- DLT slides from November 2024.</li> </ul>	



OPEN

## **Adults and Health Committee**

**22 September 2025**

### **Future Options for Catering in Oakmere and Willowmere Extra Care Housing Schemes**

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**Report of: Helen Charlesworth-May, Executive Director of Adults, Health and Integration**

**Report Reference No: AH/04/2025-26**

**Ward(s) Affected: Handforth, Middlewich**

**For Decision**

#### **Purpose of Report**

- 1 Following the report on future catering options for Oakmere and Willowmere that was presented at Adults and Health Committee on 20 January 2025 and the decisions made at that meeting, this report outlines actions taken since then to understand the resident's catering needs, assess market interest in delivering a service in the schemes, and identifies a preferred future service model.
- 2 Members are asked to note the catering review (Annex 1) and the actions taken to date, and to approve the procurement of one or more new service providers.

#### **Executive Summary**

- 3 At the Adults and Health Committee in January 2025, a report was presented explaining that the decision to close the schools' catering service had led to the closure of the catering service in two extra care schemes – Oakmere and Willowmere. Following resident engagement, an interim hot meals delivery service had been arranged pending a review of the long-term future of the provision.
- 4 The Committee agreed the interim arrangements to allow time for a full review and decision on the long-term catering options. Officers were asked to explore weekend and Bank Holiday meal provision with the interim providers. In addition, the Committee requested a review of the decision-making that led to the closure of the extra care catering services, which was

completed and reported to the Audit & Governance Committee on 31 March 2025 which can be found in the background papers section of this report.

- 5 Options for the catering provision have now been reviewed, supported by two further rounds of resident engagement (one by the operator of the extra care schemes, Advantage, and one by the Council) building on the results of the initial survey, and face-to-face feedback.
- 6 The full review is annexed to this report. It concludes that the preferred future model for the catering provision is to procure onsite providers for both schemes.
- 7 Therefore, the Adults & Health Committee is asked to note the review, and approve the proposed procurement, which will be informed by resident feedback and soft market testing.

### **RECOMMENDATIONS**

The Adults and Health Committee is recommended to:

1. Note the review of the catering provision in Oakmere and Willowmere (Annex 1) and the findings of that review, including the risk of market failure.
2. Agree to the procurement of a new service provider via an open procurement and delegate authority to the Executive Director of Adults and Health to undertake the procurement and award a contract to the successful provider(s), on terms and conditions to be agreed in consultation with the Governance, Compliance and Monitoring Officer.

### **Background**

- 8 Oakmere (Handforth) and Willowmere (Middlewich) are two of five extra care schemes in Cheshire developed under Private Finance Initiative (PFI) arrangements in 2009. They are managed by Advantage (Cheshire) Limited, a company established specifically for this purpose. Within the project agreement it specifies the responsibility for catering falls to the local authority.
- 9 The report presented at the Adults and Health Committee on 20 January 2025 explained that the decision to close the schools catering service had led to the closure of the catering services at Oakmere and Willowmere. Following resident engagement about the then potential closure, hot meals delivery services were introduced at each scheme as an interim measure while longer-term options were reviewed. These services are provided by two organisations, one in each scheme. The Committee asked officers to explore the feasibility of weekend and Bank Holiday meal provision. Unfortunately, this was not viable at Willowmere, and Oakmere's provider was already offering chilled meals on Fridays to cover weekend period as they were unable to deliver hot meals over the weekend. Concerns were expressed about the impact on Adult Services of a decision made by the

Children and Families Committee to close the school meals service. These were addressed by the Audit and Governance committee in their meeting on 31 March 2025.

- 10 The catering review, annexed to this report, includes resident feedback, market insight, sustainability considerations, and an appraisal of future options. It describes the interim hot meal delivery service, drawing on provider reports and resident engagement. Eighteen Oakmere residents and seventeen Willowmere residents reported that they had tried the services, with satisfaction scores of 2.9/5.0 at Oakmere and 4.2/5.0 at Willowmere. Provider data indicates that fewer meals are being delivered than were served in the previous onsite restaurants. Further details from residents and the providers may be found in [Catering Review - Interim Arrangements](#).
- 11 The review also includes findings from Advantage's annual survey conducted in February 2025, which had a high response rate from both schemes. For future provision, both groups favoured onsite catering, open seven days a week, with their preferred mealtimes being lunch and then breakfast. Further details of the survey results may be found in [Catering Review - Advantage Survey](#).
- 12 In May 2025, the Council held drop-in sessions and re-surveyed residents from both schemes. Most supported an onsite catering service with seven-day access, hot lunches, and snacks available throughout the day. Further details of the responses to this engagement may be found in [Catering Review - Future Options Survey](#).
- 13 There were two responses to the soft market testing carried out in June 2025. Both respondents demonstrated understanding the challenges of providing a catering service in extra care schemes and expressed confidence that the service could be sustainable. Further information on the soft market testing may be found in [Catering Review - Soft Market Testing](#).
- 14 The review considered several options for achieving a sustainable service, although some of them were not achievable in Oakmere and Willowmere. Further information on sustainability may be found in [Catering Review - Achieving Sustainability](#).
- 15 The review further identified four options for the future. These four options are summarised under [Other Options Considered](#) later in this report and more details may be found in [Catering Review - Future Options](#).
- 16 The review recommends procuring an onsite, financially sustainable service, shaped by resident and market feedback. Whilst we acknowledge subsidising the service is not appropriate in the long term it may be appropriate to provide pump prime funding to help establish a sustainable service. This funding would be reduced over the life of the contract as the service became established.
- 17 A specification has been drafted outlining an onsite service, initially delivering a minimum of a lunchtime service on at least five days each week,

with scope to expand opening days/hours and provide ad hoc catering. It is proposed that both price and quality will be evaluated as part of the procurement process, meaning that evaluation scores will be higher for bids requiring lower funding.

- 18 Subject to approval of the recommendations in this report, the approximate procurement timeline is:

Stage	Dates
Procurement Pack Available	Early October
Tender Period	October
Evaluation Period	Early November
Contract Award	Mid-December
Mobilisation Period	Mid-December to early March

### Consultation and Engagement

- 19 Extensive engagement has taken place over the past year, including:

Date	Engagement Activity
August 2024	Face-to-face meetings and surveys
October 2024	Letter
December 2024	Face-to-face meetings (to explain interim arrangements)
January 2025	Adults & Health Committee Meeting – residents attended with one resident speaking at the meeting
February 2025	Avantage Annual Survey
May 2025	Drop-In Sessions and Survey
June 2025	Soft Market Testing

- 20 In mid-2024, when it first became apparent that the service might close, it was planned to allow the service to lapse temporarily, whilst budget and procurement decisions were finalised. However, feedback from residents and professionals highlighted the value of the service, leading to the introduction of an interim hot meals' delivery service, to cover the period until a full review could be undertaken and a long-term solution could be found.
- 21 The engagement that has taken place since the Adults and Health Committee meeting on 20 January is described above in paragraphs 10-13.

### Reasons for Recommendations

- 22 Resident and market engagement has helped identify resident needs and how the market could meet them. Respondents to the soft market testing expressed confidence in delivering a sustainable service for residents and the wider community.
- 23 Future options were considered based on this feedback, and a service specification has been drafted to reflect resident preferences and align with market insights.

- 24 An onsite catering service would enhance the appeal of extra care schemes to new residents and promote wellbeing by creating inclusive, social spaces for residents and the wider community. It would also contribute to the holistic support available to residents with higher or more complex needs, aligning with the Council's aim to diversify its accommodation offer and helping to reduce reliance on residential and nursing care.
- 25 Although previous procurement attempts were unsuccessful, the 2025 resident and market engagement has informed the draft financial model and specification, reducing the risk of failure. However, market response remains uncertain, and procurement failure is still possible. It should be noted that the interim hot meal delivery service is unlikely to be sustainable in the long term.

### Other Options Considered

- 26 More details of the benefits and risks/disadvantages of each of these options may be found in Appendix 1. A summary of each option reviewed together with its associated impact and risks is detailed in the table below:

Option	Impact	Risk
Do Nothing	Interim hot meals service ends in Nov/Dec; no replacement provided.	Residents must make alternative arrangements. Those who are unable to shop/cook may need additional paid support or to move out of the extra care scheme.  Reputational risk to the council.
Smart Vending Machines	24/7 access to hot/cold food and drinks.	Strong resident opposition. Limited social value, dietary flexibility, and payment options.
Procure long-term hot meals delivery service	Hot meals delivered at least 5 days/week to those who opt in.	Low uptake may threaten sustainability. (Note current delivery volumes are significantly lower than the previous onsite service.)
<b>Recommended:</b> Onsite catering service	Hot, nutritious meals with social opportunities for residents and local community.	Procurement may fail. Uptake may be too low or too slow, risking financial viability.

## Implications and Comments

### *Monitoring Officer/Legal/Governance*

- 27 In 2007, Cheshire County Council (CCC) commissioned Advantage to design, build and manage five extra care housing schemes across Cheshire under a Private Finance Initiative (PFI) arrangement. As part of the PFI Agreement, CCC was responsible for the catering services in each scheme. The “catering obligation” for the schemes was passed to the successor Councils; of which CEC was one, when the County Council was dissolved in 2009. The Council currently provides catering in Oakmere and Willowmere via a grant agreement with two voluntary sector providers that deliver interim hot meal delivery services. The Council is obliged to provide the catering (as opposed to the landlord) but the contract does not dictate how the meals are to be provided. It is reported that some support from the existing base budget may be required to establish a sustainable service. If it is found that such support is required, the Council will need to go about an exercise to determine if such support amounts to a subsidy which needs to be sanctioned under the terms of the Subsidy Control Act.
- 28 Cheshire East Council has statutory responsibilities to provide Adult Social Care services under Care Act 2014, including promoting wellbeing, protecting adults at risk of abuse or neglect, preventing the need for care and support, and providing information and advice.

### *Section 151 Officer/Finance*

- 29 The Adults Directorate has a £60,000 budget for catering services at Willowmere and Oakmere Extra Care Housing.
- 30 The proposal seeks to initiate procurement for an onsite catering service, subject to market viability and affordability within the existing budget.
- Affordability: The service must operate within the £60,000 allocation. No additional funding is identified in the current MTFS.
  - If procurement fails to attract viable bids within budget, alternative models may need to be explored.

### *Human Resources*

- 31 There are no Human Resources implications relating to the recommended course of action (procurement of onsite catering provider).

### *Risk Management*

- 32 Despite extensive engagement, there remains a risk that the recommended procurement may fail. To mitigate this, resident feedback has shaped the service design and market insights have informed the financial model. In addition, officers are engaging with local providers and have arranged two

engagement/procurement portal awareness sessions to build confidence and understanding of bidding for local authority contracts via The Chest.

- 33 If the procurement fails, it is hoped the interim service could continue whilst the situation is reviewed, but this is not guaranteed. Further decisions may be required around what can realistically be delivered within existing or extended resources.

#### *Impact on other Committees*

- 34 No other committees are directly affected by the recommendations in this report. However, the closure of the previous onsite service was an unintended consequence of a decision made by the Children and Families Committee. This was discussed at the Audit and Governance Committee meeting on 31 March 2025, which noted that changes had been made to the constitution to ensure that where a report might fall under more than one committee's remit, members of all committees impacted would have sight of the report and the opportunity to comment on that report as part of the decision-making process.

#### *Policy*

- 35 There are no policy implications in this report or its recommendations.

Commitment 1: Unlocking prosperity for all	Commitment 1: Unlocking prosperity for all	Commitment 1: Unlocking prosperity for all
	The recommended action is to procure a service that can provide hot, nutritious meals and promote community wellbeing, not just to older and more vulnerable people living Oakmere and Willowmere but also to the surrounding communities.	

#### *Equality, Diversity and Inclusion*

- 36 EIA in Annex 2.

#### *Other Implications*

- 37 No other implications have been identified.

**Consultation**

Name of Consultee	Post held	Date sent	Date returned
<i>Statutory Officer (or deputy) :</i>			
Ashley Hughes	S151 Officer	Click or tap to enter a date	27/08/25
Julie Gregory	Acting Head of Legal Services	Click or tap to enter a date	14/08/25
Legal and Finance			
Adrian Leslie	Lawyer	Click or tap to enter a date	13/08/25
David Hallworth	Finance Business Partner	Click or tap to enter a date	19/08/25
Julie Gregory	Deputy Monitoring Officer		19/08/25
Other Consultees:			
Executive Directors/Directors			
Helen Charlesworth-May	Executive Director – Adults, Health and Integration	09/09/25	09/09/25
<b>Access to Information</b>			
Contact Officer:	Daniel Coyne – Head of Service <a href="mailto:Daniel.coyne@cheshireeast.gov.uk">Daniel.coyne@cheshireeast.gov.uk</a>		
Appendices:	Annex 1 – Review Annex 2 - Equality Impact Assessment - ECH Catering		
Background Papers:	<a href="#">Minutes of Adults and Health Committee - 20 January 2025</a> <a href="#">Minutes of Audit and Governance Committee - 31 March 2025</a>		



## ANNEX 1: REVIEW OF CATERING IN OAKMERE AND WILLOWMERE EXTRA CARE SCHEMES

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# 1 Background

## 1.1 Extra Care Housing & PFI Arrangements

### 1.1.1 Extra Care Housing

Extra care housing (ECH) is a specialised form of housing, designed to support mainly older people to live as independently as possible for as long as possible. As residents' care needs increase, additional support is available to assist them, usually provided by an on-site care team.

In Cheshire East, we have four ECH schemes run by Registered Providers; two of these are schemes that were built under Private Finance Initiative (PFI) arrangements in 2008-2009. This report relates to these two schemes, Oakmere in Handforth and Willowmere in Middlewich.

### 1.1.2 PFI Arrangements

Private Finance Initiative (PFI) arrangements were introduced by central government as a way to build significant assets for the public sector using private sector investment. Cheshire County Council commissioned a consortium to design, build, finance and operate five extra care schemes across Cheshire under a PFI contract which will expire in 2039. As part of the arrangements under this contract, the County Council agreed to commission care in these schemes and provide the catering provision.

The PFI contract was passed to Cheshire East Council and Cheshire West & Chester Council jointly when the county council was abolished as part of the Local Government Reorganisation in 2009.

## 1.2 Catering Service January 2009 – 03 January 2025

### 1.2.1 Initial setup

The first scheme to open in 2009 was Oakmere in January. Willowmere followed in April 2009. Cheshire County Council set up the catering teams to provide the service and responsibility for these teams and the services themselves was passed to Cheshire East's School Meals Service in April 2009. The arrangements were governed by a Service Level Agreement (SLA) and under this SLA, Adult Services was obliged to cover any losses the service made. It appears that at the time, it was anticipated that this would be a short-term measure to support the service which was operational from the day the scheme opened and before full occupancy was achieved.

### 1.2.2 Ongoing Sustainability Issues

Soon after opening, it was recognised that the service was likely to be unsustainable without additional funding on an ongoing basis. Between 2010 and 2024, efforts

were made to increase income and reduce costs in order to make the service financially sustainable, including changing opening hours, changing the way the service was provided (e.g. food being prepared offsite and reheated onsite) and ensuring that all ad hoc catering and events were financially self-sustaining.

Ultimately, creating a sustainable service without additional funding proved impossible for the council and lack of market interest/market failure is recognised as an ongoing risk.

Details of additional funding provided from 2015/16 to 2024/25 may be found in [Appendix 1: Additional Funding](#).

### 1.2.3 Withdrawal of Catering Service

Cheshire East's Children and Families Committee decided that the school meals service should cease trading at the end of 2024/2025. The school meals service operated the restaurant and catering service in both Oakmere and Willowmere, providing all back-office support for the services including management of the service, provision and management of the staff and access to financially beneficial provisions contracts. Based on the anticipated loss of these back-office services, the decision was made to close the scheme catering services on Friday 03 January 2025.

## 2 Interim arrangements since 03 January 2025

Engagement took place with residents to keep them informed in the months prior to the closure of the catering service. Their strong desire and reasons for the provision of hot, nutritious meals eaten in a communal setting, led to interim arrangements being made to cover the period between the closure of the onsite service and the confirmation of budget/future plans for the catering provision, which was anticipated to be the end of May 2025. Two VCFSE organisations applied for grant funding to deliver hot meals to residents and to facilitate activities on each scheme twice a week between 03 January and 31 May 2025. These arrangements were extended to the end of November 2025, once it was identified that the longer term solution was likely to be an onsite catering provider and additional time would be needed to arrange this.

### 2.1 Interim Provision: Oakmere

The Welcome, a VCFSE organisation based in Knutsford, delivers hot meals to Oakmere Monday-Friday and chilled meals on Fridays that can be heated over the weekend. They also deliver a variety of sessions to Oakmere residents and occasional visitors from the local community. Most meals are delivered to the dining room at Oakmere where residents congregate and eat together.

Eighteen residents who returned the May 2025 survey said that they had used the interim hot meal delivery service and they scored it 2.9/5.0. Residents suggested that The Welcome needed more choice/flexibility and improvements in administration of the service as well as changes to the time of delivery. Eighteen residents equates to 58% of those who returned the survey, and 32% of those living in Oakmere. However, it should be noted that some of the surveys may have been completed by joint occupants so the actual percentages may be a little higher.

## 2.2 Interim Provision: Willowmere

Wishing Well, a charitable organisation based in Crewe, delivers hot meals to residents' apartments with support from third party organisation – Middlewich Good Neighbours – Mon to Fri. Wishing Well declined to offer chilled/frozen meals for residents to reheat citing food safety concerns. They also facilitate a weekly, well-attended exercise class at Willowmere.

Seventeen residents who returned the May 2025 survey said that they had used the interim hot meal delivery service and they scored it 4.2/5.0. Residents said that they would like more choice, the option of a meal at weekends and improvements in the administration of the service. Seventeen residents equates to 55% of those who returned the survey, and 24% of those living in Willowmere. However, it should be noted that some of the surveys may have been completed by joint occupants so the actual percentages may be a little higher.

Further information on interim arrangements and provider and resident feedback may be found in [Appendix 2: Interim Arrangements](#).

## 3 Review of the residents needs

### 3.1 Engagement prior to 03 January 2025

Face-to-face meetings took place with residents on 16 August 2024 and a survey was launched to obtain residents' views on the options for the future of the service and to discover what was important to them. The majority of the survey responses from both schemes favoured a continuation of the current service and that residents valued hot, nutritious meals and the position of the restaurant as a "community hub". Further face-to-face meetings were held with residents on 05 December 2024, informing residents about the interim arrangements that had been put in place following the feedback received from them in August 2024.

### 3.2 Advantage Annual Survey – February 2025

Advantage – the Council's PFI partner – surveys residents annually on all aspects of living in their schemes, including those services provided by the Council. In February 2025, the survey asked about the previous service (provided by the Council up to 03 January 2025), the interim provision (which at the time was very new) and what residents would like to see in the future.

#### 3.2.1 Advantage Survey – Oakmere

Uptake for Oakmere was approximately 80% , equating to around 42 responses. This is a higher return than that achieved in August 2024 and significantly higher than the return achieved in May 2025.

In Oakmere, 96% of respondents said that they were satisfied with the previous service provision but only 18% were satisfied with the interim hot meal delivery arrangements (which were very new at the time).

When looking at future options, 45% preferred 7-day opening with 76% favouring a catering service based on site. A service similar to the service which closed in January was favoured by 74% of respondents and lunch was the preferred mealtime of 41% of respondents, followed by breakfast (24%) and evening meal (19%).

#### 3.2.2 Advantage Survey – Willowmere

Uptake for Willowmere was approximately 75%, equating to around 52/53 responses. This is approximately equal to the return achieved in August 2024 and significantly higher than that achieved in May 2025.

In Willowmere, 88% of respondents said that they were satisfied with the previous service provision and 31% said that they were satisfied with the interim hot meal delivery arrangements (which were very new at the time).

When looking at future options, 73% preferred 7-day opening with 100% favouring a catering service based on site. A service similar to the service which closed in January was favoured by 67% of respondents. Lunch was the preferred mealtime of 45% of respondents, followed by breakfast (32%) and evening meal (23%).

See also [Appendix 3.1: Advantage Annual Survey – February 2025](#).

### 3.3 CE Resident Engagement – May 2025

#### 3.3.1 Drop-In Sessions

##### 3.3.1.1 *Oakmere – Tuesday 20 May 2025 and Tuesday 27 May 2025*

The drop in sessions included 32 bookable 15 minute appointments. Two Officers spoke to 30 residents during the sessions, helping them to complete surveys and recording their views face-to-face. The support offered had a excellent uptake and was appreciated by those who needed the support.

##### 3.3.1.2 *Willowmere – 16 May 2025 and 23 May 2025*

The drop in sessions included 32 bookable 15 minute appointments. Two Officers spoke to 4 residents during the sessions, helping them to complete surveys and recording their views face-to-face. Uptake at this venue was significantly less, but was appreciated by those who needed the support.

#### 3.3.2 Resident Survey – Future Options

##### 3.3.2.1 *Oakmere*

The overwhelming majority of respondents wanted to see the return of the onsite catering service. Only one of these said that they would not use the restaurant if it returned.

Nineteen respondents wanted the service to be open every day, a further nine chose 5-days per week. No one chose 1-2 days. Most residents chose lunch as the most important mealtime, while significantly more people chose the Evening Meal rather than Breakfast as their second choice.

The survey asked respondents to rank their top four reasons for visiting the restaurant. Twenty-four residents chose Lunch as their top reason to visit the restaurant. Meeting other residents was the most popular second reason, whilst meeting external visitors was the most popular third option.

Residents were asked to choose the best of three options for the future service. These options included hot meals at lunchtime with snacks available at other times, snacks and light bites, or vending machines (supplying hot/cold food and hot drinks 24 hours a day). Exactly 90% chose one or two hot meals plus snacks. When given options from £3-£5 to more than £9, nearly half of the respondents thought that £7-£9 was a reasonable price for a two-course lunch. Just over a quarter thought £5-£7 was reasonable.

With sustainability in mind, the survey asked whether residents would be willing to pay an additional weekly cost towards a sustainable, in-house catering service. Just under two-thirds said they would, although comments

showed that they were generally cautious about the idea. The survey asked residents if they would like the catering provider to deliver activities/seasonal events – the response was ~60/40 yes/no.

The final three questions of the survey asked about linking to the local community – which received a generally positive response, any other options that would work in the scheme – 84% said no and asked if there was anything else important to the respondent about the catering service. The answers received to the last question reflected previous answers, with respondents mentioning the importance of hot, nutritious meals and the social benefits of eating together.

### 3.3.2.2 *Willowmere*

The overwhelming majority of respondents wanted to see the return of the onsite catering service. Again, only one of these said that they would not use the restaurant if it returned.

Nineteen respondents wanted the service to be open every day, a further nine chose 5-days per week. Two people thought that 1-2 days would suit them. Most residents chose lunch as the most important mealtime, while significantly more people chose the Evening Meal rather than Breakfast as their second choice.

The survey asked respondents to rank their top four reasons for visiting the restaurant. Although not as definitive as the results from Oakmere, sixteen residents chose Lunch as their top reason to visit the restaurant. Meeting other residents was the most popular second reason, whilst meeting external visitors was the most popular third option.

Residents were asked to choose the best of three options for the future service. These options included hot meals at lunchtime with snacks available at other times, snacks and light bites, or vending machines (supplying hot/cold food and hot drinks 24 hours a day). More than 90% chose one or two hot meals plus snacks. When given options from £3-£5 to more than £9, more than half of the respondents thought that £7-£9 was a reasonable price for a two-course lunch and just under a quarter thought £5-£7 was reasonable.

With sustainability in mind, the survey asked whether residents would be willing to pay an additional weekly cost towards a sustainable, in-house catering service. Just under two-thirds said they would – their comments showed that they felt they needed the service. The survey asked residents if they would like the catering provider to deliver activities/seasonal events – the response was ~75/25 yes/no.

The final three questions of the survey asked about linking to the local community – which received a generally positive response, any other



options that would work in the scheme – the majority said no and asked if there was anything else important to the respondent about the catering service. The answers received to the last question reflected previous answers, with respondents mentioning the importance of hot, nutritious meals and the social benefits of eating together.

More details on the May 2025 survey results may be found in [Appendix 2.3: Resident Survey – May 2025](#).

### 3.4 Summary of Resident Engagement

Residents have been consistent in their views since August 2024. They have stressed the importance of a choice of hot, nutritious meals at lunchtime and reported that they highly value the community “feel” of eating with their neighbours in the scheme as well as with people from the local community. Whilst the majority would like to see the restaurants open 7-days a week, some survey answers acknowledged that this might not be possible. Residents were keen to ensure that whoever ran the restaurants advertised both inside and externally to the scheme and understood the importance of ensuring the service was sustainable for the future.

## 4 Soft Market Testing

Since the catering service was withdrawn, the Council has been approached by 4 individuals/organisations expressing an interest in providing a future service. These individuals/organisations have been contacted and directed to The Chest where updated information has been and will be made available.

A questionnaire was published via The Chest on 02 June 2025 to gain the views of interested parties prior to any procurement exercise. All known organisations and individuals who had previously shown interest in the catering opportunities were informed that the questionnaire had been published and how to access it.

Nine organisations were recorded on The Chest as viewing the questionnaire; three registered their intention to complete the questionnaire and ultimately, two responses were received, both from small private companies.

### 4.1 Summary of Responses

#### 4.1.1 Experience/Challenges

Neither of the respondents had experience delivering catering services in an extra care setting, but both claimed experience in similar community- or service-focused environments. Both mentioned managing diverse dietary needs, the importance of staff, food safety and providing sustainable, affordable and nutritious menus.



When asked to identify the main challenges of such a service, both respondents gave a similar list including:

- Diverse dietary needs/health considerations of customers
- Maintaining choice, independence and dignity
- Adequate staffing and staff training
- Regulatory compliance and Health & Safety

One also mentioned timing/scheduling meals around the routines and care needs of residents, whilst the other mentioned limited budgets and keeping costs competitive.

Both respondents provided strategies for dealing with these challenges.

#### 4.1.2 Financial Sustainability

Both organisations emphasised the importance of working efficiently and minimising food waste to ensure sustainability, also mentioning the importance of staffing and producing cost-effective (affordable) meals for customers. They said the inclusion of the local community to increase footfall would enhance sustainability.

When asked about additional support that would enhance viability both emphasised assistance with utilities, permission to serve external customers, initial set-up support. One respondent mentioned that a multi-year contract would allow them to invest in community engagement and build a loyal customer base.

