

Corporate Policy Committee

Agenda

Date:	Thursday, 12th June, 2025
Time:	10.30 am
Venue:	Council Chamber, Municipal Buildings, Crewe

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 - 14)

To approve as a correct record the minutes of the previous meeting held on 20 March 2025.

For requests for further information

Contact: Nikki Bishop

Tel: 01270 686462

E-Mail: CheshireEastDemocraticServices@cheshireeast.gov.uk

4. **Public Speaking/Open Session**

In accordance with paragraph 2.24 of the 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 to speak; 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 15 - 126)

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

6. **Q4 Performance Report 2024/2025** (Pages 127 - 172)

To consider the report which provides oversight of organisational performance against the priorities and vision set out within the Council's Corporate Plan 2021-25.

7. **Cheshire East Delivery Plan 2025-26** (Pages 173 - 220)

To receive the report which sets out the Cheshire East Delivery Plan for 2025/26.

8. **Corporate Peer Challenge and Improvement Update** (Pages 221 - 252)

To receive a report which provides an update on the LGA Corporate Peer Challenge action plan.

9. **Future Arrangements of Council Services for Libraries Shared Services and Cheshire Rural Touring Arts** (Pages 253 - 254)

To consider the report and recommendations from the Shared Services Joint Committee.

10. **Annual Complaints and Compliments Report 2024-25** (Pages 255 - 344)

To receive the annual report.

11. **Drug and Alcohol Testing - Interim Measures** (Pages 345 - 366)

To consider the report on the proposed interim ANSA Drug and Alcohol Testing policy.

12. **Constitution Officer Schemes of Delegation** (Pages 367 - 576)

To review and recommend approval to Full Council revised officer Schemes of Delegation.

13. **Appointment of Independent Remuneration Panel** (Pages 577 - 582)

To appoint individuals to the Independent Remuneration Panel for a four-year term of office.

14. **Appointments to Sub-Committees, Working Groups, Panels, Boards and Joint Committees** (Pages 583 - 592)

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

15. **Work Programme** (Pages 593 - 598)

To consider the Work Programme and determine any required amendments.

16. **Minutes of Sub-Committees**

To receive the minutes of the:

- Finance Sub-Committee – [10 March 2025](#)
- General Appeals Sub Committee – [4 March 2025](#)

Membership: Councillors D Clark, J Clowes, L Crane, T Dean, S Gardiner, M Goldsmith, M Gorman (Vice-Chair), D Jefferay, N Mannion (Chair), C O'Leary, J Rhodes, J Saunders and F Wilson

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Policy Committee**
held on Thursday, 20th March, 2025 in the Capesthorne Room, Macclesfield
Town Hall

PRESENT

Councillor N Mannion (Chair)
Councillor M Gorman (Vice-Chair)

Councillors C Bulman, D Clark, S Gardiner, M Goldsmith, A Harrison,
C O'Leary, R Chadwick, J Rhodes, J Saunders, F Wilson and G Marshall

OFFICERS IN ATTENDANCE

Rob Polkinghorne, Chief Executive
Dami Awobajo, Assistant Chief Executive
Karen Wheeler, Interim Assistant Chief Executive
Adele Taylor, Executive Director of Resources and S151 Officer
Phil Cresswell, Executive Director of Place
Gareth Pawlett, Director of Digital
Chris Allman, Director of Planning and Environment
Josie Griffiths, Head of Audit, Risk and Assurance
Hayley Kirkham, Project Manager
Nikki Bishop, Democratic Services Officer

78 APOLOGIES FOR ABSENCE

Apologies were received from Councillors J Clowes, M Warren and J Pearson.
Councillors S Gardiner, G Marshall and R Chadwick were present as substitutes.

79 DECLARATIONS OF INTEREST

Josie Griffiths, Head of Audit, Risk and Assurance declared, in the interests of openness and transparency in relation to agenda items 13/16 (ASDV Review: Update on ASDV Transfer and Alliance Environmental Services), that a close family relative worked for ANSA.

80 MINUTES OF PREVIOUS MEETING**RESOLVED:**

That the minutes of the meeting held on 6 February 2025 be approved as a correct record and signed by the Chair.

81 PUBLIC SPEAKING/OPEN SESSION

There were no registered speakers.

82 SERVICE BUDGETS 2025/26 (CORPORATE POLICY COMMITTEE)

The committee considered the report which set out the allocation of the approved budgets for 2025-26 for the committee, following approval of the Medium-Term Financial Strategy (MTFS) 2025-26 to 2028-29 at Full Council on 26 February 2025.

It was confirmed that the full council held responsibility for setting the council's overall budget framework and that treasury management responsibilities sat with the Finance Sub Committee. However, as the parent committee to the Finance Sub Committee, the Corporate Policy Committee had a role in retaining a holistic view of budget monitoring across the council. Assurance was provided that there were regular budget monitoring meetings and appropriate steps were in place to identify emerging issues which would be identified and communicated with members at the earliest opportunity.

The committee noted that during Financial Review 3 (FR3) reserves balances were forecasted to be £9.2m however this had since increased to £15.2m. The committee queried if this improvement was the result of the use of Exceptional Financial Support. Officers committed to providing a detailed written response.

It was highlighted that Collection Fund reserves were anticipated to reduce during 2024-26 despite gross council tax rates are going up and queried why. It was confirmed that the Collection Fund also included business rates and likely reflected changes following appeals. Officers committed to providing a detailed response.

The committee noted the capital programme included £14.5m for new ICT schemes and queried when the committee would receive a detailed report back on what these schemes were delivering and the link to transformation. It was confirmed that more detailed information would be provided in future finance reports which would include capital schemes and their link to transformation.

RESOLVED:

That the Corporate Policy 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 Corporate Policy 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.

83 PERFORMANCE REPORT - CHESHIRE EAST PLAN Q3 2024/25

The committee considered the report which provided an update on organisational performance against the priorities and vision set out in the Cheshire East Plan 2024-25. The report covered the 1 October 2024 – 31 December 2024 2024-25 Quarter 3 (Q3) period.

The new Cheshire East Plan 2025-29 was agreed by Full Council last month, and the delivery plan and final Q4 report of the 2024-25 Cheshire East Plan, would be considered by the committee in June.

The committee noted that the Q3 report presented a similar position to Q2. The committee raised a number of questions/comments, as summarised below:

- A2.3.3 Update the Cheshire East Domestic Abuse and Sexual Violence Strategy: this priority action was listed as 'on-track' however it was highlighted that strategy expired in March 2023 and it was queried if this should be rated 'Red'. Officers committed to discussing this matter with the relevant leads and providing a written response.
- A2.4.2 Prioritise care experienced adults as part of our recovery work to improve employment and training opportunities: The committee were pleased that positive progress had been made in this area with the council now having five Care Leaver ambassadors which had attended a number of activities and meetings to help shape the service.
- It was queried why there appeared to be a reduced level of priority actions 'green – on track' for Q3 compared to Q2 and what the 'to be updated' category meant. It was confirmed that this was the result of awaiting up-to-date information however these areas were anticipated to remain 'green – on track'. Officers committed to updating the committee on progress of these priority actions once the updated information had been received, prior to the next committee meeting.
- A2.4.1 Attract more foster carers to support Cheshire East children through the Foster4 collaboration: the committee were pleased that the RAG rating had improved to 'green – on track' for Q3 and noted the positive work being undertaken to attract new foster carers. The committee asked that their thanks were passed onto the staff in these areas.

RESOLVED:

That the Corporate Policy Committee

1. Note the progress and performance against delivery of the Cheshire East Plan 2024/25 in Quarter 3 2024/25.

84 RESPONSE TO GOVERNMENT CONSULTATION FOR PRINCIPLES OF DEVOLUTION IN CHESHIRE & WARRINGTON

The committee considered the report which set out the proposed response from Cheshire East Council to a consultation on the principles of a proposal, developed by government, for devolution in the Cheshire and Warrington area.

The committee noted that government published its Devolution White Paper in December 2024 and later announced details of a Devolution Priority Programme for those areas wishing to proceed as soon as possible. Cheshire and Warrington had been confirmed as part of the government Devolution Priority Programme on

5 February 2025. As part of the priority timetable, the government launched its consultation on the principles of devolution within the Cheshire and Warrington area, and responses to this consultation were required by 13 April 2025. The Governance, Compliance and Monitoring Officer confirmed to the committee that, due to the urgent nature of this item and the tight timetable, the referral process would not apply.

Two amendments were proposed by Councillor C O'Leary and seconded by Councillor S Gardiner in relation to the council's proposed response to the consultation, as set out below

Response 2: To add that Cheshire East Council's preferred election date for the new Mayor is May 2027.

Response 2: To add that Cheshire East Council's preferred arrangements for the combined authority

In support of the proposed amendments, it was stated *that* the current proposed date of May 2026 for the election of a Mayor could result in Cheshire East Council spending over c£1m on election costs, and that holding the Mayoral elections on the same day as borough elections in Cheshire East and Cheshire West and Chester would greatly reduce the cost to Council taxpayers and increase overall turnout. Secondly, it was suggested that a Combined Authority with a total of six members, two from each constituent authority, was too small. The committee debated the two amendments and noted that the requirements/timescales were set by government and therefore there would be little to no flexibility as this would be set in the statutory instrument, part of the bill making for the Act. Officers continued to seek further confirmation in relation to the requirements for an election and funding.

