

# Adults and Health Committee

## Agenda

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**Date:** Monday, 23rd June, 2025  
**Time:** 10.30 am  
**Venue:** Council Chamber, Municipal Buildings, Earle Street, Crewe  
CW1 2BJ

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

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

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

1. **Apologies for Absence**

To note any apologies for absence from Members.

2. **Declarations of Interest**

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

3. **Minutes of Previous Meeting** (Pages 5 - 12)

To approve as a correct record the minutes of the previous meeting held on 24 March 2025.

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For requests for further information

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**Tel:** 01270 686643

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

#### 4. **Public Speaking/Open Session**

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

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

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

#### 5. **Final Outturn 2024/25** (Pages 13 - 122)

To receive an overview of the Cheshire East Council final outturn for the financial year 2024/25.

#### 6. **Connect To Work Funding** (Pages 123 - 136)

To consider a report which seeks approval from the Adults, Health and Integration Committee for the Connect To Work delivery proposals and for a recommendation to be made to Full Council for approval to receive and spend the grant.

#### 7. **Better Care Fund Plan 2025-26** (Pages 137 - 162)

To consider a report which provides a summary of the Better Care Fund planning guidance for 2025/26 and requests approval from the committee.

#### 8. **Appointments to Sub-Committees, Working Groups, Panels, Boards and Joint Committees** (Pages 163 - 168)

To appoint members to Sub-Committees, Working Groups, Task and Finish Groups, Panels, Boards and Joint Committees.

#### 9. **Recommission of Extra Care Housing and Care at Home Care and Support Services** (Pages 169 - 184)

To scrutinise a report regarding the merging of the care and support services delivered across Care at Home and Extra Care Housing into one contract and one service offer, detailing how the new care model will support the needs of the borough both now and in the next seven years.

#### 10. **CQC Local Authority Assurance Outcome Briefing** (Pages 185 - 192)

To scrutinise a report detailing the outcome of the Local Authority assurance visit by the Care Quality Commission during week beginning 20 January 2025.

11. **Prevent and Channel Panel Statutory Responsibilities** (Pages 193 - 202)

To scrutinise a report on the changing landscape and statutory responsibilities in relation to PREVENT.

12. **Adults Service Score Card 2024 (Quarter 4)** (Pages 203 - 218)

To scrutinise a report which provides the Adults and Health Committee members with an overview of key activity and performance in Adults Social Care Services for Quarter 4 2024.

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

To receive the minutes of the Cheshire East Health and Wellbeing Board – 18 March 2025.

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

To consider the Work Programme and determine any required amendments.

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

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**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Adults and Health Committee**  
held on Monday, 24th March, 2025 in the Council Chamber, Municipal  
Buildings, Earle Street, Crewe CW1 2BJ

**PRESENT**

Councillor J Rhodes (Chair)  
Councillor A Moran (Vice-Chair)

Councillors S Adams, S Gardiner, A Kolker, J Place, J Snowball, R Vernon,  
L Wardlaw, B Wye and M Sewart

**OFFICERS IN ATTENDANCE**

Helen Charlesworth-May, Executive Director Adults, Health, and Integration  
Jill Broomhall, Director of Adult Social Care  
Nik Darwin, Programme Lead, Thriving and Prevention  
Curtis Vickers, Head of Integrated Commissioning  
Alice Clark, Programme Lead, Living Well for Longer  
Nicola Wood-Hill, Lead Finance Business Partner  
Roisin Beressi, Principal Lawyer (Adults and Education)  
Samuel Jones, Democratic Services Officer

**52 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Janet Clowes and  
Councillor Rob Moreton. Councillor Mike Sewart was present as  
substitute.

**53 DECLARATIONS OF INTEREST**

There were no declarations of interest from Members.

**54 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the minutes of the meeting held on 20 January 2025 be approved as  
a correct record and signed by the Chair.

**55 PUBLIC SPEAKING/OPEN SESSION**

There were no public speakers registered.

**56 SERVICE BUDGETS 2025/26 (ADULTS & HEALTH COMMITTEE)**

The committee considered the report which set out the allocation of approved budgets for 2025-26, from Nicola Wood-Hill, Lead Finance Business Partner.

The Committee were updated that the report detailed the budget for both revenue and capital, as well as earmarked reserves, and that the Council's Medium Term Financial Strategy (MTFS) relied on the delivery of the approved budget changes, which were approved by Council. The balancing of the MTFS for 2025 / 2026 relied on the forecast use of Exceptional Financial Support (EFS) of £25.3 million. Any further action that could be taken to reduce the need to use EFS in 2025 / 2026 would also benefit the revenue position through the reduced costs of borrowing.

Members were updated that the cost of digital transformation within the Service had been built into the MTFS, and Artificial Intelligence (AI) linked savings in the MTFS had not yet been allocated out to the services, but there was an anticipation that this would be factored into the Adult Social Care Transformation Plan, building on work currently being trialled in the department. However, the primary aim would be to improve performance and productivity.

Officers committed to provide a written response on how AI could impact the committee.

Members were briefed that Cheshire East Council had set aside a contingency budget due to the potential cost increases associated with raises to the National Living Wage, National Insurance, and other inflationary factors, as most commissioned service costs were driven by pay rates.

Officers committed to providing a written response on the breakdown of the contingency budget.

It was noted that the Adult Social Care Transformation Plan was focussed on how best to change the way people were supported to have an overall downward pressure on the Adult Social Care budget. It was noted that the Adult Social Care Front Door had been successful in managing demand and the number of individuals going on to get an assessment was staying static.

Members were updated that the two remaining PFI sites are Willowmere and Oakmere Extra Care Facilities; these facilities were funded from the PFI grant from Central Government and there was no expectation that these costs would lead to a pressure on Cheshire East's MTFS in the short term. However, there may be pressures related to the rebuilding of the Beechmere Extra Care Facility as negotiations continue. It was noted that the Public Health Reserve was ringfenced.

**RESOLVED: (Unanimously)**

That the Adults and Health Committee:

1. Note the decision of the Finance Sub-Committee to allocate the approved revenue and capital budgets, related budget changes items and earmarked reserves to the Adults and Health Committee, as set out in Annex A.
2. Note the financial reporting timetable for 2025/26 set out in Annex B as approved at Finance Sub-Committee on 10 March 2025.

**57 SINGLE DRUG AND ALCOHOL TREATMENT AND RECOVERY IMPROVEMENT GRANT ACCEPTANCE**

The committee considered a report which sought approval for the Council to accept the Single Drug and Alcohol Treatment and Recovery Improvement Grant which would support the Council in achieving its aim of being an organisation which 'empowers and cares about people' thus 'reducing health inequalities across the Borough', from Dr Matt Atkinson, Public Health Consultant, and Nik Darwin, Senior Commissioning Manager.

The committee were updated that the money was expected and had already been accounted for in the service budget. The service was funded by ringfenced public health and DATRIG grant which had been factored into the MTFs, however the amount was only recently confirmed, and would not have any wider implications on the budget.

**RESOLVED: (unanimously)**

That the Adults and Health Committee:

1. Approve the Council receiving the Single Drug and Alcohol Treatment and Recovery Improvement Grant as a supplementary estimate of £524,528.
2. Delegate authority to the Executive Director of Adults, Health and Integration to oversee the execution of any relevant paperwork in connection with this grant

**58 ADULTS SERVICE SCORE CARD (QUARTER 3)**

The Committee received a briefing report which provided the Adults and Health Committee members with an overview of key activity and performance in Adults Social Care Services, from Jill Broomhall, Director of Adult Social Care Operations.

The Committee were updated that there had been a trend in the number of individuals waiting for an assessment, but officers were confident that the

risk was well managed and was as a result of reducing the reliance on agency workers. It was noted that digital improvements to the way in which the service operated would help to manage this demand. The digital software improvements being trialled would allow for social workers to record conversations with service users, which would be automatically generated into the assessment form. It was noted that this had been well received by both social workers and service users, and the pilot would be extended to allow for more feedback to be collected. Members were reassured that social workers would continue to check the automatically generated assessment form for any errors, and their summary document would continue to be manually inputted.

It was noted that reviews continued in a downward trend and the percentage of contacts which were converted into referrals remained between 55-65%. However, it was noted that the service continued to see a drop in the number of individuals requesting Direct Payments. Members were updated that the overall position of the number of service users was also on a downward trend due to a high success rate of signposting individuals to more community-based facilities who had specialist knowledge, and that the increase in Cheshire East residents being admitted to hospitals out of the area was due to the hospitals' specialist facilities, and had no wider impact on the budget.

Members were updated that there were regular performance meetings where the data was discussed with staff and providers, and Cheshire East input into the Adult Social Care Assessment Framework and worked closely with ADASS Northwest to benchmark their data. It was also noted that the results of the CQC inspection were due shortly which would highlight any areas of concern.

It was noted that there was an error in the figures for mental health reablement, and these would be provided to Members.

**RESOLVED:**

That the updates be considered and noted.

Members requested a briefing on how AI would be used within Adult Social Care, and what impact this would have on the budgets and performance.

**59 RESPONSE TO NOTICE OF MOTION - FROM EXCEPTIONAL WEATHER EVENTS TO SECURING TELECARE SERVICES**

The committee received a presentation on the response to the Notice Of Motion which was raised at Full Council on 26th February 2025 regarding securing telecare services, and meeting the Challenges presented by the Analogue to Digital Upgrade by 2027, from Curtis Vickers, Head of Integrated Commissioning, and Alice Clark, Programme Lead - Living well for longer.



Councillor Clowes, the proposer of the Notice of Motion, thanked officers for work which had been done to date on the issues set out in the Notice of Motion. Councillor Clowes said that a formal and multiagency approach was required to bring forward the upgrades needed to ensure that the digital upgrade was a success, and to ensure that vulnerable residents were not left without connectivity during power outages. To ensure that residents were able to stay at home for longer, a better digital provision would be required.

Councillor Kolker, the seconder of the Notice of Motion, reiterated points made by Councillor Clowes, and noted that digital infrastructure was not as good as it needed to be, and a contingency plan was required to help those who needed it.

During the presentation, Members were updated that:

- In November 2017, UK communications providers announced intentions to retire copper analogue telephone landline networks and replace with digital lines using a broadband connection. For most customers, the upgrade was expected to be complete by January 2027.
- Digital telecare provided a more reliable service. The transition to digital telecare devices was important to reduce the risk of some telecare users losing this service when telephone lines go digital.
- The risk with digital landlines was that they may not function in a power cut unless there was a backup power system, so appropriate mitigations were required.
- There were 520 Analogue Council-owned lifeline base units currently in use in Cheshire East (as of 4 March 2025).
- To date, Cheshire East Council had data sharing agreements signed by four of the major telecom providers (BT/EE/PlusNet, Virgin media/O2, Sky and Vodafone).
- Major telecoms providers would not start to migrate vulnerable customers in Northwest region until the summer / autumn of 2025.
- Telecoms providers had shared communications with customers regarding the switchover and providers were taking additional measures to safeguard telecare users.
- Cheshire East Council had already:
  - Stopped the sale and purchase of analogue telecare devices.
  - Phased out the redeployment of analogue alarm devices in circulation.
  - Ensured that residents had analogue equipment which functioned: any issues with connectivity to the Alarm Receiving Centre (ARC) were picked up by the ARC team and local service engineers would investigate/resolve. Telecare service provider had a robust onboarding process for any new digital telecare devices.
  - Ensured that ARC platforms were interoperable.

- Cheshire East Council was in the process of:
  - Sharing data to ensure telecare users were correctly identified, and the necessary safeguards put in place.
  - Only migrating telecare users to digital landline services if they had a compatible and functioning telecare solution in place.
  - Identifying telecare users who were the most at risk.
  - Raising awareness of the digital switchover among telecare users and support networks.
  - Improving awareness of adoption of best practice approaches and guidance among social care providers, and awareness of the digital phone switchover among social care providers.
  - Liaising with telecom providers to obtain their migration plans.

Members were updated that in addition to those who have telecare services provided by Cheshire East Council, there were likely to be others who had privately sourced devices, who may also be impacted by the switch over.

Members were briefed that every local authority would have its own Business Continuity (BC) Plan, and Cheshire East Council frequently updated its BC Plan to take account of new sets of circumstances, however it was difficult to know who was and wasn't vulnerable due to quickly changing personal circumstances. It was noted that social care providers and local resilience forums would also hold their own BC Plans, and Cheshire East Council needed to link in with them, and the BC Plans of Town and Parish Councils, and this would continue to develop during the digital transformation and switch over.

It was noted that during a loss of power event, digital telecare devices had a backup battery which would last between 36 – 48 hours, and that if a device ran out of battery, an alert would be sent to the telecare service provider.

The importance of lobbying central government on the issue was noted, and it was suggested that draft communications to service users are shared with the committee ahead of wider publication.

It was noted that some of the outcomes requested in the Notice of Motion fell outside of the scope of the Adults and Health Committee and it was requested that other Service Committees were consulted.

**RESOLVED: (Unanimously)**

A friendly amendment was accepted by the proposer and seconder for recommendations 1 and 2.

That the Adults and Health Committee acknowledge and note that:

1. The Council continues to implement the National Telecare Action Plan, and its outcomes as follows:

- No telecare user will be migrated to digital landline services without the communication provider, the customer or the telecare service provider confirming that the user has a compatible and functioning telecare solution in place.
  - Use of analogue telecare devices is phased out to ensure that only digital devices are being used.
  - Telecare users, their support networks and their service providers understand what actions they need to take.
  - Stakeholders collaborate to safeguard telecare users through the digital phone switchover.
2. That the data acquired through implementation of the Telecare Action Plan is recognised and continues as the baseline for further work with other vulnerable residents:
- To identify those communities with no/poor digital access (black spots).
  - To identify other vulnerable residents (e.g. older residents, residents still dependent on analogue phones, residents' dependent of 2G and 3G that are also being phased out) and expand the data base.

That the Adults and Health Committee note a statement of intent to:

- 3. Design and distribute a Residents' Safety Toolkit – providing advice, guidance and practical support, to enable residents to better prepare for periods of power or signal outages.
- 4. Lobby Government to further invest in those areas that have little or no digital access, in particular to ensure that residents in rural or otherwise isolated areas are not excluded from accessing effective digital services that would enable them to stay in their own homes for longer.
- 5. Work with NALC, CHALC, Town and Parish Councils to develop their own Local Resilience Plans, utilising local knowledge and skills to further mitigate the impacts of extreme weather events or other local, critical incidents.

## 60 WORK PROGRAMME

The committee considered the Work Programme.

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

It was noted that from April 2025, the timing of morning committee meetings would change from 10:00 to 10:30.

**RESOLVED:**

The following was noted:

Members requested that they receive a briefing on the CQC Report and a series of briefings on the Commissioned Services provided by the Directorate, and how they perform against their Key Performance Indicators.

Members noted the difficulties that some members of the public can face when trying to make medical appointments online, and it was suggested that a recommendation be made to the Scrutiny Committee.

That the Adults and Health Committee meeting on 22 September 2025 would be held as a twilight meeting, commencing at 17:30.

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

**RESOLVED:**

That the minutes of the Cheshire East Health and Wellbeing Board held on 21 January 2025 be received and noted.

The meeting commenced at 10.00 am and concluded at 11.45 am

Councillor J Rhodes (Chair)

## OPEN

### Adults and Health Committee

23 June 2025

Final Outturn 2024/25

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**Report of: Adele Taylor, Interim Executive Director of Resources (s151 Officer)**

**Report Reference No: AH/07/25-26**

**Ward(s) Affected: N/A**

**For Decision and Scrutiny**

### **Purpose of Report**

- 1 This report provides members with an overview of the Cheshire East Council final outturn for the financial year 2024/25. Members are being asked to consider the financial performance of the Council. The report also proposes treatment of year end balances that reflects risks identified in the Medium-Term Financial Strategy which was approved by Council on 26 February 2025.
- 2 To highlight financial performance across all Departments, and within Central Budgets shows how the Council is achieving its financial strategies and managing financial control and accountability.
- 3 Reporting the financial outturn at this stage, and in this format supports the Council's vision to be an effective and enabling Council as set out in the Cheshire East Plan 2025 to 2029.

### **Executive Summary**

- 4 This report outlines how the Council managed its resources through sound financial planning, monitoring, and reporting to achieve outcomes and value for money.
- 5 The Outturn is reported as part of the Statutory Accounts and is therefore subject to audit. The audited Accounts will be presented to the Audit and Governance Committee on 4 December 2025.
- 6 The Council set its 2024/25 annual budget in February 2024. The budget was balanced, as required by statute, with planned use of reserves of £22m, plus £30m of savings to achieve in year, and included important assumptions about spending in the year. The budget is part of the Medium-Term Financial Strategy (MTFS) 2024 to 2028.

- 7 The Third Financial Review (FR3) forecast revenue outturn was an adverse variance of £18.3m (prior to the application of any Exceptional Financial Support), an improvement of £1.8m from FR2.
- 8 Prior to the application of Exceptional Financial Support and a proposed £7.8m transfer to reserves (see para 68 below), the 2024/25 service outturn position is an adverse variance of £9.8m, reflecting an underlying improvement since FR3 of £8.5m, as detailed below in Table 1 (Total Service Expenditure plus Central Budgets).

<b>Table 1 Outturn 2024/25</b>	<b>Revised Budget (NET)</b>	<b>Outturn</b>	<b>Variance</b>	<b>Forecast Variance FR3</b>	<b>Movement from FR3 to Outturn</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Service Committee</b>					
Adults and Health	137.1	154.7	17.6	20.0	(2.4)
Children and Families	92.6	96.1	3.5	5.4	(1.9)
Corporate Policy	44.2	41.9	(2.2)	2.5	(4.7)
Economy and Growth	27.9	22.7	(5.3)	(3.8)	(1.5)
Environment and Communities	47.8	46.3	(1.5)	(0.6)	(0.9)
Highways and Transport	16.2	14.4	(1.8)	(0.5)	(1.3)
<b>TOTAL SERVICE EXPENDITURE</b>	<b>365.8</b>	<b>376.0</b>	<b>10.2</b>	<b>22.9</b>	<b>(12.7)</b>
<b>Finance Sub:</b>					
Central Budgets	25.0	32.4	7.4	(4.6)	12.0
Funding	(390.8)	(390.8)	(0.0)	-	(0.0)
<b>TOTAL FINANCE SUB</b>	<b>(0.0)</b>	<b>17.6</b>	<b>17.6</b>	<b>18.3</b>	<b>(0.7)</b>
<b>Exceptional Financial Support</b>	<b>-</b>	<b>(17.6)</b>	<b>(17.6)</b>	<b>(17.6)</b>	<b>-</b>
<b>GRAND TOTAL</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.7</b>	<b>(0.7)</b>

- 9 Whilst an improvement on the Third Financial Review position of £8.5m, the service overspend of £9.8m remains a significant financial challenge for the Council. Cost pressures in Adults and Children's services remain a key issue. Details of in year pressures, ongoing impacts into 2025/26 and improvements against FR3 by Committee are reported in paragraphs 30 to 63 below.
- 10 The out-turn position, net of proposed transfers to useable reserves of £7.8m, is an overspend of £17.6m. This includes the setting up of a reserve to set aside sufficient one-off resources to be able to respond to the steps that will be necessary to support the delivery of our transformation, change and improvement activity especially in light of the recent publication of the non-statutory Best Value notice. This will be able to pump prime activities to ensure that change is made at pace to support our longer-term financial sustainability. Any use of this reserve will need to be recommended by the Chief Executive and Executive Director of Resources and any virements will then need to follow the usual approval processes.

- 11 As reported at FR3, in order to address the risk to services from the Council's budgetary pressures, there was an urgent report to Council on the 11 December 2024 on Exceptional Financial Support (EFS). The report sought the authority for the Chief Executive to request that the in-principle EFS of up to £17.6m by way of a capitalisation direction for 2023/24 and 2024/25 be able to be applied only in 2024/25, from the Secretary of State for Housing, Communities and Local Government in order to address the Council's budgetary pressures during the financial year 2024/25. The costs of accepting the EFS support will impact over the medium term and these have been built into the 2025/26-2028/29 MTFS approved in February 2025.
- 12 As indicated in Table 2 below and recognising the request in the urgent report to Council on 11 December 2024, it is proposed that the full £17.6m conditional EFS is utilised for 2024/25 to cover the following:
- Overall Council overspend in 2024/25 - **£9.8m**
  - Creation of a further earmarked reserve to cover the one off costs of change and improvement activity in 2025/26 and 2026/27 - **£5.3m**
  - Transfer to General Fund Reserves - **£2.5m** to increase financial resilience into 2025/26 and future years.
- 13 The reserves position, after agreed movements budgeted for in the MTFS and new additional requests noted below, are £29.6m, being £6.3m General Fund and £23.3m Earmarked.

Table 2: Exceptional Financial Support and Reserves - Outturn	£m
2024/25 overspend – outturn (including Service EMRs)	10.2
Improvement on central budgets - Surplus levy grant	(0.4)
Tfr to Cost of Change and Improvement Reserve	5.3
Tfr to General Fund	2.5
<b>2024/25 Revised Out-turn</b>	<b>17.6</b>
<b>Exceptional Financial Support</b>	<b>(17.6)</b>
<b>Outturn 2024/25</b>	<b>-</b>
<b>Reserves</b>	
General Fund	6.3
Earmarked Reserve	23.3
<b>Total Reserves at 31 March 2025 – Outturn Final</b>	<b>29.6</b>

- 14 The outturn expenditure level for capital spending for 2024/25 was £88.4m against the original MTFS budget set in February 2024 of £215.8m (FR3 £144.7m). The underspend of £56.3m (Out-turn compared to FR3) will be slipped into 2025/26 and future years. This level of slippage at 39% is a higher variance than 2023/24 (18%).

15 **Table 3** sets out the capital programme profiling changes from FR3:

Table 3	2024/25 Outturn £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2024- 28 Total £000
<b>Capital Programme FR3</b>	<b>144,670</b>	<b>157,134</b>	<b>104,400</b>	<b>243,852</b>	<b>650,056</b>
<b>Funded by:</b>					
<b>Capital Programme Outturn Funded by:</b>	<b>88,322</b>	<b>208,490</b>	<b>100,570</b>	<b>252,694</b>	<b>650,076</b>
<b>Movement from FR3</b>	<b>-56,348</b>	<b>+51,356</b>	<b>-3,830</b>	<b>+8,842</b>	<b>+20</b>

16 **Table 4** sets out the capital programme summary at the Outturn position by Committee:

Table 4	2024/25 Outturn £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2024-28 Total £000
Adults and Health	280	468	0	0	748
Children and Families	9,722	56,131	21,604	20,749	108,206
Corporate Policy	5,465	10,125	1,173	0	16,763
Economy and Growth	25,723	56,534	32,905	81,762	196,924
Environment and Communities	5,915	18,606	2,184	15,301	42,006
Highways and Transport	41,217	66,626	42,704	134,882	285,429
<b>TOTAL EXPENDITURE</b>	<b>88,322</b>	<b>208,490</b>	<b>100,570</b>	<b>252,694</b>	<b>650,076</b>
Funding:					
Grants and Other Contributions	53,793	149,212	88,370	187,853	479,228
Capital Receipts and Reserves	901	2,500	1324	33,381	38,106
Borrowing	33,628	56,778	10,876	31,460	132,742
<b>TOTAL FUNDING</b>	<b>88,322</b>	<b>208,490</b>	<b>100,570</b>	<b>252,694</b>	<b>650,076</b>

- 17 During 2024/25 a capital review was carried out with a view to reducing and re-profiling the amount of capital spend funded by borrowing which has led to significant slippage. Continued scrutiny of the capital programme will be required to minimise and delay spend funded from borrowing to reduce the ongoing revenue in future years. The authority should aim to repay more historical borrowing than any new borrowing incurred in year to ensure that the total capital financing requirement begins to decrease and the long term position becomes more sustainable.
- 18 Capital receipts in year amounted to £2.2m against a forecast of £2m, of this £1.2 will be used to fund transformational costs with the remaining £1m supporting the capital financing budget as planned.
- 19 During 2024/25, we undertook a Balance Sheet review through our Treasury Advisors, Arlingclose Ltd. As part of that review, they considered the revenue impact of the current Minimum Revenue Provision (MRP) and Capital Financing Requirement (CFR) policy currently in place and we asked them to assess our alignment with current Chartered Institute of Public Finance and Accountancy (CIPFA) guidance. Changes to the Accounting Policy for MRP were set out in the 2025/26 – 2028/29 MTFS - in summary the out-turn impact for 2024/25 is an improvement of £3.1m against the Capital Financing Budget.



- 20 The annex and appendix attached to this report set out details of the Council's financial performance:
- 21 **Annex 1: Outturn 2024/25** – Sets out detailed information for each of the following areas as at 31 March 2025 (per Committee area):
  - **Section 1** 2024/25 Financial Outturn position
  - **Section 2** 2024/25 Approved Budget Change Items
  - **Section 3** Revenue Grants for approval and Grant Register
  - **Section 4** Capital
  - **Section 5** Reserves
  - **Section 6** Treasury Management
  - **Section 7** Investment Strategy

## RECOMMENDATIONS

The Adults and Health Committee is recommended to:

1. Consider the overall financial performance of the Council in the 2024/25 financial year, as contained within the report, as follows:
  - a) A Net Revenue Overspend of £17.6m against a revised budget of £365.8m (4.8% variance) funded by conditional Exceptional Financial Support (Capitalisation Direction) via borrowing.
  - b) General Reserves closing balance of £6.3m.
  - c) Capital Spending of £88.4m against an approved programme of £215.8m (59% variance).
2. Consider the contents of Annex 1.
3. Approve the new Reserves in the Reserves Section (**Annex 1, Section 5, Table 1**) which includes proposed movements to reserves.
4. Recommend to Council to approve the Supplementary Revenue Estimate (SRE) Request for Allocation of Additional Grant Funding over £1,000,000 as per **Annex 1, Section 3, Table 1**.
5. Approve the Adults and Health Committee Supplementary Revenue Estimates (SRE) Request for Allocation of Additional Grant Funding (Specific Purpose) over £500,000 up to £1,000,000 as per **Annex 1, Section 3, Table 2**.

## Background

- 22 This single view of the financial picture of the Council provides the overall financial context.
- 23 The financial outturn for Cheshire East Council is an overspend of £17.6m. This is net of appropriate allocations to useable reserves. Further detail is provided in **Table 1** and **Annex 1**.

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- 24 On 1 April 2024 total Council reserves were £37.8m. The closing balance on 31 March 2025 is £29.6m, this represents an improvement vs forecast of £12.4m. This is partly due to lower drawdowns for services than previously forecast, plus the creation of new reserves as mentioned in paragraph 12 above.
- 25 Capital - The original budget set in February 2024 was £215.8m. During 2024/25 a review was carried out the aim of reducing and reprofiling the amount of capital spend funded by borrowing. At FR3 the forecast spend had reduced to £144.7m. Actual spend for 2024/25 outturn was £88.4m.
- 26 Capital receipts in year amounted to £2.2m against a forecast of £2m, of this £1.2m will be used to fund transformational costs with the remaining £1m supporting the capital financing budget as planned.
- 27 Capital Financing Budget – The impact of funding EFS via Capitalisation Directive/Borrowing over the term of the MTFS are shown in the table below (extract from MTFS Report Feb 2025).

<b>Table 5: Capital Financing Budget - elements</b>	<b>2025/26 £m</b>	<b>2026/27 £m</b>	<b>2027/28 £m</b>	<b>2028/29 £m</b>
Interest Payable – DSG Deficit	5.6	6.4	7.4	7.4
Interest Payable – EFS*	1.0	1.7	1.6	1.6
Interest Payable – Capital Borrowing	13.5	12.8	13.3	13.3
Interest receivable	(2.3)	(2.1)	(2.1)	(2.1)
<b>Total Net Interest</b>	<b>17.8</b>	<b>18.8</b>	<b>20.2</b>	<b>20.2</b>
MRP – EFS*	0.5	1.3	2.1	2.2
MRP – Capital Borrowing	16.7	18.7	19.6	20.8
<b>Total MRP</b>	<b>17.2</b>	<b>20.0</b>	<b>21.7</b>	<b>23.0</b>
<b>Total CFB requirement</b>	<b>35.0</b>	<b>38.8</b>	<b>41.9</b>	<b>43.2</b>

*\*EFS MRP/Interest above relates to both 2024/25 £17.6m and 2025/26 £25.3m*

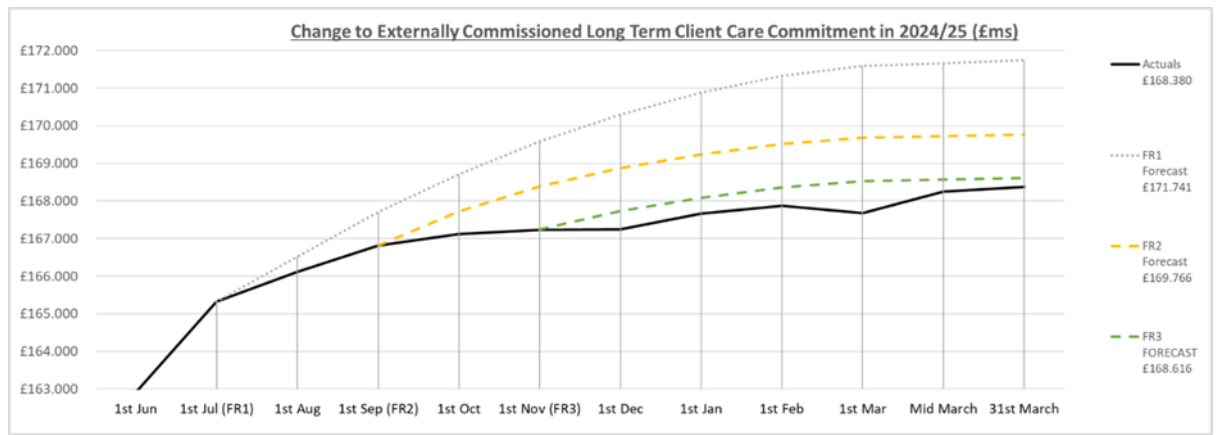
- 28 During 2024/25, we undertook a Balance Sheet review through our Treasury Advisors, Arlingclose Ltd. As part of that review, they considered the revenue impact of the current Minimum Revenue Provision (MRP) and Capital Financing Requirement (CFR) policy currently in place. We asked them to assess our alignment with current Chartered Institute of Public Finance and Accountancy (CIPFA) guidance. Changes to the Accounting Policy for MRP were set out in the 2025/26 – 2028/29 MTFS against the Capital Financing Budget (Refer to Appendix A, Annex 5, Section 3 of the MTFS – [Approved Feb 2025](#)).
- 29 Changes to the Accounting Policy needed to be made in 2024/25 due to new regulations coming in from 1 April 2025 and therefore have the benefit of reducing the 2024/25 charge to revenue with a betterment to the overall outturn position plus ongoing impacts from 2025/26 onwards have been reflected through the MTFS. In summary the out-turn impact for 2024/25 being is a net improvement of £3.411m.
- 30 There are a number of key issues that have caused the revenue overspend, including:

- Continued demand and complexity of care beyond levels previously identified in Adult's services;
  - Increasing demands of Children's Social care, in terms of complexity and the number of cases;
  - Increased borrowing costs associated with the unfunded Dedicated Schools Grant (DSG) deficit;
  - Non delivery of some previously agreed savings and/or income targets;
  - The financial impact of investment in transformation and improvement activity over the medium term;
  - Under-recovery of rent allowances;
- 31 In order to mitigate the cost pressure facing the Council, various tasks to urgently review spend and identify additional savings have been undertaken in year through actions led by the Strategic Finance Management Board, which included:
- Regular line by line reviews of budgets have been undertaken throughout the year to identify any additional funding or potential areas of underspend.
  - The cessation of any non-essential spend
  - Management of vacancies, particularly agency usage
  - Review of Section 106 legacy budgets
  - Identification of any other areas of discretionary spend including grants awarded, where spend can be reduced or stopped.
  - Review Debt management / overall level of bad debt provision

### **Specific commentary on the forecast outturn position by Committee**

#### **Adults and Health adverse variance of £17.6m**

- 32 Throughout 2024/25 the Adults, Health and Integration Directorate has been forecasting an overspend of up to £20m driven by increases in costs of individual placements for people who draw on care and support. This forecast position included mitigations which have been delivered through the year. The final outturn position is an overspend of £17.6m.
- 33 This position represents an improvement on the position that was reported at the Third Financial Review (TFR) of £2.4m. This further improvement results from a number of factors. First, the final outturn for external care costs was slightly lower than the TFR projection as demonstrated in the chart below. As shown in the graph the level of activity between December and March grew at a slower rate than in previous months and was anticipated at the end of quarter 3. At that time there was concern that activity would increase as a result of winter pressures and so a cautious approach was adopted in forecasting the outturn.



- 34 Secondly, smaller favourable variances in other areas have allowed more external care costs than previously anticipated to be funded using eligible external grants. The terms and conditions of these grants allow these costs to be funded if they have been defrayed before the end of the financial year. Finally, income levels continue to exceed earlier expectations for two reasons, income is driven activity and directly related to care costs and the new adoption of a new charging policy adopted in 2024/25.
- 35 This final position provides a secure foundation to build on in 2025/26 and beyond through the Medium-Term Financial Strategy (MTFS) as new transformation projects (e.g. Prevent Reduce, Enable) are brought forward to improve outcomes for service users alongside containing the financial outlay for the Council in responding to ongoing high levels of demand. Although a small amount of the improvement between TFR and the Year End position is of a temporary nature, the outturn position provides greater confidence that the growth for care costs and income which are in the MTFS reflect the adjustment levels needed to re-size the service budget in 2025/26.

### Public Health

- 36 There are various factors which have impacted the final position for the Public Health (PH) ringfenced grant reserve movement. Some of this links to additional grant received for PH outcomes, as well as work by the service to manage vacancies and reduce contract costs where possible. The service will continue to work with the wider council services when planning future years' expenditure. This will ensure the best possible VFM is achieved for CEC residents, whilst also ensuring that services funded from the grant continue to meet the statutory ringfenced criteria for PH outcomes. It is important to note that the reserve needs to be sufficient to ensure that when current contracts are re-commissioned they remain affordable, as there is no guarantee that the PH grant allocation will increase to cover cost increases.

### Children and Families adverse variance of £3.5m

- 37 At the end of the last financial year the outturn for Children and Families was an overspend of £8.2m. The Medium-Term Financial Strategy included growth to address the pressures that were emerging throughout 2023/24. The costs of children's social care are a concern for many local authorities and not unique to Cheshire East.

- 38 The provisional outturn position for 2024/25 reflects a £3.5m in-year pressure. This is an improvement of £1.9m since the third financial review mainly due to: £0.7m drawdown from reserves to offset the costs relating to flexible capital receipts; £0.2m improved position on catering; £0.2m increase on transport; there was an increase £1.2m in Social Care Cost relating to support accommodation costs but other costs reduced by a similar amount across other placements; use of grants to reduce commissioning cost of children's contracts £0.2m; and reduced staffing cost due to vacancy management and use of grants in Education, Strong Start and Integration (£1.0m).
- 39 The key pressure areas for the directorate include:
- Children's social care placements (£3.4m adverse variance) where the complexity of children in care has continued to increase and the number of children in care has increased from 528 at April 2024 to 550 at March 2025 (compared to a decrease from 586 at April 2023 to 541 at March 2024). Placement costs are increasing by significantly more than inflation and in-year growth is more than projected in the budget, particularly relating to supported accommodation costs.
  - The use and cost of agency staff in children's social care to cover vacancies, sick absence, and maternity leave. The number of staff is greater than the planned establishment to ensure we are able to meet our statutory needs. A review of the staffing structure and establishment gap has been factored into the MTFS for 2025/26.
  - Home to school transport costs (£0.5m adverse variance) – where a mix of increasing numbers of pupils with an education, health and care plan (EHCP), and increasing contract costs / direct payment costs.
  - Schools Catering (£0.2m adverse variance) – where the costs of the service are above the current charged income level and base budget.
- 40 These in-year pressures were considered as part of the MTFS for 2025/26. These include:
- Reviewing costs of placements as more detailed reviews are underway focusing on the expected length that some placements may need to be in place for;
  - Staffing establishment reviews now scheduled on a 6 weekly basis including a review of agency staff and alternative working;
  - Reunification children to be identified with targeted work in place for individual cases;
  - Tracking of similar spend across teams to be held in the same place as residential and supported accommodation spend to increase overall grip and understanding;

- Work on Edge of Care Service proposals to identify early intervention that may reduce admissions and costs.

41 Dedicated School Grant (DSG)

For details on DSG please see paragraph 74 below

**Corporate Policy favourable variance of £2.2m**

42 The Corporate Services Directorate has a net budget of £42.0m for 2024/25 and the final level of spending is £41.9m. Expenditure includes £3.8m on transformation that was not part of the original budget.

43 A number of adjustments have been processed to make an overall reduction to the level of expenditure. They are:

- Contributing to an Insurance Reserve (£0.3m).
- Contributing to an Elections Reserve (£0.3m).
- Creation of an ICT Reserve to assist with change in 2025/26 (£0.3m).
- Funding transformation spend from existing earmarked reserves (£3.1m).

44 As a result, the final outturn is an underspend of £2.2m. The main reasons for the underspend are as follows:

- Vacancy management ~ most services have contributed to a total underspend of £2.3m on staffing budgets from vacant posts, some of which are now filled. This has enabled the service to manage a £0.54m pressure from an MTFS savings target that could not be delivered.
- ICT underspend ~ ICT has delivered a £1.7m underspend. This is mainly due to the expenditure on contracts being lower than expected and a full review of pre-payments.
- Members allowances ~ the budget has underspent by £0.3m.
- Expenditure control ~ tighter control on non-pay spending across the Directorate has achieved savings in most services totalling £0.3m.
- Additional income ~ Registrations Service (£0.5m), Procurement (£0.1m), and Finance (£0.1m) along with additional grant, and court costs income in the Benefits Service (£0.2m).

45 However, these underspends have been offset by the following:

- Rent Allowances ~ under-recovery of £1.5m.
- Transactional Service Centre ~ overspend of £0.3m mainly due to the additional costs of the stabilisation programme which has been put in place to improve the performance of the service and recognises the need to change the way in which Unit4 is used.
- Unavoidable costs ~ External Audit costs, and Bank Charges in Finance of £0.4m.
- Income shortfalls ~ in Project Management Office, Internal Audit, and Legal Services totalling £0.5m.



- 46 At Third Finance Review (FR3), Corporate Services was forecast to overspend by £2.5m meaning the outturn has improved by £4.7m. The main reasons for such a major change are as follows:

- Transformation ~ forecast costs of £3.7m were included in the FR3 figures. At outturn £3.1m of these costs have been shown as funded from reserve reducing the outturn figure by a corresponding amount.
- ICT shift of £1.1m from contract spend review.
- Establishment Reset ~ after the production of FR3 figures, staffing budgets were re-aligned following an establishment review, and the impact of backdated pay award became much clearer meaning more accurate staffing forecasts were possible increasing the underspend at outturn by £0.5m.

**Place Directorate total favourable variance of £8.6m.**

- 47 Overall, the Place Directorate is reporting an underspend of 8.6m at outturn against a £92.2m budget. This represents a £3.7m improvement from FR3.
- 48 The key issues relate to holding vacancies with staffing - expenditure running 16% below budget totalling £5.9m, reduced utility costs of £2.3m and other net changes such as increased income of £0.6m. Previously reported pressures from planning income and waste etc have been managed.

**Environment and Communities favourable variance of £1.5m**

- 49 Environment and Neighbourhood Services is reporting an underspend of £1.5m against a net budget of £47.8m. This is a £1.9m improvement from FR3. The key reasons for the underspend are £1.6m underspend in the Planning Service comprising underspends in Development Management of £0.5m and Building Control of £0.4m, both mainly due to vacancies. Strategic Planning is £0.7m underspent due to £0.3m vacancies plus £0.3m delayed Local Plan costs. The overall improvement is £0.9m since FR3 due to Improved Planning application income £0.3m, vacancy management £0.4m and additional income/funding £0.1m.
- 50 Environmental Commissioning for ANSA has seen a £0.3m underspend from an increase on the surplus of the core contract, this is an improvement on FR3 of £0.3m. Environmental Commissioning Orbitas is also £0.3m underspent, this is from additional income, which is a £0.1m improvement on income since FR3. Carbon neutral is £0.1m underspent due to recharging staff time to capital schemes, Regulatory Services is a £0.4m underspend, this is £0.3m due to vacancies and £0.1m income, a £0.2m improvement from FR3. Libraries is £0.1m underspent mainly from vacancies and there has been a £0.9m overspend on Leisure Commissioning. This is due to non-delivery of MTFS savings and represents a £0.5m worsening since FR3, due to delayed closure of sites and historic MTFS items. Other services: £0.4m overspend mainly in relation to the HSE fine.

**Economy and Growth favourable variance of £5.3m**

- 51 The Growth and Enterprise Directorate and Place Directorate are reporting an underspend of £5.3m against a budget of £28.2m. This is £1.5m improvement from FR3.
- 52 The key reasons for the underspend are as follows:

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- 53 Facilities Management is underspent by £1.8m, a £0.1m improvement from FR3 due to vacancies. There have been savings against gas and electricity compared to higher budgeted costs of £2.3m and an underspend on Business rates of £0.3m due to revaluations and appeals. Vacancy management, savings in supplies and additional income have contributed to the underspend by £0.7m. This has been offset by pressures against maintenance budgets of £0.6m; partial achievement of the office estate rationalisation savings target £0.3m, Disrepair claims which is a £0.3m pressure and Water and cleaning costs, a pressure of £0.2m.
- 54 Economic Development is £0.8m underspent, this is as a result of reduced cost of supplies £0.3m, increased income £0.3m and vacancy management £0.2m, this is a £0.2m improvement from FR3. The Housing outturn is £0.7m underspent, due to vacancies and some grant funding, this is a £0.1m improvement from FR3.
- 55 Tatton, Green infrastructure, Cultural Economy and Visitor Economy is £1m underspent, this is a £0.8m improvement from FR3 due to holding vacancies and increasing income.
- 56 The Assets service is underspent by £0.7m, £0.3m is due to vacancies, £0.3m from better income and £0.1m due to a reduction in maintenance spend. The £0.5m improvement from FR3 is mainly from additional income. Farms is underspent by £0.2 due to lower maintenance spend.

#### **Highways and Transport favourable variance of £1.8m**

- 57 Transport & Infrastructure is reporting an underspend of £1.8m against a net budget of £16.2m. This is an improvement of £1.3m since FR3.
- 58 The key reasons for the underspend are:
  - Car Parking: £0.3m overspend, £0.4m vacancies are offset by reduced car park income £0.7m. This represents a £0.6m worsening since FR3 from reduced income.
  - Strategic Transport is a £1.2m underspend, largely due to vacancies, which represent a £1.1m improvement from FR3, there has also been a delay in new bus contracts taking effect.
  - An underspend of £0.8m across Ansa Transport commissioning, Infrastructure, Highways and Rail Transport Integration due to vacancies.

#### **Finance Sub – Central items**

- 59 Finance Sub Committee are reporting a variance of £7.4m, key variances relate to:
  - Financing and Investment £1.1m net pressure reflecting £3.0m increased cost of interest payments on borrowing offset by £1.8m increased interest receipts from investments.
  - (£0.2m) additional Flexible Capital Receipts above £1m budgeted.
  - Reserves – transfers to / from of £10.6m (net) reflects the following:
    - +£1m reduction in available Capital Financing Reserve at outturn compared to forecast balance reflected in the February 2024 MTFS.
    - (£3.8)m use of the General Fund reserve forecast to fund transformation activities in services in year.



- +£3.5m Transfer to Reserve as reflected in the 2025/26 MTFS (Forecast Reserves) to fund Transformation delivery in 2025/26.
  - +£5.3m Transfer to Reserve – as noted in paragraph 69 below
  - +£2.1m Transfer to General Fund – as noted in paragraph 69 below
  - +£2.5m new Earmarked Reserves
- As reported in the MTFS 2025/26 approved in February 2025, following a balance sheet review by our Treasury Advisors, Arlingclose Ltd, the Minimum Revenue Provision (MRP) policy has been revised and amended with effect from 1 April 2024, bringing it in closer alignment with CIPFA Guidance. The effect of this change has reduced the MRP charge to Revenue in 2024/25 by £3.4m, the ongoing improvement has been reflected in the MTFS/Budget for 2025/26.
  - There is a further £1.88m positive variance as a result of in year balance sheet reviews against S106 balances/schemes and bad debt. The S106 Review identifying a one off contribution in year where work has been completed in prior years but has not been reflected in transferring money from S106 into the general fund, a reduction of £0.8m (£0.5m at FR3); £1.08m reduction in the bad debt provision following a review in year of the approach to Adult Social Care debts, further reviews are ongoing for Sundry Debts, the effects of which will be reflected in 2025/26 in year reporting.

### **Finance Sub – Exceptional Financial Support**

- 60 Use of (£17.6m) Exceptional Financial Support – as reported at FR3, the Council proposed to utilise the full £17.6m conditional EFS in 2024/25 to cover the in year adverse overspend in order to protect and minimise the use of reserves. The costs of accepting the EFS support will impact over the medium term. The financing of the use of EFS has been reflected in the MTFS/Budget for 2025/26 (see also para 27).

### **Companies**

- 61 The Council's wholly owned companies' core contract expenditure was £43.7m in 2024/25, relating to services provided at cost for the Council. This position includes £1.1m of additional costs in year, relating to pay award pressures, Household waste recycling closure costs; offset by £1.2m in savings( including a £0.7m rebate on the Core contract), due to a reduction in inflation compared to budget and reduced tonnages against waste contracts, improvement in the recycling income, improvements against fuel spend, income, staffing vacancies, and other mitigations and efficiencies.
- 62 The net decrease in core contract costs is reflected in the Council's outturn position, mainly against Environment & Communities Committee services, with a net reduction against Highways & Transport Committee functions. The companies rebated £0.7m management fee back to the Council, related to core contract underspend, reflected in the Council's outturn position. In addition, in line with 2024/25 agreed policy proposals £1m of company reserves were returned to the Council as planned plus a further £0.5m agreed in year to assist with the Council's in year position. Both amounts have been reflected in the out-turn position.
- 63 Ansa and Orbitas realised £0.334m in profits (after tax) from commercial activities.

### Delivery of the 2024/25 approved budget change items

- 64 Table 6 presents a summary of the final progress on the delivery of the 2024/25 approved budget change items. For items rated as Amber these are for items where there are risks and/or mitigating actions in place. For items rated as red these are for items where services are reporting an adverse variance and there has been an in year non delivery/achievement. New mitigation items have also been included that have come forward since the approval of the MTFS to help the in-year position where identified.
- 65 The green and blue columns show that these budget change items are either delivered or even exceed in some cases. The table below summarises the final progress for the year by Committee.

**Table 6: Summary of the final progress on the delivery of the 2024/25 approved budget change items**

Committee	Approved Change Budget £m	Outturn £m	Completed £m	Green £m	Amber £m	Red £m	Mitigations £m
Adults & Health	+1.136	+18.707	-2.723	-10.955	-	+33.521	-1.136
Children & Families	+9.909	+13.375	+0.533	-1.001	+0.205	+15.431	-1.793
Corporate Policy	+0.489	-1.759	+0.193	-0.482	-	+1.581	-3.051
Economy & Growth	+3.316	-1.943	-0.061	+1.988	-0.836	+0.940	-3.974
Environment & Communities	-0.052	-1.587	+0.875	-2.012	-0.051	+2.397	-2.796
Finance Sub	-19.667	-12.277	-6.592	-22.583	+10.517	-	+6.381
Highways & Transport	+4.869	+3.084	+2.638	+0.707	+0.820	+0.351	-1.432
<b>TOTAL</b>	<b>0</b>	<b>+17.600</b>	<b>-5.137</b>	<b>-34.338</b>	<b>-10.655</b>	<b>+54.221</b>	<b>-7.801</b>

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

### Revenue Grants for Approval

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

## Reserves Position

- 68 On 1 April 2024, Earmarked Reserves totalled £32.278m and the General Fund Reserve Balance totalled £5.580m. Of the total earmarked reserves, £13.7m has been transferred to the General Fund and £7m has been utilised to support the revenue budget for 2024/25. The General Fund reserves have been partially used to fund Transformation Costs of £3.8m and a contribution has been made to the revenue budget spend in year of £11.7m.
- 69 Table 7 shows the forecast level of Earmarked and General reserves at the end of 2024/25. This includes the creation of two new reserves :
- an earmarked reserve to cover the one off costs of Transformation in 2025/26 and 2026/27 of **£5.3m** to help mitigate anticipated one off cost impacts of change.
  - a Transfer to General Fund Reserves - **£2.5m** to increase financial resilience into 2025/26 and future years.
- 70 At outturn, some £2m of Earmarked reserves planned to be spent in 2024/25 have not been fully spent in year and therefore an additional slipped number of Earmarked reserves are being taken forward into 2024/25. There is planned spend in place for these earmarked reserves 2025/26.
- 71 New Earmarked reserve requests of £2.520m have been approved to fund some specific one-off items in 2025/26.
- 72 The Council outturn position is reporting £23.322m of earmarked reserves at the end of the financial year (MTFS Feb 2025 forecast £11.5m), of this £3.2m is considered ring-fenced, with special conditions limiting its use. The £11.8m change from the February 2025 forecast mainly reflects additional service requests of £2.6m, cost of transformation (£5.3m) and £3.9m lower than forecast planned use of reserves in year.

