

*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

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

### Aim 2 - A council which empowers and cares about people

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

### Aim 3 - A thriving and sustainable place

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)**

OFFICIAL

What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 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	G	Scrutiny training completed and new member development strategy to go to A&G on 31 March. Officer report writing group meeting regularly and have reviewed and refreshed report template, guidance and style guide, a new flow chart has been produced, e-learning module is being devised and comms to go out in March post CLT approval. New schemes of delegation and Constitution updates on target for approval at CPC in March. At its February meeting, Corporate Policy Committee agreed to establish a Task and Finish Group to complete a full analysis of the Council's decision-making and governance arrangements, as they currently are, in order to establish how these might be changed/improved. Final nominations for this group are awaited and the first meeting is expected to take place soon after the meeting of Full Council on 26 February 2025.
	A1.1.2	Improve understanding of effective scrutiny in a committee system of decision-making	Head of Democratic Services	CPC	G	G	G	Training sessions completed in January and February.
	A1.1.3	Member training to clarify roles and responsibilities for decision-making within the committee system	Head of Democratic Services	CPC	G	G	A	New draft Member Development Strategy and report to go to Governance, Risk and Assurance Board on 12th March. CLT to have sight of the documents prior to the revised report (if changes are needed) being submitted to Audit and Governance Committee on 31st March.
	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	A	Strongly linked to the progression of the Transformation Programme and the development of change/ savings proposals, the budget setting process over a number of months included Member briefings and engagement, and consultation with external stakeholders. The process and briefings were also shaped and informed by the timing and nature of central Government's policy announcements and both provisional and final local government finance settlements. Whilst noting the generally challenging environment for the local government finance system nationally - and also both the scale of transformation change and further Exceptional Financial Support required for the 2025/26 year – the process concluded with a

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								budget being set by Council on 26 February 2025. A similarly robust process will be required, commencing early in the new financial year, to manage delivery of the transformational change; and also develop further proposals to help build balanced budget projections for the medium term, from 2026/27.
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	G	Work has continued to align and coordinate consultation work alongside broader communications activity. A new approach to budget engagement being one example. An interim approach to developing a new community panel engagement model is being developed, with a trial planned for Q4 as part of engagement around council priorities and budget setting.
	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.	Assistant Chief Executive	CPC			G	Recruitment to equality, diversity and inclusion officer post has concluded. Development of the new strategy will begin once the candidate joins the council.
	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			G	The Customer Experience Strategy has progressed to the STEP stage and is set to be presented to the Executive Director of Resources and Director of People for strategic direction confirmation. This comprehensive strategy aligns closely with the Target Operating Model (TOM) and the Councils broader direction of travel, ensuring a cohesive and customer-centric approach. A key pillar of this strategy is the one front door, and digital enhanced customer journey principle, designed to create a seamless and integrated experience for customers. The strategy remains on track for delivery in July. Digital Transformation & Enhancements Significant strides are being made in digital innovation to enhance customer interactions and streamline service delivery: AI Chatbot Implementation: The chatbot is currently in an advanced testing phase ahead of its official rollout. This process is crucial in identifying and resolving any emerging issues, ensuring a smooth and effective deployment. Netcall CRM change from existing CRM: The test and change process is actively underway, refining system capabilities to enhance

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								customer relationship management and service efficiency. Digital Programme Milestones: While the digital transformation programme is progressing towards its target implementation, it is important to acknowledge that ongoing testing may surface unforeseen challenges, which could impact delivery timelines. The focus remains on delivering a high-quality, customer-first digital experience, with rigorous testing and refinement ensuring a seamless transition to these new systems
	A1.2.4	Achieve the Armed Forces Covenant Gold Award	Head of Communities and Integration	E+C	B	B	B	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.
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	G	Focus in Q3 was the development of and refinement of proposals, further staff events took place and an analysis of savings against MTFS was also carried. Transformation Board undertook a lesson's learnt exercise along in preparation for the detailed discussion around Phase 3.
	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	A	The Third Financial Review (FR3) as reported to the January cycle of service committee meetings showed a latest forecast overspend of £18.3m; this was an improvement of Second Financial Review, by some £1.8m, but reaffirmed the likelihood of the Council needing to take up Exceptional Financial Support, in the form of capitalisation direction, of up to the £17.3m requested, in order to balance the 2024/25 financial year, and protect remaining reserves levels. The detail reporting in FR3 showed that a number of savings items had been achieved, or positive progress made; but the overall outturn will reflect additional demand/ costs, particularly in adults and children's social care.
	A1.3.4	We will refresh the council's Digital Strategy and delivery programme. The Digital Strategy identifies forty-seven digital projects and	Head of ICT	CPC	G	G	G	This work is now governed and falls under the Digital Workstream as part of Transformation. The scope of the work has been reviewed and includes key Digital

