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## **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

Name of Consultee	Post held	Date sent	Date returned
<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

Access to Information	
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)