**Table 7: General and Earmarked Reserves**

Committee Reserves	Opening Balance 01 April 2024 £000	Transfers to General Fund £000	Drawdowns in year £000	Carry Forwards £000	New Requests Approved £000	Closing Balance Forecast 31 March 2025 £000
Adults and Health	5,226	(2,857)	9	(9)	835	3,204
Children and Families	1,724	0	(1,724)	0	456	456
Corporate Policy & Central	20,772	(9,276)	(3,878)	(50)	9,714	17,282
Economy and Growth	2,777	(1,008)	(866)	173	320	1,396
Environment and Communities	870	(390)	(328)	330	0	482
Highways and Transport	908	(205)	(215)	14	0	502
<b>Earmarked Reserves Total</b>	<b>32,277</b>	<b>(13,736)</b>	<b>(7,002)</b>	<b>458</b>	<b>11,325</b>	<b>23,322</b>
General Fund Reserve	5,580	2,082	(3,966)	139	2,473	6,308
<b>Total Reserves</b>	<b>37,857</b>	<b>(11,654)</b>	<b>(10,968)</b>	<b>597</b>	<b>13,798</b>	<b>29,630</b>

73 A full list of all earmarked reserves can be found in **Annex 1, Section 5**.

#### **Dedicated Schools Grant Reserve**

- 74 The key pressure on DSG relates to the high needs block where the SEND service continues to see a significant increase in the number of pupils with an EHCPs, and the associated school placement costs.
- 75 This has placed pressure on the grant used to provide funding for children with SEND in various settings and led to a £31.7m deficit in 2023/24. This adds on to the brought forward deficit of £46.9m to take the DSG Reserve to a £78.6m deficit position at the end of 2023/24. This was an improvement on the budget gap as determined by the Council's DSG Management Plan that was reported to Children and Families Committee in April 2024 and set out the planned expenditure and income on high needs over the medium term. The gap has improved further during 2024/25 with an in-year deficit of £33.5m compared with £41.4m in the management plan. The overall deficit is £112.1m at the end of the year. Please note this includes an underspend on early years of £1.6m that is expected to be recouped in 2025/26.

**Table 8 Dedicated Schools Grant**

Dedicated Schools Grant Deficit	£m
Deficit Balance Brought forward	78.6
Additional In-year Pressures	33.5
Deficit Balance at 31 March 2025	112.1

**Debt**

- 76 Sundry debt includes all invoiced income due to the Council except for statutory taxes (Council Tax and Non-Domestic Rates). The balance of outstanding debt at 31 March 2025 was £18.5m. This has increased by £1.6m since FR3 (end of November 2024).
- 77 Annually, the Council raises invoices with a total value of over £95m. Around 40% of the Council's overall sundry debt portfolio relates to charges for Adult Social Care, the remainder being spread across a range of functions including Highways, Property Services, Licensing and Building Control.
- 78 The Revenue Recovery team (using their experience gained in collecting Council Tax and Non-Domestic Rates) engage with services to offer advice and assistance in all aspects of debt management, including facilitating access to debt collection services (currently provided by Bristow & Sutor).
- 79 The total amount of service debt over six months old is £11.9m; split as £10.5m of Adult Social Care debt and £1.4m of Sundry Debt. A provision of £6.1m was made at year ended 31 March 2025 to cover doubtful debt in the event that it needs to be written off. There has been an in year review of the Bad Debt provision which has to date focused on Adult Social Care debt. This has led to a reduction in the provision of £0.7m in the current year. Further work is planned for a review of debt across other service areas in 2025/26.
- 80 The level of Adult Social Care debt can fluctuate depending on when in the month the snapshot is taken, for example if it is before or after the Direct Debit income is received and allocated. The debt also has different levels of risk depending on the type of debt. For example, around £3.5m is linked to deferred arrangements which is debt that is secured on property or assets, and therefore carries a low risk. There is also around £9.4m of debt which is deemed to be lower risk as its linked to areas such as probate, property sales or deputyship.
- 81 The Highways position for outstanding debt is consistent throughout the year. The debt is generally made up of three elements: the movement of funds from Cheshire West and Chester Council and Warrington Borough Council in relation to the Cheshire Road Safety Group (these are settled quickly); third party claims for damage to the highway; and permit fees. The third party claims are often paid in instalments.
- 82 The previous outturn positions are:
- 31 March 2025 Outstanding debt £2.2m, over 6 months old £0.6m.
  - 31 March 2024 Outstanding debt £1.6m, over 6 months old £0.7m
- 83 The Council has robust processes in place to ensure that all outstanding debt is chased up (where commercially viable) and, where necessary, payment plans are put in place with advice from Legal Services.

**Table 9 – Debt Summary as at 31 March 2025****2024/25****DEBT SUMMARY as at 31st March 2025**

	Outstanding Debt £000			Over 6 months old £000		
	FR3	Outturn	Increase / (Decrease)	FR3	Outturn	Increase / (Decrease)
<b>Adults and Health Committee</b>						
Adults, Public Health and Communities	14,170	15,219	1,049	9,325	10,556	1,230
<b>Children and Families Committee</b>						
Children's Social Care (Incl. Directorate)	189	247	58	1	1	(0)
Prevention and Early Help	51	70	20	(8)	(8)	1
Schools	17	4	(14)	3	1	(2)
<b>Highways and Transport Committee</b>						
Highways and Infrastructure	1,305	1,499	194	755	626	(129)
<b>Economy and Growth Committee</b>						
Growth and Enterprise	621	666	45	420	375	(45)
<b>Environment and Communities Committee</b>						
Environment and Neighbourhood Services	377	293	(84)	214	243	29
<b>Corporate Policy Committee</b>						
Finance and Customer Services	126	175	49	67	86	19
Governance and Compliance	0	2	2	-	0	0
Human Resources	-	89	89	-	-	-
ICT	3	228	224	2	0	(2)
<b>Total</b>	<b>16,859</b>	<b>18,491</b>	<b>1,632</b>	<b>10,780</b>	<b>11,881</b>	<b>1,101</b>

**Council Tax and Business Rates****Council Tax**

- 84 **Table 10** details each precepting authorities share of the budgeted collectable rates income.

<b>Table 10</b>	<b>Band D</b>	<b>Collectable</b>
<b>Share of Council Tax Collectable Rates</b>	<b>Charge</b>	<b>Rates</b>
		<b>£m</b>
<b>Cheshire East Council</b>	<b>1,792.59</b>	<b>287.1</b>
Town and Parish Councils	71.57	11.5
Cheshire Police and Crime Commissioner	262.94	42.1
Cheshire Fire Authority	90.09	14.4
<b>Total</b>	<b>2,217.19</b>	<b>355.1</b>

- 85 The collectable rates valuation is based on the assumption that of the total amount billed, at least 99% will be collected. Table 11 demonstrates that, excluding a slight reduction during the Covid-19 pandemic, the target to collect at least 99% of Council Tax within three years continues to be achieved.

<b>Table 11 Council Tax Collection Rates</b>	<b>2020/21 %</b>	<b>2021/22 %</b>	<b>2022/23 %</b>	<b>2023/24 %</b>	<b>2024/25 %</b>
After 1 year	97.4	97.8	98.2	98.0	*97.8
After 2 years	98.6	98.5	98.8	98.6	**
After 3 years	98.9	99.0	99.1	**	**

\*\* Data is not yet available.

- 86 After accounting adjustments, the Council Tax Collection Fund position at outturn was a £0.420m surplus for 2024/25, of which, £0.353m is attributable to Cheshire East Council. This is a £0.347m improvement to the declared surplus of £0.73m from January 2025 and will be held in the Collection Fund Adjustment Account until January 2026, when a revised declaration to take this final position into account can be made.

### Non-Domestic Rates (NDR)

- 87 Collectable rates are distributed between Cheshire East Council (49%), Cheshire Fire Authority (1%), and Central Government (50%).
- 88 Non-domestic Rates valuations for 2024/25 were set out in the NNDR1 return to Central Government in January 2024. Any variance to this forecast is included in the following years' NNDR1 return and any gain or loss will be recovered in 2025/26. The total Net Rates Payable into the Collection Fund was forecast at £155.7m.
- 89 **Table 12** demonstrates that the target to collect at least 99% of Non-Domestic Rates within three years continues to be achieved.

<b>Table 12 Non-Domestic Collection Rates</b>	<b>2020/21 %</b>	<b>2021/22 %</b>	<b>2022/23 %</b>	<b>2023/24 %</b>	<b>2024/25 %</b>
After 1 year	92.4	95.6	98.2	97.7	97.9
After 2 years	97.4	98.3	98.8	99.0	**
After 3 years	99.0	99.2	99.4	**	**

\*\* Data is not yet available.

- 90 After accounting adjustments, the Non-Domestic Rates Collection Fund is out-turning a final deficit of £2.288m for 2024/25, of which, £1.121m is attributable to Cheshire East Council. This deficit is £0.238m more than the declared deficit of £2.050m from January 2025 and will be held in the Collection Fund Adjustment Account until January 2026 when a revised declaration to take this final position into account can be made.

### Treasury Management Strategy update

- 91 Treasury Management income for 2024/25 is £3.3m which is higher than the budgeted £1.9m. However, borrowing costs are also higher than budgeted at £18.9m compared to budget of £16.1m. The net additional financing costs (borrowing less investment interest) is therefore £1.4m in excess of that budgeted.



- 92 Interest rates have seen substantial rises over the last 3 years which has significantly increased the cost of borrowing. Borrowing costs have begun to fall and the expectation is that they will continue to fall although market uncertainty may impact on the timing of future reductions.
- 93 The cost of short-term borrowing from other local authorities has generally followed Base Rate over the year. However, liquidity in the market from October onwards caused rates to increase disproportionately compared to underlying Base Rates. The Council's application for Exceptional Financial Support also reduced the credit quality of the Council to some lenders which exacerbated the shortage of liquidity available. As a result some PWLB borrowing was undertaken with a mix of 1-2 year maturity loans and 2-3 year Equal Instalments of Principal (EIP) repayment loans. The average rate payable on these loans is 4.84%. This provides some surety of cost at lower rates than we could otherwise have achieved at the time and reduces over-reliance on short term borrowing. The relatively short period of these PWLB loans should provide opportunities to refinance at lower cost if rates fall in line with expectations.
- 94 The cost of short term borrowing in 2024/25 is 5.29% which is an increase from 4.82% in 2023/24. The average rate paid on all borrowing was 5.03%.

### **Investment Strategy**

- 95 There have not been any material changes to the Investment Strategy since that reported at in the MTFS for 2025/26 – 2028/29 in Feb 2025, see link [APPENDIX A MTFS 2025-26 to 2028-29 FINAL](#) . Annex 1, Section 7 to this report includes updates to the Investment Strategy indicators for 2024/25 out-turn where available.

### **Consultation and Engagement**

- 96 The annual business planning process involves engagement with local people and organisations. Local authorities have a statutory duty to consult on their budget with certain stakeholder groups including the Schools Forum and businesses. In addition, the Council chooses to consult with other stakeholder groups. The Council continues to carry out stakeholder analysis to identify the different groups involved in the budget setting process, what information they need from us, the information we currently provide these groups with, and where we can improve our engagement process.
- 97 The Medium-Term Financial Strategy has been developed during 2024 and an online budget engagement survey was published on 19 December 2024.

### **Reasons for Recommendations**

- 98 The recommendations in this report support the 'Reporting' element of the financial cycle.
- 99 The overall process for managing the Council's resources focuses on value for money, good governance, and stewardship. The approach to these responsibilities is captured in the Medium-Term Financial Strategy. Financial
-



changes take place during the year and are authorised in line with the Constitution. This report sets out where further approvals are required.

- 100 This report provides strong links between the Council's statutory reporting requirements and the in-year monitoring processes for financial and non-financial management of resources.
- 101 Outturn reporting provides an opportunity to check performance and management of risks against the Medium-Term Financial Strategy. The four-year MTFS is approved by Council, but risks were identified as part of this process which will require access to reserves and exceptional financial support. Members had regard to such risks as the deficit in Dedicated School Grant reserves and potential liabilities associated with the Extra Care Housing PFI (Private Finance Initiative) Scheme when approving the budget.

### **Other Options Considered**

- 102 Outturn reporting could be delayed until post audit, to avoid the risk of provisional figures changing. This is not a recommended option as the audit completion certificate is not expected until February 2026. Delaying the reporting element of the financial cycle minimises the ability to react to issues during in-year monitoring. Provisional reporting has historically been accurate, so it is appropriate to react to the financial information provided in this report.
- 103 General Reserves are used to manage risk, in accordance with the Reserves Strategy. In the Planning cycle for the 2026/27 MTFS members will have to re-consider the robustness of all estimates and the overall adequacy of reserves based on up-to-date information and forecasts, which will include a review of the level of General Reserves.

### **Implications and Comments**

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

- 104 The Finance Sub-Committee has responsibility for oversight of the Council's budget and treasury management responsibilities and therefore the recommendations fall within its remit. Its approval of the supplementary estimates and virements follows the Budget and Policy Framework Rules and it is recommended that each committee also approves them.<sup>2</sup>
  - 105 The legal implications surrounding the process of setting the 2025 to 2029 Medium-Term Financial Strategy were dealt with in the reports relating to that process. The purpose of this paper is to provide a progress report at the final outturn stage in 2024/25.
  - 106 Other implications arising directly from this report relate to the internal processes of approving supplementary revenue estimates, supplementary capital estimates and virements referred to above which are governed by the Finance Procedure Rules.
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*Section 151 Officer/Finance*

- 107 The Council's financial resources are agreed by Council and aligned to the achievement of stated outcomes for residents and communities. Monitoring and managing performance help to ensure that resources are used effectively, and that business planning and financial decision making are made in the right context.
- 108 The Council's Audit & Governance Committee is responsible for reviewing and analysing the Council's audited position at year-end. Final Group Accounts are due for approval by February 2026 following public scrutiny, external auditing, and any associated recommendations to the Committee.
- 109 The forecast outturn for 2024/25, as reported within the MTFS, was used to inform the budget setting process for 2025/26. Analysis of the final outturn helps to inform the Council of potential issues arising for the 2025/26 budget or highlights potential underlying issues that can be managed in future budget setting cycles.
- 110 At this stage further work is underway to identify whether the variations reported at outturn will form a significant risk to the 2025/26 budget.

*Human Resources*

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

*Risk Management*

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

*Impact on other Committees*

- 113 All Committees will receive this Outturn report.

*Policy*

- 114 This report is a backward look at Council activities during the final quarter.
- 115 The final outturn position, ongoing considerations for future years, and the impact on general reserves will be fed into the assumptions underpinning the 2026-30 Medium-Term Financial Strategy.
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*Equality, Diversity, and Inclusion*

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

*Consultation*

Name of Consultee	Post held	Date sent	Date returned
Statutory Officer (or deputy):			
Adele Taylor	S151 Officer	12/05/2025	14/05/2025
Janet Witkowski	Acting Monitoring Officer	14/05/2025	22/05/2025
Other Consultees:			
Executive Directors/Directors:			
CLT		07/05/2025	

Access to Information	
Contact Officer:	Interim Executive Director of Resources (s151 Officer)  Sal Khan, Interim Head of Finance & Deputy Chief Finance Officer <a href="mailto:sal.khan@cheshireeast.gov.uk">sal.khan@cheshireeast.gov.uk</a>
Appendices:	<b>Annex 1</b> – Final Outturn 2024/25 <b>Annex 2</b> – Grants Register <b>Annex 3</b> – Capital Programme
Background Papers:	<a href="#">Medium Term Financial Strategy 2024-28</a> <a href="#">First Financial Review 2024/25</a> <a href="#">Second Financial Review 2024/25</a> <a href="#">Third Financial Review 2024/25</a>

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## ANNEX 1



# Outturn 2024/25

## Results to end of March 2025

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# Section 1: 2024/25 Final Outturn

- 1.1. Table 1 provides a service summary of financial performance. The final outturn position shows that services were £10.2m over budget 2024/25.
- 1.2. It also shows that central budgets were £7.4m above budget resulting in an overall outturn of £17.6m overspend against a net revenue budget of £364.5m.

<b>Table 1 Outturn 2024/25</b>	<b>Revised Budget (NET)</b>	<b>Outturn</b>	<b>Variance</b>	<b>Forecast Variance FR3</b>	<b>Movement from FR3 to Outturn</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Service Committee</b>					
Adults and Health	137.1	154.7	17.6	20.0	(2.4)
Children and Families	92.6	96.1	3.5	5.4	(1.9)
Corporate Policy	44.2	41.9	(2.2)	2.5	(4.7)
Economy and Growth	27.9	22.7	(5.3)	(3.8)	(1.5)
Environment and Communities	47.8	46.3	(1.5)	(0.6)	(0.9)
Highways and Transport	16.2	14.4	(1.8)	(0.5)	(1.3)
<b>TOTAL SERVICE EXPENDITURE</b>	<b>365.8</b>	<b>376.0</b>	<b>10.2</b>	<b>22.9</b>	<b>(12.7)</b>
<b>Finance Sub:</b>					
Central Budgets	25.0	32.4	7.4	(4.6)	12.0
Funding	(390.8)	(390.8)	(0.0)	-	(0.0)
<b>TOTAL FINANCE SUB</b>	<b>(0.0)</b>	<b>17.6</b>	<b>17.6</b>	<b>18.3</b>	<b>(0.7)</b>
<b>Exceptional Financial Support</b>	<b>-</b>	<b>(17.6)</b>	<b>(17.6)</b>	<b>(17.6)</b>	<b>-</b>
<b>GRAND TOTAL</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.7</b>	<b>(0.7)</b>

1.3. The outturn position reflects the following :

- Includes those savings that have been identified as non-achievable though the tracker on our High Level Business Cases (HLBC) with no/some alternative actions currently presented;
- A review of the on-going impacts of adverse variances identified in 2023/24;
- Any identified, emerging items of significance:
  - Within Adult Social Care, significant growth is forecast for care costs in line with position seen year to date, less mitigations linked to delivery of savings;
  - Includes the assumptions around additional revenue resources in Childrens Services to resource the draft improvement plan in relation to the recent OFSTED inspection;
- Impact of the confirmed increased 2024/25 pay award £1.6m (unfunded);

- Detailed review of any vacancy underspends in all areas;
- One-off items that have been identified so far through line by line reviews and/or identification of additional funding that has been announced since the MTFS was set.
- Mitigation activities delivered or forecast to be delivered by 31 March as reflected in paragraph 28 of the main covering report.
- Review of Section 106 legacy budgets, the effects of which are partly reflected in the FR3 forecast out-turn as a one off contributions to reserves work undertaken to date has identified an improvement (reduction) of the Council's bad debt provision of £1.0m,
- Changes to the MRP Policy following a Balance Sheet review through our Treasury Management advisors, Arlingclose Ltd, during 2024/25 reduced the in year charge to revenue by £3.4m.

1.4. Further items impacting on the level of the Council's balances are detailed in Section 5.



## Section 2: 2024/25 Approved Budget Change Items

The following table provides detailed commentary on the outturn against the approved budget change items that were agreed as part of the budget agreed in February 2024. These are split by relevant committee.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
	<b>Adults and Health Committee</b>	<b>+1.136</b>	<b>+18.707</b>	<b>+17.571</b>	
1	Fees and Charges	-1.800	-1.800	0	Green – see below
2	Client Contributions	-0.800	-6.122	-5.322	Green - £5.322m surplus vs client contribution in 2024/25. This is in addition to achieving the budgeted increase for Fees and Charges & Client Contribution increase in-year (£2.6m)
3	Working Age Adults - Prevent, Reduce, Delay	-1.467	-1.467	0	Green – Delivered
4	Older People – Prevent, Reduce, Delay	-1.566	-1.566	0	Green - Delivered
5	Market Sustainability and Workforce grant	-1.100	-1.100	0	Completed
6	Revenue grants for Adult Social Care	-2.480	-2.480	0	Completed
7	Pension Costs Adjustment	-0.493	-0.493	0	Completed
8	Investment in Adult Social Care	+7.600	+31.417	+23.817	Red – MTFS growth for Care Costs not sufficient to cover the pressure seen in 2023/24 plus the expected growth in 2024/25. Mitigations to reduce pressure reported separately.
9	Pay Inflation	+1.892	+2.104	+0.212	Red – Actual cost of NJC Pay increase in 2024/25 exceeded budget growth in the 2024/25 MTFS.
10	Resettlement Revenue Grants – reversal of 2023/24 use	+0.850*	+0.850*	0	Completed
11	Adult Social Care Transformation Earmarked Reserve Release – reversal of 2023/24 use	+0.500*	+0.500*	0	Completed
12	Market Sustainability and Fair Cost of Care – Removal of Grant Income	-	-	-	Completed - Now a 2025/26 Item
13	Asset Management	TBC	TBC	-	Green - The business case for future usage of the site will be revisited and taken through the appropriate CEC

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
					governance procedures. The model of care in relation to high-cost adult social care and health provisions will be part of this work.
14	Investigate potential agency creation	TBC	TBC	-	Green - This proposal has been consistently delivered in relation to the usage of a Care Workers agency in all but name. Care4CE, the Council's in house care provider, has been utilising workers, both casual and agency, as a bank of workers for several years to successfully deliver operational requirements.
In year	Other variances to reconcile to 2024/25 Outturn position	0	+1.688	+1.688	
In year	Mitigations reducing the Outturn reported position	0	-2.824	-2.824	

*\* Item represented a one-off spend in 2023/24. As it is not a permanent part of the budget, the value of the proposal is reversed in 2024/25.*

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
	<b>Children and Families Committee</b>	<b>+9.909</b>	<b>+13.375</b>	<b>+3.466</b>	
15	Discretionary offer to children with disabilities	-0.900	-0.979	-0.079	Green - On Track, project team progressing multiple improvements to redesign the service offer, ensuring consistency and efficiency.
16	Remove school catering subsidy	-0.516	-0.282	+0.234	Red – Catering service ended on 31 March. A rate uplift applied from September 2024 in order to cover the costs of the service through to the end of March 2025. Some schools managed their own arrangements before the end of the financial year, impacting on the savings target.
17	Review of structure to further integrate children and families services	-1.000	-0.200	+0.800	Red - Delivery Planning in progress to address saving. Including: further Establishment review, service redesign, cross directorate risk management.
18	Reduce discretionary Post-16 Travel Support	-0.400	-0.367	+0.033	Red - Agreed by Committee
19	Achieve the Family Hub model	-0.250	-0.250	0	Green - Committee approved new model of delivery in Nov Committee. Savings are not going to be delivered in 2024/25 therefore alternative saving being found to cover this.
20a	Other Service Reviews – Review of commissioned services across the C&F directorate. Review of the current Domestic Abuse Service	-0.100	-0.100	0	Completed – Grant income.
20b	Other Service Reviews – Maximise grant allocation to cover all costs	-0.100	0	+0.100	Red - Plan to explore current / future grants to ensure where T&Cs allow, contribution to fund base costs (e.g. staffing and on costs) is maximised.
20c	Other Service Reviews – Traded services	-0.050	+0.010	+0.060	Red - Part delivered. One off savings in other service areas cover the remainder.
21a	Reduce Growth in expenditure – review of high cost, low outcome external residential placements	-1.000	-1.000	0	Red - Whilst work has been taking place to open CE Children's Homes and our first open is now open, with our second due in spring, our collaboration with Foster4 working well to increase our foster carers, we still are seeing more children coming into care. There is also increasing instability with the residential market, driving up prices. Complex young people need high packages of support, which are extremely expensive. We are due to review all

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
					high cost placements and other placements to identify children for whom reunification to family would be appropriate. Processes are also in place by the Head of Provider Services to review costs being paid to providers. Merged overspend on ref. 30.
21b	Reduce Growth in expenditure – increase commissioning approach to establish greater opportunities to provide accommodation for +16 young people	-0.400	+1.561	+1.961	Red - 16+ and 18+ Commissioning Plans / Market Shaping in Progress. Responding to increasing demand and complexity.
21c	Reduce Growth in expenditure – Foster Care	-0.250	-0.250	0	Green - A Delivery Plan to increase Foster Care provision.
21d	Reduce Growth in expenditure – reduced spend on expert assessment in court proceedings and services post public law proceedings	-0.250	-0.527	-0.277	Green - Task & Finish Group put in place to explore and develop processes and capacity to reduce costly legal proceedings.
22	Pension Costs Adjustment	-0.515	-0.432	+0.083	Red - Teacher's pension legacy costs are not reducing as anticipated. Completed - CEC pension reduction.
23	Growth to deliver statutory Youth Justice service, and growth to ensure budget is sufficient to meet Safeguarding Partnership duties	+0.170	+0.205	+0.035	Amber - It is incumbent upon the three statutory safeguarding partners, the police, health and the Local Authority, to ensure that adequate funding is allocated to the Children's Safeguarding Partnership so it can fulfil its statutory functions in delivering the multi-agency safeguarding arrangements. An internal audit identified the Local Authority had not reviewed its contributions to the partnership and was insufficiently contributing to the delivery of the partnership arrangements. As a result, growth was approved by committee. This has been supported by an increase in contributions from all partner agencies. A vacancy has also been held in the business unit.
24	Growth to provide capacity to deliver transformation for SEND	+0.500	+0.235	-0.265	Green.
25	Wraparound Childcare Programme (funded)	+0.587	+0.587	0	Amber - Currently reviewing sufficiency and funding details to manage delivery within budget.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
25	Wraparound Childcare Programme (funded)	-0.587	-0.587	0	Amber - Currently reviewing sufficiency and funding details to manage delivery within budget.
26	Legal Proceeding - Child Protection	+0.770	+0.770	0	Green.
27	Growth in School Transport budget	+0.936	+1.359	+0.423	Red.
28	Pay Inflation	+1.374	+1.915	+0.541	Red - NJC Pay Claim now approved - over spend against budget as a result of £1,290/2.5% increase. Increase compared to flat percentage budget increase of 3% within original MTFS.
29	Use of Children & Families Transformation Reserve – reversal of 2023/24 use	+1.065*	+1.065*	0	Completed.
30	Growth in Childrens Placement costs	+10.825	+12.435	+1.610	Red - Closely monitored throughout the year to ensure that funding is sufficient to meet demand and complexity.
31	Revenue costs for the Crewe Youth Zone (as above) aligned to Supporting Families Funding	-	-	-	Green.
31	Early Help budget to support funding towards the Crewe Youth Zone	-	-	-	Green.
32	SEND Capital Modification	TBC	TBC	-	Amber - Contingent upon wider asset management and associated timelines. Extensive work underway to plan and progress development opportunities. Captured as part of the Capital Program reported to Committee.
33	Childrens Social Work Bank	TBC	TBC	-	Red - Various options currently being explored as part of wider C&F Establishment review and potential peripatetic resource options.
34	Safe Walking Routes to School	TBC	TBC	-	Green - Features as part of School Transport Programme.
35	Withdrawal of the CEC School Meals Service	TBC	TBC	-	Green - Features as part of School Catering subsidy project - CF2428-16.
In year	Outturn variance Education, Strong Start and Integration	0	-1.951	-1.951	Underspend relates to vacancy management, reduced spend, use of grants and income generation across services.
In year	Outturn variance Children and Families Directorate	0	+0.292	+0.292	Overspend relates to external Quality Assurance Agency costs and cost of establishment.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
In year	Outturn variance Children's Social Care	0	+0.006	+0.006	Overspend relating to staffing costs offset by flexible capital receipts.
In year	Outturn variance Quality Assurance, Commissioning and Partnerships	0	-0.140	-0.140	Underspend relates to additional income.

*\* Item represented a one-off spend in 2023/24. As it is not a permanent part of the budget, the value of the proposal is reversed in 2024/25.*

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
	<b>Corporate Policy Committee</b>	<b>+0.489</b>	<b>-1.759</b>	<b>-2.248</b>	
36	Reduce leadership and management costs	-0.540	-	+0.540	Red - The feedback from the DMA review is that senior management vacancies will require recruitment to in order to complete the complement of Corporate Managers. In year vacancy savings will continue but will be time limited. There is potential to increase costs by additional management support during transformation. This will result in increased budget pressure. This pressure is being mitigated through the four in-year items at the end of this table. Most of those will be permanent and used to deliver this saving.
37	Close the Emergency Assistance Scheme	-0.220	-0.220	0	Completed
38	Reduce election costs and increase charges where possible	-0.150	-0.150	0	Green - The proposal is to make a payment during 2024/25 of £70k-£80k from the existing election account, as part of this one-off saving. The remainder will be delivered by reducing the sum which would normally be paid into the election reserve. This might be mitigated in the year of the next local elections by monies which will be raised by charging town and parish councils for their elections in 2027. However, this will not be sufficient and will be likely to lead to the need for a supplementary estimate.
39a	Accelerate Digital Transformation (ICT Operational efficiencies)	-0.100	-0.100	0	Green – third party costs have been reduced and there are plans to reduce further during the year.
39b	Accelerate Digital (Digital efficiencies)	-0.150	-0.150	0	Green – Removal of temporary budget for Solutions Architect Resource, now covered by an Earmarked Reserve.
40	Enforce prompt debt recovery and increase charges for costs	-0.150	-0.150	0	Completed - The award of costs is a matter for the Magistrates at each court hearing. However, only by exception will they vary from the level already agreed by us with the Court Manager. The approach to the Court Manager has been made and the revised level agreed. The action is therefore complete, but the financial benefits will accrue as we continue

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
					the regular recovery process during the year.
41a	Other efficiencies and reductions across Corporate Services – School Subsidy (ICT)	-0.032	-0.032	-0.000	Green. ICT will not be offering services to schools in the 2025/26 academic year.
41b	Other efficiencies and reductions across Corporate Services – Organisational Development	-0.100	-0.100	0	Completed
41c	Other efficiencies and reductions across Corporate Services – Registration Services	-0.050	-0.050	0	Green
41d	Other efficiencies and reductions across Corporate Services – School Subsidy	-0.018	0	+0.018	Amber - Part of the £50k School Subsidy saving - Finance team to assist in identifying options. These are listed at the end of the table.
41e	Other efficiencies and reductions across Corporate Services	-0.010	0	+0.010	Amber - Finance team to assist in identifying options. These are listed at the end of the table.
41f	Other efficiencies and reductions across Corporate Services – Printing	-0.050	0	+0.050	Amber - Finance team to assist in identifying options. These are listed at the end of the table.
41g	Other efficiencies and reductions across Corporate Services – Hybrid working / mileage	-0.050	0	+0.050	Amber – Options being considered regarding reduced travel spend including ensuring efficient planning around meeting attendance and minimising unnecessary movements across the area. This maximises efficient use of time as well for teams.
42	Pension Costs Adjustment	-0.378	-0.378	0	Completed
43	Mitigation of reduction in the Dedicated Schools Grant	+0.136	+0.136	0	Completed
44	Pay Inflation	+1.446	+1.581	+0.135	Red - NJC Pay Claim now approved - over spend against budget as a result of £1,290/2.5% increase. Increase compared to flat percentage budget increase of 3% within original MTFS.
45	Legal Services Capacity	+0.455	+0.455	0	Completed
46	ICT Review 1	+0.450	+0.450	0	Completed - The move to Software as a Service has necessitated the transfer from Capital to Revenue budget requirements. The Shared Service continues to reduce third party costs and agency spend as per the Business case.



MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
47	Workforce Strategy Review	TBC	-	-	Completed - There are no savings attributed to this area in 2024/2025. Opportunities to explore workforce options are being considered alongside transformation work. Any savings are likely to be realised in 2025/26 at the earliest. It is recommended that this item is removed from the list.
In year	Recognising the increased level of Registration service income of £350k.	0	-0.350	-0.350	This will be a permanent change to deliver the Red ranked items above.
In year	Recognising the receipt of £45k of Police and Crime Commissioner grant income.	0	-0.045	-0.045	This will be a permanent change to deliver the Red / Amber ranked items above.
In year	Taking the underspend on phones in corporate services (mobiles and rental) compared to budget.	0	-0.060	-0.060	This will be a permanent change to deliver the Red / Amber ranked items above.
In year	Adjustment required to balance to Outturn position of -£2,249k for corporate including ICT.	0	-2.496	-2.496	This figure is a mix of permanent and temporary items to assist the in-year position.
In-year	Reduce Members Allowances budget for excess budget relating to a pay award that was not taken	0	-0.100	-0.100	This will be a permanent change to deliver the Red / Amber ranked items above.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
	<b>Economy and Growth Committee</b>	<b>+3.316</b>	<b>-1.943</b>	<b>-5.259</b>	
49	Service Restructures within Place based Services	-0.787	-0.368	+0.419	Amber – achievement through permanent savings remains challenging without a full restructure. Mitigation is through offset of underspend 'in year' and proposals are to be considered to offset permanently.
50	Reduce opening hours for main offices	-0.050	-0.050	0	Completed
51	Office estate rationalisation	-0.550	-0.440	+0.110	Amber - due to the timeline for the transfer of buildings being extended. This item is being mitigated by in year savings and by the items at the end of the table which are a mix of permanent and temporary measures.
52	Tatton Park	-0.046	-0.046	0	Amber - Savings can be achieved through investment in the Tatton Vision Programme. To date this programme has achieved cumulative MTFS savings of £624k. Amber rating reflects the fact that the Tatton Vision capital programme was under review and so progress delayed.
53	Transfer of Congleton Visitor Information Centre	-0.020	-0.020	0	Green - Transfer of Congleton VIC to the Town Council has already occurred.
54	Pension costs adjustment	-0.157	-0.157	0	Completed
55	Tatton Park ticketing and electronic point of sale (EPOS) upgrade	+0.005	+0.005	0	Green - A procurement process is currently underway to source a supplier who can ensure onsite and web-based delivery of a new system which aligns with present and future needs. Improved functionality should enable future savings delivery.
56c	West Park collection	+0.012	+0.012	0	Green - Cost for vital conservation and storage of West Park Museum collections and ongoing temporary storage requirements.
56d	CEC archives	+0.008	0	-0.008	Amber - Timescales for implementation of the Archives capital project have slipped due to grant funding decisions, with revised opening date of Spring 2026.
57	Property Information and Management System - Estates – Revenue Adjustment	+0.030	+0.031	+0.001	Completed
58	Housing	+0.035	+0.035	0	Green - Consultation on the Housing Restructure commenced 22 May and

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
					includes the post that the funding is attributed to. The new structure was implemented on 1 August 2024.
59	Environmental Hub Waste Transfer Station	+0.040	+0.040	0	Green - Project on track delivery Q1/2. The replacement of bay 1 in the Councils Environmental Hub Residual Waste Transfer Station building with a new design more likely to provide long-term resilience to wear and tear, to enable the continuation of waste processing at the transfer station.
60	Rural and Visitor Economy	+0.045	+0.045	0	Green - Additional revenue support is required to cover the increase in electricity charges for the Rural and Culture Economy Service to maintain existing service provision at Tatton Park and Countryside sites.
61	Minimum energy efficiency standards (MEES) - Estates - Revenue Adjustment	+0.079	+0.018	-0.061	Amber – Prioritised negotiations with 3rd parties/tenants occupying premises being expedited to avoid delays on obtaining access for surveys, completing necessary improvement works and legally completing lease renewals.
62	Public Rights of Way Income Realignment	+0.115	+0.115	0	Completed. Adjustments made to budget forecasts 2024/25
63	Pay inflation	+0.788	+0.940	+0.152	Red - NJC Pay Claim now approved - over spend against budget as a result of £1,290/2.5% increase. Increase compared to flat percentage budget increase of 3% within original MTFS. This item is being mitigated by the items at the end of the table which are a mix of permanent and temporary measures.
64	Crewe town centre maintenance and operation	+0.650	+0.579	-0.071	Green – Delays in completing some projects in 2024-25. Expenditure is expected in 2025-26
65	Assets - Buildings and Operational	+3.119	+1.292	-1.827	Green - Growth for Energy was not fully utilised as it was calculated when energy markets prices were incredibly high, together with significant increased inflation– the market has subdued since then and prices have stabilised, this has been adjusted for in 25/26. There were also some credits received in year due to over performance on Energy contracts. Business rates remain a challenge to predict due to revaluation, appeals and complex transitional relief calculations, this along with some one-off rebates meant there was an underspend in this area.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
					The growth increase provided for revenue maintenance has enabled existing budgets to offset the inflation factors that were applied to the contract prices, and this was fully utilised with a pressure at yearend
66	Landfill Site Assessments revenue adjustment - Estates – CE Owned Landfill sites (53 sites) Review and Risk Assessment completions	-	-	-	Amber - £10k cost growth in for 25/26. Second stage of the review to commence shortly. Internal capacity within Environmental Services to be identified.
67	Tatton Park Estate Dwellings Refurbishment	-	-	-	Completed - Provision for response maintenance issues for 8 onsite dwellings to ensure properties meet standards required as part of tenancy agreements and the National Trust lease.
68	Improving Crewe Rented Housing Standards	-	-	-	Green
In year	Growth & Enterprise 2024/25 mitigations to balance back to outturn position	0	-3.305	-3.305	
In year	Place Directorate 2024/25 mitigations to balance back to outturn position	0	-0.669	-0.669	

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
	<b>Environment and Communities Committee</b>	<b>-0.052</b>	<b>-1.587</b>	<b>-1.535</b>	
69	Refresh wholly owned company overheads and contributions	-1.000	-1.500	-0.500	Green - ASDV Review recommendations have now been approved in full by Finance Sub-Committee in their role as shareholder of the wholly owned companies. The process of insourcing these services is largely completed which has released the reserves in year to meet this one-off contribution.
70	Strategic Leisure Review (Stage 2)	-1.305	-0.526	+0.779	Amber - Initial savings secured via committee decision on 11th March 2024. Proposals are being developed with EHL and town and parish councils to secure the residual £250k amount (£56k of this achieved through removal of car park refunds) - dialogue is ongoing. Delays to disposing of Middlewich and Holmes Chapel Leisure Centres in year are having a negative impact on savings position. Covid insurance contribution from EHL not secured.
71	Mitigate the impact of contract inflation and tonnage growth	-0.490	-0.490	0	Completed - Mitigate the impact of contract inflation and tonnage growth.
72	Emergency reduction of Household Waste Recycling Centres (HWRC) to four core sites	-0.263	-0.200	+0.063	Amber - Full saving on basis of original HLBC was not achieved due to introduction of mobile provision offer as a result of Full Council decision and costs associated with trial of booking system.
73	Libraries Strategy	-0.365	-0.138	+0.227	Green - Committee approval to implement final Strategy secured on 27th November, revised opening hours at Tier 3 sites went live from January 2025 and Tier 2 sites as of 1st April 2025. Staffing levels yet to be reduced with staff consultations due to be launched in 2025-26 relating to restructure of service. Engagement with Town and Parish Councils undertaken to shape the Strategy proposals and seek funding contributions, due to a delay with legal agreements only Bollington was secured for 2024-25. Progress has been made with preparing legal agreements for 2025-26. As part of funding libraries in a

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
					different way, libraries have increased income from meeting room hire and fees/charges
74	Reduce costs of street cleansing operations	-0.200	-0.200	0	Green - Value of saving now reduced from ANSA Management Fee for 2024/25, fully achieved in 24-25 due to removal of any vacancies and under-utilised fleet.
75	Reduce revenue impact of carbon reduction capital schemes	-0.336	0	+0.336	Amber – Carbon Neutral Council target deferred from 2025 to 27, as agreed at Full Council on 27.02.24, large scale prudential borrowing funded schemes spend now reprofiled to suit, however budget not sat within E&C Committee. Discussion with Corporate Financing team to re-allocate. This item is being partly mitigated by the item at the end of the table which is a mix of permanent and temporary measures.
76	Increase Garden Waste charges to recover costs	-0.045	-0.045	0	Green – Increase Garden Waste charges for the calendar year 2025 to recover costs
77	MTFS 80 (Feb 23) – Waste Disposal – Contract Inflation and Tonnage Growth (updated forecast)	+3.577	+3.577	0	Green – rating due to fluctuations in waste markets relating to recyclates and continued levels of inflation, outside CEC control and not aligned to projections. Outturn 24-25 witnessed a reduction in inflationary costs and an improved basket of goods rate that fully mitigated the pressure identified mid-year.
78	Pay Inflation – CEC & ASDV	+1.861	+2.397	+0.536	Red - NJC Pay Claim now approved - over spend against budget as a result of £1,290/2.5% increase. Increase compared to flat percentage budget increase of 3% within original MTFS. This item is being partly mitigated by the item at the end of the table which is a mix of permanent and temporary measures.
79	Pension Costs Adjustment	-0.151	-0.151	0	Completed
80	MTFS 90 (Feb 23) Strategic Leisure Review	+1.250	+1.250	0	Completed - Growth item budget adjustment only - replacing 2023/24 £1.3m savings target.
81	MTFS 91 (Feb 23) – Green Spaces Maintenance Review	-0.200	-0.200	0	Green - Year 2 saving - Policy now implemented and full saving secured from ANSA contract.
82	MTFS 92 (Feb 23) - Review Waste Collection Service - Green Waste	-3.150	-3.150	0	Green - Subscription levels in line with original business model.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
83	Review MTFS 92 (Feb 23) Garden waste subscription financial model in line with latest subscription levels and with actual observed position on any waste migration	-0.429	-0.429	0	Green – 24-25 outturn fully achieved the MTFS target, there will need to be continued monitoring of subscription levels and any adverse impacts is already in place in 25-26.
84	MTFS 93 (Feb 23) Libraries - Service Review	-0.200	-0.200	0	Amber - Year 2 of Service Review - reduction in staffing levels have been implemented and now include vacancy management in year to ensure achievement of saving. Currently covered temporarily by vacancy savings
85	Explore a Trust delivery model for Libraries and other services	+0.150	+0.003	-0.147	Green - Growth item to cover one off costs relating to implementation of alternative delivery model(s) for libraries service. Aligned to development of Libraries Strategy.
86	CCTV – Service Efficiencies	-0.030	-0.030	0	Green – Ongoing actions to increase customer base for existing services, identification of new chargeable services/customers and service efficiency savings as well as increased fees and charges to meet the target.
87	Congleton Town Council Collaboration Agreement – Grounds Maintenance	-0.062	-0.062	0	Completed - Congleton Town Council Collaboration Agreement on Grounds Maintenance Cheshire East Contribution reduced in line with reductions in Cheshire East Maintained green space.
88	Closed Cemeteries	+0.005	+0.005	0	Completed - Inflationary adjustment to previous budget allocation only.
89	Environmental Hub maintenance	+0.023	+0.023	0	Completed - Inflationary adjustment to previous budget allocation only.
90	Review Closed Landfill Sites	+0.300*	+0.300*	0	Completed - The Council has responsibility for a number of closed landfill sites across the borough for which it holds a provision.
91	Land Charge Income Adjustment	+0.050	+0.067	+0.017	Amber - Uncertainty around implementation timescales of HMLR changes to centralise some aspects of land charges functions hence understanding of actual impact, to be regularly monitored.
92	Building Control Income Alignment	+0.203	+0.286	+0.083	Amber - Due to current national trend of downturn in planning and related building control income. To be monitored through more regular financial forecasting in service. Reforms to national planning policy recently consulted upon may have a positive impact on this position moving forward due to uplift in both volume and pace of developments coming forward. To be

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
					considered in due course following Govt announcement.
93	Local Plan Review	+0.255	0	-0.255	Amber - Reprofiled budget adjustment to provide additional funding towards development of new Local Plan
94	Planning income	+0.400	+0.522	+0.122	Amber – Forecast reduced income in year due to current national trend of downturn in planning applications and hence income. Proactively monitored through regular financial forecasting in service. Partially mitigated by continued high level of vacancies and the item at the end of the table. Recent national planning policy forms announced by Govt which were recently subject to a consultation process may help to alleviate the income position, but will require vacancies to be filled to cater for the likely increase in applications. To be considered as and when further announcement made.
95	Planning Service Restructure	-	-	-	Green - No action for 2024/25. Growth for 2025/26 to be kept under review.
96	Review of Household Waste Recycling Centres	+0.100	+0.100	0	Green – completed on time following decision at Environment and Communities Committee on 26 September 2024 to proceed with preferred option and finalisation of new operating contract procurement process.
In year	Environment & Neighbourhood Services mitigations 2024/25 to balance back to outturn position	0	-2.796	-2.796	

\* Item represented a one-off saving in 2023/24. As it is not a permanent part of the budget, the value of the proposal is reversed in 2024/25.



MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
	<b>Highways and Transport Committee</b>	<b>+4.869</b>	<b>+3.084</b>	<b>-1.785</b>	
97	Highway maintenance savings	-0.750	-0.750	0	Green - Savings are being achieved through: - reducing the number of cuts on grass verges from 10 to 8; - directly employing staff to carry out surveys, rather than sub-contracting; - reductions in staffing and vacancy management; and - reliance on the Council's adverse weather reserve for snow clearance. Service budgets have been reduced to reflect the savings being made.
98	Introduce annual increases to car parking charges	-0.150	-0.150	0	Green - Annual inflation adjustment to existing P&D tariffs can be implemented by 1st July 2024, in advance of bringing charges into effect in the "free towns". This is 3 months earlier than planned.
99	Pension Costs Adjustment	-0.052	-0.052	0	Completed
100	Highways	-0.031	-0.031	0	Completed - This saving was delivered by changes to response times to defects in 2023/24.
101	Safe Haven outside schools (Parking)	-0.023	0	0.023	Red - Introduction of CCTV camera enforcement of waiting/loading restrictions at school gates on a trial basis using bespoke equipment that is type approved and proven for these purposes in order to improve road safety and increase enforcement capacity at these high risk locations.
102	Transport and Infrastructure Strategy Team - Restructure	+0.120	0	-0.120	Amber - Vacancies in existing structure provide some flexibilities of resourcing. Business case for a recruitment plan has been developed setting out the opportunity to reduce costs of outsourcing / agency staffing. This will be taken forward in 2025/26.
103	Pay Inflation	+0.339	+0.351	+0.012	Red - NJC Pay Claim now approved - over spend against budget as a result of £1,290/2.5% increase. Increase compared to flat percentage budget increase of 3% within original MTFS. This item is being mitigated by the item at the end of the table which is a mix of permanent and temporary measures.
104	Parking - PDA / Back Office System contract	+0.100	+0.048	-0.052	Green - Market testing completed - exploring a direct award opportunity with implementation testing and data migration. System to be implemented in 2025-26
105	Flood and Water Management Act 2010	+0.100	+0.100	0	Green - The requirement is to be ready to implement changes when regulations are implemented nationally.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
	SuDS & SABs Schedule 3 Implementation				A training plan for existing staff has been identified. Recruitment is to be progressed.
106	Energy saving measures from streetlights	+0.242	+0.242	0	Completed - This entry was in the MTFS to cancel an unachievable saving from 2022/23. There is no further action.
107	Parking	+0.245	+0.820	+0.575	Amber - Following decisions in January 2024, tariffs were uplifted on 1 July 2024 and extend pay and display to car parks in "free towns" from the start of December. Statutory consultations on Sunday and Evening charges have been completed to inform implementation in 2025-26. A trial of demand-responsive tariffs began with the opening of the new multistorey car park in Crewe.
108	Highways Revenue Services	+2.479	+2.479	0	Completed - This is a growth item. The growth has been factored into 2024/25 service levels and business plans. No further action.
109	Local Bus	+2.250	+1.459	-0.791	Green – network of new contracts was successfully tendered and began operating on 30 March 2025.
110	FlexiLink Service Improvement Plan	-	-	-	Green - A bus service review is underway, including proposals relating to flexible transport. Committee received a report updating on the outcomes of the consultation and the approach to procurement on 19 September 2024. The review of flexible transport will consider its role in filling gaps in local bus service provision, especially in rural areas, as well as options to extend hours of operation, open up the service to more users and introduce fares to make a contribution to operating costs.
111	Highways Depot Improvements	-	-	-	Red - This later year saving is subject to the approval of the business case for capital investment in depots. This will be reviewed during 2024/25.
112	Bus Stop Advertising Revenue Generation	-	-	-	Amber - Opportunity to shadow CWAC council's extension of the existing contract in the interim period. Intention to link this to wider on street advertising project in the transformation project.
In year	Highways & Infrastructure 2024/25 mitigations to balance to outturn position	0	-1.432	-1.432	

MTFS Ref No	Detailed List of Approved Budget Changes – Central Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
	<b>Finance Sub-Committee</b>	<b>-19.667</b>	<b>-12.277</b>	<b>+7.390</b>	
113	Capital Financing Budget	+9.508	+10.517	+1.009	Amber – assumes use of available capital financing reserve of £2.135m compared to budget.
114	Central Bad Debt Provision adjustment	+0.600	+0.600	0	Completed - budget adjustment.
115	Use of Earmarked Reserves – MTFS Reserve	+0.255	+0.255	0	Completed - budget adjustment / planned use of reserve.
115	MTFS Reserve – reversal of 2023/24 use	+1.536	+1.536	0	Completed - budget adjustment / planned use of reserve.
116	Collection Fund Reserve - Use of Earmarked Reserves	-0.834	-0.834	0	Completed - budget adjustment / planned use of reserve.
116	Collection Fund Reserve – reversal of 2023/24 use of reserves	+2.234	+2.234	0	Completed - budget adjustment / planned use of reserve.
117	Brighter Futures Transformation – reversal of 2023/24 use of reserves	+1.271	+1.271	0	Completed - budget adjustment / planned use of reserve.
118	Use of General Reserves – Fund in-year budget shortfall [NEW]	-11.654	-11.654	0	Completed - Drawn down in line with the MTFS forecast.
Amber 119	Council Tax - % increase	-13.527	-13.527	0	Green - Council tax and business rates income collection managed through the Collection Fund therefore no impact on current year funding target.
120	Council Tax – Base increase	-2.461	-2.461	0	Green - Council tax and business rates income collection managed through the Collection Fund therefore no impact on current year funding target.
121	Business Rates Retention Scheme – use of S31 compensation grants	-1.350	-1.350	0	Green - Grants received in line with final settlement from MHCLG.
122	Unring-fenced Grants + Revenue Support Grant	-5.245	-5.245	0	Green - Grants received in line with final settlement from MHCLG.
123	Council Tax and Business Rates Collection [NEW]	TBC	-	-	Initial case was to implement a working group to review council tax collection. No savings value was assigned to the case. The intention now is to bring forward via an informal briefing to include options around the council tax support scheme review (FS2428)

MTFS Ref No	Detailed List of Approved Budget Changes – Central Budgets	2024/25 MTFS £m	2024/25 Final Outturn £m	2024/25 Outturn Variance £m	Final Progress 2024/25 (RAG rating and commentary)
124	Council Tax Support [NEW]	TBC	-	-	No change to Council Tax support scheme for 2024/25 or 2025/26. To be reviewed for 2026/27.
In year	Bad Debt Provision reduction (one off)	-	-1.081	-1.081	New bad debt policy has been adopted by Adults Social Care.
In year	S106 Review (one off)	-	-0.574	-0.574	S106 Review identifying a one off contribution in year where work has been completed in prior years but has not been reflected in transferring money from S106 into the general fund
In year	Increased use of reserves re Transformation spend included in Service position	-	-3.827	-3.827	Use of reserves to fund essential expenditure to progress the Transformation programme in 2024/25
In year	Creation of new Transformation Reserve as set out in the 2025/26 MTFS	-	3.500	3.500	Creation of a reserve as reflected in the 2025/26 MTFS to fund Transformation delivery in 2025/26.
In year	Creation of new Change and Improvement reserve	-	5.300	5.300	New reserve created to cover one off costs of change and improvement activity in 2025/26 and 2026/27.
In year	Review of MRP accounting policy wef 1.4.2024	-	-3.411	-3.411	New MRP Accounting Policy adopted with effect from 1 April 2024 and as approved in the 2025/26 MTFS (Feb25)
In year	Creation of new earmarked service reserves	-	2.525	2.525	Additional reserves to fund one off expenditure in 2025/26 which is not included in service base budgets.
In year	Transfer to General Fund Reserve	-	2.473	2.473	Additional transfer to reserves to increase the Council financial sustainability in future years.
In year	Financing and Investment Interest	-	1.100	1.100	Pressure reflecting increased cost of interest payments on borrowing offset by interest receipts from investments
In year	Other in year variances to budget	-	0.376	0.376	

## Section 3: Revenue Grants for approval and year end Register

- 3.1. Cheshire East Council receives two main types of Government grants; specific purpose grants and general use grants. Specific purpose grants are held within the relevant service with a corresponding expenditure budget. Whereas general use grants are held in central budgets with a corresponding expenditure budget within the allocated service area.
- 3.2. Spending in relation to specific purpose grants must be in line with the purpose for which it is provided.
- 3.3. **Table 1** shows additional specific purpose grant allocations that have been received over £1m that **Council** will be asked to approve.
- 3.4. **Table 2** shows additional specific purpose grant allocations that have been received which are over £500,000 and up to £1m and are for **Committee** approval.