The amendments were voted upon and subsequently lost.

The committee agreed that communications was critical to ensuring both elected members, and residents of Cheshire East were kept informed.

The Chair highlighted that the consultation was open to everyone and urged all to respond and share their views before mid-night on 13 April.

RESOLVED (by majority):

That the Corporate Policy Committee

1. Note that the Cheshire and Warrington area, including Cheshire East, has been confirmed as part of the Devolution Priority Programme.
2. Approve the submission of the Council's response to the seven questions requested as part of the government consultation as outlined in the report.

85 GENERATIVE AI POLICY BRIEFING

The committee considered the report which updated on the use (and potential use) of Generative Artificial Intelligence (AI) by the council. The committee noted the issues, opportunities and ethics that would need to be considered in a local government setting to support the council's corporate plan.

The committee queried the consultation that had taken place with staff and how informed they were of changes to their work areas and how engagement would continue. It was confirmed that there had been 10 proof of concepts across a range of business areas and levels within the council and over 20 engagement workshops with staff on how AI could be utilised and improve the way in which services were delivered – there had been significant support across the council so far.

An amendment was proposed by Councillor S Gardiner that section 10 of the report be amended to confirm that the policy would be reviewed twice-annually, rather than periodically. This was accepted by the committee as a friendly amendment.

RESOLVED (unanimously):

That the Corporate Policy Committee

1. Approve the Corporate GenAI Policy (subject to section 10 of the policy being updated, as set out above) and underpinning governance and related usage guidance, within the context of the background information within this report.
2. Note that SIGG has corporate responsibility for data governance and that it will implement mechanisms for effective GenAI data strategies, policies, and procedures to ensure data accuracy, ethical use and individual privacy whilst ensuring adequate data collection and the means to regulate its use.
3. Note that the Digital Workstream is responsible for maintaining the GenAI Policy and that risks and issues will be managed as the technology matures.
4. Note that IADM continues to manage guidance and assurance to successfully adopt GenAI across the authority and will work with the Digital Delivery Programme to ensure that both AI technical solutions and the underlying information are compliant and secure.

86 ARTIFICIAL INTELLIGENCE (AI) DEPLOYMENT

The committee considered the report which sought approval to commission and subsequently award a contract for the deployment of an Artificial Intelligence (AI) platform and framework. The report set out the need to enhance the council's digital capabilities and address the pressing demographic and financial challenges facing the local authority.

The committee agreed that the deployment of AI presented significant opportunities for efficiencies and noted that the Digital Acceleration Programme was designed to modernise the council's operations and ensure long-term sustainability. The committee agreed that it was important to ensure that the deployment of AI functions across services was fully understood by both officers and members, and that limitations were fully understood. It was clarified that human-oversight would still be required over any decision-making and that approval to commission a contract to support the design, delivery and setup of an AI platform and Framework in Cheshire East, and did not commit the council to pursuing any proposals until such a time that detailed businesses cases / workshops had taken place.

Officers confirmed that more briefings would be scheduled with both members and officers as proposals develop overtime.

RESOLVED (by majority)

That the Corporate Policy Committee

1. Approve the commission of a contract to support the design, delivery, and setup of an AI Platform and Framework within Cheshire East Council; and,
2. Delegate authority to the Director of Digital of Cheshire East Borough Council to award a contract to the successful bidder following the competitive procurement process.

87 MINUTES OF SUB-COMMITTEES

Councillor S Gardiner requested that two minor amendments be made to the minutes of the Finance Sub Committee held on 9 January 2025:

- That he be referred to within the minutes as the Vice Chair of the Strategic Planning Board (under DOIs) rather than Chair.
- That he be referred to as a 'prospective' recipient of the Cheshire Pension Fund.

Officers committed to making these amendments.

RESOLVED:

That the minutes of the sub-committees be received and noted.

88 WORK PROGRAMME

The committee considered the Work Programme, the following was noted:

- Councillor Fiona Wilson provided an update on the work of the Harassment, Abuse and Intimidation Task and Finish Group. Cllr Wilson highlighted key statistics arising from the recent member survey and thanked members for completing the survey. Cllr Wilson confirmed that the survey would be issued to members today, along with encouragement to sign-up to the LGA Debate Not Hate Public Statement. The committee thanked Cllr Wilson and the Task and Finish Group for all their work to date.
- The committee agreed, due to the number of items scheduled for the June 2025 meeting, that an additional meeting of the committee would be arranged and details of this would be shared as soon as possible.
- The committee noted that there was ongoing work to review report writing across the council and this involved looking at current guidance and e-learning facilities.
- The committee further noted that there was a Governance and Decision-Making Task and Finish Group due to meet for the first time on 21 March 2025, to review and make appropriate recommendations to the Corporate Policy Committee regarding the Council's governance and decision-making

arrangements, both in terms of the current committee structure and any proposals for change in the short and long term.

89 STRATEGIC RISK ASSURANCE REPORT Q 3 2024/25

The committee considered the Strategic Risk Register update during Q3 2024-25 (October – December 2024).

The committee noted that there had been no new additions to the Strategic Risk Register following the Q3 review, with one change in the net ratings (SR08 Ability to achieve organisation change), and one removal (SR10 – Failure to manage the consequences of policy uncertainty).

Members raised a number of comments/questions as summarised below.

- There had been a lack of change in a number of risks and members asked what they could do to help shift the RAG ratings in a positive direction. A comprehensive review of the council's strategic risks was scheduled to take place in a workshop with the Corporate Leadership Team, in April 2025. The Q3 update therefore presented on the existing content of the register.
- SR04 Dedicated School Grant Deficit: it was anticipated that this risk would be reduced to 12 by March 2025 and an acceptable level by March 2026. The committee queried if this was achievable. Officers committed to providing a written response.

RESOLVED:

That the Corporate Policy Committee

1. Note the position of the council's Strategic Risk Register and those of the wholly owned companies for Q3 2024-25, in respect of the content, description, scoring and risk management activity outlined.

90 ASDV REVIEW - UPDATE ON ASDV TRANSFER AND ALLIANCE ENVIRONMENTAL SERVICES LTD

The committee considered the report which provided an update on the transition of the staff and services provided by the council's two wholly owned companies, ANSA Environmental Services Ltd and Orbitas Bereavement Services Ltd following the decision of the Finance Sub Committee in June 2024 to insource the services and staff.

The committee noted that on 1 February 2025, the council had successfully transferred 42 members of staff from Orbitas. The bereavement services element had been transferred into the council's environmental services and the handypersons service was transferred under the Housing team.

RESOLVED:

That the Corporate Policy Committee

1. Note the progress against plan made to date in transferring the services provided by ANSA and Orbitas into the Council and next steps.
2. Note the initial management structure arrangements for the insourced services from the two companies, as shown at Appendix A.
3. Note the work underway to conclude the insourcing of the ANSA services and the potential financial aspects of the change process as further set out in the confidential Part 2 paper, including the impact of the transfer on Alliance Environmental Services Ltd.

91 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting during consideration of the final item on the agenda pursuant to Section 100(A) 4 of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1, 2, 3, 4, 5 of the Local Government Act 1972 and the public interest would not be served in publishing the information.

92 ASDV REVIEW - UPDATE ON ASDV TRANSFER AND ALLIANCE ENVIRONMENTAL SERVICES LTD

RESOLVED (unanimously):

That the Corporate Policy Committee approve the recommendations as set out within the Part 2 report, as summarised below:

Members were updated on the Council's proposed future involvement with, and shareholding, in the Joint Venture company Alliance Environmental Services and approval was sought to enter into several updated/or new legal agreements to facilitate that relationship and to take direct control of the shareholding in the company.

Members were provided with further detail as to the future of the Council's wholly owned company ANSA and noted that the company would continue for as long as there was an on-going need to operate certain services post 1 April 2025.

This included appropriate officer delegations to an officer management board and the Executive Director, Place in consultation with the Governance, Compliance and Monitoring Officer, to take these matters forward.

The meeting commenced at 10.00 am and concluded at 1.36 pm

Councillor N Mannion (Chair)

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OPEN**Corporate Policy Committee****12 June 2025****Final Outturn 2024/25**

Report of: Ashley Hughes, Executive Director of Resources and S151 Officer

Report Reference No: CPC/04/25-26

Ward(s) Affected: Not applicable

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).

