



Enabling prosperity and wellbeing for all

Cheshire East Plan 2025-29

FOREWORD

Enabling prosperity and wellbeing for all in Cheshire East

Cheshire East is a great place to live, work and visit for many, and has so much potential to be a brilliant place for everyone. We are ambitious for our communities and places and know we need to get the basics right to help unlock the opportunities at our fingertips.

We have a shared vision and commitments for the borough short and longer-term. We have created an ambitious and robust set of plans to deal with financial, organisational and service challenges. This will improve the culture, governance and performance of the council and includes an emphasis on outcomes for children and young people. By including these in an overarching plan for Cheshire East, for the next four years, we are providing a clear purpose and strategic direction for the council, as well as showing residents and partners where we are heading. The plan is aligned to our Transformation Plan and the Medium-Term Financial Strategy (MTFS) having worked hard this year to reshape and resize the council's budget. We will use our resources to deliver our commitments.

We can be proud of the plans we have put in place and progress we have made. We need a continued focus on the priorities to deliver value for money, continuous improvement and better outcomes for Cheshire East to meet residents' high expectations of the council.

We cannot promise to deliver everything for everybody everywhere. We must work harder and smarter with our partners, businesses, residents, rural communities, and town & parish councils to find innovative and lasting solutions to unlock prosperity and improve wellbeing. We are committed to improving the way we communicate and connect with all our communities to enable this to happen. Our relationship with community and voluntary organisations is critical – they play a key role, and we need to support and enable them to deliver for Cheshire East.

Our staff are our greatest asset. They are empowered to work with each other and partners. We want to be an employer of choice in Cheshire East where people are proud to work and serve our communities with a resident and outcome focus.

We are determined to tackle disadvantage and inequality, whether that is working towards reducing the overall gap in life expectancy in different parts of the borough with our health partners or improving access to public transport and digital connectivity in rural communities working with government, businesses and residents themselves.

We are committed to being an enabling council, building strong partnerships that unlocks the health and wealth potential of one of the UK's most prosperous boroughs ensuring wellbeing for all our adults, families and children.

Rob Polkinghorne
Chief Executive

Councillor Nick Mannion
Leader of the Council

Councillor Michael Gorman
Deputy Leader of the Council

PLAN ON A PAGE – VISION AND COMMITMENTS

Enabling prosperity and wellbeing for all in Cheshire East

An effective and enabling council, committed to building strong partnerships, unlocking the health and wealth potential of Cheshire East, and ensuring wellbeing for all adults, families and children.

Commitment 1: Unlocking prosperity for all	
1.1	Opportunities created for all communities across the borough working with our world-leading industries and local businesses
1.2	Child, family and adult poverty is reduced through a coordinated approach with partners
1.3	Education, skills and life-long learning leads to employment and roles in the community
1.4	Shared vision for Crewe delivers a masterplan for jobs, affordable homes and regeneration for the benefit of the whole borough
1.5	Communities connected through an improved, accessible rural and urban transport network including active travel
1.6	Carbon neutral council with minimum offset by 2030, influencing carbon reduction and green energy production across the borough by 2045
Commitment 2: Improving health and wellbeing	
2.1	Health outcomes are improved across our diverse borough through a targeted approach that reduces health inequalities
2.2	Improved independence, quality of life, health and wellbeing through early intervention and prevention
2.3	Everyone feels safe and secure, difference is celebrated, and abuse and exploitation not tolerated
2.4	Children and young people thrive and reach their potential with targeted support when and where they need it
2.5	Communities build their capacity, with support to access information, guidance and funding
2.6	Lasting solutions are delivered through strong and committed partnerships
Commitment 3: An effective and enabling council	
3.1	Financially sustainable council, enabled by council-wide service transformation and improvement
3.2	Effective and responsive governance, compliance and evidence-based decision-making
3.3	Innovative solutions are developed through a culture of collaboration across the council and with residents, businesses and partners
3.4	Service delivery and new ideas are shaped by effective communication, consultation and active engagement with all our communities
3.5	Contact with the council and access to services is consistent and easy
3.6	Service delivery, communication and ways of working are improved through a digital first approach, while supporting residents who need it

About Cheshire East

TO BE FURTHER DEVELOPED - PAGE OF INFOGRAPHICS/IMAGES BY COMMITMENT

COMMITMENT 1: UNLOCKING PROSPERITY FOR ALL

Population of 412,500 (mid-year estimate 2023)

191,000 households

12 towns with populations over 10,000

Covers an area of 1,100km² - 40,100 hectares of designated green belt (34% of land)