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		emphasises a digital-by-design approach to offering services to customers.						Transformation activity in the shape of Digital Acceleration and Digital Blueprint projects. Workshops with service areas are underway and business cases are being developed, due in Q4. The scope of the programme has now been extended to include ICT Shared Services Disaggregation (Gemini) and Unit4 Improvement and Optimisation.
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	B	Review complete
P1.5	A1.5.1	Review Workforce Strategy and update for 2025 onwards.	Head of HR	CPC		G	G	Draft Strategy is under development and engagement will start post March staff events. Strategy is being aligned with Cheshire East Council Plan and will underpin delivery of people related components of 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	G	Office moves to relocate staff to main corporate premises completed. Westfields Closed as 31st Dec 2024. Works now in progress to form Committee Suites and Members accommodation are under development.
	A1.5.3	Review and update the Brighter Future culture programme	Head of HR	CPC		G	G	Values and behaviour sessions being held at Staff Events 12th March 2025.
	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	G	Starfish appointed and recruitment is underway. Executive Director of Resources (S151) is appointed and will start 01062025. Assistant Chief Executive starts 17032025. Director of People and Customer Services & Director of Planning and Environment appointed. Remaining roles in progress.
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	G	Work has continued in Q3 to research and develop communications and engagement strategy alongside and to support delivery of new Cheshire East Plan 2025-29 and delivery plans.
	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	Head of Communications	CPC		G	G	Evaluation of existing e-newsletter continues in Q3 as part of wider review of digital communications and engagement content and channels to inform new communications and engagement strategy and approach.

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		range of stakeholders – to extend reach of messages						
	A1.6.3	Review and update the approach, across the organisation, to employee communications and workforce engagement	Head of Communications	CPC	G	G	G	New approach to workforce engagement to support the transformation programme has been developed to be fully implemented in Q4. New approach to be evaluated and adapted to support delivery of new People Strategy (expected Q1 2025-26).

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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	G	Supporting vulnerable adults out of hospital with voluntary support: 1318 patients on Pathway 1, 2 or 3 that consequently returned to their normal place of residence following the support of the Community Support Connectors / Number of bed days avoided following Connector input.
	A2.1.2	Complete construction of the Traveller transit site	Head of Housing	E+G	G	G	B	The Transit site is now complete and operational.
	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	G	Place based communities: 26 New projects/groups/events created 42 Community Groups receiving support through Grant finder 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.
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	G	The Reducing Drug and Alcohol Harm Strategy has now been approved by the Committee and the Health and Wellbeing Board. A Synthetic Opioid Response Plan has been submitted to the national Joint Combatting Drugs Unit following a request from the Home Office to all Community Drug Partnerships. Approval has been sought to utilise new procurement guidance to permit an extension of the

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								contract for the existing service provider CGL to continue to provide local drug and alcohol treatment services. Agreement has been reached between the nine public health teams in Cheshire and Merseyside to continue to jointly commission residential substance misuse treatment services as this is a more cost-effective approach that commissioning individually.
	A2.2.2	Continue to deliver activity to deliver the <a href="#">Cheshire East Harm and Suicide Prevention Action Plan 2023-2025</a>	Director of Public Health	A+H	G	G	G	The 2-year action plan is reviewed and updated at each quarterly partnership meeting. Third qtr. summary Sept/Dec 2024 - Network Rail Regional lead delivered online awareness on Samaritans service to partners and all Care community groups - Lightworks Audlem Men's mental health in farming rural communities 1 year engagement evaluation - Children and young people mental health Keep Safe plans delivered at the Public Mental Health Conference - Employment and wellbeing engagement event in Macclesfield Grosvenor centre. - Opening of Survivors of Bereaved by Suicide support group in Macclesfield. - Half Day training delivered to cohorts reaching 60 professionals
	A2.2.3	Continue to deliver activity to deliver the <a href="#">Living Well in Crewe plan</a>	Director of Public Health	A+H	G	G	G	Towns Fund projects in Crewe are continuing to progress and building work has begun on the site of the Crewe History Centre. Council officers continue to engage with the Healthier Futures programme team at Mid-Cheshire Hospitals Foundation Trust. Tentative discussions have got underway in relation to the feasibility of a Crewe Town Centre Health Hub development.
	A2.2.4	Continue to deliver activity to deliver the <a href="#">Cheshire East Place Mental Health Plan 2024-2029</a>	Director of Public Health	A+H	G	G	G	SMI Health Checks and Self Harm and Suicide Prevention - we (Public Health) also update re: Physical Activity, the PH commissioned integrated health and wellbeing service, and the PH commissioned Green Spaces Project.
P2.3	A2.3.1	Continue to embed our Signs of Safety practice model	Principal Social Worker (Children)	C+F			G	The roll out of restorative practice continues with training for approx. 20-22 people each month, alternating between north and south venues. We also have a Restorative 'community of practice' where the trainers and others interested in being workplace champions meet up bi-monthly to discuss how we deliver the training roll out, measure impact and also embed the practice into our daily

