

Cheshire East Council

Cheshire East plan 2024-25



Open

Fair

Green

Vision

An open, fairer, greener Cheshire East

Aims

Aim 1 - An open and enabling organisation

Aim 2 - A council which empowers and cares about people

Aim 3 - A thriving and sustainable place

We will provide strong community leadership and work transparently with our residents, businesses and partners to deliver our ambition in Cheshire East.

We aim to reduce inequalities, promote fairness and opportunity for all and support our most vulnerable residents.

We will lead our communities to protect and enhance our environment, tackle the climate emergency and drive sustainable development.

Priorities

- P1.1) Ensure that there is transparency in all aspects of council decision making
- P1.2) Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
- P1.3) Support a sustainable financial future for the council, through service development, improvement and transformation
- P1.4) Look at opportunities to bring more income into the borough
- P1.5) Support and develop our workforce to be confident, motivated, innovative, resilient and empowered
- P1.6) Promote and develop the services of the council through regular communication and engagement with all residents

- P2.1) Work together with residents and partners to support people and communities to be strong and resilient
- P2.2) Reduce health inequalities across the borough
- P2.3) Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation
- P2.4) Be the best Corporate Parents to our children in care
- P2.5) Support all children to have the best start in life
- P2.6) Increase opportunities for all children and young adults with additional needs
- P2.7) Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential
- P2.8) Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services

- P3.1) A great place for people to live, work and visit
- P3.2) Welcoming, safe and clean neighbourhoods
- P3.3) Reduce impact on the environment
- P3.4) A transport network that is safe and promotes active travel
- P3.5) Thriving urban and rural economies with opportunities for all
- P3.6) Be a carbon neutral council by 2027

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started

Completed (B)

What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Update
P1.1	A1.1.1	Introduce a new decision-making framework to streamline the current arrangements and improve quality and clarity of reports.	Head of Democratic Services	CPC	G	A	Linked to Corporate Peer Challenge (CPC) Action Plan - Consider options to streamline committees, train report authors, emphasise Modern.gov software use – slightly behind timeline due to meeting schedule
	A1.1.2	Improve understanding of effective scrutiny in a committee system of decision-making	Head of Democratic Services	CPC	G	G	Scrutiny training for committee members by December 2024
	A1.1.3	Member training to clarify roles and responsibilities for decision-making within the committee system	Head of Democratic Services	CPC	G	G	Training programme for committee members by December 2024
	A1.1.4	A clear and transparent budget setting process, where opportunities to inform and influence decision-making are clearly understood by stakeholders	Head of Finance	CPC	R	R	Strategic Finance Management Board drives MTFS review, budget setting process in progress but subject to further details on impact of Budget announcements before Christmas – Member briefings w/c 18 November and update to CPC 28 November – see agenda item
P1.2	A1.2.1	Review and embed consultation and engagement approach across the organisation to put resident and customer voice at the heart of evidence base for decisions, including assessing alternative approaches such as a 'people panel' to embed citizen voice into key decisions and policy development	Head of Communications	CPC	G	G	Preliminary work on wider engagement approach began in Q2 alongside development of new multi-year Cheshire East Plan for 2025 onwards. Digital Influence Panel to be refreshed and recruitment to Community/Residents' Panel to take place with supporting communications campaign.
	A1.2.2	Review equality, diversity and inclusion strategy and EIAs to embed the voices of seldom-heard audiences and those with protected characteristics at the heart of decision-making and service redesign across the organisation.	Head of Business Change	CPC			Update Equality, Diversity and Inclusion strategy in line with new Cheshire East Plan development and develop new EIA template.
	A1.2.3	Review and refresh the aims and priorities in the Customer Experience Strategy as part of a wider review of customer experience and resident engagement.	Head of Customer Services	CPC			Refocused strategy review with transformation programme including target operating model and approach to digital into 2025.
	A1.2.4	Achieve the Armed Forces Covenant Gold Award	Head of Communities and Integration	E+C	B	B	COMPLETE: Cheshire East Council gained Gold award. Armed Forces Officer supports veterans with clubs, events and crisis aid. Further promotion of the Veterans Staff Network taking place.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started

Completed (B)