Table 1	Revised	Outturn	Variance	Forecast	Movement
Outturn 2024/25	Budget			Variance	from FR3 to
	(NET)			FR3	Outturn
	£m	£m	£m	£m	£m
Service Committee					
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)
TOTAL SERVICE EXPENDITURE	365.8	376.0	10.2	22.9	(12.7)
Finance Sub:					
Central Budgets	25.0	32.4	7.4	(4.6)	12.0
Funding	(390.8)	(390.8)	(0.0)	-	(0.0)
TOTAL FINANCE SUB	(0.0)	17.6	17.6	18.3	(0.7)
Exceptional Financial Support	-	(17.6)	(17.6)	(17.6)	-
GRAND TOTAL	(0.0)	(0.0)	(0.0)	0.7	(0.7)

- 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
2024/25 Revised Out-turn	17.6
Exceptional Financial Support	(17.6)
Outturn 2024/25	-
Reserves	
General Fund	6.3

Earmarked Reserve	23.3
Total Reserves at 31 March 2025 – Outturn Final	29.6

- 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
Capital Programme FR3	144,670	157,134	104,400	243,852	650,056
Funded by:					
Capital Programme Outturn	88,322	208,490	100,570	252,694	650,076
Funded by:					
Movement from FR3	-56,348	+51,356	-3,830	+8,842	+20

- 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
TOTAL EXPENDITURE	88,322	208,490	100,570	252,694	650,076
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
TOTAL FUNDING	88,322	208,490	100,570	252,694	650,076

- 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 Corporate Policy 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 (page 41).
3. Approve the new Reserves in the Reserves Section (**Annex 1, Section 5, Table 1, Page 78**) 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, Page 66.**

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**.
- 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).

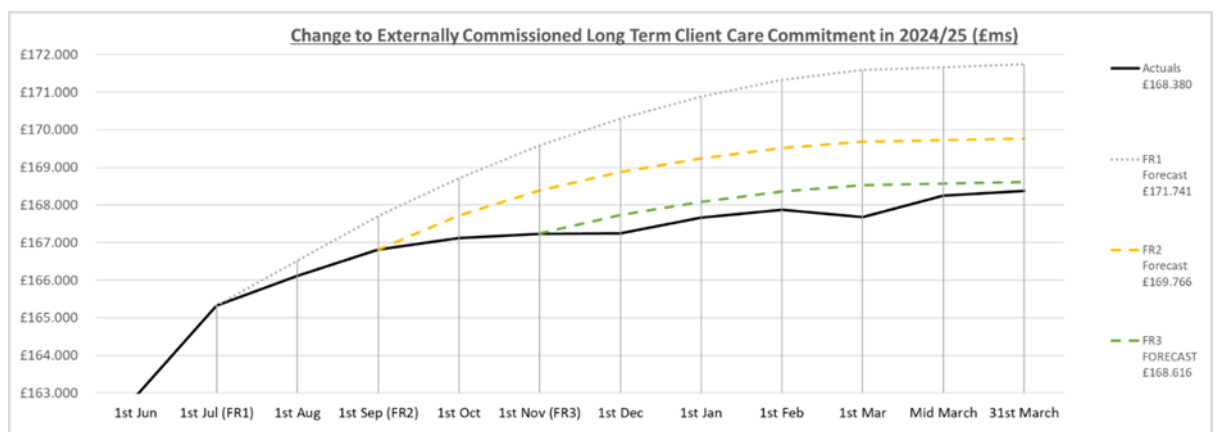
Table 5: Capital Financing Budget - elements	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Interest Payable – DSG Deficit	5.6	6.4	7.4	7.4
Interest Payable – EFS*	1.0	1.7	1.6	1.6
Interest Payable – Capital Borrowing	13.5	12.8	13.3	13.3
Interest receivable	(2.3)	(2.1)	(2.1)	(2.1)
Total Net Interest	17.8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

*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:

- 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
TOTAL	0	+17.600	-5.137	-34.338	-10.655	+54.221	-7.801

- 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
Earmarked Reserves Total	32,277	(13,736)	(7,002)	458	11,325	23,322
General Fund Reserve	5,580	2,082	(3,966)	139	2,473	6,308
Total Reserves	37,857	(11,654)	(10,968)	597	13,798	29,630

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)
Adults and Health Committee						
Adults, Public Health and Communities	14,170	15,219	1,049	9,325	10,556	1,230
Children and Families Committee						
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)
Highways and Transport Committee						
Highways and Infrastructure	1,305	1,499	194	755	626	(129)
Economy and Growth Committee						
Growth and Enterprise	621	666	45	420	375	(45)
Environment and Communities Committee						
Environment and Neighbourhood Services	377	293	(84)	214	243	29
Corporate Policy Committee						
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)
Total	16,859	18,491	1,632	10,780	11,881	1,101

Council Tax and Business Rates

Council Tax

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

Table 10	Band D	Collectable
Share of Council Tax Collectable Rates	Charge	Rates
		£m
Cheshire East Council	1,792.59	287.1
Town and Parish Councils	71.57	11.5
Cheshire Police and Crime Commissioner	262.94	42.1

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Cheshire Fire Authority	90.09	14.4
Total	2,217.19	355.1

- 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.

Table 11 Council Tax Collection Rates	2020/21 %	2021/22 %	2022/23 %	2023/24 %	2024/25 %
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.

Table 12 Non-Domestic Collection Rates	2020/21 %	2021/22 %	2022/23 %	2023/24 %	2024/25 %
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

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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.²
- 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.

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.

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

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ANNEX 1



Outturn 2024/25

Results to end of March 2025

Contents

Section 1: 2024/25 Final Outturn	3
Section 2: 2024/25 Approved Budget Change Items	5
Section 3: Revenue Grants for approval and year end Register	25
Section 4: Capital	27
Section 5: Reserves	37
Section 6: Treasury Management	44
Section 7: Investment Strategy	56

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.

Table 1 Outturn 2024/25	Revised Budget (NET)	Outturn	Variance	Forecast Variance FR3	Movement from FR3 to Outturn
	£m	£m	£m	£m	£m
Service Committee					
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)
TOTAL SERVICE EXPENDITURE	365.8	376.0	10.2	22.9	(12.7)
Finance Sub:					
Central Budgets	25.0	32.4	7.4	(4.6)	12.0
Funding	(390.8)	(390.8)	(0.0)	-	(0.0)
TOTAL FINANCE SUB	(0.0)	17.6	17.6	18.3	(0.7)
Exceptional Financial Support	-	(17.6)	(17.6)	(17.6)	-
GRAND TOTAL	(0.0)	(0.0)	(0.0)	0.7	(0.7)

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)
	Adults and Health Committee	+1.136	+18.707	+17.571	
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)
	Children and Families Committee	+9.909	+13.375	+3.466	
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)
	Corporate Policy Committee	+0.489	-1.759	-2.248	
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)
	Economy and Growth Committee	+3.316	-1.943	-5.259	
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)
	Environment and Communities Committee	-0.052	-1.587	-1.535	
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)
	Highways and Transport Committee	+4.869	+3.084	-1.785	
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)
	Finance Sub-Committee	-19.667	-12.277	+7.390	
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
Repayment of Borrowing				
Minimum Revenue Provision*	15.3	18.5	22.7	24.8
External Loan Interest	19.4	17.9	18.9	20.9
Investment Income	(4.3)	(4.1)	(2.7)	(2.7)
Contributions from Services Revenue Budgets	(0.9)	(1.3)	(2.3)	(2.5)
Total Capital Financing Costs	29.4	30.5	36.1	39.8
Actual CFB in MTFS	28.5	35.0	38.8	41.9
Budget underspend /(overspend)	(0.9)	4.5	2.7	2.1
Capital Receipts targets*	1.0	1.0	1.0	1.0
Flexible use of Capital Receipts	1.0	1.0	1.0	1.0

*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
Committed Schemes - In Progress					
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
Total Committed Schemes - In Progress	83,277	166,696	75,755	231,456	557,184
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
New Schemes in 2024-25					
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
Total New Schemes	5,045	41,794	24,815	21,238	92,892
Total	88,322	208,490	100,570	252,694	650,076
Funding Requirement					
Indicative Funding Analysis:					
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
Total	88,322	208,490	100,570	252,694	650,076

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 clsoed 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 Bollin Valley / Greater Bollin Trail	70,252	
	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
Service Committee are asked to approve the Supplementary Capital Estimates above £500,000 up to and including £1,000,000		
Education and 14-19 Skills		
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
Highways & Transport		
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	
Growth and Enterprise		
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	
Environment and Communities		
Crewe Towns Fund - Cumberland Arena	80,000	
Total Supplementary Capital Estimates Requested	1,098,773	
Total Capital Virements requested	-	
Total SCEs and Virements	1,098,773	

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

Committee	Amount Requested £	Reason and Funding Source
Finance Sub Committee are asked to recommend to Council the approval of the Supplementary Capital SCEs over £1,000,000		
Education and 14-19 Skills		
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
Highways & Transport		
Local Transport Grant	7,754,000	Additional Department for Transport Grant allocated for 2025-26
Housing Strategy		
Warm Homes Local Grant (DESNZ)	7,792,725	Department of Energy Security and Net Zero grant funding, supplementary estimates approved by urgent decision.
Total Supplementary Capital Estimates Requested	19,502,548	
Total Supplementary Capital Estimates and Virements	19,502,548	

Table 6: For information – Budget Reductions

Committee / Capital Scheme	Approved Budget £	Revised Approval £	Reduction £	Reason and Funding Source
Finance Sub Committee are asked to note the reductions in Approved Budgets				
Adults				
Community - Rural Shared Prosperity Fund	412,627	360,570	(52,057)	Reduction in budget at closing 2024-25.
Education and 14-19 Skills				
Devolved Formula Capital	330,000	317,884	(12,116)	Reduction in 2025-26 budget upon confirmation of allocation due to academy conversions
Environment & Communities				
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
Economy & Growth				
Housing Strategy				
Local Authority Housing Fund	742,380	731,580	(10,800)	To mirror the amount of grant to be received.
Highways & Transport				
Alderley Edge Bypass Scheme Implementation	60,611,100	60,411,100	(200,000)	To align budget to revised forecasting.
Infrastructure				
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.
	81,483,583	67,818,756	(13,664,827)	