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								work, e.g. starting the monthly Reflective Circles in November. In January, we started our own Train the Trainer model with 9 members of staff so we can offer more training and have been able to add in an additional 2 dates in the south, now we have more trainers and another training room available.
	A2.3.2	Update the <a href="#">Cheshire East Safeguarding Adults Board Strategic Plan</a>	Head of Adult Safeguarding	A+H	G	G		Quarterly Safeguarding Board held in July 2024. Safeguarding continues SAR agreed and is progressing Mental Capacity YouTube produced by CEC to enhance professional practice
	A2.3.3	Update the <a href="#">Cheshire East Domestic Abuse and Sexual Violence Strategy</a>	Head of Service Early Help and Prevention	C+F	A	A	A	The Cheshire East Domestic and Sexual Abuse Partnership (CEDSAP) Strategy and Strategy Delivery Plans will be consulted on following the CE Domestic and Sexual Abuse Board meeting on 4 Feb 2025. These have been coproduced and codesigned with the following subgroups: 1) Joint Commissioning 2) Early Intervention/Prevention 3) Community Engagement 4) Survivor Voice The draft strategy will form the basis of a whole service review to be conducted during 2025/26, looking at the whole domestic abuse and sexual violence offer in Cheshire East.
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	G	We continue to work closely with Foster4, the collaborative across 8 local authorities, to attract new foster carers. There is an increase in enquiries into the service that demonstrates that marketing is more effective. More detailed data will be reported at Q4
	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	A	We now have 5 Care Leaver ambassadors – they have been attending a number of activities and meetings to help shape the service. There is an improved offer for work experience and apprenticeships and we are offering increased sessions around employment in the care leaver hubs.
	A2.4.3	Deliver the priorities of the <a href="#">Cared for children and care leavers strategy 2022-26</a>	Head of Cared for Children and Care Leavers	C+F	A	A	A	The workstreams for the cared for children and care leaver strategy are all operational and priorities are being identified for each of these. There is a clear process for care leavers aged 21+ to access support. We have a tracker in place to

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								ensure that we are recording contact with young people aged 21 to 25, with management oversight and allocation to a Personal Advisor where this is identified as being necessary. The work around accommodation for young people aged 16 to 25 is part of a project group and we have already seen an increased offer of suitable accommodation. However, there is further work to do in this area. Lifestory training has been commissioned and will be part of our ongoing offer to ensure that cared for children and care leavers understand their journey and decisions made. Our Care Leaver Ambassadors have been involved in a range of activities to ensure that there is collaboration and involvement in service development.
P2.5	A2.5.1	Continue to develop services and support offered through Family Hub model and promote the <a href="#">Parenting Journey</a>	Head of Early Years	C+F	A	G	G	On the 11th November 2024 Children & Families Committee approved the proposal to repurpose up to 6 of our children's centre's for alternative education purposes and to develop a family hubs outreach model targeting our start for life delivery in the 0-30% most deprived LSOAS across the borough. Since approval we set up regular meetings with colleagues in Education, Property and legal to progress with the ending of the transfer of control agreements where schools have confirmed their wishes to proceed. In Q3 Hurdfield was confirmed as the priority for ending of the TOCA and instructions were given to legal to proceed as soon as possible. The current model of service delivery across the family hubs and children's centres continues until the buildings are repurposed.
	A2.5.2	Continue work to build Crewe Youth Zone	Director Education, Strong Start and Integration	C+F	G	G	G	Preliminary works will commence on site In February 2025, located on the Oak Street car Park site. The project is funded by a range of private and public sector contributions including Cheshire East Council and the Government's Youth Investment Fund and Towns Fund. Recruitment is underway for key roles in the Youth Zone.
	A2.5.3	Continue to deliver the <a href="#">Emotionally Healthy Children and Young People programme</a>	Consultant in Public Health (children and young people)	C+F	G	G	G	We continue to empower schools to become trauma informed and mentally healthy places for all our children and young people. Analysis from information sent by schools in December 2024 showed 94% have a Senior Mental Health Lead (SMHL). The Healthy Young Minds