What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Update
P1.3	A1.3.1	Embark on a whole organisation transformation and improvement programme – The primary aim in the short term must be to ensure that the Council is financially stable and delivering support to those who need it most.	Director of Transformation	CPC	G	G	Approved transformation plan, children's services improvement plan and peer challenge action plan marked significant progress in Q1. Focus on Q2 has been delivery and standing up transformation boards and reporting. Good progress across all plans and reporting to Assurance Panel.
	A1.3.2	Review commissioning approach across all directorates	Head of Integrated Commissioning	A+H/C+F	G	G	Significant work done in the last quarter to align the commissioning approach to transformation
	A1.3.3	Deliver the savings set out in MTFS 2024-28 proposals within the agreed timescales to contribute to a balanced the budget and build sustainable reserves	Head of Finance	CPC	A	A	First Financial Review reported to September cycle of service committees and Second Financial Review currently going through which details the projected overspend and mitigating actions being taken. See separate agenda item.
	A1.3.4	We will refresh the council's Digital Strategy and delivery programme. The Digital Strategy identifies forty-seven digital projects and emphasises a digital-by-design approach to offering services to customers.	Head of ICT	CPC	G	G	This is aligned with the Digital Programme which is part of the Transformation Plan. The opportunities identified are going through a validation and business case process.
P1.4	A1.4.1	Comprehensive review of each existing alternative service delivery vehicle (ASDV) including review of governance, management, business planning and performance management arrangements.	Director of Environment	FSC	B	B	COMPLETE: Review complete
P1.5	A1.5.1	Review Workforce Strategy and update for 2025 onwards.	Head of HR	CPC		G	Workforce Strategy 2025-2028 approach approved; development ongoing, approval expected January 2025 with alignment to Target Operating Model.
	A1.5.2	Complete the office moves related WorkplaCE programme, making more efficient use of the council's office estate and technology to support modern ways of working	Executive Director – Place	CPC, E+G	G	G	Office moves are progressing as planned and on schedule.
	A1.5.3	Review and update the Brighter Future culture programme	Head of HR	CPC		G	Values and behaviours being developed as part of Target Operating Model with ongoing staff engagement for updated culture programme. Brighter Futures Champions engaged in development of Target Operating Model.
	A1.5.4	Complete the DMA review of senior capacity and extend DMA across the organisation as part of service re-design	Head of HR	CPC	G	G	Full Council approved senior structure in October, recruitment partner to be appointed and recruitment to commence in Q3. Phase 2 will commence in Q4.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started

Completed (B)

What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Update
P1.6	A1.6.1	Review and refresh communications and engagement strategy and resourcing as part of a wider review of customer experience and resident engagement.	Head of Communications	CPC	G	G	Preliminary work on wider engagement strategy in Q2 alongside development of new multi-year Cheshire East Plan for 2025 onwards.
	A1.6.2	Establish a range of subscriber e-newsletters and digital content to share key updates and council services, support and decisions with a range of stakeholders – to extend reach of messages	Head of Communications	CPC		G	Review of current estate underway in Q2
	A1.6.3	Review and update the approach, across the organisation, to employee communications and workforce engagement	Head of Communications	CPC	G	G	Model and planner for strategic internal communications and engagement priorities developed in Q2.

Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Update
P2.1	A2.1.1	Support VCFSE to build upon the People Helping People initiative and work collaboratively through 'Growing our communities'.	Head of Communities and Integration	A+H	G	G	<p>Supporting vulnerable adults out of hospital with voluntary support: 874 patients on Pathway 1 or 2 that consequently returned to their normal place of residence</p> <p>Developing our volunteer approach:</p> <ul style="list-style-type: none"> Data gap analysis completed to show areas of need for volunteering. Marketing plan led to several successful marketing programmes Service risk assessment completed and approved Several volunteer training session completed Volunteer recognition programme created <p>Grants to the voluntary sector:</p> <ul style="list-style-type: none"> Cost of Living Community Response Fund 37 organisations funded. 19,455 service beneficiaries. The Flourish Fund 19 organisations funded, 27 awaiting approval. 433 service beneficiaries. Healthy Neighbourhoods Fund 13 organisations funded. 1564 service beneficiaries.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started

Completed (B)