**Table 1 – Council Decision**

## 3.5. Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding (Specific Purpose) over £1,000,000

Committee	Type of Grant	£000	Details
Children & Families: Schools	Core Schools Budget Grant (CSBG)	2,502	This grant is from the Education and Skills Funding Agency and is to support schools with their overall costs in the 2024 to 2025 financial year, in particular following confirmation of the 2024 teacher pay award.
Corporate Policy	Housing Benefit Subsidy	2,231	This grant is from the Department for Work and Pensions. Payment of claims administration within Housing Benefits.

**Table 2 – Committee Decision**

## 3.6. Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding (Specific Purpose) over £500,000 up to £1,000,000

Committee	Type of Grant	£000	Details
Adults & Health	Homes for Ukraine Scheme	755	This grant is from the Department for Levelling Up, Housing and Communities (DLUHC) to provide support to families to rebuild their lives and fully integrate into communities.
Children and Families	Staying Close (Specific Purpose 2025/26)	602	This grant is to support the Staying Close programme, to improve outcomes for young people leaving care who do not have that continued support as they transition into independence.

3.7. **Annex 2** contains the full Grants Register for 2024/25 comparing the MTFS budgeted levels to the final outturn for every grant received.

# Section 4: Capital

**Table 1: Financial Parameters for 2024/25 to 2027/28**

Parameter	Value (£m)			
	2024/25	2025/26	2026/27	2027/28
<b>Repayment of Borrowing</b>				
<b>Minimum Revenue Provision*</b>	15.3	18.5	22.7	24.8
<b>External Loan Interest</b>	19.4	17.9	18.9	20.9
<b>Investment Income</b>	(4.3)	(4.1)	(2.7)	(2.7)
<b>Contributions from Services Revenue Budgets</b>	(0.9)	(1.3)	(2.3)	(2.5)
<b>Total Capital Financing Costs</b>	<b>29.4</b>	<b>30.5</b>	<b>36.1</b>	<b>39.8</b>
<b>Actual CFB in MTFS</b>	<b>28.5</b>	<b>35.0</b>	<b>38.8</b>	<b>41.9</b>
<b>Budget underspend /(overspend)</b>	<b>(0.9)</b>	<b>4.5</b>	<b>2.7</b>	<b>2.1</b>
<b>Capital Receipts targets*</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b>Flexible use of Capital Receipts</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

\*Anticipated MRP based on achieving capital receipts targets

- 4.1. The revised programme is funded from both direct income (grants, external contributions) and the Council's own resources (prudential borrowing, revenue contributions, capital reserve). A funding summary is shown in **Table 2**. For detailed tables by Committee please see **Annex 3**.
- 4.2. **Table 3** lists details of Delegated decisions up to £500,000 for noting.
- 4.3. Table 4 lists Capital Supplementary Estimates over £500,000 and up to £1,000,000 for committee approval and Capital Virements over £500,000 and up to and including £5,000,000 that require Relevant Member(s) of CLT and Chief Finance Officer in consultation with Chair of the relevant Committee and the Chair of Finance Sub-Committee to approve.
- 4.4. **Table 5** lists details of Capital Supplementary Estimates over £1,000,000 that requires Committee to make a recommendation to Council to approve.
- 4.5. **Table 6** lists details of reductions in Approved Budgets where schemes are completed and surpluses can now be removed. These are for noting purposes only.

Table 2: Capital Programme Update

CHESHIRE EAST COUNCIL CAPITAL PROGRAMME SUMMARY					
CAPITAL PROGRAMME 2024/25 - 2027/28					
	Actuals 2024/25 £000	Forecast 2025/26 £000	Forecast 2026/27 £000	Forecast 2027/28 £000	Total Forecast 2024-28 £000
<b>Committed Schemes - In Progress</b>					
Adults and Health	280	468	0	0	748
Children and Families	9,513	46,283	16,356	17,749	89,901
Highways & Transport	40,647	44,009	27,653	119,831	232,140
Economy & Growth	23,110	51,882	29,539	78,575	183,106
Environment & Communities	4,262	13,929	1,034	15,301	34,526
Corporate Policy	5,465	10,125	1,173	0	16,763
<b>Total Committed Schemes - In Progress</b>	<b>83,277</b>	<b>166,696</b>	<b>75,755</b>	<b>231,456</b>	<b>557,184</b>
CAPITAL PROGRAMME 2024/25 - 2027/28					
	Actuals 2024/25 £000	Forecast 2025/26 £000	Forecast 2026/27 £000	Forecast 2027/28 £000	Total Forecast 2024-28 £000
<b>New Schemes in 2024-25</b>					
Children and Families	209	9,848	5,248	3,000	18,305
Highways & Transport	570	22,617	15,051	15,051	53,289
Economy & Growth	2,613	4,652	3,366	3,187	13,818
Environment & Communities	1,653	4,677	1,150	0	7,480
<b>Total New Schemes</b>	<b>5,045</b>	<b>41,794</b>	<b>24,815</b>	<b>21,238</b>	<b>92,892</b>
<b>Total</b>	<b>88,322</b>	<b>208,490</b>	<b>100,570</b>	<b>252,694</b>	<b>650,076</b>
Funding Requirement					
<b>Indicative Funding Analysis:</b>					
Government Grants	49,791	129,470	75,248	119,235	373,745
External Contributions	4,002	19,742	13,121	68,619	105,483
Revenue Contributions	901	1,290	0	0	2,191
Capital Receipts	0	1,210	1,324	33,381	35,915
Prudential Borrowing (See note 1)	33,629	56,776	10,876	31,460	132,742
<b>Total</b>	<b>88,322</b>	<b>208,490</b>	<b>100,570</b>	<b>252,694</b>	<b>650,076</b>

**Note 1:**

Appropriate charges to the revenue budget will only commence in the year following the completion of the associated capital asset. This allows the Council to constantly review the most cost effective way of funding capital expenditure.



**Table 3: Delegated Decisions – lists details of Delegated decisions up to £500,000 for noting**

Committee / Capital Scheme			Amount Requested £	Reason and Funding Source
Supplementary Capital Estimates that have been made up to £500,000				
Children and Families				
Family Hubs Transformation	115,115	Transfer of Family Hubs Revenue grant to capital project.		
Economy & Growth				
Housing Strategy				
Disabled Facilities Grant	342,795	To uplift to match the budget allocation to the grant received.		
	231,842	To include income received from external parties		
Home Repairs Vulnerable People	17,131	To include income received from external parties		
Home Upgrade Grant Phase 2	6,361	To include income received from external parties		
Culture & Tourism				
Cattle Handling Facility - Oakwood Farm	37,694	To increase the budget to cover additional expenditure, funded by Revenue Contribution		
Wilmslow Dobbin Brook Informal Footpath s106	89,000	}	Supplementary Capital Estimates approved in quarter	
Alsager Footpath No.10 s106	23,140			
Infrastructure				
Spath Lane, Handforth	14,364	}	To increase the budget to cover additional expenditure, funded by S106 Contribution	
Marsh Lane, Holmes Chap Bus St	38			
Coppenhall East, Remer Street, Crewe (11/1643N).	102,351	}	Supplementary Capital Estimates approved in quarter	
Linley Lane/B5077 Junction & Footway improvements	150,000			
Wheelock St, Middlewich S106 ref 686A	11,282			
Holmes Chapel Road, Middlewich S106 Ref 448	20,859			
London Road. Nantwich S106 457D	117,617			
Old Newcastle Rd, - s106 ref 369B	20,099			
Bank Corner Junction, Alsager	76,715			
Main Road, Weston	281,663	}		
Davenport Arms	21,551			
Highways & Transport				
Jack Mills Way Part 1 Claims	6,763	To align the budget with expected contributions from Network Rail		
Active Travel Fund - Tranche 5	239,282	Additional Active Travel funding from Department for Transport		
BSIP Phase 3 funding	250,000	Additional Bus Service Improvement Plan funding from Department for Transport		
Total Supplementary Capital Estimates Requested	1,686,379			
£				
Capital Budget Virements that have been made up to £500,000				
Children & Families				
Early Years sufficiency capital fund	155	Virement to Family Hubs Transformation		
Education and 14-19 Skills				
Macclesfield Planning Area secondary	5,560	}	Transfer of remaining budget to Tyherington High school project	
Brine Leas High School	8,271			
Shavington Planning Area - Secondary	15,776	}	Virements from Basic need on project closure	
Congleton Planning Area	1,993			
Holmes Chapel Secondary School	5,191	}	Virements to Basic Need on project closure	
Sandbach Boys School	1,979			
School Condition Grant	107,350	Virements to School Condition Allocation from remaining budgets on various closed school managed schemes		
SCG - Condition Assessments 2021-22	14,269	}	Virements to individual schemes from School Condition Allocation on closure	
Edleston Primary School - Condition Project	390			
Styal Primary School - Condition Project	223			
High Needs	32,396	Virement to High Needs from budget remaining on various cloosed schemes		
Leighton SEND Reception Adaptations	25,629	}	Virements to schemes from High Needs	
Provision of SEN Unit - Wistaston Primary School	17,347			

Economy & Growth		
Future High Street Funding - CEC Innovation Centre	278,000	Future High Street grant funding realigned from Sustainable Energy Network to cover TADIC's energy improvement measures.
Macclesfield Indoor Market Refurbishment (MIMR)	98,285	Virement from Facilities Management Premises Capital Programme to contribute to the full cost of the project.
Macclesfield Indoor Market Toilet Refurbishment	5	
Strategic Housing		
Home Repairs Vulnerable People	458,000	At Economy & Growth Committee on 12/11/24 a virement for £458,000 was approved from the Green Homes Grant to Home Repairs for Vulnerable People in the capital programme.
Infrastructure		
Future High Street Funding - Southern Gateway	76,934	To vire Future High Street Fund from Flag Lane Link To utilise Future High Street Funding originally allocated to Delamere Street and Chester Street (Housing projects) which did not progress and were abandoned.
	8,331	
Crewe Green Link Road Ph2	6,097	Payment of residual invoices relating to Crewe Green Link Road funded by S106 which was originally earmarked for David Whitby Way.
Environment & Communities		
Environment Services		
Green Investment schemes (Solar Farm)	200,000	Transfer of funds from Carbon Nuetral 2030 Investments (Previousl Solar Energy)
Highways & Transport		
A532 Safer Road Fund Scheme	243,000	Prudential Borrowing funding element vired from A537 to cover revised forecast expenditure.
Sustainable Travel (Active Travel) - Boulderstone Bridge	7,633	There has been a fine adjustment to the agreed contribution to Network Rail, which now stands at £379,190.35. Transfer from Client Contract and asset Management
Hollinswood Rd/Redhouse Ln	42,603	Department for Transport grant reallocated from the Client Contract and asset Management project to cover expenditure in 2024-25
Traffic Signs and Bollards - LED Replacement	8592.37	
Footpath Maintenance - Slurry Sealing & Reconstruction Works	3676.85	Reallocated funding within the STEPS Programme to cover 2024-25 expenditure
Hurdsfield Road/Black Lane junction, Macclesfield Cycleway (S	70,252	
Bollin Valley / Greater Bollin Trail	13,833	
Manchester Road, Wilmslow – Northern	100,000	£325,000 virement from STEPS - Active Travel to provide additional budget.
Southern Gateway	100,000	
Ayrshire Way/Park Lane, Congleton	125,000	
Facilities Management		
PSDS - 3C	223,000	Virement from Premises Capital, match funding for grant
Total Capital Budget Virements Approved	2,299,773	
Total Supplementary Capital Estimates and Virements	3,986,153	

**Table 4: Requests for Supplementary Capital Estimates (SCEs)**

Committee / Capital Scheme	Amount Requested £	Reason and Funding Source
<b>Service Committee are asked to approve the Supplementary Capital Estimates above £500,000 up to and including £1,000,000</b>		
<b>Education and 14-19 Skills</b>		
School Condition Allocation	552,916	A provisional amount of £2,000,000 was included within the MTFS for 2025-26. The allocation has now been confirmed as £2,552,916
<b>Highways &amp; Transport</b>		
Mill Street Corridor - Station Link Project	(687,364)	Additional grant funding of £493,800 has been added to the Capital Programme alongside reallocations on various schemes to reflect in year spend. This grant was required to be spent by 31st March 2025.
Park Lane – Ayreshire Way, Congleton Walking and Cycling	107,410	
<b>Growth and Enterprise</b>		
Visitor Economy - Rural Shared Prosperity Fund	49,980	
UK Shared Prosperity Fund - Core	354,077	
Mill Street Corridor	450,000	
Macc on Foot (MOF)	65,975	
Macclesfield Indoor Market Refurbishment (MIMR)	85,500	
Royal Arcade Ph2 Meanwhile Uses	40,280	
<b>Environment and Communities</b>		
Crewe Towns Fund - Cumberland Arena	80,000	
<b>Total Supplementary Capital Estimates Requested</b>	<b>1,098,773</b>	
<b>Total Capital Virements requested</b>	<b>-</b>	
<b>Total SCEs and Virements</b>	<b>1,098,773</b>	

**Table 5: Requests for Supplementary Capital Estimates (SCEs) For Finance Sub Committee Recommendation or Approval**

Committee	Amount Requested £	Reason and Funding Source
<b>Finance Sub Committee are asked to recommend to Council the approval of the Supplementary Capital SCEs over £1,000,000</b>		
<b>Education and 14-19 Skills</b>		
High Needs Capital Grant	3,955,823	A provisional amount of £2,000,000 was included within the MTFS for High Needs Capital Grant. The 2025-26 allocation has now been
<b>Highways &amp; Transport</b>		
Local Transport Grant	7,754,000	Additional Department for Transport Grant allocated for 2025-26
<b>Housing Strategy</b>		
Warm Homes Local Grant (DESNZ)	7,792,725	Department of Energy Security and Net Zero grant funding, supplementary estimates approved by urgent decision.
<b>Total Supplementary Capital Estimates Requested</b>	<b>19,502,548</b>	
<b>Total Supplementary Capital Estimates and Virements</b>	<b>19,502,548</b>	

**Table 6: For information – Budget Reductions**

Committee / Capital Scheme	Approved Budget £	Revised Approval £	Reduction £	Reason and Funding Source
<b>Finance Sub Committee are asked to note the reductions in Approved Budgets</b>				
<b>Adults</b>				
Community - Rural Shared Prosperity Fund	412,627	360,570	(52,057)	Reduction in budget at closing 2024-25.
<b>Education and 14-19 Skills</b>				
Devolved Formula Capital	330,000	317,884	(12,116)	Reduction in 2025-26 budget upon confirmation of allocation due to academy conversions
<b>Environment &amp; Communities</b>				
Wilmslow Town Villas	80,964	47,452	(33,512)	Reduction in budget as external funding of £33,512 paid directly to ANSA for work done rather than via CEC
<b>Economy &amp; Growth</b>				
<b>Housing Strategy</b>				
Local Authority Housing Fund	742,380	731,580	(10,800)	To mirror the amount of grant to be received.
<b>Highways &amp; Transport</b>				
Alderley Edge Bypass Scheme Implementation	60,611,100	60,411,100	(200,000)	To align budget to revised forecasting.
<b>Infrastructure</b>				
Flowerpot Phs 1 & Pinchpoint	10,037,232	4,245,620	(5,791,612)	To align the available budget with external funding available, Grant and S106 Developer Contributions
A500 Corridor OBC Update	2,435,000	1,704,550	(730,450)	To reduce budget to match grant received from Department for Transport to fund the scheme.
	<b>81,483,583</b>	<b>67,818,756</b>	<b>(13,664,827)</b>	

## Prudential Indicators revisions to: 2024/25 and 20245/26 – 2026/27 and future years

### Background

- 4.6. There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their Prudential Indicators.

### Estimates of Capital Expenditure

- 4.7. In 2024/25, the Council spent £88.3m on capital expenditure as summarised below.

Capital Expenditure	2024/25 Actual £m	2025/26 Estimate £m	2026/27 Estimate £m	Future years £m
<b>Total</b>	88.3	208.5	100.6	252.7

### Capital Financing

- 4.8. All capital expenditure must be financed either from external sources (government grants and other contributions), the Council's own resources (revenue reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of capital expenditure is as follows.

Capital Financing	2024/25 Actual £m	2025/26 Estimate £m	2026/27 Estimate £m	Future years £m
Capital receipts	0.0	1.2	1.3	33.4
Government Grants	49.8	129.5	75.2	119.3
External Contributions	4.0	19.7	13.1	68.6
Revenue Contributions	1.0	1.3	0.0	0.0
<b>Total Financing</b>	<b>54.8</b>	<b>151.7</b>	<b>89.6</b>	<b>221.3</b>
Prudential Borrowing	33.5	56.8	10.9	31.4
<b>Total Funding</b>	<b>33.5</b>	<b>56.8</b>	<b>10.9</b>	<b>31.4</b>
<b>Total Financing and Funding</b>	<b>88.3</b>	<b>208.5</b>	<b>100.5</b>	<b>252.7</b>

Source: Cheshire East Finance

### Replacement of debt finance

- 4.9. Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets may be used to replace debt finance. Planned MRP repayments are as follows:

Replacement of debt finance	2024/25 Actual £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
<b>Total</b>	<b>15.3</b>	<b>18.5</b>	<b>22.7</b>	<b>24.8</b>

Source: Cheshire East Finance

### Estimates of Capital Financing Requirement

- 4.10. The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP repayments and capital receipts used to replace debt. The CFR will decrease by £2m during 2024/25. This assumes that were there has been significant forward funding of certain schemes that grants and other contributions are received in year to repay that forward funding. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows.

Capital Financing Requirement	2024/25 Actual £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
<b>Total</b>	<b>521</b>	<b>560</b>	<b>582</b>	<b>595</b>

Source: Cheshire East Finance

### Asset disposals

- 4.11. When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council received £2.2m of capital receipts from asset sales in 2024/25 and has built into the MTFS planned receipts of £3.6m in future years.

Capital Receipts	2024/25 Actual £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Asset Sales	2.1	1.0	1.0	1.0
Loans Repaid	0.1	0.2	0.2	0.2
<b>Total</b>	<b>2.2</b>	<b>1.2</b>	<b>1.2</b>	<b>1.2</b>

Source: Cheshire East Finance

### Gross Debt and the Capital Financing Requirement

- 4.12. The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in the future. These objectives are often conflicting and the Council therefore seeks to strike a balance between cheap short term loans and long term fixed rate loans where the future cost is known but fixed over a period when rates are expected to fall.
- 4.13. Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities, leases) are shown below, compared with the capital financing requirement.

Gross Debt and the Capital Financing Requirement	2024/25 Actual £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Borrowing	396	423	476	512
PFI Liabilities	17	17	15	14
<b>Total Debt</b>	<b>413</b>	<b>440</b>	<b>491</b>	<b>526</b>
<b>Capital Financing Req.</b>	<b>521</b>	<b>560</b>	<b>582</b>	<b>595</b>

Source: Cheshire East Finance

- 4.14. Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. As can be seen from the above table, the Council expects to comply with this in the medium term.

### Liability Benchmark

- 4.15. To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing (see para 6.18 of the Treasury Management Strategy update). This assumes that cash and investment balances are kept to a minimum level of £20m at each year end. This benchmark is currently £372m and is forecast to rise to £447m over the next four years.

Borrowing and the Liability Benchmark	2024/25 Actual £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Outstanding Debt	396	423	476	512
Liability Benchmark	372	420	445	447

Source: Cheshire East Finance

- 4.16. The table shows that the Council expects to borrow above its liability benchmark.

### Affordable borrowing limit

- 4.17. The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

	2024/25 limit £m	2025/26 limit £m	2026/27 Estimate £m	2027/28 Estimate £m
Authorised Limit for Borrowing	570	590	590	590
Authorised Limit for Other Long-Term Liabilities	17	17	15	14
<b>Authorised Limit for External Debt</b>	<b>587</b>	<b>607</b>	<b>605</b>	<b>604</b>
Operational Boundary for Borrowing	560	580	580	580
Operational Boundary for Other Long-Term Liabilities	17	17	15	14
<b>Operational Boundary for External Debt</b>	<b>577</b>	<b>597</b>	<b>595</b>	<b>594</b>

Source: Cheshire East Finance

### Investment Strategy

- 4.18. Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 4.19. The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with money market funds, other local authorities or selected high quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in shares and property, to balance the risk of loss against the risk of returns below inflation.

Treasury Management Investments	31/03/25 Actual £m	31/03/26 Estimate £m	31/03/27 Estimate £m	31/03/28 Estimate £m
Short term	20	20	20	20
Long term	20	20	20	20
<b>Total Investments</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

Source: Cheshire East Finance

- 4.20. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by an investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e., the amount funded from Council Tax, business rates and general government grants.

Ratio of Financing Costs to Net Revenue Stream	31/03/25 Actual	31/03/26 Estimate	31/03/27 Estimate	31/03/28 Estimate
Financing Costs (£m)	29.0	30.5	36.1	39.8
Proportion of net revenue stream %	<b>7.33</b>	<b>7.58</b>	<b>8.75</b>	<b>9.37</b>

Source: Cheshire East Finance



# Section 5: Reserves

## Management of Council Reserves

- 5.1. The Council's Reserves Strategy states that the Council will maintain reserves to protect against risk and support investment.
- 5.2. The opening balance at 1 April 2024 in the Council's General Fund Reserves was £5.6m, as published in the Council's Statement of Accounts for 2023/24. At FR3, the closing balance at 31 March 2025 was forecast to be £0.5m.
- 5.3. During 2024/25, transfers from Earmarked Reserves were made of £13.7m to support the revenue budget. A net total of £11.7m has been drawn down to support the in-year deficit position, whilst a further £3.8m has been used to fund the Council Transformation expenditure.
- 5.4. The current balance on reserves is insufficient in order to provide adequate protection against established and newly emerging risks, such as inflation and particularly the DSG deficit, which is £112.1m at year end and has been highlighted in the MTFS as having no alternative funding.
- 5.5. The Council also maintains Earmarked Revenue Reserves for specific purposes. The opening balance at 1 April 2024 was £32.3m, of which £6.5m has been used to fund expenditure specifically provided for by services. These balances fall within the forecasts approved during the MTFS budget setting process. The closing balance at 31 March 2025 for Earmarked Reserves is £23.3m, of which, £3.2m is ring-fenced for specific use.
- 5.6. The closing balance on General Fund Reserves at 31 March 2025, is £6.3m.
- 5.7. Total reserves available for Council use at 31 March 2025 are £29.6m.
- 5.8. Unspent schools' budgets that have been delegated, as laid down in the Schools Standards Framework Act 1998, remain at the disposal of the school and are not available for Council use. These balances are therefore excluded from all reserve forecasts.

**Table 1 – Reserves Balances****Adults and Health Committee**

Reserve Account	Opening Balance 01 April 2024 £000	Drawdowns / Transfers to General Fund £000	In-year Net Movement £000	New Reserve Requests* £000	Closing Balance 31 March 2025 £000	Notes
<b><u>Adults Social Care Commissioning</u></b>						
PFI Equalisation - Extra Care Housing	2,857	(2,857)	0	0	0	Asper the MTFS, this reserve will be replenished over the 4 year MTFS period 2024-2028.
<b><u>Public Health</u></b>						
Public Health Reserve	2,369	0	0	835	3,204	Ring-fenced underspend to be invested in areas to improve performance against key targets.
<b>ADULTS AND HEALTH RESERVE TOTAL</b>	<b>5,226</b>	<b>(2,857)</b>	<b>0</b>	<b>835</b>	<b>3,204</b>	

\* All New Requests are subject to approval.

**Children and Families Committee**

Reserve Account	Opening Balance 01 April 2024 £000	Drawdowns / Transfers to General Fund £000	In-year Net Movement £000	New Reserve Requests* £000	Closing Balance 31 March 2025 £000	Notes
<b><u>Childrens Social Care</u></b>						
Domestic Abuse Partnership	131	0	(131)	0	0	To sustain preventative services to vulnerable people as a result of partnership funding in previous years.
<b><u>Strong Start, Family Help and Integration</u></b>						
Troubled Families Initiative	1,593	0	(1,593)	0	0	Crewe Youth Zone and ACT have been assigned funding from shared outcomes of the Supporting Families Programme.
ILAC Spending Plan	0	0	0	456	456	To carry forward funding identified to fund the ILAC improvement plan which spans across two financial years.

<b>CHILDREN AND FAMILIES RESERVE TOTAL</b>	<b>1,724</b>	<b>0</b>	<b>(1,724)</b>	<b>456</b>	<b>456</b>
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\* All New Requests are subject to approval.

### Corporate Policy Committee and Central Reserves

Reserve Account	Opening Balance 01 April 2024	Drawdowns / Transfers to General Fund	In-year Net Movement	New Reserve Requests*	Closing Balance 31 March 2025	Notes
	£000	£000	£000	£000	£000	
<b><u>Corporate Directorate</u></b>						
Corporate Directorate Reserve	<b>1,164</b>	(1,164)	0	0	<b>0</b>	To support a number of widespread projects within the Corporate Directorate.
<b><u>Finance and Customer Service</u></b>						
Collection Fund Management	<b>8,154</b>	(1,235)	(1,799)	0	<b>5,120</b>	To manage cash flow implications as part of the Business Rates Retention Scheme.
Capital Financing Reserve	<b>4,531</b>	0	(2,289)	0	<b>2,242</b>	To provide for financing of capital schemes, other projects and initiatives
MTFS Reserve	<b>2,914</b>	(3,169)	255	0	<b>0</b>	Reserve balance has been released to the general fund to support the in-year deficit pressure
Brighter Futures Transformation Programme	<b>490</b>	(470)	(20)	0	<b>0</b>	To fund the Council's four-year transformation programme and its five outcomes of Culture; Estates and ICT systems; Customer Experience, Commercial Approach and Governance.
2025/26 Transformation 1	<b>0</b>	0	0	3,500	<b>3,500</b>	Additional reserve to support the 2025/26 Transformation Programme.
2025/26 Transformation 2	<b>0</b>	0	0	@Bal5,300	<b>5,300</b>	To cover the costs of the Transformation Programme to help mitigate anticipated one off cost impacts of change.
Section 31 Revenue Grants	<b>14</b>	(14)	0	0	<b>0</b>	Residual unspent revenue grants have been released to the general fund to support the in-year deficit.

## Corporate Policy Committee and Central Reserves Continued

Reserve Account	Opening Balance 01 April 2024 £000	Drawdowns / Transfers to General Fund £000	In-year Net Movement £000	New Reserve Requests* £000	Closing Balance 31 March 2025 £000	Notes
<b><u>Governance and Compliance</u></b>						
Insurance Reserve	3,098	(3,098)	0	314	314	To settle insurance claims and manage excess costs.
Elections General	132	0	0	300	432	To provide funds for Election costs every 4 years.
Brexit Funding	13	(13)	0	0	0	Residual reserve balance has been released to the general fund to support the in-year deficit pressure.
<b><u>Human Resources</u></b>						
HR (CARE4CE Review, Culture Change, Pay realignment, Learning Mgt System)	59	(59)	0	0	0	Residual reserve balance has been released to the general fund to support the in-year deficit pressure.
Pay Structure (M Grade Review)	54	(54)	0	0	0	Residual reserve balance has been released to the general fund to support the in-year deficit pressure
<b><u>ICT</u></b>						
Digital Solutions Architect	150	0	(76)	0	74	To fund a role for the Digital Customer Enablement programme and will be key to realising the cost savings and efficiencies across the Council from the deployment of a number of digital initiatives.
ICT	0	0	0	300	300	To fund costs associated with Gemini / TOM
<b>CORPORATE POLICY AND CENTRAL RESERVE TOTAL</b>	<b>20,773</b>	<b>(9,276)</b>	<b>(3,929)</b>	<b>9,714</b>	<b>17,282</b>	

\* All New Requests are subject to approval.

## Economy and Growth Committee

Reserve Account	Opening Balance 01 April 2024 £000	Drawdowns / Transfers to General Fund £000	In-year Net Movement £000	New Reserve Requests* £000	Closing Balance 31 March 2025 £000	Notes
<b><u>Directorate</u></b>						
Place Directorate Reserve	1,164	(306)	(510)	70	418	To support a number of widespread projects within the Place Directorate.
Investment (Sustainability)	610	(40)	(21)	0	549	To support investment that can increase longer term financial independence and stability of the Council.
<b><u>Growth and Enterprise</u></b>						
Legal Proceedings	212	0	(33)	0	179	To enable legal proceedings on land and property matters.
Investment Portfolio	534	(534)	0	0	0	The full reserve has been released to the general fund to support the in-year deficit pressure.
Homelessness & Housing Options - Revenue Grants	129	0	(129)	0	0	Grant committed for the purchase and refurbishment of properties to be used as temporary accommodation to house vulnerable families.
Tatton Park Trading Reserve	128	(128)	0	250	250	To fund Tatton Park playground through the Transformation Programme, and cover costs for vehicle replacement, maintenance and repair.
<b>ECONOMY AND GROWTH RESERVE TOTAL</b>	<b>2,777</b>	<b>(1,008)</b>	<b>(693)</b>	<b>320</b>	<b>1,396</b>	

\* All New requests are subject to approval.

## Environment and Communities Committee

Reserve Account	Opening Balance 01 April 2024 £000	Drawdowns / Transfers to General Fund £000	In-year Net Movement £000	New Reserve Requests* £000	Closing Balance 31 March 2025 £000	Notes
<b><u>Environment and Neighbourhood Services</u></b>						
Strategic Planning	568	(281)	0	0	287	To meet costs associated with the Local Plan - site allocations, minerals and waste DPD.
Trees / Structures Risk Management	139	(55)	0	0	84	To help respond to increases in risks relating to the environment, in particular the management of trees, structures and dealing with adverse weather events.
Air Quality	36	0	0	0	36	Air Quality Management - DEFRA Action Plan. Relocating electric vehicle charge point in Congleton.
Licensing Enforcement	8	0	2	0	10	Three year reserve to fund a third party review and update of the Cheshire East Council Taxi Licensing Enforcement Policies.
Flood Water Management (Emergency Planning)	2	0	0	0	2	Relating to Public Information Works.
Neighbourhood Planning	82	(41)	0	0	41	To match income and expenditure.
Spatial Planning - revenue grant	13	(13)	0	0	0	Residual reserve balance has been released to the general fund to support the in-year deficit pressure.
Street Cleansing	22	0	0	0	22	Committed expenditure on voluntary litter picking equipment and electric blowers.
<b>ENVIRONMENT AND NEIGHBOURHOOD RESERVE TOTAL</b>	<b>870</b>	<b>(390)</b>	<b>2</b>	<b>0</b>	<b>482</b>	

\* All New Requests are subject to approval.

## Highways and Transport Committee

Reserve Account	Opening Balance 01 April 2024 £000	Drawdowns / Transfers to General Fund £000	In-year Net Movement £000	New Reserve Requests* £000	Closing Balance 31 March 2025 £000	Notes
<b><u>Highways and Infrastructure</u></b>						
Rail and Transport Integration	385	(185)	(200)	0	0	To support the Council's committed costs to the rail and transport networks across the borough.
Flood Risk Adverse Weather Events	400	0	0	0	400	To help the service manage risks such as the impact of adverse weather, specifically flooding or extensive periods where winter maintenance is required.
Highways Procurement Project	104	(20)	(1)	0	83	To finance the development of the next Highway Service Contract. Depot mobilisation costs, split over 7 years from start of contract in 2018.
LEP-Local Transport Body	19	0	0	0	19	Contribution to LEP transport studies/consultancy. Ongoing working around Transport Legacy issues.
<b>ECONOMY AND GROWTH RESERVE TOTAL</b>	<b>908</b>	<b>(205)</b>	<b>(201)</b>	<b>0</b>	<b>502</b>	

\* All New Requests are subject to approval.

## Total Reserves

Reserve Account	Opening Balance 01 April 2024 £000	Drawdowns / Transfers to General Fund £000	In-year Net Movement £000	New Reserve Requests* £000	Closing Balance 31 March 2025 £000	Notes
Total Earmarked Reserves	32,278	(13,736)	(6,545)	11,325	23,322	
General Fund Reserve	5,580	13,736	(15,481)	2,473	6,308	
<b>RESERVE TOTAL</b>	<b>37,858</b>	<b>0</b>	<b>(22,026)</b>	<b>13,798</b>	<b>29,630</b>	

\* All New Requests are subject to approval.

# Section 6: Treasury Management

## Management of Council Reserves

- 6.1 Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.
- 6.2. Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.
- 6.3. Investments held for service purposes or for commercial profit are considered in the Investment Report (see **Section 9**).

## 1. External Context

- 6.4. **Economic background:** Both the UK and US elected new governments during the period, whose policy decisions impacted the economic outlook. The Chancellor of the Exchequer delivered her Spring Statement in March 2025, following her Budget in October 2024. Based on the plans announced, the Office for Budget Responsibility downgraded its predictions for UK growth in 2025 to 1% from 2%. However, it upgraded its predictions for the four subsequent years. Inflation predictions for 2025 were pushed up, to 3.2% from 2.6%, before seen as falling back to target in 2027. The market reaction to the Spring Statement was more muted compared to the Budget, with very recent market turbulence being driven more by US trade policy decisions and President Trump.
- 6.5. UK annual Consumer Price Index (CPI) Inflation continued to stay above the 2% Bank of England (BoE) target in the later part of the period. The Office for National Statistics (ONS) reported headline consumer prices at 2.8% in February 2025, down from 3% in the previous month and below expectations. Core CPI also remained elevated falling slightly in February to 3.5%, just below expected 3.6% but higher than the last 3 months of 2024.
- 6.6. The UK economy Gross Domestic Product (GDP) grew by 0.1% between October and December 2024, unrevised from the initial estimate. This was an



improvement on the zero growth in the previous quarter, but down from the 0.4% growth between April and June 2024. The economy was estimated to have contracted by 0.1% in January 2025, worse than the expectations for a 1% gain.

- 6.7. The labour market continued to cool, but the ONS data still requires treating with caution. Recent data showed the unemployment rate rose to 4.4% (3mth/year) in the three months to January 2025 while the economic inactivity rate fell again to 21.5%. The ONS reported pay growth over the same three-month period at 5.9% for regular earnings (excluding bonuses) and 5.8% for total earnings.
- 6.8. The BoE's Monetary Policy Committee (MPC) held Bank Rate at 4.5% at its March 2025 meeting, having reduced it in February. This follows earlier 0.25% cuts in November and August 2024 from the 5.25% peak. At the March MPC meeting, members voted 8-1 to maintain Bank Rate at 4.5%, with the one dissenter preferring another 25 basis points cut. The meeting minutes implied a slightly more hawkish tilt compared to February when two MPC members wanted a 50bps cut. In the minutes, the Bank also upgraded its Q1 2025 GDP forecast to around 0.25% from the previous estimate of 0.1%
- 6.9. The February Monetary Policy Report (MPR) showed the BoE expected GDP growth in 2025 to be significantly weaker compared to the November MPR. GDP is forecast to rise by 0.1% in Q1 2025, less than the previous estimate of 0.4%. Four-quarter GDP growth is expected to pick up from the middle of 2025, to over 1.5% by the end of the forecast period. The outlook for CPI inflation showed it remaining above the MPC's 2% target throughout 2025. It is expected to hit around 3.5% by June before peaking at 3.7% in Q3 and then easing towards the end of the year, but staying above the 2% target.
- 6.10. Arlingclose, the authority's treasury adviser, maintained its central view that Bank Rate would continue to fall throughout 2025. Further to the cut in May to 4.25%, it is anticipated that other cuts will follow in line with MPR months to take Bank rate down to 3.75% by the end of 2025.
- 6.11. **Financial Markets:** Financial market sentiment was reasonably positive over most of the period but economic, financial and geopolitical issues meant the trend of market volatility remained. In the latter part of the period, volatility increased and bond yields started to fall following a January peak, as the economic uncertainty around likely US trade policy impacted financial markets. Yields in the UK and US started to diverge in the last month of the period, with the former rising around concerns over the fiscal implications on the UK government from weaker growth, business sentiment and higher rates, while the latter started falling on potential recession fears due to the unpredictable nature of policy announcements by the US President and their potential impact. Since then, the US announced 'reciprocal tariffs', the immediate aftermath of which saw stock prices and government bond yields falling and introduced further uncertainty over the economic outlook.

- 6.12. **Credit Review:** Due to improving credit conditions our treasury advisors, increased their recommended maximum unsecured duration limit on most banks on its counterparty list to 6 months from the previous limit of 100 days.
- 6.13. Credit default swap prices were generally lower over the period but did start to rise modestly in March but not to any level causing concern. Price volatility over the period was also generally more muted compared to previous periods.
- 6.14. Financial market volatility is expected to remain a feature, at least in the near term and credit default swap levels will be monitored for signs of ongoing credit stress. As ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remain under constant review

## 2. Local Context

- 6.15. As at 31 March 2025 the Authority has borrowings of £414m and investments of £39m. Forecast changes in these sums are shown in the balance sheet analysis in **Table 1** below.

**Table 1: Balance Sheet Summary and Forecast**

	31/03/25 Actual £m	31/03/26 Estimate £m	31/03/27 Estimate £m	31/03/28 Estimate £m	*
General Fund CFR	538	578	597	609	
Less: Other long term liabilities *	(17)	(17)	(15)	(14)	
<b>Loans CFR</b>	<b>521</b>	<b>561</b>	<b>582</b>	<b>595</b>	
Less: External borrowing **	(396)	(163)	(133)	(119)	
<b>Internal (over) borrowing</b>	<b>126</b>	<b>398</b>	<b>448</b>	<b>477</b>	
Less: Usable reserves	(122)	(113)	(108)	(119)	
Less: Working capital	(47)	(50)	(50)	(51)	
<b>(Treasury Investments) or New borrowing</b>	<b>(44)</b>	<b>235</b>	<b>290</b>	<b>307</b>	

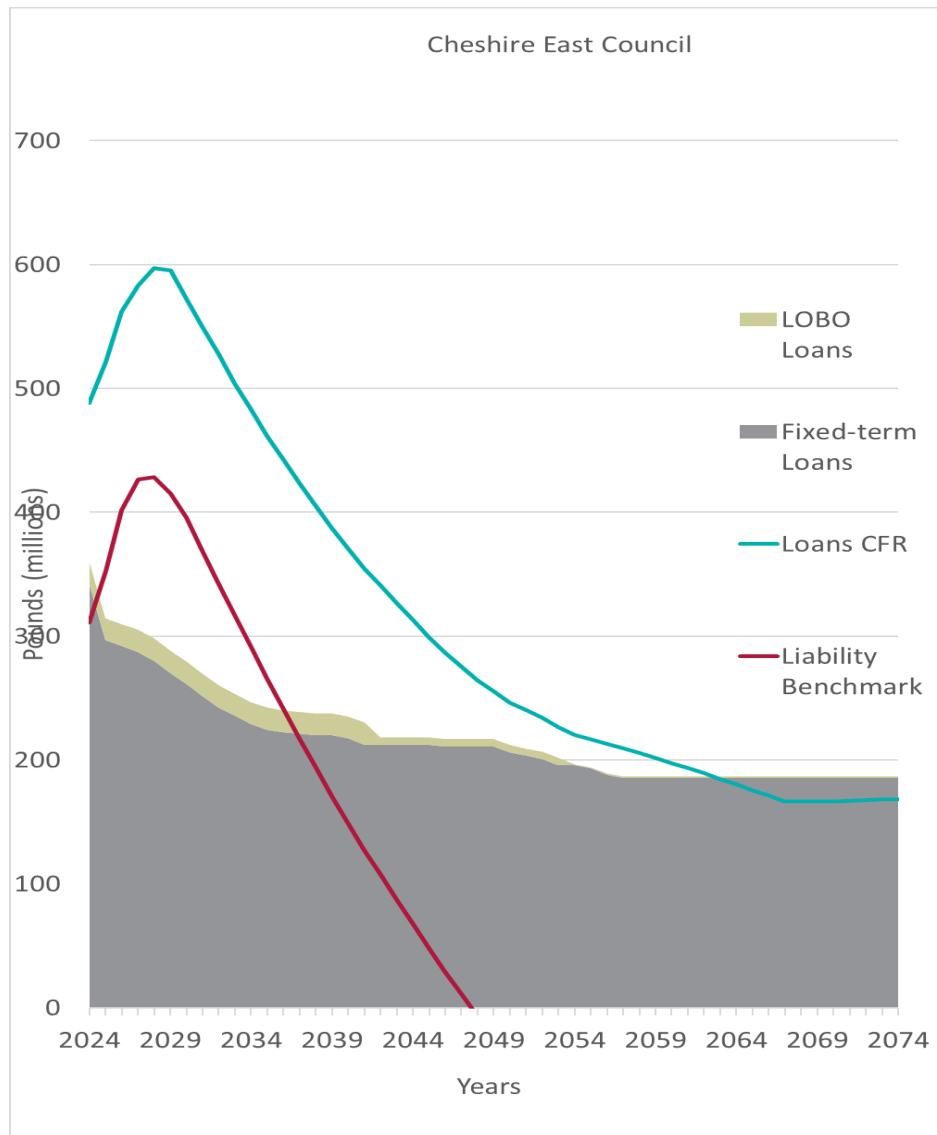
\*finance leases and PFI liabilities that form part of the Authority's debt

\*\* shows only loans to which the Authority is committed and excludes optional refinancing

- 6.16. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.
- 6.17. CIPFA's Prudential Code for Capital Finance recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. **Table 1** shows that the Authority expects to comply with this recommendation.
- 6.18. **Liability Benchmark:** To compare the Councils actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £20m at each year-end to maintain a core strategic investment.

**Table 2: Liability Benchmark**

	31/03/25 Actual £m	31/03/26 Estimate £m	31/03/27 Estimate £m	31/03/28 Estimate £m
Loans CFR	521	561	582	595
Less: Usable reserves	(122)	(113)	(108)	(103)
Less: Working capital	(47)	(50)	(50)	(51)
Plus: Minimum investments	20	20	20	20
<b>Liability Benchmark</b>	<b>372</b>	<b>418</b>	<b>444</b>	<b>446</b>

**Chart 1: Liability benchmark**

### 3. Borrowing Strategy

- 6.19. CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes.
- 6.20. The Authority has not, and is not planning to borrow to invest primarily for commercial return and so is unaffected by the changes to the Prudential Code
- 6.21. The Authority currently holds loans of £397m, an increase of £60m since 31 March 2024. This increase is primarily due to continued capital expenditure including use of grants received in advance and increasing Dedicated Schools Grant deficit.

- 6.22. The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long term plans change being a secondary objective. The Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt.
- 6.23. Interest rates have seen substantial rises over the last 3 years which has significantly increased the cost of borrowing. Borrowing costs have begun to fall and the expectation is that they will continue to fall although market uncertainty may impact on the timing of any reductions.
- 6.24. The cost of short-term borrowing from other local authorities has generally followed Base Rate over the year. However, liquidity in the market from October onwards caused rates to increase disproportionately compared to underlying Base Rates. The Council's application for Exceptional Financial Support also reduced the credit quality of the Council to some lenders which exacerbated the shortage of liquidity available. As a result some PWLB borrowing was undertaken with a mix of 1-2 year maturity loans and 2-3 year Equal Instalments of Principal (EIP) repayment loans. The average rate payable on these loans is 4.84%. This provides some surety of cost at lower rates than we could otherwise have achieved at the time and reduces over-reliance on short term borrowing. The relatively short period of these PWLB loans should provide opportunities to refinance at lower cost if rates fall in line with expectations.
- 6.25. The cost of short term borrowing in 2024/25 is 5.29% which is an increase from 4.82% in 2023/24. The average rate paid on all borrowing was 5.03%.
- 6.26. **LOBO's:** The Authority holds £17m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS had options during 2024/25. Some LOBO providers have exercised their options but this has not been the case with our loans. Discussions with the provider indicates that they are unlikely to change their position.

## 4. Investment Strategy

- 6.27. The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. Due to the overriding need for short term borrowing, other than £20m invested strategically in managed funds, the investments are generally short term for liquidity purposes.
- 6.28. The CIPFA Code requires the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 6.29. The maximum amount that can be invested with any one organisation is set in the Treasury Management Strategy Report. The maximum amount and duration of investments with any institution depends on the organisations credit rating, the type of investment and for banks and building societies, the security of the investment.

Generally credit rated banks and building societies have been set at a maximum value of £6m for unsecured investments and £12m for secured investments. Any limits also apply to the banking group that each bank belongs to. Limits for each Money Market fund have been set at a maximum value of £12m per fund. All potential counterparties are kept under continual review by our treasury advisors and advisory lower limits than those contained in the strategy are applied.

- 6.30. Treasury Management income for 2024/25 is £3,290,000 which is higher than the budgeted £1,870,000. However, borrowing costs are also higher than budgeted at £18.9m compared to budget of £16.1m.
- The average daily investment balance including managed funds during 2024/25 is £65.0m
  - The average annualized interest rate received on in-house investments during 2024/25 is 4.96%
  - The average annualized interest rate received on the externally managed funds during 2024/25 is 5.43%
- 6.31. The Authority's total average interest rate on all investments in 2024/25 is 5.10%. The return is below our own performance target of 5.45% (average Base Rate + 0.50%) due to the short term nature of most of our investments. However, we do compare favourably to the Sterling Over Night Interest Average (SONIA) rate.

**Table 3 – Interest Rate Comparison**

Comparator	Average Rate 2024/25
Cheshire East	5.10%
SONIA	4.90%
Base Rate	4.95%
Target Rate	5.45%

- 6.32. As the Authority holds reserves and working capital, £20m of this has been placed in strategic investments in order to benefit from higher income returns whilst spreading risk across different asset classes.
- 6.33. The investments are in five different funds which are all designed to give an annual income return higher than cash investments but which have different underlying levels of volatility. By spreading investments across different types of fund, the intention is to dampen any large fluctuations in the underlying value of the investments.