#### 4.1.3 Menus, Opening Hours, etc.

The questionnaire asked how the service might look, asking respondents to describe a typical week. Both described opening every day for Breakfast, Lunch and Afternoon Tea. The lunchtime service would include two hot options (one vegetarian) with snacks for those with smaller appetites. One suggested an early evening meal, whilst the other described a takeaway or delivery service to local residents, if this was permitted.

#### 4.1.4 Contract and Mobilisation

Both organisations said that they would be interested in tendering for the catering service with both looking for a 3+2 years contract length. Mobilisation was estimated at between 6 and 10 weeks (6-8 weeks and 8-10 weeks).

#### 4.1.5 Marketing to Residents and the Local Community

When asked about the best ways of attracting custom from residents and the local community, both respondents mentioned the importance of resident engagement, a welcoming environment, themed days and events (eg Fish Fridays and Sunday Roasts), consistency of the offering and providing affordable high-quality food.

The final question asked how the service could have a positive impact on the local community. Both respondents suggested that it should be a community hub, supporting local employment and training, partnering with local organisations.

More details from both questionnaires may be found in [Appendix 3: Soft Market Testing](#).

## 5 Achieving Sustainability

Many local authorities and registered providers recognise that providing a sustainable catering service in extra care schemes is often difficult, but there are some models which can assist and/or provide long-term funding.

These include:

- **Residents paying towards the catering service as a condition of tenancy**

If paying for catering is a “condition of tenancy”, this means that residents are obliged to pay towards the catering service in the same way that they pay for rent and service charges. Usually, the payment covers a set number of meals per annum (e.g. an average of 5 lunches per week) and these meals can be taken without further payment. The catering provider has a guaranteed income to cover overheads and can more easily anticipate the number of customers they can expect. Because of the obligation to pay for this service, best practice would be for it to be set up when a scheme first opens. This type of arrangement would not be possible in Oakmere and Willowmere, partly because the schemes have been open for many years and partly because there are some doubts about whether the PFI arrangements would allow it.

It should be noted that the idea of residents paying a fixed weekly amount towards a sustainable catering service was mooted in the May 2025 survey and the response was cautious but generally positive. However, the residents who completed the survey were those most interested in the catering provision and their views may not reflect the views of the whole population.

- **Landlord responsibility**

Often, landlords are responsible for sourcing a catering provider for their schemes/residents. Unless the landlord has a specific contractual obligation with the Council or their residents, there is a risk that they might withdraw the service if it became unaffordable. Mill House (in Nantwich) and Pickmere (Crewe) both have catering services arranged by the landlord (The Guinness Partnership).

It is understood that the responsibility for the provision of catering was discussed during the original PFI negotiations between Cheshire County Council and Advantage, and that the County Council agreed to take

responsibility for commissioning catering in the schemes, which was then reflected in the wording of the PFI contract.

- **VCFSE Organisations**

Organisations from the VCFSE sector deliver catering in some extra care housing schemes. This can be combined with a local meal delivery service, lunch club service or similar with the scheme kitchen acting as a base for external (charitable) operations. Wishing Well (who are currently delivering hot meals to Willowmere residents) is known to be delivering onsite catering services in at least three extra care schemes; Mill House in Nantwich, Pickmere in Crewe and Anderton Place in Northwich (Guinness Partnership are the landlord for all three schemes).

- **Supported Employment**

Sometimes extra care catering services can also provide supported employment opportunities. Cheshire East's Mental Health Reablement (Occupational Opportunities) previously ran the bistro at Mill House, but this was closed several years ago as an internal restructure meant staff had to pull out.

- **Economies of Scale**

Running more than one extra care catering service is likely to allow a provider to take advantage of economies of scale, particularly with staff cover, provisions and other contracts, etc..

- **Good service, efficient working, staff training etc.**

Both organisations who responded to the soft market testing questionnaire commented that efficient working and being able to deliver services to non-residents would be key to financial sustainability. (See also [Appendix 3: Soft Market Testing Q3](#))

It is also possible for an extra care scheme to exist without in-house catering, but this depends on the level of care required by residents and often on the location of the scheme and its local amenities.

## 6 **Avantage/YHG's expectations/contributions**

Cheshire County Council contracted with a consortium to design, fund, build and manage five extra care schemes across Cheshire under Private Finance Initiative (PFI) arrangements. Avantage is the Special Purpose Vehicle (or Special Purpose Company) that was created to manage the PFI contract and initially all three members of the consortium were shareholders in Avantage. Over time, the

shareholders changed and there is now a single organisation which has sole ownership and its parent company is Your Housing Group.

Under the PFI arrangements, the land on which the schemes were built was leased by the Council to a member of the original consortium – Manchester & District Housing (M&D). M&D became the landlord of the schemes and took on landlord responsibilities, including issuing tenancy and leasehold agreements. M&D was subsequently subsumed into Your Housing Group and the current landlord – Your Housing Limited - is a wholly owned subsidiary of Your Housing Group.

Also under the PFI arrangements, the council (Cheshire County Council at the time) took on the responsibility of operating the catering facilities, meaning that it provided the staff, management and know-how to run the catering services as well as light kitchen equipment such as pots/pans/ cooking utensils, tableware, glassware and silverware. Under the PFI arrangements, Avantage provides heavy kitchen equipment (ovens, grill, dishwasher, fridges/freezers, etc) and some cleaning services. Your Housing Group, as landlord, provides utilities – electric, water and sewerage.

Engagement has taken place with Avantage and Your Housing Group since mid-2024 and whilst neither organisation is able to provide additional assistance towards a catering provision, both have supported the Council in engaging with residents. Your Housing Group has confirmed that it will not seek a commercial lease arrangement for the kitchens and ancillary accommodation, considering this to be part of the PFI arrangement. Avantage has said that it will maintain agreed cleaning schedules and comply with contractual obligations re the provision of equipment to the kitchens.

## 7 Catering Provision Options

### 7.1 Assets and Constraints

#### 7.1.1 Oakmere and Willowmere Assets

- Fully-fitted commercial kitchens with most equipment maintained/ replaced under the PFI contract
- Some kitchenware, tableware, glassware and silverware available for use.
- Onsite customer base - residents, friends and families plus staff. Both schemes are located in well-populated areas with lots of potential customers in the neighbourhood. In the recent resident survey, 27 Oakmere residents and 29 Willowmere residents said that they would use the restaurants.

- Cost of utilities currently covered by the landlord under the PFI arrangements.
- Use of kitchen/dining areas and ancillary accommodation provided rent-free under the PFI arrangements.
- Daily cleaning of restaurant area (under PFI arrangements)

### 7.1.2 Constraints

- Failure of previous procurement (lack of interest from the market)
- Kitchenware, tableware, glassware and silverware – some available for use but likely to be insufficient for running restaurant at capacity. May need to be topped up by any incoming provider

## 7.2 Options Appraisal

### 7.2.1 Option 1: Let the interim service lapse at the end of the current arrangements and do not replace

The current interim arrangements are set to lapse at the end of November. The council could choose not to make any further arrangements.

#### **Benefits**

- No further costs to the council.

#### **Disadvantages/Risks**

- Potential breach of PFI Contract. Contract variation is possible to resolve this but could be complex as likely to affect several parts of the contract, including the payment mechanism. Likely that multiple approvals would be required, including potentially from central government. Likely to be costs involved.
- Whilst “mothballing” the catering kitchens would potentially reduce the council’s PFI payments, it is not known if this would result in a corresponding reduction in the credits received from central government. It is also not known if the two reductions would be equivalent.
- Removal of the catering service may make the schemes less attractive to potential residents, including leaseholders.
- If the schemes become less attractive to potential residents as a result of the lack of catering provision, this may damage the ongoing relationship with Avantage. The PFI Contract is not due to expire until January 2039.

- Removing the onsite catering option may make the schemes less attractive to potential residents with higher and more complex needs, including those who could potentially be diverted from AWC.
- Based on resident engagement to date, it is very likely that residents/families will object to losing all catering provision on site.
- Current thinking on new schemes is that (depending on location) they should have a restaurant/bistro/catering service. Removing the service from these schemes would undermine CEC's position on this.

### 7.2.2 Option 2: Hot & Cold Food Smart Vending Machines

Provision of vending machines which come with a microwave oven that can dispense both chilled and hot food as well as hot and cold drinks.

#### **Benefits**

- Hot and cold food and drinks would be available 24/7.
- Relatively low cost solution to provision of hot meals. Costs would include keeping the vending machines maintained and filled.
- Choice of food and drinks for residents – machines could be stocked based on residents' preferences as indicated by consumption.
- Residents who prefer to eat breakfast or evening meals could choose to do so.

#### **Disadvantages/Risks**

- Would require re- stocking on a regular basis.
- Residents were almost unanimous that vending machines would not be suitable for extra care schemes. This could mean that residents would not use the facilities.
- Some residents would require assistance to use the vending machines, including carrying food and drinks to wherever they were going to be eaten. Carrying hot food and drinks through the scheme has previously been highlighted by Advantage as a health and safety risk.
- Meals would be dispensed individually, meaning that a group of people dining "together" would receive meals at different times.
- Although there would be a choice of meals from the vending machine, that choice could be limited and catering to specific dietary requirements might be an issue.
- Vending machines would need to accept a variety of payment methods and without the benefit of a person involved would lack payment flexibility (e.g. pre-payment or a "slate" system).
- Would not necessarily give a social experience, as residents and visitors could eat at different times of the day.

### 7.2.3 Option 3: Continue Hot Meals Delivery Services

Procurement of permanent hot meals delivery services to each scheme.

#### **Benefits**

- Ensures that hot meals are available to residents who choose to order them.
- Relatively simple contract management.

#### **Disadvantages/Risks**

- Demand for delivered hot meals is relatively low compared to previous estimates of restaurant use (In Oakmere – 7 meals per day vs 20-30 meals prepared by the previous caterer and in Willowmere – 17 meals per day vs 30-40 meals prepared daily). Current uptake may not be enough to support a sustainable service.
- Whilst not impossible to “piggyback” deliveries to people in the local community, the logistics of this would need to be thoroughly investigated.
- Most residents who completed the survey expressed a strong preference for a site-based service – it is possible that they would not support a meal delivery service long-term.
- There have been some issues with the current services that would also affect any new/procured delivery services (e.g. nomination of a safe space for delivery if the resident is out).
- Residents have commented that the delivery services don’t facilitate community gatherings in the same way as the restaurants and this issue would be perpetuated.
- May lead to social isolation within the extra care schemes. Whilst there are programmes of events and activities, anecdotally some residents were known to only leave their apartments at lunchtime to visit the restaurant and concerns have been expressed that at least one of these residents has not been seen on site since the restaurants closed.
- Lack of choice and availability of specialised/personalised diets may not suit some residents, particularly those with more complex needs.

### 7.2.4 Option 4: Procure new operator to provide site-based catering service

Co-design a new site-based catering service to ensure onsite meal preparation, menu choice and community-building to start as soon as possible.

#### **Benefits**



- Ensures hot, nutritious meals are available to scheme residents and to the local community.
- When surveyed residents were consistently and strongly supportive of an onsite service.
- Could provide basic groceries meaning that residents who are unable to leave the scheme could purchase some basic groceries, such as bread, eggs, butter, toilet rolls, etc.
- Presents an opportunity to provide meal delivery to vulnerable residents within the local communities, where there is currently limited availability and there is a known demand for this service
- Depending on the specification, could enhance community cohesion and intergenerational activities.

#### **Disadvantages/Risks**

- It is possible that procurement will fail due to lack of interest from the market.
- Raising residents' expectations may cause issues if the council is then unable to meet those expectations.
- Contract will need to be monitored closely as this is now a high-profile service.
- Lack of parity with other extra care schemes in Cheshire East.
- Ongoing cost to base budget to support service whilst setting up and growing the business.

## **8 Conclusion**

Overall, the best solution appears to be a sustainable catering service providing at least one hot meal daily. Interest received plus market testing indicates that this is likely to be a feasible option with limited funding from the Council's base budget.

The Council has ambitions to accommodate more people with complex care needs in all its extra care schemes as well as diverting people from AWC. An onsite catering service will help to diversify the accommodation offer from the council, ensuring that people with a short-term need for AWC can move elsewhere if their needs decrease but they are unable to return to their previous homes and that people who can remain independent do so for as long as possible.

It is therefore proposed that the Council seeks one or more providers to run restaurant and catering services in Oakmere and Willowmere.



## 9 Appendices

### 9.1 Appendix 1: Additional Funding

The table below shows the level of additional funding provided to the catering services over the last 5 years.

	2020/21*	2021/22	2022/23	2023/24	2024/25**
Oakmere	£22,144	£43,904	£59,552	£56,957	£57,496
Willowmere	£53,641	£57,054	£73,151	£81,312	£97,996
<b>TOTAL</b>	<b>£75,785</b>	<b>£100,958</b>	<b>£132,703</b>	<b>£138,269</b>	<b>£155,492</b>

\* Part year due to closure during lockdown

\*\* Part year due to closure on 03 January 2025

Note that the additional funding calculation for 2024/2025 is for operational costs only and does not include any redundancy payments.

Until 2024/25, the budget line for this service was £330,000 pa. This budget has since been reduced to £60,000 pa to cover catering provision at both schemes.

### 9.2 Appendix 2: Interim Arrangements

#### 9.2.1 Appendix 2.1: Oakmere – The Welcome

##### 9.2.1.1 Provider Feedback

The Welcome has been asked to provide monthly statistics on the service provided to Oakmere residents, as well as anonymised case studies demonstrating the benefits of this service.

Hot Meals Delivery	Jan	Feb	Mar	Apr	May	Jun	Jul
Total No Meals per Month	111	167	178	136	102	79	TBC
Average Weekly Meals	28	42	44	34	25	20	TBC
Activity Sessions							
Number of people attending activity sessions per month	25	27	27	30	30	24	TBC
Average attending activities per week/session	6	7	7	7	6	6	TBC

January 2025	Female resident suffers with dementia and has always used the onsite restaurant for her meals as it allows her to socialise with other residents. The hot meal delivery has allowed this to continue and the carers have said that being able to eat the meal in the restaurant with her neighbours is a particular highlight and is beneficial to her wellbeing.
February 2025	PB is often visited by a friend and they used to dine in the onsite restaurant together and enjoy this social

	time. PB has been able to pre-order additional meals from The Welcome when he knows his friend is coming, which has allowed them to continue dining together.
March 2025	Ms C says that she is thoroughly enjoying the meals and, having worked in catering her whole life, she thinks they are excellent quality. She says that she sincerely hopes the meal delivery continues.
April 2025	SB receives the hot meal delivery 5 days a week plus 2 chilled meals to reheat for the weekend. Knowing that SB is receiving a meal each day gives the family peace of mind.
May 2025	SB is a regular recipient of the hot meals, and she has recently been in hospital for 10 days. Her family found it reassuring to know that she would continue receiving hot, nutritious meals when she returned home to aid in her recovery.
June 2025	IO orders a roast dinner every Wednesday as this is the meal she wouldn't bother making for herself, due to the complexity of the preparation and cooking. She really looks forward to Wednesdays as this is a treat for her.

### 9.2.1.2 Resident Feedback 2025

The Council received 32 responses from residents to the May 2025 survey, a rate of return of ~60%.

#### Q2 Have you used the interim service (hot meal delivery)?

Eighteen people said that they had tried the interim service. Some of those who had tried the service reported that they had had a bad experience.

#### Q3. What are your thoughts about the interim service (hot meal delivery)?

Aspect	Average Score (out of 5)
Time of meal delivery	2.76
Quality of meals	2.71
Available selection	2.41
Days available	3.18
Location of delivery	3.24
Cost/value for money	3.19
<b>Overall Average</b>	<b>2.92</b>

**Q4 Following on from your answers to Q3, what improvements could be made to ensure the interim service is more suitable for your needs for the following 6 months?**

Sixteen responses were received to this question and residents mentioned the following:

- Administration issues – problems ordering or cancelling
- More choice/not wanting a pudding
- Timing of delivery (needs to be closer to midday)

**Q5. You told us that you don't use the interim service. Please tell us why you don't use the service and what arrangements you currently have in place.**

The majority of the residents who answered this question said that they cooked for themselves. Some people said that they had assistance from family members or carers.

Many residents said that they didn't use the restaurant because they cooked for themselves, but others said that it was because of perceived or actual lack of quality, value, choice and that the order forms were a hassle to complete.

## 9.2.2 Appendix 2: Willowmere – Wishing Well

### 9.2.2.1 Provider Reports

Wishing Well has been asked to provide monthly statistics on the service provided to Willowmere residents, as well as anonymised case studies demonstrating the benefits of this service.

<b>Hot Meals Delivery</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul*</b>
Total No Meals per Month	366	312	323	338	385	327	308
Average Weekly Meals	91.5	78	81	85	97	82	77
<b>Activity Sessions</b>							
Number of people attending activity sessions per month	0	0	37	46	32	34	0
Average attending activities per week/session	0	0	9	12	8	9	0

\* No activities due to summer recess.

January 2025	<p>We have been overwhelmed by the response we have had from Willowmere residents. They have been incredibly grateful for the service that we have provided so far and have made it clear that they would like The Wishing Well to manage the onsite Bistro at Willowmere. The Caring team have also been supportive of our offer and we are pleased to have built a strong relationship with Middlewich Good Neighbours who are a local community group in Middlewich. Our focus in month was to ensure we got the catering provision correct. We have now been able to mobilise our physical activity provision so next month's report will be reflective of our input in this area.</p>
February 2025	<p>We have received a number of positive comments and remarks since we started this project. This month we want to highlight the importance of a lady called X who is a real community champion and is helping to shape the provision at Willowmere. She was one of our customers at another extra care scheme so had heard all about The Wishing Well and the services we provide in the community. She's a real community leader and wants to make sure her friends and neighbours at Willowmere get their voices heard. We have advised her to form a small committee so we can communicate effectively with our partners at Cheshire East about the provision at Willowmere in the short, medium and long term. This is real community based consultation, which should hopefully ensure the right provision is in place for Willowmere residents moving forwards.</p>
March 2025	<p>T turned 99 in March and we were so pleased to be able to celebrate with him as we delivered his meal. T is a great character and has many stories to share. He mentioned he has "one more year to go" before he gets his message from the King. T received meals from us every day and is always incredibly kind and grateful. He leaves a note for us by the door every day and always invites us in for a brief chat.</p>
April 2025	<p>This month was the first month where we were able to extend our provision into the wider community in</p>

	Middlewich. This is a crucial step as it helps to embed our provision in the local community and if The Wishing Well were to take on the Catering site at Willowmere – it would be vital part of the operating model. What was particularly pleasing to see was that both volunteers and residents were keen to support this extension. We now deliver 3 meals outside of Willowmere and hopefully this will increase in the weeks and months ahead.
May 2025	In May, we provided a VE Day buffet celebration for the residents at Willowmere. It would a lot of joy and happiness to the independent living centre and a real community/ village feel to the space. We received plenty of positive feedback on the day and in the following days our drivers were told how special the event was. There was greater calls for Wishing Well to take on the Bistro and an ask for us to deliver more events and activities whilst a new Bistro provider is found.
June 2025	Over the last few weeks, we have been doing some extra work with a lovely lady who has unfortunately developed arthritis in her jaw. We have sent her several different meals and the drivers have been checking in with her and asking for feedback. After visiting her a couple of weeks ago, we have seemed to have set out a menu that works for her, and she is extremely grateful as she thought she might have to cancel. This one small change for us has had a huge impact on her health and wellbeing. She can now have our meals and is in relative comfort.
July 2025	“You really have brought us something to smile about here at Willowmere. Please take on the Bistro – We don’t know what we would do without you.” (Willowmere resident)

#### 9.2.2.2 Resident Feedback – May 2025

The Council received 32 responses from residents to the May 2025 survey, a rate of return of ~46%.

#### **Q2 Have you used the interim service (hot meal delivery)?**

Seventeen people (55%) said that they had tried the interim service.

#### **Q3 What are your thoughts on the interim service (hot meal delivery)?**

Aspect	Average Score (out of 5)
Time of meal delivery	4.12
Quality of meals	3.82
Available selection	3.94
Days available	4.25
Location of delivery	4.53
Cost/value for money	4.31
<b>Overall Average</b>	<b>4.16</b>

**Q4 Following on from your answers to Q3, what improvements could be made to ensure the interim service is more suitable for your needs for the following 6 months?**

Sixteen responses were received to this question and residents mentioned the following:

- Administration issues – problems ordering or cancelling
- Having the option for a meal at weekends
- Quality – preference for meals cooked and served on site
- More choice

**Q5: You told us that you don't use the interim service. Please tell us why you don't use the service and what arrangements you currently have in place.**

The majority of the residents who answered this question said that they cooked for themselves. Some people said that they had assistance from family members or carers. A couple of respondents said that they had tried the meal delivery service but it wasn't suitable for them.

### 9.3 Appendix 3: Resident Engagement relating to the Future of the Service

#### 9.3.1 Appendix 3.1: Avantage Annual Survey – February 2025

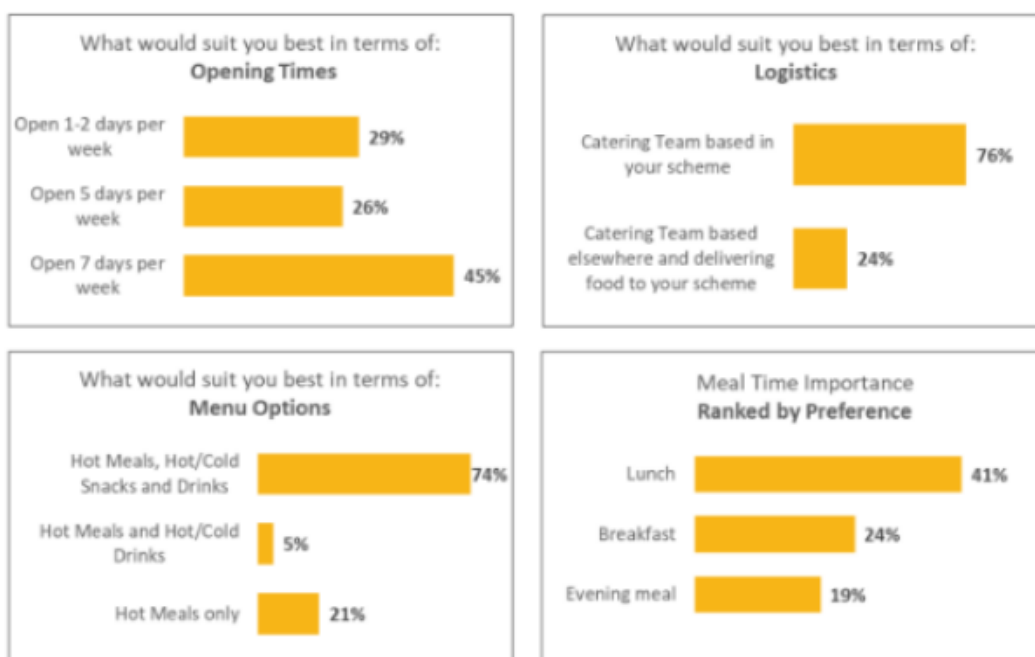
Avantage – the Council's PFI partner – surveys residents annually on all aspects of living in their schemes, including those services provided by the Council. In February 2025, the survey asked about the previous service (provided by the Council up to 03 January 2025), the interim provision (which at the time was very new) and what residents would like to see in the future.

##### 9.3.1.1 Oakmere Responses

- 96% of respondents said they were satisfied with the service provision delivered up until 03 January 2025.

- 47% of respondents said the closure impacted their daily lives “a lot” or a “great deal”.
- 18% of respondents said they were satisfied with the interim arrangements in the form of a hot meal delivery service.

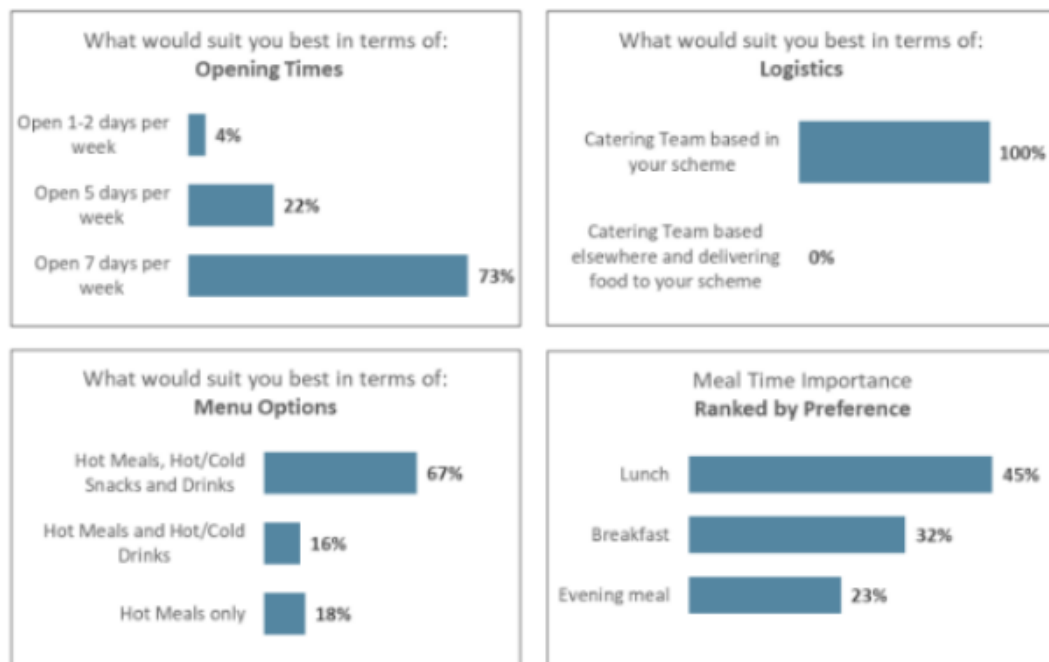
### Future Catering Options for Oakmere



### 9.3.1.2 Willowmere Responses

- 88% of respondents said they were satisfied with the service provision delivered up until 03 January 2025.
- 69% of respondents said the closure impacted their daily lives “a lot” or “a great deal”.
- 31% of respondents said they were satisfied with the interim arrangements in the form of a hot meal delivery service.

### Future Catering Options for Willowmere



### 9.3.2 Appendix 2.3: Resident Survey – May 2025

Responses to Part 2 of the May 2025 Survey are summarised below. This part of the survey related to the future of the catering service. A total of 31 responses was received from each scheme.

#### 9.3.2.1 Oakmere Responses

**Q6 What catering service would you like to see in future? (Choice of: Onsite Catering, Vending Machines, Hot Meal Delivery, Own Arrangements)**

Twenty-eight respondents (90% of respondents/50% of residents) chose “on-site catering” as the best option for their scheme.