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								launch event took place in September 2024. We have also mobilised the Solihull online evidence-based courses, developed by psychologists and professionals, for all professionals within Cheshire East's Children's workforce to support practice. Leadership modules have been delivered to 31 strategic leads from across the system through the implementation of iTHRIVE, the council's needs-led approach to delivering mental health services for children, young people and families. An evaluation of the THRIVE framework completed with partners has identified potential areas for improvement.
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	G	The financial position at Q3 has improved since Q1 and Q2. The forecast shows an in-year deficit of £37.1m, resulting in the overall forecast deficit to £115.8m by March 2025. For the calendar year 2024, the growth of Education Health and Care (EHC) assessment is 6.4% (2023 represented 13.6% growth, 2022 represented 18% growth). Not only is the reduced growth an improvement on previous years but is also an improvement on the target figure of 8% growth within the DSG management plan. The total number of EHC plans in Cheshire East stands at 4,893 (as of January 2025). The statistics detailed here indicate that our mitigations which focus on right support, at the right time, in the right place are starting to have an impact, strengthening inclusion and embedding the graduated approach
	A2.6.2	Capital programme to increase in-borough provision	Head of Education	C+F	G	G	G	We are continuing to progress capital schemes as per the capital programme. A number of schemes were handed over during 2024 including Wilmslow High School expansion, Springfield (Crewe) expansion, The Dingle Primary expansion and completion of Shavington Academy scheme for additional places. We are 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	G	The SEND Transformation team is in place, however there are currently some vacant posts. A review of the transformation team structure is required to ensure that correct positions are in place to drive the forward the SEND

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								transformation programme. The SEND operational team is in the process of increasing capacity in order to lower caseloads. 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	R	The delivery of this primary school has been further delayed due to the ongoing legal issues. Discussions are underway and we expect to achieve a resolution imminently. We will then be in a position to confirm the opening date for the new school. In the interim, we are working with local schools to ensure that provision for school places is available within the locality.
	A2.7.2	Process primary and secondary applications efficiently, offering parental choice places where possible.	Head of Education	C+F	G	G	G	Secondary applications closed 31.10.24. There were 4203 applications received from Cheshire East residents. Mitigations were considered for late applications (including vulnerability) to enable them to be managed as in time. Primary applications remain open until January 2025, approximately 3800 are expected to be received.
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 ( <a href="#">Digital Inclusion Plan 2023 – 2026</a> )	Corporate Manager, Health Improvement	A+H	G	G	G	Connecting Cheshire has now appointed a Digital Inclusion Officer who will start in February/March. The Cheshire and Merseyside Digital Inclusion heatmap is being updated (includes information about where support to become digitally enabled can be accessed).
	A2.8.4	Deliver the objectives of the <a href="#">All Age Carers Strategy 2021-25</a>	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.

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P3.1	A3.1.1	Develop and begin consultation upon 'New style' Local Plan Strategy	Head of Planning	E+C	A	G	A	New NPPF and change to housing figures published 12 December which will lead to significant unplanned development ahead of a Local Plan. Updated Local Development Scheme required early Q4 but still significant uncertainty of actual process for 'new style' plan with further guidance not due until later in 2025. Local Plan project and associated governance established. Update to Environment and Communities Committee planned for March 2025.
	A3.1.2	Deliver the Planning Service Improvement Plan	Head of Planning	E+C	A	G	G	Good progress has continued on the Planning Service Improvement Plan (PSIP). Recruitment to a range of roles within the Service has now substantially and successfully completed. Tree Risk Management Strategy update has been completed and separate governance, monitoring and reporting process set up; progress on set up of KPIs for Building Control is largely complete; remaining S106 audit work has been completed and quarterly monitoring meetings now embedded. Day-to-day use of the new IT system has now settled following some initial customer concerns but will need careful monitoring going forward outside of the PSIP.
	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	G	Construction of the new Archives centres in Crewe and Chester has started and they will open in 2026. The online archive services are still available, and you are able to order copies of documents and request research services. Libraries across Cheshire continue to provide access to local history books and maps as well as providing free online access to family history websites.
	A3.1.4	Update the Statement of Licensing Policy	Head of Regulatory Services	Council	G	G	G	The Statement of Licensing Policy (2024-2029) was approved by Full Council in December 2024. The Policy has been published on the Cheshire East website.
P3.2	A3.2.1	Monitor the continued successful delivery of the Cleaner Crewe project.	Head of Neighbourhood Services	E+C	G	G	G	A relaunched and extended version of the Cleaner Crewe project was agreed at E&C Committee in November 2024 as one strand of mitigation to impacts of shift to 3 weekly residual waste collections and weekly food waste. Project governance is now