Priority What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Update
	A2.1.2	Complete construction of the Traveller transit site	Head of Housing	E+G	G	G	Handover of the site from the contractors is due in November and the site will become operational in December 24
	A2.1.3	Support and contribute to the achievements of the borough's eight care communities and neighbourhood partnerships	Head of Communities and Integration	A+H	G	G	<p>Place based communities:</p> <ul style="list-style-type: none"> • 26 New projects/ groups /events created • 42 Community Groups receiving support through Grantfinder searches • 14 Neighbourhood Partnership Meetings • 60 Care Community wider & Planning Group Meetings • 105 Community Newsletters have been sent out across all Care Communities to more than 2,500 organisations & residents <p>Releasing and measuring Social Value:</p> <ul style="list-style-type: none"> • 10 new requests for support on Connected Community Notice Board (CCNB) • 4 new offers of support on CCNB • 11 successful matches completed <p>Minority groups and communities: Afghanistan Scheme (also known as ARAP/ACRS) 16 Family groups in 16 properties</p> <p>Homes for Ukraine scheme Ongoing support for 118 groups</p>
P2.2	A2.2.1	Focus delivery of targeted activity to reduce alcohol and substance misuse, smoking, domestic abuse and violence and increase healthy eating and physical exercise in areas that experience worse health outcomes.	Director of Public Health	A+H	G	G	<p>The final draft of the multiagency strategy for Reducing Drug and Alcohol Harm in Cheshire East has been produced.</p> <p>The 'One You' wellbeing service recommissioning was completed.</p> <p>The third meeting of the 'Eat Well, Move More' Partnership was held.</p>
	A2.2.2	Continue to deliver activity to deliver the Cheshire East Harm and Suicide Prevention Action Plan 2023-2025	Director of Public Health	A+H	G	G	<p>Online World Suicide Prevention Day Conference was organised and held on 5th September.</p> <p>Ongoing work planning the suicide audit in the Coroner's Office</p>

Off track – with major issues (R)	Mainly on track – minor issues (A)	On Track (G)	Scheduled - not yet started	Completed (B)
-----------------------------------	------------------------------------	--------------	-----------------------------	---------------

Priority What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Update
							Suicide and self-harm prevention training has been ongoing.
	A2.2.3	Continue to deliver activity to deliver the Living Well in Crewe plan	Director of Public Health	A+H	G	G	Work has begun on the site of the Crewe Youthzone 'The Dome' and engagement with young people is underway. Council officers are in discussion with the team leading the 'Healthier Futures work' at Leighton Hospital, to explore what opportunities the rebuild of the hospital might provide in relation to transport connectivity, active travel, job opportunities etc.
	A2.2.4	Continue to deliver activity to deliver the Cheshire East Place Mental Health Plan 2024-2029	Director of Public Health	A+H	G	G	Outcomes completed so far: Train the Trainer education and awareness on SMI and physical health funded by Public Health to multi agency partners 1-year funded 2024 -25 engagement service programme in 2 PCN (Crewe Hungerford and Middlewood partnership)
P2.3	A2.3.1	Continue to embed our Signs of Safety practice model	Principal Social Worker (Children)	C+F			The council is not a signs of safety authority and have moved to restorative practice. However, they can sit alongside but will see less reference to Signs of Safety as Cheshire East continues through our improvement and embeds Restorative Practice.
	A2.3.2	Update the Cheshire East Safeguarding Adults Board Strategic Plan	Head of Adult Safeguarding	A+H	G	G	Quarterly Safeguarding Board held in July 2024. Safeguarding continues SAR agreed and is progressing Mental Capacity UTube produced by CEC to enhance professional practice
	A2.3.3	Update the Cheshire East Domestic Abuse and Sexual Violence Strategy	Head of Service Early Help and Prevention	C+F	A	A	Service Manager started in October. Priority is to update the strategy, using the findings from the Safe Lives review of the service. Meetings are underway with key stakeholders.
P2.4	A2.4.1	Attract more foster carers to support Cheshire East children through the Foster4 collaboration	Head of Provider Services	C+F	A	A	New media campaign was launched and a further 7 carers being assessed, this means on target to recruit our 15 carers by March 2025. Enquiries have increased in this quarter compared to Q1.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started

Completed (B)