**Q7 If onsite catering was provided in the extra care schemes, would you use it?**

Twenty-seven residents replied “Yes” to this question with about half of those adding comments as requested. Some people said that they would use it every day, others noted that they welcome choice and flexibility of menu options. One person commented that it would make mealtimes “more pleasant and social”.

**Q8 When thinking about availability of catering in your scheme, which 1 of the following suits your needs best?**



This question asked residents how many days a week they would like catering available in the scheme. The options were given were 1-2 days per week, 5 days or 7 days. Nearly 60% of residents said that they would like the service to be open every day and a further 28% chose 5 days a week. Two of the latter suggested that the service should be open on Sundays, whilst others indicated that they would accept a 5-day service but would prefer a 7-day service.

No one chose 2 days per week.

**Q9 In respect of mealtimes, please rank Breakfast, Lunch and Evening Meal in order of importance.**

Nearly 80% of residents said that lunch was the most important mealtime. Lunch was also the most popular mealtime to be ranked overall. Five people ranked an evening meal first and a further 15 ranked it second. Of the people who expressed a second choice, 68% of them chose an evening meal. Breakfast was ranked least important in the total number of rankings it achieved and came last as a first and second choice. The details are in the table below.

	1 <sup>st</sup> Option	2 <sup>nd</sup> Option	3 <sup>rd</sup> Option	Total
Breakfast	1	4	14	19
Lunch	22	3	1	26
Evening Meal	5	15	3	23
<b>TOTAL</b>	<b>28</b>	<b>22</b>	<b>18</b>	

Several people emphasised that a *hot lunch* was important.

**Q10 Rank your top four reasons for visiting the restaurant.**

The survey gave a list of seven reasons to visit the restaurant, and residents were asked to choose their top four.

Twenty-four residents chose Lunch as their top reason to visit the restaurant. Meeting other residents was the most popular second reason, whilst meeting external visitors. was the most popular third option.

Overall, Lunch was the most mentioned reason for visiting the restaurant, followed by meeting external visitors and then meeting other residents. Further details may be found in the table below.

	<b>Top Reason</b>	<b>2<sup>nd</sup> Reason</b>	<b>3<sup>rd</sup> Reason</b>	<b>4<sup>th</sup> Reason</b>
Cooked Breakfast	0	1	0	0
Cooked Lunch	24	0	0	0
Hot/Cold Drinks	0	0	0	3
Hot/Cold Drink plus Snack	0	2	3	6
Special Occasions/ One-Off Events	0	2	3	5
Meeting friends/family who live in your scheme	0	11	4	1
Meeting friends/family who do not live in your scheme	0	6	12	4

*Note: some respondents chose fewer than four options.*

This aligns with previous survey results, which indicate that the social aspect of eating in the restaurant is important to many of Oakmere's residents.

**Q11: Which of the three options (Similar to Current/Lite Bites/Vending Machines) do you think would be best in future?**

Exactly 90% of the survey responses said that Option A - a service similar to the previous service – would be best in future. Of those who went on to choose 2<sup>nd</sup> and 3<sup>rd</sup> options, 90% who chose a middle option chose a “light bites” service and ~92% of those who completed a third option that a vending machine service would be the worst option. The details are in the table below.

<b>Option</b>	<b>Best Option</b>	<b>Middle Option</b>	<b>Worst Option</b>	<b>Total</b>
A – choice of hot meals	27	2	0	29
B – Lite Bites	2	19	1	22
C - Vending Machines	1	0	12	13
	<b>30</b>	<b>21</b>	<b>13</b>	

*Note: some respondents chose not to complete Middle/Worst Options*

**Q12: What do you consider to be an acceptable price for a 2-course lunch?**

Nearly half of the people who responded to this question said that they thought that £7.00-£9.00 was a reasonable price for a two-course lunch. A further 27% said that they thought £5.00-£7.00 was reasonable. Nearly one in five (17%) thought that £3.00-£5.00 was reasonable, whilst only 3 residents (10%) thought that over £9 would be acceptable. The details are in the table below.

Option	Response
£3-£5	5 (17%)
£5-£7	8 (27%)
£7-£9	14 (47%)
More than £9	3 (10%)

**Q13a: Would you be willing to pay an additional weekly cost towards a long term, in-house catering service?**

Just under two thirds of the residents surveyed said that they would be prepared to pay an additional weekly cost, although they were generally somewhat cautious about the idea. Just over a third said that they would not be prepared to pay an additional weekly cost - some said that this was unaffordable, or that they did not intend to use the restaurant in any case.

Additional Weekly Cost	Response
Yes	16 (62%)
No	10 (38%)

**Q13b: Would you like the provider to deliver activities/seasonal events?**

Residents were split over this question with approximately 60% saying “yes” and just under 40% saying “no”. Residents who supported this idea thought that this would help to bring external visitors into the scheme and several commented that they had supported these events previously.

Activities/Seasonal Events	Response
Yes	17 (61%)
No	11 (39%)

Most of those who did not support the idea, did not comment or commented that others were already doing this in the scheme.

**Q14: How would you like the provider to link to the local community?**

Several people did not respond to this question, but of those who did, nearly half said that the local community should be welcomed in – many of these saying that it would be good to see more people socially. Some surveys mentioned that welcoming external people into the restaurant would improve the viability of the service, and a significant minority suggested that there should be more (and better) advertising of the service. Some residents suggested that if the local community were welcomed into the restaurant, residents should get preferential treatment – either a discount or a specific timeslot where they were the priority.

**Q15. Are there any other options you think would work well in your scheme?**

Responses to this question included several saying that hot food/a restaurant was needed especially for those who are unable to shop/cook for themselves. Also one survey suggested serving meals to carers only 11.30-12.00 so that they could take meals to residents in their apartments where this was required, rather than having carers queue with residents at 12.00.

**Q16. Please tell us anything else important to you about the catering service.**

Five people said that it was important that the service be reinstated, whilst 13 mentioned the importance of the social aspect of the restaurant service. There were also 9 mentions of the importance of nutritious, hot meals. Three people mentioned including the local community. There was also mention of a “proper” coffee machine, employing a qualified chef, using local catering colleges to provide staff for training.

*9.3.2.2 Willowmere Responses*

**Q6 What catering service would you like to see in future?**

An overwhelming majority of the people who filled in the survey wanted to see an onsite catering service in future. Only four residents chose other options.

**Q7 If onsite catering was provided in the extra care schemes, would you use it?**

More than 90% of the people who responded to the survey said that they would use onsite catering, if the service was provided. These people commented that they would welcome the choice, quality and social opportunities an onsite service would provide.

**Q8 When thinking about availability of catering in your scheme, which 1 of the following suits your needs best?**

This question asked residents how many days a week they would like catering available in the scheme. The options were given were 1-2 days per week, 5 days or 7 days. Nearly 60% of residents said that they would like the service to be open every day and a further 28% chose 5 days a week. Only two residents chose 2 days per week.

**Q9 In respect of mealtimes, please rank Breakfast, Lunch and Evening Meal in order of importance.**

Just over three-quarters of residents said that lunch was the most important mealtime. Lunch was also the most popular mealtime to be ranked overall. Four people ranked an evening meal first and a further 12 ranked it second. Of the people who expressed a second choice, 63% of them chose an evening meal. Breakfast was ranked least important in the total number of rankings it achieved and came last as a first and second choice. The details are shown in the table below.

	1 <sup>st</sup> Option	2 <sup>nd</sup> Option	3 <sup>rd</sup> Option	Total
Breakfast	3	5	12	20
Lunch	23	4	1	28
Evening Meal	4	12	7	23
<b>TOTAL</b>	<b>30</b>	<b>21</b>	<b>20</b>	

**Q10 Rank your top four reasons for visiting the restaurant.**

The survey gave a list of seven reasons to visit the restaurant, and residents were asked to rank their top four.

About half the residents chose Lunch as their top reason to visit the restaurant. Meeting other residents was the most popular second reason, whilst meeting external visitors was the most popular third option.

Overall, Lunch was the most mentioned reason for visiting the restaurant, followed by meeting other residents and then meeting external visitors. Further details may be found in the table below.

	Top Reason	2 <sup>nd</sup> Reason	3 <sup>rd</sup> Reason	4 <sup>th</sup> Reason
Cooked Breakfast	1	3	0	1
Cooked Lunch	16	0	0	1
Hot/Cold Drinks	0	1	2	1
Hot/Cold Drink plus Snack	1	4	1	3
Special Occasions/ One-Off Events	0	3	4	3
Meeting friends/family who live in your scheme	1	5	4	2

Meeting friends/family who do not live in your scheme	0	2	6	3
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This aligns with previous survey results, which indicate that the social aspect of eating in the restaurant is important to many of Willowmere's residents.

**Q11: Which of the three options (Similar to Current/Lite Bites/Vending Machines) do you think would be best in future?**

Nearly 95% of the survey responses said that Option A - a service similar to the previous service – would be best in future. Of those who went on to choose 2<sup>nd</sup> and 3<sup>rd</sup> options, more than 80% who chose a middle option chose a “light bites” service and ~88% of those who completed a third option that a vending machine service would be the worst option.

Option	Best Option	Middle Option	Worst Option	Total
A – choice of hot meals	27	1	1	29
B – Lite Bites	2	15	1	18
C - Vending Machines	0	2	15	17
	<b>29</b>	<b>18</b>	<b>17</b>	

**Q12: What do you consider to be an acceptable price for a 2-course lunch?**

Over half of the people who responded to this question said that they thought that £7.00-£9.00 was a reasonable price for a two-course lunch. A further 23% said that they thought £5.00-£7.00 was reasonable. One resident considered £3.00-£5.00 reasonable, whilst 5 residents (17%) thought that over £9 would be acceptable. The details are in the table below.

Option	Response
£3-£5	1 (3%)
£5-£7	7 (23%)
£7-£9	17 (57%)
More than £9	5 (17%)

**Q13a: Would you be willing to pay an additional weekly cost towards a long term, in-house catering service?**

Just under two thirds of the residents surveyed said that they would be prepared to pay an additional weekly cost for an in-house catering service. Just over a third said that they would not be prepared to pay an additional weekly cost - some said that this was unaffordable, or

that they did not think they would use the restaurant often enough to make this cost-effective.

Additional Weekly Cost	Response
Yes	16 (64%)
No	9 (36%)

**Q13b: Would you like the provider to deliver activities/seasonal events?**

Seven in ten residents said that they would like the catering provider to deliver activities/seasonal events. Many of those who supported this idea thought that this would help to bring external visitors into the scheme and several commented that they had supported these events previously. They welcomed more social activities. Most of those who did not support the idea, did not give reasons why.

Activities/Seasonal Events	Response
Yes	19 (73%)
No	7 (27%)

**Q14: How would you like the provider to link to the local community?**

Several people did not respond to this question, but of those who did, nearly 80% said that the local community should be welcomed in – many of these saying that it would be good to see more people socially. Several residents were also supportive of the catering provider delivering meals to local residents who were housebound. One survey mentioned that welcoming external people into the restaurant would improve the viability of the service, and several suggested that there should be more (and better) advertising of the service. One resident suggested that if the local community were welcomed into the restaurant, residents should be given priority.

**Q15. Are there any other options you think would work well in your scheme?**

Responses to this question included several saying that hot food/a restaurant was needed and it would be nice to be able to socialise with friends/order a buffet for celebrations, birthdays and wakes. One survey suggested opening the facilities to external community groups. One person thought that an out-of-hours vending machine alongside the restaurant could be worth exploring.

**Q16. Please tell us anything else important to you about the catering service.**

Nearly half the people who answered this question commented that hot nutritious meals were important to them. There were also 9 mentions of the importance of the restaurant as a social hub. Two people mentioned including the local community. Some people mentioned concerns with less able people having to cook for themselves. There were also mentions of a personalised service, with choice, freshly cooked food and supporting employment of local people.

#### 9.4 Appendix 3: Soft Market Testing

In June 2025, the Council published a soft market questionnaire. Two responses were received. An anonymised summary of those responses follows – wording is as per the submission except where removed to preserve anonymity and relevance. Note that the questionnaire was explicitly “an information gathering exercise” and not a pre-qualification process or part of any formal procurement process.

<b>Q1</b>	<b>Do You have experience of delivering catering services in an extra care housing scheme or similar environment? If so, what does this include?</b>
<b>A1.1</b>	<p>While <b>Organisation 1</b> has not directly operated within an Extra Care Housing Scheme, we have extensive experience delivering catering services in similar, service-focused environments that require a high level of care, attention to detail, and customer engagement. With over 40 years of industry experience and more than two decades as an independent, family-owned business, we’ve successfully managed long-term food and beverage contracts across a variety of multi-user and public settings.</p> <p>Our experience includes working with a number of organisations where we’ve been responsible for multi-site catering operations. These contracts have involved delivering consistent, high-quality meals while managing diverse dietary needs, upholding rigorous health and safety protocols, and ensuring excellent customer service standards.</p> <p>As a Real Living Wage employer, we place strong emphasis on staff training, food safety, and compliance with all relevant health and industry regulations—principles that align closely with the expectations of Extra Care Housing Schemes. Our ethos focuses on sustainable, affordable, and nutritious food offerings, and we are confident in our ability to tailor our services to support the wellbeing and nutritional needs of residents in such settings.</p>
<b>A1.2</b>	<p>While <b>Organisation 2</b> has not yet delivered catering services specifically within an Extra Care Housing Scheme, we have relevant experience operating cafés in inclusive and community-focused environments that support people of all ages, including older adults and individuals with additional needs. These include cafes in parks and leisure centres.</p> <p>All these settings serve a broad demographic, including older people, families, and individuals attending wellness and leisure programmes. Our approach in all locations emphasises:</p> <ul style="list-style-type: none"> <li>• <b>Affordable, nutritious menus</b> designed with community health in mind, including options for specific dietary needs such as low-sugar, low-fat, and allergen-sensitive meals.</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Welcoming and accessible environments</b>, where social interaction is encouraged, and customers are supported in a respectful and friendly way—key qualities in extra care settings.</li> <li>• <b>Community engagement</b>, with seasonal menu changes, themed food days, and integration with on-site activities (e.g. leisure classes or community events), contributing to a sense of inclusion and belonging.</li> <li>• <b>Operational consistency</b>, including managing staff, food safety, and customer service to meet both commercial targets and community expectations.</li> </ul>
<b>Q2</b>	<b>What do you understand to be the main challenges to the delivery of catering services in Extra Care Housing Schemes? How can these be effectively addressed to improve outcomes for the residents of Cheshire East?</b>
<b>A2.1</b>	<p>Delivering catering services in Extra Care Housing Schemes presents a unique set of challenges, primarily centred around the need to balance nutritional standards, individual preferences, and health-related dietary requirements within a consistent and cost-effective operation. Key challenges include:</p> <ol style="list-style-type: none"> <li> <b>1 Meeting Diverse Dietary Needs</b>  Residents often have specific health conditions (e.g. diabetes, dysphagia, or allergies) requiring tailored meals. Maintaining variety while ensuring all food meets nutritional and medical guidelines can be complex.   <i>Our Solution:</i> Prioritising staff training in dietary and allergen awareness and working closely with health professionals and residents to ensure menus are inclusive, safe, and nourishing. We regularly update our meal offerings based on seasonal produce and resident feedback. </li> <li> <b>2 Maintaining Choice and Dignity</b>  Food is not only about nutrition—it's about comfort, familiarity, and dignity. A rigid or institutional approach to food can negatively impact quality of life.   <i>Our Solution:</i> We engage residents in menu planning, offer flexible meal options, and create a warm, welcoming dining environment that feels more like home than a care facility. This approach encourages independence and personal choice. </li> <li> <b>3 Ensuring Consistency and Quality with Limited Budgets</b>  Managing quality, freshness, and variety while adhering to strict budget constraints can be difficult. </li> </ol>

	<p><i>Our Solution:</i> Organisation 1 is agile and cost-efficient. We have strong supplier relationships and streamline procurement processes, allowing us to deliver high-quality food at competitive prices. We also use local suppliers wherever possible to support community resilience and reduce food miles.</p> <p><b>4 Staff Recruitment and Retention</b> Recruiting and retaining skilled, compassionate catering staff is a sector-wide challenge.</p> <p><i>Our Solution:</i> As a Real Living Wage employer, we value and invest in our team. We provide robust training, clear progression routes, and a supportive culture, which translates into more consistent, higher-quality service delivery for residents.</p> <p><b>5 Regulatory Compliance and Health &amp; Safety</b> Ensuring that all food safety, hygiene, and care regulations are adhered to is crucial in a care environment.</p> <p><i>Our Solution:</i> We have embedded robust health &amp; safety and food hygiene practices across all our sites, supported by ongoing training, internal audits, and a culture of accountability.</p> <p><b>Improving Outcomes for Residents of Cheshire East</b></p> <p>To enhance outcomes for residents, we believe in a partnership-based approach. This includes regular resident feedback sessions, collaboration with care teams, and a continuous improvement ethos. By listening and adapting, we can provide not just meals, but meaningful dining experiences that support physical wellbeing, mental health, and social engagement.</p>
<b>A2.2</b>	<p>Based on our experience operating cafés in inclusive, public-facing environments, we understand that delivering catering services in Extra Care Housing Schemes presents several unique challenges, particularly due to the diverse and evolving needs of elderly and sometimes vulnerable residents.</p> <p>Below are some of the key challenges we anticipate along with potential strategies to improve outcomes for resident.</p> <p><b>1. Dietary and Health Considerations</b></p> <p>The residents may have specific dietary requirements due to medical conditions, such as diabetes, heart disease, or dietary restrictions related to age (e.g., reduced sodium or sugar intake). When planning the meals it will be essential to take this into consideration.</p>

	<p><b>2. Maintaining resident choice, independence and cultural requirements</b></p> <p>Residents may have varied preferences around the meals and their timings. The residents may be from different cultural backgrounds with cultural requirements around the meals they have, meaning that providing a one-size-fits-all menu may not be effective.</p> <p><b>3. Staffing and Training</b></p> <p>Ensuring adequate staffing will be key for the delivery of services. The staff delivering and preparing meals must be adequately trained not only in food safety but also in understanding the unique needs of residents in Extra Care Housing Schemes.</p> <p><b>4. Timing and Scheduling</b></p> <p>Residents may have varying routines and care needs, which affect when and how they receive their meals.</p> <p><b>Strategies</b></p> <p><b>Food safety standards</b></p> <p>Maintaining the food safety standard will be essential. As an organisation we ensure that staff working at our sites are trained in food safety. We have policies in place for staff to follow. We have process in place to ensure that we are following the law within UK for food handling and safety. Some of the e.g. is temperature log for monitoring of temperature, stock rotation to ensure that wastage is reduced.</p> <p>We maintain detailed logs of all ingredients, recipes, and allergens, as mandated by Natasha's Law 2021, ensuring this information is readily accessible to both staff and customers. These logs are regularly reviewed and updated to accommodate any new products we introduce.</p> <p>We follow the HSE Health and Safety standards and ensure with the requirements within the premises. We have fire extinguisher, first aid kit in the premises as per the our Health and safety arrangements and all our electrical equipment's are PAT tested. We keep fire safety training records.</p> <p><b>Collaborative working</b></p> <p>It will be essential to work collaboratively with the management, staff and residents to ensure that the needs are met effectively and efficiently. We have experience within our current council contract for kids club where we have worked with staff to offer a menu that meet the needs and preference of the kids and equally nutritious and enjoyable.</p> <p><b>Meal Planning</b></p>
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	<p>Ensuring that the meals are provided to the residents in a timely manner as per their care plan and schedule. Utilising the kitchen at site will allow the timely service of the meals and avoiding any delays.</p> <p><b>Customisable menu</b></p> <p>We will be looking to work with the staff and resistance to allow us to offer a flexible meal option that caters to the cultural and dietary needs of the residents. We will be looking to create a rotating menu with a range of options, allowing residents to choose meals based on preference. This will help prevent dissatisfaction.</p> <p><b>Regular feedback</b></p> <p>In our current practice we value customer feedback and utilise these to make improvement to our services and ensure that we are meeting the needs of the community. We would be looking to do the same in the extra care housing scheme by taking regular feedbacks from our residents and where reasonable and possible make changes to improve our services.</p> <p>I believe that by taking these considerations into account and fostering a collaborative approach, catering services can make a positive and lasting impact on the lives of residents in Extra Care Housing Schemes.</p>
<b>Q3</b>	<p><b>What would be your approach to making this a financially sustainable service? What type of additional support might you need to achieve this, for example, offset utility costs, ability to deliver outside of the facility, initial/ongoing subsidy from either the Council or scheme residents?</b></p>
<b>A3.1</b>	<p>At <b>Organisation 1</b>, we understand that sustainability—both financial and operational—is critical in delivering long-term, value-for-money catering services in Extra Care Housing schemes like Oakmere and Willowmere.</p> <p><b>Our Approach to Sustainability:</b></p> <ol style="list-style-type: none"> <li>1. <b>Optimising Core Operations</b> We would apply our proven model of efficient staffing, smart procurement, and minimising food waste to keep overheads low while maintaining quality. Our established supply chains and in-house menu development ensure meals are both cost-effective and tailored to residents' nutritional needs and preferences.</li> <li>2. <b>Flexible, Resident-Centric Service</b> Offering tiered meal options (e.g., standard, lighter bites, premium dishes) provides choice while controlling costs. We also build resident engagement into our model—co-creating menus and running regular feedback sessions to ensure high satisfaction and steady meal uptake.</li> </ol>

	<p>3. <b>Community Inclusion to Grow Revenue</b> With Oakmere and Willowmere already partially open to the public, we would actively promote the bistro as a welcoming space for local residents, families, and community groups. This not only supports intergenerational community-building but also creates additional revenue that helps subsidise resident services.</p> <p>4. <b>Events and Social Dining</b> We would host regular themed events (e.g., seasonal lunches, community afternoon teas) to boost engagement and attract external footfall, turning dining into a social experience while supporting financial sustainability.</p> <p><b>Support That Would Enhance Viability:</b> To make the service truly sustainable—especially in the early stages—we would welcome consideration of the following support mechanisms:</p> <ul style="list-style-type: none"> <li>• <b>Utility Support</b> Assistance with utility costs (especially in shared or communal areas like kitchens and dining rooms) would help stabilise operating expenses and keep prices fair for residents.</li> <li>• <b>Permission to Trade Beyond Residents</b> Being allowed—and actively encouraged—to open the bistro to the general public and nearby organisations would significantly improve viability. We could offer light catering to nearby community groups or small local events, generating additional revenue.</li> <li>• <b>Initial Setup Support</b> A modest initial subsidy or fit-out support (where additional kitchen or point-of-sale equipment is required) would allow us to quickly establish a high-quality operation with minimal disruption.</li> <li>• <b>Longer-Term Contract Structure</b> A multi-year contract would allow us to invest in community engagement and build a loyal customer base, both within the schemes and externally, leading to long-term stability without reliance on high subsidy levels.</li> </ul>
Q3.2	<p>Our approach to financial sustainability in an Extra Care Housing catering service would be based on a <b>balanced, multi-stream model</b> that draws on our experience operating successful community cafés in similar public-service environments.</p> <p><b>1. Core Principles for Sustainability:</b></p> <ul style="list-style-type: none"> <li>• <b>Affordable, nutritious meals</b> for residents priced to cover direct costs while remaining accessible.</li> <li>• <b>Open access to the local community</b>, allowing us to increase footfall, promote intergenerational use, and build additional revenue through non-resident visitors.</li> <li>• <b>Efficient kitchen operations</b>, including careful stock control and minimal food waste through menu planning and forecasting.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Experienced staffing model</b> built around local recruitment and team consistency to keep costs down while maintaining high standards of service and engagement.</li> </ul> <p><b>2. Additional Support That Would Enhance Viability:</b> To ensure the service is not only sustainable but also delivers the social and wellbeing outcomes expected in Extra Care settings, we may require some targeted support, especially in the early stages:</p> <ul style="list-style-type: none"> <li>• <b>Initial support with utility and facilities costs</b> (e.g., gas, electricity, waste management) to offset overheads while resident and public footfall builds.</li> <li>• <b>Permission and flexibility to serve external customers</b>, including local community groups, delivery to nearby care homes or community centres, and public café access.</li> <li>• <b>Modest start-up subsidy or rent-free period</b> to support mobilisation and staff recruitment/training before full-service uptake is achieved.</li> <li>• <b>Support with marketing and communication</b>, especially from the Council or housing scheme operators, to promote the service to residents, families, and the local public.</li> </ul> <p><b>3. Ongoing Partnership and Evaluation:</b> Financial sustainability also depends on <b>clear performance expectations</b>, transparent communication, and regular review. We would propose:</p> <ul style="list-style-type: none"> <li>• <b>Quarterly financial and service reviews</b> with Council representatives and scheme managers.</li> <li>• <b>Resident feedback mechanisms</b> to align the offer with preferences and improve uptake.</li> <li>• <b>Flexibility to trial new ideas</b> (e.g., afternoon teas, Sunday roasts, special events) that may increase income and engagement.</li> </ul> <p><b>Conclusion:</b> With the right conditions, particularly access to both resident and community trade, and modest early-stage support—we are confident that an <b>Organisation</b> 2-led service could become financially self-sustaining while delivering meaningful outcomes for residents at Oakmere and Willowmere.</p>
<b>Q4</b>	<b>Given your experiences and expertise within this field, can you describe a typical week in such a scheme, including opening days/times and menu options, etc?</b>
<b>A4.1</b>	<p><b>Opening Days and Times:</b> We would operate <b>7 days a week</b>, ensuring residents and visitors have consistent access to nutritious food and a welcoming dining environment.</p> <ul style="list-style-type: none"> <li>• <b>Breakfast:</b> 8:00am – 10:00am</li> <li>• <b>Lunch (Main Meal):</b> 12:00pm – 2:00pm</li> <li>• <b>Afternoon Tea / Light Bites:</b> 3:00pm – 4:30pm</li> <li>• <b>Evening Meal Service (Optional):</b> 5:00pm – 6:30pm</li> </ul>

- **Public Access (Bistro):** 10:00am – 4:00pm (Mon–Sat), 10:00am – 2:00pm (Sunday)

We can flex opening hours to suit resident needs and community demand.

#### **Menu Structure:**

Menus are built around **nutrition, comfort, and choice**, tailored to older adults with various dietary requirements. A **rotating 4-week menu cycle** would be used, updated seasonally and adapted with resident input.