Prudential Indicators revisions to: 2024/25 and 2024/26 – 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
Total	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
Total Financing	54.8	151.7	89.6	221.3
Prudential Borrowing	33.5	56.8	10.9	31.4
Total Funding	33.5	56.8	10.9	31.4
Total Financing and Funding	88.3	208.5	100.5	252.7

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
Total	15.3	18.5	22.7	24.8

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
Total	521	560	582	595

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
Total	2.2	1.2	1.2	1.2

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
Total Debt	413	440	491	526
Capital Financing Req.	521	560	582	595

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
Authorised Limit for External Debt	587	607	605	604
Operational Boundary for Borrowing	560	580	580	580
Operational Boundary for Other Long-Term Liabilities	17	17	15	14
Operational Boundary for External Debt	577	597	595	594

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
Total Investments	40	40	40	40

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 %	7.33	7.58	8.75	9.37

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
<u>Adults Social Care Commissioning</u>						
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.
<u>Public Health</u>						
Public Health Reserve	2,369	0	0	835	3,204	Ring-fenced underspend to be invested in areas to improve performance against key targets.
ADULTS AND HEALTH RESERVE TOTAL	5,226	(2,857)	0	835	3,204	

* 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
<u>Childrens Social Care</u>						
Domestic Abuse Partnership	131	0	(131)	0	0	To sustain preventative services to vulnerable people as a result of partnership funding in previous years.
<u>Strong Start, Family Help and Integration</u>						
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.

CHILDREN AND FAMILIES RESERVE TOTAL	1,724	0	(1,724)	456	456
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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	
<u>Corporate Directorate</u>						
Corporate Directorate Reserve	1,164	(1,164)	0	0	0	To support a number of widespread projects within the Corporate Directorate.
<u>Finance and Customer Service</u>						
Collection Fund Management	8,154	(1,235)	(1,799)	0	5,120	To manage cash flow implications as part of the Business Rates Retention Scheme.
Capital Financing Reserve	4,531	0	(2,289)	0	2,242	To provide for financing of capital schemes, other projects and initiatives
MTFS Reserve	2,914	(3,169)	255	0	0	Reserve balance has been released to the general fund to support the in-year deficit pressure
Brighter Futures Transformation Programme	490	(470)	(20)	0	0	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	0	0	0	3,500	3,500	Additional reserve to support the 2025/26 Transformation Programme.
2025/26 Transformation 2	0	0	0	@Bal5,300	5,300	To cover the costs of the Transformation Programme to help mitigate anticipated one off cost impacts of change.
Section 31 Revenue Grants	14	(14)	0	0	0	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	Drawdowns / Transfers to General Fund	In-year Net Movement	New Reserve Requests*	Closing Balance 31 March 2025	Notes
	£000	£000	£000	£000	£000	
<u>Governance and Compliance</u>						
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.
<u>Human Resources</u>						
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
<u>ICT</u>						
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
CORPORATE POLICY AND CENTRAL RESERVE TOTAL	20,773	(9,276)	(3,929)	9,714	17,282	

* 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
<u>Directorate</u>						
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.
<u>Growth and Enterprise</u>						
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.
ECONOMY AND GROWTH RESERVE TOTAL	2,777	(1,008)	(693)	320	1,396	

* 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
<u>Environment and Neighbourhood Services</u>						
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.
ENVIRONMENT AND NEIGHBOURHOOD RESERVE TOTAL	870	(390)	2	0	482	

* 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
<u>Highways and Infrastructure</u>						
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.
ECONOMY AND GROWTH RESERVE TOTAL	908	(205)	(201)	0	502	

* 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	
RESERVE TOTAL	37,858	0	(22,026)	13,798	29,630	

* 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)	
Loans CFR	521	561	582	595	
Less: External borrowing **	(396)	(163)	(133)	(119)	
Internal (over) borrowing	126	398	448	477	
Less: Usable reserves	(122)	(113)	(108)	(119)	
Less: Working capital	(47)	(50)	(50)	(51)	
(Treasury Investments) or New borrowing	(44)	235	290	307	

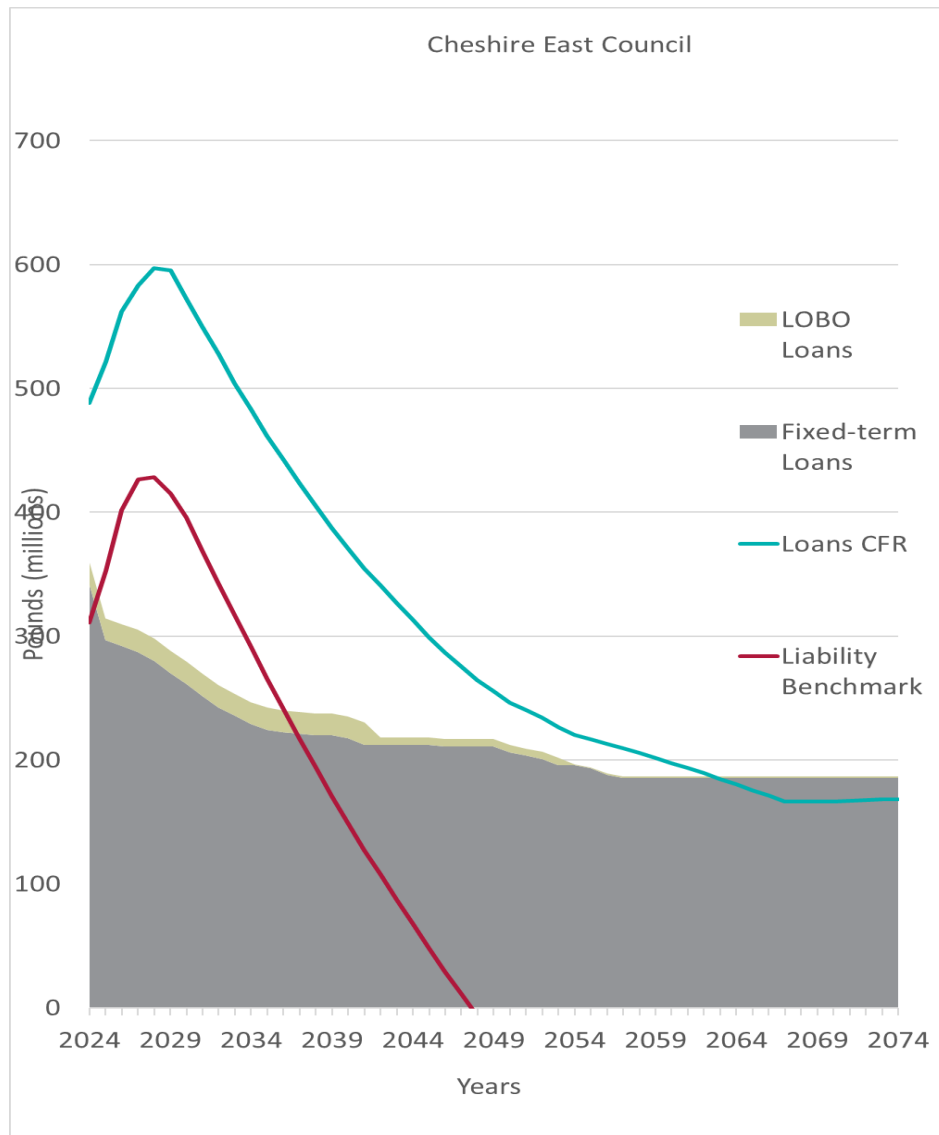
*finance leases and PFI liabilities that form part of the Authority's debt