22 sites of Special Scientific Interest (SSI) (planning.gov data)

Carbon emissions reduced by 15% / 60% of carbon neutral target achieved

19,275 businesses

5% of neighbourhoods are among England's 20% most income-deprived areas

14% of households are in England's most deprived for child poverty

KS4 (GCSE) 47.3% achieved grades 5-9 in English and Maths - above the 42.5% North West and 46.2% England average

89.8% achieving 2 or more A levels compared to 85.2% in the North West

Over 93% of children received their first choice preference for primary and secondary schools in 2024

School absence rates are below the North West and England average

COMMITMENT 2: IMPROVING HEALTH AND WELLBEING

92,800 of adults (22%) are over 65 (mid-year estimate of 2023, above North West and England average of 19%)

72,500 children (18%) aged 0-15 years (mid-year estimate of 2023, in line with North West and England average)

12,826 residents (4.1%) aged 16 and above are veterans

Difference in life expectancy from most deprived area to least deprived is 8.8 years for men and 7.8 years for women

62.5% of adults and 32.1% of Year 6 children (10-11 years old) in Cheshire East are estimated to be overweight or obese (2021/22), below the England averages of 63.8% and 36.6% respectively

Cheshire East has seen higher rates of children under 18 years admitted to hospital for mental health conditions than the England average

8 Care Communities providing health and care in partnership

Family Hubs supporting children, young people and families

COMMITMENT 3: AN EFFECTIVE AND ENABLING COUNCIL

82 Councillors representing 52 wards

12 town councils, 90 parish or community councils and 4 parish meetings

3,194 members of staff

Net budget of £375.7m (2024/25)

315,000 calls to the customer contact centre a year

In line with UK estimations, almost 80,000 residents in Cheshire East are unable to connect to the internet or lack the government's defined essential digital skills (Digital Inclusion Plan 2023)

ENABLING PROSPERITY AND WELLBEING FOR ALL IN CHESHIRE EAST

An effective and enabling council, committed to building strong partnerships, unlocking the health and wealth potential of Cheshire East, and ensuring wellbeing for all adults, families and children.

COMMITMENT 1: UNLOCKING PROSPERITY FOR ALL

We want to build on our strengths and maximise the opportunities of our location and connectivity; our industry, commerce, agriculture and heritage; and work with our local businesses, education providers and communities to unlock the benefits for all, tackle disadvantage and drive improvements in health and wellbeing.

We need affordable and convenient transport for residents in our rural areas and towns; affordable homes in the right places, close to employment and services; and a workforce with the skills our businesses need. Devolution in Cheshire & Warrington, could bring further investment that would benefit residents and communities in all parts of our borough.

- 1.1 Opportunities created for all communities across the borough working with our world-leading industries and local businesses
- 1.2 Child, family and adult poverty is reduced through a coordinated approach with partners
- 1.3 Education, skills and life-long learning leads to employment and roles in the community
- 1.4 Shared vision for Crewe delivers a masterplan for jobs, affordable homes and regeneration for the benefit of the whole borough
- 1.5 Communities connected through an improved, accessible rural and urban transport network including active travel
- 1.6 Carbon neutral council with minimum offset by 2030, influencing carbon reduction and green energy production across the borough by 2045

Strategies and plans that support this commitment:

- Local Plan
- [Cheshire East Rural Action Plan 2022-26](#)
- [Carbon Neutrality Action Plan](#)
- Local Transport Plan (in development)
- Economic Growth Strategy (in development)
- Living Well in Crewe Report
- Housing Strategy 2025-28 (in development)

COMMITMENT 2: IMPROVING HEALTH AND WELLBEING

Cheshire East is a great place for children, young people and adults. We want it to be an even better one, enabling people to live a healthier, longer life; with good mental, physical and financial wellbeing; living independently; feeling safe and enjoying the place where they live.

We want children to flourish within their family environment, achieving their goals, and for the children and young people we care for to reach their full potential. Being a good partner will be critical to deliver long-lasting solutions and better outcomes.