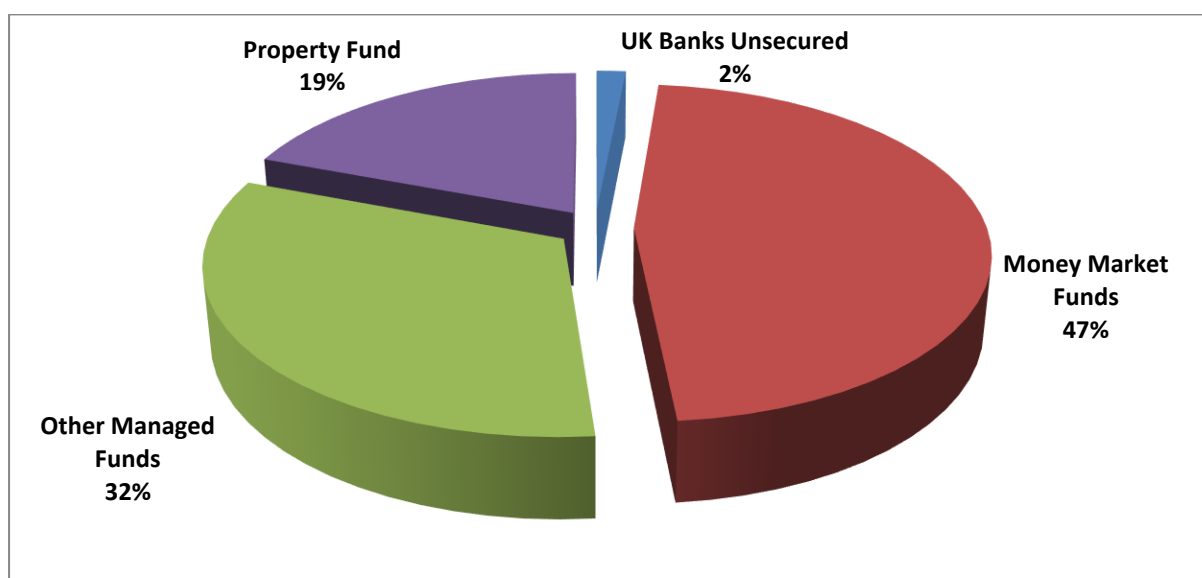
**Table 4 –Strategic Investments**

Fund Manager	Asset Class	Invested £m	31/03/25 Value £m
CCLA	Property	7.5	7.4
Aegon	Multi Asset	5.0	4.6

Fund Manager	Asset Class	Invested £m	31/03/25 Value £m
Fidelity	Equity - Global	4.0	4.5
Schroders	Equity - UK	2.5	2.4
M & G	Bonds	1.0	0.8
<b>TOTAL</b>		<b>20.0</b>	<b>19.7</b>

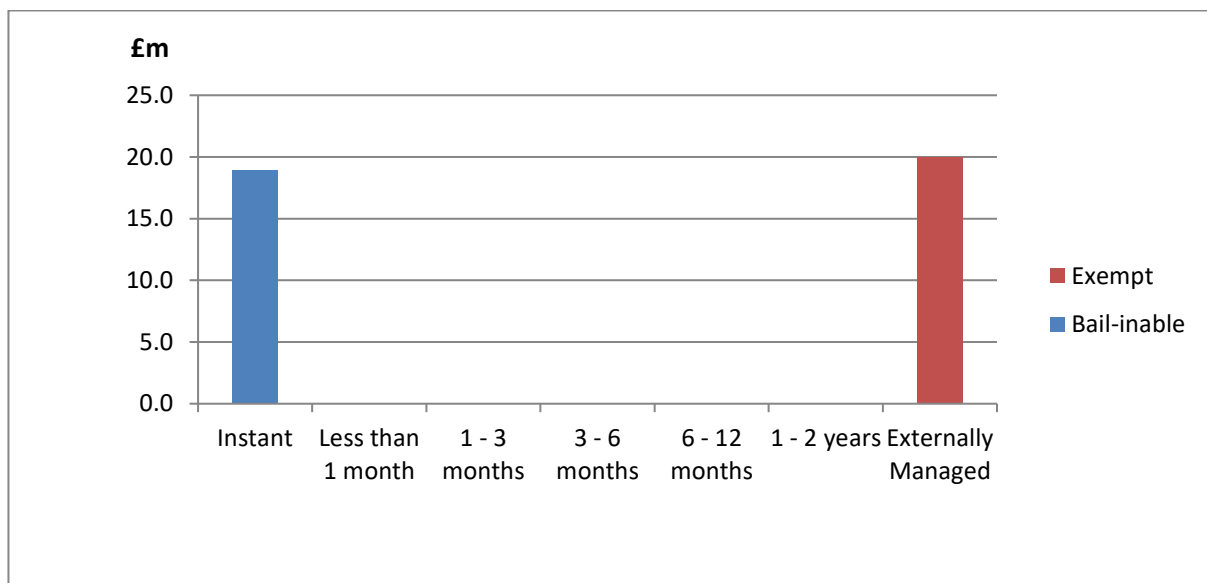
- 6.34. The value of these investments does vary. Fund values had been affected by high inflation, low levels of GDP and market uncertainty following US announcements on global tariffs. However, the past year has shown a gradual improvement. All funds continue to deliver good levels of income return which, although were not significantly higher than cash investments in 2024/25, are expected to remain at this level as interest rates on cash deposits fall in 2025/26 and beyond.

**Chart 2 – Current Investments by Counterparty Type**



**Table 5 – Types of Investments and Current Interest Rates**

Instant Access Accounts	Average Rate	£m
Money Market Funds	4.54%	18.3
Banks	4.34%	0.6
<b>Externally Managed Funds</b>		<b>£m</b>
Total – see table 4	5.43%	20.0
<b>Summary of Current Investments</b>		<b>£m</b>
<b>TOTAL</b>	<b>4.93%</b>	<b>38.9</b>

**Chart 3 – Maturity Profile of Investments**

6.35. Note: Bail-inable means that in the event of default the counterparty may be required to use part of the investments as their own capital in which case the Council would not get back as much as they invested. This would apply with most bank and Building Society investments.

## Treasury Management Indicators

6.36. The Authority measures and manages its exposures to treasury management risks using the following indicators.

6.37. **Interest Rate Exposures:** This indicator is set to control the Authority's exposure to interest rate risk. The upper limit on the one-year revenue impact of a 1% rise in interest rates is:

Interest Rate Risk Indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£2,270,000
Actual impact in 2024/25 of changes in interest rates compared to budget	£250,000

6.38. The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates. Borrowing and



investment rates during 2024/25 were broadly in line with the budgeted expectations.

- 6.39. **Maturity Structure of Borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. Lower limits have been set at 0%. The upper limits on the maturity structure of borrowing and the actual maturity profiles as at 31 March 2025 are:

Refinancing rate risk indicator	Upper Limit	Actual
Under 12 months	75%	59%
12 months and within 24 months	75%	8%
24 months and within 5 years	75%	9%
5 years and within 10 years	75%	12%
10 years and within 20 years	100%	5%
20 years and above	100%	7%

- 6.40. Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

- 6.41. **Principal Sums Invested for Periods Longer than 364 days:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period are:

Price Risk Indicator	2024/25	2025/26	2026/27
Limit on principal invested beyond year end	£25m	£15m	£10m
Actual amounts committed beyond year end	£0m	£0m	£0m

## Annex A: Existing Investment & Debt Portfolio Position

	31/03/25 Actual Portfolio £m	31/03/25 Average Rate for the year %
<b>External Borrowing:</b>		
PWLB – Fixed Rate	201	4.79%
Local Authorities	170	5.30%
LOBO Loans	17	4.63%
Other	9	4.91%
<b>Total External Borrowing</b>	<b>397</b>	<b>5.03%</b>
<b>Other Long Term Liabilities:</b>		
PFI	17	-
<b>Total Gross External Debt</b>	<b>414</b>	<b>-</b>
<b>Investments:</b>		
<i>Managed in-house</i>		
Short-term investments:		
Instant Access	19	4.96%
<i>Managed externally</i>		
Property Fund	7.5	4.91%
Multi Asset Fund	5	5.53%
Equity - Global	4	5.95%
Equity - UK	2.5	6.47%
Bonds	1	4.13%

<b>Total Investments</b>	<b>39</b>	<b>5.10%</b>
<b>Net Debt</b>	<b>375</b>	<b>-</b>

# Section 7: Investment Strategy

## Purpose

- 7.1 The Authority is required to present an Investment Strategy to Council on an annual basis. It does this via the MTFS approval process. This short summary updates the tables included in the main Investment Strategy. For a more detailed commentary please see the main Strategy within the published MTFS document.
- The purpose of the Investment Strategy is to:
  - set out the Council's approach to managing investments,
  - establish financial limits for various classifications of investment,
  - recognise the role and responsibilities of the Finance Sub-Committee and its position as the main conduit through which investment opportunities should be considered.
- 7.2 The definition of an investment covers all the financial assets of a local authority as well as other non-financial assets that the organisation holds primarily or partially to generate a profit; for example, investment property portfolios. This may therefore include investments that are not managed as part of normal treasury management processes or under treasury management delegations.
- 7.3 The Council has a Capital Strategy (prepared in line with the requirements of the Prudential Code); and a Treasury Management Strategy (prepared in line with the requirements of the Treasury Management Code) – relevant disclosures are made within each document.
- 7.4 Consequently, this Investment Strategy is part of a suite of related documents and focuses predominantly on matters not covered by the Capital Strategy and Treasury Management Strategy.

## Investment Indicators

- 7.5 The Authority has set the following quantitative indicators to allow elected Members and the public to assess the Authority's total risk exposure arising from its investment decisions.
- 7.6 **Total risk exposure:** The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third-party loans.

<b>Table 1 Total investment exposure</b>	<b>31/03/24 Actual</b>	<b>31/03/25 Actual</b>	<b>31/03/26 Forecast</b>
Treasury management investments	41,940	38,900	40,000
Service investments: Loans	26,722	26,637	26,567
Service investments: Shares	3,270	1,960	1,960
Commercial investments: Property	22,295	21,815	21,815
Commercial Investments: Loans	3,491	3,147	2,792
<b>TOTAL INVESTMENTS</b>	<b>97,718</b>	<b>92,459</b>	<b>93,134</b>
Commitments to lend	6,013	6,013	6,013
<b>TOTAL EXPOSURE</b>	<b>103,731</b>	<b>98,472</b>	<b>99,147</b>

- 7.7 The Council has total investments exposure estimated at £98m by March 2025 (£59m excluding treasury management), of which £22m relates to property investment backed by physical assets with an income stream and alternative use. Other investments are loans for economic development purposes; and due to their nature, they are not a material element of our budgeting for interest income within the MTFS.
- 7.8 **How investments are funded:** Currently the Authority's investments are largely funded by usable reserves and income received in advance of expenditure. Prudential borrowing is being used in limited circumstances and performance is closely monitored.

<b>Table 2 Investments funded by borrowing</b>	<b>31/03/24 Actual</b>	<b>31/03/25 Actual</b>	<b>31/03/26 Forecast</b>
Treasury management investments	0	0	0
Service investments: Loans	0	0	0
Service investments: Shares	0	0	0
Commercial investments: Property	20,089	19,330	18,820
Commercial Investments: Loans	3,491	3,147	2,792
<b>TOTAL FUNDED BY BORROWING</b>	<b>23,580</b>	<b>22,477</b>	<b>21,612</b>

- 7.9 **Rate of return received:** In part this indicator shows, for Treasury Management and Commercial Property investments, the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the nature of the local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

<b>Table 3 Investments net rate of return</b>	<b>2023/24 Actual</b>	<b>2024/25 Actual</b>	<b>2025/26 Forecast</b>
Treasury management investments	5.21%	5.10%	4.30%
Service investments: Loans	-2.44%	0.23%	0.00%
Service investments: Shares	NIL	NIL	NIL
Commercial investments: Property	3.20%	3.30%	3.50%
Commercial Investments: Loans	3.13%	3.13%	3.13%

7.10 The return for Service Investments: Loans is not a true return but is instead based largely on the % fluctuation in the underlying value of the new assets within the Life Science Fund. As such they do not reflect actual cashflows. In addition there are a number of non-interest bearing loans.

7.11 Typically, a return on a share would be based upon the dividend yield and there have been no dividends paid. Therefore, this has been shown as Nil. There has been a downward revaluation of property assets at Alderley Park which has impacted the underlying asset value that we show in Table 5 below. We will continue to monitor for signs of recovery, but the underlying asset value remains more than the Authority paid for the shares.

7.12 The major assets included within Commercial Investments: Properties, representing over 90% of the value in that classification, are two commercial retail properties. Whilst we will see fluctuations year-on-year given the pressures on 'bricks and mortar retail', the Council will only experience an impact on its Revenue Account if a site becomes vacant for a prolonged period or is subject to a (lower) rent review.

7.13 From the perspective of the Council one of the tenants affected is a home improvements retailer and the second is a national supermarket retailer. Both tenants have thus far weathered the local economic effects of recent years though we have experienced further reductions in asset value in the last financial year. As the lease term reduces this may continue until the leases are renewed.

7.14 Much of the investment returns for Commercial Investments relates to rent on these two assets. Rental income on both has held up during the year. Overall returns are affected by the need to offset prudential borrowing costs against the income. However, as this is the major income bearing category of investment more attention needs to be diverted to ensure that occupancy and income are maximised and secured for the long term.

7.15 The Commercial investments: Loans are at the expected level of return given the rates in place when they were established.

## Treasury Management Investments

7.16 Full details of the Authority's policies and plans for 2025/26 for treasury management investments are covered in the separate Treasury Management Strategy.

## Service Investments: Loans

- 7.17 **Contribution:** The Council lends money to other organisations to support local public services and stimulate economic growth. These are shown below in Table 4. No new loans were issued in the year though there were movements on existing loans and write offs of historic balances.

Table 4 Loans for service purposes Category of borrower	31/03/24 Actual £000	31/03/25 Actual £000	31/03/25 Actual £000	31/03/25 Forecast £000	2025/26 £000
		Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	0	0	0	0	2,000
Suppliers	23	0	0	0	500
Local businesses	26,470	26,531	61	26,470	30,000
Local charities	158	106	11	95	2,500
<b>TOTAL</b>	<b>26,651</b>	<b>26,637</b>	<b>72</b>	<b>26,565</b>	<b>35,000</b>

## Service Investments: Shares

- 7.18 **Contribution:** The Council invests in the shares of its subsidiaries and local businesses to support local public services and stimulate local economic growth.
- 7.19 The Authority invested in Alderley Park Holdings Limited to maintain and stimulate this key strategic site within the borough. Cheshire East is a minority 10% shareholder. This should be seen as a long-term strategic investment with no dividend returns. Valuations are based upon the change in value of our share of the underlying assets. There is a lag between the forecasts used for the Investment Strategy and finalisation of the Council's accounts. Consequently, the value fell from a forecast of £3,270K to an actual of £1,960K, a fall in value of £1,310K, or 40%. This fall is continuing and accelerating a downward trend, and steps will be taken to ascertain the strategy for reversing this trend.
- 7.20 Currently, the valuation (see Table 5) remains greater than the purchase price and the underlying assets at Alderley Park remain strong, with a pipeline of future investments in place. A gain or loss to the Council's Revenue and Capital Receipts accounts would only crystallise in the event of divesting our equity stake.

Table 5 Shares held for service purposes Category of company	31/03/24 actual £000	31/03/25 actual £000	31/03/25 Actual £000	31/03/25 Actual £000	2025/26 £000

	Value in accounts	Amounts invested	Total Gains/ (Losses)	Value in accounts	Approved Limit (at cost)
Local businesses	3,270	1,070	890	1,960	10,000
<b>TOTAL</b>	<b>3,270</b>	<b>1,070</b>	<b>890</b>	<b>1,960</b>	<b>10,000</b>

## Commercial Investments: Property

7.21 For the purpose of this Strategy, it should be noted that property is defined as an investment if it is held primarily or partially to generate a profit. To comply with accounting classifications, the Authority includes several assets in Table 6 that might otherwise be excluded as they are not being held to primarily generate a yield or return.

7.22 **Contribution:** The Council invests in local commercial property and land, for a number of reasons. The intention of making a profit that will be spent on local public services is largely a by-product and is not the primary reason.

7.23 We have revisited the historic purchase costs of the assets included in the categories below. For those that were inherited by Cheshire East Council we have used the valuation at 2009/10. This is to allow for a simple calculation of yield.

7.24 The value of properties is updated annually. The most recent valuation is from March 2024 and saw continuing falls to commercial property valuations. The most significant correction came with retail property, and this category is now valued at less than purchase cost. The main driver for the fall in is the reduced number of years remaining on an existing lease. This increases the risk of non-renewal thereby lowering the valuation. The downward trend is expected to continue in 2025 until a new tenancy agreement is agreed. No revised valuation for 2025 is currently available. The figures will be updated in future reports. There has also been a disposal of office property in the year.

Table 6 Property held for investment purposes Property	Actual Purchase cost	31/03/24 actual Gains or (losses) in-year	31/03/24 actual Value in accounts (includes gains/ (losses) to date	31/03/25 expected Gains or (losses)	31/03/25 expected Value in accounts
Industrial Units	1,492	122	1,740	-	1,740
Enterprise Centres	245	20	345	-	345
Retail	23,300	(2,358)	19,730	-	19,730
Office	240	(26)	480	(480)	-
<b>Total</b>	<b>25,277</b>	<b>(2,242)</b>	<b>22,295</b>	<b>(480)</b>	<b>21,815</b>



## Commercial Investments: Loans

- 7.25 **Contribution:** The Authority has worked alongside Cheshire West and Chester Council and Warrington Borough Council to each provide Enterprise Cheshire & Warrington Ltd with a £10m loan facility to be used to invest in economic development schemes across the Enterprise Zones in the sub-region.
- 7.26 There is currently one loan in place and has been used to fund development of Alderley Park. The purpose is to stimulate economic development, and payback of the loans will be achieved from Business Rates retained by the LEP under Enterprise Zone regulations. Whilst the balance of the facility is still available there are no imminent plans to draw down further amounts.

<b>Table 7 Loans for commercial purposes</b> <b>Category of borrower</b>	<b>31/03/24 Actual</b>	<b>As at 31/03/25 Actual Balance owing</b>	<b>As at 31/03/25 Actual Loss allowance</b>	<b>As at 31/03/25 Actual Net figure in accounts</b>	<b>2025/26 Approved Limit</b>
Partner Organisations	3,351	3,147	126	3,021	10,000
<b>TOTAL</b>	<b>3,351</b>	<b>3,147</b>	<b>126</b>	<b>3,021</b>	<b>10,000</b>

## Loan Commitments and Financial Guarantees

- 7.27 As Accountable Body for Enterprise Cheshire & Warrington, the Council is acting as Entrusted Entity to a £20m European Regional Development Fund supported 'Evergreen' Development Fund, which has issued loans to third parties. The Council, as contracting party, provides guarantees in respect of the amounts provided through ERDF.
- 7.28 The Fund is designed to provide loan finance to specific projects across Cheshire and the north west and will not generate a return for the Authority. The balances are included this year within Service Investments: Loans (see Table 4 above).

## Proportionality

- 7.29 A major concern for external governing bodies is the extent to which Authorities are dependent upon investment income to fund services. Proportionality forms a key component of the Prudential Code.
- 7.30 Historically, the Authority has not been materially dependent on return-generating investment activity to achieve a balanced revenue budget. However, in the context of the current financial situation faced by the Authority and the sector, those returns will become an important factor in the ability to set a balanced budget. Whilst the proportion of the net revenue budget was consistently low and deemed immaterial this could change and should it fail to achieve the expected net return, the Authority's contingency plans for continuing to provide these services include effective budget management and tight cost control could become more difficult to achieve. Therefore, more emphasis needs to be placed on managing the portfolio and securing an income stream or reviewing exit strategies.

## Capacity, Skills and Culture

- 7.31 **Elected Members and Statutory Officers:** Adequate steps are taken to ensure that those elected Members and statutory officers involved in the investment decision making process have appropriate capacity, skills and information to enable them to: 1. take informed decisions as to whether to enter into a specific investment; 2. to consider individual assessments in the context of the strategic objectives and risk profile of the local authority; and 3. to enable them to understand how the quantum of these decisions have changed the overall risk exposure of the local authority.
- 7.32 The Finance Sub-Committee comprising Members, supported by officers and where necessary external advisors, provides oversight of the Investment Strategy and acts on recommendations from officers that consider opportunities to enhance the Revenue and Capital Budgets of the Council through strategic investments, whether that involves using capital / cash resources or borrowing and lending powers.
- 7.33 **Commercial deals:** Steps have been taken to ensure that those negotiating and reporting commercial deals are aware of the core principles of the prudential framework and of the regulatory regime within which local authorities operate. A team of officers from Place, Finance, Legal, and Procurement are responsible for ensuring that the framework is followed. Where appropriate staff are provided with additional training and up to date skills via CIPFA and other providers.
- 7.34 **Corporate governance:** Corporate governance arrangements have been put in place to ensure accountability, responsibility and authority for decision making on investment activities within the context of the Council's corporate values and Constitution.

## ANNEX 2



# Grants Register 2024/25

**Results to end of March 2025**

## Corporate Grants Register 2024/25

Children & Families Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
<b>Children &amp; Families: Schools - Ring-fenced (specific purpose)</b>				
Dedicated Schools Grant	183,309,155	178,734,274	-4,574,881	FR3
Pupil Premium Grant	4,958,000	5,018,268	60,268	
Pupil Premium Plus - Post 16 Funding	56,000	92,075	36,075	
Sixth Forms Grant	2,892,000	2,932,912	40,912	
Universal Infant Free School Meals (UIFSM)	1,928,000	1,832,376	-95,624	
Primary Physical Education Sports Grant	982,000	947,911	-34,089	
Teachers Pay Additional Grant	0	1,677,984	1,677,984	FR1
Teachers Pension Grant	0	2,617,416	2,617,416	FR1
COVID-19 Recovery Premium	900,000	245,118	-654,882	
School Led Tutoring Grant	295,000	98,335	-196,666	
School Improvement Monitoring & Brokering Grant FY 2025-26 - carried-forward	0	-264,917	-264,917	
School Improvement Monitoring & Brokering Grant FY 2023-24	0	364,002	364,002	
Milk Subsidy	21,000	0	-21,000	
Core Schools Budget Grant (CSBG)	0	2,502,001	2,502,001	See Table 1 above
Senior Mental Health Lead Training Grant	0	15,600	15,600	
S14 Experts and Mentors Programme Grant - carried-forward	0	6,500	6,500	
Delivering Better Value in SEND	408,000	115,234	-292,766	
National Professional Qualification Grant	0	15,800	15,800	
Early Years Supplementary Grant	0	-45,570	-45,570	
Early Years Budget Grant	0	202,522	202,522	
Early Years Teachers Pay Additional Grant	0	146,161	146,161	
<b>Total Children &amp; Families: Schools - Ring-fenced (specific purpose)</b>	<b>195,749,155</b>	<b>197,254,002</b>	<b>1,504,847</b>	
<b>Children &amp; Families: Children's Services - Ring-fenced (specific purpose)</b>				
Asylum Seekers	3,700,000	2,946,667	-753,333	
Asylum Seekers - difference between estimated grant income relating to 2023/24 and actual	0	111,651	111,651	
Supporting Families (previously Tackling Troubled Families) Payment By Results	0	409,600	409,600	
Supporting Families (Payments by Results) Upfront Grant	720,000	785,100	65,100	

Children & Families Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
Supporting Families Payments by Results/Upfront Grant - Carry forward to 2025-2026	0	-1,729,854	-1,729,854	
Reducing Parental Conflict Grant - Accrual Reversal from 2023-2024	0	-13,320	-13,320	
Reducing Parental Conflict Grant	0	39,268	39,268	
Adoption Support Fund	70,000	137,257	67,257	
KS2 Moderation & KS1 Phonics	11,000	10,803	-197	
Independent Support Grant (CEIAS) FY2025-2026 c/f from previous years	0	-12,228	-12,228	
Independent Support Grant (CEIAS) FY2023-2024	0	12,228	12,228	
Skills & Lifelong Learning FY2025-2026 c/f from previous years	0	-163,355	-163,355	
Skills & Lifelong Learning FY2024-2025	897,000	995,113	98,113	
Supporting Families; Investing in Practice programme (Mockingbird Family Model)	0	115,284	115,284	
Remand Grant	107,000	120,308	13,308	
Domestic Abuse Safe Accommodation Housing Grant - carried-forward	0	-111,086	-111,086	
Domestic Abuse Safe Accommodation Housing Grant	676,000	675,643	-357	
Domestic Abuse Safe Accommodation Housing Grant - brought-forward	0	148,545	148,545	
Holiday Activities & Food Programme Grant	906,000	906,480	480	
Holiday Activities & Food Programme Grant - Grant carried forward to 2025-2026 for clawback	0	-50,258	-50,258	
Holiday Activities & Food Programme Grant adjustment 2023/24	0	141,202	141,202	
S31 Kinship Grant	0	20,000	20,000	
S31 Kinship Grant - Grant carried forward to 2025-26	0	-20,000	-20,000	
S31 Extension of the Role of Virtual School Heads to children with a social worker 2024/25	118,000	118,136	136	
S31 Extension of the Role of Virtual School Heads to children with a social worker 2024/25 - c/f to 2025/26	0	-118,136	-118,136	
S31 Extension of the Role of Virtual School Heads to children with a social worker 2023/24 - b/f prev year	0	118,136	118,136	
S31 Extension of the Role of Virtual School Heads to children with a social worker 2023/24 - c/f to 2025/26	0	-73,017	-73,017	
S31 Extension of the Role of Virtual School Heads to children with a social worker 2022-2023 - c/f from prev year	0	100,281	100,281	
Covid 19 - Recovery Premium Grant	0	51,286	51,286	

Children & Families Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
Covid 19 - Recovery Premium Grant - carried-forward	0	-51,286	-51,286	
Household Support Fund - Grant RIA 2023-2024 - To be clawed back in 2024-2025	0	43,312	43,312	
Household Support Fund - Grant received in year 2024-25 (incl clawback)	0	2,871,396	2,871,396	FR1/FR2
Household Support Fund - Grant Debtor 2024-25	0	1,493,076	1,493,076	FR1/FR2
Hong Kong UK Welcome Programme (British Nationals)	0	33,129	33,129	
Early Years - Delivery Support Fund - Carried forward from 2023-2024	0	90,278	90,278	
Early Years - Delivery Support Fund carried forward to 2025-26	0	-19,144	-19,144	
Early Years - Professional Development Programme	0	68,192	68,192	
Early Years - Professional Development Programme - Grant carried forward	0	-29,156	-29,156	
Early Years - Experts and Mentors Programme	0	7,050	7,050	
Early Years - Wraparound Childcare Programme	0	64,932	64,932	
Early Years - Wraparound Childcare Programme	587,000	516,397	-70,603	
Early Years - Wraparound Childcare Programme - Carry forward to 2025-2026	0	-350,172	-350,172	
Family Hubs Transformation Funding - Carried forward from 2023-2024	0	492,103	492,103	
Family Hubs Transformation Funding 2024-25	0	90,200	90,200	
Family Hubs Transformation Funding 2024-25 - Transferred to capital	0	-115,000	-115,000	
Family Hubs Transformation Funding 2024-25 - C/F to 2025-26	0	-38,892	-38,892	
Leaving Care Allowance Uplift Implementation Grant (New Burdens)	72,000	72,022	22	
Staying Close Award	602,000	602,060	60	
Staying Close Award - carried forward	0	-123,520	-123,520	
Supported Accommodation New Burdens Grant	174,000	619,672	445,672	
Enhance Programme Funding	350,000	330,244	-19,756	
Befriending and Mentoring Programme	0	316,599	316,599	
Social Worker Apprenticeship	0	1,125	1,125	
<b>Total Children &amp; Families: Children's Services - Ring-fenced (specific purpose)</b>	<b>8,990,000</b>	<b>12,656,352</b>	<b>3,666,352</b>	
<b>Children &amp; Families: Children's Services - Unring-fenced (general purpose)</b>				
Social Care Support Grant (Children)	9,166,000	9,216,863	50,863	
Staying Put Implementation Grant	0	130,125	130,125	

Children & Families Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
Extended Rights to Free Transport (Home to School Transport)	0	324,300	324,300	
Extended Personal Adviser Duty Implementation	0	57,414	57,414	
Extension of the role of Virtual School Heads	0	60,595	60,595	
<b>Total Children &amp; Families: Children's Services - Unring-fenced (general purpose)</b>	<b>9,166,000</b>	<b>9,789,297</b>	<b>623,297</b>	

Adults & Health Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
<b>Adults &amp; Health - Ring-fenced (specific purpose)</b>				
Additional Better Care (for Adult Social Care)	8,706,000	8,705,871	-129	
Market Sustainability and Fair Cost of Care Fund	979,000	979,180	180	
Market Sustainability and Fair Cost of Care Fund - top-up	4,098,000	4,267,358	169,358	
Market Sustainability and Fair Cost of Care Fund - Workforce Element	1,100,000	1,100,000	0	
Discharge Fund	2,021,000	2,034,248	13,248	
Multiply - Supported Employment - brought-forward	0	135,235	135,235	
Multiply - Supported Employment	536,000	414,483	-121,517	
Multiply - Supported Employment - carried-forward	0	-40,747	-40,747	
Supported Internship Grant	0	28,465	28,465	
Asylum Dispersal Scheme - brought forward	0	343,982	343,982	
Asylum Dispersal Scheme	0	459,000	459,000	FR2
Asylum Dispersal Scheme - carried forward	0	-496,156	-496,156	
Afghan - Wrap Around support - brought-forward	0	431,050	431,050	
Afghan - Wrap Around support - carried-forward	0	-153,381	-153,381	
Afghan - Resettlement support - brought-forward	0	403,723	403,723	



Adults & Health Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
Afghan - Resettlement support	132,000	501,215	369,215	
Afghan - Resettlement support - carried-forward	0	-1,044,138	-1,044,138	
Afghan - Integration Support	0	107,150	107,150	
Homes for Ukraine Scheme - brought-forward	0	211,411	211,411	
Homes for Ukraine Scheme	0	754,668	754,668	See Table 2 above
Homes for Ukraine Scheme - carried-forward	0	-166,300	-166,300	
Private Finance Initiative (PFI) credits	4,125,000	4,124,787	-213	
Private Finance Initiative (PFI) credits (Beechmere) - carried-forward	0	-1,288,996	-1,288,996	
National Grant from DHSC to fund LAs to create additional ASC apprenticeships	0	30,000	30,000	
<b>Total Adults &amp; Health - Ring-fenced (specific purpose)</b>	<b>21,697,000</b>	<b>21,842,108</b>	<b>145,108</b>	
<b>Adults &amp; Health - Unring-fenced (general purpose)</b>				
Social Care Support Grant (Adults)	16,414,000	16,385,551	-28,449	
Local Reform & Community Voices	207,000	207,874	874	
Social Care in Prisons	73,000	67,956	-5,044	
War Pension Scheme Disregard	60,000	58,635	-1,365	
<b>Total Adults &amp; Health - Unring-fenced (general purpose)</b>	<b>16,754,000</b>	<b>16,720,016</b>	<b>-33,984</b>	
<b>Adults &amp; Health: Public Health - Ring-fenced (specific purpose)</b>				
Public Health Grant	18,345,000	18,344,755	-245	
Public Health Grant - Top up	0	281,960	281,960	
OHID SSMTR Supplementary Substance Misuse Treatment & Recovery Grant	0	524,528	524,528	FR1
North West Probation Service funding for SMS rehabilitative and resettlement interventions	72,000	123,182	51,182	
CHAMPS Marmot Place Funding - encourage pregnant women to stop smoking - brought-forward	0	21,500	21,500	
CHAMPS SMS - inpatient detox	0	159,253	159,253	
Reducing cardio-vascular disease in Cheshire East	0	6,000	6,000	
Local stop smoking services and support	0	432,331	432,331	
Local stop smoking services and support - carried-forward	0	-42,850	-42,850	
<b>Total Adults &amp; Health: Public Health - Ring-fenced (specific purpose)</b>	<b>18,417,000</b>	<b>19,850,659</b>	<b>1,433,659</b>	



Corporate Policy Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
<b>Corporate Policy - Ring-fenced (specific purpose)</b>				
<b>Revenues and Housing Benefits:</b>				
Housing Benefit Subsidy	53,221,000	55,451,715	2,230,715	See Table 1 above
Discretionary Housing Payments Grant	349,000	348,661	-339	
Housing Benefit (HB) Award Accuracy Initiative	29,000	26,926	-2,074	
LADS - VEP (RTI) funding	14,000	8,071	-5,929	
New Burdens: Universal Credit, maintenance & natural migration	24,000	24,005	5	
Local Authority Data Sharing (LADS)	0	733	733	
LADS - New Burdens - Discretionary Housing Payments (DHP)	60,000	59,230	-770	
LADS - New Burdens - Benefit Cap	1,000	213	-787	
LADS - New Burdens - Single Fraud Investigation	0	911	911	
LADS - New Burdens - Single Housing Benefit Extract Automation	1,000	13,009	12,009	
Additional funding for the Verify Earnings and Pensions service for the financial year ending March 2025	0	4,704	4,704	
Additional New Burden: terminating Employment Support Allowance with Housing Benefit claims 2024/25	0	10,377	10,377	
HB Review Admin Payment	0	236	236	
Business Rates Reliefs Grant - NNDR1	23,442,000	10,629,000	-12,813,000	
Business Rates Reliefs Grant - additional at NNDR3	0	-940,052	-940,052	
New Burdens Administration Grant	0	27,640	27,640	
<b>Democratic Services:</b>				
Police and Crime Commissioner's Panel grant	0	65,260	65,260	
Police And Crime Commissioner Election 2021 Grant	0	84,427	84,427	
<b>Finance and Customer Services:</b>				
Redmond Review	0	51,396	51,396	
Cyber Support Grant	0	3,418	3,418	
Client-Level Data Flows Support	0	0	0	
<b>Total Corporate Policy - Ring-fenced (specific purpose)</b>	<b>77,141,000</b>	<b>65,869,880</b>	<b>-11,271,120</b>	
<b>Corporate Policy - Unring-fenced (general purpose)</b>				
Housing Benefit Administration Subsidy	720,000	706,572	-13,428	
NNDR Administration Allowance	586,652	578,438	-8,214	
New Homes Bonus	4,084,880	4,084,880	0	
Services Grant	271,000	296,984	25,984	
Local Government Transparency Code	0	13,071	13,071	
Debt Charges (Ministry of Justice)	0	38,882	38,882	
Electoral Integrity New Burdens	0	82,055	82,055	
Revenue Support Grant	414,000	414,069	69	

Corporate Policy Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
Business Rates Levy Surplus	0	356,734	356,734	
<b>Total Corporate Policy - Unring-fenced (general purpose)</b>	<b>6,076,532</b>	<b>6,571,685</b>	<b>495,153</b>	

Place Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
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<b>Economy &amp; Growth - Ring-fenced (specific purpose)</b>				
Rough Sleeping Initiative	0	179,879	179,879	
Rough Sleeping Initiative	0	41,952	41,952	
Homelessness Prevention Grant	0	815,676	815,676	FR1
Homelessness Prevention Grant	0	238,686	238,686	FR1
Local Authority Housing Fund	0	3,230	3,230	
Shared Prosperity Fund - brought-forward	0	1,064,784	1,064,784	
Shared Prosperity Fund	5,868,000	2,634,087	-3,233,913	
Enterprise Cheshire & Warrington (ECW): Growth Hub Funding	0	234,285	234,285	
Enterprise Cheshire & Warrington (ECW): NP (Northern Powerhouse) 11	0	261,000	261,000	
Enterprise Cheshire & Warrington (ECW): Skills Bootcamp	0	2,229,214	2,229,214	FR3
Natural England - Stewardship scheme	2,000	1,690	-310	
Natural England - Stewardship scheme	7,000	7,512	512	
Apprentice Incentive Scheme	0	500	500	
Natural England - Stewardship scheme	0	111,020	111,020	
<b>Total Economy &amp; Growth - Ring-fenced (specific purpose)</b>	<b>5,877,000</b>	<b>7,823,515</b>	<b>1,946,515</b>	

<b>Environment &amp; Communities - Ring-fenced (specific purpose)</b>				
Bikeability Grant	0	294,307	294,307	
Planning Skills Delivery Fund - brought forward	0	100,000	100,000	
Neighbourhood Planning (Referendums)	0	30,000	30,000	
Air Quality Grant (Cycling) - brought-forward	0	4,047	4,047	
Section 31 grant - Biodiversity net gain	0	43,467	43,467	
DLUHC - Mobile Home Fit and Proper Person Test grant - brought forward	0	250	250	
XL Bully Ban Implementation Fund	0	6,759	6,759	
Fly Tipping Intervention	0	9,330	9,330	
<b>Total Environment &amp; Communities - Ring-fenced (specific purpose)</b>	<b>0</b>	<b>488,160</b>	<b>488,160</b>	

<b>Highways &amp; Transport - Ring-fenced (specific purpose)</b>				
Bus Capacity Grant - brought-forward	0	158,571	158,571	

Place Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
Bus Capacity Grant - carried-forward	0	-94,884	-94,884	
Bus Recovery Grant - brought-forward	0	150,000	150,000	
Bus Capability Grant - brought-forward	0	0	0	
Local Transport Fund	0	218,883	218,883	
Bus Support Grant - brought-forward	0	0	0	
Bus Support Grant	0	347,865	347,865	
Active Travel Capability Fund - brought-forward	0	196,339	196,339	
Active Travel Capability Fund - carried-forward	0	-49,856	-49,856	
Local Electric Vehicle Infrastructure (LEVI) - brought forward	0	229,510	229,510	
Local Electric Vehicle Infrastructure (LEVI) - 2024-25	0	159,490	159,490	
Local Electric Vehicle Infrastructure (LEVI) - carried forward	0	-377,471	-377,471	
Bus Service Improvement Plan+ (BSIP+) - brought forward	0	1,178,350	1,178,350	
Bus Service Improvement Plan+ (BSIP+) - Phase 2	0	1,187,596	1,187,596	FR1
Bus Service Improvement Plan+ (BSIP+) - Phase 3	0	2,268,000	2,268,000	FR1
Bus Service Improvement Plan+ (BSIP+) - Transfer to Capital	0	-450,000	-450,000	
Bus Service Improvement Plan+ (BSIP+) - carried forward	0	-3,448,795	-3,448,795	
Bus Fare Cap Grant - brought forward	0	1,415	1,415	
Bus Fare Cap - Mikro	0	1,474	1,474	
Bus Fare Cap 2024-25	0	1,543	1,543	
Bus Fare Cap 2024-25 additional	0	2,509	2,509	
Rural Mobility Fund - brought-forward	0	241,950	241,950	
Highways Tree Survey	0	3,359	3,359	
<b>Total Highways &amp; Transport - Ring-fenced (specific purpose)</b>	<b>0</b>	<b>1,925,848</b>	<b>1,925,848</b>	
<b>Total Ring-fenced Grants</b>	<b>327,871,155</b>	<b>327,710,523</b>	<b>-160,632</b>	
<b>Total Unring-fenced Grants</b>	<b>31,996,532</b>	<b>33,080,998</b>	<b>1,084,466</b>	

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# Capital Programme 2024/25

**Results to end of March 2025**

CAPITAL PROGRAMME 2024/25 - 2027/28													
	Forecast Expenditure							Forecast Funding					
	Total Approved Budget £000	Prior Years £000	Actuals 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024/28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	Total Funding £000
Scheme Description													
Committed Schemes in progress													
Adults Services													
Community - Rural Shared Prosperity	361	81	280	0	0	0	280	280	0	0	0	0	280
Electronic Call Monitoring System	389	0	0	389	0	0	389	0	0	389	0	0	389
People Planner System	94	43	0	51	0	0	51	51	0	0	0	0	51
Replacement Care4CE Devices	93	65	0	28	0	0	28	28	0	0	0	0	28
Total Committed Schemes	937	189	280	468	0	0	748	359	0	389	0	0	748
Total Adults and Health Schemes	937	189	280	468	0	0	748	359	0	389	0	0	748

## CAPITAL PROGRAMME 2024/25 - 2027/28

Scheme Description	Forecast Expenditure							Forecast Funding					
	Total Approved Budget £000	Prior Years £000	Actuals 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024/28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	Total Funding £000
Committed Schemes in progress													
Childrens Social Care													
Foster Carers Capacity Scheme	534	434	34	67	0	0	101	0	0	0	0	101	101
Crewe Youth Zone	4,826	395	175	4,256	0	0	4,431	3,584	0	0	0	847	4,431
Family Hubs Transformation	282	124	158	0	0	0	158	158	0	0	0	0	158
Children's Home Sufficiency Scheme	1,404	204	155	1,046	0	0	1,200	0	0	0	0	1,200	1,200
Strong Start, Family Help & Integration													
Early Years Sufficiency Capital Fund	1,036	943	42	50	0	0	92	92	0	0	0	0	92
Childcare Capital Expansion	749	0	9	740	0	0	749	749	0	0	0	0	749
Education and 14-19 Skills													
Adelaide Academy	904	55	13	835	0	0	848	678	0	0	0	170	848
Basic Need Grant Allocation	7,551	10	7	7,534	0	0	7,541	7,541	0	0	0	0	7,541
Brine Leas High School	709	5	705	0	0	0	705	705	0	0	0	0	705
Cledford House	11	11	0	0	0	0	0	0	0	0	0	0	0
Congleton Planning Area	4,523	4,521	2	0	0	0	2	2	0	0	0	0	2
Congleton Planning Area - Primary (1)	2,209	179	0	2,030	0	0	2,030	764	1,266	0	0	0	2,030
Congleton Planning Area - Primary (2)	628	574	6	49	0	0	55	55	0	0	0	0	55
Congleton Planning Area - Primary (3)	7,504	4	0	49	2,200	5,250	7,499	4,299	3,200	0	0	0	7,499
Devolved Formula Grant - Schools	1,533	0	443	780	310	0	1,533	1,533	0	0	0	0	1,533
Energy Efficiency Grant - Schools	672	391	165	116	0	0	280	280	0	0	0	0	280
Future Schemes - Feasibility Studies	250	25	99	126	0	0	225	225	0	0	0	0	225
Handforth Planning Area - New School	13,003	3	6	494	4,000	8,499	12,999	135	12,864	0	0	0	12,999
Holmes Chapel Secondary School	3,659	3,664	-5	0	0	0	-5	-5	0	0	0	0	-5
Little Angels Satellite Sites	29	21	0	8	0	0	8	8	0	0	0	0	8

Children and Families

CAPITAL

CAPITAL PROGRAMME 2024/25 - 2027/28													
Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £000
	Total Approved Budget £000	Prior Years £000	Actuals 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024/28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
Committed Schemes in progress													
Education and 14-19 Skills													
Macclesfield Academy Resource Provision	103	3	0	100	0	0	100	100	0	0	0	0	100
Macclesfield Planning Area - Secondary	1,157	1,148	10	0	0	0	10	0	10	0	0	0	10
Macclesfield Planning Area - Secondary New	731	5	1	725	0	0	725	725	0	0	0	0	725
Macclesfield Planning Area - New School	4,001	1	0	0	0	4,000	4,000	0	4,000	0	0	0	4,000
Malbank High School	1,922	1,897	0	25	0	0	25	25	0	0	0	0	25
Mobberley Primary School	1,208	35	2	609	561	0	1,172	872	0	0	300	0	1,172
Nantwich Planning Area (Primary Schools - 210	9,061	733	60	7,768	500	0	8,328	5,308	3,020	0	0	0	8,328
Oakfield Lodge & Stables	50	12	0	37	0	0	38	38	0	0	0	0	38
Poynton Planning Area	1,500	13	8	1,479	0	0	1,487	684	803	0	0	0	1,487
Provision of Sufficient School Places - SEND (Springfield Crewe)	7,182	3,861	3,113	208	0	0	3,322	0	0	0	0	3,322	3,322
Puss Bank SEN Expansion	532	520	0	12	0	0	12	0	0	0	0	12	12
Provision of SEN Unit - Wistaston Primary School	1,523	169	1,354	0	0	0	1,354	1,054	0	0	0	300	1,354
Sandbach Boys School	18	20	-2	0	0	0	-2	-2	0	0	0	0	-2
Sandbach Primary Academy	1,583	106	806	671	0	0	1,477	1,477	0	0	0	0	1,477
Schools Condition Capital Grant	7,600	1,227	199	4,175	2,000	0	6,373	6,373	0	0	0	0	6,373
SEN/High Needs Capital Allocation	4,790	168	19	4,603	0	0	4,622	4,622	0	0	0	0	4,622
Shavington Planning Area - New Primary School	8,040	156	6	1,094	6,784	0	7,884	5,549	2,335	0	0	0	7,884
Shavington Planning Area - Secondary	3,522	2,883	639	0	0	0	639	639	0	0	0	0	639
Springfield Satellite Site (Dean Row)	6,112	5,934	-114	292	0	0	178	0	0	0	0	178	178
The Dingle PS Expansion	1,395	1,135	238	22	0	0	260	260	0	0	0	0	260
Tytherington High School	2,806	172	36	2,597	0	0	2,633	2,633	0	0	0	0	2,633
Various SEN Sites - Small Works/Adaptations	150	0	1	149	0	0	150	150	0	0	0	0	150
Wheelock Primary School	2,411	201	689	1,521	0	0	2,210	1,751	460	0	0	0	2,210
Wilmslow High School BN	14,179	12,355	433	1,391	0	0	1,825	487	1,290	0	0	48	1,825
Wilmslow Primary Planning Area	626	1	0	625	0	0	625	125	500	0	0	0	625
Total Committed Schemes	134,219	44,319	9,513	46,283	16,356	17,749	89,901	53,675	29,747	0	300	6,178	89,901



Children and Families								CAPITAL					
CAPITAL PROGRAMME 2024/25 - 2027/28													
Scheme Description	Forecast Expenditure							Forecast Funding					
	Total Approved Budget £000	Prior Years £000	Actuals 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024/28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	Total Funding £000
New Schemes													
Education and 14-19 Skills													
New Satellite Special School - 1	6,000	0	17	5,983	0	0	6,000	6,000	0	0	0	0	6,000
New Satellite school - 2	9,000	0	13	987	5,000	3,000	9,000	9,000	0	0	0	0	9,000
New SEN places - 1	1,089	0	4	1,086	0	0	1,089	1,089	0	0	0	0	1,089
New SEN places - 2	25	0	0	25	0	0	25	25	0	0	0	0	25
New SEN places - 3	163	0	141	22	0	0	163	163	0	0	0	0	163
SEN New Free School	998	0	10	740	248	0	998	998	0	0	0	0	998
Gainsborough Primary - Flooring	304	0	17	287	0	0	304	304	0	0	0	0	304
New AP Free School	500	0	3	497	0	0	500	500	0	0	0	0	500
Leighton SEND Reception Adaptations	26	0	0	26	0	0	26	26	0	0	0	0	26
Park Lane Refurbishment additional SEND places	200	0	5	195	0	0	200	200	0	0	0	0	200
Total New Schemes	18,305	0	209	9,848	5,248	3,000	18,305	18,305	0	0	0	0	18,305
Total Children and Families Schemes	152,524	44,319	9,722	56,131	21,604	20,749	108,205	71,980	29,747	0	300	6,178	108,205

## CAPITAL PROGRAMME 2024/25 - 2027/28

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £000
	Total Approved Budget £000	Prior Years £000	Actuals 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024-28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Committed Schemes in progress</b>													
<b>ICT Services</b>													
Accelerate Digital	1,460	0	282	1,177	0	0	1,460	0	0	0	0	1,460	1,460
Care Act Phase 2	6,314	4,599	657	1,058	0	0	1,715	0	0	0	0	1,715	1,715
Digital Customer Enablement	3,102	2,424	516	163	0	0	678	0	0	0	0	678	678
ICT Device Replacement	1,912	683	454	776	0	0	1,229	0	0	0	0	1,229	1,229
ICT Hybrid Model	3,449	445	1,314	1,690	0	0	3,004	0	0	0	0	3,004	3,004
IADM (Information Assurance and Data	19,465	16,421	1,035	2,009	0	0	3,044	0	0	0	0	3,044	3,044
Infrastructure Investment Programme (IIP)	34,429	31,065	311	2,223	830	0	3,364	0	0	0	0	3,364	3,364
Vendor Management	1,006	765	3	239	0	0	241	0	0	0	0	241	241
<b>Finance &amp; Customer Services</b>													
Core Financials	11,317	9,365	894	765	293	0	1,952	0	0	0	0	1,952	1,952
Strategic Capital Projects		0	0	0	0	0	0	0	0	0	0	0	0
Vendor Management - Phase 2	99	24	0	25	50	0	75	0	0	0	0	75	75
<b>Total Committed Schemes</b>	<b>82,553</b>	<b>65,790</b>	<b>5,465</b>	<b>10,125</b>	<b>1,173</b>	<b>0</b>	<b>16,764</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,764</b>	<b>16,764</b>
<b>Total Corporate Policy Schemes</b>	<b>82,553</b>	<b>65,790</b>	<b>5,465</b>	<b>10,125</b>	<b>1,173</b>	<b>0</b>	<b>16,764</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,764</b>	<b>16,764</b>