** 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
Liability Benchmark	372	418	444	446

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
TOTAL		20.0	19.7

- 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

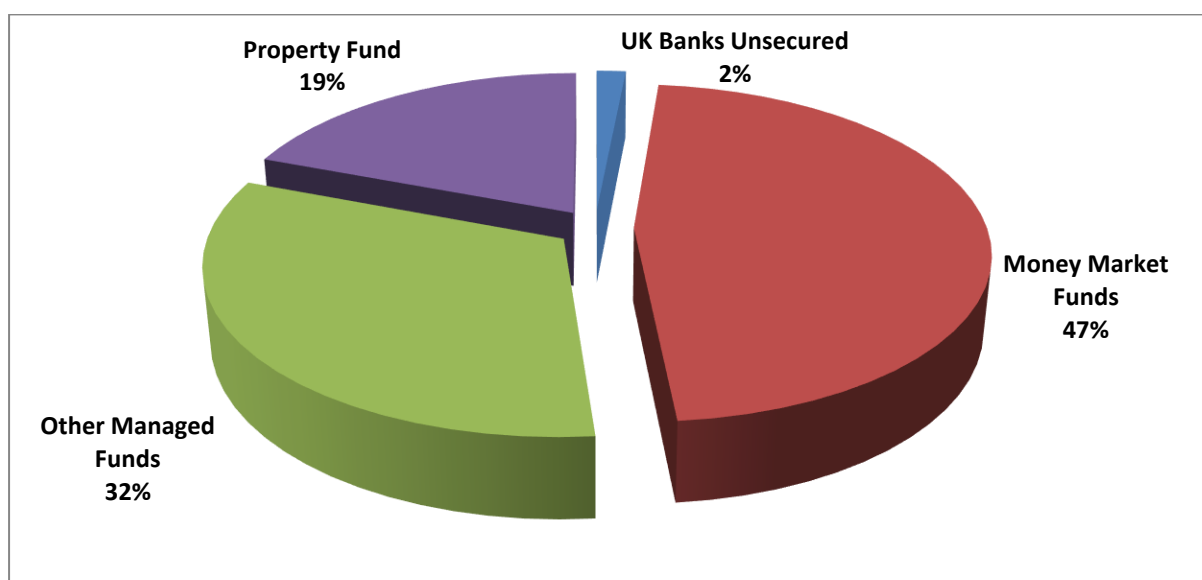
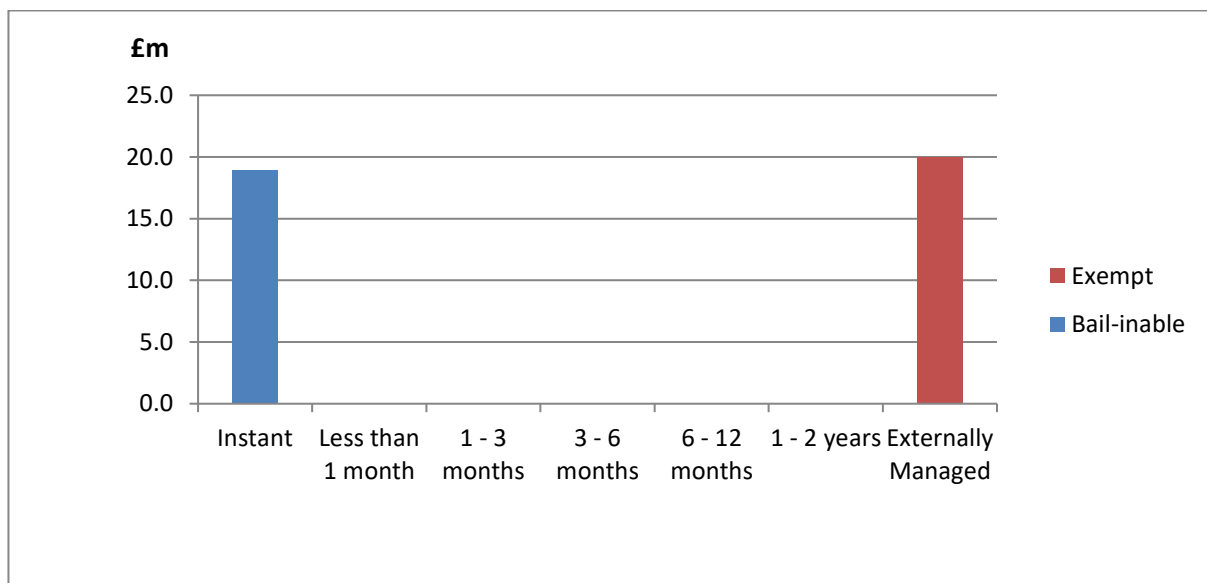


Table 5 – Types of Investments and Current Interest Rates

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

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 %
External Borrowing:		
PWLB – Fixed Rate	201	4.79%
Local Authorities	170	5.30%
LOBO Loans	17	4.63%
Other	9	4.91%
Total External Borrowing	397	5.03%
Other Long Term Liabilities:		
PFI	17	-
Total Gross External Debt	414	-
Investments:		
<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%

Total Investments	39	5.10%
Net Debt	375	-

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.

Table 1 Total investment exposure	31/03/24 Actual	31/03/25 Actual	31/03/26 Forecast
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
TOTAL INVESTMENTS	97,718	92,459	93,134
Commitments to lend	6,013	6,013	6,013
TOTAL EXPOSURE	103,731	98,472	99,147

- 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.

Table 2 Investments funded by borrowing	31/03/24 Actual	31/03/25 Actual	31/03/26 Forecast
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
TOTAL FUNDED BY BORROWING	23,580	22,477	21,612

- 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.

Table 3 Investments net rate of return	2023/24 Actual	2024/25 Actual	2025/26 Forecast
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
TOTAL	26,651	26,637	72	26,565	35,000

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
TOTAL	3,270	1,070	890	1,960	10,000

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)	-
Total	25,277	(2,242)	22,295	(480)	21,815

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.

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

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
Children & Families: Schools - Ring-fenced (specific purpose)				
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	
Total Children & Families: Schools - Ring-fenced (specific purpose)	195,749,155	197,254,002	1,504,847	
Children & Families: Children's Services - Ring-fenced (specific purpose)				
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	
Total Children & Families: Children's Services - Ring-fenced (specific purpose)	8,990,000	12,656,352	3,666,352	
Children & Families: Children's Services - Unring-fenced (general purpose)				
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	
Total Children & Families: Children's Services - Unring-fenced (general purpose)	9,166,000	9,789,297	623,297	

Adults & Health Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
Adults & Health - Ring-fenced (specific purpose)				
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	
Total Adults & Health - Ring-fenced (specific purpose)	21,697,000	21,842,108	145,108	
Adults & Health - Unring-fenced (general purpose)				
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	
Total Adults & Health - Unring-fenced (general purpose)	16,754,000	16,720,016	-33,984	
Adults & Health: Public Health - Ring-fenced (specific purpose)				
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	
Total Adults & Health: Public Health - Ring-fenced (specific purpose)	18,417,000	19,850,659	1,433,659	

Corporate Policy Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
Corporate Policy - Ring-fenced (specific purpose)				
Revenues and Housing Benefits:				
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	
Democratic Services:				
Police and Crime Commissioner's Panel grant	0	65,260	65,260	
Police And Crime Commissioner Election 2021 Grant	0	84,427	84,427	
Finance and Customer Services:				
Redmond Review	0	51,396	51,396	
Cyber Support Grant	0	3,418	3,418	
Client-Level Data Flows Support	0	0	0	
Total Corporate Policy - Ring-fenced (specific purpose)	77,141,000	65,869,880	-11,271,120	
Corporate Policy - Unring-fenced (general purpose)				
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	
Total Corporate Policy - Unring-fenced (general purpose)	6,076,532	6,571,685	495,153	

Place Name of Grants received	Original Budget	Final Outturn	Change from Original Budget	Suppleme ntary Revenue Estimate reported
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Economy & Growth - Ring-fenced (specific purpose)				
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	
Total Economy & Growth - Ring-fenced (specific purpose)	5,877,000	7,823,515	1,946,515	

Environment & Communities - Ring-fenced (specific purpose)				
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	
Total Environment & Communities - Ring-fenced (specific purpose)	0	488,160	488,160	

Highways & Transport - Ring-fenced (specific purpose)				
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	
Total Highways & Transport - Ring-fenced (specific purpose)	0	1,925,848	1,925,848	
Total Ring-fenced Grants	327,871,155	327,710,523	-160,632	
Total Unring-fenced Grants	31,996,532	33,080,998	1,084,466	

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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

Children and Families

CAPITAL

CAPITAL PROGRAMME 2024/25 - 2027/28													
Scheme Description	Forecast Expenditure							Forecast Funding					
	Total Approved Budget	Prior Years	Actuals 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Total Forecast Budget 2024/28	Grants	External Contributions	Revenue Contributions	Capital Receipts	Prudential Borrowing	Total Funding
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£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	
Committed Schemes in progress													
ICT Services													
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
Finance & Customer Services													
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
Total Committed Schemes	82,553	65,790	5,465	10,125	1,173	0	16,764	0	0	0	0	16,764	16,764
Total Corporate Policy Schemes	82,553	65,790	5,465	10,125	1,173	0	16,764	0	0	0	0	16,764	16,764

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													
Facilities Management													
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
Housing													
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
Estates													
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 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	
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
	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													
Environment Services													
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
Neighbourhood Services													
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
Planning & Regulatory Services													
Regulatory Systems & Environmental Health ICT System	313	279	1	34	0	0	34	0	0	0	0	34	34
Total Committed Schemes	55,492	20,967	4,262	13,929	1,034	15,301	34,525	7,475	1,193	743	0	25,114	34,525

Environment & Communities

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													
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	
Committed Schemes in progress													
Highways													
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
 Programme Management	1,547	1,229	317	2	0	0	318	318	0	0	0	0	318
Road Safety Schemes Minor Wks	6,423	5,944	316	163	0	0	478	350	0	0	0	128	478
Traffic Signal Maintenance	1,095	516	278	300	0	0	578	577	0	0	0	1	578
Traffic Signs and Bollards - LED Replacement	1,259	1,011	248	0	0	0	248	0	0	0	0	248	248
Winter Service Facility	957	674	97	97	89	0	283	0	0	0	0	283	283
Infrastructure													
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	
Committed Schemes in progress													
Strategic Transport and Parking													
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 – Ayreshire 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
Total Committed Schemes	647,414	415,274	40,647	44,009	27,653	119,831	232,140	158,389	47,902	0	1,000	24,849	232,140
New Schemes													
Highways													
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
Strategic Transport and Parking													
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
New Grant Allocated for 2025-26													
Local Transport Grant	7,754	0	0	7,754	0	0	7,754	7,754	0	0	0	0	7,754
Total New Schemes	61,132	89	570	30,371	15,051	15,051	61,043	53,357	0	328	325	7,033	61,043
Total Highways & Transport	708,546	415,363	41,218	74,379	42,704	134,882	293,182	211,746	47,902	328	1,325	31,882	293,182