#### **Daily Meal Options:**

##### **Breakfast:**

- Full English (with modified or smaller portions available)
- Porridge, cereals, toast, fresh fruit
- Tea, coffee, juices

##### **Lunch (Main Meal):**

- Two hot meal options daily (e.g., Roast Chicken or Vegetable Hotpot)
- Vegetarian and soft-food options always available
- Traditional puddings (e.g., Apple Crumble, Rice Pudding)
- Freshly prepared soup and roll for lighter appetites

##### **Afternoon Tea:**

- Sandwiches, quiche slices, savoury pastries
- Scones, tray bakes, fruit
- Tea/coffee and social time

##### **Evening Meal (Optional or Pre-Order):**

- Lighter options: omelettes, jacket potatoes, soup, or reheatable small dishes
- Snacks, fruit, and hot drinks available for later consumption

#### **Weekly Themes & Activities:**

- **Monday:** Resident favourites (comfort food classics, e.g., Cottage Pie)
- **Tuesday:** “Taste of the World” (e.g., mild curry, Italian pasta dishes)
- **Wednesday:** Soup & Sandwich Social (open to public)
- **Thursday:** Health & Wellbeing Menu (low-salt, diabetic-friendly focus)
- **Friday:** Fish Friday – traditional fish & chips or baked fish alternative
- **Saturday:** Afternoon Tea Café – open for residents and visitors
- **Sunday:** Roast Lunch – with choice of meats, Yorkshire pudding, etc.

#### **Resident & Community Engagement:**

- **Monthly Menu Planning Sessions** with residents to gather feedback
- **Themed Events** – e.g., Easter lunch, Jubilee tea parties, music & meal afternoons
- **Invite Local Groups** – knitting clubs, walking groups, family socials

	<p><b>Additional Services:</b></p> <ul style="list-style-type: none"> <li>• <b>Meal Pre-ordering &amp; Room Delivery</b> (for unwell or less mobile residents)</li> <li>• <b>Special Diets:</b> Gluten-free, diabetic, low-sodium, pureed/soft food menus available daily</li> <li>• <b>Light Retail Offering:</b> Grab-and-go snacks, drinks, basic groceries (optional)</li> </ul> <p><b>Staffing Model:</b></p> <ul style="list-style-type: none"> <li>• Experienced catering manager on-site</li> <li>• Trained chefs and kitchen assistants</li> <li>• Front-of-house staff with dementia-friendly and safeguarding awareness</li> <li>• Cleaning and compliance teams ensuring daily hygiene standards</li> </ul>
<b>A4.2</b>	<p>Drawing on our operational experience at Jollys Kafe sites such as <b>Howe Bridge Leisure Centre, Chaddesden Café in the Park, and Timperley</b>, we would propose the following model for a typical week in an Extra Care Housing Scheme like Oakmere or Willowmere:</p> <p><b>Opening Days &amp; Hours:</b></p> <p>We recommend operating <b>7 days a week</b>, ensuring consistent service for residents while encouraging regular external visitors.</p> <ul style="list-style-type: none"> <li>• <b>Monday to Friday:</b> 8:30 AM – 4:30 PM</li> <li>• <b>Saturday &amp; Sunday:</b> 9:00 AM – 3:30 PM</li> <li>• <b>Breakfast Service:</b> 8:30 AM – 10:30 AM</li> <li>• <b>Lunch Service:</b> 12:00 PM – 2:00 PM</li> <li>• <b>Afternoon Light Bites &amp; Drinks:</b> Until closing</li> </ul> <p>Opening hours can be adjusted based on resident feedback and operational review.</p> <p><b>Menu Options:</b></p> <p>Menus would be rotated weekly, with <b>daily specials</b>, and adapted seasonally. Each day would typically include:</p> <p><i>Breakfast</i></p> <ul style="list-style-type: none"> <li>• Porridge with honey or fruit</li> <li>• Toast, preserves, eggs (poached/scrambled/boiled)</li> <li>• Low-fat yoghurts and fruit</li> <li>• Hot and cold drinks</li> </ul> <p><i>Lunch (Main Meal)</i></p> <ul style="list-style-type: none"> <li>• <b>Two hot options per day</b>, e.g.: <ul style="list-style-type: none"> <li>◦ Monday: Roast chicken or vegetable lasagne</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>○ Tuesday: Baked fish or macaroni cheese</li> <li>○ Wednesday: Cottage pie or vegetarian stew</li> <li>○ Thursday: Chicken curry or lentil dahl</li> <li>○ Friday: Fish &amp; chips or cheese &amp; onion pie</li> <li>○ Saturday: Quiche &amp; salad or soup &amp; sandwich combo</li> <li>○ Sunday: Full roast dinner (beef, pork, or vegetarian option)</li> </ul> <ul style="list-style-type: none"> <li>• <b>Sides:</b> Seasonal vegetables, potatoes, rice or pasta</li> <li>• <b>Desserts:</b> Fruit crumbles, sponge pudding, jelly &amp; fruit, or diabetic-friendly options</li> </ul> <p><i>Afternoon Offerings</i></p> <ul style="list-style-type: none"> <li>• Toasted teacakes, scones, sandwiches</li> <li>• Tea, coffee, soft drinks</li> <li>• Light meals for those who missed lunch or prefer a smaller option</li> </ul> <p><b>Special Weekly Activities to Build Routine &amp; Engagement:</b></p> <ul style="list-style-type: none"> <li>• <b>Monday:</b> "Meat-Free Monday" vegetarian specials</li> <li>• <b>Wednesday:</b> Baking or cook-and-chat sessions with residents</li> <li>• <b>Friday:</b> Fish Friday—open to community visitors</li> <li>• <b>Sunday:</b> Roast lunch with option for families to join</li> </ul> <p><b>Additional Services:</b></p> <ul style="list-style-type: none"> <li>• <b>Pre-order service</b> for residents who prefer meals in their apartments</li> <li>• <b>Takeaway or delivery service</b> to nearby community members (if allowed)</li> <li>• <b>Meal deals or loyalty cards</b> to promote regular uptake</li> </ul> <p><b>Conclusion:</b> A typical week in the scheme would be structured, welcoming, and flexible to the needs of residents, helping to provide not just good nutrition but social connection and routine. With thoughtful scheduling, inclusive menus, and responsive staffing, this model would enhance both wellbeing and sustainability.</p>
<b>Q5</b>	<p><b>Would your organisation be interested in tendering for this service? If so, what would be your desired length of contract to ensure best value, and how long would you require to mobilise the service from contract award? This should include recruitment of staff, advertisement and promotion of commissioned services/ activities.</b></p>

A5.1	<p><b>Organisation 1</b> confirms our strong interest in tendering for the catering services at Oakmere and Willowmere Extra Care Housing Schemes. As a family-owned, independent business with over 40 years' experience in the industry and more than two decades operating in the Northwest, we are well-positioned to deliver a sustainable, high-quality service that supports the wellbeing of residents and contributes positively to the surrounding community.</p> <p><b>2. Preferred Contract Length</b> To ensure best value and long-term sustainability for all stakeholders, we would recommend a <b>minimum initial contract term of 3 years</b>, with the option to extend by a further <b>2 years (3+2 model)</b>. This contract length would:</p> <ul style="list-style-type: none"> <li>• Support meaningful investment in service development</li> <li>• Enable long-term engagement with residents and community partners</li> <li>• Promote pricing stability and operational continuity</li> <li>• Encourage a strong commitment to local employment and supply chains</li> </ul> <p>We propose the contract operate on a <b>cost-plus basis</b>, which means <b>Organisation 1</b> would be reimbursed for the actual costs incurred in delivering the service—such as food ingredients, staff wages, utilities, and operational expenses—plus an agreed fixed fee or percentage margin to cover overheads and profit.</p> <p>This model provides transparency and flexibility, allowing the service to adapt to fluctuations in costs (for example, changes in food prices or utility bills) without compromising on quality or staffing levels. It also safeguards affordability and value for money, as all costs are open to review and aligned closely with actual service delivery needs.</p> <p>By combining a longer contract term with a cost-plus pricing model, we can ensure both financial sustainability for the provider and consistent, high-quality catering services that meet the needs of residents and the wider community.</p> <p><b>3. Mobilisation Period &amp; Activity Breakdown</b> <b>Organisation 1</b> would require a <b>6–8 week mobilisation period</b> from the date of contract award to ensure a smooth and successful launch. This would include the following key phases:</p> <p><b>Week 1–2: Initial Preparation</b></p> <ul style="list-style-type: none"> <li>• Site assessments (kitchen layout, fixtures/fittings review)</li> <li>• Mobilisation plan finalisation and assignment of project manager</li> </ul> <p><b>Week 2–5: Recruitment &amp; Training</b></p> <ul style="list-style-type: none"> <li>• Local recruitment of catering staff (chefs, front-of-house, kitchen assistants)</li> <li>• Delivery of training in food hygiene, safeguarding, customer service, and dementia awareness</li> </ul> <p><b>Week 3–6: Marketing &amp; Promotion</b></p>
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	<ul style="list-style-type: none"> <li>• Design and distribution of promotional materials to residents and surrounding community</li> <li>• Early engagement with residents and families via menu tasters and open days</li> <li>• Liaison with local organisations to encourage bistro footfall</li> </ul> <p><b>Week 5–6: Operational Setup</b></p> <ul style="list-style-type: none"> <li>• Supplier onboarding and stock procurement</li> <li>• Setup of POS systems and menu scheduling</li> <li>• Finalisation of daily service structure and dietary accommodations</li> </ul> <p><b>Week 7: Soft Opening</b></p> <ul style="list-style-type: none"> <li>• Trial service to residents only, incorporating feedback for final refinements</li> </ul> <p><b>Week 8: Full Launch</b></p> <ul style="list-style-type: none"> <li>• Public and resident-facing catering offer live, with full menu rotation and social dining events</li> </ul>
<b>A5.2</b>	<p><b>Organisation 2</b> would be very interested in tendering for the opportunity to deliver catering services at Oakmere and Willowmere Extra Care Housing schemes. We believe our experience operating in inclusive, health-focused community settings aligns closely with the aims of Cheshire East Council in promoting independence, nutrition, and social engagement among older residents.</p> <p><b>Desired Contract Length:</b></p> <p>To ensure long-term viability, quality investment, and community integration, we would recommend a <b>minimum initial contract term of 3 years</b>, with the option to extend for a further <b>2 years</b> based on performance and mutual agreement.</p> <p>This duration would:</p> <ul style="list-style-type: none"> <li>• Provide enough time to build trusted relationships with residents</li> <li>• Support investment in local recruitment, training, and community outreach</li> <li>• Offer stability for sustainable service development and customer base growth</li> </ul> <p><b>Mobilisation Period:</b></p> <p>We estimate a <b>mobilisation period of approximately 8–10 weeks</b> from the date of contract award, broken down as follows:</p> <ul style="list-style-type: none"> <li>• <b>Weeks 1–2:</b> Detailed handover and site visits, compliance checks, utility arrangements, equipment review</li> <li>• <b>Weeks 3–5:</b> Recruitment of on-site catering team, including front-of-house and kitchen staff</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Weeks 5–7:</b> Staff induction and training (food safety, dementia awareness, resident engagement)</li> <li>• <b>Weeks 6–8:</b> Menu planning, supplier setup, marketing and communications to residents and local community</li> <li>• <b>Week 9–10:</b> Soft launch or phased opening, feedback gathering and adjustments</li> </ul> <p>This timeframe ensures a smooth, safe, and confident service launch, while building early awareness and engagement with residents and the local community.</p> <p><b>Conclusion:</b> We are committed to delivering a high-quality, resident-focused catering service and would welcome the opportunity to bring the <b>Organisation 2</b> approach to Oakmere and Willowmere. With the right contract term and clear mobilisation planning, we are confident we can offer both immediate impact and lasting value</p>
<b>Q6</b>	<b>In your experience, what would be the best ways to attract custom from residents and the local community?</b>
<b>A6.1</b>	<p>At <b>Organisation 1</b>, we've learned that attracting and sustaining interest from both residents and the wider community requires a careful balance of <b>quality, familiarity, affordability, and a welcoming atmosphere</b>. Based on our extensive experience delivering catering services in residential and public-facing environments, we would take the following approach to building and maintaining strong engagement:</p> <p><b>1. Resident Engagement from Day One</b></p> <ul style="list-style-type: none"> <li>• <b>Menu Co-Creation:</b> Involving residents in menu design through tasting sessions, surveys, and monthly feedback groups ensures the offer is tailored to their tastes and needs, encouraging consistent uptake.</li> <li>• <b>Flexible Meal Options:</b> Providing a range of portion sizes, soft food options, and traditional dishes gives residents more choice and control—key to maintaining dignity and appetite in older adults.</li> <li>• <b>Routine &amp; Reliability:</b> Having fixed mealtimes and consistent, friendly staff helps build trust and a sense of comfort, making the dining room a central part of daily life.</li> </ul> <p><b>2. Creating a Welcoming, Inclusive Environment</b></p> <ul style="list-style-type: none"> <li>• <b>Open Café Culture:</b> Branding the dining space as a local café or bistro, with clearly advertised opening hours and public access, helps remove any stigma around “care home” dining and makes the space more appealing to the community.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Warm Front-of-House Presence:</b> Trained, friendly staff who greet visitors and engage with residents by name foster a sense of belonging that encourages repeat visits.</li> <li>• <b>Community Integration:</b> We would invite local groups (e.g., coffee mornings, knit-and-natter, walking groups) to use the space, drawing in people who might otherwise not engage with the scheme.</li> </ul> <p><b>3. Themed Days and Events</b></p> <ul style="list-style-type: none"> <li>• <b>Weekly &amp; Monthly Specials:</b> Events such as “Fish Friday,” Sunday Roasts, or “Afternoon Tea Thursdays” become fixtures that people look forward to.</li> <li>• <b>Seasonal &amp; Cultural Celebrations:</b> Events around holidays (e.g., Easter Lunch, Christmas Dinner, Diwali Snacks) bring residents, families, and locals together and create shared moments.</li> <li>• <b>Entertainment Pairings:</b> Music, quizzes, or local school visits alongside meal service make for memorable experiences and help build emotional connections with the service.</li> </ul> <p><b>4. Local Marketing &amp; Word of Mouth</b></p> <ul style="list-style-type: none"> <li>• <b>Targeted Promotion:</b> Flyers in local shops, GP surgeries, libraries, and community centres—combined with social media and council communications—help raise awareness of the service beyond the scheme.</li> <li>• <b>Family &amp; Friends Engagement:</b> Encouraging residents’ visitors to dine with them builds word-of-mouth referrals. Offering discounts or loyalty schemes for returning guests can enhance this further.</li> <li>• <b>Community Testimonials:</b> Sharing positive stories, feedback, and pictures (with permission) builds trust and gives new customers a reason to visit.</li> </ul> <p><b>5. Quality and Value</b></p> <ul style="list-style-type: none"> <li>• <b>Affordable Pricing with Clear Value:</b> Transparent pricing that reflects quality and portion size is crucial. Offering meal deals or loyalty cards for regular guests can make the service more attractive.</li> <li>• <b>Consistency in Food &amp; Service:</b> High-quality meals served in a warm environment will always be the strongest selling point.</li> </ul>
<b>Q6.2</b>	<p>In our experience operating community-facing cafés, attracting and retaining custom from both residents and the local community relies on a combination of <b>reliable service, inclusive atmosphere, targeted outreach, and meaningful engagement</b>. Below are the key strategies we would adopt:</p> <p><b>1. Build Trust and Routine Among Residents</b></p>

- **Familiarity and consistency:** Assigning regular staff to the site helps build personal connections and encourages repeat visits.
- **Resident input on menus:** Involving residents in menu feedback and occasional tasting panels increases buy-in and satisfaction.
- **Flexible meal options:** Offering smaller portions, soft food alternatives, and options for room service or takeaway supports varying needs.
- **Activity-linked catering:** Aligning food service with scheme events (e.g. coffee mornings, quizzes, or birthday celebrations) increases uptake and social participation.

## 2. Attract Local Community Members

- **Open access and clear signage:** Ensuring the café is visible and welcoming to the public, with clear external signage and walk-in access where appropriate.
- **Community partnerships:** Collaborating with local groups (e.g. walking clubs, carers' support, craft groups) to host meetups in the café space.
- **Local promotions:** Using flyers, community noticeboards, and social media to share menus, offers, and events with residents and nearby neighbourhoods.

## 3. Themed Events and Social Activities

- **Weekly themed food days** (e.g. "Pie & Pud Wednesdays" or "Sunday Roast Club") encourage curiosity and repeat custom.
- **Seasonal events** such as Mother's Day lunches, Christmas dinners, or summer BBQs help bring families and the wider public in.
- **Intergenerational events** like school choir visits or grandparents' tea afternoons build community bridges and draw in new visitors.

## 4. Consistent Quality and Value

- **Affordable, high-quality food** served in a clean, welcoming environment is the most reliable driver of word-of-mouth growth.
- **Loyalty cards and meal deals** can encourage residents and local visitors to make it a regular habit.

### Conclusion:

Ultimately, building strong relationships with residents while creating a warm and open community hub is the most effective way to grow and sustain customer numbers. At **Organisation 2**, we've found that when

	people feel valued and included, they come back—not just for the food, but for the atmosphere and connection.
<b>Q7</b>	<b>Please give any suggestions for how service delivery could have a positive impact on the local community.</b>
<b>A7.1</b>	<p>At <b>Organisation 2</b>, we believe that catering services within Extra Care Housing Schemes can be much more than just meal provision—they can serve as a <b>social, economic, and community anchor</b>. Below are several ways our service delivery model could generate meaningful impact for the local community:</p> <ol style="list-style-type: none"> <li><b>1. Creating a Community Dining Hub</b> <ul style="list-style-type: none"> <li>• <b>Open Access Café/Bistro Model:</b> By keeping the dining area open to the public during set hours, we can create a welcoming, inclusive space where local residents, family members, and community groups feel encouraged to visit.</li> <li>• <b>Shared Events &amp; Celebrations:</b> Hosting public events such as afternoon teas, themed food days, holiday meals, and charity brunches builds intergenerational and cross-community connections.</li> <li>• <b>Safe, Social Space for Isolated Individuals:</b> Many older adults living locally may be lonely or isolated. An open, friendly catering facility gives them a safe, warm environment to enjoy food and make connections.</li> </ul> </li> <li><b>2. Supporting Local Employment &amp; Training</b> <ul style="list-style-type: none"> <li>• <b>Hiring Locally:</b> Prioritising local recruitment for front- and back-of-house roles creates jobs, reduces travel time for employees, and supports the area's economy.</li> <li>• <b>Apprenticeships &amp; Work Placements:</b> Partnering with local colleges, schools, or training programmes (e.g., for hospitality, catering, or adult re-skilling) could offer structured work experience placements or apprenticeships.</li> <li>• <b>Inclusive Employment:</b> We would be open to working with supported employment services to create opportunities for individuals with disabilities or barriers to work.</li> </ul> </li> <li><b>3. Partnering with Community Groups and Services</b> <ul style="list-style-type: none"> <li>• <b>Community Group Use of Facilities:</b> Allowing local groups (e.g., social clubs, carers' groups, dementia cafés) to use the space at off-peak times for events or gatherings helps build visibility and inclusion.</li> <li>• <b>Joint Activities with On-Site Teams:</b> We'd work collaboratively with scheme staff to support social and wellbeing activities, such as cookery demonstrations, nutrition workshops, or gardening-and-cooking initiatives.</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• <b>Local Supplier Engagement:</b> Where feasible, we aim to source fresh produce, baked goods, and other ingredients from local farms and producers, supporting small businesses in the area.</li> </ul> <p><b>4. Promoting Intergenerational Links</b></p> <ul style="list-style-type: none"> <li>• <b>Schools &amp; Nurseries:</b> Hosting joint events or inviting local schoolchildren in for activities (e.g., singing at Christmas, baking sessions with residents) fosters understanding and connection between generations.</li> <li>• <b>Volunteering Opportunities:</b> Encouraging local residents or young people to volunteer in the bistro or at events helps bridge community relationships and builds soft skills.</li> </ul> <p><b>5. Enhancing Community Health &amp; Wellbeing</b></p> <ul style="list-style-type: none"> <li>• <b>Affordable, Nutritious Meals for All:</b> Offering low-cost, nutritious meals to members of the public—including older people living nearby—supports community health and food security.</li> <li>• <b>Nutrition Awareness Events:</b> Collaborating with local health teams (e.g., dietitians or wellbeing officers) to provide information about healthy eating, hydration, and food for specific conditions (e.g., diabetes, heart health).</li> </ul>
<b>A7.2</b>	<p>At <b>Organisation 2</b>, we believe that catering services in Extra Care Housing schemes can do more than provide nutritious meals—they can become a vital social anchor for the wider community. Based on our experience in inclusive café environments, we see several opportunities to create a <b>positive and lasting community impact</b>:</p> <p><b>1. Creating a Community Hub</b></p> <ul style="list-style-type: none"> <li>• Opening the café to the public transforms it into a welcoming, intergenerational space, reducing isolation among older people while encouraging casual visits from local families, carers, and groups.</li> <li>• Hosting <b>community events</b> such as themed lunches, coffee mornings, or cultural celebrations helps foster connections between residents and their neighbours.</li> </ul> <p><b>2. Supporting Local Employment</b></p> <ul style="list-style-type: none"> <li>• Recruitment would prioritise local staff, offering opportunities to individuals from the surrounding area, including young people, return-to-work parents, and semi-retired individuals.</li> <li>• Where possible, we would offer <b>apprenticeship or training roles</b>, contributing to local workforce development.</li> </ul>



	<p><b>3. Partnering with Local Organisations</b></p> <ul style="list-style-type: none"> <li>• We would explore partnerships with <b>local schools, charities, and wellbeing groups</b> to co-host events or volunteer days, such as dementia-friendly café sessions or intergenerational storytelling mornings.</li> <li>• Collaborating with <b>health professionals or wellness providers</b> (e.g. yoga or nutrition groups) would add value to residents while also drawing community members into the space.</li> </ul> <p><b>4. Showcasing Local Suppliers</b></p> <ul style="list-style-type: none"> <li>• Where possible, we would source ingredients from <b>local food producers, bakeries, and suppliers</b>, supporting the regional economy and promoting sustainability.</li> </ul> <p><b>5. Providing Safe and Inclusive Space</b></p> <ul style="list-style-type: none"> <li>• The café can be a neutral, stigma-free meeting point for carers, support groups, and individuals with additional needs—offering not just food but belonging and support.</li> <li>• We would ensure <b>accessibility and inclusivity</b>, making everyone feel welcome regardless of age, ability, or background.</li> </ul> <p><b>Conclusion:</b>  With the right ethos and community-minded approach, catering in Extra Care schemes can become a bridge between residents and the broader community—promoting wellbeing, inclusion, and economic benefit. At <b>Organisation 2</b>, we are committed to creating this kind of positive local impact wherever we operate</p>
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## Equality Impact Assessment (EIA) and our equality duty

The Equality Duty helps public bodies to deliver their overall objectives for public services, and as such should be approached as a positive opportunity to support good decision-making.

It encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people's opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

Complying with the Equality Duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve providing a service in a way which is appropriate for people who share a protected characteristic, such as providing computer training to all people to help them access information and services.

Whilst [the Gunning Principles](#) set out the rules for consulting with 'everyone', additional requirements are in place to avoid discrimination and inequality.

Cheshire East Council is required to comply with the Equality Act 2010 and the Public Sector Equality Duty. The Equality Act 2010 simplified previous anti-discrimination laws with a single piece of legislation. Within the Act, the Public Sector Equality Duty (Section 149) has three aims. It requires public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act, by consciously thinking about equality when making decisions (such as in developing policy, delivering services and commissioning from others)
- advance equality of opportunity between people who share a protected characteristic and people who do not share it, by removing disadvantages, meeting their specific needs, and encouraging their participation in public life
- foster good relations between people who share a protected characteristic and people who do not

The Equality Act identifies nine 'protected characteristics' and makes it a legal requirement to make sure that people with these characteristics are protected from discrimination:

- |                                   |                      |
|-----------------------------------|----------------------|
| • Age                             | • Race               |
| • Disability                      | • Religion or belief |
| • Gender reassignment             | • Sex                |
| • Marriage and civil partnerships | • Sexual orientation |
| • Pregnancy and maternity         |                      |

## Applying the equality duty to engagement

If you are developing a new policy, strategy or programme you may need to carry out an Equality Impact Assessment. You may be able to ascertain the impact of your proposal on different characteristics through desk-based research and learning from similar programmes, but you also need to carry out some primary research and engagement.

People with protected characteristics are often described as ‘hard to reach’ but you will find everyone can be reached – you just need to tailor your approach, so it is accessible for them.

Please feel free to contact the [Equality and Diversity mailbox](#) who will try to help you to assess the impacts of your proposals and will ensure that you help the Council to comply with the Equality Act 2010 and the Public Sector Equality Duty.