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								established with a range of stakeholders engaged including ward Members, Crewe Town Council and local MP. Recruitment to a range of roles required to support its delivery is ongoing, with a communications and engagement plan in development. A formal launch event is planned for late April with a scrutiny focussed report on progress in re-establishing the project scheduled to be presented to Committee in June 2025.
	A3.2.2	Update and deliver the Air Quality Strategy, following consultation.	Head of Regulatory Services	E+C	G	G	G	AQS is approved and in use. Updates on work discussed at AQSG on a quarterly basis. Updated Strategy approved by E&C Committee in July 2024
	A3.2.3	Update the <a href="#">Safer Cheshire East Partnership Plan</a>	Locality Manager, Community Safety	E+C	A	G	G	Statutory responsibility to undertake Domestic Death Related Death Reviews (Formerly Domestic Homicide Reviews). Currently managing 6 Reviews all at varying stages with those completed with 'Action Planning' in place.
P3.3	A3.3.1	Continue implementation and monitoring of the Green Spaces Maintenance Policy	Head of Environmental Services	E+C	G	G	G	New Policy is fully implemented and has been delivered to across a full season. Works are ongoing to combine the Parks and Green Spaces maintenance functions with those of the highway service to drive out further efficiencies in the medium term.
	A3.3.2	Update the Cheshire Local Nature Recovery Strategy	Head of Planning	E+C		G	G	Progress towards a public consultation on the Local Nature Recovery Strategy continues, with this expected to be launched early next quarter with appropriate briefings.
	A3.3.3	Finalise and implement the <a href="#">Biodiversity Net Gain</a> Supplementary Planning Document	Head of Planning	E+C	G	G	B	Activity complete.
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.
	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.

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	Q3 RAG	Update
	A3.4.4	Update business cases for Middlewich Eastern Bypass and A500 dualling	Head of Strategic Infrastructure	H+T	G	G	G	A decision from the Secretary of State on grant funding is awaited (due end Feb 2025) Work towards an updated Outline Business Case for A500 scheme remains on programme
P3.5	A3.5.1	Deliver the <a href="#">Cheshire East Rural Action Plan 2022-26</a>	Head of Rural and Cultural Economy	E+G	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 and environmental, visitor and cultural economy and the local nature recovery strategy. There are continuing opportunities and challenges that impact on the rural economy and a refreshed Plan will be developed for 2026 - 2030.
	A3.5.2	Continue to deliver Connected Cheshire digital infrastructure	Head of Economic Development	E+G	G		G	Note, while progress was made during this period, as an advisory Q4 looks to be less certain with a number of external factors likely to change/impact delivery models, this also has to potential to delay progress, but impact is yet to be fully understood (pending external developments)
	A3.5.3	Continue to pursue a compensation package following scrapping of HS2 Phase 2	Programme Director HS2	E+G		A	A	Letters sent to the new Rail Minister and Secretary of State but no offer of potential compensation.
	A3.5.4	Develop a clear place marketing approach	Head of Economic Development	E+G	G	G	G	Crewe vision, Crewe Hub, Handforth Garden Village propositions in development ahead of key development and place event, UKREIIF (May 2025). Inward investment engagement programme continues as part of Business & Growth Team core activity.
	A3.5.5	Enable the delivery of Handforth Garden Village	Head of Economic Development	E+G	G	G	G	A paper is being considered by Economy and Growth Committee on 11th March 2025 recommending exploration of the potential of forming a joint venture with MADE Partnership. If a joint venture is formed, it means the council and MADE Partnership would work together as 'master developers' and be responsible for all aspects of the Handforth Garden Village until the scheme is delivered in full. This decision will boost the resources, experience and capacity available to progress this project.

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	Q3 RAG	Update
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	A	Progress against capital grant funded initiatives continues to be excellent. Due to a variety of factors officers have recommended that the interim 2027 Council carbon neutral target is removed, and focus is instead on the already committed 2030 carbon neutral with minimum offset. As such the associated capital funded initiatives will be re-considered against this with the focus being on investments to addressing baseline carbon emissions from the likes of the corporate estate and fleet.
	A3.6.2	Update the borough-wide Carbon-Neutrality Action Plan 2045 following public consultation	Head of Environmental Services	E+C	G	G	G	The initial 2025-2030, 5-year action plan towards the 2045 borough carbon neutral target, informed by the outputs of public consultation, was approved by Environment and Communities Committee in January 2025.

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