OPEN

BRIEFING REPORT

Corporate Policy Committee

12 June 2025

Performance Report – Cheshire East Plan, Quarter 4 2024/25

Report of: Dami Awobajo – Assistant Chief Executive

Report Reference No: CPC/20/25-26

Ward(s) Affected: All

Purpose of Report

- 1 To provide the Committee with oversight of organisational performance against the priorities and vision set out in the Cheshire East Plan 2024/25. The report covers Quarter 4 2024/25, 1st January 2025 to 31st March 2025. This report supports the responsibility of the Corporate Policy Committee to have a co-ordinating role across all committees and to exercise corporate oversight of outcomes, performance, budget monitoring and risk management.
- 2 The committee can comment on performance and direction of travel and consider any amendments in reporting, and/or additional data and intelligence that should be included.
- 3 Appendix 1 provides the detail of progress against the Cheshire East Plan priorities and Appendix 2 provides a summary of performance of the organisational health indicators.

Executive Summary

- 4 This report gives an update on delivery and performance against the priorities in the Cheshire East Plan 2024/25 for Quarter 4 (January 2025 to March 2025) including progress since Quarter 3.

- 5 Appendix 1 to this report shows that there are 66 priority actions included within the Cheshire East Plan 2024/25 and progress can be summarised as follows:

	Q2	Q3	Q4	
Green – on track	50	44	48	↑
Amber – mainly on track, some minor issues	9	8	10	↑
Red – off track with major issues	2	2	2	↔
Complete	2	4	6	↑
Not yet started	3	0	0	↔
To be updated	0	8	0	↓
	66	66	66	

- 6 Appendix 2 to this report provides a summary of key organisational health performance indicators for Q4.
- 7 The Corporate Plan 2021-25 has three key themes - Open, Fair and Green. The Plan has been refreshed for 2024/25 to better reflect the financial context.
- 8 A new Cheshire East Plan 2025-29 is now approved by Council and will provide our residents, partners and the organisation with clarity of purpose and strategic direction aligned to the Medium-Term Financial Strategy. The new Plan has commenced from April 2025. A delivery plan is being created to set out the specific activity the council will prioritise and lead. It will be agreed by Corporate Policy Committee. Progress will be reported regularly with an annual review. Reporting on the current will cease after this Quarter 4 2024/25 report to Committee in June 2025.

RECOMMENDATION

The Corporate Policy Committee is recommended to:

1. Note and comment on progress and performance against delivery of the Cheshire East Plan 2024/25 in Quarter 4 2024/25.

Background

- 9 The Cheshire East Plan 2024/25 outlines three aims and 20 priorities for the Council aligned with the vision of being an “Open, Fairer and Greener Cheshire East”.
- 10 This report reviews progress with delivery and performance against the priorities and actions in the Cheshire East Plan and focuses upon a

“One Council” approach to performance management. This includes a balance of quantitative and qualitative data.

- 11 Appendix 1 of the report shows that there are 66 priority actions included within the Cheshire East Plan 2024/25 and progress can be summarised as follows:

	Q2	Q3	Q4	
Green – on track	50	44	48	↑
Amber – mainly on track, some minor issues	9	8	10	↑
Red – off track with major issues	2	2	2	↔
Complete	2	4	6	↑
Not yet started	3	0	0	↓
To be updated	0	8	0	↓
	66	66	66	

- 12 Feedback from Corporate Policy Committee in March on the Quarter 3 report has been taken on board with a review of the RAG ratings applied to ensure consistency e.g. where action is yet to be taken and in line with other reporting. Quarter 2 and 3 positions are included alongside Quarter 4 so that Members can see the direction of travel.
- 13 The actions which are amber are set out below with an explanation and mitigating actions to be taken:

Priority Action	What will we do	Lead Officer	Q4 update
A1.1.3	Member training to clarify roles and responsibilities for decision-making within the committee system	Head of Democratic Services	Officer report writing guidance has been signed off by CLT and comms, training etc will follow. New SoD are almost complete and will go to the next CWG meeting and then CPC/Council. The TFG for decision making has met twice and is now being supported by the LGA MO peer. A further meeting is set for 7 May and will include consideration of member survey results.
A1.2.1	Review and embed consultation and engagement approach across the organisation to put resident and customer voice at the heart of evidence base for decisions, including assessing	Head of Communications	This work is being picked up through broader review of communications and engagement activity with a target date of Q2 2025/26. Work on proposals for residents surveying and community panels is advancing.

Priority Action	What will we do	Lead Officer	Q4 update
	alternative approaches such as a 'people panel' to embed citizen voice into key decisions and policy development		
A1.3.3	Deliver the savings set out in MTFS 2024-28 proposals within the agreed timescales to contribute to a balanced the budget and build sustainable reserves	Head of Finance	The budget outturn for 2024/25 was balanced by utilising Exceptional Financial Support. In utilising the full £17.6M the Council is able to bolster reserves and therefore make it more financially sustainable.
A2.3.3	Update the Cheshire East Domestic Abuse and Sexual Violence Strategy	Head of Service Early Help and Prevention	A paper will be considered by the Children and Families Committee on June 9th requesting approval for the draft Cheshire East Domestic and Sexual Abuse Partnership (CEDSAP) Strategy to go out to consultation. A briefing was held with Adults and Health Committee on 8th May and they have given their support. A paper will then be brought to the committee in September for ratification and the tender process for safe accommodation will commence, in order for any change in delivery of safe accommodation to be mobilised by April 2026.
A2.5.1	Continue to develop services and support offered through Family Hub model and promote the Parenting	Head of Early Years	Two of the three children's centres intended to be repurposed before the end of March 2025 completed these were Hurdsfield & Poynton Children's Centre. Sandbach Children's centre is now expected to complete in the next quarter. Delays were beyond our control as we were waiting on responses from the DFE and academy trust legal team. Family Hub outreach work has started to progress in both the North And South locality to target families who have previously struggled to access family hub services. This includes enhanced partnership working with libraries and the voluntary community and faith sector.
A2.8.4	Deliver the objectives of the	Head of Integrated Commissioning	In Q4 we continue to monitor progress against the Service Improvement Plan; commissioners working in partnership with

Priority Action	What will we do	Lead Officer	Q4 update
	All Age Carers Strategy 2021-25		<p>the Carers Hub and adult social care and children's and families' colleagues to drive improvements.</p> <p>We are currently reviewing the contract and service delivery as part of the recommissioning activity to scope the future model for Cheshire East carers offer.</p>
A3.1.1	Develop and begin consultation upon 'New style' Local Plan Strategy	Head of Planning	Response to Issues/Options paper reported back to Committee in March, alongside latest Local Development Scheme and current progress/next steps. Still significant uncertainty due to the lack of procedural guidance from regulations but progress can be made over the coming months on evidential work focusing on key strategic options and overall visioning for the plan.
A3.2.1	Monitor the continued successful delivery of the Cleaner Crewe project.	Head of Neighbourhood Services	Additional community enforcement officers have been recruited and are currently training within the boundary of the Cleaner Crewe project boundary. Resource capacity constraints have meant that the delivery plan for the project is delayed and governance is being reviewed.
A.3.4.2	Deliver an integrated borough-wide demand-responsive transport service (Go-Too and Flexilink)	Head of Strategic Transport and Parking	Preparations for new service continue, with a key focus on procurement of a booking and route-planning system and recruitment of new drivers. The delay to the transfer of Ansa Transport back into the Council has impacted on timescales for delivery of a single integrated DRT service. The planned go-live date has been revised to January 2026, aligning with the start of the new school term.
A3.5.3	Continue to pursue a compensation package following scrapping of HS2 Phase 2	Programme Director HS2	Seeking engagement with new Ministers and are in written correspondence with the Rail Minister. Letters also drafted for HM Treasury and MHCLG. The prospect of securing direct compensation is low. Exceptional Financial Support for direct HS2 abortive costs has been secured, However, focus is on securing alternative, equivalent and improved investment for Crewe station and its environs.