## Section 1 – Details of the service, service change, decommissioning of a service, strategy, function or procedure

*(Please delete the guidance in italics once you complete a section)*

<b>Proposal Title</b>	Restaurant & Catering Service in Oakmere and Willowmere Extra Care Housing schemes
<b>Date of Assessment</b>	23 April 2025
<b>Assessment Lead Officer Name and other officers involved</b>	Sophie Middleton – Project Manager (Extra Care)
<b>Directorate/ Service</b>	People – Adults, Health and Integration
<b>Details of the service, service change, decommissioning of the service, strategy, function or procedure.</b>	<p>Following the closure of the Council’s school meals service, the in-house catering provision at Oakmere and Willowmere (which was managed and staffed by that service) also ceased. An interim hot meals delivery service, together with additional weekly activities was put in place pending a review of the provision.</p> <p>The catering service ended on 03 January 2025. The interim arrangements began on 06 January 2025 and were originally scheduled to finish at the end of May 2025. An extension to these arrangements is planned to ensure that hot meals can be provided to residents whilst a longer-term solution is sought.</p> <p>It is anticipated that the longer-term solution will be sustainable in-house catering. A report is currently being</p>

	prepared for Adults and Health Committee recommending approval to procure onsite sustainable catering services at both schemes.
<b>Who is impacted?</b>	<p>The majority of the people affected by a new sustainable extra care catering service will be scheme residents, all of whom are over 55. Currently, these residents can choose to order hot meals for delivery to the scheme dining room (Oakmere) or their apartments (Willowmere) via the interim arrangements put in place by the Council. These meals cost approximately £6.00 per two-course meal. If an in-house provider can be procured, the interim arrangements will cease and residents will be able to purchase meals from that provider to eat in the scheme dining room or in their apartments. Residents may choose to make alternative arrangements, either to the interim delivery service or to any new provision put in place.</p> <p>Staff and visitors to Oakmere and Willowmere do not have access to the hot meals delivery service, but would be able to purchase meals from an in-house catering and restaurant service.</p>
<b>Links and impact on other services, strategies, functions or procedures.</b>	<p>Cheshire East Plan 2025-29</p> <p>Commitment 2: Improving Health &amp; Wellbeing</p> <p>2.1 Gap in health equalities is reduced across our diverse borough through a targeted approach.</p> <p>2.2 Improved independence, health and wellbeing through early intervention and prevention.</p> <p>2.6 Lasting solutions are delivered through strong and committed partnerships.</p> <p>Commitment 3: An effective and enabling council</p> <p>3.3 Innovative solutions are developed through a culture of collaboration across the council and with residents, businesses and partners.</p> <p>3.4 Service delivery and new ideas are shaped by consultation and engagement.</p>
<b>How does the service, service change, strategy, function or procedure help the Council meet the requirements of the <a href="#">Public Sector Equality Duty</a>?</b>	<p>An in-house catering service would provide a safe space for residents and older people in the local community to gather and eat in a protected and sympathetic environment. This meets the Public Sector Equality Duty as it advances equality of opportunity between people who are protected characteristic and people who do not share it by removing disadvantages for the older age group.</p>

## Section 2 - Information – What do you know?

<p><b>What do you know?</b></p>	<p>The average age of the people living in Oakmere and Willowmere is 81 years and 7 months, with the population of Willowmere being slightly older and Oakmere slightly younger. Oakmere residents range from 58 to 95 years old, whilst Willowmere's residents are aged between 61 and 99 years old.</p> <p>There are currently 56 people living in Oakmere (53 apartments) and the Council commissions care for 20 of these people. Of these 20 people with care packages, 2 have low care needs, 8 have medium care needs and 9 have high care needs.</p> <p>The situation in Willowmere is similar - 70 people live in the scheme (71 apartments) and the Council commissions care for 26 individuals. Of these 26, 9 have low needs, 10 have medium needs and 7 have high or very high needs.</p> <p>***</p> <p>It is the ambition of the Council to divert individuals who are considering moving into Accommodation with Care to Extra Care, and a thriving restaurant would make the schemes more attractive to people who can live independently with assistance.</p> <p>***</p> <p>Our data shows that the current take-up of hot meals is less than the number of people who used the restaurant service when it was based onsite. This may be partly due to the hot meal deliveries being restricted to scheme residents only (for logistical reasons), whereas the on-site catering used by scheme staff and the local community as well.</p> <p>Before closure, the restaurant service at Oakmere reported that they were preparing and selling 20-30 meals per day, whilst the hot meals provider has reported that they are delivering an average of approximately 7 meals per day. At Willowmere, the restaurant was selling between 30 and 40 meals per day, compared to approximately 17 meals delivered by the provider of the interim service.</p>
<p><b>Information you used to</b></p>	<p>A review of the catering provision was carried out and recommended procurement of an onsite catering provider.</p>

<b>arrive at the decision</b>	<p>Engagement with residents and the market was considered during this review.</p> <p>Building on previous engagement sessions, further resident engagement has taken place in February and May 2025. The February engagement was in the form of the PFI Annual Survey, which had a rate of return of 80% in Oakmere and 75% in Willowmere. Residents of both schemes expressed high satisfaction with the previous restaurant-based service and were very dissatisfied with the hot meal delivery service (which was new at the time). The preference for future provision was an onsite restaurant service, open daily.</p> <p>Response to the May 2025 drop-in sessions and survey were similar.</p> <p>In June 2025, soft market testing resulted in two responses who were both confident that a sustainable service could be provided with minimal support from the Council.</p>
<b>Gaps in your Information</b>	<p>The level of demand for the proposed new service is unknown. Whilst a significant number of May 2025 survey respondents indicated that they would use an onsite restaurant service, there is no guarantee that this usage would be realised.</p> <p>It is recognised that some support would be required from the Council to ensure a sustainable service. Should the procurement be approved, bidders will be asked to indicate the support they would require, up to the limit of the existing budget and decreasing year-on-year as the service establishes itself and grows. This will be an evaluated question.</p>

### Section 3 - Information - What did people tell you?

<b>What did people tell you about your proposals?</b>	<p><b>Resident Engagement - Feb 2025:</b></p> <p>Avantage Annual Survey. High rates of return. Approximately 96% of Oakmere respondents were satisfied with the previous (onsite restaurant) service whilst 88% of Willowmere respondents were satisfied with their onsite service. Satisfaction levels with the new hot meals delivery service were very low, although the service was very new at the time. Residents reported that lunch was the preferred</p>
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	<p>meal time, with hot meals being cooked onsite 7-days-a-week.</p> <p><b>Resident Engagement - May 2025:</b> The Council asked residents to complete a further survey in May 2025. In both schemes, most residents supported the return on an onsite catering service. Most residents preferred 7-day opening and lunch was the preferred meal time. The overwhelming majority of residents preferred a service with a hot lunchtime meal and snacks available at other times of the day. Many residents referred to the importance of communal dining as a social event, with some saying how much they missed this aspect of the previous onsite restaurant service.</p> <p><b>Market Engagement - June 2025:</b> Whilst neither of the respondents had direct extra care catering experience, both had relevant community-based experience. They identified key challenges including catering for diverse dietary needs, staffing, compliance and cost control. Both were confident that the service could be sustainable, provided that external customers could be accommodated and with a focus on efficiency, reducing waste and attracting customers by providing affordable meals.</p>
<b>Details and dates of the consultation/s and/or engagement activities</b>	<p>February 2025: Resident Survey (Avantage Annual Survey) Respondents: Oakmere – approx. 42 responses to survey, Willowmere – approx. 52 responses. Not all respondents answered every questions.</p> <p>May 2025: Drop-In Sessions and paper-based Survey Respondents: 31 responses received from each scheme. In Oakmere, 30 residents spoke to officers, while in Willowmere only four residents did this.</p> <p>June 2025: Market Engagement via The Chest Nine organisations reviewed the notification on The Chest, with two organisations completing the survey.</p>
<b>Are there any gaps in consultation and engagement feedback?</b>	<p>Considerable resident engagement has taken place.</p> <p>Market engagement has been more limited as only two responses were received.</p>

## Section 4 - Review of information, consultation feedback and equality analysis



<b>Protected characteristics groups from the <a href="#">Equality Act 2010</a></b>	<b>What do you know?</b> <i>Summary of information used to inform the proposal</i>  <u><b>Refer to Section 2</b></u>	<b>What did people tell you?</b> <i>Summary of customer and/or staff feedback</i>  <u><b>Refer to section 3</b></u>	<b>What does this mean?</b> <i>Impacts identified from the information and feedback (actual and potential).</i>  <i>These can be either positive, negative or have no impact.</i>
<b>Age</b>	The majority of the people affected by the proposed new service will be scheme residents, all of whom are over 55.	Survey respondents were keen to emphasise the importance of hot, nutritious meals for older people as well as the importance of the restaurant as a community hub.	The proposed new service would have a positive impact as it would meet the need for hot, nutritious meals and because these would mainly be served in the restaurant, would meet the desire to bring internal and external communities together.
<b>Disability</b>	Some scheme residents may have a disability that may mean they are unable to shop for their food and/or prepare meals.	As above.	As above.
<b>Gender reassignment</b>	n/a		
<b>Pregnancy and maternity</b>	n/a		
<b>Race/ethnicity</b>	n/a		
<b>Religion or belief</b>	Some residents may have special diets because of their religion or beliefs.	Information not requested/ volunteered in surveys.	An onsite catering providing a face-to-face service should be able to be more flexible about meeting varied dietary requirements.

Sex	n/a		
Sexual orientation	n/a		
Marriage and civil partnership	n/a		

## Section 5 - Review of information, consultation feedback and equality analysis

Mitigation	What can you do to mitigate any negative impacts or further enhance positive impacts?
<i>Please summarise the impacts listed in section 4 and what will be done to mitigate these impacts</i>	<p>Procurement of an onsite catering provider would have a positive impact because:</p> <ul style="list-style-type: none"> <li>• It would meet the need identified by residents and professionals for hot, nutritious meals to be available for residents and the local community</li> <li>• The meals would mainly be served in the restaurant, making meal times a social occasion where residents and visitors to the schemes could meet and socialise together.</li> <li>• An onsite provider would have the opportunity to get to know customers and their food preferences and be able to “flex” their offer to suit individuals and groups of customers, whether their preferences are medical, due to religion or beliefs, or personal choice.</li> <li>• Residents who are unable to leave the scheme or who are unable to cook, would be assured of a choice of hot meals and the possibility that they can purchase additional snacks/light meals to eat in their apartments outside of opening hours.</li> </ul> <p>Considerable resident engagement has taken place, together with targeted market engagement. The draft catering services specification has been shaped by insights provided by both residents and participating providers, and has been designed to offer the provider sufficient flexibility ensure the long-term sustainability of their business throughout the contract period.</p>

## Section 6 – Monitoring and review

<b>Details of monitoring activities</b>	Should procurement take place and a contract awarded to an onsite provider, monitoring will be via the contract monitoring regime (yet to be decided).
<b>Date and responsible officer for the review of the EIA</b>	Sophie Middleton, Project Manager (Extra Care)  This EIA will be reviewed either if a decision is made not to procure a new service or if the proposed procurement is approved but fails.

## Section 7 – Sign off

*When you have completed your draft EIA, it should be sent to the [Equality, Diversity and Inclusion Mailbox](#) for review.*

*If your EIA is approved, it must then be signed off by a senior manager within your Department (Head of Service or above).*

<b>Name</b>	Dan Coyne
<b>Date</b>	28.08.2025
<b>Signature</b>	<i>Daniel Coyne</i>

*Once the EIA has been signed off, please forward a copy to the [Equality, Diversity and Inclusion mailbox](#) for it to be published on the website.*

*For Transparency, we are committed to publishing all Equality Impact Assessments relating to public engagement.*

**Help and support** - For support and advice please contact the [Equality, Diversity and Inclusion mailbox](#)

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OPEN

**Adults and Health Committee****22 September 2025****Integrated Sexual Health Services Recommission**

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**Report of: Helen Charlesworth-May, Executive Director of Adults, Health and Integration****Report Reference No: AH/43/2025-26****Ward(s) Affected: All Wards****For Decision****Purpose of Report**

- 1 This report seeks approval to proceed with the recommission of the Integrated Sexual Health Service in Cheshire East.
- 2 The Cheshire East Plan directly informs this work under Priority 2: 'Improving Health & Wellbeing', which includes commitments to improve outcomes, promote early intervention and prevention, and support individuals to thrive. These priorities are reinforced in the Cheshire East Joint Health and Wellbeing Strategy, which emphasises improving wellbeing and tackling inequalities.

**Executive Summary**

- 3 This report outlines the current sexual health model and the proposed recommissioning approach, which includes resident/stakeholder coproduction.
- 4 The existing service, delivered by Axxess Sexual Health, operates under an integrated approach that brings together education, testing, treatment and support into a seamless and cohesive care pathway.
- 5 This is a mandated service under the Health and Social Care Act (2012) and is strategically aligned with the Cheshire East Plan (2025–2029), specifically Priority 2: 'Improving Health and Wellbeing'. This report seeks approval to proceed with the recommissioning process.

**RECOMMENDATIONS**

The Adults and Health Committee is recommended to:

1. Approve the commencement of work on recommissioning the Integrated Sexual Health Service.

## Background

6. Section 2B of the NHS Act 2006 requires upper-tier and unitary local authorities to take appropriate steps to improve the health of people in their areas. Furthermore, the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 mandates councils to provide comprehensive open-access sexual health services.
7. The Cheshire East Plan 2025–29 outlines several priorities that will guide the recommissioning and delivery of sexual health services, in particular, addressing health disparities and focusing on prevention and early support. An integrated model also reflects the Council's commitment to strong partnerships and delivering targeted, community-based solutions, that improve health and wellbeing across the borough.
8. Sexual health services across Cheshire East are delivered by Axxess Sexual Health, part of Liverpool University Hospitals NHS Foundation Trust, offering open-access and confidential care. The service is designed to be inclusive and accessible with emphasis on partnership working and community reach.
9. The service operates across all three nationally defined tiers:

*Tier 1: Basic Sexual Health Services –prevention and early intervention*

- Pregnancy prevention advice
- Teenage pregnancy prevention initiatives
- Outreach and education programmes
- Digital/online services, including:
  - Free condom distribution
  - Expert sexual health advice and guidance

*Tier 2: Intermediate Clinical Services - more advanced clinical care*

- Contraception services (routine methods and emergency contraception)
- Sexually Transmitted Infection (STI) testing and screening, including Chlamydia testing for 15–24-year-olds
- Postal STI testing kits (via SH:24)
- Early diagnosis and treatment of STIs

*Tier 3: Specialist Sexual Health Services - involve complex clinical interventions and specialist care for individuals with more advanced or ongoing needs.*

- Long-Acting Reversible Contraception (LARC)
- Routine cervical screening (smear testing)
- HIV care and treatment, including medication
- STI preventative care, management and treatment
- Vaccination programmes targeting gonorrhoea and Mpox.

10. Of further note is that, Axxess provides a range of inclusive services including HIV testing and PrEP access, dedicated LGBTQ+ and young people's clinics, safe spaces, outreach services for hard-to-reach groups and sexual health education - supported through schools and youth services, with training also offered to professionals through a 'trainer the trainer' model.

11. The sexual health service plays a critical role in preventing the spread of sexually transmitted infections (STIs), reducing unplanned pregnancies, supporting healthy relationships, and addressing inequalities.
12. The need for these services is underpinned by (also see Appendix 1):
  - Persistent rates of sexually transmitted infections (STIs), particularly among young people and vulnerable groups
  - The importance of early intervention and prevention to reduce long-term health and social costs
  - National and local public health priorities including reducing health inequalities and improving reproductive health outcomes.
13. Cheshire East performs well against the England average for most Public Health indicators. Please see Appendix 1 for further details.
14. Sexual health outcomes are closely tied to wider social determinants of health. Groups most affected by poor sexual health include young people aged 15–24; people from Black and minority ethnic communities; LGBTQ+ individuals, particularly men who have sex with men (MSM); people living in areas of high deprivation. These groups often face barriers to accessing services, including stigma, discrimination, and lack of culturally appropriate care<sup>1</sup>.
15. National data shows that STI rates and unplanned pregnancies are higher in more deprived areas. In Cheshire East, while overall rates are lower than the national average, pockets of inequality persist, particularly in urban and more deprived communities such as central parts of Crewe. Access to long-acting reversible contraception (LARC) and targeted outreach in schools and youth settings are essential to reducing disparities.
16. A key factor in the transmission of STIs is the age and sexual health behaviour of individuals. In Cheshire East, recent data shows that young people aged 15–24 remain the group most at risk of acquiring STIs, particularly chlamydia and gonorrhoea, reflecting national trends.
17. Recommissioning a robust sexual health service is crucial to sustaining an integrated care model that ensures open-access and confidential provision. This approach improves accessibility, reduces health inequalities, and enhances health outcomes. It supports early diagnosis, ensures efficient use of resources, and promotes continuity of care. Furthermore, it aligns with national priorities and enables targeted interventions for high-risk populations.
18. Two procurement options are likely to be considered:
  - Direct Award Process – This route is available as part of the Procurement Provider Selection Regime (PSR), allowing for a streamlined approach where specific criteria are met.
  - Competitive Tender Process – This involves a formal procurement exercise to invite bids from potential providers, ensuring value for money.
19. The intention is to return to Committee in January or March 2026 with the

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<sup>1</sup> GOV.UK. (n.d.). Sexual health: variation in outcomes and inequalities. [online].

proposed model for the new service. This will update on co-production work. The current service contract is set to expire on 30th September 2026.

### **Consultation and Engagement**

20. Work will take place to ensure sexual health services are aligned with local needs and priorities. This will support the development of an integrated, evidence-based model that is equitable, sustainable and insight led.
21. The process will be underpinned by needs analysis including review of alternative service models, national evidence, NICE guidelines, and the new Sexual Health Joint Strategic Needs Assessment. This evidence-based approach will ensure the redesigned service is responsive, effective, and aligned with local priorities and best practice.
22. As part of the recommissioning process. A multidisciplinary project group would also be established, with representation from Commissioning, Public Health, the Integrated Care Board (ICB), Healthwatch and Children's and Education services. A comprehensive consultation and engagement strategy will also be developed, incorporating stakeholder input.
23. Coproduction will be a central to this recommission, ensuring that services are designed and delivered in partnership with the people who use them e.g. young people, LGBTQ+, various ethnic groups, and people living with HIV. A briefing will also be held with members to update on progress and capture views.
24. A mix of engagement methods, including focus groups, surveys and creative workshops will ensure flexibility and wider reach. Crucially, maintaining ongoing communication and showing how feedback has influenced decisions fosters long-term relationships and empowers communities to shape services that reflect their needs and experiences. This programme of work is envisaged to take place following, and subject to, approval of this report until the end of November 2025.
25. This recommission provides an opportunity to develop a service model that reflects our health and care Blueprint for locality-based services delivered through our Care Communities, and which also reflects the aspirations of the NHS 10-year plan.
26. The provider market will also be engaged through a survey and follow-up meetings where they indicate interest.

### **Reasons for Recommendations**

27. This is a mandatory Public Health service which supports national priorities and local sexual/reproductive outcomes (including addressing health inequalities).



## Other Options Considered

Option	Impact	Risk
Recommission	Increased value for money and a service shaped around local need	The ability to address local needs effectively with available resources
No Commission	This would mean the current contract would lapse without replacement. This would not be a viable option as it would mean not providing a mandated open-access sexual health service	High risk of increased STI rates, unplanned pregnancies, and early intervention opportunities  Significant public health, legal and reputational consequences

## Implications and Comments

### *Monitoring Officer/Legal/Governance*

22. This is a statutory service that is fully funded through the ring-fenced Public Health grant provided directly to the Council by Central Government. The current contract costs £2.506m per annum.
23. There are no financial implications associated with the decision to recommission the contract. The financial implications will be assessed once bids are received, to inform the decision-making process.

### *Section 151 Officer/Finance*

28. This is a statutory service that is fully funded by the public health ring-fenced grant that the Council receives directly from Central Government. There are no financial implications of this recommission on the council's existing Medium Term Financial Strategy (MTFS).

## Human Resources

29. It is not anticipated that additional staff resources will be needed for the recommissioning of the Sexual Health Service.

## Risk Management

30. Risks will be managed by the project team, with mitigation put in place where necessary.

## Impact on other Committees

31. The service is predominantly adults focused but the engagement session will include members of the Children and Families Committee.

## Policy

32. The activity outlined in this report supports the following aim and priorities within the Cheshire East Plan 2025–29:

<b>Commitment 1: Unlocking Prosperity for All</b>	<b>Commitment 2: Improving Health and Wellbeing</b>	<b>Commitment 3: An Effective and Enabling Council</b>
<p>Reducing health related barriers to education, employment, and participation in community life.</p> <p>Supporting young people and adults to make informed choices, contributing to long- term wellbeing/ productivity.</p> <p>Ensuring equitable access to services thus helping to reduce health-related inequalities</p>	<p>Reduce health inequalities through outreach &amp; prevention.</p> <p>Early intervention and prevention, inc. STI testing, contraception, promotion.</p> <p>Supporting young people to thrive through education, safeguarding and access to confidential care.</p> <p>Strengthening partnerships to deliver joined-up care.</p>	<p>Engagement with residents/stakeholders to shape services that meet local needs.</p> <p>Digital-first service delivery, while maintaining inclusive access for those who need in-person/ community-based support.</p> <p>Delivering value for money through integrated, efficient service models.</p>

### **Equality, Diversity and Inclusion**

33. An Equality Impact Assessment will form part of the recommissioning process.

### **Other Implications**

34. The recommission will include consideration of social value e.g. to minimise the environmental impact of the service.

*Consultation*

<b>Name of Consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Statutory Officer (or deputy) :</i>			
Ashley Hughes	S151 Officer	Click or tap to enter a date	Click or tap to enter a date
Kevin O'Keefe	Acting Monitoring Officer	Click or tap to enter a date	Click or tap to enter a date
<i>Legal and Finance</i>			
David Hallworth	Finance Business Partner	11/09/25	11/09/25
Adrian Leslie	Lawyer	09/09/2025	09/09/2025
<i>Other Consultees:</i>			
<i>Curtis Vickers</i>	Head of Integrated Commissioning		28.08.2025
<i>Liane Halliday</i>	Head of Procurement		28.08.2025
<i>Executive Directors/Directors</i>			
<i>Rod Thompson</i>	Director of Public Health		28.08.2025
<i>Helen Charlesworth-May</i>	Executive Director of Adults, Health and Integration	05.09.2025	09.09.2025

Access to Information	
<b>Contact Officer:</b>	Victoria Davies, Project Manager <a href="mailto:victoria.davies@cheshireeast.gov.uk">victoria.davies@cheshireeast.gov.uk</a> Nik Darwin, Programme Lead <a href="mailto:nik.darwin@cheshireeast.gov.uk">nik.darwin@cheshireeast.gov.uk</a>
<b>Appendices:</b>	Appendix 1 – Overview of Current Delivery
<b>Background Papers:</b>	<a href="#">Cheshire East Joint Health &amp; Wellbeing Strategy 2023-2028</a> <a href="#">Cheshire East Plan 2025-2029</a>

## Appendix 1 – Overview of Current Delivery

Sexually transmitted infections (STIs) remain a significant public health concern both nationally and locally with persistent rates observed among young people aged 15–24 and other vulnerable populations. Recent data from 2024 indicates that this age group continues to account for a disproportionately high number of new STI diagnoses, particularly chlamydia and gonorrhoea<sup>1</sup>.

Contributing factors include increased sexual activity, lower rates of condom use and barriers to accessing timely sexual health services. Vulnerable groups - including individuals experiencing socioeconomic disadvantage, LGBTQ+ communities and those with limited access to healthcare, also face elevated risks. These trends highlight the continuing need for targeted prevention, early intervention and inclusive service delivery to reduce transmission and improve sexual health outcomes across the borough.

The tables below present key sexual health indicators for Cheshire East, focusing on STI rates (including chlamydia, syphilis and gonorrhoea). These notifiable infections are key indicators of sexual health. In Cheshire East, these trends are monitored through local sexual health profiles to inform targeted public health strategies. Nationally, they align with UK Health Security Agency and NHS England priorities to reduce health inequalities and improve sexual and reproductive health outcomes.

Note – the tables below show major Public Health indicators<sup>1</sup>. The values given are the age standardised rate which are adjusted for population demographics, meaning a fair comparison between areas can be made.

### STI Testing Overview (2024)

#### Key Insights:

	Cheshire East	England	Comparison
STI testing rate (excluding chlamydia, aged <25) per 100,000	2,907 per 100,000	4,088 per 100,000	Worse than England
STI testing positivity (excluding chlamydia, aged <25)	5.8%	6.4%	Better than England

- The STI testing rate for under-25s (excluding chlamydia) is lower in Cheshire East than the national average, which may suggest less engagement with testing services or lower service availability. Therefore, there is an opportunity in the recommissioning work, to look at how engagement can be enhanced, such as by targeted outreach and improved service visibility.
- STI testing positivity is lower in Cheshire East than England. This could reflect more effective local prevention work.

#### Service Level Data:

- 100% of patients requiring a face-to-face appointment received it within 2 working days in 24/25, whereas 86% of those requesting an online test received it within 2 days.
- 100% of patients contacting the service with an urgent care need received support or assessment on the same day.
- The number of tests undertaken by residents has increased by 12.5% in 24/25, whilst positive results have decreased by 15%.
- 93% of patients received their test results back within 8 working days. Note: these results are skewed by the longer wait for herpes results and users not providing contact details. 99% of online patients received their test results within 48 hours from the time the sample was received.
- The number of patients aged 19 and under attending the service in Cheshire East has increased during the last year by 30% compared to the previous year.

<sup>1</sup> Sexual and Reproductive Health Profiles | Department of Health and Social Care, data is for 2024 unless indicated

**Chlamydia & Syphilis Indicators (2024)**

Indicator	Cheshire East	England	CE Comparison
Chlamydia Detection rate (Females aged 15–24)	1,315 per 100,000	1,589 per 100,000	Worse than England *
Proportion of females screened for Chlamydia (aged 15–24)	14.2%	18%	Worse than England
Chlamydia Diagnostic rate (per 100,000)	73	124	Better than England
Syphilis diagnostic rate	15.8%	16.5%	Similar

**Key Insights**

- \* Chlamydia detection rate is a counterintuitive indicator, as to score better, more cases must be identified. This disregards effective prevention efforts and associated lower transmission rates locally.
- The local screening proportion for chlamydia (females 15–24) at 14.2%, reflects significant engagement with young people, including focused campaigns. There is the potential to close the gap with England through additional outreach, education and school/college partnerships.
- Syphilis diagnostic rates are comparable between Cheshire East and England, indicating:
  - stable surveillance and consistent diagnostic activity
  - effective monitoring and control measures are in place.
- General Practitioners in Cheshire East are actively involved in delivering the chlamydia screening programme for under-25s, alongside other sexual health services such as LARC and IUD provision.

**Gonorrhoea & Genital Warts Indicators (2024)**

Indicator	Cheshire East	England	CE Comparison
Gonorrhoea Diagnostic rate per 100,000	73	124	Better than England
Genital warts diagnostic rate per 100,000	36.4	43.4	Better than England

**Key Insights:**

- Recent data shows that Cheshire East's STI diagnostic rate stands at 73 per 100,000, notably lower than the national average of 124 per 100,000. This suggests a lower local prevalence. Importantly, it provides a clear baseline for expanding outreach and testing initiatives, particularly among under-tested groups, to support early detection and treatment.
- Nationally, Gonorrhoea diagnoses have been steadily rising since the early 2000s, with a temporary dip during the COVID-19 pandemic due to reduced testing.
- The highest rates of Gonorrhoea are seen among gay, bisexual and other men who have sex with men (GBMSM), who account for nearly half of all diagnoses in 2022. Cheshire East reflects this national pattern.
- There is an increasing diagnostic trend which is a concerning development from a public health perspective and reflects patterns observed across all regions in England. In response, the UK launched a world-first national gonorrhoea vaccination programme in August 2025. Axcis Cheshire East is implementing this initiative by targeting high-risk groups, including gay, bisexual, and other men who have sex with men (GBMSM), as well as individuals with recent bacterial STIs or multiple sexual partners. Staff are being trained to deliver the vaccine opportunistically during routine sexual health consultations.
- Genital warts are the third most commonly diagnosed sexually transmitted infection (STI) in the UK and are caused by infection.