## CAPITAL PROGRAMME 2024/25 - 2027/28

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £000
	Total Approved Budget £000	Prior Years £000	Actuals 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024-28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Committed Schemes in progress</b>													
<b>Facilities Management</b>													
Public Sector Decarbonisation Fund - FM 3	5,214	5,023	121	70	0	0	191	0	0	0	0	191	191
PSDS - 3B - Lot 1	1,028	77	135	815	0	0	951	827	0	0	0	123	951
PSDS - 3B - Lot 3 (schools)	4,390	3,267	87	1,036	0	0	1,123	1,056	0	67	0	0	1,123
Septic Tanks	636	285	6	94	251	0	351	0	0	0	0	351	351
Schools Capital Maintenance	8,315	5,575	213	2,527	0	0	2,740	2,459	0	281	0	0	2,740
Corporate Landlord - Operational	999	996	4	0	0	0	4	0	0	0	0	4	4
Premises Capital (FM)	39,587	32,530	1,516	4,393	1,149	0	7,058	0	0	0	0	7,058	7,058
Poynton Pool Spillway	1,380	468	95	816	0	0	912	0	0	27	0	884	912
<b>Housing</b>													
Crewe Towns Fund - Warm and Healthy Homes	2,126	31	130	1,965	0	0	2,095	2,095	0	0	0	0	2,095
Disabled Facilities	22,884	10,181	3,859	3,244	2,800	2,800	12,703	11,435	341	0	0	928	12,703
Green Homes Grant	3,030	2,378	72	242	339	0	652	652	0	0	0	0	652
Gypsy and Traveller Sites	4,136	2,938	1,120	78	0	0	1,198	175	0	0	0	1,023	1,198
Home Repairs Vulnerable People	1,458	870	117	471	0	0	588	119	33	0	0	436	588
Home Upgrade Grant Phase 2	4,416	740	1,354	2,322	0	0	3,675	3,666	9	0	0	0	3,675
Local Authority Housing Fund	731	293	129	309	0	0	438	438	0	0	0	0	438
Social Housing Decarbonisation Fund	1,565	1,557	8	0	0	0	8	8	0	0	0	0	8
Sustainable Warmth - Home Upgrade Grant not	1,584	1,557	14	14	0	0	28	40	-12	0	0	0	28
Temporary Accommodation	1,479	1,069	7	403	0	0	410	0	164	246	0	0	410
Warm Homes Fund	239	213	5	21	0	0	26	26	0	0	0	0	26
<b>Estates</b>													
Corporate Landlord - Non-Operational	1,336	0	0	1,336	0	0	1,336	0	0	0	0	1,336	1,336
Malkins Bank Landfill Site	1,360	661	121	577	0	0	699	0	0	0	0	699	699
Farms Strategy	2,910	1,689	0	385	209	626	1,220	0	0	0	1,220	0	1,220

## CAPITAL PROGRAMME 2024/25 - 2027/28

Scheme Description	Forecast Expenditure							Forecast Funding					
	Total Approved Budget £000	Prior Years £000	Actuals 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024-28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	Total Funding £000
Committed Schemes in progress													
Economic Development													
Crewe Towns Fund - Repurposing Our High	1,132	162	364	288	318	0	970	970	0	0	0	0	970
Crewe Towns Fund - Flag Lane Baths	1,968	583	20	1,365	0	0	1,385	32	0	0	0	1,353	1,385
Crewe Towns Fund - Mill Street Corridor	4,477	684	795	2,998	0	0	3,793	3,793	0	0	0	0	3,793
Crewe Towns Fund - Mirion St	1,190	164	901	125	0	0	1,026	1,026	0	0	0	0	1,026
Crewe Towns Fund - Crewe Youth Zone non-	351	125	121	105	0	0	226	226	0	0	0	0	226
History Centre Public Realm & ICV (Crewe Towns Fund) CTC1	580	10	18	152	400	0	570	570	0	0	0	0	570
Handforth Heat Network	13,219	17	18	695	450	12,039	13,202	2,587	7,428	0	0	3,187	13,202
Demolition of Crewe Library & Concourse CTC10	3,396	859	2,379	159	0	0	2,538	1,015	0	0	0	1,523	2,538
Future High Street Funding - CEC Innovation Centre	4,251	530	3,431	291	0	0	3,721	3,721	0	0	0	0	3,721
Crewe Town Centre Regeneration	32,333	30,993	17	1,323	0	0	1,340	239	64	0	0	1,037	1,340
South Macclesfield Development Area	34,630	3,259	24	176	0	31,171	31,371	10,000	10,000	0	11,371	0	31,371
North Cheshire Garden Village	57,866	7,026	2,504	9,345	17,285	21,706	50,840	20,165	0	0	21,700	8,975	50,840
Handforth Garden Village s106 Obligations	6,841	0	0	0	2,740	4,101	6,841	0	0	0	0	6,841	6,841
Leighton Green	2,096	1,468	26	601	0	0	628	0	0	0	0	628	628
Connecting Cheshire Phase 3	8,000	128	593	2,207	2,200	2,872	7,872	0	7,872	0	0	0	7,872
Connecting Cheshire 2020	9,250	5,680	0	585	0	2,985	3,570	5,172	0	0	0	-1,601	3,570
UK Shared Prosperity Fund - Core	1,304	202	1,102	0	0	0	1,102	1,102	0	0	0	0	1,102
Macclesfield Indoor Market Toilet Refurbishment	191	186	5	0	0	0	5	0	0	0	0	5	5
Macclesfield Town Centre	1,859	1,858	1	0	0	0	1	0	0	0	0	1	1
Culture & Tourism													
Cattle Handling Facility - Oakwood Farm	405	367	38	0	0	0	38	0	0	38	0	0	38
Countryside Vehicles	1,579	700	26	419	217	217	879	0	0	0	0	879	879
Culture & Tourism S106 Schemes	766	124	40	327	216	59	642	0	642	0	0	0	642
New Archives Premises CTC1	10,256	442	1,124	8,450	240	0	9,814	0	0	0	0	9,814	9,814
PROW Capital Works	1,138	1,042	85	11	0	0	96	96	0	0	0	0	96
PROW CMM A6 MARR	100	69	1	30	0	0	31	31	0	0	0	0	31
PROW Flood Damage Investment	72	71	1	0	0	0	1	0	0	0	0	1	1
Visitor Economy - Rural Shared Prosperity Fund	465	113	352	0	0	0	352	352	0	0	0	0	352
Tatton Park Investment Phase 2	3,280	1,434	11	1,109	725	0	1,845	0	0	0	0	1,845	1,845
Total Committed Schemes	313,801	130,694	23,110	51,882	29,539	78,575	183,106	74,095	26,540	658	34,291	47,522	183,106

CAPITAL PROGRAMME 2024/25 - 2027/28													
Scheme Description	Forecast Expenditure							Forecast Funding					
	Total Approved Budget £000	Prior Years £000	Actuals 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Forecast Budget 2024-28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	Total Funding £000
New Schemes in 24-25													
Facilities Management													
PSDS - 3C	1,671	0	86	1,585	0	0	1,671	1,448	0	0	0	223	1,671
Estates													
WorkplaCE	1,000	0	255	745	0	0	1,000	1,000	0	0	0	0	1,000
		0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
Housing		0	0	0	0	0	0	0	0	0	0	0	0
Warm Homes Local Grant (DESNZ)	7,793	0	0	1,354	3,252	3,187	7,793	7,793	0	0	0	0	7,793
		0	0	0	0	0	0	0	0	0	0	0	0
Economic Development													
Macclesfield Indoor Market Refurbishment (MIMR)	2,496	40	1,858	598	0	0	2,456	2,358	0	0	0	98	2,456
Macc on Foot (MOF)	417	5	413	0	0	0	413	413	0	0	0	0	413
Nantwich Town Centre Public Realm	100	0	0	100	0	0	100	0	100	0	0	0	100
Culture & Tourism													
Green Structures Investment	384	0	0	271	113	0	384	0	0	0	0	384	384
		0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
Total New Schemes	13,862	45	2,613	4,652	3,366	3,187	13,817	13,012	100	0	0	706	13,817
Total Growth & Enterprise	327,663	130,740	25,723	56,533	32,905	81,762	196,923	87,107	26,640	658	34,291	48,228	196,924

CAPITAL PROGRAMME 2024/25 - 2027/28

Scheme Description	Forecast Expenditure							Forecast Funding					
	Total Approved Budget £000	Prior Years £000	Actuals 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024-28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	Total Funding £000
Committed Schemes in progress													
Environment Services													
Bereavement Service Data System	35	7	0	28	0	0	28	0	0	28	0	0	28
Booth Bed Lane, Goostrey	140	0	0	140	0	0	140	100	40	0	0	0	140
Bosley Village Play Area	20	0	0	20	0	0	20	0	20	0	0	0	20
Browns Lane Play Area 2024/25	12	0	0	12	0	0	12	0	12	0	0	0	12
Carbon Offset Investment	568	137	403	29	0	0	431	0	0	0	0	431	431
Carnival Fields	42	0	0	42	0	0	42	0	42	0	0	0	42
Chelford Village Hall Open Space and Sport Improvements	121	119	-0	2	0	0	2	0	0	0	0	2	2
Chelford Village Hall Phase 2	61	0	0	61	0	0	61	0	61	0	0	0	61
Cremator Flue Gas Modifications	30	0	19	11	0	0	30	0	0	0	0	30	30
Crewe Crematorium and Macclesfield Crematorium Major	30	14	4	12	0	0	16	0	0	0	0	16	16
Elworth Park	52	0	2	50	0	0	52	0	52	0	0	0	52
Energy Improvements at Cledford Lane	985	908	6	71	0	0	77	0	0	0	0	77	77
Fleet EV Transition	6,897	39	951	3,580	327	2,000	6,858	0	0	0	0	6,858	6,858
Fleet Vehicle Electric Charging	585	155	3	286	140	0	430	0	0	0	0	430	430
Future High Street Funding - Sustainable Energy Network	1,566	1,148	202	216	0	0	418	418	0	0	0	0	418
Green Investment Scheme (Solar Farm)	4,150	2,279	1,180	536	155	0	1,871	0	0	0	0	1,871	1,871
Grounds Maintenance Management ICT System	121	101	-42	62	0	0	20	0	0	0	0	20	20
Household Bins Schemes	292	0	292	0	0	0	292	0	0	292	0	0	292
Household Waste Recycling Centres	860	48	36	776	0	0	812	0	0	0	0	812	812
Jim Evison Playing Fields	161	0	19	142	0	0	161	0	161	0	0	0	161
Litter and Recycling Bins	208	119	0	42	25	22	89	0	0	0	0	89	89
Longridge Open Space Improvement Project	66	0	0	66	0	0	66	0	66	0	0	0	66
Macclesfield Chapel Refurbishment	429	22	0	407	0	0	407	0	0	407	0	0	407
Main Road, Langley	259	0	3	257	0	0	259	0	259	0	0	0	259
Newtown Sports Facilities Improvements	99	81	12	6	0	0	18	0	18	0	0	0	18

CAPITAL PROGRAMME 2024/25 - 2027/28

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £000
	Total Approved Budget £000	Prior Years £000	Actuals 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024-28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Committed Schemes in progress</b>													
<b>Environment Services</b>													
Park Development Fund	846	670	0	89	87	0	176	0	0	0	0	176	176
Park Lane, Poynton	39	0	39	0	0	0	39	0	39	0	0	0	39
Park Play, Meriton Road & Stanley Hall	10	0	0	10	0	0	10	0	10	0	0	0	10
Pastures Wood De-carbonisation	51	35	4	13	0	0	16	0	0	16	0	0	16
Pear Tree Play Area, Stapeley Improvements	7	1	6	0	0	0	6	0	4	0	0	1	6
Queens Park Bowling Green	17	0	2	15	0	0	17	0	2	0	0	15	17
Rotherhead Drive Open Space and Play Area	141	117	0	24	0	0	24	0	24	0	0	0	24
Rugby Drive, Macclesfield	71	0	24	47	0	0	71	0	71	0	0	0	71
Shaw Heath Recreation Ground	22	3	12	6	0	0	19	0	19	0	0	0	19
Solar Energy Generation	13,980	91	12	297	300	13,279	13,889	0	0	0	0	13,889	13,889
Stanley Hall Improvements	55	0	53	2	0	0	55	20	35	0	0	0	55
The Carrs Improvement Project	61	0	0	61	0	0	61	0	61	0	0	0	61
The Moor, Knutsford	36	0	32	4	0	0	36	0	17	0	0	19	36
Tytherington Public Art	10	0	10	0	0	0	10	0	10	0	0	0	10
Unsafe Cemetery Memorials	35	9	0	26	0	0	26	0	0	0	0	26	26
Victoria Park Amenity Improvements	20	9	3	8	0	0	11	0	11	0	0	0	11
Victoria Park Pitch Improvements	29	28	0	1	0	0	1	0	1	0	0	0	1
West Park Open Space & Sports Improvements	120	23	22	75	0	0	98	0	98	0	0	0	98
Wilmslow Town Council - Villas	47	0	47	0	0	0	47	0	13	0	0	34	47
Woodland South of Coppice Way, Handforth	89	68	0	21	0	0	21	0	21	0	0	0	21
Wynbunbury Parish Open Space	5	1	0	4	0	0	4	0	4	0	0	0	4
Wybunbury St Chad's Closed Cemetery	219	0	0	219	0	0	219	0	0	0	0	219	219
<b>Neighbourhood Services</b>													
Congleton Leisure Centre	13,000	12,963	11	27	0	0	38	0	20	0	0	18	38
Crewe Towns Fund - Valley Brook Green Corridor	3,339	327	264	2,748	0	0	3,012	3,012	0	0	0	0	3,012
Crewe Towns Fund - Cumberland Arena	3,173	128	276	2,768	0	0	3,045	3,045	0	0	0	0	3,045
Crewe Towns Fund - Pocket Parks	1,481	652	302	527	0	0	829	829	0	0	0	0	829
Middlewich Leisure Centre	60	51	0	9	0	0	9	0	0	0	0	9	9
Libraries - Next Generation - Self Service	374	336	0	38	0	0	38	0	0	0	0	38	38
Bollington Leisure	51	0	51	0	0	0	51	51	0	0	0	0	51
<b>Planning &amp; Regulatory Services</b>													
Regulatory Systems & Environmental Health ICT System	313	279	1	34	0	0	34	0	0	0	0	34	34
<b>Total Committed Schemes</b>	<b>55,492</b>	<b>20,967</b>	<b>4,262</b>	<b>13,929</b>	<b>1,034</b>	<b>15,301</b>	<b>34,525</b>	<b>7,475</b>	<b>1,193</b>	<b>743</b>	<b>0</b>	<b>25,114</b>	<b>34,525</b>

Environment & Communities

CAPITAL

CAPITAL PROGRAMME 2024/25 - 2027/28													
	Forecast Expenditure							Forecast Funding					
	Total Approved Budget £000	Prior Years £000	Actuals 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024-28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	Total Funding £000
Scheme Description													
New Schemes													
Environment Services													
Closed Cemeteries	152	0	0	152	0	0	152	0	0	0	0	152	152
LTA - Tennis Facility Improvements	124	0	39	85	0	0	124	99	0	0	0	25	124
Review of Household Waste Recycling Centres	1,000	0	0	1,000	0	0	1,000	0	0	0	0	1,000	1,000
Strategic Leisure Review	3,400	0	1,329	1,421	650	0	3,400	0	0	0	0	3,400	3,400
Weekly Food Waste Collections	2,712	0	192	2,019	500	0	2,712	2,712	0	0	0	0	2,712
Macclesfield Crematorium - hearth replacement	72	0	72	0	0	0	72	0	0	72	0	0	72
Green Spaces Wilmslow - Mersey Forest	21	0	21	0	0	0	21	21	0	0	0	0	21
		0	0	0	0	0	0	0	0	0	0	0	0
Total New Schemes	7,481	0	1,653	4,677	1,150	0	7,481	2,832	0	72	0	4,577	7,481
Total Environment and Communities Schemes	62,973	20,967	5,915	18,606	2,184	15,301	42,006	10,307	1,193	815	0	29,690	42,006



## CAPITAL PROGRAMME 2024/25 - 2027/28

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding
	Total Approved Budget £000	Prior Years £000	Forecast Budget 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024-28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Committed Schemes in progress</b>													
<b>Highways</b>													
A532 Safer Road Fund Scheme	1,466	677	719	70	0	0	789	447	0	0	0	342	789
A536 Safer Road Fund Scheme	2,404	1,925	428	51	0	0	479	385	0	0	0	94	479
A537 Safer Road Fund Scheme	2,490	2,155	191	144	0	0	335	335	0	0	0	0	335
Air Quality Action Plan	523	421	101	2	0	0	102	87	0	0	0	15	102
Alderley Edge Bypass Scheme Implementation	60,411	60,359	1	51	0	0	52	0	0	0	0	52	52
Bridge Maintenance Minor Wks	12,463	10,037	1,635	792	0	0	2,427	1,406	602	0	0	418	2,427
Client Contract and Asset Mgmt	693	485	62	146	0	0	208	62	0	0	0	146	208
Footpath Maintenance - Slurry Sealing & Reconstruction Works	1,323	514	809	0	0	0	809	809	0	0	0	0	809
Highway Maintenance Minor Wks	69,622	53,616	15,936	70	0	0	16,006	9,994	0	0	0	6,011	16,006
Highway Pothole/Challenge Fund	11,669	8,098	3,399	172	0	0	3,571	3,316	0	0	0	255	3,571
Jack Mills Way Part 1 Claims	307	299	8	0	0	0	8	0	8	0	0	0	8
Local Highway Measures	7,255	6,873	232	151	0	0	382	382	0	0	0	0	382
Ward Members Local Highway Measures	872	0	319	553	0	0	872	496	0	0	0	376	872
<b>Infrastructure</b>													
Future High Street Funding - Adaptive Signals	509	455	0	54	0	0	54	0	54	0	0	0	54
Future High Street Funding - Flag Lane Link	1,481	1,249	232	0	0	0	232	232	0	0	0	0	232
Future High Street Funding - Southern Gateway	5,303	1,318	3,783	202	0	0	3,985	3,985	0	0	0	0	3,985
Highways & Infrastructure S106 Funded Schemes	5,590	816	529	2,519	489	1,238	4,774	378	4,391	0	0	5	4,774
Transport & Infrastructure Development Studies	350	10	33	307	0	0	340	340	0	0	0	0	340
Middlewich Eastern Bypass	96,600	26,237	1,441	21,730	22,876	24,316	70,363	46,779	14,611	0	0	8,973	70,363
Mill Street Corridor - Station Link Project	847	92	171	584	0	0	755	171	284	0	0	300	755
North-West Crewe Package	51,366	43,108	5,947	1,411	300	600	8,258	-1,092	3,368	0	0	5,982	8,258
Old Mill Road / The Hill Junction	1,325	187	1	1,136	0	0	1,137	0	1,137	0	0	0	1,137
Poynton Relief Road	54,848	46,283	1,010	2,709	1,146	3,700	8,565	2,236	4,319	0	1,000	1,010	8,565
Sydney Road Bridge	10,501	10,111	1	14	375	0	390	0	390	0	0	0	390

# Highways & Transport

# CAPITAL

## CAPITAL PROGRAMME 2024/25 - 2027/28

Scheme Description	Forecast Expenditure							Forecast Funding					Total Funding £000
	Total Approved Budget £000	Prior Years £000	Forecast Budget 2024/25 £000	Forecast Budget 2025/26 £000	Forecast Budget 2026/27 £000	Forecast Budget 2027/28 £000	Total Forecast Budget 2024-28 £000	Grants £000	External Contributions £000	Revenue Contributions £000	Capital Receipts £000	Prudential Borrowing £000	
<b>Committed Schemes in progress</b>													
<b>Strategic Transport and Parking</b>													
A538 Waters Roundabout Pedestrian and Cyclist Crossing	140	87	53	0	0	0	53	53	0	0	0	0	53
Active Travel Fund	3,400	729	97	2,574	0	0	2,671	2,671	0	0	0	0	2,671
Active Travel (Cycling / Walking Route) Investment	2,920	2,765	89	66	0	0	155	90	0	0	0	65	155
Available Walking Routes	151	0	0	151	0	0	151	151	0	0	0	0	151
Bollin Valley / Greater Bollin Trail	114	89	25	0	0	0	25	25	0	0	0	0	25
LEVI Capital Fund 23/24	2,172	0	0	543	543	1,086	2,172	2,172	0	0	0	0	2,172
On-street Residential Charging	551	258	131	162	0	0	293	251	0	0	0	42	293
Park Lane – Ayresshire Way, Congleton Walking and Cycling	482	14	419	49	0	0	468	468	0	0	0	0	468
Route 55 Middlewood Way on Black Lane	770	694	76	0	0	0	76	76	0	0	0	0	76
Sustainable Travel Access Prog	2,245	2,038	21	186	0	0	208	208	0	0	0	0	208
Sustainable Modes of Travel to Schools Strategy (SMOTSS)	1,117	756	126	234	0	0	361	361	0	0	0	0	361
Public Transport Infrastructure	1,615	1,134	452	29	0	0	481	481	0	0	0	0	481
Local Access - Crewe Transport Access Studies	400	88	0	312	0	0	312	312	0	0	0	0	312
Local Access - Macclesfield Transport Access Studies	300	61	0	239	0	0	239	239	0	0	0	0	239
Middlewich Rail Study	20	0	0	20	0	0	20	20	0	0	0	0	20
LTP Development & Monitoring Studies	900	430	30	220	221	0	471	471	0	0	0	0	471
Digital Car Parking Solutions	140	93	3	44	0	0	47	16	0	0	0	31	47
Pay and Display Parking Meters	620	607	0	13	0	0	13	0	0	0	0	13	13
Car Parking Improvements (including residents parking)	322	266	0	56	0	0	56	0	0	0	0	56	56
<b>Total Committed Schemes</b>	<b>647,414</b>	<b>415,274</b>	<b>40,647</b>	<b>44,009</b>	<b>27,653</b>	<b>119,831</b>	<b>232,140</b>	<b>158,389</b>	<b>47,902</b>	<b>0</b>	<b>1,000</b>	<b>24,849</b>	<b>232,140</b>
<b>New Schemes</b>													
<b>Highways</b>													
Managing and Maintaining Highways	4,712	0	0	4,712	0	0	4,712	0	0	0	0	4,712	4,712
Pothole Funding	17,397	0	0	5,799	5,799	5,799	17,397	17,397	0	0	0	0	17,397
Integrated Block - LTP	6,009	0	0	2,003	2,003	2,003	6,009	6,009	0	0	0	0	6,009
Maintenance Block - LTP	19,476	0	0	7,878	5,799	5,799	19,476	17,397	0	0	0	2,079	19,476
Incentive Fund - LTP	4,350	0	0	1,450	1,450	1,450	4,350	4,350	0	0	0	0	4,350
<b>Strategic Transport and Parking</b>													
BSIP+ Programme Delivery	539	89	0	450	0	0	450	450	0	0	0	0	450
Car Parking Review	895	0	570	325	0	0	895	0	0	328	325	242	895
			0	0	0	0	0	0	0	0	0	0	0
<b>New Grant Allocated for 2025-26</b>													
Local Transport Grant	7,754	0	0	7,754	0	0	7,754	7,754	0	0	0	0	7,754
<b>Total New Schemes</b>	<b>61,132</b>	<b>89</b>	<b>570</b>	<b>30,371</b>	<b>15,051</b>	<b>15,051</b>	<b>61,043</b>	<b>53,357</b>	<b>0</b>	<b>328</b>	<b>325</b>	<b>7,033</b>	<b>61,043</b>
<b>Total Highways &amp; Transport</b>	<b>708,546</b>	<b>415,363</b>	<b>41,218</b>	<b>74,379</b>	<b>42,704</b>	<b>134,882</b>	<b>293,182</b>	<b>211,746</b>	<b>47,902</b>	<b>328</b>	<b>1,325</b>	<b>31,882</b>	<b>293,182</b>

## OPEN

### Adults and Health Committee

23 June 2025

### Connect to Work Funding

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

**Report Reference No: AH/41/2025-26**

**Ward(s) Affected: All Wards**

### For Decision

### Purpose of Report

1 The Council stands to benefit from a new significant DWP fund called Connect to Work. Starting in October 25, this will invest around £3.9m worth of provision in total to Cheshire East. Of this, £2,090,769 will be allocated directly to the Council for delivering services over the next five years to boost employment support for economically inactive people and disadvantaged groups.

2 A significant boost via external funding into this service area, supports the benefits of early intervention as laid out in the Transformation and Corporate Plan:  
<https://centranet.cheshireeast.gov.uk/news/2024/october/transformingcheshireeast-a-plan-on-a-page.aspx>

The purpose of this report is to seek Adult Health and Integration Committee's approval for the delivery proposals and for a recommendation to be made to Full Council for approval to receive and spend the grant. (See Paragraphs 20-23 for delivery proposals).

### Executive Summary

3 This report will provide key information and proposals as follows:

- Background information about the DWP's new Connect to Work fund
- Summary proposals for how the Department can make best use of this fund

- Strategic considerations (eg links to Get Britain Working and Council transformation objectives)
- Governance issues (Cheshire West & Chester Council are the lead accountable body)
- Recommendations for the necessary authorisation routes culminating in the need for a report to Full Council in July
- How the Shared Prosperity Fund extension year will act as a bridge to the Connect to Work programme starting in October 25

### **RECOMMENDATIONS**

The Adults Health and Integration Committee is recommended to:

1. Agree that the funding be accepted and approve the proposed spend to use this additional funding as set out in para 20-23.
2. Approve the proposed “Connect to Work Action Plan” as set out in Appendix 1
3. Recommend to Council the approval of a Supplementary Revenue Estimate (SRE) of the value of £2,090,769 referenced in para 35 over the 2025-2030 financial years

### **Background**

- 4 The Department for Work & Pensions has provided all the required detail about Connect to Work (CtoW), including how much money we will receive, the target number of starts and the expected outcomes. Work is underway with Cheshire West and Chester, and Warrington Borough Councils to develop all the delivery, governance, performance, finance and partnership arrangements. A sub-regional working group has been set up to plan all delivery. An additional working group is tasked to prepare for the skills and learning elements of an anticipated devolution arrangement. The Connect to Work programme is considered to be of significant importance in its connection to the anticipated devolution agenda.
- 5 Existing staff on the Council's Supported Employment team will be aligned to the CtoW outcome objectives. As a result, CtoW will not only be able to fund some of the existing supported employment team, but will fund a significantly expanded provision. This will generate further job outcomes for customers and increased adult social care deflections and cost savings for the Council.
- 6 CtoW is expected to start at the beginning of October 2025. The recommended strategic approach is to use the UK Shared Prosperity Fund extension year, to act as a bridge to cover the April 25 – September 25 period. The recommended use of £566k UKSPF for this purpose was approved by the Corporate Policy Committee and at Full Council in February as part of the MTFS report. This incorporates the financial support of the internal team and an extension of the commissioned Inspiring Futures programme delivered by

FedCap. This provision exceeded all its targets for the first two years funded by SPF.

7

889	<b>Cheshire East residents were referred to the programme for support</b>
<b>211</b>	<b>Starts on Programme</b>
<b>120</b>	<b>First Job starts</b>
<b>32</b>	<b>Subsequent Job Starts</b> (Participants moving from a voluntary role to a paid role, or supported to find an alternative opportunity)
<b>55</b>	<b>Sustainments</b> (Participants in work for 13 weeks or more)

- 8 One of the Government's five missions is to kickstart economic growth with good jobs and improved productivity in every part of the country. The ambition is for a more inclusive economy which enables people to get into work and to get on at work, ensuring employment opportunities for all. In the UK, there are 1.9 million people who would like to work but are not participating in the labour market – often due to health issues and/or disability. There are currently 104,000 economically inactive people in Cheshire East, West and Warrington, 47,000 of whom reside in Cheshire East.
- 9 The new UK Get Britain Working Strategy will bring fundamental reform that transforms our relationship with local areas and ensures that we have a strong foundation to work in partnership and to support people into good, sustainable work. CtoW will be a key component of this.
- 10 CtoW will support those, primarily, currently outside the workforce and facing greater labour market disadvantages, to get back into work and to stay in work. This in turn, supports the Government's ambition for a more inclusive economy.
- 11 The relevant CtoW allocation is for the sub-region of Cheshire East, Cheshire West & Chester and Warrington which has a total value of £14.3m over 5 years.

### **Starts and Eligibility**

- 12 The expectation is that the subregion will take on 1,300 starts a year, (at peak level). The focus will be on people who are economically inactive. All targets relate to employment outcomes.
- 13 There have already been a number of productive conversations with Cheshire West & Chester Council (who are the lead accountable body) and Warrington Borough Council. Initial DWP allocations show the splits (at peak) as follows:

- Cheshire East Council – 400 starts per year
- Cheshire West & Chester Council – 700 starts per year
- Warrington Borough Council – 200 starts per year

This allocation is a good fit for Cheshire East with regards to known demand and experience of supporting this cohort.

- 14 This will yield around £3.9m a year activity into Cheshire East with £2,090,769 being delivered directly by Cheshire East Council. The overall duration will be 5 years.

### **Strategic Fit**

- 15 The use of UKSPF money as a bridge from April 25 to September 25 will allow key developmental work in preparation for CtoW in October 25. This will include working proactively with front line teams to establish effective referral pathways and supply chains. It will also allow for service development eg key actions to help develop some aspects of day services, Shared Lives and Mental Health Reablement provision. As this provision will have significant early-intervention benefits and cost savings (as people's social care supports reduce via increased independence via work), it also provides significant contributions to the Council's transformation agenda.
- 16 In collaboration with Cheshire West & Chester Council and Warrington Borough Council, there will be a need, this year, to draft a local Get Britain Working Plan. CtoW and UKSPF will be key ingredients to this plan. A delegated authority may be needed to prepare and agree a local Get Britain Working Plan with Cheshire West and Chester and Warrington Councils. Get Britain Working Plans require no additional investment from Councils. The purpose of the plans is to create a more integrated approach of existing assets.

### **Governance Performance and Quality**

- 17 As Cheshire West and Chester Council has the lead accountable body status, the DWP money will be received directly by them. Early discussions are underway to design all the required agreements, legal and financial frameworks, targets, reporting and claims systems. It is expected that an overall strategic governance lead will be allocated to Enterprise Cheshire & Warrington. The decision to allocate lead authority status to Cheshire West & Chester Council was taken at the national level by DWP.
- 18 A DWP necessary pre-requisite for delivery will be clear evidence that all provision will follow the two crucial quality frameworks:
- \*SEQF (Supported Employment Quality Framework)
  - \*IPSQF (Individual Placement & Support Quality Framework)

This approach is an extremely good fit for the preferred delivery model in Cheshire East. This is because these models of delivery used by the Council's Supported Employment team and Supported Internship development, has shown exemplary outcomes and quality.

\* IPS stands for Individual Placement and Support. This is a well-established approach aimed at supporting people with severe and enduring mental ill health into work. SE stands for Supported Employment. This is the well-established approach to supporting people with learning disabilities and/autism into work.

- 19 A target and outcomes-based culture is already embedded into the existing Supported Employment team. This will be a necessary approach to the target model of CtoW delivery.

### **Proposal for Delivery and Staffing Structure**

- 20 Cheshire East Council will receive around £3.9m of investment with £2,090,769 being delivered directly by Cheshire East Council. This will be used exclusively on operational services to support people who are economically inactive into work.
- 21 The internal provision will focus on customers with more complex needs. The focus will be people already known to adult social care. As these people are supported into work it becomes a great quality of life outcome for them and at the same time reduces the care plans and creates savings. The commissioned-out provision will still be for economically inactive people but will not focus exclusively on people with existing ASC Support Plans.
- 23 The commissioned provision of CtoW will build on the excellent results already achieved via the UKSPF. It is expected that any commissioned elements will not commence until year two. This is because the current DWP required profile of spend is smaller in year 1, peaks in year 2/3 and then starts to tail off in year 4/5. During the peak years a commissioned element will be added. The commissioned element will be sub-regional in nature and arranged by Cheshire West and Cheshire so whilst the total investment to Cheshire East will be £3.9m, the direct expenditure will be £2,090,769. Therefore, the Supplementary Revenue Estimate figure will be £2,090,769.

### **Consultation and Engagement**

- 24 Cheshire West and Chester Council has the CtoW lead authority status for the sub-region. This was a DWP decision taken at the national level. Growth Directors and Enterprise Cheshire & Warrington are keen to see CtoW funding maximised for this area due to its strong links to economic growth. Planning at officer level to prepare all the necessary legal, financial, claims, reporting and governance structures is underway. There will also be a need to fully integrate any CtoW planning with discussions around a Get Britain Working Plan and the skills/employment devolution agenda. The Cheshire & Warrington Into Work Board has received numerous reports and data briefings over the past year with a particular focus on economic inactivity.

CtoW funding has been especially welcomed, due to its focus on this target group. From April to October (when CtoW is due to start), Shared Prosperity extension year funding will be used to pave the way for CtoW. This will include full engagement and consultation with all front-line social care and SEND teams, voluntary sector provision, Health and JobCentre Plus. The Shared Prosperity funded provision also has a commissioned-out element. This is FedCap's Inspiring Futures programme. This is a continuation of their two-year SPF funded service which exceeded all targets.

- 25 UNISON were briefed about CtoW on the 1.5.25.

### Reasons for Recommendations

- 26 Approval of the recommendation relates to the Cheshire East Plan 2025 – 29, to unlocking prosperity for all, creating opportunities for all communities across the borough and working with our world leading industries and local businesses.
- 27 The proposed Connect to Work Action Plan outlines the steps required working with Cheshire West and Chester and Warrington to commence delivery of this service.
- 28 Recommending to Council the approval of the Supplementary Revenue Estimate (SRE) of the value of £2,090,769 referenced in para 35 over the next 5 financial years (25/26-29/30) will ensure that we are able to receive the funding in line with the Council's constitution.
- 29 This report is cross cutting over three service committees (Adults and Health, Economy and Growth and Children and Families), the rational for Adults and Health being the decision maker is due to the funding will be overseen by that Directorate.

### Other Options Considered

- 30 The only other option is to not receive external funding and not support economically inactive residents into work

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Option	Impact	Risk
Do nothing	Loss of £3.9m investment in Cheshire East	Reputational and economic

### Implications and Comments

*Monitoring Officer/Legal*

- 32 Noting that Cheshire West and Chester ("CWaC") are acting as lead authority; Legal will expect to be in receipt of an agreement or memorandum outlining their proposal as to how to operate the scheme overall; and setting out the obligations of the Council as regards the administration of claims and other



aspects of the arrangement. Depending on the terms set by the DWP on awarding funding to CWaC; there is likely to be an element of “pass through” requiring the Council to be bound by terms which if correctly observed reduces the possibility of clawback. Legal will review the terms provided by CWaC and advise accordingly.

*Section 151 Officer/Finance*

- 33 The Cheshire and Warrington “Connect to Work” grant has been announced as £14.3m, over 5 years. This table estimates the allocation per local authority by the proportion of targeted new employment “starts” (at their peak):

	<b>Total Grant for 5 Years</b>	<b>£</b>	<b>14,300,000</b>
<b>Local Authority</b>	<b>Peak Starts to Allocate Funds</b>	<b>Estimated Total Grant Receipt (over 5 years)</b>	
CE	400	£	3,960,000
Warrington	200	£	1,980,000
CWAC	700	£	6,930,000
CWAC (Project Management 10%)	-	£	1,430,000
<b>Total</b>	<b>1,300</b>	<b>£</b>	<b>14,300,000</b>

The project management costs are an estimate at this stage.

- 34 This next table shows the provisional profile of the grant over the next 5 financial years. This includes the total invested in our area, the amounts that will be direct cash and expected starts on programme.

<b>Year</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>Total</b>
<b>Full Grant</b>	£800,000	£2,500,000	£4,800,000	£4,500,000	£1,700,000	£14,300,000
<b>Estimated CE allocation with commissioned out investment</b>	£221,538	£692,308	£1,329,231	£1,246,154	£470,769	£3,960,000
<b>Estimated CE allocation without the commissioned out element (ie direct cash)</b>	£221,538	£450,000	£560,000	£450,000	£409,231	£2,090,769
<b>Expected starts on programme for CE</b>	48	300	400	300	152	1200

- 35 The profile of the grant is still to be finalised with the DWP. The region has requested a more even distribution of funds over the 5 years period.

Please note, if the above profile remains, then year 1 is unlikely to have a commissioned element. This is worth pointing out as the commissioned element is likely to be arranged at the sub-regional level by Cheshire West & Chester. This will still add service value to our area, but not direct cash. So for year 1 (as there is no commissioned element) the £221,538 will be the total income and is therefore the Supplementary Revenue Estimate figure. For years 2-5 there will be a commissioned element and so the direct cash input to the Council will be lower. The expectation is that the commissioned element will be about 50% of total annual values. For the full 5 years the expected total Supplementary Revenue Estimate will be £2,090,769.

- 36 In 2025/26 there are two additional grade 7 work placement officers funded on 6-month fixed term contracts. These are initially being funded by UKSPF grant. The current provisional profile of the CtoW grant is sufficient to afford the extension of these posts to the end of 2025/26. If the funding profile is revised and the value of CtoW grant received during 2025/26 increases, CE may consider employing additional staff on fixed term contracts from October 2025. However, such decisions will be subject to further agreement from Adults Health and Integration and only considered once the value of CtoW funds for CE is confirmed.
- 37 To date the grant has been announced as “up-to” £14.3m. The funds will be received based on evidence of expenditure incurred on achieving the targeted number of starts. If targets are not achieved, its possible that the DWP could withdraw future commitments for funding, reducing the £14.3m.
- 38 As the sums of money are over £1m, acceptance of the grant requires a Full Council decision to approve the estimated supplementary revenue to the MTFS

### *Policy*

- 37 All the recommendations outlined in this paper are closely aligned with the Council’s Corporate Priority: “A council which empowers and cares about people” and in particular these objectives:
- 38 Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services.
- 39 Increase opportunities for all young adults with additional needs.

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<b>Commitment 1: Unlocking prosperity for all: Supporting Economically Inactive People into employment</b>	<b>Commitment 2: Improving health and wellbeing</b>  <b>The majority of the beneficiaries will be people with disabilities including mental ill health. Employment is known to have a very positive effect on improving health and wellbeing</b>	<b>Commitment 3: An effective and enabling council</b>  <b>CtoW will fully integrate with a Get Britain Working local plan and the benefits of devolution. This will be a good news story for the people of Cheshire and showcase the enabling abilities of the Council</b>
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### *Equality, Diversity and Inclusion*

- 41 All the recommendations set out in this paper are exclusively focused on people who are economically inactive and from disadvantaged groups. This means that there is a built-in focus on people from protected characteristic groups. This will be positively-reflected in an Equality Impact Assessment

### *Human Resources*

- 41 There will be an increase in staffing levels but all fully-funded externally. Initially an additional 2 Work Placement Officers (under 12 months fixed term contracts to begin with) will be recruited June/July time 2025. These will be fully funded by the Shared Prosperity Fund. This will aid a gearing up of staffing resources in time for the Connect to Work start in October.

### *Risk Management*

- 42 The lead authority for this project will be Cheshire West & Chester. Due consideration will need to be given therefore, to ensuring all financial and reputational risks are minimised by rigorous attention to all legal, financial, performance and governance agreements

### *Rural Communities*

- 43 All sectors of the economy stand to benefit from this project including the rural economy

### *Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

- 44 A strong and beneficial aspect of Supported Employment, is the ability to work with young people with special educational needs and support them into work

as a positive alternative to care destinations. This early intervention approach has been proven to be effective in Cheshire East via the roll out and development of the highly successful Supported Internship programme.

### *Public Health*

- 45 It is extensively evidenced that employment reduces the risk of needing mental health services.

### *Climate Change*

- 46 More people in work means that there are less people at home during the day. In many cases, people will start jobs in premises that will not require any additional heating/energy when they start. However, they will not be using energy at home and so overall there is an energy saving. It is true that some people will start a job and work from home. This however, has a net-nil effect as they would already have been at home for the most part if they were unemployed.

- 47 Consultation

<b>Name of Consultee</b>	<b>Post Held</b>	<b>Date Sent</b>	<b>Date returned</b>
<i>Statutory Officer (or deputy):</i>			
Adele Taylor	S151 Officer	21/05/25	21/05/25
Janet Witkowski	Acting Monitoring Officer	21/05/25	21/05/25
<i>Legal &amp; Finance</i>			
David Hallworth	Finance Business Partner	12/05/25	12/05/25
Adrian Leslie	Lawyer Contracts & Procurement Team	30.4.25	30.4.25
TBC	HR		
<i>Other Consultees: Executive Directors/Directors</i>			
Helen Charlesworth- May	Executive Director of Adults Health	10.6.25	10.6.25

	and Integration		
Brian Reed	Head of Democratic Services - Democratic and Governance Services	2.6.25	2.6.25

Access to Information	
Contact Officer:	Colin Jacklin  colinjacklin@cheshireeast.gov.uk
Appendices:	Appendix 1: Project Action Plan
Background Papers:	

**Appendix 1 - Action Plan****Connect to Work Action Plan****Background**

The expectation is that the Connect to Work programme will be operational by October 25.

This will be across Cheshire East, Cheshire West and Warrington.

Cheshire West and Chester has the lead authority status and they will hold the primary contract with the Department of Work and pensions. All necessary agreements would therefore need to be drawn up between ourselves and Cheshire West for claims and outcome reporting.

Full details of all staffing structures, delivery mechanisms, costs, quality assurance and referral supply chains et have already been drawn up.

<b>Actions With Timeframes</b>		
<b>Action</b>	<b>Details</b>	<b>Timeframe</b>
Working with legal and finance to agree with Cheshire West all necessary finance reporting and claims agreements and processes	Initial conversations with Cheshire West have already progressed well riyal requirements. The next stage is to engage legal and finance in drawing up the relevant documents	MOUs and agreements to be agreed by mid-August
Referrals	Develop all necessary referral supply chains to ensure an adequate intake in time for programme start.	The two project managers are already (12.5.25) engaged in these activities (currently funded by a shared prosperity fund)
Recruit additional work placement officers for the internal team in time for programme start	Another 2 FTE WPOs to be recruited in time for programme start. DWP stipulate a maximum size caseload. The total WPO count by October for the internal team will be 8. This figure is the correct match for the expected starts and outcome requirements	Recruitment to begin (beginning of June) as there will be competition for these roles

Agree with Cheshire West a specification for the commissioned out element of this programme which will be sub regional in nature	Our own Procurement will be invited to add their expertise (but Cheshire West will lead to the overall procurements for the sub region.	Agree specification by the end of June
To agree with Cheshire West a suitable promotion and marketing campaign	To involve our own comms team.	Marketing plan to be agreed by the end of July
To agree with Cheshire West an overall reporting and governance structure	Need for overall subregional Governance and strategic over sight	By early August

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**Adults and Health Committee****23 June 2025****Better Care Fund Plan 2025-26**

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

**Report Reference No: AH/14/2025-26**

**Ward(s) Affected: All Wards**

**For Decision**

**Purpose of Report**

- 1 The following report provides a summary of the BCF planning guidance for 2025/26 which includes a shift in focus from sickness to prevention and hospital to home. The report includes an overview of the plan finances, schemes, metric targets for 2025/26.

**Executive Summary**

- 2 The 2025-2026 BCF aims to shift from sickness to prevention and hospital to home, with a focus on coordinated, community-based care. The Cheshire East Better Care Fund programme has the following priorities for 2025/26: 1) Providing more care closer to home, 2) Increasing the focus on prevention so that people are living healthier and more independent lives, 3) Harnessing digital technology to transform care, 4) Providing stability through the winter period 2025/26, 5) Reviewing our approach to Discharge to assess, 6) Ensuring that our local programme provides value for money, good outcomes, are impactful and bring about meaningful change to people's lives.

**RECOMMENDATIONS**

The Adults and Health committee is recommended to:

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

**Background**

- 3 The 2025-2026 BCF aims to shift from sickness to prevention and hospital to home, with a focus on coordinated, community-based care. It emphasises:

- Care closer to home
  - Prevention for independent living
  - Use of digital technology in care
- 4 For complex needs, care should be integrated, with a "home first" approach and multi-disciplinary teams. The following objectives, metrics and national conditions have been set:
- 5 **Objective 1:** Shift from sickness to prevention – Support independence, prevent escalating needs, and offer proactive care, home adaptations, and carer support.
- 6 **Objective 2:** Support independent living and shift from hospital to home – Prevent avoidable admissions, ensure timely discharge, and reduce long-term care home placements.
- 7 **Metrics for 2025-2026**
- Emergency hospital admissions for over 65s
  - Average discharge delay
  - Long-term care home admissions for over 65s
  - Additional local metrics can be set to track overall policy outcomes.
- 8 **National Condition 1:** Jointly agree a plan – Local authorities and ICBs must create and approve a joint plan, addressing the 3-headline metrics, local goals and funding usage.
- 9 **National Condition 2:** Implement BCF objectives – Improve outcomes in prevention and independent living. Plans should address demand and capacity for intermediate care services to support independent living.
- 10 **National Condition 3:** Comply with funding conditions – Ensure NHS contributions to Social care are met and increased by 3.9%.
- 11 **National Condition 4:** Oversight and support – Local areas must engage with oversight, with enhanced support for underperforming areas. The focus will be on BCF alignment, risk, management, and performance improvement.
- 12 **Sign-off Process:** A light-touch process will be implemented to approve, conditionally approve, or reject plans based on risk.
- 13 **Reporting:** Quarterly progress reports with simplified templates,
- 14 **Better Care Fund priorities for 2025/26**
- 15 The Cheshire East Better Care Fund programme has the following priorities for 2025/26:

1. Providing more care closer to home.
2. Increasing the focus on prevention so that people are living healthier and more independent lives.
3. Harnessing digital technology to transform care.
4. Providing stability through the winter period 2025/26.
5. Reviewing our approach to Discharge to assess.
6. Ensuring that our local programme provides value for money, good outcomes, are impactful and bring about meaningful change to people's lives.

## 16 **Providing more care closer to home**

- 17 Through the Better Care Fund, we have re-focused investment into areas that provide more care closer to the person's home. This includes greater investment into: St Paul's extra miles, British Red Cross, Reablement, General Nursing Assistant service and Reablement services.
- 18 St Pauls - Extra Miles Hospital to Home Support service provides practical support for vulnerable people leaving hospital. Funded by Cheshire East Communities, Extra Miles delivers essential services through a strong partnership with Cheshire East Community Connectors. the service offers: transport home followed by 7 days of well-being checks, help with essential shopping, support with meal arrangements, advice with emergency pendants and key safes, help with applications for Attendance Allowance and other benefits, help with access to community activities.
- 19 Reablement - Community Reablement Service a period of short-term, intensive support that is designed to help service users manage independently following a period of illness or a fall, or if they have lost some of the skills needed to maintain independence. Support is provided in the person's own home.
- 20 General nursing assistants - GNAs provide care and support to patients at home. This means supporting the rehabilitation of a patient as they aim towards living independently again. Examples of support offered to a patient may include: assisting with personal care and getting dressed, assisting to maintain bowel and bladder health, working alongside a patient in the preparation of light meals like sandwiches or soup, promotion of use of equipment/mobility aids, medication reminders, assistance with bowel and bladder health, assistance with catheters or stomas, support and encouragement with rehabilitation exercises, as advised by therapists.
- 21 Right at home - The Right at home service provides support to facilitate hospital discharges for those people deemed medically fit, but whom have ongoing care and support needs. The service can be implemented quickly to

ensure that care packages are put in place to provide an essential pathway to support the local health and social care infrastructure.

- 22 The service will seek to prevent readmission to hospital by ensuring wrap around services are in place in the first 48 hours following hospital discharge. The Service will also provide support to Service Users with complex health needs and end of life support at a level. Through the provision of 7 day working, the service will ensure a timely response to hospital discharge to reduce delayed transfers of care and create capacity and throughput for non-elective admissions.
- 23 **System Home First Programme**
- 24 A collection of services commissioned and delivered by Health, Social Care - including Physical and Mental Health - and the Voluntary Sector across Cheshire East place.
- 25 These evidence-based interventions are designed to keep people at home (or in their usual place of residence) following an escalation in their needs and/or to support people to return home as quickly as possible with support following an admission to a hospital bed.
- 26 The Home First service continues to bring together a range of professionals in our communities, including GPs, Nurses, Therapists, Medical Consultants, Support Workers, and third sector organisations, into a single integrated team working closely with families and carers. Aim is to prevent unnecessary or avoidable hospital admissions by working across the community and hospitals.
- 27 **Home First priorities for 2025/26**
- Care Communities, Urgent Community Response (UCR), NWS See and Treat and pathways to UCR, Virtual Wards growth, Community Connectors and Third Sector Resilience, Carers support
  - Palliative Care and End of Life Support. Understand the system offer including young people
  - Dementia Support and developing community-based support models
  - Care4CE Community Reablement, General Nursing Assistance and Care at Home provider growth
  - Discharge to Assess scope of work
  - Hospital flow – ED improvement SDEC pathways, NWS (reducing turnaround times), NHS 111 and local Directory of Services
  - Mental Health Intensive Support Team – Rehabilitation Offer, Development of a High Intensity User model of support, Community outreach including street triage and pathways

- Transfer of Care Hub and system workforce
- System Quality Improvement, Experience and Outcomes for people
- Governance, oversight, performance, and impact
- Keep Me Well care model – mapping of services and infrastructure

28 **Increasing the focus on prevention so that people are living healthier and more independent lives.**

29 Through the Better Care Fund we will be focusing on prevention so that people are living healthier and more independent lives, this work is demonstrated through our Care Communities and Neighbourhood integrated teams

30 The BCF funded Cheshire Care Communities schemes provide prime examples of how working collaboratively with primary care we can begin to support the three national shifts. With the additional resource, the existing platform for high intensity users can be enhanced and expanded to be able to support a wider cohort of patients across the East Cheshire care communities.