14 The actions which are red and not meeting target are:

Priority Action	What will we do	Lead Officer	Q4 update
A2.7.1	Deliver the Kingsbourne Academy primary school in Nantwich	Head of Education	The delivery of this primary school has been further delayed due to the ongoing legal issues. Discussions are underway and we expect to achieve a resolution imminently. We will then be in a position to confirm the opening date for the new school. In the interim, we are working with local schools to ensure that provision for school places is available within the locality.
A3.4.4	Update business cases for Middlewich Eastern Bypass and A500 dualling	Head of Strategic Infrastructure	<p>A decision from the Secretary of State on grant funding for the MEB is still awaited (it was due end Feb 2025). The DfT delay has meant a new committee report has been prepared due to the scheme cost increases that the delay will cause.</p> <p>Work towards an updated Outline Business Case for A500 scheme remains on programme and a further report is being developed to review the next steps and funding options.</p>

- 15 The Quarter 4 organisational health performance report is at Appendix 2. This gives further details on progress made against delivery of the Cheshire East Plan during Quarter 4 of the 2024/25 municipal year.
- 16 There are 2692 FTE staff in Cheshire East Council as at quarter 4, a reduction in the level reported in quarter 3 (2717). The vacancy rate across the Council has increased from 16.62% in Q3 to 17.45% in Q4 2024/25.
- 17 The greatest level of vacancies are reported in Corporate (18.2%) and Children's (19.3%) directorates.
- 18 Levels of staff turnover have increased 2.5% in Q3 to 3.4% in Q4. With a rate of 6.1% in Children's.
- 19 There has been a decrease in the number of agency staff from 267 in Q3 to 209 in Q4.

- 20 Reductions in the number of FTE, an increase in staff turnover and a reduction in agency staff in Q4 should be noted.
- 21 There has been a decrease in the variance between the forecast outturn and total net budget, decreasing from 4.7% in Q3 to 2.7% in Q4 2024/25. Full details of finance reporting period 4 is a separate item on the committee's agenda.
- 22 Service committees receive performance information on a regular basis through their subject matter expert officers, specific to the subject of the committee. This performance report offers an oversight of progress against the Cheshire East (Corporate) Plan 2024/25 and should complement the more detailed performance and service specific dashboards that are considered at service committees.
- 23 The Corporate Plan 2021-25 has three key themes - Open, Fair and Green. Although the Cheshire East Plan has been refreshed for 2024/25 to better reflect the financial context, development of a new Plan for 2025 onwards has now been completed and will provide our residents, partners and the organisation with clarity of purpose and strategic direction aligned to a new operating model and MTFS.
- 24 The new Plan has commenced from April 2025. A delivery plan is being created to set out the specific activity the council will prioritise and lead. It will be agreed by Corporate Policy Committee. Progress will be reported regularly with an annual review. Reporting on the current plan will cease after this Quarter 4 2024/25 report to Corporate Policy Committee.
- 25 The Cheshire East Corporate Plan 2021-2025 outlined the council's vision to create an open, fairer, and greener Cheshire East. The plan was structured around three key themes: an open and enabling organisation, a council which empowers and cares about people, and a thriving and sustainable place. This review evaluates the progress made towards these goals based on the quarterly performance reports and feedback from key external bodies.
- 26 Key Themes and Progress during the 2021-2025 Corporate Plan:
- 27 An Open and Enabling Organisation:
- 28 Transparency and Decision Making: The council has introduced a new decision-making framework to streamline arrangements and improve the quality of reports. Training for committee members on effective scrutiny has been implemented, showing positive progress.
- 29 Financial Sustainability: Efforts to support a sustainable financial future through service development and transformation are ongoing. The

council has successfully identified opportunities to bring more income into the borough.

- 30 Workforce Development: Initiatives to support and develop the workforce have been effective, with staff showing increased confidence, motivation, and resilience.
- 31 A Council Which Empowers and Cares About People:
- 32 Community Support: Collaboration with residents and partners to support strong and resilient communities has been a priority. Health inequalities are being addressed through targeted interventions.
- 33 Safeguarding: The council continues to protect and support vulnerable groups, including children and adults at risk. Efforts to be the best Corporate Parents to children in care are ongoing.
- 34 Education and Early Years: Programs to ensure all children have a high-quality education and the best start in life have shown positive outcomes.
- 35 A Thriving and Sustainable Place:
- 36 Environmental Impact: The council is committed to reducing its environmental impact and achieving carbon neutrality by 2025. Initiatives to promote active travel and improve the transport network are progressing well.
- 37 Economic Development: Efforts to create thriving urban and rural economies with opportunities for all have been successful. The council continues to support local businesses and attract new investments.
- 38 Community Wellbeing: Projects to ensure welcoming, safe, and clean neighbourhoods are on track, contributing to the overall quality of life in Cheshire East.
- 39 Overall, the Cheshire East Corporate Plan 2021-2025 has demonstrated substantial progress across its key themes. The council's commitment to transparency, community support, environmental sustainability, and economic development is evident. Continued efforts and adaptive strategies will be crucial in overcoming challenges and achieving the vision of an open, fairer, and greener Cheshire East.

Consultation and Engagement

- 40 Consultation was undertaken in developing the Cheshire East Plan and priority actions within it.

Reasons for Recommendations

- 41 The Corporate Policy Committee is responsible for reviewing and scrutinising performance against the strategic aims and objectives in the Cheshire East Plan 2024/25.
- 42 The performance management framework continues to be developed and seeks to provide a robust, customer focussed view of performance. Member input into this development is valued to ensure that performance management reports are of use.
- 43 Performance management is a tool to allow oversight of the Council's key activities and to enable transparency and understanding around where the Council is performing well, and what are the areas of challenge and improvement.

Other Options Considered

- 44 Not applicable.

Implications and Comments

Monitoring Officer/Legal

- 45 There are no legal implications arising from this report.

Section 151 Officer/Finance

- 46 There are no direct financial implications arising from this report. Any financial implications arising from performance matters will be covered in other reports to respective service committees, including separate financial reporting in-year, as well as in further development and reporting of the Medium-Term Financial Strategy, as required.

Policy

- 47 This report demonstrates progress against all priorities within the Cheshire East Corporate Plan 2021-25.

An open and enabling organisation.	A council which empowers and cares about people.	A thriving and sustainable place.

Equality, Diversity and Inclusion

- 48 The range of council activities covered in the Corporate Plan aim to meet the Public Sector Equality Duty and the obligations under the Equality Act 2010.

Human Resources

- 49 There are no direct human resources implications arising from this report.

Risk Management

- 50 Performance and risk are intrinsically linked. Where risks are identified, performance data can evidence the likelihood of the risk and can also show if risks materialise. The performance report identifies areas where performance is strong and areas for development and improvement. This supports the risk management process by providing the opportunity to review progress and identify areas for improvement and any necessary mitigating actions.

Rural Communities

- 51 The Corporate Plan aims to support greater inclusion for rural communities. In 2022/23 a Rural Action Plan was approved by the Economy and Growth committee, which includes priorities around digital connectivity, access, housing, visitor economy and support for rural based businesses.

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

- 52 Performance management of the priorities relating to children and young people and cared for children ensure that there is a focus on children receiving the best start in life and that we deliver on our commitments to children and young people in Cheshire East.

Public Health

- 53 This report supports our Public Health priorities using the Joint Strategic Needs Assessment and Tartan Rug to ensure that we work with partners to address issues of poor housing, poverty, employment and education across urban and rural communities.

Climate Change

- 54 Performance against the Corporate Plan contributes to overall achievement of the net zero targets for the council and for the borough.

Access to Information	
Contact Officer:	Dami Awobajo – Assistant Chief Executive dami.awobajo@cheshireeast.gov.uk
Appendices:	Appendix 1 – The Cheshire East Plan Progress and Performance Report Q4 Appendix 2 – Organisational Health Performance Report Q4 Appendix 3 - Organisation Health Progress report
Background Papers:	Cheshire East Plan 2024/25