**Long-Acting Reversible Contraception (LARC) Indicators (2023)**

LARC uptake is a key indicator of effective contraceptive provision. These methods are highly reliable, long-lasting and reversible, helping to prevent unintended pregnancies i.e. intrauterine device (Coil)/contraceptive pill/implants. Monitoring LARC usage reflects service accessibility, supports health equity and informs commissioning and workforce planning. This data helps to assess the quality and reach of reproductive health services, testing activity and contraception usage.

Indicator	Cheshire East	England	CE Comparison
Total prescribed LARC (excluding injections) per 1,000	50.1	43.5	Better than England
Sexual and Reproductive Services prescribed LARC (excluding injections) per 1,000	18.1	18	Similar

**Key Insights:**

- Cheshire East demonstrates strong performance in LARC provision, with a total prescription rate of 50.1 per 1,000 population, significantly higher than the national average of 43.5. This suggests an effective local service and strong public engagement with long-term contraceptive options.
- The rate of LARC prescriptions through sexual and reproductive health (SRH) services in Cheshire East is 18.1 per 1,000, closely aligned with the national figure of 18 per 1,000. This consistency indicates that local SRH services are performing on par with national standards, ensuring equitable access to contraception.
- Just under 10% more implants have been inserted in 24/25 in comparison to the previous year.
- Higher uptake of LARC methods is associated with reduced rates of unintended pregnancies and improved reproductive health outcomes. Cheshire East's performance reflects effective service delivery, proactive patient engagement and a commitment to accessible, high-quality contraceptive care.
- LARC provision is subcontracted to local GP practices, extending the reach and accessibility for local residents.

**HIV Indicators (2023)**

Indicator	Cheshire East	England	CE Comparison
HIV Testing Rate	2,056	2,770	Worse than England
HIV Diagnosis Rate per 100,000	7	10.4	Better than England

**Key Insights:**

- Approximately 113,500 people are living with HIV in the UK with 100,063 individuals accessing HIV care in England (national overview). In Cheshire East, 308 people were living with diagnosed HIV in 2023. This equates to a rate of 0.63 per 1,000 population aged 15–59, which is lower than many other areas in England.
- Around 4,700 people in England are estimated to be living with undiagnosed HIV. However, treatment coverage is high, with 98% of diagnosed individuals receiving care and 98% of those treated being virally suppressed, meaning they cannot transmit the virus sexually.
- HIV treatment and care in Cheshire East has been a standout area of success locally. The integrated approach has ensured consistently high testing rates, particularly among gay, bisexual and men who have sex with men. The treatment programme has included innovative express clinics and community outreach, leading to almost 400 people accessing treatment.

- Cheshire East is part of the Cheshire and Merseyside Fast Track Cities programme, aiming to end new HIV transmissions by 2030. This is a collaborative initiative, which brings together local councils, NHS services, community organisations and people living with HIV to improve prevention, testing, treatment and support.



OPEN

**Adults and Health Committee****22 September 2025****Adult Social Care Transformation Plan Update**

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**Report of: Executive Director Adults, Health and Integration****Report Reference No: AH/28/2025-26****Ward(s) Affected: All****For Scrutiny****Purpose of Report**

- 1 To provide an update on progress of the Adult Social Care Transformation Programme as outlined in the Report AH/28/2024-25 [Agenda for Adults and Health Committee on Monday, 20th January, 2025, 10.00 am | Cheshire East Council](#)
- 2 The programme is aligned to the following Corporate Plan objectives:
  - Increase the opportunities for children, young adults and adults with additional needs
  - A council which empowers and cares about people
- 3 The content of this report is also aligned to the endorsed policies presented to [Corporate Policy Committee on 21 March 2024](#): “Cheshire East Approach to Transformation” and the [21 August 2024](#) “Cheshire East Council Transformation Plan”. These policies will support the Council to address the 4-year funding gap of £100m as outlined in the MTFS 2025/29.

**Executive Summary**

- 4 We have too many older people receiving long term support in care homes and our average costs for supporting people with a learning disability and autism are high (although paradoxically our hourly rates are low compared to our neighbours). To address these significant priorities, we have implemented an ambitious Adult Social Care Transformation Programme.

*Prevent, Reduce and Enable (PRE)*

- 5 We need to ensure that we have the right support for people to remain at home and avoid permanent care home placements. This might mean

increasing capacity in some services or filling gaps whilst ensuring consistent decision making.

- 6 We will need to ensure short term interventions are managed correctly, to allow time for recovery whilst lowering contributory factors that mean people get admitted into Care Homes. The Prevent, Reduce and Enable Project will ensure we continue to promote wellbeing, prevention, independence, and self-care for people across Cheshire East.

#### *Learning Disabilities and Autism (LDA) Services*

- 7 We need to transform the way we provide accommodation with care and support for people with a learning disability.
- 8 In the short term we will reduce voids, review night cover and shared hour arrangements. In the longer term we will develop modern accommodation with efficient staffing ratios, increase shared lives, developed trusted strategic partner arrangements that can deliver independent living with choice and control whilst balancing cost and efficiency.

### **Recommendations**

#### **RECOMMENDATIONS**

The Adults and Health Committee is recommended to:

Note the content of the report and that further papers will be brought to Adults and Health Committee when there are significant decisions to be made.

### **Background**

- 9 On the 21 August 2024 the Corporate Policy Committee approved the Council's Transformation Plan. The Plan describes how the Council will approach, resource and deliver the changes needed to become a radically different organisation that delivers better outcomes for residents whilst spending £100million less by 2028. An update on the Plan was presented to Corporate Policy Committee on 6<sup>th</sup> August 2025 and agreed that regular comprehensive progress reports would be required going forward [Agenda for Corporate Policy Committee on Wednesday, 6th August, 2025, 5.30 pm | Cheshire East Council](#).
- 10 The Council's Transformation Plan has evolved, and the Portfolio is now organised into the following programmes:
  - Access to Services
  - Enabling Communities
  - Service Delivery
  - Corporate Core

11 The Adult Social Care Transformation Programme is part of Service Delivery and delivering 2 major projects:

- Prevent Reduce and Enable
- Learning Disability and Autism Services

### **Prevent Reduce & Enable**

12 Prevent, Reduce & Enable (PRE) is a project focused on helping people live independently for longer through investing in community-based interventions, avoiding a requirement for residential care

13 Since the previous Committee update, there has been an Outline Business Case (OBC) developed focussing on mobilising a range of early intervention and prevention initiatives:

- (a) An expansion in reablement capacity, to ensure that this is available to more residents to help them retain and regain their independence, without requiring intrusive long-term care
- (b) An expansion in Occupational Therapy capacity to enable earlier involvement in care planning, reducing a need for large packages of care by focusing on technology, equipment and self-care
- (c) The use of Community Connectors and Local Area Coordinators at the Front Door of adult social care, to increase the use of signposting and connect residents to support closer to home

14 The project also focuses on expanding the use of Tech-Enabled Care (TEC) by ensuring it aligns with the needs of residents and is considered as part of operational decision making; and continuing to monitor the impact of the self-funder pilot in enabling residents to make sustainable financial decisions about their care and support.

15 Following the sign-off of the OBC, a pilot was initiated in June in Macclesfield. The Pilot has brought together operational staff who have co-designed an operational model focused on regular multi-disciplinary case discussions to understand and resolve issues quickly.

16 Since its start in June 2025, the PRE pilot has:

- (a) Engaged with 50 residents from the pilot area, of which operational staff indicated 72% (36 individuals) had eligible Care Act needs, potentially resulting in a CAH package of care
- (b) Enabled 60% of these residents to receive a reablement intervention, 52% to receive support from Occupational Therapy and 74% to receive signposting and connection to their local communities
- (c) Enabled avoided Care at Home hours equivalent to an annual avoided spend of £129.1k, based on the 16 residents who have completed a PRE intervention

- (d) Identified and actioned opportunities to improve support and pathways for residents to ensure they continue to receive timely preventative interventions

17 The pilot will be reviewed in September, and the scope increased to include hospital discharges. At the end of the pilot the model will be standardised and rolled out across the Borough

### **Learning Disability and Autism Services**

18 The LDA Transformation Project is focused on reviewing supported living arrangements, Care4CE modernisation and increased use of Shared Lives to enhance independence, person-centred care and ensure long-term financial sustainability.

#### Supported Living Transformation

19 An outline business case was approved in June 2025 to reshape how commissioned care is delivered in Supported Living settings. A fixed-term Project Team will undertake reviews over a six-month period. The Team Manager is in place and is actively appointing to the wider team.

20 Additional progress in this area has included:

- (a) The launch of a new pathway for Care4CE Supported Living, with the aim of improving placement numbers and reducing voids
- (b) A process put in place to improve the visibility and monitoring of supported living vacancies across Cheshire East
- (c) Livity Life, Cheshire East's TEC provider, has completed 59 reviews, leading to installations that support greater independence for residents

#### Care4CE Modernisation

21 A new Head of Service has been appointed and is undertaking a service-wide review to identify short-term improvements and inform long-term transformation planning

22 In the longer-term, a full business case will be developed that will explore workforce development, property modernisation and development of new service models to better align the service with operational priorities and demand

#### Shared Lives

23 The Shared Lives business case, focused on investing in recruitment and retention of Shared Lives carers, was approved by Transformation Board in January 2025

24 To enable early implementation, a staff member from within the existing service has been appointed to lead on targeted marketing and carer

recruitment to increase the number and diversity of carers, and promote Shared Lives as an alternative to Supported Living

25 In line with the business case, rates paid to Shared Lives carers have also increased to align with the offer elsewhere in the North West, to recognise the valuable support these carers provide

26 Further work is now underway on developing a recruitment campaign, community engagement and improving the assessment and placement process to enable service growth.

### **Consultation and Engagement**

27 The approach outlined in this report will be shared with staff, service user groups and provider forums. Feedback will be used to shape the required business cases.

### **Reasons for Recommendations**

28 Members will need to consider further papers as and when there are substantive decisions to be made.

### **Other Options Considered**

29 None. This report is to ensure Members of the Committee are sighted on the detailed approach to Adult Social Care Transformation as outlined in the MTFS 2025/29 report.

### **Implications and Comments**

#### *Monitoring Officer/Legal*

30 Agreed proposals must be implemented in accordance with the Council's responsibilities under the Care Act 2014 and any other relevant legislation and the Council's Constitution and Contract Procedure Rules. The Service has confirmed that Legal Services will be engaged appropriately in the drafting of any business cases so that legal advice and support informs the process. Where any of the review outcomes and proposed changes are deemed significant (by reference to the definition of Significant in the Constitution) then a report will need to be brought to Committee for decisions on those specific matters.

#### *Section 151 Officer/Finance*

31 The MTFS 2025/29 report shows that the combined savings from Learning Disability and the PRE projects totals £15m. As such, these represent a major part of the Council's wider transformation programme and it will be important that planned savings are maximised given overall financial pressures currently being faced by the Council.

Savings Project	25/26	26/27	27/28	28/29
Prevent, Reduce, Enable	£ 1,500,000	£ 2,833,000	£ 2,833,000	£ 2,833,000
Learning Disability and Autism Provision	£ 2,500,000	£ 2,500,000		
<b>Total</b>	<b>£ 4,000,000.00</b>	<b>£ 5,333,000.00</b>	<b>£ 2,833,000.00</b>	<b>£ 2,833,000.00</b>

32 The figures in the MTFS are based upon benchmarking and national best practice and are subject to refinement as business cases are developed.

### *Human Resources*

33 Workforce considerations will be fully considered, both internally and externally as business cases are further developed.

### *Risk Management*

34 As part of the MTFS and Transformation processes risks are assessed and reported on a regular basis, and remedial action taken if required.

### *Impact on other Committees*

35 None to note at this time.

### *Policy*

36 The approach set out within this report is in line with and part of the Council's Transformation Plan. The approach also will also contribute to the Corporate Plan aim "A council which empowers and cares about people". It also fully aligns with the objectives of the Cheshire East Learning Disability Plan 2024/29.

### *Equality, Diversity and Inclusion*

37 EIAs will be completed as business cases are developed. However, it is anticipated that the recommendations will have a positive impact on people from protected characteristic groups.

### *Other Implications*

38 The report provides details of service transformation across the borough and all communities.

39 The transformation projects align to the priority within the Cheshire East Corporate Plan 2021-2025 to increase opportunities for all children and young adults with additional needs.

40 These proposals will have a positive overall impact on the health and wellbeing of Cheshire East residents.

41 There are no direct implications for climate change.

*Consultation*

<b>Name of Consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Statutory Officer (or deputy) :</i>			
Ashley Hughes	S151 Officer	11/09/25	12/09/25
Kevin O'Keefe	Acting Monitoring Officer	11/09/25	12/09/25
<i>Legal and Finance</i>			
Jennie Summers	Head of Legal Services	11/09/25	Click or tap to enter a date
Nicola Wood-Hill	Finance Manager	11/09/25	Click or tap to enter a date
Roisin Beressi	Principal Lawyer	12/09/2025	12/09/2025
<i>Other Consultees:</i>			
<i>Executive Directors/Directors</i>			
Helen Charlesworth-May	Executive Director Adults, Health and Integration	01/09/25	05/09/25

<b>Access to Information</b>	
Contact Officer:	Mark Lobban mark.lobban@cheshireeast.gov.uk
Appendices:	Appendix 1 Adult Social Care Transformation Programme Update September 2025
Background Papers:	MTFS 2025/29 report (Adult & Health Committee 20/01/25)  Cheshire East Approach to Transformation (Corporate Policy Committee 21/03/24)  Cheshire East Council Transformation Plan (Corporate Policy Committee 21/08/24)

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# Adult Social Care Transformation

September 2025

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# Introduction | Summary of Progress

Adult Social Care has worked in collaboration with Cheshire East’s transformation partner Inner Circle to design and deliver new transformation opportunities; in addition to continuing to progress existing service improvement activity.

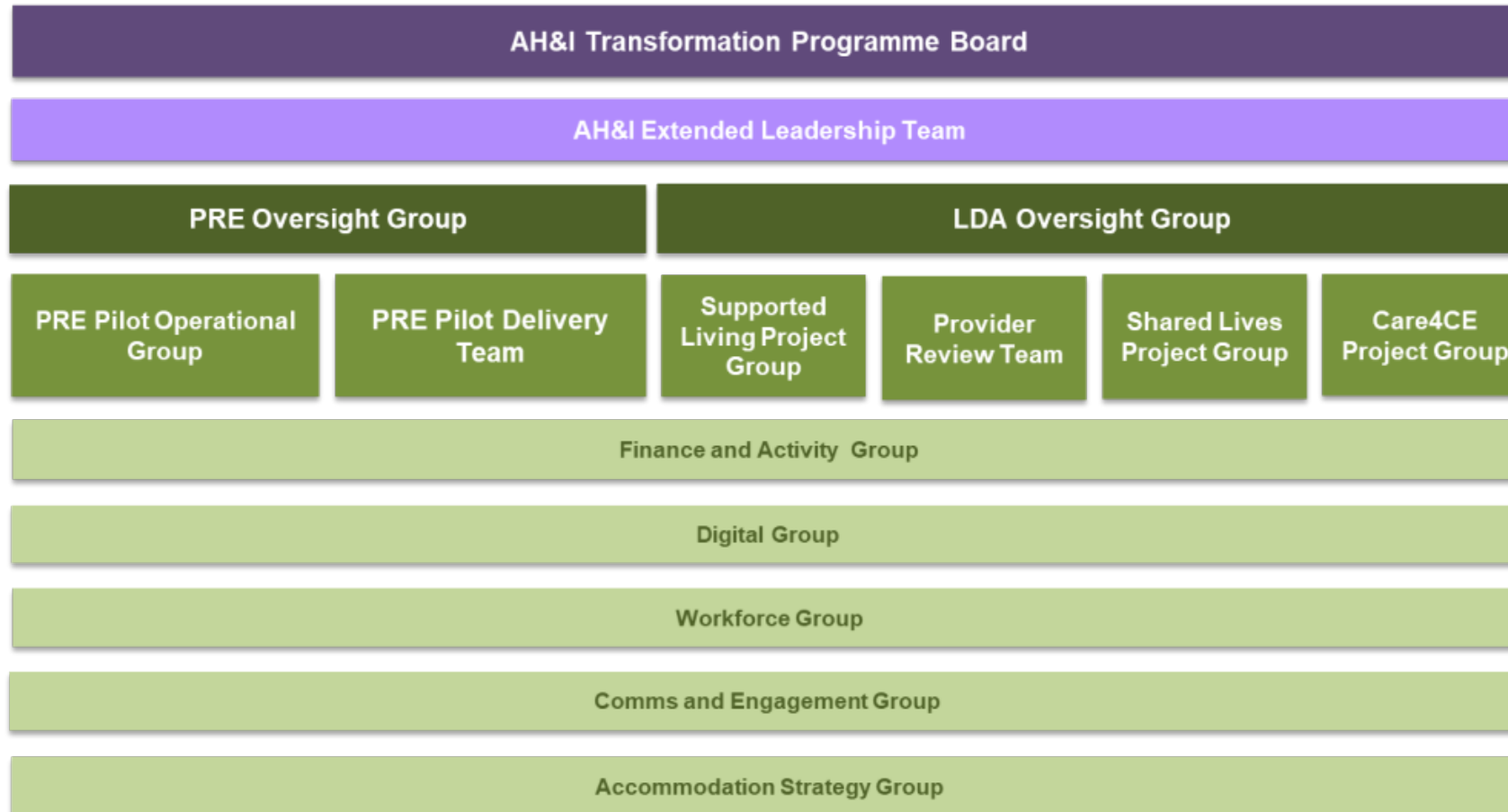


# Introduction | Ambition of the Programme

Our transformation programme will deliver better outcomes whilst delivering significant savings.

Workstream Title	Financial Benefits					Outcomes
	25/26		26/27	27/28	28/29	
	MTFS	Forecast	MTFS	MTFS	MTFS	
Prevent, Reduce, Enable	£1.5m	£0.65m	£2.83m	£2.83m	£2.83m	<ul style="list-style-type: none"><li>• More people enabled to live independently at home for as long as possible</li><li>• Fewer people entering care homes</li></ul>
LD Programme	£2.5m	£1.0m	£2.5m			<ul style="list-style-type: none"><li>• More people enabled to live in home-based settings, either with families or in their own homes</li><li>• The offer to residents is fit-for-purpose for the needs of residents in Cheshire East</li></ul>
Commissioning & Brokerage	£0.5m	£0.5m	£0.25m			<ul style="list-style-type: none"><li>• Market management is strengthened</li></ul>
Partnership Case Reviews	£2.5m	£2.5m				<ul style="list-style-type: none"><li>• Legal requirements around joint funding are upheld by all parties</li></ul>

# Introduction | Overview of Programme



# Prevent, Reduce, Enable (PRE)

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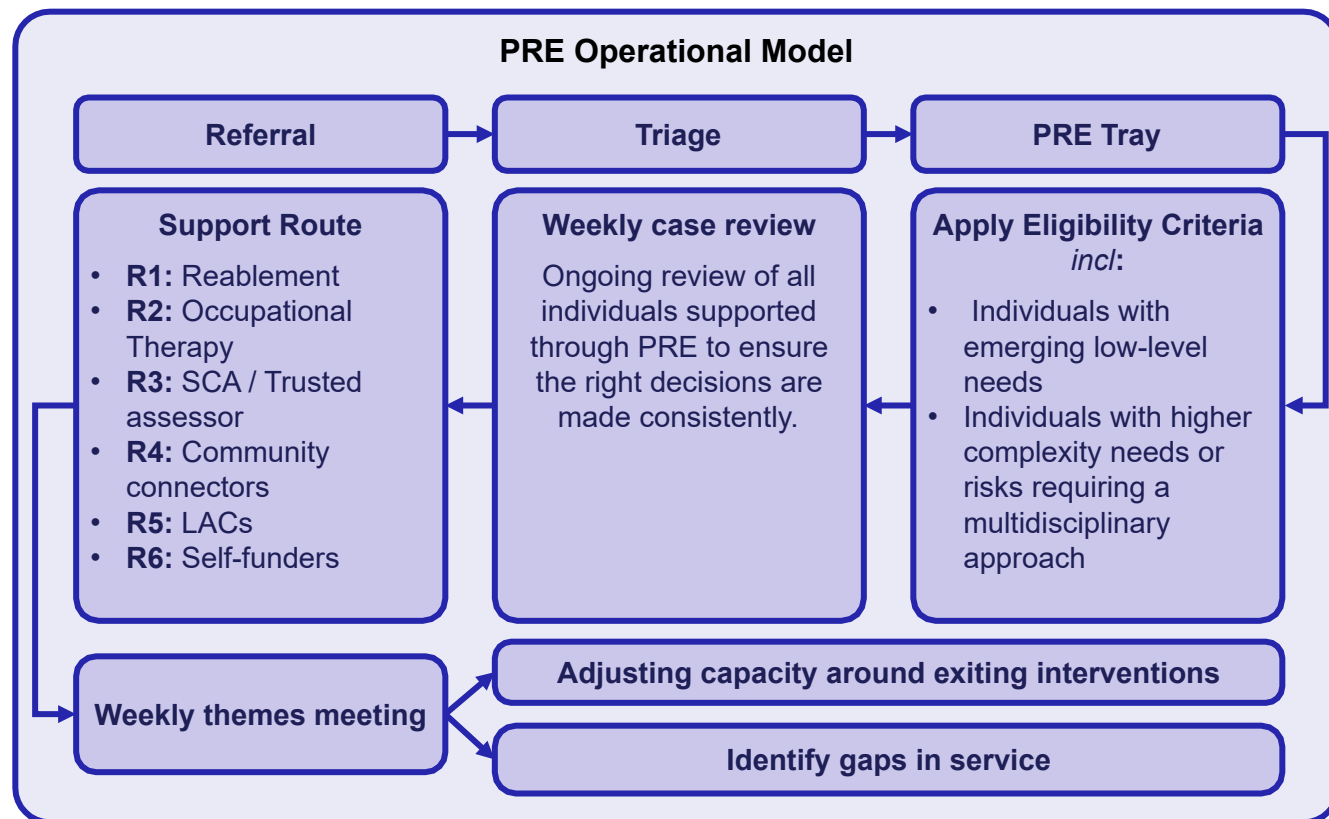
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# PRE | Plan

	2024				2025												2026		
Month	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Phase 2																			
Phase mobilisation																			
Staff engagement																			
Data analysis and triangulation																			
Outline business case development																			
Financial model development																			
Outline business case approved																			
Phase 3 pre-design																			
Phase 3																			
Phase mobilisation																			
Pilot planning and set up																			
Launch and run pilot																			
Formal review of pilot																			
Pilot end / extension / reformat																			
Full business case development																			
Refreshed financial model development																			
Submit full business case for approval																			
Prepare for full scale roll out																			

# PRE | Overview of Approach

The PRE pilot went live in **June** following a data-led review of interventions based in Macclesfield. A review will take place in **September** to assess progress and to extend the scope to include hospitals.



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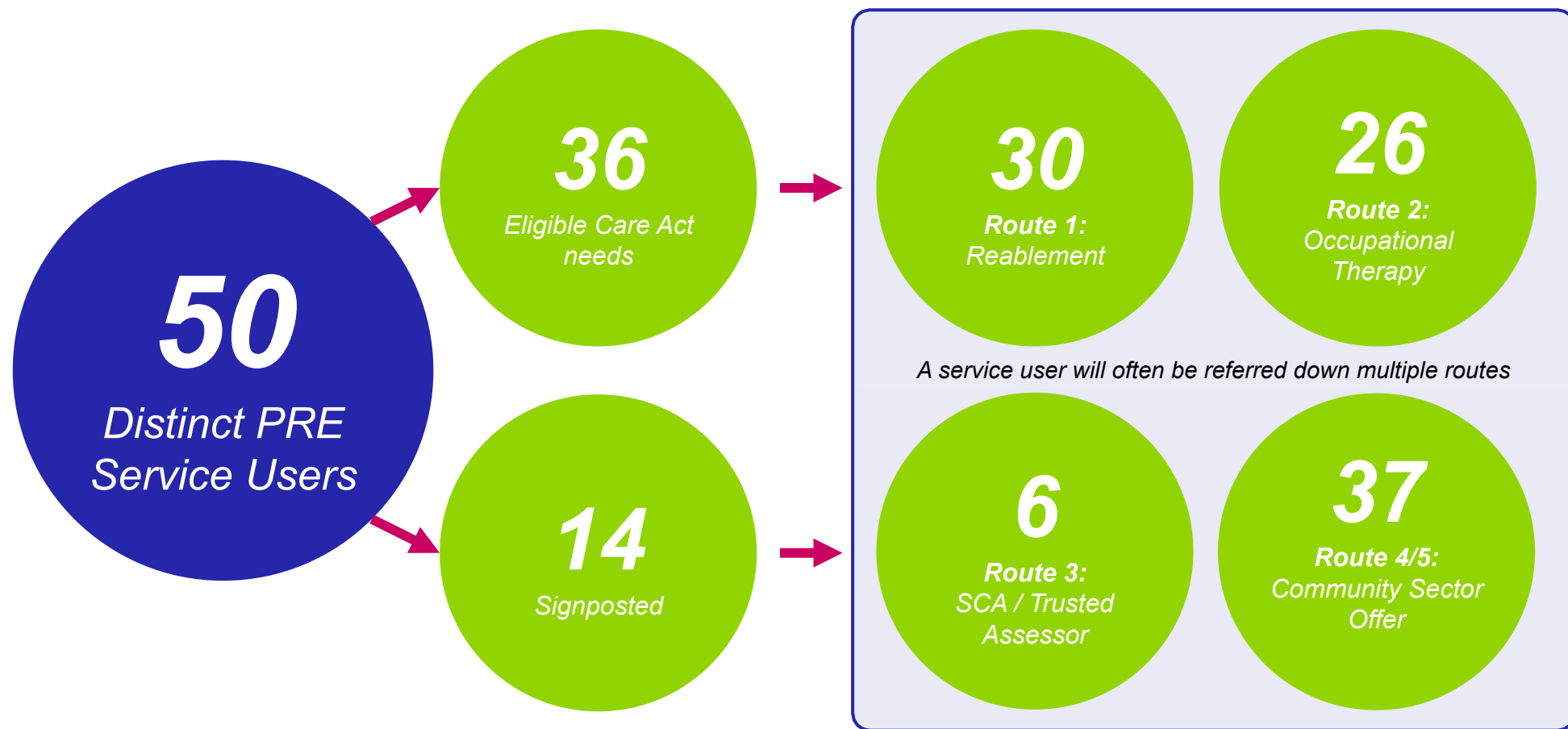
The PRE Operational Model focuses on early identification of preventative interventions for residents who come through the Adults front door in the pilot area.