Priority What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Update
	A2.4.2	Prioritise care experienced adults as part of our recovery work to improve employment and training opportunities.	Head of Service: Cared for Children and Care Leavers	C+F	A	A	Now cared for ambassadors are in post and will be looking to progress this.
	A2.4.3	Deliver the priorities of the Cared for children and care leavers strategy 2022-26	Head of Cared for Children and Care Leavers	C+F	A	A	Corporate Parenting Strategic group has been revised and new strategic Board planned for November, and task and finish groups set. Part of that is now have a 16-25 accommodation group looking at suitable and increasing provision to reduce the reliance on temporary accommodation. 100% of care leavers now have health passports and we are bringing in sexual health into the care leaver hub to be a continuous offer available to them. Preparation for adulthood requires a transformation programme to drive this and we are having early conversations about how to move this on jointly with adult services. Bus passes now available at no cost to care leavers. 4 care leaver ambassadors now in post to support co-production in care leaver improvements.
P2.5	A2.5.1	Continue to develop services and support offered through Family Hub model and promote the Parenting Journey	Head of Early Years	C+F	A	G	Family hub outreach program and children's centre remodelling was on the agenda for the C&F committee on the 11 th November 2024 and was endorsed. Delivery plan was completed successfully. Core offer hubs continues to be delivered. Digital parenting workshop offer went live in September.
	A2.5.2	Continue work to build Crewe Youth Zone	Director Education, Strong Start and Integration	C+F	G	G	Launch of the branding The Dome took place in September, regular project board meetings to review progress of the project
	A2.5.3	Continue to deliver the Emotionally Healthy Children and Young People programme	Consultant in Public Health (children and young people)	C+F	G	G	The first meeting of the healthy young minds alliance took place in October 2024. We are continuing to implement i-THRIVE, the council's needs-led approach to delivering mental health services for children, young people and families.
P2.6	A2.6.1	Establish and deliver against the Dedicated Schools Grant (DSG) management plan	Strategic lead for SEND and inclusion	C+F	A	G	The financial position at Q2 remains the same as Q1. Mitigations which focus on right support, at the right time, in the right place are starting to have an impact
	A2.6.2	Capital programme to increase in-borough provision	Head of Education	C+F	G	G	A number of schemes have been handed over during the summer including Wilmslow High School expansion,

Off track – with major issues (R)	Mainly on track – minor issues (A)	On Track (G)	Scheduled - not yet started	Completed (B)
-----------------------------------	------------------------------------	--------------	-----------------------------	---------------

Priority What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Update
							Springfield (Crewe) expansion, The Dingle Primary expansion and completion of Shavington Academy scheme for additional places. The council is progressing with a number of schemes on site and taking forward a number of feasibility studies, in particular to provide additional SEN places across the borough.
	A2.6.3	Grow organisational capacity to support transformation of SEND support (MTFS 24)	Strategic lead for SEND and inclusion	C+F	G	G	The Transformation Team has continued to expand since our update in Q1. The council has established a new multi-agency Governance Structure and are continuing to deliver the actions identified through the development plans that sit in this area
P2.7	A2.7.1	Deliver the Kingsbourne Academy primary school in Nantwich	Head of Education	C+F	R	R	This scheme has been further delayed due to ongoing issues which has put this on hold, no dates known at this time.
	A2.7.2	Process primary and secondary applications efficiently, offering parental choice places where possible.	Head of Education	C+F	G	G	Both primary and secondary applications were opened in September, they are due to close for Secondary places on 31.10.24 and January for Primary places.
P2.8	A2.8.1	Investment in Adult Social Care (MTFS 8)	Director of Adult Social Care	A+H	G	A	Growth included in budget for 2024/25 and under review for future years in line with MTFS development and transformation plan.
	A2.8.2	Continue to develop and promote the Shared Lives service	Head of Care4CE	A+H	G	G	Continuing as Q1
	A2.8.3	Use technology to digitally enable people to support themselves (Digital Inclusion Plan 2023 – 2026)	Corporate Manager, Health Improvement	A+H	G	G	CEDIP has continued to meet. Collaborative working with the LGA and other LA's in relation to digital inclusion New Digital Buddy schemes have been established.
	A2.8.4	Deliver the objectives of the All Age Carers Strategy 2021-25	Head of Integrated Commissioning	A+H	G	G	A formal Service Improvement Plan Process was instigated in September to review progress and ensure work commences at pace

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started

Completed (B)