- 2.1 Health outcomes are improved across our diverse borough through a targeted approach that reduces health inequalities
- 2.2 Improved independence, quality of life, health and wellbeing through early intervention and prevention
- 2.3 Everyone feels safe and secure, difference is celebrated, and abuse and exploitation not tolerated
- 2.4 Children and young people thrive and reach their potential with targeted support when and where they need it
- 2.5 Communities build their capacity, with support to access information, guidance and funding
- 2.6 Lasting solutions are delivered through strong and committed partnerships

Strategies and plans that support this commitment:

- [The Joint Local Health and Wellbeing Strategy for the population of Cheshire East 2023-2028](#)
- [Cheshire East Council Live Well for Longer Plan 2022-2027](#)
- [All Together Fairer | Champs Public Health Collaborative](#)
- [Our Health and Care Partnership Plan 2024-29](#)
- [SEND Strategy 2021-2025](#)
- [DSG Management Plan 2023-24 to 2027-28](#)
- [Cared for Children and Care Leavers Strategy 2022-2026](#)
- [Together for Children and Young People](#)
- Early Help Strategy 2024-26 (in development)
- Children's Services Improvement Plan
- [Enforcement Policy](#)
- [Safer Cheshire East Partnership Plan 2022-25](#)

COMMITMENT 3: AN EFFECTIVE AND ENABLING COUNCIL

We are addressing our challenges with a focus on delivering value for money, continuous improvement and better outcomes for Cheshire East's residents. We recognise that communicating effectively and acting with integrity builds trust, enabling collaboration to deliver our shared ambitions.

We need to become a smaller, more focused organisation that ensures every pound we spend delivers value for our communities. We will actively engage and design services with our residents, communities, businesses, visitors and partners to deliver more joined-up, efficient and impactful solutions, and a consistent experience no matter what service or support you need from us.

- 3.1 Financially sustainable council, enabled by council-wide service transformation and improvement
- 3.2 Effective and responsive governance, compliance and evidence-based decision-making
- 3.3 Innovative solutions are developed through a culture of collaboration across the council and with residents, businesses and partners
- 3.4 Service delivery and new ideas are shaped by effective communication, consultation and active engagement with all our communities
- 3.5 Contact with the council and access to services is consistent and easy
- 3.6 Service delivery, communication and ways of working are improved through a digital first approach, while supporting residents who need it

Strategies and plans that support this commitment:

- Medium Term Financial Strategy 2025-29
- [Transformation Plan](#)
- [Corporate Peer Challenge Action Plan](#)
- Children's Services Improvement Plan
- [Equality, Diversity and Inclusion Strategy 2021-25](#)
- [Digital Inclusion Plan 2023 – 2026](#)
- People Strategy (in development)
- Customer Experience Strategy (in development)

HOW WE WORK

As part of the Transformation Plan, conversations with staff and Members have shaped our aspirations for the council we want to be and how we work. This will help us improve our culture and processes, systems and structures, underpinning the delivery of the Cheshire East Plan 2025-29.

<i>How we work - our aspirations</i>		
Collaborate and Enable Success	Innovate with Evidence-Based Decisions	Uphold Professionalism and Build Trust
<p>We collaborate with our residents, businesses, partners and each other to develop solutions that align with the needs and aspirations of our residents and communities.</p> <p>Together, we foster impactful partnerships. We are an enabling organisation, working alongside our partners to deliver services that achieve the best possible outcomes.</p>	<p>We stay at the forefront of innovation by using research and data-driven insights. We apply evidence-based solutions. We encourage creative thinking and leverage new technologies to tackle emerging challenges.</p> <p>We focus on outcomes, continuously improving to ensure that our solutions and decisions deliver positive, tangible results.</p>	<p>We act with integrity, professionalism, and transparency in everything we do, building trust by delivering services that meet the expectations of our stakeholders.</p> <p>We empower our staff through professional development and recognition, fostering a values-driven environment for success.</p>

HOW WE WILL REPORT ON PROGRESS

A delivery plan will be created for the Cheshire East Plan 2025-29. Progress will be reported regularly to Corporate Policy Committee – at least quarterly - with an annual review.

Creating the delivery plan will involve working together with Members, staff, partners and residents. It will include a prioritised range of existing and some new activities and projects as well as measures that will show we are making progress and improving our performance.

A new approach to engagement and collaboration with strong partnerships will be essential in achieving the commitments in the plan. The council will be launching a series of Community Conversations, enabling residents and partners to tell us when we are getting things right and areas we need to work on, coming together to find the right solutions. We will use our resources to deliver the commitments, investing in things that will make a difference.

The Cheshire East Plan and its delivery plan are part of a new council-wide Performance Management Framework. The framework will inform decision-making, ensure accountability, transparency and enable robust internal and external scrutiny. It will set out the strategies, policies, service plans and key performance indicators, and inform personal development plans (PDRs) for all staff. What this means is residents and partners can easily see how we are doing and hold the council to account for its performance in delivering against the commitments in the plan.