This is complimented by weekly meetings to review cases and identify emerging themes and trends. Common trends coming through include:

- Better support for carers
- Clarity on the Tech-Enabled Care (TEC) offer
- The benefits of a multidisciplinary team

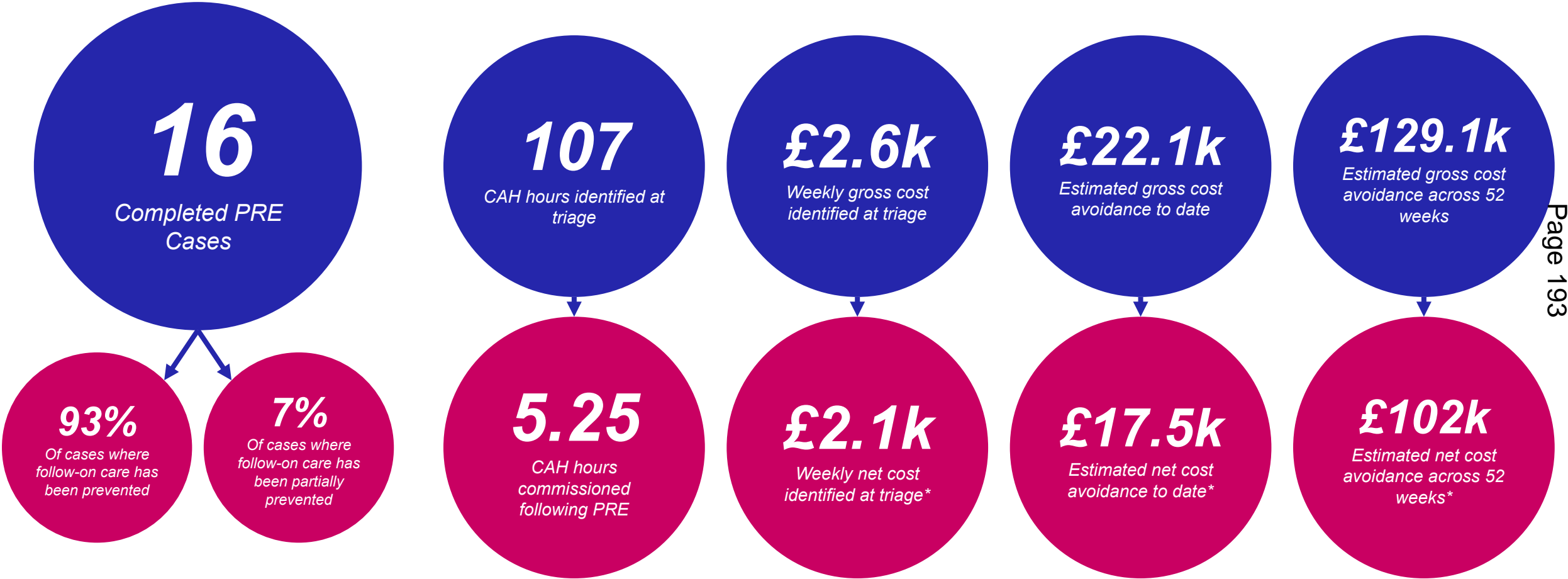
These sessions have enabled rapid discussion on what needs to change or be enhanced, with actions taken to ensure interventions deliver maximum impact.

# PRE | *Progress in Numbers*





# PRE | Case Impact Data



# PRE | Case Impact Stories

Case 1: Mrs M (67)

## Background

Limited post-discharge support left Mrs M unable to manage daily tasks and reliant on her daughter for care.

- Referred on 17<sup>th</sup> June by daughter following hospital discharge
- Returned home without support
- Experienced pain and mobility issues, limiting ability to manage daily tasks
- Relied on daughter, who travelled an hour daily to provide care

## Intervention

A coordinated response quickly put support in place to stabilise Mrs M at home.

- Package of care started on 18<sup>th</sup> June via Reablement: 3 x 30 min calls daily
- TEC installed: key safe and pendant alarm supplied
- OT support provided: bed lever, commode, toilet seat raiser

## Review & Progress

Support was gradually reduced as independence was regained.

- 7<sup>th</sup> July: Package of care reduced to 2 calls per day; microwave recommended to support independent meal prep
- 23<sup>rd</sup> July: All care calls ended as independence was regained

## Outcome

Early intervention supported recovery and prevented further escalation of needs:

- Prevented further deterioration in wellbeing
- Avoided hospital readmission
- Reduced risk of carer breakdown

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Case 2: Mr T (60)

## Background

A prison release referral highlighted significant health and mobility challenges impacting daily living

- Referred on 26<sup>th</sup> June by prison link worker ahead of release
- Returning to his flat in Macc, previously supported by daughter
- Mr. T was overweight, incontinent and had arthritis in both knees
- Low mood and very poor mobility
- Unable to wash, dress, prep meals, or maintain home.

## Intervention

A multi-agency support package was put in place to aid Mr T's transition and recovery

- Package of care: 2x 45 min calls (morning and bed-time)
- OT support provided: aids and minor adaptations provided
- Community Connector / LACs: social activities, voluntary services, shopping support
- Food support: parcel provided by local food bank

## Review & Progress

Support was stepped down as Mr T regained confidence and independence

- 18<sup>th</sup> July: Package of care reviewed
- Mr. T had regained confidence and independence in most daily activities
- The decision was made to end future care calls

## Outcome

Early support prompted recovery and successful reintegration into the community

- Prevented deterioration in physical and emotional wellbeing
- Enabled Mr. T to regain confidence and independence
- Supported successful reintegration into the community

# PRE | Self-Funder Pilot Progress



Case 1: Mrs D (81)

Background

**A family referral raised questions about need for residential care placement**

- Lived in a care home for 5 months
- Family contacted ASC to review need for ongoing care and requested a Mental Capacity Assessment
- She expressed a clear wish to return home.
- Assessment confirmed Mrs. D has capacity to make decisions about her care and living arrangements

Intervention

**Targeted support was introduced to help Mrs D return home and regain independence**

- Package of Care: 2 calls per week to assist with shopping and showering
- Rehab support: short-term rehab identified to help Mrs. D return to baseline level of independence.

Outcome

**Independence was restored quickly, leading to reduced care needs and costs**

- After 3 weeks, Mrs. D had returned to her baseline level of independence and was able to move home
- Mrs. D's care costs reduced from £1,000/week to £100/week

# LD Programme

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# LD Programme | Plan

	2024				2025												2026		
Month	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Phase 2																			
Phase mobilisation																			
Project governance mobilisation																			
LD Transformation data analysis and discovery activity																			
Data cleansing and provider audit for Supported Living																			
TEC engagements and workshop																			
Strategic analysis to set provider-level investigations and action plan																			
Shared Lives business case development and approval																			
Phase 3																			
Shared Lives business case mobilisation																			
Supported Living business case																			
Care4CE outline business case draft																			
Handover of Care4CE business case to HoS																			
Shared Lives recruitment post appointed																			
Commissioned Care Review Team Manager appointed																			
Mobilisation and delivery phase Commissioned Care Review Team																			
Implementation of shared Lives delivery plan																			

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# LD Programme | Overview of Progress

The LD Programme is shaping a new way of delivering support in the community. The focus of the work is on ensuring services are right for residents while supporting the market to become more sustainable.

## Supported Living

- The 'Commissioned Care Review Team' as outlined in the business case is being recruited to and will be in place to start reviews of Supported Living placements in **September 2025**
- The team will undertake **387** reviews across ten providers by **March 26**
- Work will be undertaken **in collaboration with providers**, ensuring provision meets residents' needs and aligns with a sustainable market model

## Care4CE

- A **review of the service** is being undertaken by the new Head of Service to ensure the service meets the needs of residents
- A **new Supported Living referral pathway** has been introduced across all networks to better understand where Care4CE can't meet needs and aims to reduce voids across the service

## Shared Lives

- To enable rapid mobilisation, **internal resource has been identified** to oversee recruitment of new Shared Lives carers
- A targeted **comms and recruitment plan** has been developed and aims to reach a wider range of potential carers

Each of these programmes of work has established KPIs for both activity and spend which will be tracked as they move into delivery

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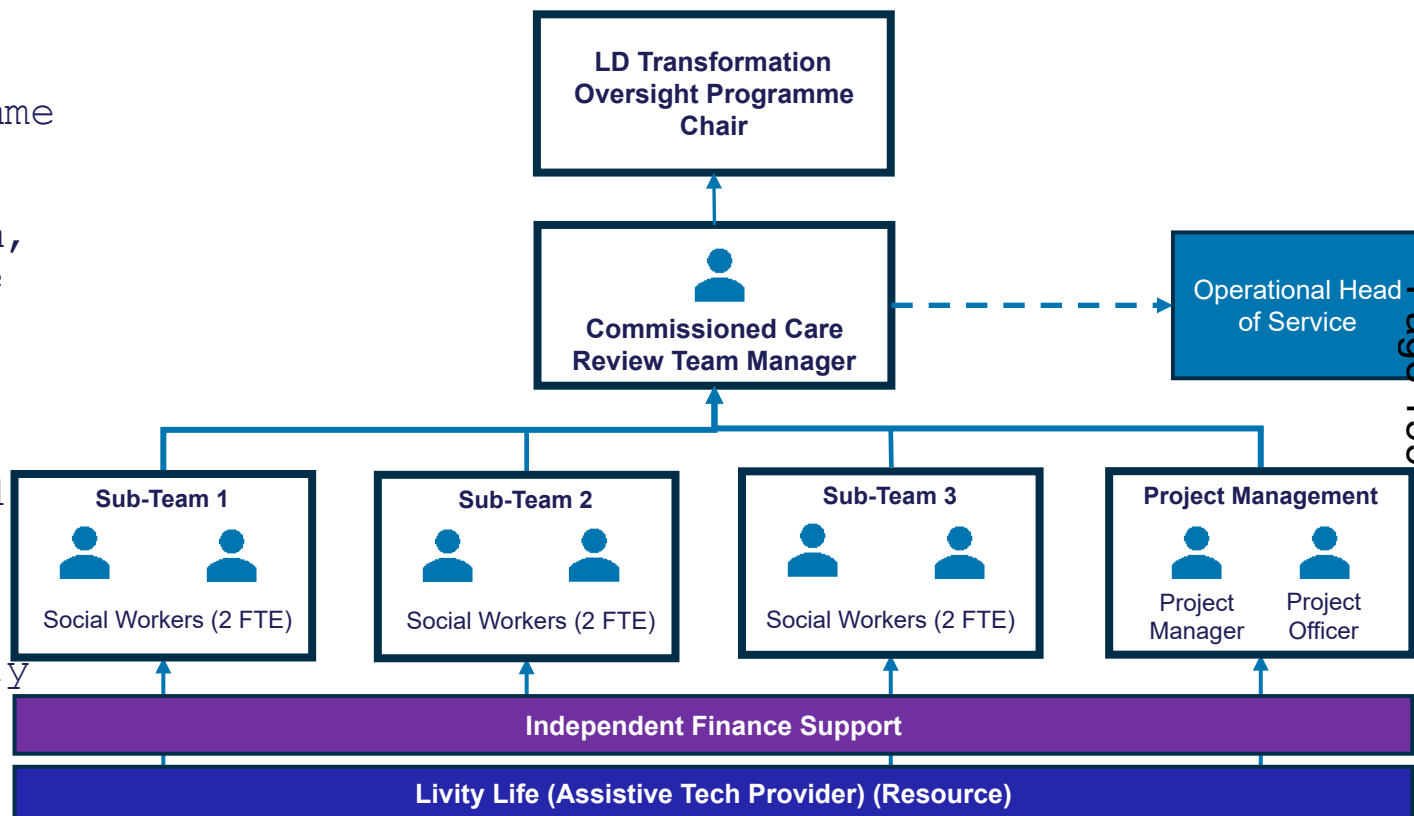
# LD Programme | Commissioned Care Review Team

The team chart below reflects the agreed Commissioned Care Review Team Structure as detailed in the Outline Business Case.

Alongside mobilisation, the programme is developing Standard Operating Procedures to ensure a clear and consistent approach across the team, and a fair and equitable experience for providers.

These will set out agreed ways of working for how reviews are planned and delivered.

This will help ensure a consistently high standard of review, with provider engagement that is constructive, transparent and solution-focused.



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# LD Programme | Outcomes & Impact

- The LD Programme is forecast to achieve savings of £1.0m in 25/26 following implementation dates of the Supported Living and Shared Lives activity initiating in September 2026.
- Through partnership working with our TEC provider (Livity Life) and Cheshire East's Learning Disability Teams, **20** items of equipment have already been identified and deployed to enable residents in Supported Living to live more independently.
- The Shared Lives **carer allowance is being increased in line** with other regional **Shared Lives services** to recognise the positive work of current carers, support retention and to make recruitment more appealing.

£1.0m

Forecast savings for 25/26

59

TEC Reviews undertaken by  
Livity Life of care packages

12

New Shared Lives carers in  
application pipeline (10  
sessional, 1 respite, 1 long-  
term)

5

New sessional support Shared  
Lives carers onboarded

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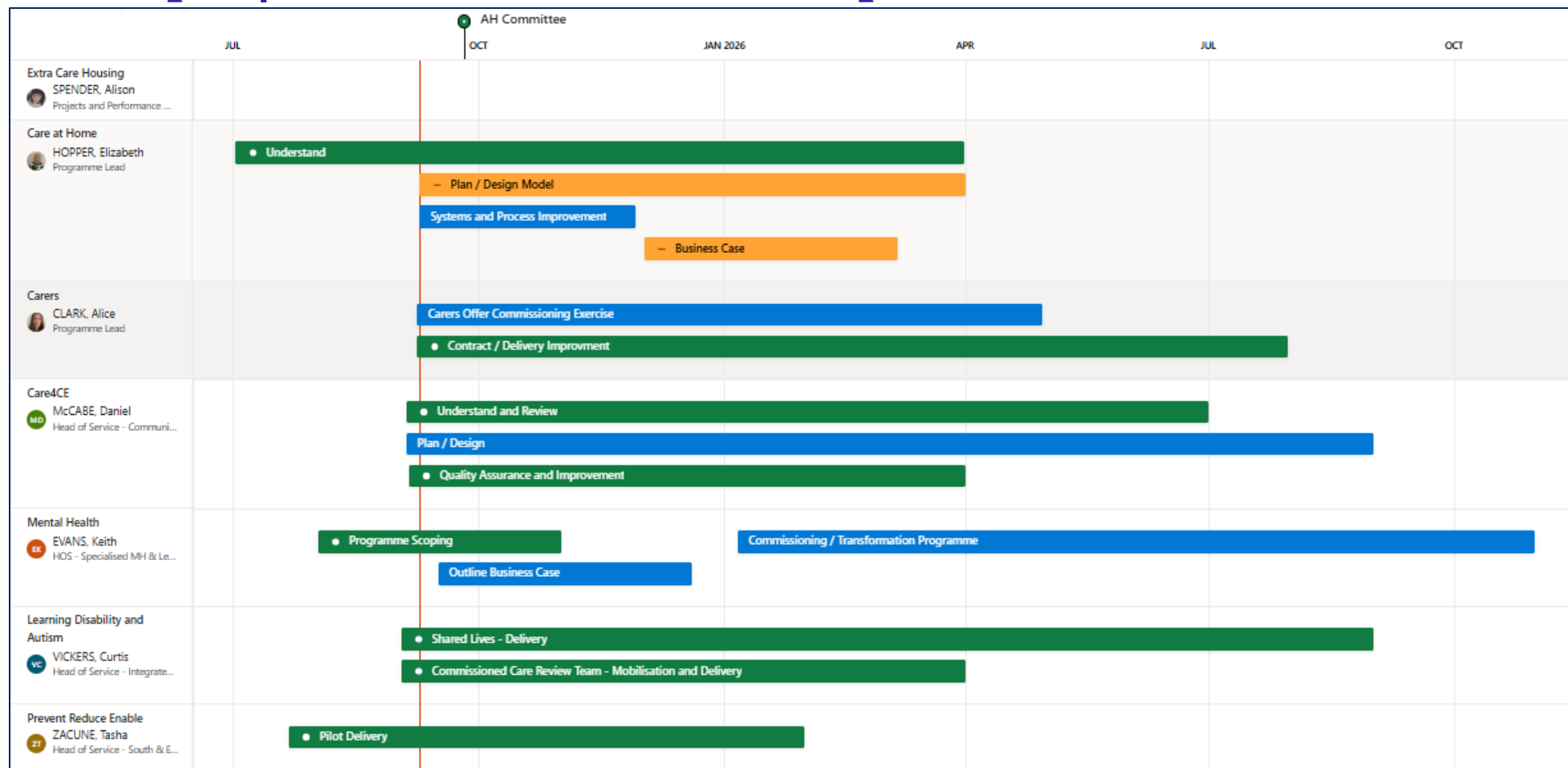


# Next Steps

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# Next Steps | Transformation Pipeline



# Next Steps | Overall Progress

- We provide good Adult Social Care services, and this transformation programme will enable us to further improve services
- We want to ensure we can deliver better outcomes, which often comes with reduced costs
- Some timing challenges between budget setting for the MTFS and refinement and implementation of the transformation programme means that some delay to savings will need to be mitigated
- However, we are working in the right areas and are on track against our plan to deliver the impact we want for the residents of Cheshire East

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OPEN

## **Adults and Health Committee**

**22 September 2025**

### **Smoking in Pregnancy Incentives Scheme - Update & Evaluation**

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**Report of: Helen Charlesworth-May, Executive Director of Adults, Health and Integration**

**Report Reference No: AH/08/2025-26**

**Ward(s) Affected: All**

**For Decision and Scrutiny**

#### **Purpose of Report**

- 1 As set out in previous reports to this committee, this report presents an evaluation of the Cheshire East Smoking in Pregnancy Incentives Scheme and recommends the transition to the National Smoke-Free Pregnancy Incentive Scheme.

#### **Executive Summary**

- 2 In 2023, Cheshire East Council introduced a financial incentives scheme to support smoking cessation in pregnant women and their household members, implemented in partnership with local maternity services and our integrated wellbeing service (One You Cheshire East).
- 3 The scheme supported national and local priorities to reduce smoking-related harm in pregnancy and promote healthy early years and aimed to demonstrate the effectiveness of financial incentives for smoking cessation in pregnancy.
- 4 Over the period, smoking at time of delivery fell from 11.7% (2021/22) to 7.2% (2023/24), outperforming the national average (7.4%)<sup>1</sup>.
- 5 Quit rates at 4 weeks in phases 1 and 2 were 39% and 35% respectively, above the 2022/23 NHS Stop Smoking Services Carbon monoxide- (CO) verified average in England of 30.9%<sup>2,3</sup>.
- 6 Feedback highlighted the importance of relational support and CO monitoring. Providers identified operational challenges and suggested ways to improve household member engagement.

- 7 The national scheme is now launching across both local maternity trusts. This report supports winding down the local scheme, with learning retained for future application.

### Recommendations

The Adults and Health Committee is recommended to:

1. Scrutinise the report findings and support the following actions:
2. Agree to the continuation of the household member component of the intervention during the transition to the national model.
3. Agree to the phasing out of the local scheme for pregnant women and household members as the national offer expands to include significant others.
4. Agree to retain the option to reintroduce a local scheme if national funding ends. In this case, improve household member engagement through earlier promotion, simplified consent procedures, and remote CO monitoring.

### Background

- 8 Smoking is the leading modifiable risk factor in pregnancy, increasing the risk of miscarriage, premature birth, and sudden infant death<sup>4</sup>.
- 9 National guidance recommends financial incentives to support smoking cessation in pregnancy, based on evidence showing it is both effective and cost-effective (summarised in previous council reports)<sup>5–10</sup>. Adding to this evidence base was a key reason for the implementation of the Cheshire East scheme.
- 10 The scheme offered vouchers up to £400 for pregnant women and £200 for household members, contingent on CO-verified abstinence at staged milestones. Implementation has been a collaborative effort between the Council, both local acute trusts and One You Cheshire East.
- 11 The pilot scheme has operated in two phases. Phase 1 (Feb 2023–Mar 2024) was delivered by One You Cheshire East. Phase 2 (from May 2024) was led by maternity unit-based practitioners for pregnant women, and One You Cheshire East for household members.
- 12 Prior to the scheme's introduction, smoking status at the time of delivery in 2021/22 was 11.7% in Cheshire East. The latest figure shows a substantial drop to 7.2% in 2023/24, now better than the national average of 7.4%.

### Consultation and Engagement

- 13 Feedback from stop smoking practitioners and service users was gathered to understand what worked well in the scheme and identify any barriers to success.

### **Quantitative outcomes:**

- 14 Phase 1: 238 referrals; 21 achieved 4-week quit (39%). See Appendix 1.
- 15 Phase 2 (May 2024 onwards): 92 referrals; 17 achieved 4-week quit (35%). See Appendix for summary table. See Appendix 1.
- 16 Phase 2 participants in Mid Cheshire Trust were mostly White British women. 19 were employed, 17 unemployed, 4 self-employed, and one each a carer and student. Most lived in one of our more deprived areas. This suggested the scheme was reaching those who experience area-based inequalities.
- 17 In Phase 2 of the scheme, 52% of referred women set a quit date, compared to 22% in Phase 1 marking an improvement in engagement.

### **Participant feedback:**

- 18 In 18 semi-structured interviews conducted with service users (17 pregnant women and 1 partner) the scheme was widely described as “brilliant”, “supportive”, and “life-changing”. See Appendix 2.
- 19 Though the baby’s health was the main stated reason for quitting, financial incentives helped reinforce commitments and maintain engagement with support services. Regular CO monitoring and supportive, non-judgemental practitioners were also central to a person’s perceived success on the scheme.
- 20 Participants reported barriers to partners engaging in the service (including lack of awareness and practical barriers), most frequently that the partners did not feel ready to quit.

### **Service provider feedback:**

- 21 Four group sessions with smoking cessation practitioners from the maternity services and One You Cheshire East revealed that the scheme was viewed positively. The incentive payments were seen as a useful adjunct that helped maintain participants’ motivation.
- 22 Challenges around administrative burden and communication delays were noted. Difficulties in recruiting partners were acknowledged but there was strong support for retaining the scheme’s household element.

### **Reasons for Recommendations**

- 23 This evaluation demonstrates the effectiveness of financial incentives in supporting smoking cessation during pregnancy. While local maternity units are transitioning to the national scheme, its long-term continuation depends on sustained funding. Should national funding be withdrawn, the evidence presented here supports retaining a local offer to ensure ongoing support for pregnant smokers in Cheshire East.

- 24 The household member component incurs minimal cost and is funded through the existing contract with One You, with expenditure only incurred when a household member actively participates. Given its potential to reduce smoking in the home, there is strong justification for its continuation in the interim of the transition to the national scheme (and should this ever be retracted).

### Other Options Considered

Option	Impact	Risk
Stop the scheme entirely.	This would achieve an insignificant financial saving.	The opportunity to further incentivise household members to quit and reduce second-hand smoke exposure to the unborn child (alongside associated morbidity and mortality) would be lost during the transition to the national scheme.

### Implications and Comments

#### *Monitoring Officer/Legal/Governance*

- 25 As per the Health and Social Care Act 2012, it is incumbent on the Council to take steps aimed at improving the health of the local population. This report in providing a service evaluation of the local smoking cessation scheme calls for no further legal comment.

#### *Section 151 Officer/Finance*

- 26 The project has made use of funding obtained from Public Health CHAMPS. This forms part of the Public Health ring-fenced grant which goes through an annual certification process. Spend has been limited due to take up (circa £16K to date). The aim would be to continue to utilise these existing monies to fund vouchers during the transition to the national scheme. This specific external funding source means that no changes are required to the Council's existing Medium Term Financial Strategy (MTFS).

#### *Human Resources*

- 27 None.

#### *Risk Management*

- 28 Risks are managed by the project team with mitigation put in place where necessary.

#### *Impact on other Committees*

- 29 No impact on other Committees to outline.



*Policy*

- 30 The activity outlined in this report supports the following commitments from the Cheshire East Plan 2025-29:

<b>Commitment 1: Unlocking prosperity for all</b>	<b>Commitment 2: Improving health and wellbeing</b>  2.1 Gap in health equalities is reduced across our diverse borough through a targeted approach  2.2 Improved independence, health and wellbeing through early intervention and prevention  2.4 Children and young people thrive and reach their potential with targeted support when and where they need it	<b>Commitment 3: An effective and enabling council</b>  3.4 Service delivery and new ideas are shaped by consultation and engagement
---	--	--

*Equality, Diversity and Inclusion*

- 31 An Equality Impact Assessment was completed when the One You Cheshire East service was recommissioned covering stop smoking activity.

*Other Implications*32 *Rural communities*

- (a) Stop smoking support for household members is provided via the Council's commissioned One You Cheshire East service. This includes online and face-to-face support in a variety of locations including rural communities. Note that this does not extend to the incentives scheme which requires in-person CO-verification.

33 *Children and young people*

- (a) The scheme positively impacts on health outcomes for children.

34 *Public Health*

- (a) Smoking is the leading cause of preventable death and disease worldwide, and the leading cause of health inequality in the UK. A co-ordinated system-wide approach with the ambition of enabling a Smokefree Cheshire East has the potential to have significant Public Health benefits on a population level and to help to reduce health inequalities across the Borough.

35 *Climate change*

- (a) A small number of increased journeys to maternity units is required by participants; low-carbon options should be supported.