Priority What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Update
P3.1	A3.1.1	Develop and begin consultation upon 'New style' Local Plan Strategy	Head of Planning	E+C	A	G	Delivery of the new Local Plan has commenced. An update report is provisionally scheduled for January 2025
	A3.1.2	Deliver the Planning Service Improvement Plan	Head of Planning	E+C	A	G	Restructure of the Planning Service now complete with recruitment ongoing, a new IT system has been implemented. A briefing on the progress against the PSIP was provided in October 2024.
	A3.1.3	Deliver cultural development activities, including continued activity towards the Cheshire Archives – a Story Shared project (MTFS 56)	Head of Rural and Cultural Economy	E+G	G	G	Cheshire Archives Project commencing start on site in New Year.
	A3.1.4	Update the Statement of Licensing Policy	Head of Regulatory Services	Council	G	G	SOLP reviewed and approved by E&C Committee on 18 July 2024. To CPC on 3 October 2024. Final approval of Full Council in December 2024.
P3.2	A3.2.1	Monitor the continued successful delivery of the Cleaner Crewe project.	Head of Neighbourhood Services	E+C	G	G	Initial phase concluded, Officers to re-introduce as part of mitigation plans relating to forthcoming changes to waste collection systems.
	A3.2.2	Update and deliver the Air Quality Strategy, following consultation.	Head of Regulatory Services	E+C	G	G	Updated Strategy approved by E&C Committee in July 2024
	A3.2.3	Update the Safer Cheshire East Partnership Plan	Locality Manager, Community Safety	E+C	A	G	Funding allocations through the office for the Police and Crime Commissioner for 2024 all allocated and impact and outcomes captured in the 2024 SCEP Annual Report
P3.3	A3.3.1	Continue implementation and monitoring of the Green Spaces Maintenance Policy	Head of Environmental Services	E+C	G	G	Savings are delivered in full and work is under way this year to implement new management software / hardware and provide greater visibility of maintenance to the public through the Council website.
	A3.3.2	Update the Cheshire Local Nature Recovery Strategy	Head of Planning	E+C		G	Update ongoing and targeted to be presented at Committee for approval in March 2025
	A3.3.3	Finalise and implement the Biodiversity Net Gain Supplementary Planning Document	Head of Planning	E+C	G	G	Ecology and Biodiversity Net Gain Supplementary Planning Document was approved for adoption by the Council's Environment and Communities Committee in July 2024 and is now published
P3.4	A3.4.1	Complete Bus Service Review and refresh Bus Service Improvement Plan	Head of Strategic Transport and Parking	H+T	G	G	Procurement has been planned for inviting bids to operate 20 services to commence April 2025.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started

Completed (B)

Priority What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Update
P3.4	A3.4.2	Deliver an integrated borough-wide demand-responsive transport service (Go-Too and Flexilink)	Head of Strategic Transport and Parking	H+T	G	G	Short term developments to the provision of services has been completed. Additional journeys and extended fares and concessions have been introduced.
	A3.4.3	Secure further funding for active travel routes	Head of Strategic Transport and Parking	H+T	G	G	Additional funding will be considered as part of the annual LTP capital programme.
	A3.4.4	Update business cases for Middlewich Eastern Bypass and A500 dualling	Head of Strategic Infrastructure	H+T	G	G	Revised MEB Full Business Case was submitted on Friday 6/9/2024. Work towards an updated Outline Business Case for A500 scheme remains on programme.
P3.5	A3.5.1	Deliver the Cheshire East Rural Action Plan 2022-26	Head of Rural and Cultural Economy	E+G	G	G	Progress is being made on various elements of the Rural Action Plan including digital connectivity, access, support for communities and businesses, natural capital, visitor economy, farms strategy review and the local nature recovery strategy.
	A3.5.2	Continue to deliver Connected Cheshire digital infrastructure	Head of Economic Development	E+G	G	G	Progress continuing.
	A3.5.3	Continue to pursue a compensation package following scrapping of HS2 Phase 2	Programme Director HS2	E+G	A	A	No specific response from new government. Future rail schemes such as Liverpool-Manchester Rail and Birmingham – Manchester Link being engaged.
	A3.5.4	Develop a clear place marketing approach	Head of Economic Development	E+G	G	G	Crewe vision being developed.
	A3.5.5	Enable the delivery of Handforth Garden Village	Head of Economic Development	E+G	G	G	Continued progress on scheme implementation.
P3.6	A3.6.1	Deliver actions to achieve the objectives of the Carbon Neutral Action Plan 2027 (updated timescale)	Head of Environmental Services	E+C	A	A	Solar farm at Leighton Grange has been completed. Capital Review continues to delay 2nd solar and further fleet decarbonisation
	A3.6.2	Update the borough-wide Carbon-Neutrality Action Plan 2045 following public consultation	Head of Environmental Services	E+C	G	G	Action Plan now complete following public consultation and ready for consideration for adoption at November Environment and Communities Committee.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started

Completed (B)