31 **Eastern Cheshire Care Communities (Chelford, Handforth, Alderley and Wilmslow (CHAW), Bollington, Disley & Poynton (BDP), Congleton & Holmes Chapel (CHOC), Knutsford, Macclesfield)**

<b>Scope:</b>	Proactive management of frailty within High Intensity Users HIUs and patients registered with a GP Practice with a frailty syndrome and within a Resource Utilisation Band RUB of 4 or 5
<b>Aim:</b>	<ul style="list-style-type: none"> <li>• Reduce number of unplanned or crisis contacts, proactive case management through risk stratification.</li> <li>• Reduce LOS and emergency hospital admissions</li> <li>• Improved patient experience and quality of Care</li> </ul>

### 32 Nantwich and Rural and Sandbach, Middlewich, Alsager, Scholar Green and Haslington (SMASH) Care Community BCF

<b>Scope:</b>	<p>All HIU will be registered with a Nantwich/SMASH GP. Focus will be on high intensity users</p> <ul style="list-style-type: none"> <li>• Acute Services (ED attends/NWAS callouts)</li> <li>• Community Services</li> <li>• General Practice</li> </ul>
<b>Aim:</b>	To reduce the number of unplanned or crisis contacts by proactively case managing a cohort of patients using a Multi-disciplinary Team (MDT) model of care by identifying caseload, setting up HIU MDTs, Establishing MDT model, medication optimisation

### 33 Crewe Care Community BCF

<b>Scope:</b>	The service will be delivered via a One Stop Shop frailty clinic for Crewe based on the principles of and successful delivery of the Crewe Leg Club Model of multi-disciplinary team working. All HIU will be registered GP. Focus will be on high intensity users
<b>Aim:</b>	<ul style="list-style-type: none"> <li>• Reduction in acute presentation or Emergency admission with Care Plan in place</li> <li>• Reduction in presentation in crisis to out of hours teams</li> <li>• Reduction in the number of falls which could have been prevented</li> <li>• Increasing Patient and Carer satisfaction rates</li> <li>• Continuity of care measures – District Nurse team and in Primary Care</li> </ul>

### 34 Objectives

- Whilst each of the schemes identified a set of objectives they can be summarised in the following statements:
- The use of the risk stratification tool (resource utilisation band 4 or 5) to case find high intensity users registered with a GP\* and at risk of 'progressive dwindling' including a focus on those associated with frailty and either are or will become high intensity users of health and social care resources including primary and social care.

- To proactively manage the above cohort of patients including initiation of a comprehensive assessment including a holistic approach which addresses patients wider social care needs.

### 35 **Cheshire East Health and Wellbeing Board**

36 The Cheshire East Joint Local Health and Wellbeing Strategy<sup>1</sup> was approved by the Cheshire East Health and Wellbeing Board in March 2023, setting out a vision ‘To enable people to live a healthier longer life; with good mental and physical wellbeing; living independently and enjoying the place where they live’. The Strategy sets out a focus on:

- Tackling inequalities
- Prevention and early intervention
- Person centred actions
- Developing and delivering a sustainable, integrated health and care system

37 The ‘Blueprint 2030’ and the Care Communities operating model are key components of the aim to develop and deliver a sustainable, integrated health and care system. The ‘Blueprint 2030’ sets out three core components of the 2030 health and care system. These are:

38 **Healthy Households:** Our ambition for the people of Cheshire East is to live well for longer, starting within the household, where empowered and health literate individuals and families use evidence-based information and digital solutions that are readily accessible to them, to make the best choices and to support good physical and mental wellbeing in their everyday lives irrespective of age or affordability.

39 **Healthy Neighbourhoods:** Our ambition is to support neighbourhoods to build an asset-based approach, where we help people to help themselves. We want people to live as part of a community, connected to the people who are important to them and able to benefit from a range of local, flexible, high-quality services and support to help them live a good life together. This may require a radically different approach to how we work together as health and care organisations, the types of conversations we have and the willingness to distribute resources to local assets; for example our Voluntary Sector organisations are critical partners in developing healthy neighbourhoods.

40 **Health and Care Services:** Our ambition is for people to be in receipt of local provision when they require health and/or care services, creating a shift from traditional centralised provision. In so doing we will place the empowered person central to their health and care system, facilitating responses to people’s urgent and planned care needs by bringing services together where

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<sup>1</sup> <https://www.cheshireeast.gov.uk/pdf/council-and-democracy/health-and-wellbeing-board/joint-health-wellbeing.pdf> The Strategy is that of the Council and the NHS Integrated Care Board.

traditionally they have been disparate and seeing the whole person rather than an individual condition or need.

- 41 The Care Communities are geographically aligned, local teams of individuals drawn from general practice, community health, mental health, acute trusts, social care, Public Health, the VCSFE, local Healthwatch, optometry, dentistry, and community pharmacy to focus on the local population's health and well-being and their needs; helping people to stay in good health for longer (population health). They will be key to the 'Blueprint 2030' ambitions in relation to 'Healthy Neighbourhoods' and 'Health and Care Services'
- 42 The concept of the Care Community is to support people to be in good health and when needed, to arrange care, interventions and provide innovative personalised solutions. These solutions will be co-delivered and co-produced in partnership with the local community, drawing on local assets and engaging with services more widely than traditional health and care (eg local community organisations, housing, police, fire & rescue, schools). Working in partnership is the fundamental principle to delivering not only a successful Care Community but a community that cares. The Care Community is a "team of teams" based on a registered population footprint.
- 43 The 'Blueprint 2030' and the work of the Care Communities will, in the longer term, contribute to a clinically and financially sustainable health and care system. A key aspiration of the 'Healthy Households' and 'Healthy Neighbourhoods' is a focus upon empowerment, early intervention and prevention, with the aim of reducing demand over time as the population becomes healthier and people are supported to live independently at home for longer.
- 44 The Council's Transformation Programme is similarly focussed upon creating a sustainable organisation with reduced demand. A Target Operating Model will be defined, which will consider the relationship between residents and the Council and provide a clear strategy for the transformation plan to be formed around. It will have a focus upon the demand management within Adult and Children's services and the alignment of these programmes will be important where it is sensible and helpful to do so.

### **Harnessing digital technology to transform care.**

- 45 **Strategic context**
- 46 Cheshire East Digital Strategy 2022 – 2024 - One of the aims of our digital strategy is to Improve health, wellbeing & inclusion, we aim to create an area where people (individuals and communities) live well for longer; independently and enjoying the place where they live. Where all residents have the opportunity to make the most of digital technology, giving them the access, awareness, skills and confidence to participate online safely.

### **Providing stability through the winter period 2025/26.**



- 47 Winter planning is a statutory annual requirement to ensure that the local system has sufficient plans in place to manage the increased activity during the Winter period and plans have been developed in partnership with Cheshire East system partners across the place. The overall purpose of the Winter plan is to ensure that the system is able to effectively manage the capacity and demand pressures anticipated during the Winter period October 2025 to 31 March 2026.
- 48 Our system plans ensure that local systems are able to manage demand surge effectively and ensure people remain safe and well during the Winter months. The planning process considers the impact and learning from last Winter, as well as continued learning to the ongoing UEC system priorities. Plans will be developed on the basis of robust demand and capacity modelling and system mitigations to address system risk.
- 49 Our system ambition is to ensure a good Winter is delivered by supporting people to remain well and as healthy as possible at home, having responsive effective services, and a system that is resilient, resolution focused and has a shared vision to deliver meaningful positive Health and Wellbeing outcomes for the population of Cheshire East

**Reviewing our approach to Discharge to assess.**

- 50 The current approach is about assessment, therapy, and rehabilitation care where people are discharged from hospital as soon as they are medically ready. It means a long-term assessment can take place at or close to home instead of waiting to be assessed in hospital.
- 51 Discharge to assess (D2A) is about funding and supporting people to leave hospital, when safe and appropriate to do so, and continuing their care and assessment out of hospital. They can then be assessed for their longer-term needs in the right place so it's important that we have it right in Cheshire East. The current Discharge to Assess Cluster model encompasses the community footprints of East Cheshire NHS Trust and Mid Cheshire Hospitals Foundation Trust
- 52 **The current operating model is delivering:**
- Centralised cluster of Discharge to Assess facilities strategically positioned across Cheshire East Place
  - An environment for a period of Assessment, rehabilitation and Reablement for people.
  - Removal of steps, processes, and delays in the discharge process
  - A reduction in Length of Stay
  - Transformation towards a financially sustainable model for step up and step-down beds.

- A reduction in the risk associated with people remaining in a hospital environment and deconditioning.
- A reduction in the number of people who have No Criteria to Reside in Hospitals
- Increased discharge rates on the wards and creating acute bed base capacity.
- Increased patient flow through the hospital
- Supporting people out of hospital, to streamline discharge to enable and recovery.
- Centralise the wraparound support: Nursing, Therapy, Social Work, and GP clinical resource into key locations, reducing staff travel time and creating staffing capacity to reinvest back into the system.
- A significant reduction in the spot purchasing of bed base placements.
- Improved Health & Wellbeing outcomes for people

53 **Options Appraisal:**

- 54 The system is continually reviewing and supporting the development of the discharge to assess model across Cheshire East Place. This ranges from mapping people flow, repurposing existing funding and understanding the now and future for improvement. One option to consider is the reconfiguration of Pathway 2 Capacity and in-source it via the Local Authority and NHS.
- 55 To fully consider and understand this option, a deep dive exercise will need to be executed to explore the options and costs for bringing the model in-house. Assets and operational structure and costs would need to be considered, as part of a cost modelling exercise. This would set out the costed options of an in-house discharge to assess model vs an external operating model and demonstrate which option would offer the most effective investment, best value for money and achieve the best outcomes for people.

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

- 54 For all of the schemes forming part of our better care fund we will continue to collect information on: the money we have spent, the impact that this has had, the activity that has been generated and the outcomes for service users. This will help us to understand and refine our approach to ensure that schemes provide value for money. Key to this is that we understand the unit cost for all of our local investments and what changes these have made for local people. Each scheme will provide a monthly highlight report which captures all of the key information, this will be shared with the Better Care Fund Governance Group and in-turn form part of our monitoring arrangements through the Health and Wellbeing Board and the national

Better Care Fund team. The following modifications will also be made through 2025/26 to increase capacity. The system resilience beds and social workers which form part of the support will also be reviewed in 2025/26 with the potential for this capacity to be redeployed to increase out of hospital and in home support.

## 55 BCF finances

Cheshire East			
	2025-26		
Running Balances	Income	Expenditure	Balance
DFG	£2,906,341	£2,906,341	£0
NHS Minimum Contribution	£35,754,872	£35,754,872	£0
Local Authority Better Care Grant	£10,740,119	£10,740,119	£0
Additional LA contribution	£550,000	£550,000	£0
Additional NHS contribution	£182,860	£182,860	£0
Total	£50,134,192	£50,134,192	£0
Required Spend			
This is in relation to National Conditions 3 only. It does NOT make up the total NHS Minimum Contribution (on row 10 above).			
	2025-26		
	Minimum Required Spend	Planned Spend	Unallocated
Adult Social Care services spend from the NHS minimum allocations	£9,599,588	£9,599,588	£0

Scheme ID	Activity	Description of Scheme	Primary Objective	Area of Spend	Provider	Source of Funding	Expenditure for 2025-26 (£)	Comments (optional)
1	Home-based intermediate care (short-term home-based rehabilitation, reablement and	Reablement	6. Reducing the need for long term residential care	Social Care	Local Authority	NHS Minimum Contribution	£ 5,978,167	
2	Assistive technologies and equipment	Supporting care homes	2. Home adaptations and tech	Social Care	Local Authority	NHS Minimum Contribution	£ 107,169	
3	Housing related schemes	AT & Community equipment & Handy person	2. Home adaptations and tech	Social Care	Local Authority	NHS Minimum Contribution	£ 934,000	
4	Other	NEV business case gateway (£40k), system winter plan (£500k), falls prevention	4. Preventing unnecessary hospital admissions	Social Care	Local Authority	NHS Minimum Contribution	£ 565,000	
5	Support to carers, including unpaid carers	Carers	3. Supporting unpaid carers	Social Care	Local Authority	NHS Minimum Contribution	£ 713,000	
6	Wider local support to promote prevention and independence	Proportionate care	1. Proactive care to those with complex needs	Social Care	Local Authority	NHS Minimum Contribution	£ 135,000	
7	Home-based intermediate care (short-term home-based rehabilitation, reablement and	British red cross	5. Timely discharge from hospital	Social Care	Local Authority	NHS Minimum Contribution	£ 100,000	
8	Home-based intermediate care (short-term home-based rehabilitation, reablement and	GNA	5. Timely discharge from hospital	Social Care	NHS Acute Provider	NHS Minimum Contribution	£ 565,981	
9	Bed-based intermediate care (short-term bed-based rehabilitation, reablement and	Beds short and long term	5. Timely discharge from hospital	Other	Local Authority	NHS Minimum Contribution	£ 1,200,000	
10	Wider local support to promote prevention and independence	Mental health support	1. Proactive care to those with complex needs	Other	Private Sector	NHS Minimum Contribution	£ 361,690	
11	Wider local support to promote prevention and independence	Mental health professionals	1. Proactive care to those with complex needs	Other	NHS Acute Provider	NHS Minimum Contribution	£ 82,841	
12	Discharge support and infrastructure	Social workers	5. Timely discharge from hospital	Other	Local Authority	NHS Minimum Contribution	£ 253,872	
13	Discharge support and infrastructure	Transfer of care hub	5. Timely discharge from hospital	Other	NHS Acute Provider	NHS Minimum Contribution	£ 300,000	
14	Discharge support and infrastructure	Occupational therapists	5. Timely discharge from hospital	Other	NHS Acute Provider	NHS Minimum Contribution	£ 126,000	
15	Wider local support to promote prevention and independence	Care - communities	1. Proactive care to those with complex needs	Other	NHS	NHS Minimum Contribution	£ 494,636	
16	Wider local support to promote prevention and independence	Volunteers	4. Preventing unnecessary hospital admissions	Other	Charity / Voluntary Sector	NHS Minimum Contribution	£ 486,576	
17	Home-based intermediate care (short-term home-based rehabilitation, reablement and	Homefirst	5. Timely discharge from hospital	Community Health	NHS Acute Provider	NHS Minimum Contribution	£ 20,611,862	
18	Housing related schemes	Community equipment	2. Home adaptations and tech	Social Care	Local Authority	Additional LA Contribution	£ 550,000	
19	Other	Grants	4. Preventing unnecessary hospital admissions	Social Care	Charity / Voluntary Sector	Additional NHS Contribution	£ 182,860	
20	Evaluation and enabling integration	Programme management	1. Proactive care to those with complex needs	Social Care	Local Authority	Local Authority Better Care Grant	£ 246,000	
21	Other	Social workers	1. Proactive care to those with complex needs	Social Care	Local Authority	Local Authority Better Care Grant	£ 1,079,657	
22	Short-term home-based social care (excluding rehabilitation, reablement or	Care at home	1. Proactive care to those with complex needs	Social Care	Local Authority	Local Authority Better Care Grant	£ 7,833,274	
23	Discharge support and infrastructure	Care sourcing	5. Timely discharge from hospital	Social Care	Local Authority	Local Authority Better Care Grant	£ 897,840	
24	Disabled Facilities Grant related schemes	Disabled Facilities Grant	2. Home adaptations and tech	Social Care	Local Authority	DFG	£ 2,906,341	
25	Housing related schemes	Community equipment	2. Home adaptations and tech	Community Health	Local Authority	NHS Minimum Contribution	£ 2,245,679	
26	Short-term home-based social care (excluding rehabilitation, reablement or	Right at home	5. Timely discharge from hospital	Community Health	Local Authority	Local Authority Better Care Grant	£ 415,348	
27	Discharge support and infrastructure	Elmhurst	5. Timely discharge from hospital	Community Health	Local Authority	Local Authority Better Care Grant	£ 268,000	
28	Short-term home-based social care (excluding rehabilitation, reablement or	Right at home	5. Timely discharge from hospital	Social Care	Local Authority	NHS Minimum Contribution	£ 493,409	

## 8.3 Residential Admissions

		2023-24	2024-25	2024-25	2025-26	2025-26	2025-26	2025-26		
		Actual	Plan	Estimate	Plan Q1	Plan Q2	Plan Q3	Plan Q4		
Long-term support needs of older people (age 65 and over) met by admission to residential and nursing care homes, per 100,000 population	Rate	680.0	691.8	627.2	166.0	331.9	497.9	663.8		Rationale for how the local goal for 2025-26 was set. Include how learning and performance to date in 2024-25 has been taken into account, impact of demographic and other demand drivers. Please also describe how the ambition represents a stretching target for the area.  The estimated actual for 2024 (based on data at Jan 25) has been analysed by single year of age and then the projected population change has been applied to give a starting position of 616 admissions in 25/26 (if nothing changes). In 24/25 74% of admissions were aged 80 or above.
	Number of admissions	631	642	582	154	308	462	616		
	Population of 65+*	92,798	92,798	92,798	92,798	92,798	92,798	92,798		

## Consultation and Engagement

57. Consultation has taken place through informal health and wellbeing board and the formal health and wellbeing board meeting; we have also held stakeholder events in relation to our discharge to assess projects. Healthwatch has undertaken a number of reviews in relation to reablement and discharge to gather feedback and thoughts from service users and patients. In addition to this the BCF plan has been shared through the ICB, BCF governance group as well corporately and Homefirst programme group. Following consultation, the plan was updated to reflect the importance of social workers, housing and reablement, there is also going to be the production of a business case to reflect the need to further reduce falls.

## Implications and Comments

### Monitoring Officer/Legal

58. Local authorities have a general duty, under Section 1 Care Act 2014, to promote individual well-being. The duty applies equally to specific decisions about a person, decisions about policy and decisions about strategy. Section 2 of the Care Act 2014 introduced the duty to provide or arrange services to reduce, prevent or delay the development of needs. Section 3 of the Care Act 2014 describes that local authorities have a general duty to promote integration of care and support with NHS and other health-related services. Integration can be achieved using arrangements such as Section 75 agreements.
59. Better Care Fund plans are jointly developed by health and social care partners in each area in England to support integrated, person-centred care in communities.
60. The Better Care Fund objectives for 2025 to 2026 are to bring reform to support the shift from sickness to prevention and the shift from hospital to home to support people living independently.
61. Under the Health and Social Care Act 2012 as amended by the Health and Social Care Act 2022 local authorities have a duty to prepare joint local health and wellbeing strategy (JLHWS) which set out the priorities for improving the health and wellbeing of its local population and how the identified needs will be addressed, and which reflects the evidence of the Joint Strategic Needs Assessment (JSNA). The JLHWS should directly inform the development of joint commissioning arrangements and the co-ordination of NHS and local authority commissioning including Better Care Fund Plans. This responsibility can be met effectively by arrangements under Section 75 of the National Health Service Act 2006.

62. Under Section 75 of the National Health Service Act 2006, NHS bodies may enter into partnership arrangements with local authorities in relation to NHS functions and the health functions of local authorities. s. The Council may therefore enter into an agreement with NHS bodies under Section 75 of the NHS Act 2006 or renew an existing agreement.

63. Legal assisted with the drafting of the previous year's Section 75 agreement. It is understood that the agreement is captured within a standard format, legal will review the proposed Section 75 agreement and its terms for the period of 2025/2026.

#### *Section 151 Officer/Finance*

64. As the council works towards further integration with its health partners over coming years, any extension of pooled budget arrangements and in turn, the Section 75 Agreements needed to support these arrangements, will be subject to the usual council governance procedures prior to approval.

#### *Policy*

65. All partners within Cheshire East are committed to maximising the opportunities afforded via the BCF to further integrate health and social care, to promote health and wellbeing and improve the health outcomes of the local population. The BCF and Improved BCF will be used to target those areas identified as requiring immediate improvement to enable more people to remain independent and effectively cared for in the community, care in the community as an appropriate alternative to hospital admission, and to support the timely discharge of anyone who is admitted to hospital with a focus on Home First.

<b>Commitment 1: Unlocking prosperity for all</b>	<b>Commitment 2: Improving health and wellbeing</b>	<b>Commitment 3: An effective and enabling council</b>
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#### *Equality, Diversity and Inclusion*

66. As the leaders for our local health and social care economy, all BCF partners in Cheshire East are conversant and compliant with the Equality Act 2010.

#### *Human Resources*

67. There are no direct implications for any Cheshire East Council employees.

#### *Risk Management*

68. There is no guarantee that improved BCF will continue to be available in future years. This risk to funding has previously been noted and recorded in the corporate risk register. 8.6.2. Partners recognise that the broad range of schemes and initiatives funded through the Better Care Fund require flexibility

to enable an effective approach to be taken on specific issues, rather than adopting universal approaches. OFFICIAL 8.6.3. Where any element of an individual scheme (funded through the Better Care Fund) overspends the funding allocated to it in the agreed Scheme Specification, the lead commissioner responsible for that element of the scheme will be required to provide additional funding in order to off-set the amount by which that element of the scheme is overspent.

#### *Rural Communities*

69. There are no direct implications for rural communities.

#### *Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

70. There are no direct implications for Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND).

#### *Public Health*

71. There are no direct implications for public health.

#### *Climate Change*

72. Cheshire East Council published its Environment Strategy for the period 2020-24. The strategy includes the following notions: sustainable purchasing, waste reduction and sustainable transport. The aim of the schemes included within the BCF aim to keep people as independent as possible. A number of schemes involve the efficient use of the commissioning and delivery of resources which includes care sourcing (Improved BCF), reablement services (BCF) and care at home services (older people joint commissioning). The aim of the BCF is to bring about greater integration of health and social care services, the outcome of this integration will contribute to waste reduction.

<b>Access to Information</b>	
Contact Officer:	Alex Jones Better Care Fund Programme Lead <a href="mailto:Alex.t.jones@cheshireeast.gov.uk">Alex.t.jones@cheshireeast.gov.uk</a>
Appendices:	Appendix1 – BCF Schemes 2025/26
Background Papers:	Better Care Fund policy framework 2025 to 2026

## **Appendix 1 - BCF schemes 2025/26**

### **1. Care communities**

Eastern Cheshire Care Communities (CHAW, CHOC, Knutsford, Macclesfield, BDP)

- Scope: Proactive management of frailty within High Intensity Users HIUs and patients registered with a GP Practice with a frailty syndrome and within a Resource Utilisation Band RUB of 4 or 5
- Aim: Reduce number of unplanned or crisis contacts, proactive case management through risk stratification, Reduce LOS and emergency hospital admissions, Improved patient experience and quality of Care

Nantwich and Rural and SMASH Care Community BCF Application

- Scope: All HIU will be registered with a Nantwich/SMASH GP. Focus will be on high intensity users, Acute Services (ED attends/NWAS callouts), Community Services, General Practice
- Aim: To reduce the number of unplanned or crisis contacts by proactively case managing a cohort of patients using a Multi-disciplinary Team (MDT) model of care by identifying caseload, setting up HIU MDTs, Establishing MDT model, medication optimisation.

Crewe Care Community BCF Application

- Scope: The service will be delivered via a One Stop Shop frailty clinic for Crewe based on the principles of and successful delivery of the Crewe Leg Club Model of multi-disciplinary team working. All HIU will be registered GP. Focus will be on high intensity users
- Aim: Reduction in acute presentation or Emergency admission with Care Plan in place, Reduction in presentation in crisis to out of hours teams, Reduction in the number of falls which could have been prevented, Increasing Patient and Carer satisfaction rates, Continuity of care measures – District Nurse team and in Primary Care

### **2. Volunteers and grants**

#### **VCFSE Grants - Health and Wellbeing Grants**

The Health and Wellbeing Grants Programme was developed in partnership (ICB & CE) and was to help reduce health inequalities and to support the creation of a sustainable health and care system in Cheshire East.

Applications from VCFSE organisations were accepted for up to £20,000 under the following categories:

- Mental Health support and interventions - focussing on improving the mental health of the population. Proposals were to complement local provision (formal and informal support and services) and work with local services to direct to more specialist support where appropriate.

- Physical Health and Wellbeing - supporting the priority areas defined for each Place. Proposals were to complement local provision (formal and informal support and services) and work with local services to direct to more specialist support where appropriate.
- Visual Impairments – supporting those living with visual impairments by providing emotional and peer support.

The fund supported the high-level vision and aspirations of the Joint Local Health and Wellbeing Strategy to:

- Reduce inequalities, narrowing the gap between those who are enjoying good health and wellbeing and those who are not.
- Improve the physical and mental health and wellbeing of all of our residents.
- Help people to have a good quality of life, to be healthy and happy.

### **Community connectors**

As a critical part of the Transfer of Care Hub (TOCH). With the support of the BCF funded Integrated Community Support Commission, and an array of VCSFE groups, the Community and Discharge Support Team enable discharge of patients from each location, leading to improved throughput in the hospital. In addition, the wrap around support is provided in the Community leading to avoidance of readmission to hospital and increased care packages in the Community.

### **3. Disabled Facilities Grant**

The Disabled Facilities Grant provides financial contributions, either in full or in part, to enable disabled people to make modifications to their home in order to eliminate disabling environments and continue living independently and/or receive care in the home of their choice.

Disabled Facilities Grants are mandatory grants under the Housing Grants, Construction and Regeneration Act 1996 (as amended). The scheme will be administered by Cheshire East Council and will be delivered across the whole of Cheshire East.

### **4. AT & Community equipment & Handy person**

#### **Assistive technology**

Assistive technologies are considered as part of the assessment for all adults who are eligible for social care under the Care Act where it provides greater independence, choice and control and is cost-effective for individuals. The provision of assistive technology is personalised to each individual and is integrated within the overall support plan. This will entail: Increasing the independence of people living with long term conditions and complex care, Supporting carers to maintain their caring role, Improving access to the right service at the right time.



The scheme will continue to support the existing assistive technology services. But will also involve piloting assistive technology support for adults with a learning disability (both living in supported tenancies and living in their own homes). Assistive technology has predominately been focused on maintaining the independence of older people in a community setting.

### **Community equipment**

The Cheshire Integrated Community Equipment Service (ICES) provides equipment in discharge of the Council and Health's statutory duties to meet the needs of individuals. This will be delivered by commissioning a single equipment provider. Equipment is provided to adults and children when, by reason of a temporary or permanent disability or health needs, they require the provision of equipment on a temporary or permanent basis for independent living.

This includes equipment for rehabilitation, long term care and support for formal and informal carers. It is also vital for hospital discharge, hospital admission avoidance, and nursing need. Equipment is provided to Cheshire East council and Cheshire registered GP population. There are a small proportion of customers who live outside of Cheshire. The population of Cheshire is approximately 727,223 (taken from the mid-2019 ONS Population Estimates).

### **Handyperson**

The Minor Adaptations Service (known as the Handy person service) is currently delivered by Orbitas (Bereavement Service), the Council-owned organisation (Alternative Service Delivery Vehicle). The current contractual arrangement has been in place since May 2015.

The Handyperson Service supports Cheshire East Council in meeting its statutory requirements under the Care Act 2014 for providing minor adaptations up to a maximum of £1,000 free of charge to the end user. Minor adaptations include the installation of items such as grab rails, stair rails, chair raisers.

The service supports some of Cheshire East's most vulnerable residents, including older adults and those with a disability, enabling people to live independently in their own homes for longer, in greater levels of safety.

The Handyperson Service supports the Home First Programme aim of empowering people to receive the right level of care and treatment within the comfort and familiarity of their own homes, as well as wider health and social care system priorities of helping and supporting people to age well and live independently for as long as possible through: Enabling timely and safe discharge from hospital to home, creating capacity within the acute hospital system. Enabling people to remain in their own homes for longer, therefore reducing and/or delaying the need for costly care packages, preventing the need for permanent residential care placements, and creating home care and care home capacity. Preventing unplanned hospital admission, particularly through falls.

## **5.Supporting care homes**

### **Residential care home competence nurse**

The objective of the role was to reduce preventable skin damage and improve patient care to avoid unnecessary hospital admissions for elderly residents.

The Competency Nurse has worked alongside care home managers and care staff to develop and deliver bespoke face-to-face training sessions providing clinical expertise and demonstrating evidenced based clinical skills and best practices to achieve this.

### **Practice development nurse**

This role will focus on staff competency development and the delivery of training and education to a wide range of staff with varying experiences.

We have worked diligently to form strong collaborative relationships with care homes and elevate the standard of care for residents throughout East Cheshire.

## **6.Mental health support**

### **Mental Health Reablement – Rapid Response Service**

Follow an acute stay, the service aims to support patients with mental health support needs who would benefit from some outreach support at home to support them with medication management, establishing routines, connecting with other services, welfare checks, attending health or social care related appointments and reintegrating back into their local community.

This service is available support individuals with mental health support needs who are fit for discharge and are delayed due to awaiting care package and would benefit from a short-term intervention.

### **AED in reach**

To support the needs of vulnerable patients and provide resilience and support to the staff in the of Macclesfield and Leighton, it is proposed that Cheshire & Wirral Partnership NHS Foundation Trust offer additional Mental Health practitioners into both Emergency Departments and Macclesfield Section 136 suite.

### **Approved mental health professionals**

The AMHP responds to ED assessments as a priority to alleviate wait time and pressure on the department when the day service has been unable to respond due to high volume of assessments required. Or when requests are made out of hours where a delay could occur in the wait for day time service AMHP to be allocated following a weekend admission.

## **8. Carers**

### **Carers**

The Cheshire East Carers Hub provides a single point of access for carers, families, and professionals. The Hub will ensure that carers have access to information, advice, and a wide range of support services to help them continue in their caring role and to reduce the impact of caring on their own health and wellbeing. Carers can register directly with the Hub or referrals can be made by professionals, any agency or organisation, relatives, or friends.

The Hub will offer groups and activities which carers will be familiar with along with introducing new support opportunities co-produced with local carers.

## **9. Proportionate care**

### **Proportionate care**

The aims of this scheme are to: Reduce the number of existing disproportionate packages of care with double handling, ensuring people are in receipt of proportionate care packages to meet needs safely. Reducing care packages will also release financial efficiencies for the council, contributing to the MTFs for 24-25. Drive the standards of manual handling up across domiciliary care agencies within Cheshire East footprint. enable domiciliary care agencies to deliver single handed care competently and able to offer increased care provision with single handed care practice.

The focus of this scheme is on those individuals already in receipt of double handed care, not those awaiting hospital discharge. However, it would be anticipated that NCtR would be reduced through the reduction of existing double handling packages, therefore releasing more home care hours and care agencies being better able to provide timely care for discharge. Following the anticipated delivery of savings from this scheme, it would be beneficial to capture the ongoing benefits on hospital discharge as a second phase of the scheme.

## **10. GNA**

### **General Nursing Assistant**

Older people who do not meet the criteria to reside, It can be evidenced that the patients occupying this additional acute hospital capacity do not require continued Acute bed based care and do not meet the national “reason to reside” criteria. It can be further evidenced, through comparison with the recommendations set out in the paper on Achieving Quality Flow in Acute Care, that patients in parts of Cheshire are not accessing the appropriate pathway at the appropriate time. Patients who could be managed with domiciliary care packages are being cared for in beds whilst they wait for longer term arrangements to be put in place by partners including Cheshire East Council.

The use of the £300K from the Cheshire East Better Care Fund would provide a total of 7 GNA staff with adequate clinical and managerial support and would reduce the number of patients awaiting Pathway 1 discharge by 8 patients at any one time.

Increased GNA

These additional staff would be utilised across South Cheshire and the Congleton area of East Cheshire to support patients requiring domiciliary care that would normally be delivered by Local authority.

## **11.Reablement**

### **Combined reablement service**

The current service has three specialist elements delivered across two teams (North and South):

Community Support Reablement (CQC-registered) - provides a time-limited intervention supporting adults with physical, mental health, learning disabilities, dementia and frailty, from the age of 18 to end of life, offering personal care and daily living skills to achieve maximum independence, or to complete an assessment of ongoing needs.

Dementia Reablement - provides up to 12-weeks of personalised, post-diagnostic support for people living with dementia and their carers. The service is focused on prevention and early intervention following a diagnosis of dementia.

Mental Health Reablement - supports adults age 18 and over with a range of mental health issues and associated physical health and social care needs, focusing on coping strategies, self-help, promoting social inclusion and goal-orientated plans.

### **Reablement system investment**

This proposal will outline the future direction of service delivery for Community Reablement which would be, to operate on a hybrid multi-disciplinary model of service delivery. This would require building in other professional roles to facilitate a stream-lined approach in terms of the offer, ensuring each role fully maximizes all opportunities both in the hospitals and community.

The aim of this investment and additional workforce infrastructure is to design a model of support that effectively responds within the first 72hours of a person experiencing an escalation of their health and social care needs.

The service will provide short-term social care rehabilitation, to support people to become or remain independent at home achieving the right outcome and work closely with the Care Communities.

## **12. British red cross**

This contract is for two services:

Cheshire East 'Support At Home' Service is a 2-week intensive support service with up to 6 Interventions delivered within a 2-week period for each individual. The aim is to support people who are assessed as 'vulnerable' or 'isolated' and who are at risk of admission to hospital or becoming a delay in hospital. Service users have been identified as requiring additional support that will enable them to remain independent at home, or to return home more rapidly following a hospital admission. The interventions may include: A 'safe and well' phone call. A 'follow-up visit' within 1 working day. Help with shopping. Signposting and referring to other agencies for specialist support. The main focus of the service is on supporting people to remain at home (preventing unnecessary hospital admissions by increasing intensive support at home).

Assisted Discharge Service – Includes supported transport home from Macclesfield Hospital (or an intermediate care centre) for patients unable to utilise other modes of transport. On arrival at the individual's home, the service will ensure that the individual is able to access their home and is able to settle within their property. This dovetails with the service above.

## **13. Care at home**

### **Care at home investment increase**

The funding has been used to contribute to the introduction of a new 3-tiered pricing structure for Care at Home services which reflects the differential cost of delivering services in more rural or hard to serve areas of the Borough. The new pricing structure includes financial incentives to encourage growth in community provision.

The scheme aims to increase capacity in the Care at Home sector which in turn supports the Home First approach and the Council's aim to support people to maintain their independence for as long as possible.

### **Improved access to and sustainability of the local Care Market (Home Care and Accommodation with Care)**

This scheme is essential in helping to manage demand, maintain Care Act compliance, protect existing key services, maintain the adult care statutory duties, whilst also enhancing NHS community and primary care services to facilitate hospital discharge. The scheme will help to promote the sustainability of adult social care and other care services.

In order to sustain and stabilise both the 'Care at Home' and 'Accommodation with Care' markets. This means transforming the care and support provided to ensure Cheshire East has greater capacity and an improved range of services to meet current and future demand.

## **Right at home service**

The Right at home service provides support to facilitate hospital discharges for those people deemed medically fit, but whom have ongoing care and support needs. The service can be implemented quickly to ensure that care packages are put in place to provide an essential pathway to support the local health and social care infrastructure.

The service will seek to prevent readmission to hospital by ensuring wrap around services are in place in the first 48 hours following hospital discharge. The Service will also provide support to Service Users with complex health needs and end of life support at a level.

Through the provision of 7 day working, the service will ensure a timely response to hospital discharge to reduce delayed transfers of care and create capacity and throughput for non-elective admissions.

## **14.Beds short and long term**

Spot purchase beds and cluster model

Centralised cluster of D2A facilities strategically positioned across Cheshire East Place.

Ensure that people can leave hospital within 24 hours of being identified as having no criteria to reside against the national definition.

## **15. Homefirst**

### **Homefirst**

'Home First' is the 'umbrella' term used to describe a collection of services commissioned by the ICB and predominately delivered by East Cheshire NHS Trust and Mid Cheshire Trust It is not currently possible to confirm the number of people supported.

They are evidence-based interventions designed to keep people at home (or in their usual place of residence) following an escalation in their needs and/or to support people to return home as quickly as possible with support following an admission to a hospital bed.

The Home First schemes mainly support older people living with frailty and complex needs to remain independent, or to regain their independence following deterioration in their medical, social, functional or cognitive needs.

## **16.Social workers**

### **Homefirst social workers**

To support with the Home First programme and work alongside the care communities and virtual wards to enable people to remain at home. It is also to support those discharged home with reablement support to be reviewed quickly to ensure flow and capacity within the service.

This proposal is to have a specific social worker for each team to increase capacity and flow. There would also be a spread of knowledge for the specific areas and closer working with the community teams. The need for qualified social workers rather than social care assessors has become apparent with the complexities of safeguarding and mental capacity issues.

### **Social work support**

The following scheme provides social work capacity for a number of settings which includes Station house, Stepping Hill, Leighton Hospital, Macclesfield Hospital.

The aim of this scheme will be to provide a dedicated social work function and social work assessments across a range of settings.

### **Advice and signposting**

We have a significant number of people requesting that CEC pick up the funding costs when their savings drop below £23,000 on a weekly basis. In order to be able to forecast these demands more accurately we would benefit from getting further details from these people and our providers in Cheshire East at earlier stage.

The proposal would be for a grade 7 social care assessor and a grade 6 finance officer to pilot this concept for 12 months. This will be run as on an appointment basis either face-to-face, teams or telephone to minimise travel time and a timely response. This would be an effective and efficient use of staff time and as previously stated be beneficial for team waiting lists.

### **Adult contact team**

An area challenge is responding in a timely and efficient way to CHC referrals for both DSTs and D2A which is growing in volume. These referrals currently are received in the Contact Teams in East and South, since October these teams have loaded 273 CHC forms and processed these as stated below the volume of requests would be higher and triaged. The initial information and if unknown an unknown person a new case is loaded on to Liquid Logic and the referral for is passed to the appropriate operational teams. It is often complex identifying which team the most appropriate and has capacity to take this forward which is both time consuming and can lead to delays.

We have a small CHC team (1 Social Worker Grade 9, 2 Social Workers Grade 8, 1 Social Care Assessor Grade 7) under the management of the Learning Disability team practice manager which whilst effective has limited capacity so prioritises the more complex referrals. This team is currently temporary due to being an additional extra to the staffing establishment.

## **17. Programme management**

The delivery of the Better Care Fund relies on joint commissioning plans already developed across the health and social care economy. The scheme covers the following:

- Programme management.
- Governance and finance support to develop s75 agreements, cost schemes and cost benefit analysis.
- Financial support.
- Additional commissioning capacity might be required to support the review of existing contract and schemes and the procurement of alternative services.
- To provide enabling support to the Better Care Fund programme, through programme management and other support, as required.
- To develop and maintain adherence to governance arrangements including the s75 agreement and commissioning capacity.
- The delivery of the Better Care Fund relies on joint commissioning plans already developed across the Cheshire East Health and Social Care economy.
- Submission of all financial information on time of all NHSE and other central returns.
- Financial support for remedial action / development of new initiatives where needed to maximise the impact of the BCF investment (including performance against the national metrics).
- Financial administration to support the BCF, invoicing etc.
- Financial advice and support to scheme managers as required.
- Contribution to budget papers and other reporting to governing bodies/cabinet/OSC as required.
- Contribution to governance mechanism's such as S75 statements, BCF Governance Group.
- Production of year-end information, notes to the accounts etc.

## **18. Care sourcing**

### **Care sourcing team**

The service provides a consistent approach to applying the brokerage cycle and makes best use of social worker time.

The Care Brokerage team work on a rotational basis and undertake all aspects of the Brokerage cycle: from referral to awarding the care. The process is instrumental to the management of the care market by driving down rates through negotiation and



the use of business intelligence data and therefore ensuring we achieve value for money services.

The Care Brokerage Team comprises of a range of employees including Integrated Commissioning Manager, Resource Manager, Senior Brokerage Officers, Brokerage Officers, and a Commissioning Support Officer.

## **19. Transfer of care hub**

### **Transfer of care hub**

The aim of this scheme will be to provide a dedicated social work function and social work assessments across a range of settings to support hospital discharges and to in reach into A&E/ / FPAU AMU/MAU to avoid unnecessary admissions to hospital.

## **20. Occupational therapists**

### **Occupational therapists**

The role of the Occupational Therapist (OT) is part of the Home First model with a primary focus on ensuring that we continue to keep people at home following an escalation in their needs and/or to support people to return home as quickly as possible. The OT does this by facilitating graded leave and discharge home visits. The OT educates colleagues and teams on risk management and using specialist equipment.

They work in collaboration and engages with community teams, including community connectors, and provides training. They promote a positive approach to embracing independence. In addition, the OT reviews care packages in the community with a view of reducing the care need and therefore enabling recycling of care to help meet the demand of others. This initiative has reduced the cost of prescribed care.

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**Adults and Health Committee****23 June 2025****Appointments to Sub-Committees, Working  
Groups, Panels, Boards and Joint Committees****Report of: Janet Witkowski, Acting Governance, Compliance and Monitoring  
Officer****Report Reference No: AH/39/25-26****Ward(s) Affected: N/A****For Decision****Purpose of Report**

- 1 This report seeks approval from the Adults and Health Committee to appoint the bodies referred to in the report and to nominate members to them.
- 2 This report contributes to the Council's objective of being an effective and enabling organisation – effective and responsive governance, compliance and evidence-based decision-making.

**Executive Summary**

- 3 The Council, at its annual meeting on 14 May 2025, [approved](#) the political representation on its main committees and appointed those committees. The appointment of certain sub-committees, working groups, panels and boards is a matter for the relevant service committee.
- 4 This report concerns those bodies which fall to be appointed by the Adults and Health Committee or by the Committee in conjunction with other service committees. Where political proportionality is applicable, the agreed conventions and methods of calculation have been applied.
- 5 Appointments to Outside Organisations are made by the Corporate Policy Committee and will next be reviewed in May 2027.

**RECOMMENDATIONS**

That the Adults and Health Committee:

1. Appoints the sub-committees, working groups, panels, boards and joint committees for 2025-26, and the member appointments to them, as set out within this report.

2. Where appropriate, agrees to submit member nominations to the bodies below to the Head of Democratic Services.

## Background

- 6 Bodies which the Adults and Health Committee is required to appoint to:

Body	Purpose	Membership 2024-25	Proposed Membership 2025-26
Cheshire East Health and Wellbeing Board	<p>Cheshire East <a href="#">Health and Wellbeing Board</a> is a joint board to which this Council appoints three councillors as voting members. The terms of reference are set out within the Constitution. The Corporate Policy Committee, Adults and Health Committee and Children and Families Committee are required to appoint x1 nominee each.</p> <p><i>*Adults and Health Committee to appoint x1 <b>elected member</b>. There are no specific criteria which apply to the appointments.</i></p>	<p>Councillor J Rhodes</p> <p><i>(1 elected member)</i></p>	Councillor J Rhodes
Joint Extra Care Housing Management Board	<p>The <a href="#">Joint Extra Care Housing Management Board</a> is a joint board of Cheshire East Council and Cheshire West and Chester Council. It is responsible for providing strategic guidance, making strategic decisions and reviewing performance in relation to extra care housing provision.</p> <p><i>*each Council appoints 3 members.</i></p> <p>The Corporate Policy Committee, Finance Sub Committee and Adults and Health Committee are required to appoint x1 nominee each.</p> <p><i>*Adults and Health Committee to appoint x1 <b>elected member</b>. There are no specific criteria which apply to the appointments.</i></p>	<p>Cllr A Moran</p> <p><i>(1 elected member)</i></p>	Councillor J Place

## Consultation and Engagement

- 7 There has been consultation with Group Leaders and Administrators in relation to the political representation of the bodies set out within this report.

### Reasons for Recommendations

- 8 In accordance with the Constitution, the Adults and Health Committee is responsible for the appointment of the bodies referred to in this report.

### Other Options Considered

9	<b>Option</b>	<b>Impact</b>	<b>Risk</b>
	Do nothing	The Council's Constitution requires these bodies to be appointed in line with the legislation referenced in this report. Not appointing to these bodies would negatively affect the Council's ability to make decisions in an open and transparent manner.	Failure to comply with the Council's Constitution and the legislation referenced in this report could leave the Council open to legal challenge.

### Implications and Comments

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

- 10 The Adults and Health Committee has power to appoint informal working groups, panels or task groups with defined terms of reference and timeframes.
- 11 The Committee also has power and/or has historically been asked to nominate members to each of the sub-committees particularly where they fall within the remit of the Committee.
- 12 The Local Government (Committees and Political Groups) Regulations 1990, made pursuant to the Local Government and Housing Act 1989, make provisions in respect of the political group representation on a local authority's committees in relation to the overall political composition of the Council. The legislation applies to the decision-making committees and sub-committees of the Council and requires that, where proportionality applies, and seats are allocated to different political groups, the authority must abide by the following principles, so far as is reasonably practicable:
- Not all of the seats can be allocated to the same political Group (i.e., there are no single group committees).
  - The majority of the seats on the body are to be allocated to a political Group with a majority membership of the authority.

- The total number of seats on all ordinary committees and sub committees allocated to each Political Group bears the same proportion to the proportion on the full Council.
- The proposals contained in this report meet the requirements of the legislation.
- The 1990 Regulations require Political Group Leaders to notify the Proper Officer of the Groups' nominations to the bodies in question.

*Section 151 Officer/Finance*

- 13 There are no financial implications that require an amendment to the Medium-Term Financial Strategy as a result of the recommendations in this report.

*Human Resources*

- 14 There are no HR implications.

*Risk Management*

- 15 Failure to comply with the Act and Regulations when appointing its committee memberships would leave the Council open to legal challenge.

*Impact on other Committees*

- 16 There are no direct implications on other committees.

*Policy*

- 17 There are no direct policy implications.

**Commitment 3: Effective and enabling organisation**

Effective and responsive governance, compliance and evidence-based decision-making.

*Equality, Diversity and Inclusion*

- 18 There are no direct equality, diversity and inclusion implications.

*Other Implications*

- 19 There are no other implications.

*Consultation*

<b>Name of Consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Statutory Officer (or deputy) :</i>			
Sal Khan	Director of Finance (Deputy S151)	16/05/25	20/05/25
Janet Witkowski	Acting Monitoring Officer	16/05/25	16/05/25
<i>Legal and Finance</i>			
Nicola Wood-Hill	Finance Manager	06/05/25	23/05/25
Roisin Beressi	Principal Lawyer	06/05/25	21/05/25

<b>Access to Information</b>	
Contact Officer:	Brian Reed, Head of Democratic Services <a href="mailto:Brian.reed@cheshireeast.gov.uk">Brian.reed@cheshireeast.gov.uk</a>
Appendices:	NA
Background Papers:	NA

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**Adults and Health Committee****23 June 2025****Recommission of Extra Care Housing and Care at Home Care and Support Services**

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**Report of: Helen Charlesworth May, Executive Director of Adults, Health and Integration****Report Reference No: AH/15/2025-26****Ward(s) Affected: All****For Decision and Scrutiny****Purpose of Report**

1. To advise Committee of the merging of the care and support services delivered across Care at Home and Extra Care Housing into one contract and one service offer, detailing how the new care model will support the needs of the borough both now and in the next seven years.
2. To advise Committee of the rationale informing the merging of these services and to provide detail on the transformational work that the Council wishes to undertake over the next three to seven years.
3. To provide Committee with a procurement overview and timeline including a justification in relation to the extension for the existing contracts.
4. To provide Committee with detail on how these statutory services will evolve to support the Council's agenda of Prevent, Reduce and Enable, whilst also working alongside independent and internal financial analysis that has been completed to support the future modelling of these services, ensuring that where possible efficiencies can be achieved.
5. To advise Committee on the steps that will be taken during the procurement of these care services which will focus on our commitment to deliver outcomes focused, high quality care whilst continually adhering to safeguarding policy and practice.

**Executive Summary**

6. Whether a person is living in their own home in the community or has a tenancy in an Extra Care Housing scheme, the expectation in relation to the quality of care provided is the same. People receiving care in either of these environments are doing so with the intention that they remain living in their own home, that

assessed needs are being met, that outcomes are being achieved and that they remain independent and a valued member of their local community.

7. Any care delivered in the borough should be done so in a manner that is least restrictive, focusing on the outcomes that a person wishes to achieve, adapting a reablement approach and implementing preventative measures whereby a person's need for support does not become permanent. Where possible, the need for hands-on care interventions should either be reduced or removed entirely as residents become more confident.
8. Care delivered across the borough should engage and link in with other service provisions such as Technology Enabled Care and community Equipment. Care Providers and the Council should be supporting residents to access support through innovative means, allowing care providers to prioritise those with a high need for hands on care and support whilst working proactively with those who could receive support through other social care channels. This may mean that residents are supported not only by commissioned services from the Council, but also Micro Enterprises and Community Catalysts situated in their local area.
9. For the first time, Cheshire East Council will be merging the care and support provisions delivered in Extra Care Housing and Care at Home so that they form one contract and one service provision. The intention is that care providers work with the Council to move away from traditional models of care and focus on more innovative and transformative means of care delivery.
10. By care providers working across both Extra Care and Care at Home, some care runs can be better structured to accommodate the varied needs of the different communities situated within the borough of Cheshire East. Residents can be supported by care providers to engage in the activities that are on offer within their local Extra Care Housing scheme and care providers can support landlords by referring people with eligible care needs into these schemes, spreading awareness in the community with regards to what these buildings have to offer. The long-term intention is to see Extra Care Housing Schemes become community assets, whereby they support residents living within them and residents in the local community. This is reflective of the original premise for why the Council initially developed Extra Care Housing. This premise is also reflective of national models and supports the definitions of Extra Care Housing as provided by Housing Lin.
11. The borough will be broken down into Care Communities, which will be reflective of the Community Social Work Teams' footprint. The intention is to strengthen communities by making them assets and equipped to deliver strength-based care, ensuring that all essential care services are accessible within a resident's local community. Due to the vast rural elements of Cheshire East, a long-term intention is to reduce the need for residents and providers to have to travel for prolonged periods in order to access and deliver essential care services.
12. To achieve this, the Council will work with the market to ascertain where providers are best placed to deliver care and support. Providers will be supported to sustain and grow their business in their chosen community / communities, rather than working under the current borough wide approach as dictated by the

current Framework arrangement. Providers will also be given the opportunity to express their interest with regards to whether they wish to deliver care and support in both Extra Care Housing and the local community or remain solely in one service area.