*Consultation*

<b>Name of Consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Statutory Officer (or deputy) :</i>			
Ashley Hughes	S151 Officer	29/08/25	02/09/25
Roisin Beressi	Principal Lawyer (Adults & Education)	15/08/25	26/08/25
<i>Legal and Finance</i>			
Patrick Rhoden	Principal Accountant	15/08/25	18/08/25
<i>Other Consultees:</i>			
Helen Charlesworth-May	Executive Director – Adults, Health and Integration	29/08/25	09/09/25

<b>Access to Information</b>	
Contact Officer:	Dr Henna Reddy henna.reddy@cheshireeast.gov.uk
Appendices:	Appendix 1 - Additional quantitative outcomes  Appendix 2 - Table summarising key smoking behaviour outcomes based on participant feedback  Appendix 3 – Background papers and references

**Appendix 1 – Additional quantitative outcomes**

## 1 Summary tables of phase 1 and phase 2 data – pregnant women.

<b>Referrals to scheme</b>	238
<b>Quit date set</b>	54
<b>4-6 week quit</b>	21 (39%)
<b>12-14 week quit</b>	19
<b>34-38 week quit</b>	10
<i>Table 1. Pregnant women - phase 1 data</i>	

<b>Referrals to scheme</b>	92
<b>Quit date set</b>	49
<b>4-6 week quit</b>	17 (35%)
<b>12-14 week quit</b>	12
<b>34-38 week quit</b>	2
<i>Table 2. Pregnant women – phase 2 data</i>	

<b>Referrals to scheme</b>	8
<b>Quit date set</b>	8
<b>4-6 week quit</b>	4 (50%)
<b>12-14 week quit</b>	4
<b>34-38 week quit</b>	2
<i>Table 3. Household member data.</i>	

## 2 Mid Cheshire Trust provided additional data on participants for phase 2 of the scheme:

- a. Participants were mostly White British women aged 18–41. Of 41 women in Phase 2, 35 were White British, four from other White backgrounds, and two from unspecified ethnic groups.
- b. Employment varied: 19 were employed, 17 unemployed, 4 self-employed, and one each a carer and student. Most lived in the five most deprived IMD decile suggesting the scheme supports a reduction in area-based inequalities. There was no clear link between deprivation score and scheme completion.

### 3 East Cheshire Trust additional data

- a) From January to July 2025, 16 women were referred to the scheme, with 4 eligible patients declining support at booking.
- b) Currently, 11 women are enrolled on the scheme: 1 of these have completed stage 2 (4-6 week quit), 6 have completed stage 3 (12-14 week quit), and 1 has completed stage 4 (34-38 week quit). Of note, on the 30<sup>th</sup> July, upon CO verification, one of these patients will have completed the scheme, one will have achieved stage 4 and a further three will have achieved stage 3.

#### Additional quantitative outcomes:

The national quit rate of household members is not measured, thus a similar comparison for this cohort is not feasible, but the 50% 4-week quit can be compared to the NHS-reported CO-verified quit rate for smokers in general of 20.2%.

## **Appendix 2 - Table summarising key smoking behaviour outcomes based on participant feedback.**

### **Participant feedback:**

- 1 Eighteen semi-structured interviews were conducted with service users of the Cheshire East Smoking in Pregnancy Incentives Scheme. These included 17 pregnant women and one household member (partner). Interviews explored participants' motivations, experiences, barriers, and facilitators to quitting, and suggestions for improvement.
- 2 The scheme was widely described as "brilliant," "supportive," and "life changing."
- 3 While the baby's health was the main reason for quitting for all women, the financial incentives helped reinforce commitment and prompted some to engage with support services they may otherwise have avoided, providing a "push" or "extra nudge," particularly for those with tighter finances.
- 4 Participants consistently highlighted the relational and non-judgemental support from stop smoking practitioners, as well as the use of CO monitoring, as central to their success - often more impactful than the vouchers themselves.
- 5 Some used vaping or Nicotine Replacement Therapy (NRT) to quit, with the provision of NRT emphasised as a valuable tool for participants. Vaping was often seen as a "less bad" substitute, though several women expressed a desire to eventually quit vaping as well.
- 6 Many reported successful quits or substantial reductions. Most participants reported they do not want to return to smoking and felt confident in maintaining abstinence. The main triggers for relapse including social settings and stress. Relapse risk was noted after childbirth, indicating a need for postnatal support.
- 7 Awareness and uptake of the household member component was limited, often due to practical barriers (e.g. work commitments, NRT costs for non-pregnant adults, and lack of awareness/early communication). The most commonly stated barrier was partners not feeling ready to quit.
- 8 Suggestions for improvement from participants included earlier and clearer promotion of the scheme, more proactive communication at the antenatal stage, more voucher flexibility (e.g., longer expiry dates, wider voucher retailer options, and stronger post-natal follow-up).
- 9 Overall, participants endorsed the scheme and felt it contributed meaningfully to behaviour change during pregnancy. While the financial incentive was not typically the primary motivation to quit, it played a meaningful and complementary role for many participants by stimulating them to sign up and helping them stay motivated and feel rewarded.

**Some meaningful quotes from participants:**

"It wasn't about the money really; it was about doing it for the baby. But I won't lie, the voucher gave me a reason to keep going."

"I wasn't planning to quit, but when I heard there was support *and* vouchers, I thought, maybe it's worth trying."

"The baby is the main reason... the vouchers helped though, gave me something to aim for."

"It made me stop and think. I'd been told to quit before but never did anything about it until now."

"It kept me going - knowing there was another reward if I stayed on track."

"With everything so expensive, the vouchers helped loads."

"I still have that feeling of wanting one - don't think that would ever go away... but I can talk myself out of it, tell myself 'You don't need that'."

"It was the kick needed, shall we say."

"[Referring to CO reading] When I saw that zero result, it was like oh my god I'm actually doing this."

"Just having someone to talk to made all the difference."

"[Smoking practitioner is] lovely and I don't want to let her down, and the baby needs me to do it, and I'm going to get a voucher for doing it – so let's just see what we can do."

"Without the scheme, I'd have just gone back to vaping. The vouchers and information really made me stop and think."

"It's not just doing it for me now but for baby as well – that's the best time to quit."

"I will never smoke again."

Outcome Category	Count	Notes / Comments
<b>Fully quit smoking</b>	<b>10</b>	Clear self-reported cessation maintained at time of interview
<b>Reduced cigarette consumption</b>	<b>5</b>	Reported significant cut-down (e.g. from 20–30/day to 2–5/day)
<b>Still smoking (occasionally or regularly)</b>	<b>3</b>	Reasons included stress, mental health issues, and partner influence
Table 3. Summary of key smoking behaviour outcomes based on participant feedback.		

### **Service provider feedback:**

- 10 Service provider feedback was gathered through four sessions with stop smoking practitioners from local maternity trusts and One You Cheshire East. These sessions aimed to explore providers' experiences of delivering the scheme, assess its perceived effectiveness, identify operational challenges, and gather recommendations for improvement.
- 11 Providers viewed the scheme positively, especially for maintaining motivation. The relational support and CO monitoring were seen as more impactful than financial rewards in supporting behaviour change.
- 12 Though not seen as the main driver of success, vouchers were generally seen as a helpful adjunct or a "bonus", especially valued by participants that may tip the balance for those on the fence. They were used for practical and meaningful purposes (e.g., baby items, occasionally treating themselves to something nice). It gave participants "something real" to hold on to early in pregnancy.
- 13 Compared to the national scheme, CE's version was seen as more forgiving and supportive (e.g. allowed multiple attempts, broader eligibility criteria). Providers appreciated that the CE scheme extended into the postnatal period, recognising relapse risk. Additionally, once the system moved from paper to electronic vouchers, distribution became more secure and efficient.
- 14 Challenges were noted around administrative burden (manual data entry), voucher logistics (delays in release), communication delays, and low uptake among household members.
- 15 Providers reported barriers to engagement, including delayed or missed communication about the scheme, challenges in verifying CO status by phone (at initial contact), and distress caused when women were excluded due to high CO levels.

- 16 Operational issues included insufficient staffing, reliance on manual data entry, delays in voucher distribution, and digital exclusion. Some participants also encountered confusion due to the sequencing of voucher stages when quit attempts began later in pregnancy
- 17 Household member enrolment was limited by consent logistics (relied on women communicating information and partners self-referring), work constraints, lack of remote access, and some women being unaware of this component. However, there was strong support for retaining the household element, given the influence of partners on quit success, and a desire to see continued local innovation even within the national scheme framework.
- 18 Provider recommendations emphasised the need for streamlined systems (e.g. top-up cards like the national scheme), earlier identification at booking appointments, a formal administrative system to replace manual data entry on Excel, and co-designed future iterations that reflect practitioner insights. Additionally, the more frequent vouchers offered by the national scheme was seen as a better reward system, with the first £25 voucher highlighted as “too little for the effort of the hardest first 4 weeks”.
- 19 Suggestions for improving household member uptake included clearer pathways, a dedicated webpage for specific information and easy self-referral, proactive follow-up, and digital access solutions (e.g., remote support through CO monitoring at home).



### Appendix 3 – Background papers and references

Background Papers:	<ol style="list-style-type: none"> <li>1. Office for Health Improvement and Disparities. Smoking status at time of delivery. Public health profiles. [Internet]. 2025 [cited 2025 July 21]. Available from: <a href="https://fingertips.phe.org.uk/search/smoking#page/4/gid/1/pat/15/ati/502/are/E06000049/iid/93085/age/1/sex/2/cat/-1/ctp/-1/yr/1/cid/4/tbm/1">https://fingertips.phe.org.uk/search/smoking#page/4/gid/1/pat/15/ati/502/are/E06000049/iid/93085/age/1/sex/2/cat/-1/ctp/-1/yr/1/cid/4/tbm/1</a></li> <li>2. Statistics on NHS Stop Smoking Services in England, April 2023 to March 2024 (Q4, Annual) [Internet]. NHS England Digital. [cited 2025 July 21]. Available from: <a href="https://digital.nhs.uk/data-and-information/publications/statistical/statistics-on-nhs-stop-smoking-services-in-england/april-2023-to-march-2024-q4-annual">https://digital.nhs.uk/data-and-information/publications/statistical/statistics-on-nhs-stop-smoking-services-in-england/april-2023-to-march-2024-q4-annual</a></li> <li>3. Statistics on NHS Stop Smoking Services in England - April 2022 to March 2023 (Q4, Annual) [Internet]. NHS England Digital. [cited 2025 July 21]. Available from: <a href="https://digital.nhs.uk/data-and-information/publications/statistical/statistics-on-nhs-stop-smoking-services-in-england/april-2022-to-march-2023-q4">https://digital.nhs.uk/data-and-information/publications/statistical/statistics-on-nhs-stop-smoking-services-in-england/april-2022-to-march-2023-q4</a></li> <li>4. Royal College of Physicians. Hiding in plain sight: Treating tobacco dependency in the NHS. A report by the Tobacco Advisory Group of the Royal College of Physicians. London: Royal College of Physicians; 2018.</li> <li>5. ASH. Evidence into Practice: Supporting smokefree pregnancies through incentive schemes [Internet]. ASH. [cited 2025 July 21]. Available from: <a href="https://ash.org.uk/resources/view/evidence-into-practice-supporting-smokefree-pregnancies-through-incentive-schemes">https://ash.org.uk/resources/view/evidence-into-practice-supporting-smokefree-pregnancies-through-incentive-schemes</a></li> <li>6. Boyd KA, Briggs AH, Bauld L, Sinclair L, Tappin D. Are financial incentives cost-effective to support smoking cessation during pregnancy? <i>Addiction</i>. 2016;111(2):360–70.</li> <li>7. Chamberlain C, O'Mara-Eves A, Porter J, Coleman T, Perlen SM, Thomas J, et al. Psychosocial interventions for supporting women to stop smoking in pregnancy - Chamberlain, C - 2017   Cochrane Library. [cited 2025 July 21]; Available from: <a href="https://www.cochranelibrary.com/cdsr/doi/10.1002/14651858.CD001055.pub5/full">https://www.cochranelibrary.com/cdsr/doi/10.1002/14651858.CD001055.pub5/full</a></li> <li>8. Notley C, Gentry S, Livingstone-Banks J, Bauld L, Perera R, Hartmann-Boyce J. Incentives for smoking cessation - Notley, C - 2019   Cochrane Library. [cited 2025 July 21]; Available from: <a href="https://www.cochranelibrary.com/cdsr/doi/10.1002/14651858.CD004307.pub6/full?highlightAbstract=cessat%7Cincentiv%7Cincentives%7Cincent%7Cfour%7Ccessation%7Csmoking%7Csmoke%7Cfor%7Cwithdrawn">https://www.cochranelibrary.com/cdsr/doi/10.1002/14651858.CD004307.pub6/full?highlightAbstract=cessat%7Cincentiv%7Cincentives%7Cincent%7Cfour%7Ccessation%7Csmoking%7Csmoke%7Cfor%7Cwithdrawn</a></li> <li>9. The Khan review: making smoking obsolete [Internet]. GOV.UK. 2022 [cited 2025 Jan 6]. Available from: <a href="https://www.gov.uk/government/publications/the-khan-review-making-smoking-obsolete">https://www.gov.uk/government/publications/the-khan-review-making-smoking-obsolete</a></li> <li>10. NICE. Tobacco: preventing uptake, promoting quitting and treating dependence. Guidance [Internet]. NICE; 2021 [cited 2025 Jan 6]. Available from: <a href="https://www.nice.org.uk/guidance/ng209">https://www.nice.org.uk/guidance/ng209</a></li> </ol>
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	<p>11. ASH. Delivering a Smokefree 2030: The All Party Parliamentary Group on Smoking and Health recommendations for the Tobacco Control Plan 2021 [Internet]. ASH. [cited 2025 July 21]. Available from: <a href="https://ash.org.uk/resources/view/delivering-a-smokefree-2030-the-all-party-parliamentary-group-on-smoking-and-health-recommendations-for-the-tobacco-control-plan-2021">https://ash.org.uk/resources/view/delivering-a-smokefree-2030-the-all-party-parliamentary-group-on-smoking-and-health-recommendations-for-the-tobacco-control-plan-2021</a></p>
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**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Cheshire East Health and Wellbeing Board**  
held on Tuesday, 1st July, 2025 in the Council Chamber - Town Hall,  
Macclesfield, SK10 1EA

**PRESENT****BOARD MEMBERS**

Councillor Sam Corcoran (Chair), Cheshire East Council  
Helen Charlesworth-May, Executive Director Adults, Health and  
Integration  
Councillor Stewart Gardiner, Cheshire East Council (via teams)  
Dawn Godfrey, Executive Director Children and Families, Cheshire  
East Council (via teams)  
Phil Cresswell, Executive Director of Place, Cheshire East Council (via teams)  
Councillor Jill Rhodes, Chair of Adults and Health Committee, Cheshire  
East Council  
Isla Wilson, Chair, Cheshire East Health and Care Place Partnership (via  
teams)  
Superintendent Andrew Blizzard, Cheshire Constabulary

**OFFICERS IN ATTENDANCE**

Guy Kilminster, Corporate Manager, Health Improvement  
Professor Rod Thomson, Interim Public Health Consultant  
Susie Roberts, Public Health Consultant (item 8 – via teams)  
Richard Hibbert, Head of Strategic Transport & Parking (item 9)  
Frances Handley, Democratic Services Officer

**1 APPOINTMENT OF CHAIR**

It was moved and seconded that Councillor Sam Corcoran be appointed  
the Chair.

**RESOLVED:**

That Councillor Sam Corcoran be appointed as Chair.

**2 APPOINTMENT OF VICE CHAIR**

It was moved and seconded that Louise Barry be appointed as Vice Chair.

The board was advised that there was an announcement from the  
department of Health and Social Care that Healthwatch as an organisation  
is pending closure. However it was confirmed that there will be a  
considerable amount of time before this comes into action. The board  
were updated that Healthwatch are still present and will still be delivering  
until advised otherwise.

**RESOLVED:**

That Louise Barry be appointed as Vice Chair.

**3 APOLOGIES FOR ABSENCE**

Dr Paul Bishop - NHS Cheshire and Merseyside Integrated Care Board,  
Kate Little - CEO CVS Cheshire East

*A minutes silence was held in honour of Councillor Chris Hilliard*

**4 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**5 MINUTES OF PREVIOUS MEETING**

An amendment to minute no. 51 Better Care Fund 2025-2026 was agreed by the board, to change the wording to ensure there was clarity as to what the Board had raised questions about: i) ensuring that people had lasting powers of attorney and clear instructions as to what they wanted in terms of treatment and end of life preferences and ii) to query what was being done to ensure that a person was not in hospital over the weekend. The change required was to replace ‘...**would be the only place available to be cared for**’ to ‘because hospital was the only place available to be cared for on a Friday afternoon’.

**RESOLVED:**

That the minutes of the meeting held on 18 March 2025 be approved subject to the amendment

**6 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no public speakers.

**7 REVIEW OF MEMBERSHIP**

The Cheshire East Health and Wellbeing Board's Terms of Reference require the membership to be reviewed and agreed at the first meeting of the Municipal Year. The Board considered a report which reviewed the membership for 2025-26.

It was noted that the board is yet to confirm a representative from a housing provider and a Business representative.

**RESOLVED:**

That the statutory Cheshire East Health and Wellbeing Board members agree the following individuals as additional members for 2025-2026

Councillor Stewart Gardiner – Opposition Group representative

Philip Cresswell – the Executive Director of Place

Isla Wilson – representing the Place Health and Care Partnership Board

Superintendent Andrew Blizzard – representing the Police and Crime Commissioner

Denise Bowman - representing the Chief Fire Officer

Kate Little - representing the community, voluntary and social enterprise sector

Claire Williamson – an additional representative for Children and Families

A housing provider representative – to be nominated

A Business representative – to be nominated

## **8 SEND JOINT STRATEGIC NEEDS ASSESSMENT**

The board received a presentation on the Special Educational Needs and Disability (SEND) JSNA.

The Board discussed the need for partnership working to ensure a collaborative approach to delivering services and raised the importance of the Families First partnership programme work that is being undertaken.

The Board requested that the language and approach taken is considered to ensure inclusivity and accessibility in communications that all understand.

It was noted that there is a lot of focus on the diagnosis however it was suggested that there should be more emphasis on early intervention to assist with the escalation in the need for Education Health and Care Plans which would look more at support in the early stages and throughout assessments and tracking outcomes.

The Board highlighted that the education system needs to be considered by the government to seek more inclusive learning rather than a standardised way of learning.

### **RESOLVED:**

That the board note the findings and recommendations of the Special Educational Needs and Disabilities (SEND) Joint Strategic Needs Assessment (JSNA) review.

## **9 CHESHIRE EAST ACTIVE TRAVEL STRATEGY**

The board received a report on the Draft Active Travel Strategy and Local Cycling & Walking Infrastructure Plans (LCWIPs) and discussed an

opportunity for the board to help shape the strategic direction for active travel and inform and influence the delivery plans.

Officers acknowledged the recent passing of Councillor Hilliard and again thanked them for their contributions and engagement with the officer team working on the documentation.

It was noted that there was a launch of a public consultation week commencing 7 July to run for 8 weeks and encouraged the board to engage.

The core funding for active travel is administered on behalf of the department of transport by an agency Active Travel England. There is growth in active travel grants both in capital and revenue.

In the production and finalisation of the strategy, it was noted that those authorities performing at a higher level would have greater access to funding so developing a new strategy and infrastructure plans was a key part of demonstrating the Councils ambition and commitment.

An observation from the last assessment was to develop relationships with partner organisations who have an interest in active travel, and there is an opportunity for the board to be involved.

The board expressed the need for an emphasis on safety and security to encourage the public to be involved in active travel.

The board suggested utilising social media to market the strategy as it was a powerful medium which would help get the message across quickly and would engage a wider audience.

The links to the Local Cycling Walking infrastructure Plans links can be found below;

[Active travel in Cheshire East](#)

[Cheshire East's Active Travel Consultation](#)

**RESOLVED:**

To respond to the consultation and share the materials with partners and professional networks to ensure that the views of the health sector are fully considered and incorporated wherever possible.

**10 ALL TOGETHER FAIRER POVERTY REVIEW**

An update was provided to the Board to advise of the proposed review of Poverty that will be undertaken by the All Together Fairer Commission.

It was noted that Living Well in Crewe (the Commission's last piece of work) was now included in the Cheshire East Plan.

It was proposed that poverty was focused on as the next piece of work under this commission. The cost of living review of 2022 and the poverty JSNA that was undertaken in 2023 would be used as a baseline along with other local and national work to research and establish the extent to which we have locally successfully implemented the recommendations and what interventions are in place, and to establish where there are areas to improve. It is suggested that an update report is brought back to the board in the future.

The Board raised the difficulties of being a deprived family in an affluent area and the opportunities available for children and the impact it has on their futures and therefore welcomed the proposal of the initial scoping work to provide the evidence required to improve this.

The Board discussed the need for a rural poverty strategy and suggested that this is pushed where possible to the government.

The Board suggested that initiating a Citizens Assembly as part of the work would be worthwhile and findings from that included in the review. Utilising a participatory budgeting approach was also mentioned if the funding is available.

The importance of having visual representations such as the tartan rug to show the health inequalities across Cheshire East were raised. Improvements such as the pocket parks in Crewe and the Crewe Youth Zone that have been implemented to address the health inequalities across the borough need to be considered as well and the opportunities that they provide.

**RESOLVED:**

To note and comment upon the proposed work.

The meeting commenced at 14.00 and concluded at 15.55

Councillor S Corcoran (Chair)

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## Adults and Health Committee Work Programme 2025 – 2026

Report Reference	Adults & Health Committee	Title	Purpose of Report	Lead Officer	Consultation	Equality Impact Assessment	Part of Budget and Policy Framework	Exempt Item	Is the report for decision or scrutiny?
<b>November 2025</b>									
AH/02/2025-26	17 November 2025	Second Financial Review 2025/26 (Adults & Health Committee)	To scrutinise and comment on the Second Financial Review and Performance position of 2025/26, including progress on policy proposals and material variances from the MTFS and (if necessary) approve Supplementary Estimates and Virements.	Executive Director of Resources and S151 Officer	No	No	Yes	No	Scrutiny / Decision
AH/09/2025-26	17 November 2025	Medium Term Financial Strategy Consultation 2026/27 - 2029/30 (Adults & Health Committee)	All Committees were being asked to provide feedback in relation to their financial responsibilities as identified within the Constitution and linked to the budgets approved by the Finance Sub-Committee in March 2025. Responses to the consultation would be reported to the Corporate Policy Committee to support that Committee in making recommendations to Council on changes to the current financial strategy.	Executive Director of Resources and S151 Officer	No	No	Yes	No	Scrutiny
AH/20/2025-26	17 November 2025	All-Age Carers Service Re-Commission and All-Age Carers Strategy 2026-2030 reports	Decision to agree strategy and to reprocure service.	Director of Strategic Commissioning and Integration	No	No	No	No	Decision
AH/29/2025-26	17 November 2025	Adult Social Care Transformation Plan Update	To scrutinise the progress of the Adult Social Care Transformation Plan	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
AH/44/2025-26	17 November 2025	Domestic Abuse Related Deaths - Thematic Review Report	The purpose of the Report is for Committee to accept the findings from the Thematic Review in Domestic Abuse Related Deaths and Suicides	Director of Adult Social Care	No	No	No	TBC	Decision
AH/33/2025-26	17 November 2025	Adults and Health Performance Scorecard	To scrutinise the Adults and Health Performance Scorecard.	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
<b>January 2026</b>									
AH/03/2025-26	26 January 2026	Third Financial Review 2025/26	To scrutinise and comment on the Third Financial Review and Performance position of 2025/26, including progress on	Executive Director of	No	No	Yes	No	Decision / Scrutiny

## Adults and Health Committee Work Programme 2025 – 2026

		(Adults & Health Committee)	policy proposals and material variances from the MTFs and (if necessary) approve Supplementary Estimates and Virements.	Resources and S151 Officer					
AH/10/2025-26	26 January 2026	Medium Term Financial Strategy Consultation 2026/27 - 2029/30 Provisional Settlement Update (Adults & Health Committee)	All Committees were being asked to provide feedback in relation to their financial responsibilities as identified within the Constitution and linked to the budgets approved by the Finance Sub-Committee in March 2025. Responses to the consultation would be reported to the Corporate Policy Committee to support that Committee in making recommendations to Council on changes to the current financial strategy.	Executive Director of Resources and S151 Officer	No	No	Yes	No	Scrutiny
AH/31/2025-26	26 January 2026	Adult Social Care Transformation Plan Update	To scrutinise the progress of the Adult Social Care Transformation Plan	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
AH/37/2025-26	26 January 2026	Adults and Health Performance Scorecard: Quarter 2 for the year 2025 / 2026	To scrutinise the Adults and Health Performance Scorecard: Quarter 2 for the year 2025 / 2026	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
AH/25/2025-26	26 January 2026	Procurement of an Integrated Sexual Health Service	Decision to reprocure a new sexual health service based on the model described in the report	Director of Public Health	Yes	Yes	No	No	Decision
AH/21/2025-26	26 January 2026	Substance Misuse Strategy – 12 months update	To scrutinise the substance misuse strategy.	Director of Strategic Commissioning and Integration	Yes	Yes	No	No	Scrutiny
AH/41/2025-26	26 January 2026	Connect to Work Governance Report	A report was taken to the Adults Health and Integration Committee on the 23.6.25. The purpose of that report was to seek the Committee's approval for the acceptance of the associated external funding. Members subsequently requested a further report which would set out in more detail the proposed governance arrangements of the programme which were not known in June.	Director of Strategic Commissioning and Integration	No	No	Yes	TBC	Decision
<b>March 2026</b>									
AH/11/2025-26	23 March 2026	Service Budgets 2026/27	The purpose of this report is to set out the allocation of approved budgets for 2026/27	Executive Director of	No	No	Yes	No	Scrutiny

## Adults and Health Committee Work Programme 2025 – 2026

		(Adults & Health Committee)	for services under the Committee's remit, as determined by Finance Sub Committee.	Resources and S151 Officer					
AH/31/2025-26	23 March 2026	Adult Social Care Transformation Plan Update	To scrutinise the progress of the Adult Social Care Transformation Plan	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
AH/26/2025-26	23 March 2026	0-19 Recommission	Decision to reprocore service	Director of Strategic Commissioning and Integration	Yes	Yes	No	No	Decision
AH/38/2025-26	23 March 2026	Adults and Health Performance Scorecard: Quarter 3 for the year 2025 / 2026	To scrutinise the Adults and Health Performance Scorecard: Quarter 3 for the year 2025 / 2026	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
AH/24/2025-26	23 March 2026	Smoking Cessation Incentives Scheme – Further Update	To provide the Committee with an opportunity to scrutinise and a further update on the Smoking Cessation Incentive Scheme	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny

### Briefing Reports / Reports for Noting:

Title	Purpose of Report	Lead Officer	Expected Circulation Date via the Members Hub
Accommodation with Care Recommission	To update Members on the Accommodation with Care recommission	Executive Director of Adults, Health and Integration	April 2025

**Note:** These reports will be circulated outside of committee meetings here: <https://moderngov.cheshireeast.gov.uk/ecminutes/eccatdisplayclassic.aspx?sch=doc&cat=13395&path=13395>

### Task and Finish Groups:

Group	Membership	Established	Purpose

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