13. The Council's long-term intention is to strengthen the borough so that each community can work in a localities-based way whereby the number of providers delivering care and support in each community is determined by the specific need in that area. To get to this point, the Council will need to work with the market to ensure resilience and stability, whilst gradually reducing the number of providers currently contracted to deliver home care.
14. To ensure that this is done in a manner that does not destabilise the market, the new contract term will vary between three years (minimum) and seven years (maximum). Some elements of the service will go out on a shorter contract term whilst Commissioners support providers to engage on the transformational journey. Service continuity, resident safety and high-quality care continues to be the focus and main priority.
15. To ensure that the new contract and service offer can meet need now and successfully evolve in the future, Commissioners are seeking to extend the current care contracts by a further 12 months, meaning that the start date for the new service would be 1<sup>st</sup> September 2026. This is to allow for appropriate engagement with the market and with residents in the borough living in their own home and in Extra Care Housing. This will also ensure providers are prepared for when the tender goes live under the new Procurement Act regulations and that the market remains stable and services are not disrupted.
16. The extension will enable Commissioners to engage with operational teams including reablement teams, to ensure that the new specification and service offer centralises around prevention, reablement and outcomes focused care.
17. The extension will ensure that the Council meets all the requirements as determined by the new Procurement Act which will mitigate any risk of challenge from providers both existing and new.
18. The extension will allow for robust analysis of the needs of the borough and analysis of the current providers service delivery.
19. The extension will allow for financial analysis to be completed and the findings to be incorporated into the new model and service specification. An analysis by an independent organisation is due to be finalised by the end of June 2025. This analysis will identify where savings can be made and where the contract can be amended to achieve value for money and avoid the risk of over and duplicate spend.
20. The extension will allow Commissioners to initiate operational pilots ahead of the new contract going live. These pilots will focus on reducing the need for hands on care using services such as Technology Enabled Care. Initiating these pilots ahead of the new contract go-live will support providers to adjust their way of thinking and begin to work with the Council to deliver innovative means of care

delivery. It will support providers to prepare for the requirements that will be dictated in the new service specification.

21. Commissioners have also proposed that ahead of contract go live, a review is completed to look at domestic calls within the Extra Care Housing and Care at Home sector, calls which may be better directed to the third sector and charity organisations. This is a critical piece of work as the new service intends to evolve the third sector through the likes of Micro Enterprises and Community Catalysts.
22. As of May 2025, the contract extension was approved at DLT. The current procurement timeline is currently as follows:
23. Document Write Ups and Relevant Analysis included establishment of Extra Care Housing and Care at Home Oversight Group: April, May, June 2025.
  - Engagement with the Market, Residents and Carers: June, July and August 2025
24. Internal Governance for final sign off on the logistics of the new model including a full options appraisals and risk analysis: July / August 2025.
  - Tender Go Live: September 2025 until the end of October 2025 giving an 8-week window for providers to prepare and submit their bids
25. Evaluation on bids received: All of November and December 2025 finishing Mid-January 2026. Governance to Award End of January and beginning of February 2026.
  - Award and Standstill: March 2026
  - Mobilisation: All of April, May, June, July, August 2026.
  - Contract start: 1<sup>st</sup> September 2026

\*It is important to note that these timelines are dictated by any activity associated with the procurement (for example, the number of bids received could be very high) and therefore the dates provided for activity post Tender Go Live may be subject to change.

## RECOMMENDATIONS

The Adults Health Committee is recommended to:

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

3. Support the transformational approach of these services over the contracts three - seven year implementation, working in a manner that contributes and works alongside the savings targets associated with this workstream.
4. Support resident-focused and financially sustainable service design principles.
5. Support the Council's long term intention to move to a localities-based model of care delivery, reducing the number of home care providers that we are contracted to work with and enhancing the lives of residents by improving access to our services, supporting independence and resilience, reducing the need for services, and promoting community growth.

## **Background**

26. The contracts for the care and supported delivered in Extra Care Housing and Care at Home original terms were the 3<sup>rd</sup> September 2018 - 3<sup>rd</sup> September 2022. Due to unprecedented difficulties faced in the market relating to provider sustainability, the contract was extended until the 4<sup>th</sup> September 2024 and then again to the 5<sup>th</sup> September 2025. This was to allow for analysis of the Care at Home market, focusing on the care hours delivery by community and the number of providers in situ.
27. Due to the new Procurement Act coming into force in February 2025, the required processes associated with a live procurement changed substantially, with more being required from the Council in relation to provider support and engagement during a tender process. Should Councils not fulfil the new requirements, the risk of provider challenge and ineffective procurement processes runs very high.
28. As of April 2025, the Council is commissioning Care at Home with 63 care providers. This equates to 21,512 hours of care and 1,423 residents across the borough being supported. From a contractual and quality assurance perspective, this is too large a number and poses risks. The Council wishes to reduce this number so that safeguarding, quality assurance and contractual management colleagues can implement effective and frequent processes and procedures to ensure that high quality and safe care remains the priority. Contractual leads want to build meaningful relationships with the providers they work with, ensuring that engagement between both parties is regular and productive.
29. The current contract value for Care at Home services and Extra Care Housing combined is: £107,189,144.

## **Consultation and Engagement**

30. As the offer of care and support is not changing with regards to assessment and accessibility processes and, as the care model in Extra Care Housing is not changing with regards to staff being on site twenty-four hours of the day, a legal consultation is not needed at this time. Coproduction however is essential to ensuring the success of these services over the next three - seven years. Multiple

engagement events have taken place to ensure that the market is involved in shaping how these services are delivered.

31. Commissioners are committed to the new service specification and care model being co-produced, ensuring that services are consistent, the market is sustainable and that future services delivered meets the ever-changing needs of the borough. This high level of coproduction also ensures that the Council fulfils the criteria as set by the new Procurement Act.
32. Internally, an Extra Care Housing and Care at Home Oversight Group has been established which will meet every three weeks. The purpose of this group will be to make key decisions in relation to the new service specification and care model and will involve all relevant stakeholders such as Finance, Legal, Procurement and Operational Colleagues. The Oversight Group will continue to meet post the new tender going live, to support the Council in implementing a robust mobilisation plan which will ensure ongoing communications, engagement and support to both providers delivering care and residents in receipt of care.
33. Commissioners are hosting provider events both virtually and face to face with Care at Home and Extra Care Housing Providers to feedback on the Council's intentions and gain critical insight from those delivering care in relation to how future services can be a success and identifying what barriers we may face. The intention is that providers have numerous engagement opportunities with the Council as a means to build positive relationships and trust.
34. The People's Panel is also being re-established with specific agendas being taken to the group. These agendas include capturing lived experience from those receiving care at home services and those that provide a caring role for adults with social care needs. The engagement from the Peoples Panel will be used to support with the evaluation process post the tender going live.
35. Engagement with residents in the Extra Care Housing Schemes will take place via face-to-face events where all residents, including those not in receipt of care, will be given the opportunity to express their wishes and views.
36. Following successful awarding and identification of providers delivering care and support in Extra Care Housing, there will be six weekly landlord forums established which will consist of Commissioners, Care Providers, Landlords and Resident Representatives. These forums will meet to ensure seamless working between all parties involved in these schemes, best practice will be shared and innovation will be the driving point as we seek to optimise these services to their full potential.
37. Written communications will be sent to all residents in receipt of care to alert them to the tender process and providing key information and assurances. Within these written communications will be the opportunity for residents to feedback on their current services and experience via a written questionnaire or online submission using the Councils intranet.
38. Post award, all stakeholders including residents and those with lived experience, will be given the opportunity to support with the mobilisation, getting to know the

providers who will be operating in their locality / scheme and having the assurance that their voice and views can be effectively captured and embedded into future contract management processes.

### **Model Options**

39. The merging of Extra Care Housing and Care at Home Services will promote universal standards and practice with regards to high quality, innovation and enabling and compliant care with regards to safeguarding. It is for this reason that the service provisions are merging into one contract and one service specification.
40. Practically, there are several different options that can support how these services can work alongside one another. Commissioners had identified the following options:
41. Commission as is (Like for like. Whilst this is not a viable option, Commissioners feel it is important to include this in the options appraisal as it rationalises why things need to change)
42. Commission using a borough wide Framework including Extra Care Housing Schemes in this framework
43. Commission using the Localities approach on a borough wide level from day one of the new contract commencement
44. Commission using a tiered approach, removing the Framework in the four localities that have an Extra Care Housing scheme and maintaining a Framework in the rural areas
45. Benefits Realisation and Check and Challenge sessions have taken place internally and the final model (as detailed below) has been deemed to be in the boroughs best interests:
  - The localities with an Extra Care Housing Scheme in situ will go out on a seven year contract and will have a dedicated number of providers working in that area. The number of providers will be determined by need and demand in that area. The purpose of a seven year contract will be to afford providers appropriate time to fully embed a localities based model and to establish intrinsic links between Care at Home and Extra Care Housing.
  - The localities in the borough without an Extra Care Housing Scheme in situ (largely rural areas) will go out on a shorter term contract of three – four years. This is to allow for positive partnership working in these areas which tend to be difficult areas to source care for. Providers operating in these areas will do so using a Framework model however, the number of providers on the Framework will have a cap. The intention is that the Council supports providers in these areas to evolve and overcome current practical issues faced so that when the services are recommissioned in

the future, all of the borough will be ready to operate using a localities based model.

### **Tender Requirements**

46. The tender requirements have gone through internal discussions and scrutiny to ensure that we are only awarding to providers who are committed to delivering the ask of the service and we have assurance that these providers deliver safe and high quality care. The following stages will be embedded into the procurement process:
- Providers bidding must pass an initial stage whereby their financials and business logistics, including where their office base is, meets our requirements.
  - Upon passing this stage, providers must pass stage two, which will focus on specific safeguarding and quality assurance questions which will have been designed by the Councils Safeguarding and Quality Assurance Leads.
  - Upon passing this stage, providers must pass stage three, which is a Standard Questionnaire capturing their experience and skills to deliver the service ask.
  - Upon passing this stage, providers must pass stage four, a full Evaluation which will be the providers opportunity to explain to the Council how they can meet our requirements and the needs of the borough as detailed in the new service specification. This commitment from providers will then be embedded into future contract management sessions and PMF documents.
  - Providers that pass all four stages will proceed to interview and / or presentation which will include lived experience as part of the evaluation panel.
47. If a provider fails any of these stages, then they will not be commissioned to work with us. These five stages offer assurance to the Council that we are not putting providers or residents in receipt of care at risk as we cannot, at present, be solely reliant on CQC inspection ratings.
48. Post award, Quality Assurance teams may subject successful providers to further evaluation by means of a quality assurance visit and assessment. This is to mitigate any risks and safeguard any decisions that are linked to care provider change overs.
49. Whilst this may present as many different elements for providers to achieve, the Council is mindful that many CQC ratings are now dated and we do not currently implement our own assessment processes, such as PAMMS, to officially assess and score providers. Current national intelligence tells us that this tender will generate a lot of interest with many bids being received. We need to have assurances that we have the right evaluation processes to ensure that work awarded is done so fairly and equitably.



50. Due to the advancement of technology, Commissioners were concerned that the use of professional bid writers and artificial intelligence could lead to bids being received that do not reflect the true ethos of a care organisation. It is believed that having multiple evaluation stages will mitigate this risk.
51. The evaluation process will also consist of Localities Workshops, which will consist of all relevant stakeholders such as Operational Team Managers, Contracts, Commissioning, Procurement and the ICB. The purpose of these workshops will be to award work to providers who have passed all evaluation stages, in a manner that best meets the needs of the borough and its residents.

### **Reasons for Recommendations**

52. The recommended extension for the current contracts and service provisions enables the Council to successfully go out to procurement fulfilling the requirements of the new Procurement Act.
53. The recommended model of the borough being broken down into specific care communities, reflective of the social work community teams promotes business sustainability, continuity of service and supports the Council to implement more robust contractual management of these services. It also supports the Council's agenda to move away from using SPOT providers and supports the management of contract spend, reducing the risk of overspend.
54. The recommended option allows for the Council to build on existing provider relationships and allows time for providers to have essential input into the new Service Specification and contract. This engagement will promote positive relationship building and will ensure that providers are ready to deliver the ask as established in the ITT documents when they are published in September 2026. This mitigates the risk of de-stabilisation and challenge within the marketplace.
55. The recommended options allow for Commissioners to pilot the Prevent, Reduce, Enable approach, ensuring that all providers understand with and work alongside this concept and that the new service specification captures the essence of this approach and how it can be successfully achieved.
56. The recommended approach allows for transformational work to begin on day one of contract commencement in a manageable approach. By phasing the contract timescales and by adapting the localities approach in just four of the localities, we can ensure that this is a success and that areas of risk, such as rural, do not become destabilised which could lead to unsafe care or care being undelivered.
57. The recommended phased approach allows us to work with the market and bring providers with us on our transformational journey. It allows providers to have their say and input into future models so that when we do go to reduce the number of providers we are working with, we do so safely.
58. The recommended phased approach also allows the Council to work with providers as they navigate recent decisions dictated by Central Government in relation to overseas workers and national recruitment. These decisions have a

wide scale impact on the care market and Contract Officers within the Council need to understand mitigate any risks working with care organisations. To implement a mass change in the care model alongside these issues could lead to many providers going out of business which would have a direct impact on those reliant on and in receipt of hands on care at home.

59. Commissioners have identified that there are wide spread links between Care at Home, Extra Care Housing and other services in adults social care. Complex Care which supports those with learning disabilities also operates on a Framework basis, with some providers delivering both Care at Home and Complex Care packages. Commissions intend to use the phased approach as an opportunity to review and strengthen the links between differing sectors and service frameworks so that rates of pay, service delivery and outcomes focused care are mirrored on a adults social care service wide level.
60. The phased approach enables Commissioners to ensure that services evolve in a manner that involves the ICB and mirrors the NHS ten year plan. Blended Roles and the evolvement of the role of the carer is part of the new Service Specification for Care at Home and Extra Care Housing. Commissioners intend to work with ICB and NHS colleagues throughout the contracts lifetimes so that the services delivered can be truly reflective of health and social care values, delivering care closer to home.

### **Other Options Considered**

61. If we do not proceed with the contract extension, the only viable alternative for the Council would be to recommission these services using the same model that is currently in situ. Engagement and essential analysis to support the merging of these services will not be completed and we would run a high risk of going out to procurement with inappropriate ITT documents which would lead to issues within the marketplace and provider challenge.
62. The current model for Care at Home and Extra Care Housing, whilst meeting need, has several provider and service delivery issues which providers have raised directly with the Council. To recommission on a like for like basis would lead to a high risk of market failure and would destabilise working relationships with providers.
63. To recommission on a like for like basis would remove the opportunity for robust provider engagement and would deny the Council the opportunity to engage with critical groups in the borough who can provide essential information and service input through lived experience.
64. To recommission using a borough wide localities approach from day one comes with more risk then benefit and would likely lead to market failure and increased spend.

## Implications and Comments

### *Monitoring Officer/Legal/Governance*

65. Care at Home and the Care at Support provided in Extra Care Housing Services are Statutory services delivered under The Care Act 2014. The Council has a legal obligation to continue to provide these services, aligning the delivery of these services with the Councils blueprint and main agenda, which is to keep people living in their own home and in their local communities.
66. The existing contracts for both Extra Care Housing and Care at Home Services have been subject to multiple extensions, with the final extension looking to take the existing provisions to the 31<sup>st</sup> August 2026. Procurement have confirmed that a final extension can take place pending provider agreement to continue to deliver care under existing terms and conditions.
67. Under both The Care Act and Procurement Regulations, this recommission must take place to ensure that the Council supports the market with regards to sustainability, business viability, achieving value for money and ensuring 2014 high quality and innovative care is being delivered to residents in the borough. These contracts cannot be extended indefinitely. This will be the last extension.
68. To ensure that the Council meets their obligations under the new Procurement Regulations which came into force February 2025, both Legal and Procurement support a final extension to existing services as this allows the Council to prepare the commission in a manner that will avoid the risk of any potential challenge from the market.

### *Section 151 Officer/Finance –*

69. Merging Extra Care Housing and Care at Home Services and evolving the offer to incorporate the values as established the Prevent, Reduce and Enable workstreams will achieve the positive financial benefits:
- 1) Care Runs can be better structured reducing issues such as travel time and ad hoc packages of care which increases provider oncosts
  - 2) Providers working on a localities basis enables the market to deliver innovative care where they can reduce the need for hands on care and care package costs by redirecting residents to other, lesser restrictive, care services.
  - 3) Evolving the offer in Extra Care Housing will ensure that residents are not moving into residential care settings which reduces spend and demand in this area of adults social care.
  - 4) Residents currently living in residential care could potentially be supported to move out and into Extra Care Housing if this is an appropriate option.

- 5) A move away from SPOT purchasing ensures that the Council is paying providers at contracts rates and not increased spend.
70. An independent financial analysis has been completed by Commercial Government and the findings are that further savings could be made by reducing the number of home care providers that the Council contracts with. If the Council can guarantee a higher volume of care delivery to a smaller number of care providers, provider overhead costs and associated employee costs are reduced. This therefore reduces the overall hourly rate of care. The analysis does however reference that in order for this to be successful, the market must be sustainable and that if a reduction in the number of care providers is implemented too quickly, the market will destabilise. This will have the reverse effect and will lead to the Council incurring costs due to needing to go off contract.
71. The Council's existing Medium Term Financial Strategy (MTFS) covering the period 2025 to 2029 contains significant transformation savings for the Adults Department. In total, across the four years these are currently set at £20.2m. Within this overall target, the individual project Prevent, Reduce, Enable, most closely aligned to this sector of care costs is envisaged to save £10m.
72. The recommissioning of Care at Home and Care within Extra Care Housing settings is a key part of the PRE savings, not solely by reducing costs and making efficiencies, but crucially in helping the Council avoid alternative types of that are far more expensive (e.g. bed based care in Nursing & Residential settings). Getting the recommissioning right is therefore a major contributory factor towards the overall success of the transformation programme for the directorate.
73. It is important to highlight two financial risks in relation to this paper. Firstly, extending the current arrangements and delaying the recommissioning until September 2026 will mean alternative savings will need to be found to address any shortfalls, either in 2025/26 or the first half of the 2026/27 financial year. This is necessary to ensure the Council's overall financial position does not deteriorate further.
74. Secondly, while the soundness of the rationale in making the proposed changes is acknowledged, there is the risk of the proposed changes destabilising the existing market. In turn, this could increase the cost to the council in respect of both provider costs and increased internal staffing costs. This risk will need to be carefully mitigated through the procurement and implementation of the new arrangements.

## **Human Resources**

75. TUPE processes will apply during the mobilisation stage of the Procurement Process. This will be overseen by Commissioners and Procurement and ongoing work will take place with care providers impacted to ensure staff wellbeing, staff security and continuity of service delivery is maintained.

## **Equality, Diversity and Inclusion**

76. These services are inclusive to any adult who requires them. They are intended to promote independence and to support people to live safely within their own homes. They can support those with Dementia, Learning Disabilities, Mental Health and Physical Disabilities.
77. Within Extra Care Housing, there is an age criteria of fifty-five onwards. Residents living in Extra Care Housing do not need to have a requirement for care. They can reside in the schemes by fulfilling the housing element whereby they have a local connection to the area where the scheme is situated.
78. Adapting the approach of Prevent, Reduce and Enable will ensure that residents in receipt of care are supported in a manner that is personal to their goals and outcomes. This will lead to residents feeling in control and building independence in a way that works for them.
79. An initial Equality Impact Assessment has been completed for this commission. It will be reviewed and updated again ahead of the tender go live.

## **Carbon Neutral**

80. To achieve the commitments as stated in the Cheshire East Plan, which specifies that the Council will be a carbon neutral council with minimum offset by 2030, influencing carbon reduction and green energy production across the borough by 2045. This recommission will embed several contractual elements focusing on environmental factors ensuring that everyone plays their part and has accountability in relation to the environment and climate change.
81. The Council is committed to supporting the borough with regards to maintaining its rural heritage. To do this, the new contract will work with providers to promote positive climate engagement and be carbon and climate aware in their day-to-day practice.
82. Providers will be supported to implement concise care runs which will reduce travel time and the number of miles covered in between care calls. The merging of Care at Home and Extra Care Housing as one service provision supports providers to achieve this.
83. Providers will be supported to engage with local transport links so that non drivers can be supported to get to their workplace in an efficient manner.
84. The procurement for the new contract will put an expectation on providers to detail how they are accountable for and support positive climate and environmental engagement. The commitments providers make at tender stage will then be used to influence some of the future contract management of these services.
85. The Council will implement new contractual measures which will put ownership on providers to be accountable for and evidence how they have supported their local environment. Examples of this include reviewing how many miles care

providers are accruing each month and how often providers can recycle stock, for example uniforms.

86. Officers from the Council will frequently engage with providers to share learning and best practice in relation to becoming Carbon Neutral.

87. The requirement that all providers must have Electronic Call Monitoring in place by year three of the new contract will promote a positive move away from paper-based records.

88. Commissioners are beginning to engage now with those that had led on pilots to reduce carbon emissions. Some organisations have implemented electronic car access for staff due to the consistency of their care runs. Commissioners will explore options like this through the lifetime of the new contracts, taking any proposals through internal governance.

### *Consultation*

<b>Name of Consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Statutory Officer (or deputy) :</i>			
Adele Taylor	S151 Officer	Click or tap to enter a date	Click or tap to enter a date
Janet Witkowski	Acting Monitoring Officer	Click or tap to enter a date	Click or tap to enter a date
<i>Legal and Finance</i>			
Name	Job title	Click or tap to enter a date	Click or tap to enter a date
<i>Other Consultees:</i>			
<i>Executive Directors/Directors</i>			
Name	Job title	Click or tap to enter a date	Click or tap to enter a date

Access to Information	
Contact Officer:	Rebecca Cooke Project Manager, Commissioning <a href="mailto:Rebecca.Cooke2@cheshireeast.gov.uk">Rebecca.Cooke2@cheshireeast.gov.uk</a>
Appendices:	N/A
Background Papers:	

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**Adults and Health Committee****23 June 2025****CQC Local Authority Assurance Outcome**

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**Report of: Helen Charlesworth-May, Executive Director of Adults, Health and Integration****Report Reference No: AH/06/2025-26****Ward(s) Affected: N/A****For Scrutiny****Purpose of Report**

- 1 This report is intended to update the Adults, Health and Integration Committee on the outcome of the Local Authority assurance visit by the Care Quality Commission (CQC) during week beginning 20 January 2025.
- 2 To advise members that Cheshire East received a 'Good' rating with a score of 75% with a link to the full Cheshire East CQC report.
- 3 At the time of writing this score was one of the highest scores for Council's deemed as 'Good'.

**Executive Summary**

- 4 The Health and Care Act 2022 introduced a new duty for the CQC to assess local authorities' delivery of their adult social care functions under Part 1 of the Care Act 2014. The process known as 'local authority assurance' commenced in April 2023. When introduced it was anticipated that all local authorities would go through this process by April 2025.
- 5 The local authority assurance process begins when a local authority receives a notification letter from the CQC. Following receipt of this letter, each local authority is expected to submit a predetermined Information Return (IR) through a secure CQC portal within a 3-week timeframe. What follows is a period of desktop analysis by CQC, this includes, but is not limited to, publicly available information and data returns produced over the past 12 months by the local authority, and some discussion with providers and people who use and access services, prior to the local authority receiving 6-8 weeks' notice of an onsite visit.

- 6 The onsite visit in Cheshire East took place during week beginning 20 January 2025. During the onsite visit, the CQC met with a variety of individuals, including the Chief Executive, Executive Director of Adults, Health and Integration the acting Director of Public Health, the Principal Social Worker for Adults. elected members, groups of staff, partners and providers. Following the onsite visit CQC published a draft report and a rating for each of the 4 themes in what is known as the Single Assessment Framework (SAF). The draft report was shared with the Executive Director of Adults, Health and Integration who was given 10 days to comment on factual accuracy and was then subject to an internal CQC moderation process before being published as a final report on 14 May 2025.

## RECOMMENDATIONS

The Adults and Health Committee is recommended to:

1. Scrutinise the rating and feedback of the Cheshire East Council CQC LA Assurance Assessment of Adults Social Care.

## Background

- 7 The statutory duties of adult social care services are set out in Part 1 of the Care Act 2014. The legislation places a duty on councils to support and promote the wellbeing and independence of working age disabled adults and older people, and their unpaid carers and gives them more control of their care and support.
- 8 CQC annual assessments of local authorities were abolished by the government in 2010, and as such the CQC stopped conducting inspections of adult social care services, which then focused primarily on adult safeguarding. After 2010, local authorities participated in 'sector-led improvement' on a regional and national basis involving teams of local authority managers conducting peer reviews of other local authorities either through the Local Government Association (LGA) or the regional networks of Associations of Directors of Adults Social Services (ADASS).
- 9 The 'People at the Heart of Care' white paper, published in December 2021, detailed proposed reforms to adult social care and health, and social care more broadly, with a particular focus on integration of health and care services.
- 10 The subsequent Health and Care Act 2022 placed a duty on the CQC to assess local authorities' delivery of their adult social care functions under Part 1 of the Care Act 2014. It also gave the Secretary of State power to intervene in failing local authorities.
- 11 In response to the Health and Care Act 2022, the CQC introduced a new 'Single Assessment Framework' (SAF) in July 2022. The SAF unifies assessment approaches for all health and care organisations in England to

make assessment simpler, more dynamic, and more evidence led. This includes care providers, whether run by local authorities or private and third sector providers, who have been continually assessed by the CQC since 2010.

- 12 The Single Assessment Framework maintains some aspects of previous CQC assessment frameworks including rating health and care organisations based on their quality, from outstanding to inadequate, and the five key questions, whether health and care organisations are safe, effective, caring, responsive to people's needs, and well-led.
- 13 The Single Assessment Framework replaces the old key lines of enquiry (KLOEs) and prompts with nine new 'quality statements' organised into four themes. These are referred to as 'we statements' as they're written from the perspective of the organisation being assessed and 'I' statements written from the perspective of people who use and access adult social care services. They draw on previous work developed with Think Local Act Personal (TLAP), National Voices and the Coalition for Collaborative Care on Making it Real.
- 14 The Single Assessment Framework also aims to improve consistency of assessment by highlighting six categories of evidence inspectors will collect: people's experiences, feedback from staff and leaders, observations of care, feedback from partners, processes, and outcomes of care.
- 15 In April 2023, the CQC announced that all local authorities would be subject to an assurance visit by April 2025. There followed a programme of pilot assessments between April 23 and September 23 in six local authorities, the results of which were evaluated prior to the widescale roll out of the programme.
- 16 Reports are to be published on the CQC website for each local authority. Reports include findings for each of the themes and each quality statement and will outline strengths and areas for development.

CQC will score each quality statement from one to four:

1 = Evidence shows significant shortfalls in the standard of care.

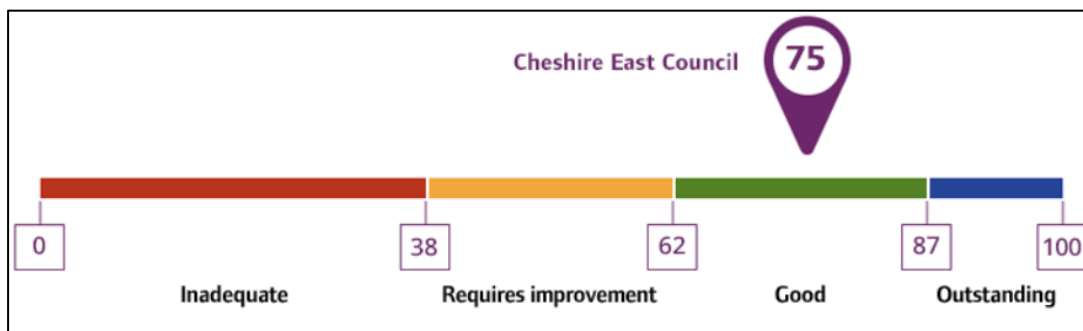
2 = Evidence shows some shortfalls in the standard of care.

3 = Evidence shows a good standard of care.

4 = Evidence shows an exceptional standard of care.

These scores are then added up to produce overall rating. Overall ratings, based on the inspection will include four categories - inadequate, requires improvement, good or outstanding. The overall rating will also show where an authority is within the category, for example whether it is in the upper threshold of good close to outstanding.

At the time of publication CEC was the third highest scoring LA, scoring 3 - evidence shows a good standard of care for each of the quality statements. Scores above Cheshire East at 75% were 78% and 89%, categories for scoring can be seen below.



### Scrutiny/Briefing information

- 17 On 12 August 2024 Cheshire East received formal notification of a CQC assurance visit and were one of six local authorities in the North-West to be notified. On receipt of the notification, the local authority had three weeks to submit an Information Return to the CQC portal. This included a Self-Assessment of the local authority's position in relation to the four themes of the Single Assessment Framework and nine quality statements. Cheshire East completed this information within the required timeframe.
- 18 Cheshire East received notification of the intended CQC inspection on 12 August 2024 and notification of the onsite visit on 4 November 2024.
- 19 During the period between the submission of the Information Return and the onsite visit, the CQC undertook analysis of publicly available data in relation to Cheshire East and contacted a number of our providers and partner agencies. At the point of informing us of the date of the onsite visit the CQC requested an anonymised list of 50 people who have used or have accessed services within the past 12 months. From this list, CQC selected 10 individuals to contact to discuss their experience (having obtained consent).
- 20 The Reform, Assurance and Development team collated data for the information return and have been the single point of contact for the purpose of CQC local authority assurance. The team coordinated the CQC onsite visit in conjunction with the Executive Director of Adults, Health and Integration and the Directorate Management Team. The onsite visit comprised of meetings with staff, partners, providers, elected members and experts by experience. Prior to the onsite visit, the CQC held a set up meeting with the Executive Director of Adults, Health and Integration and members of the Directorate Leadership team. This provided an opportunity to highlight the strengths of Adult Social Care, Health and Integration, in addition to the areas of improvement that we had identified from the self-assessment and were already working on as part of an Improvement Plan linked to the wider Council's Transformation Plan.
- 21 Papers in relation to CQC Local Authority assurance have previously been brought to the Adults and Health Committee for update and scrutiny. The Adults, Health and Integration Committee were advised of the date of the onsite visit.

- 22 A regular briefing for members was established to provide insight into our preparation, whilst ensuring check and challenge. This included representatives from each group represented on the Committee.
- 23 A communication plan was implemented including regular updates with the Chair and Vice Chair of the Adults Health and Integration Committee.
- 24 Following the submission of the CE self-assessment and information return items in September 2024, a local LA Assurance Improvement Plan and Improvement Tracker were formed, these are reviewed regularly with theme leads and ASC managers, also discussed at various Service meetings with progress being monitored. The Improvement Plan will be taken to Committee quarterly.

The main areas for improvement against the four CQC themes are:

<b>Working with people</b>	<b>Providing Support</b>	<b>Ensuring Safety</b>	<b>Leadership</b>
Increase the number of people receiving a direct payment.	Increase the number of people supported outside care homes.	Further develop transition process (preparing for adulthood) with Children's Social Care.	Maintain recruitment across the Service.
Improve service and offer to Carers.	Further develop co-production with people and partners.	Increase links between Safeguarding Boards and wider Council, sharing risks, reviewing systems for safety and promoting the Board's work.	Reduce levels of sickness and absence.
Further develop EDI resources.	Review the cost of supporting people with a learning disability and autism.	Improve awareness raising of learning from safeguarding adult reviews and domestic abuse related deaths.	Complete workforce strategy to include both internal and external workforce.
Improve waiting lists and waiting times.	Develop community-based model of support for people living with dementia to ensure timely discharge from hospital.	Further work to embed Making Safeguarding Personal outcomes.	Progress Service transformation themes linking with corporate priorities.

- 25 CQC have advised that following completion of all baseline assessments they will be reviewing how the Assurance Framework continues, this will be done with a variety of stakeholders including hearing from LAs about their

experience. Options could include changing the themes/topics and quality statements, the frequency of assessments, and scoring methodology.

### **Consultation and Engagement**

- 26 As part of the LA Assurance process CQC contact a range of people including those who access support services, their carers and families, also staff, providers and partners such as Health to gain feedback of their experience of CEC either through social care processes or as an employee. This was completed as part of the CQC LA Assurance framework timescales as detailed in the report.

### **Reasons for Recommendations**

- 27 To scrutinise the rating and feedback of the CQC LA Assurance Assessment.

### **Other Options Considered**

- 28 The Health and Care Act 2022 introduced a new duty for the CQC to assess local authorities' delivery of their adult social care functions under Part 1 of the Care Act 2014. The process known as 'local authority assurance' commenced in April 2023. When introduced it was anticipated that all local authorities would go through this process by April 2025.

### **Implications and Comments**

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

- 29 The CQC local authority assurance process links directly to an assessment of how well the local authority is meeting its statutory responsibilities under Part 1 of the Care Act 2014. The Health and Care Act 2022 provides the Secretary of State with powers of intervention in local authorities who are failing to discharge any of its adult social care functions to an acceptable standard.

#### *Section 151 Officer/Finance*

- 30 There are no financial implications associated with the CQC local authority assurance process attributable to Cheshire East.

#### *Human Resources*

- 31 There are no human resources implications associated with this process other than allowing staff time to attend focus group discussions with the CQC.

#### *Risk Management*

- 32 The CQC assurance process includes a review of the management of risk.

#### *Impact on other Committees*

- 33 N/A

*Policy*

- 34 CQC local authority assurance relates to “A Council which empowers and cares about people” and “Improving Health and Well Being” and relates to both Cheshire East residents and staff.

<b>Commitment 1: Unlocking prosperity for all</b>	<b>Commitment 2: Improving health and wellbeing</b>	<b>Commitment 3: An effective and enabling council</b>
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*Equality, Diversity and Inclusion*

- 35 Equality, Diversity and inclusion are central themes that run through the CQC local authority assurance process. An Equality Impact Assessment is not appropriate.

*Other Implications*

- 36 Rural Communities - CQC assurance process includes a review of equity and experience in outcomes. Access to information, advice, and services by those who live in rural communities will be considered as part of this process.
- 37 Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND) - The CQC assurance process includes a review of the transition of young people between Children's and Adult Social Care Services, particularly in respect of Preparing for Adulthood.
- 38 Public Health - Individual wellbeing is central to the Care Act 2014. Additionally, one of the CQC Quality Statements relates to equity and experience in outcomes. The Public Health team were actively involved in the preparation for the CQC assurance process. It is anticipated that there will be a positive impact on the health and wellbeing of Cheshire East residents.

*Consultation*

<b>Name of Consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Statutory Officer (or deputy) :</i>			
Adele Taylor	S151 Officer	Click or tap to enter a date	Click or tap to enter a date
Janet Witkowski	Acting Monitoring Officer	Click or tap to enter a date	Click or tap to enter a date
<i>Legal and Finance</i>			
Roisin Beressi	Principal Lawyer	13/06/25	13/06/25
Nikki Wood-Hill	Finance Manager	13/06/25	13/06/25
<i>Other Consultees:</i>			
<i>Executive Directors/Directors</i>			
Helen Charlesworth-May	Executive Director of Adults, Health and Integration	13/06/25	13/06/25

<b>Access to Information</b>	
Contact Officer:	Sheila Wood. Head of Improvement and Assurance Adult Social Care Operations  sheila.wood@cheshireeast.gov.uk
Appendices:	N/A
Background Papers:	<a href="https://www.cqc.org.uk">Local authority assessments - Care Quality Commission (cqc.org.uk)</a>  Link to Cheshire East Report:  <a href="https://www.cqc.org.uk/care-services/local-authority-assessment-reports/cheshireeast-0525">https://www.cqc.org.uk/care-services/local-authority-assessment-reports/cheshireeast-0525</a>



## **Adults and Health Committee**

**23 June 2025**

### **Prevent and Channel Panel Statutory Responsibilities**

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**Report of: Jill Broomhall, Director of Adult social Care Operations**

**Report Reference No: AH/40/2025-26**

**Ward(s) Affected: All Wards**

**For Scrutiny**

#### **Purpose of Report**

- 1 The purpose of this report is to afford the Adults Health and Integration Committee the opportunity to scrutinise the changing landscape and statutory responsibilities in relation to PREVENT.
- 2 Local Authorities, alongside partner agencies listed in the Counter Terrorism and Security Act 2015, have a statutory responsibility to comply with the Prevent Duties as laid out in Prevent duty guidance: for England and Wales (accessible) - GOV.UK
- 3 The Local Authority is also responsible for delivering the multi-agency Channel Panel Programme as laid out in Channel duty guidance: Channel duty guidance: protecting people susceptible to radicalisation (accessible) - GOV.UK
- 4 Following the tragic incident in Southport, in 2024, the Home Office published a Learning Review and made recommendations and changes to the remit of PREVENT Policing and Channel Panel. This report will provide a summary of the learning, outline the changes and risks, include an update on our current working arrangements and ensure that the Local Authority is cognisant of its corporate duty to protect those who are susceptible to radicalisation.

#### **Executive Summary**

- 5 The overarching framework governing for tackling Terrorism is called CONTEST. The first CONTEST strategy was published in 2003. Its aim is to reduce the threat of Terrorism to the UK so that people can live their lives safely and freely. The strategy enables government departments, local authorities, and intelligence agencies to work together to combat Terrorism, and is supported by a framework based on the four pillars - Prepare, Prevent, Protect and Pursue.

- 6 The latest version of CONTEST was published in July 2023. (Counter-terrorism strategy (CONTEST) 2023 - GOV.UK) The landscape is constantly changing, becoming more diverse and complex. It includes domestic threats which can be less predictable and harder to detect and investigate, persistent and evolving threats from Islamist terrorist groups overseas and advances in technology providing opportunities for online exploitation/radicalisation.
- 7 At the time of writing this report, the current official threat level to the UK remains as “Substantial” This means an attack is “likely” according to the government’s definitions. Raising it to critical would mean that intelligence and security services regard an attack as “highly likely in the UK.
- 8 PREVENT is one of the main vehicles for reducing the threat of Terrorism in the UK and sit alongside the other pillars:
- 9 PURSUE: to stop terrorist attacks
- 10 PROTECT: to strengthen our protection against a terrorist attack
- 11 PREPARE: to mitigate the impact of a terrorist attack
- 12 The objectives of PREVENT, as set out in the duty guidance 2023 are to: tackle the ideological causes of terrorism, intervene early to support people susceptible to radicalisation and enable people who have already engaged in terrorism to disengage and rehabilitate.
- 13 Anyone who is worried that someone is being targeted and is susceptible to radicalisation, can make a referral to Counter Terrorism Policing. Families can seek advice by the ACT Early Website. The Police conduct the initial screening and risk assessment. They then consider whether the case should be managed by themselves, or whether a person would benefit from a multi-disciplinary approach. If it is the latter, the Police make a referral to the local Channel Panel.
- 14 Every Local Authority must have robust Channel Panel arrangements in place. The Chair and Deputy must be named Senior and Experienced Officers employed by the Local Authority. The multi-agency panel meets monthly, reviews new cases and offers tailored support to subjects who consent to accept support from Channel. This is a voluntary process. People will remain involved with Channel until the panel is satisfied that the person has been provided with enough information, 1:1 intervention and wrap around services which reduce the risk of further radicalisation. Some cases will be escalated back to the Police, where Terrorism risks have increased. Cases are reviewed at least every 6 and 12 months after they have exited Channel.
- 15 The Home Office do not permit us to share the numbers of PREVENT/CHANNEL referrals to Cheshire East. However, we can say that most referrals concern people aged 11 – 17. Often people with additional health, social and educational needs, who have experienced trauma and are seeking an identity. Most referrals come from education settings.

- 16 The Home Office have a Quality Assurance Process in place which assesses each Local Authority regarding their PREVENT and Channel duties annually. Cheshire East completed its Benchmarking Assessment with the Home Office this year on 19<sup>th</sup> March 2025. To date Cheshire East has met all the necessary benchmarks for its delivery. The Home Office will confirm Cheshire East Benchmarking scores in a letter which will be sent to the Chief Executive of the Council in May or June 2025.
- 17 In addition, there are robust Governance arrangements in place in Cheshire East, with quarterly reports being presented to the Safer Cheshire East Partnership, the production of a Channel Panel Annual Reports and update presentations to the Adult Scrutiny Committee. The Cheshire East Constitution was updated several years ago to reflect the work and risks associated with PREVENT.
- 18 Counter Terrorism Policing produce a Counter Terrorism Local Plan each year. A Risk Assessment is produced by each PREVENT Board, based on local threats and risks. The Action Plan captures activity undertaken by partner agencies and includes actions to address training, communication and engagement and working to reduce the risk of permissive environments via venue hire agreements. The Chair of the PREVENT Board is the Director of Adult Social Care, who also represents Cheshire East at the local CONTEST BOARD.

## RECOMMENDATIONS

The Adults Health and Integration Committee is recommended to:

1. Scrutinise and note the changing landscape and statutory responsibilities in relation PREVENT.

## Background

- 19 The Home Office published an Independent Review into the Southport incident on 5<sup>th</sup> February 2025. The Prevent Learning Review was commissioned to examine the Prevent involvement with Axel Muganwa Rudakubana (AMR) prior to the tragic attack which led to the loss of three young lives, which AMR is alleged to have committed, on 29 July 2024 in Southport. It was done with the aim of identifying effective practice, organisational learning opportunities and any further areas for development. At the commencement of the review, prosecution had commenced but not finalised. Prevent learning review: Axel Muganwa Rudakubana (accessible) - GOV.UK
- 20 AMR was referred to Prevent three times. The **first referral** was received from AMR's teacher on 5 December 2019. The teacher reported several concerns regarding behaviours which included being excluded from his previous school for carrying a knife and searching for mass school shootings

on the internet using his school account. After a discussion with Prevent officers (CTCOs) in which AMR accounted for his internet searches, the case was closed on the Prevent system on 31 January 2020. Acknowledgement is made that AMR is extremely vulnerable but there is no CT/DE concerns and appropriate agencies are already in place to support him.

- 21 A **second referral** was received from AMR's previous school on 01 February 2021. It was reported that a pupil had showed them [social media] posts by AMR which they were concerned about and felt AMR was being radicalised. The CTCO acknowledged the previous referral, however considered the [social media] posts to be not CT/DE relevant and the case was closed on 17 February 2021.
- 22 A **third referral** was received from AMR's teacher on 26 April 2021. It reported that AMR had been observed with internet tabs open during a lesson showing a search for London Bomb and seemed to have a passionate interest in Israel/Palestine conflict, MI5 and the IRA. The CTCO acknowledged the previous two referrals but considered that AMR's needs were currently met outside of Prevent and there was no CT/DE concerns to address. The case was closed on 10 May 2021.
- 23 Overall, the Reviewer considered there to have been a high level of compliance by the Prevent officers with process timescales, assessment completion and adherence to policy that were in place at the time. However, although processes and policies have been largely followed, it is the subjective decisions that have come into focus and AMR should have been referred to Channel. The Review identifies several areas for learning to strengthen risk assessments, particularly around understanding indicators of radicalisation where a coherent ideology is not present and recognising the potential risk from repeat referrals. Several recommendations have been identified through this review. These include strengthening training and guidance, changes to terminology used within Prevent, and improving assurance processes.
- 24 The independent reviewer identified several factors that may have impacted decision making: The weight put upon the assessments and opinions made in the initial intelligence screening process:
  - A focus on the absence of a distinct ideology.
  - Potentially incomplete lines of enquiry.
  - Under-exploration of the significance of repeat referrals.
  - An over-adherence to some aspects of policy where discretion was allowed, which may have influenced decisions taken.
  - More broadly a lack of independent business assurance
- 25 Since January 2025 the Home Office have instigated several measures to address the findings of the Learning Review and to look at PREVENT

legislation and procedures. An Independent PREVENT Commissioner, Lord Anderson, has been appointed to oversee this.

- 26 20/1/25 The Prime Minister and Home Secretary made public statements about the Southport tragedy and announced the launch of a Public Inquiry, the appointment of the Independent Commissioner and measures to address the sale of knives.
- 27 27/1/25 The Home Office widened the Roots of Intervention, including Channel to be open to those individuals who are under over Counter Terrorism investigation. (Supporting tools sent to Channel Chairs on 24/1/25)
- 28 12/2/25 The Home Office published the learning review following the death of Sir David Amess MP who was murdered on 15 October 2021 whilst conducting a regular constituency surgery at Belfair's Methodist Church Hall in Leigh-on-Sea, Essex.
- 29 20//2/25 The Home Office share a Report regarding the prevalence of autism in the Channel cohort. Key findings indicated that an estimated 14% of Channel cases had diagnosed ASC, plus an additional 12% of cases where ASC was suspected but not formally diagnosed. The research involved qualitative interviews with Local Authority Channel practitioners and IPs.
- 30 6/3/25 The Home Office introduced changes to the Review Form used when a case is closed and at 6- and 12-month intervals.
- 31 10/3/25 The Home Office new the Multiple Referral (Repeats) Policy went live.
- 32 13//3/25 The Home Office updated the Prevent Case Management Ideology Categories to be used by Counter Terrorism Police
- 33 13/3/25 The Home Office made an addendum to the Channel Duty Guidance for local Policing to be alerted when a case is not adopted by Channel Panel or exits Channel Panel where a person has been categorised as "having a fascination with extreme violence or mass casualty attacks.
- 34 24/3/25 The Home Office the remit of Channel Panels to include Fascination with extreme violence/mass casualty attacks went live. **To note** that cohorts categorised as 'fascination with extreme violence or mass casualty attacks' have been relevant for Prevent since 2019, although analysis has shown there to be significant inconsistency with how such referrals are progressed through the system.
- 35 25/3/25 The Home Office issued Guidance to Channel Panels on how to use the PREVENT ASSESSMENT FRAMEWORK more effectively. This is the assessment produced by Counter Terrorism Policing based on information gathering from all agencies and includes details of susceptibility, intent, capability, engagement and risks.
- 36 7/4/25 The Channel Panel Duty Guidance was updated and published.

## Consultation and Engagement

37 No consultation is necessary for this report.

## Reasons for Recommendations

38 This report sets out the statutory duties of the Local Authority in relation to PREVENT.

## Other Options Considered

39 No further options have been considered as this is a legal duty placed upon the Authority.

Option	Impact	Risk
The Authority has a legal duty to comply with the responsibilities and duties in relation to PREVENT	Should an incident occur here, in the same manner as the Southport one, the impact for individuals, families, communities and the Council would be immense	It should be recognised that whilst we have robust policies, procedures and partnerships in place, which are quality assured by the Home Office annually, we cannot mitigate or predict all “lone wolf” extremist activity in Cheshire East, which may be emerging behind closed doors.

## Implications and Comments

### *Monitoring Officer/Legal/Governance*

40 The aim of Prevent is to stop people from becoming terrorists or supporting terrorism.

41 The objectives of Prevent are to:

- tackle the ideological causes of terrorism
- intervene early to support people susceptible to radicalisation
- enable people who have already engaged in terrorism to disengage and rehabilitate

42 In fulfilling the prevent duty in Section 26 of the Counter – Terrorism and Security Act 2015 (‘CTSA 2015’) all specified authorities are expected to participate fully in work to prevent the risk of people becoming terrorists or supporting terrorism. The Prevent duty statutory guidance: England and

Wales was issued on the 7 September 2023 under Section 29 CTSA 2015 and came into force on 31 December 2023 replacing guidance which came into force in July 2015.

- 43 Sections 36 to 41 of CTSA 2015 sets out the duty on local authorities and partners of local panels to provide support for people vulnerable to being drawn into any form of terrorism. The Channel duty guidance: Protecting People susceptible to radicalisation has been issued under sections 36(7) and 38(6) of the CTSA2015 to support panel members and partners of local panels. Further guidance has been issued Prevent Multi – Agency Panel Duty guidance: protecting people vulnerable to being drawn into terrorism and a Policy Addendum.

#### *Section 151 Officer/Finance*

- 44 There are no financial implications requiring changes to the MTFS as a result of the recommendations in this report.
- 45 Cheshire East is an “unfunded” local authority and receives no additional government funding for the work of PREVENT. It should be noted that the responsibility for this has been undertaken by adult social care for seven years.
- 46 To meet the expectations of the Home Office and to effectively deliver our statutory duties, additional funding and/or capacity may be required. This would support the Administration and Training Requirements. If additional funding is required then it would either need to be funded by additional income from partners or grants, or alternatively the service could include this in the MTFS from 26/27.

#### *Human Resources*

- 47 All Cheshire East Staff should be informed about PREVENT within their Corporate Induction, including Elected Members.
- 48 Frontline staff and managers should complete additional training depending on their specific responsibilities and interactions with PREVENT and CHANNEL. The Home Office introduced a new Training Portal in April 2025. There is an expectation that Frontline Practitioners across the Council, not only Adults and Children’s Social Care will be provided with this training. At the time of writing this report, we are considering who could deliver this and numbers of staff impacted.
- 49 Staff will require additional support when managing high risk and complex cases. This should be provided by 1:1 supervision and access to senior management advice.
- 50 Therefore, the risk surrounding the PREVENT work should be a Cheshire East Corporate responsibility, shared by the Corporate Leadership Team.

*Risk Management*

- 51 The Home Office categorise the national risk level dependent on current and emerging risks, and it remains at a Substantial Risk. Counter Terrorism Policing produce an annual Counter Terrorism Local Profile which is available via Resilience Direct. Thereafter Local PREVENT Boards produce a situational risk assessment which is updated and shared at quarterly Board Meetings.
- 52 It should be recognised that whilst we have robust policies, procedures and partnerships in place, which are quality assured by the Home Office annually, we cannot mitigate or predict all “lone wolf” extremist activity in Cheshire East, which may be emerging behind closed doors. Should an incident occur here, in the same manner as the Southport one, the impact for individuals, families, communities and the Council would be immense.

*Impact on other Committees**Policy*

- 53 The Home Office have updated PREVENT and CHANNEL Policy and Procedures this year which all Local Authorities are duty bound to implement. Local documentation has been updated and can be evidenced in the PREVENT Action Plan. Cheshire East and West have updated their Joint PREVENT Strategy to reflect the changes.
- 54 These statutory duties underpin Cheshire East’s ambition to protect children, adults and families from abuse, neglect and exploitation.

55

<b>Commitment 1: Unlocking prosperity for all</b>	<b>Commitment 2: Improving health and wellbeing</b>	<b>Commitment 3: An effective and enabling council</b>

*Equality, Diversity and Inclusion*

- 56 All areas of Cheshire East are equally impacted by PREVENT and CHANNEL.
- 57 The Home Office is responsible for the PREVENT and CHANNEL statutory guidance. It is hoped that the recent changes and updates have included a national Equality Impact Assessment on all population groups.



*Other Implications**Rural Communities*

58 All rural and urban communities are equally impacted by PREVENT.

*Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

59 Whilst anyone can be susceptible to radicalization, the national and local data tells us that young people between 11 and 17 are more susceptible, including those with autism spectrum disorder.

60 A recommendation is that the ownership and management of PREVENT should be shared equally between Adult and Childrens Social Care with named Senior Management participation.

*Public Health*

61 It should be noted that some people who are susceptible to radicalization may have experienced trauma and be impacted by where they live in terms of deprivation and access to services.

62 Anyone who is being drawn into terrorist activity and thinking will be impacted in a negative way and their health and wellbeing will be affected.

*Climate Change*

63 There are no foreseeable impacts on Climate Change.

*Consultation*

<b>Name of Consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Statutory Officer (or deputy) :</i>			
Ashley Hughes	S151 Officer	Click or tap to enter a date	Click or tap to enter a date
Janet Witkowski	Acting Monitoring Officer	Click or tap to enter a date	Click or tap to enter a date
<i>Legal and Finance</i>			
Roisin Beressi	Principal Lawyer	13/06/25	13/06/25
Nikki Wood-Hill	Finance Manager	13/06/25	13/06/25

<i>Other Consultees:</i>  <i>Executive Directors/Directors</i>			
Helen Charlesworth-May	Executive Director Adults, Health and Integration	02/06/25	03/06/25

Access to Information	
Contact Officer:	Sandra Murphy  Head of Adult Safeguarding  Sandra.murphy@cheshireeast.gov.uk
Appendices:	<u>Prevent learning review: Southport attack - GOV.UK</u>  <a href="https://www.gov.uk/government/publications/prevent-learning-review-sir-david-amess-attack">https://www.gov.uk/government/publications/prevent-learning-review-sir-david-amess-attack</a>
Background Papers:	<u>Prevent duty guidance: England and Wales (2023) - GOV.UK</u>  <a href="https://www.communitycvs.org.uk/wp-content/uploads/2018/09/Prevent-Duty-Toolkit-for-Local-Authorities.pdf">https://www.communitycvs.org.uk/wp-content/uploads/2018/09/Prevent-Duty-Toolkit-for-Local-Authorities.pdf</a>  <u>Channel duty guidance: protecting people susceptible to radicalisation (accessible) - GOV.UK</u>

**Adults and Health Committee****23 June 2025****Adults Social Care Performance Score  
Card 2024 (Quarter 4)****Report of: Jill Broomhall, Director of Adults Social Care Operations****Report Reference No: AH/35/2025-26****Ward(s) Affected: N/A****For Scrutiny****Purpose of Report**

- 1 The purpose of this report is to provide Adults and Health Committee members with an overview of key activity and performance in Adults Social Care Services.

This aligns with the corporate aim of improving health and wellbeing.

This is the year end position for 2024/25.

**Executive Summary**

- 2 The score card is produced to provide the adults service senior management team with an overview of demand and activity within the operational services on a month-by-month basis. It also provides a comparison with the previous full year outturn to show an indication of direction of travel
- 3 The report also contains commentary on changes and highlights any areas for consideration
- 4 Overall, the scorecard demonstrates progress and robust performance management of Adult Social Care. As per our transformation plans there is evidence to support progress in reduction of long-term care placements, and more people supported in their own home due to the success of our short-term interventions.

## RECOMMENDATIONS

The Adults and Health Committee is recommended to:

1. Scrutinise and note the details in the Adults Social Care Services' performance scorecard.

### Background

- 5 The score card is received monthly at Adults Health and Integration Departmental Leadership Team and Adults Social Care Senior Management Team meetings. Exceptions or key changes are highlighted by Business Intelligence for discussion and consideration which enable the management team to consider whether changes are needed to services and resources to deliver against presenting needs and demands
- 6 The scorecard contains 41 indicators split into five key areas of service delivery. There is also some high-level financial information and trending information provided, together with analysis of change over time.
- 7 The following areas the committee may wish to note:-

#### Page 1

- (a) Compared to last year we are supporting 19 fewer individuals aged 65+ in permanent residential and nursing placements but resourcing 844 more domiciliary care hours per week. This is in line with our aim to support individuals wherever possible in the community and their own home.
  - Compared to last year we have received 13.5% more contacts to the front door with an average of around 1165 per month. This has not translated into an increase in the number of individuals requiring a referral and assessment. This is positive. It demonstrates that people know how to contact the Council, and that they are able to be helped without recourse to formal care and support. This is an important element of people being supported to be independent for longer.
  - Balancing workloads to manage reviews as well as assessments remains a challenge.

#### Page 2

- Compared to last year there has been a 2% increase in the different reablement referrals received, with an increase of almost 5% in terms of those individuals receiving community support reablement not requiring an ongoing package of care. This clearly highlights the success of reablement in reducing the requirement for permanent support. Prevent, Reduce, Enable, an important project in our

transformation programme will build on this success by expanding reablement provision in the community.

Page 3

- Provides an overview of the overall number of individuals being supported by services and the change over time.

Page 4

- Provides monthly trends for service provision of new domiciliary care hours including weekly cost and the change over time. This shows that we are slowly stemming the rise in costs of services.

Page 5

- There has been a continued rise in both the number of safeguarding concerns reported and S42 enquiries started. Whilst it is positive that issues are being identified at an early stage so they can be addressed, Nonewe need to ensure that there aren't more individuals being put at risk due to poor practice. We are working with our Quality Assurance Team and Care Quality Commission to monitor care providers robustly. At the same time we are working with our partners to reduce the numbers of inappropriate referrals.

Pages 6 -8

- This provides an overview of the gross financial costs on a period-by-period basis together with a snapshot picture of key drivers and influencers that affect overall expenditure.
- The key point to note is the impact on gross costs of the provider uplifts that have been agreed.

Pages 9 onwards.

- We have included a chart as requested by Committee at our last report detailing the spend of external care costs.

## **Consultation and Engagement**

8      None required.

## **Reasons for Recommendations**

9      It is important that the Adults and Health committee are sighted on ongoing performance and progress within the service, especially where there is positive impact on the transformation plan

## **Other Options Considered**

10     There are no other options this is for it is for scrutiny and information only.

## Implications and Comments

### *Monitoring Officer/Legal/Governance*

- 11 There are no new legal issues arising from the recommendations in this report.

### *Section 151 Officer/Finance*

- 12 There are no financial implications or changes required to the MTFS as a result of the recommendations in this report.

### *Human Resources*

- 12 There are no new staffing issues arising from this report, it is for scrutiny and information.

### *Risk Management*

- 13 Social care performance information underpins our assessment of risk and informs our identification of strategic and operational risks and the actions required to manage and mitigate any risks identified.

### *Impact on other Committees*

- 14 Some of the indicators reported here are also received at Corporate Policy Committee.

### *Policy*

- 15 Over time members should be able to see a change in activity that reflects the impact of the transformation programme.

	<b>Commitment 2: Improving health and wellbeing</b>	
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### *Equality, Diversity and Inclusion*

- 16 There are no new public health issues arising from this report, it is for scrutiny and information.

### *Other Implications*

- 17 There are no other implications arising from this report, it is for scrutiny and information.

*Consultation*

<b>Name of Consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Statutory Officer (or deputy) :</i>			
Ashley Hughes	S151 Officer	Click or tap to enter a date	Click or tap to enter a date
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Nikki Wood-Hill	Finance Manager	13/06/25	13/06/25
<i>Other Consultees:</i>			
<i>Executive Directors/Directors</i>			
Helen Charlesworth-May	Executive Director of Adults, Health and Integration	13/06/25	13/06/25

<b>Access to Information</b>	
Contact Officer:	Bev Harding Business Intelligence Manager Bev.harding@cheshireeast.gov.uk
Appendices:	Appendix 1: Adults Scorecard – March 2025
Background Papers:	N/A

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## Appendix 1: Adults Scorecard – March 2025

### Adult Services Scorecard - Page 1 (Monthly)

Year

2024

Benchmarking Indicators	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Last Year
Total number of individuals currently in permanent residential/ nursing care 18-64	178	174	174	174	176	175	178	181	164	179	175	179	179	177
Total number of individuals currently in permanent residential/ nursing care 65+	1294	1287	1303	1305	1300	1302	1297	1288	1265	1236	1242	1240	1240	1259
Total number of individuals currently in short-term residential/ nursing care	101	96	91	100	92	88	92	92	97	88	100	95	95	95
Weekly number of Domiciliary Care hours	20,101	20,463	21,133	21,625	21,402	21,427	21,235	21,345	21,491	20,833	21,192	21,303	21,303	20,459

- We have ended the year with 2 more individuals aged 18-64 and 19 less individuals aged 65+ in a permanent placement compared to the outturn in 2023/24.
- We are providing approximately 1000 more domiciliary care hours.

Core Service Activity	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Last Year
Number of New case Contacts	1069	1085	1075	1235	1026	1101	1373	1166	981	1315	1250	1308	13984	12320
Percentage of all new contacts (other than safeguarding) where the Client had any other Contact in the previous 12 months	36.9%	37.5%	37.6%	36.8%	37.4%	38.6%	38.2%	37.2%	36.9%	38.4%	39.2%	39.2%	39.2%	34.7%
Number of Contacts resulting in a New Referral	636	597	609	643	509	567	711	690	553	769	719	765	7768	9063
Number of Assessments completed in period	242	218	234	225	204	190	224	188	189	247	231	245	2637	2814
Assessments that result in any commissioned service (including long-term, short-term and telecare)	174	156	170	172	153	138	166	134	134	174	169	187	1927	2132
Number of Support Plan Reviews completed	296	307	247	312	271	274	307	271	221	276	218	302	3302	3435
Percentage of Clients who have received Long Term Support for 24 months continuously that have been reviewed in the last 24 months	83.2%	82.5%	82.2%	81%	80.8%	79.5%	78.9%	78.3%	77.6%	76.7%	75.8%	75.6%	75.6%	83.7%
Proportion of service users in receipt of a community based service	78%	78.1%	78%	78.2%	78.2%	78.1%	78.1%	78%	78.3%	78.2%	78.3%	78.1%	81.4%	82.8%
Number of service users in receipt of a community based service	4617	4616	4626	4666	4650	4644	4613	4580	4533	4487	4492	4476	4476	4502
Number of service users waiting for a needs assessment						251	251	251	290	238	273	290	290	

- We have received 13.5% more contacts to the front door with an average of around 1165 per month
- In contrast however we have seen a similar % fall in the number resulting in a referral. This could be indicative of a range of things:-
  - There are issues with Live Well preventing individuals self serving or understanding where to go for support without contacting the local authority
  - There have been changes to the third sector organisations that have previously acted as a first point of call

## Appendix 1: Adults Scorecard – March 2025

- We are better at signposting individuals to other organisations that provide early support.
- This results in the conversion rate of contact to referral for the year dropping from 73.5% in 23/24 to 55.5%
- This could suggest that inappropriate contacts are coming into ASC and our on line options require some adjustments
- Both the number of assessment and the % that resulted in a service have reduced slightly.
- There is an 8% drop in the number of clients that have received a review, which although we know they may have received other forms of contact we need to be confident this isn't putting individuals at risk

Care4CE	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Last Year
Number of community support reablement referrals received	127	117	114	133	96	107	147	129	100	145	116	139	1470	1042
Number of community support reablement referrals received (Portal)	29	29	36	36	41	38	41	37	39	46	26	33	431	885
Number of mental health reablement referrals received	226	241	243	327	257	251	306	238	182	245	253	235	3004	2889
Number of dementia reablement referrals received	91	78	94	98	90	91	110	114	68	86	110	94	1124	1078
Percentage of community support reablement completed with no ongoing package of care	72.7%	68.9%	76.7%	72.1%	73.5%	65.5%	71.3%	71.2%	70%	67%	78.7%	68.7%	71.6%	66.9%

- Overall there has been a 2% increase in the different reablement referrals receive, with an increase of almost 5% in terms of those individuals receiving community support reablement not requiring an ongoing package of care. This suggests that focusing more resources in the reablement arena would likely lead to reduced demand for service.

Active Service Users	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Last Year
Total number of individuals on the visual impairment register	2348	2366	2383	2405	2434	2464	2496	2523	2554	2587	2599	2611	2611	2430
Total number of Clients with an active service other than Telecare (18-25)	241	240	242	242	241	241	245	239	239	236	240	236	236	241
Total number of Clients with an active service other than Telecare (26-64)	1446	1457	1449	1473	1470	1464	1456	1455	1450	1471	1461	1465	1465	1436
Total number of Clients with an active service other than Telecare (65-84)	1709	1715	1734	1753	1740	1752	1759	1746	1711	1687	1706	1726	1726	1685
Total number of Clients with an active service other than Telecare (85+)	1322	1327	1350	1360	1351	1358	1350	1347	1333	1284	1277	1268	1268	1340
Total number of Clients only receiving a Telecare service	1210	1186	1170	1154	1147	1142	1116	1090	1071	1064	1060	1051	1051	1249
Total number of Clients receiving a Telecare service as part of a wider package	617	629	640	644	633	627	609	591	587	566	554	541	541	635
Total number of Clients receiving a Telecare service	1827	1815	1810	1798	1780	1769	1725	1681	1658	1630	1614	1592	1592	1884
Total number of Clients receiving any service - including Telecare (65+)	4147	4133	4159	4175	4146	4159	4134	4095	4030	3952	3959	3962	3962	4174
Total number of Clients receiving a Direct Payment (not Carer DP)	459	466	460	458	454	448	446	438	435	429	421	421	421	
Total number of Clients receiving a Carer Direct Payment	57	57	56	56	57	57	60	63	66	65	65	68	68	

- We have agreed to undertake a full data quality access around the individuals on the visual impairment register as it appears to no longer be reliable.

## Appendix 1: Adults Scorecard – March 2025

Active Service Users	Feb	Mar	Change since Feb	Last Year	Change since last year
Total number of Clients with an active service other than Telecare (18-25)	240	236	-4	241	-5
Total number of Clients with an active service other than Telecare (26-64)	1461	1465	4	1436	29
Total number of Clients with an active service other than Telecare (65-84)	1706	1726	20	1685	41
Total number of Clients with an active service other than Telecare (85+)	1277	1268	-9	1340	-72
Total number of Clients only receiving a Telecare service	1060	1051	-9	1249	-198
Total number of Clients receiving a Telecare service as part of a wider package	554	541	-13	635	-94
Total number of Clients receiving a Telecare service	1614	1592	-22	1884	-292
Total number of Clients receiving any service - including Telecare (65+)	3959	3962	3	4174	-212
Total number of Clients receiving a Direct Payment (not Carer DP)	421	421	0		
Total number of Clients receiving a Carer Direct Payment	65	68	3		

- The two areas for consideration are
  - the increases in clients in the 26-64 age bracket and 65-84 age bracket which might indicate a rise in case that will be open for a longer period of time.
  - the continued drop in those receiving telecare as part of a service – especially if these are in the lower age brackets, we are reviewing this data as there could be an issue with our data collection

# Service Provisions - Monthly Trends (Active Services)

Snapshot Date

01/04/2023 31/03/2025

Provider

All

Service Group

All

Contract Type

All

Service Type

All

Age Band

All

Primary Support Reason

All

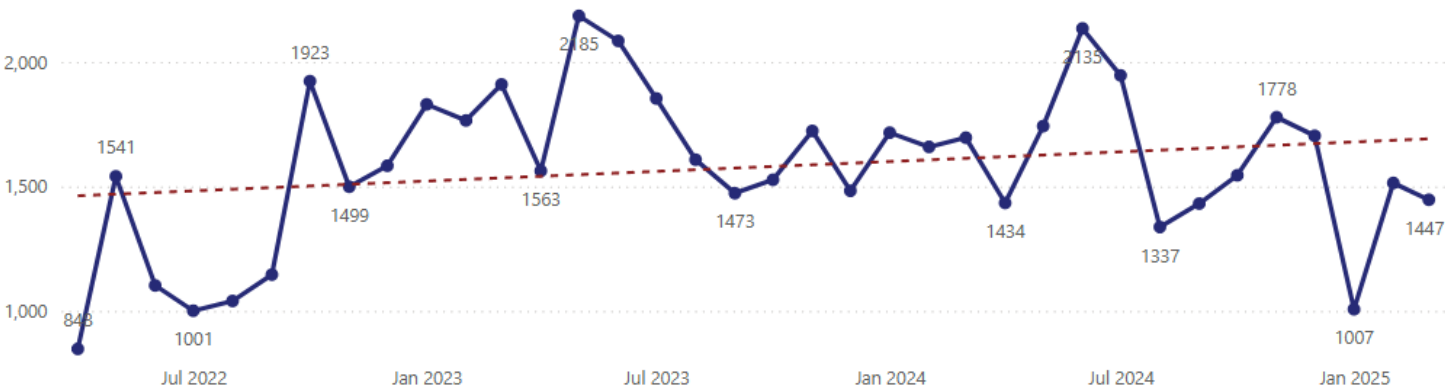
Show Info

Show Clients

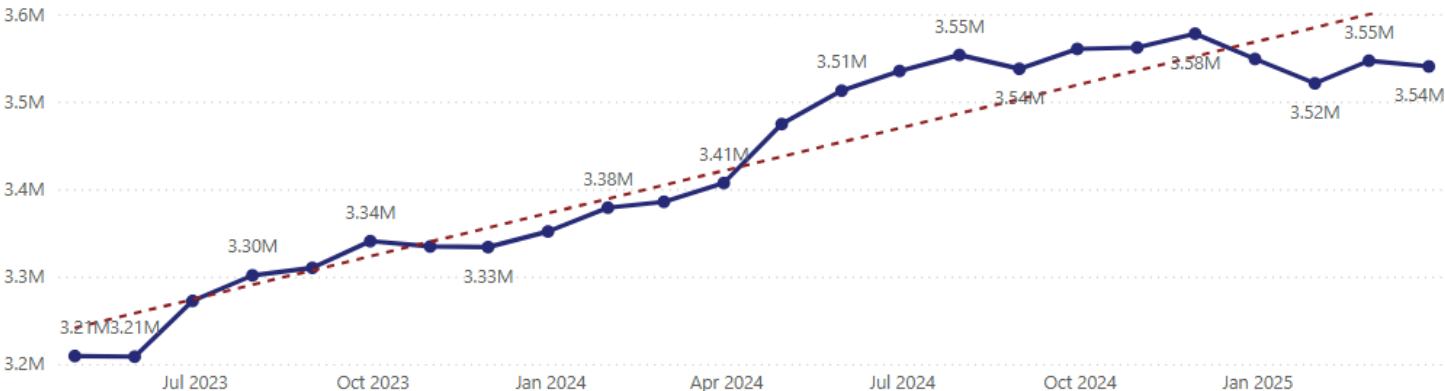
Show Hours

New Hours

New Dom Care Hours during Month



Weekly Cost at Snapshot Date



## Appendix 1: Adults Scorecard – March 2025

Risk Enablement	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Last Year
Number of mental health act assessments completed	68	62	83	69	61	63	57	49	44	43	53	56	708	745
Number of S117 clients (includes Z65 MH Aftercare)	1093	1098	1105	1108	1113	1117	1120	1124	1122	1122	1122	1124	1124	1092
Number of Substantiated (including Partially Substantiated) S42 Enquiries concluding with a 'Type' of Domestic Abuse	4	4	6	8	12	9	8	6	7	2	8	7	81	60
Number of new Safeguarding Concerns received in a period (events not individuals)	510	575	508	635	510	530	584	457	524	551	429	535	6348	6161
Number of new S42 Safeguarding Enquiries starting in period	115	104	127	149	116	120	135	93	95	108	82	64	1308	1205
Number of new Other (Non-S42) Safeguarding Enquiries starting in period	6	9	2	8	7	6	4	2	5	4	5	3	61	93
Number of S42 Enquiries Concluded in the period	118	108	113	160	104	124	139	107	99	86	89	118	1365	1207
S42 Enquiries Concluded for which the client expressed their desired outcomes	75	69	73	110	83	89	97	77	75	60	64	83	955	797
Of S42 Enquiries Completed that the client expressed their desired outcomes, the number that were fully achieved (not partially achieved)	42	32	42	68	59	48	51	49	49	36	35	48	559	450
Number of concluded S42 enquiries where outcome of enquiry was substantiated/ partially substantiated	81	72	73	100	71	84	88	74	66	60	73	79	921	775
ASCOF 4B - Percentage of S42 Enquiries where a risk was identified and risk removed or reduced	86.4%	88.7%	81.9%	90.9%	86.8%	88.9%	87.4%	95.9%	96.8%	84.5%	89.7%	85.5%	88.6%	

- There is a small but positive reduction in the number of mental health acts being completed which is hopefully a reflection that the high demand we have witnessed is becoming more stable.
- There is a rise of 32 S117 clients, this reflects the high demand seen previously in acute mental health cases.
- There is a continued increase in both safeguarding concerns and S42 enquiries starting. We comfortable that this reflects better identification and action rather than a rising level of risk?
- Positively in almost 90% of S42 enquires where a risk was identified it was reduced or removed.

## Appendix 1: Adults Scorecard – March 2025

### Adult Services Scorecard - Finance

#### All Costs (Gross Actuals)

Year	P1 Cost	P2 Cost	P3 Cost	P4 Cost	P5 Cost	P6 Cost	P7 Cost	P8 Cost	P9 Cost	P10 Cost	P11 Cost	P12 Cost	P13 Cost	Total Cost
2023	£12,477,234	£12,702,201	£12,744,147	£12,858,588	£13,027,075	£13,064,879	£13,181,797	£13,251,588	£13,228,991	£13,176,527	£13,322,633	£13,376,464	£13,431,246	£169,843,368
2024	£13,589,811	£13,767,892	£13,893,846	£13,987,736	£14,077,673	£14,043,572	£14,101,497	£14,113,591	£14,143,473	£14,077,407	£13,988,836	£13,997,773	£13,986,349	£181,769,458
2025	£14,124,072	£6,739,089	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£20,863,161

#### External Costs

Year	P1 Cost	P2 Cost	P3 Cost	P4 Cost	P5 Cost	P6 Cost	P7 Cost	P8 Cost	P9 Cost	P10 Cost	P11 Cost	P12 Cost	P13 Cost	Total Cost
2023	£11,721,979	£11,952,546	£11,984,779	£12,087,955	£12,256,053	£12,297,598	£12,429,935	£12,499,762	£12,464,111	£12,462,297	£12,597,746	£12,643,650	£12,688,566	£160,086,979
2024	£12,860,508	£13,025,978	£13,148,254	£13,235,145	£13,334,907	£13,314,455	£13,363,653	£13,378,533	£13,423,121	£13,383,139	£13,309,815	£13,294,037	£13,281,487	£172,353,032
2025	£13,414,606	£6,369,010	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£19,783,616

#### Internal Costs

Year	P1 Cost	P2 Cost	P3 Cost	P4 Cost	P5 Cost	P6 Cost	P7 Cost	P8 Cost	P9 Cost	P10 Cost	P11 Cost	P12 Cost	P13 Cost	Total Cost
2023	£729,696	£727,816	£740,625	£752,216	£754,589	£750,936	£735,559	£735,620	£748,511	£699,347	£710,989	£721,523	£731,494	£9,538,922
2024	£716,536	£727,090	£730,646	£737,571	£727,641	£713,896	£722,771	£719,799	£707,307	£682,272	£666,961	£691,718	£692,950	£9,237,156
2025	£697,433	£364,035	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,061,468

#### Other

Year	P1 Cost	P2 Cost	P3 Cost	P4 Cost	P5 Cost	P6 Cost	P7 Cost	P8 Cost	P9 Cost	P10 Cost	P11 Cost	P12 Cost	P13 Cost	Total Cost
2023	£25,558	£21,838	£18,742	£18,417	£16,433	£16,344	£16,303	£16,205	£16,369	£14,882	£13,899	£11,291	£11,186	£217,467
2024	£12,768	£14,824	£14,946	£15,020	£15,125	£15,222	£15,074	£15,259	£13,045	£11,996	£12,061	£12,018	£11,912	£179,270
2025	£12,033	£6,044	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£18,077

#### Current Weekly Cost of Open Services

Internal/External	Total Weekly Cost
External	£3,401,676.91
Internal	£182,085.77
<b>Total</b>	<b>£3,583,762.68</b>

#### Currently Unauthorised (or awaiting activation) Support Plans

Existing Service User	Distinct Clients
Existing Active Service user	90
Not Active Service User	108
<b>Total</b>	<b>198</b>

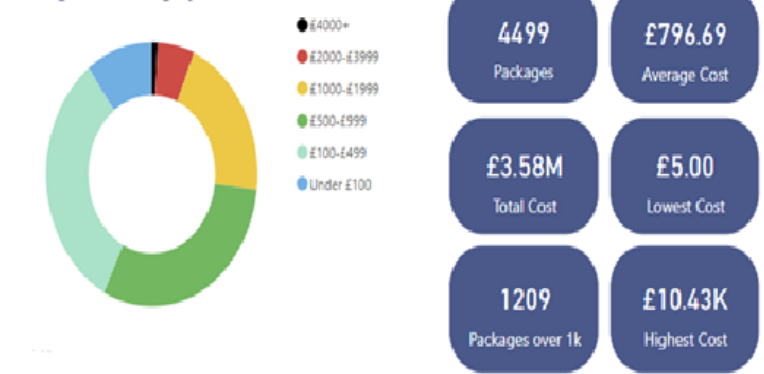
- Early indications suggest we will be seeing a rise of approximately £535,000 per period in gross costs based on a comparison of period 1.

Appendix 1: Adults Scorecard – March 2025

Average Cost by Primary Support Reason



Package Cost Category



PSR	Package Cost (Total)
Learning Disability Support	£1,295,777.51
Physical Support - Personal Care Support	£1,058,549.52
Support with Memory and Cognition	£684,772.56
Mental Health Support	£314,656.61
Physical Support - Access and Mobility Only	£141,473.82
Social Support - Support for Social Isolation / Other	£38,775.99
Sensory Support - Support for Visual Impairment	£28,078.81
Sensory Support - Support for Dual Impairment	£8,809.59
Social Support - Substance Misuse Support	£6,583.37
Sensory Support - Support for Hearing Impairment	£4,045.03
Social Support - Support to Carer	£2,765.34
Total	£3,584,288.15

Residential / Community	Package Cost (Total)
Community	£2,015,495.28
Residential	£1,568,792.87
Total	£3,584,288.15

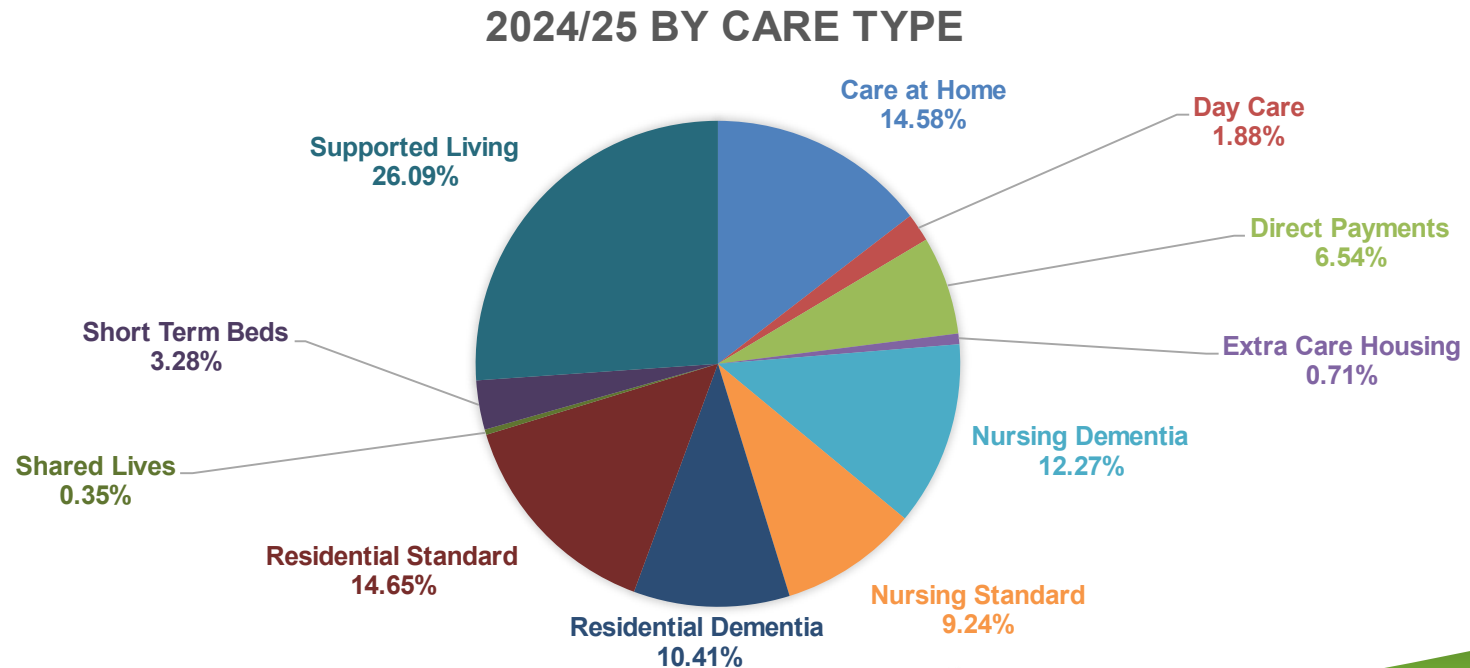
Age Band	Female	Male	Total
18-64	£672,826.81	£972,859.33	£1,645,686.14
65-74	£187,829.80	£186,649.88	£374,479.69
75-84	£462,875.12	£273,094.34	£735,969.46
85+	£620,877.53	£207,275.33	£828,152.86
Total	£1,944,409.27	£1,639,878.88	£3,584,288.15

## Appendix 1: Adults Scorecard – March 2025

Age Band	Total Cost Mid Oct	Total Cost Mid Nov	Total Cost Mid Dec	Total Cost Mid Jan	Total Cost Mid Feb	Total Cost Mid Mar	Total Cost Mid Apr	Difference since last mth
18-64	£1,566,467.48	£1,572,651.70	£1,585,185.98	£1,581,734.18	£1,595,267.79	£1,598,909.65	£1,645,686.14	+£46,776.49
65-74	£350,326.18	£360,760.15	£355,671.58	£366,891.53	£365,475.53	£361,232.08	£374,479.69	+£13,247.64
75-84	£730,867.69	£718,643.10	£727,273.94	£722,005.39	£710,239.46	£708,365.46	£735,969.46	+£27,604.00
85+	£840,033.79	£829,699.74	£828,221.87	£814,768.18	£802,844.35	£792,881.84	£828,152.86	+15,271.02
Total	£3,487,695.14	£3,481,754.70	£3,496,353.37	£3,485,788.98	£3,474,216.83	£3,461,389.03	£3,584,288.15	+£122,899.12



# 2024/25 Externally Commissioned Care



## Appendix 1: Adults Scorecard – March 2025

The primary reason for the change is the annual uplifts being applied which equates to a yearly gross cost of £6,390,754.24.

### Brokerage Case Form - Statistics

It is the responsibility of users of this report to be aware of, and comply with, the Data Protection Act 2018. The content of this report must be treated as you would any other elements of an individual's case record and not be disclosed to a third party unless there is a safeguarding concern or you have the appropriate legal right or consent to do so.

Date of Referral: 01/04/2021 to 17/04/2025  
 Type of Referral: All  
 Status: Awaiting  
 Single/Double handling: All  
 New Provider: All  
 Referral Route: All  
 Case Worker Team: All  
 Form Status: All  
 Current Situation: All

Current Situation	Packages	Hours per Week
AWC - Short Term	17	25
AWC - Long Term	11	0
Macclesfield - Hospital	11	70
Home without Support	9	25
Informal Care	9	12
CAH Provider	8	69
Supported Living with Accommodation	8	0
Reablement	4	66
DTA Bed	3	47
Incomplete	3	9
Non Commissioned CAH Provider	3	22
Congleton - Hospital	2	44
D2A - Macclesfield	2	0
Leighton - Hospital	2	16
Leighton Hospital	2	28
Supported Living without Accommodation	2	0
Wythenshawe - Hospital	2	11
Bowmere - Hospital	1	0
Childrebs Miscellaneous	1	0
<b>Total</b>	<b>106</b>	<b>503</b>

Patch	Packages	Hours per Week
Congleton, Holmes Chapel	17	49
Crewe	16	61
Knutsford, Wilmslow & Poynton	19	167
Macclesfield	23	118
Nantwich and Rural	7	61
SMASH	10	25
Unknown	14	22
<b>Total</b>	<b>106</b>	<b>503</b>

Support Required	Packages	Hours per Week
Care at Home	32	414
Supported Living with Accommodation	17	0
Incomplete	9	83
Long Term Residential Dementia	9	0
Long Term Nursing Older People	7	0
Day Opportunities	6	0
Long Term Nursing Dementia	6	0
<b>Total</b>	<b>106</b>	<b>503</b>

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Cheshire East Health and Wellbeing Board**  
held on Tuesday, 18th March, 2025 in the Council Chamber, Municipal  
Buildings, Earle Street, Crewe CW1 2BJ

**PRESENT****BOARD MEMBERS**

Councillor Sam Corcoran (Chair), Cheshire East Council  
Helen Charlesworth-May, Executive Director Adults, Health and  
Integration  
Phil Cresswell, Executive Director Place  
Councillor Stewart Gardiner, Cheshire East Council (substitute)  
Councillor Jill Rhodes, Chair of Adults and Health Committee, Cheshire  
East Council  
Councillor Carol Bulman, Cheshire East Council  
Isla Wilson, Chair, Cheshire East Health and Care Place Partnership  
Kate Little, Deputy CEO, CVS Cheshire East  
Mark Groves, Healthwatch Cheshire (substitute)  
Superintendent Andrew Blizzard, Cheshire Constabulary

**OFFICERS IN ATTENDANCE**

Guy Kilminster, Corporate Manager, Health Improvement  
Professor Rod Thomson, Interim Public Health Consultant  
Maddy Lowry, Cheshire and Wirral Partnership NHS Foundation Trust  
Lori Hawthorn, Public Health Development Officer  
Matthew Atkinson, Consultant in Public Health  
Alex Jones, Better Care Fund Programme Lead  
Claire Williamson, Director, Education, Strong Start and Integration,  
Children and Families, Cheshire East Council  
Frances Handley, Democratic Services Officer

**44 APOLOGIES FOR ABSENCE**

Michelle Davis - Housing representative, Dr Paul Bishop - NHS Cheshire  
and Merseyside Integrated Care Board, Mark Wilkinson – Place Director,  
NHS Cheshire and Merseyside Integrated Care Board, Louise Barry -  
Healthwatch, Kathryn Sullivan – CVSCE, Councillor Janet Clowes , Denise  
Bowman, Cheshire Fire and Rescue

**45 DECLARATIONS OF INTEREST**

In the interests of openness, Councillor Stewart Gardiner declared that the  
smoking cessation incentives scheme had previously been presented to  
the Adults and Health Committee and noted that he did speak and vote on  
the item and that he had previously used the services of Cheshire and  
Wirral Partnership.

Professor Rod Thompson declared that he was a trustee of Listening Ear, the mental health charity that provided the Amparo service and a trustee of Everybody, Health and Leisure, the charity that ran the Cheshire East Council leisure services and until October 2024, a non-executive director with Cheshire and Wirral Partnership NHS Foundation Trust.

In the interest of openness, Councillor S Corcoran declared an interest by virtue of his wife being a GP.

#### **46 MINUTES OF PREVIOUS MEETING**

##### **RESOLVED:**

That the minutes of the meeting held on 21 January 2025 be confirmed as a correct record.

#### **47 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no public speakers.

#### **48 MENTAL HEALTH PARTNERSHIP UPDATE ON PLAN AND PRIORITIES**

The Board received a presentation on the Cheshire East Place Mental Health Plan (2024-2029) by the Mental Health Partnership Board.

The board raised that mental health and physical health were inextricably linked and were encouraged to attend a briefing on homelessness and rough sleeping on 9<sup>th</sup> April 2025.

The board queried whether younger persons mental health problems aligned with deprivation incidence and occurrences were appearing where they were expected to be. There was discussion in respect of children in care and SEND children that were presenting with self-harm and whether this was linked to areas of deprivation. The 'Tartan Rug' was referenced and it appeared that there was a clear correlation to areas of deprivation.

It was also questioned whether a proposed Urgent Care facility in Crewe would be linked to the Leighton Hospital expansion and whether they were in talks with the hospital in relation to a mental health facility. It was noted that there was a masterplan that referenced a mental health facility however that had not yet been confirmed or agreed. CWP were looking for funding under the capital development programme for an urgent care centre which was unrelated to the hospital development, however it could tie in with the new site, or it may be that the site was situated elsewhere.

It was noted that the Leighton Hospital would be a regular item on the Health and Wellbeing Board agenda going forward.

It was raised what actions were being taken in respect of rural schools if a member of staff was to go off for training. It was confirmed that the training was being arranged for out of school hours and that it would be accessible for all, including being available online.

It was agreed that Cheshire and Wirral Partnership NHS Foundation Trust would liaise with Cheshire East to ensure any data collected and presented was accurate.

**RESOLVED:**

That the update be noted.

**49 SELF-HARM AND SUICIDE PREVENTION ACTION PLAN UPDATE**

The Board received a presentation on updates on progress made against the 2023-2025 Plan. The refreshed Plan for 2025-2027 was presented for the Board's consideration and approval.

The suicide awareness training was commended and noted that it was available for free on the Live Well and Cheshire East website or through the suicide alliance.

The Board questioned why there appeared to have been an increase over the North West, Cheshire and Merseyside to above the national average. It was agreed that there were various factors that could have impacted this including the cost of living and post pandemic related issues.

Officers raised that they have been working with Network Rail and gave assurance that they have been doing dedicated, targeted work in high schools in Congleton.

The Board commented on the engagement with the community and noted this appeared to be having a positive impact and visibility had increased in the community.

**RESOLVED (unanimously):**

That the Cheshire East Health and Wellbeing Board note the progress made in relation to the 2023-2025 Self Harm and Suicide Prevention Plan and agreed the 2025-2027 Plan.

*Isla Wilson left the meeting at 14.55*

**50 SMOKING CESSATION INCENTIVES SCHEME**

The Board received an update on the progress of the local Smoking Cessation Incentives Scheme and the next steps for developing the project in the context of the introduction of a national scheme.

The Board raised questions around people taking up vaping and whether the scheme would be extended to vaping. It was confirmed that the position taken was that vaping was safer than smoking however the message was if you do not smoke, then do not vape, it was not a safe product, it was a harm reduction product to help people to quit smoking. The long term effects of vaping were still unclear however there was emerging evidence that vaping was harmful and there were concerns about nicotine addiction particularly in young people. There was currently no service for vaping as of yet.

There were concerns with the levels of vaping in schools which was one of the most significant concerns that schools were raising and work would continue with schools to tackle the issue.

**RESOLVED:**

That the Board note the report and support the continuous improvement of the scheme as it evolves and progresses.

**51 BETTER CARE FUND 2025-2026**

The Board received an update on the Better Care Fund Plan for 2025/26.

The Board questioned what the general rate of inflation in the care sector was with the Fund having a 3.9% increase and what Cheshire East Council were contributing. The local authority had worked on this in considering care market fees. National living wage 6.7% increase, operational costs had increased by 2.5% and employment contributions had also increased by approximately 5.6%. There was a total of 50 million pounds worth of funding and 26 million pounds was Cheshire East Council's contribution. Work on a discharge to assess pathway was underway and this was funded from the Council and ICB and the Trusts and a transfer of care hub where various professionals worked together.

The Board raised questions regarding ensuring that people had lasting powers of attorney and clear instructions as to what they wanted in terms of treatment and end of life preferences and what was being done to ensure that a person was not in hospital over the weekend as it would be the only place available to be cared for. It was noted that work was being undertaken around admission avoidance. Mark Groves - Healthwatch advised that a 'discharge to assess' report was currently being finalised and it should be published within the next month. It was confirmed by Professor Rod Thompson that work was being undertaken across Cheshire and Merseyside in relation to end of life care and that whilst there may be notice in place of a preferred end of life care plan, that circumstances may change. A report at the end of the year would look at whether there was a weakness in the system or whether it was the circumstances causing the system to fail.

It was noted that free training had been secured for professionals within the system around health literacy and communication with health care professionals and patients. A pilot programme would be rolled out around end-of-life care.

It was raised that the Better Care Fund was going to change during 26/27 and there would be a transition from current investment to new investment priorities. Admission avoidance was prioritised.

**RESOLVED (unanimously):**

That the Health and Wellbeing Board endorse the Better Care Fund plan for 2025/26.

**52 LOCAL TRANSPORT PLAN - CONSULTATION (CLOSING DATE MONDAY 21 APRIL 2025)**

A brief update was provided and the board was advised that the links to the consultation were included in the agenda pack and encouraged them to respond if they deemed it appropriate.

**RESOLVED:**

That the Board note the update.

The meeting commenced at 14.00 and concluded at 15.25

Councillor S Corcoran (Chair)

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## Adults and Health Committee Work Programme 2025 – 2026

Report Reference	Adults & Health Committee	Title	Purpose of Report	Lead Officer	Consultation	Equality Impact Assessment	Part of Budget and Policy Framework	Exempt Item	Is the report for decision or scrutiny?
<b>September 2025</b>									
AH/01/2025-26	22 September 2025	First Financial Review 2025/26	To scrutinise and comment on the First Financial Review and Performance position of 2025/26, including progress on policy proposals and material variances from the MTFs and (if necessary) approve Supplementary Estimates and Virements.	Executive Director of Resources and S151 Officer	No	No	Yes	No	Scrutiny / Decision
AH/04/2025-26	22 September 2025	Future Options for Catering in Oakmere and Willowmere Extra Care Housing	To seek a decision from Members on the provision of catering in Oakmere and Willowmere Extra Care Housing Schemes	Interim Director of Commissioning	No	Yes	Yes	No	Decision
AH/28/2025-26	22 September 2025	Adult Social Care Transformation Plan Update	To scrutinise the progress of the Adult Social Care Transformation Plan	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
AH/36/2025-26	22 September 2025	Adults and Health Performance Scorecard: Quarter 1 for the year 2025 / 2026	To scrutinise the Adults and Health Performance Scorecard: Quarter 1 for the year 2025 / 2026	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
AH/08/2025-26	22 September 2025	Smoking Cessation Incentive Scheme Update	To provide the Committee with an opportunity to scrutinise the Smoking Cessation Incentive Scheme	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
<b>November 2025</b>									
AH/02/2025-26	17 November 2025	Second Financial Review 2025/26 (Adults & Health Committee)	To scrutinise and comment on the Second Financial Review and Performance position of 2025/26, including progress on policy proposals and material variances from the MTFs and (if necessary) approve Supplementary Estimates and Virements.	Executive Director of Resources and S151 Officer	No	No	Yes	No	Scrutiny / Decision
AH/09/2025-26	17 November 2025	Medium Term Financial Strategy Consultation 2026/27 - 2029/30 (Adults & Health Committee)	All Committees were being asked to provide feedback in relation to their financial responsibilities as identified within the Constitution and linked to the budgets approved by the Finance Sub-Committee in March 2025. Responses to the consultation would be reported to the Corporate Policy Committee to support	Executive Director of Resources and S151 Officer	No	No	Yes	No	Scrutiny

## Adults and Health Committee Work Programme 2025 – 2026

			that Committee in making recommendations to Council on changes to the current financial strategy.						
AH/20/2025-26	17 November 2025	All-Age Carers Service Re-Commission and All-Age Carers Strategy 2026-2030 reports	Decision to agree strategy and to reprocore service.	Interim Director of Strategic Commissioning and Integration	No	No	No	No	Decision
AH/21/2025-26	17 November 2025	Substance Misuse Strategy – 12 months update	To scrutinise the substance misuse strategy.	Interim Director of Strategic Commissioning and Integration	Yes	Yes	No	No	Scrutiny
AH/22/2025-26	17 November 2025	LD Transformation Report	Decision to sign off recommendations re future plans for LD Transformation	Interim Director of Strategic Commissioning and Integration	Yes	Yes	Yes	No	Decision
AH/23/2025-26	17 November 2025	Winter Plan 25/26	To scrutinise the Winter Plan for 2025 / 2026.	Interim Director of Strategic Commissioning and Integration	No	Yes	Yes	No	Scrutiny
AH/29/2025-26	17 November 2025	Adult Social Care Transformation Plan Update	To scrutinise the progress of the Adult Social Care Transformation Plan	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
<b>January 2026</b>									
AH/03/2025-26	26 January 2026	Third Financial Review 2025/26 (Adults & Health Committee)	To scrutinise and comment on the Third Financial Review and Performance position of 2025/26, including progress on policy proposals and material variances from the MTFS and (if necessary) approve Supplementary Estimates and Virements.	Executive Director of Resources and S151 Officer	No	No	Yes	No	Decision / Scrutiny
AH/10/2025-26	26 January 2026	Medium Term Financial Strategy Consultation 2026/27 - 2029/30 Provisional Settlement Update (Adults & Health Committee)	All Committees were being asked to provide feedback in relation to their financial responsibilities as identified within the Constitution and linked to the budgets approved by the Finance Sub-Committee in March 2025. Responses to the consultation would be reported to the Corporate Policy Committee to support that Committee in making recommendations to Council on changes to the current financial strategy.	Executive Director of Resources and S151 Officer	No	No	Yes	No	Scrutiny

## Adults and Health Committee Work Programme 2025 – 2026

AH/24/2025-26	26 January 2026	Supplementary Substance Misuse Treatment and Recovery Grant Acceptance	Decision to accept the grant	Interim Director of Strategic Commissioning and Integration	No	No	No	No	Decision
AH/25/2025-26	26 January 2026	Sexual Health Recommission	Decision to reprocure service	Interim Director of Strategic Commissioning and Integration	TBC	TBC	TBC	TBC	Decision
AH/31/2025-26	26 January 2026	Adult Social Care Transformation Plan Update	To scrutinise the progress of the Adult Social Care Transformation Plan	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
AH/37/2025-26	26 January 2026	Adults and Health Performance Scorecard: Quarter 2 for the year 2025 / 2026	To scrutinise the Adults and Health Performance Scorecard: Quarter 2 for the year 2025 / 2026	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
<b>March 2026</b>									
AH/11/2025-26	23 March 2026	Service Budgets 2026/27 (Adults & Health Committee)	The purpose of this report is to set out the allocation of approved budgets for 2026/27 for services under the Committee's remit, as determined by Finance Sub Committee.	Executive Director of Resources and S151 Officer	No	No	Yes	No	Scrutiny
AH/31/2025-26	23 March 2026	Adult Social Care Transformation Plan Update	To scrutinise the progress of the Adult Social Care Transformation Plan	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
AH/26/2025-26	23 March 2026	0-19 Recommission	Decision to reprocure service	Interim Director of Strategic Commissioning and Integration	Yes	Yes	No	No	Decision
AH/38/2025-26	23 March 2026	Adults and Health Performance Scorecard: Quarter 3 for the year 2025 / 2026	To scrutinise the Adults and Health Performance Scorecard: Quarter 3 for the year 2025 / 2026	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny
AH/24/2025-26	26 January 2026	Smoking Cessation Incentives Scheme – Further Update	To provide the Committee with an opportunity to scrutinise and a further update on the Smoking Cessation Incentive Scheme	Executive Director of Adults, Health and Integration	No	No	No	No	Scrutiny

# Adults and Health Committee

## Work Programme 2025 – 2026

**Briefing Reports / Reports for Noting:**

Title	Purpose of Report	Lead Officer	Expected Circulation Date via the Members Hub
Accommodation with Care Recommission	To update Members on the Accommodation with Care recommission	Executive Director of Adults, Health and Integration	April 2025
Adults Social Care Performance Score Card 2024 (Quarter 4)	To provide Adults and Health Committee members with an overview of key activity and performance in Adults Social Care Services	Director of Adults Social Care Operations	June 2025

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

**Task and Finish Groups:**

Group	Membership	Established	Purpose