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Cheshire East Council

Cheshire East plan 2024-25



Page 139

Open

Fair

Green

Vision

An open, fairer, greener Cheshire East

Aims

Aim 1 - An open and enabling organisation

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

Aim 2 - A council which empowers and cares about people

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

Aim 3 - A thriving and sustainable place

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

Priorities

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

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

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

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
P1.1	A1.1.1	Introduce a new decision-making framework to streamline the current arrangements and improve quality and clarity of reports.	Head of Democratic Services	CPC	G	A	G	A	Officer report writing guidance has been signed off by CLT and comms, training etc will follow. New Scheme of Delegation are almost complete and will go to the next CWG meeting and then CPC/Council. The TFG for decision making has met twice and is now being supported by the LGA MO peer. A further meeting is set for 7 May and will include consideration of member survey results.
	A1.1.2	Improve understanding of effective scrutiny in a committee system of decision-making	Head of Democratic Services	CPC	G	G	G	B	Completed in February.
	A1.1.3	Member training to clarify roles and responsibilities for decision-making within the committee system	Head of Democratic Services	CPC	G	G	A	G	A new member development strategy is due for CLT sign off in early May and will be shared with A&G committee members for comment. It will then go as a final draft to the next SA&G meeting on 29 May for approval.
	A1.1.4	A clear and transparent budget setting process, where opportunities to inform and influence decision-making are clearly understood by stakeholders	Director of Finance	CPC	R	R	A	G	Budget setting concluded in February 2025 when a balanced budget utilising Exceptional Financial Support and incorporating Transformation Programme savings were approved by Full Council.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
P1.2	A1.2.1	Review and embed consultation and engagement approach across the organisation to put resident and customer voice at the heart of evidence base for decisions, including assessing alternative approaches such as a 'people panel' to embed citizen voice into key decisions and policy development	Head of Engagement and Communications	CPC	G	G	G	A	This work is being picked up through broader review of communications and engagement activity with a target date of Q2 2025/26. Work on proposals for residents surveying and community panels is advancing.
	A1.2.2	Review equality, diversity and inclusion strategy and EIAs to embed the voices of seldom-heard audiences and those with protected characteristics at the heart of decision-making and service redesign across	Assistant Chief Executive	CPC	S	S	G	G	The appointment of an equality, diversity and inclusion offer was completed in April 2025. Plans are now in place for the delivery of a new equality, diversity and inclusion strategy to be delivered and presented to Corporate Policy Committee in October 2025.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
		the organisation.							
	A1.2.3	Review and refresh the aims and priorities in the Customer Experience Strategy as part of a wider review of customer experience and resident engagement.	Head of Customer Services	CPC	S	S	G	G	The CES has continued to progress through the STEP stage and has been through ED confirmation and through Champions group to ensure a clear sender check to enable process and feedback to continue to shape the strategy. The strategy clearly align against the TOM and is being prepared into a storybook document developed from process, feedback and continuous shaping. Documents will continue to be developed to present to CLT during May to ensure final solution is clear and accepted.
	A1.2.4	Achieve the Armed Forces Covenant Gold Award	Head of Communities and Integration	E+C	B	B	B	B	Cheshire East Council gained the Armed Forces Covenant Gold Award. The Armed Forces Officer continues to support various groups around Cheshire East in the provision of services: Organised recruitment event for Armed Forces and close working with Youth within the 2 main colleges. Supported 10 businesses to become Defence Employer Recognition Scheme holders Successfully secured over £90,000 in grants for VCFSE organisations. The grants will be used to address mental health issues in veterans and ex armed forces individuals.
P1.3	A1.3.1	Embark on a whole organisation transformation and improvement programme – The primary aim in the short term must be to ensure that the Council is	Director of Improvement	CPC	G	G	G	G	The communications associated for the programme were relaunched and including the introduction of Talking Transformation newsletter, the focus in Q4 was to prepare for phase 3 of the transformation, during the period the Assistant Chief Executive was appointed who will take forward the Transformation Programme from the 1st April. Work continues in Adult Social Care to promote the technologically enabled care offer and to explore new technologies that will enhance the offer available.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
		financially stable and delivering support to those who need it most.							
	A1.3.2	Review commissioning approach across all directorates	Head of Integrated Commissioning	A+H/C+F	G	G	B	B	<p>Commissioned care providers has received fee uplifts for 2025-26 which has supported to stabilise the care market in advance of the recommissions which are taking place in 2026.</p> <p>A guide price policy and exception process has now been signed off. Financial impact of the introduction of this policy will continue to be measured and monitored.</p> <p>The Brokerage team continue to source care placements to ensure best value is secured for commissioned placements</p>
	A1.3.3	Deliver the savings set out in MTFS 2024-28 proposals within the agreed timescales to contribute to a balanced the budget and build sustainable reserves	Director of Finance	CPC	A	A	A	A	The budget outturn for 2024/25 was balanced by utilising Exceptional Financial Support. In utilising the full £17.6M the Council is able to bolster reserves and therefore make it more financially sustainable.
	A1.3.4	We will refresh the council's Digital Strategy and delivery programme. The Digital Strategy identifies forty-seven digital projects and emphasises a	Director of Digital (SIRO)	CPC	G	G	G	G	<p>The refresh of the Digital Strategy was delayed whilst the new corporate plan was being developed. We will now review the Strategy in Q1 25/26.</p> <p>Delivery - This work is now governed and falls predominantly under the Corporate Core Workstream as part of Transformation Phase 3. The scope of the work has been reviewed and includes key Digital Transformation activity in the shape of Digital Acceleration and Digital Blueprint projects. Workshops with service areas have been completed and business cases generated. The allocation of savings from the two digital programmes has been to Transformation Board and been agreed in principle with further update in late May. Good progress being made on both ICT Shared</p>

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What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
		digital-by-design approach to offering services to customers.							Services Disaggregation (Gemini) and Unit4 Improvement and Optimisation. Staff Consultation is nearing completion on Gemini with significant technical platform projects having been mobilised. Unit4 optimisation has continued at pace with excellent delivery from Unit4 on Health check work. Human Engine have delivered their initial findings for the Service Design Review.
P1.4	A1.4.1	Comprehensive review of each existing alternative service delivery vehicle (ASDV) including review of governance, management, business planning and performance management arrangements.	Director of Environment	FSC	B	B	B	B	Review complete
P1.5	A1.5.1	Review Workforce Strategy and update for 2025 onwards.	Head of HR	CPC	S	G	G	G	A draft People Strategy 2025 - 2029 has been developed based on input from staff, the People and Customer Experience Service and other colleagues across the Council. This is accompanied by a new Employee Lifecycle which the People Services business plan will be based on. A new suite of People performance measures and a new format for monthly workforce dashboards. It also includes a Staff Engagement Strategy.
	A1.5.2	Complete the office moves related WorkplaCE programme, making more efficient use of the council's	Executive Director – Place	CPC, E+G	G	G	G	G	Leadership suite and CLT area completed at Macclesfield. Feasibility for similar facilities in Municipal Buildings, Crewe, commenced. Committee Suite specification and start date agreed

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
		office estate and technology to support modern ways of working							
	A1.5.3	Review and update the Brighter Future culture programme	Head of HR	CPC	S	G	G	G	An exercise to refresh the Council's Values has completed and these values are incorporated into the new People Strategy. The Transformation Workforce Programme has been rescoped to include a specific workstream on Culture & OD. Detailed planning is underway on the programme to define outcomes, specific interventions and the creation of a new suite of workforce offerings (succession planning, career development etc)
	A1.5.4	Complete the DMA review of senior capacity and extend DMA across the organisation as part of service re-design	Head of HR	CPC	G	G	G	G	Work is underway as part of the Workforce Transformation Programme's Workforce Savings workstream to review current spans and layers. Preparatory work has been undertaken to capture data, and this is being reviewed before we engage with LGA on this part of the DMA review. This work remains confidential.
P1.6	A1.6.1	Review and refresh communications and engagement strategy and resourcing as part of a wider review of customer experience and resident engagement.	Head of Engagement and Communications	CPC	G	G	G	G	Review of communications and engagement strategy and approach is being delivered through broader improvement work, scheduled for Q2 2025-26
	A1.6.2	Establish a range of subscriber e-newsletters and digital content to	Head of Engagement and Communications	CPC	S	G	G	G	We have a range of e-newsletters for different audience groups.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

What we will do - Priority actions for 2024/25			Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
		share key updates and council services, support and decisions with a range of stakeholders – to extend reach of messages							
	A1.6.3	Review and update the approach, across the organisation, to employee communications and workforce engagement	Director of People and Customer Experience	CPC	G	G	G	G	<p>A draft People Strategy 2025 - 2029 has been developed based on input from staff, the People and Customer Experience Service and other colleagues across the Council.</p> <p>This is accompanied by a new Employee Lifecycle which the People Services business plan will be based on. A new suite of People performance measures and a new format for monthly workforce dashboards. It also includes a Staff Engagement Strategy.</p>

Off track – with major issues (R)	Mainly on track – minor issues (A)	On Track (G)	Scheduled - not yet started (S)	Completed (B)
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Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
P2.1	A2.1.1	Support VCFSE to build upon the People Helping People initiative and work collaboratively through 'Growing our communities'.	Head of Service - Integrated Commissioning (People)	A+H	G	G	G	G	<p>Supporting vulnerable adults out of hospital with voluntary support: 1721 patients on Pathway 1, 2 or 3 that consequently returned to their normal place of residence following the support of the Community Support Connectors / Number of bed days avoided following Connector input. This is a 19% increase on 23/24.</p> <p>Developing our volunteer approach to support vulnerable residents: The service has taken 38 people through the recruitment process, with 29 'live' to support people being discharged from Hospital and remain as well as possible at home. This has resulted in 11 referrals being made to the team, with volunteers undertaking 33 visits for a total of 74 hours' worth of support provided. The service has undertaken numerous outreach sessions to recruit new volunteers, including attendance at the successful Jobs Fair at Macclesfield Town Hall</p> <p>Growing Our Communities Commission: Providers: Community and Voluntary Services Cheshire East, Cheshire Association of Local Councils, Cheshire Community Action Spend to date: £114,000 Service Aim: To grow our Voluntary, Community, Faith and Social Enterprise Sector and Town and Parish Council offer to meet the needs of vulnerable residents creating Healthy Households, Healthy Neighbourhoods & enhancing Health & Care Services Y1 headlines: <ul style="list-style-type: none"> Partners took a collaborative approach to seeking and promoting funding opportunities across the VCFSE and Local Council (LC) sectors, sharing information and working together to ensure that organisations were well informed and signposted to support. Partners have been working to develop connections and alliances across the VCFSE, Local Councils, local authority and health and care sectors in Cheshire East. The Commission aims to increase the influence of VCFSE and LC organisations on public sector decisions, year 1 has focused on building relationships, mapping representation opportunities and identifying gaps. CEC and CVSCE are working to identify key decision-making bodies across the borough and source appropriate VCFSE representation. </p> <p>Grants to the voluntary sector:</p>

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Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
									<p>1. Cost of Living Community Response Fund: Amount of organisations funded; 77 Number of volunteers involved to date; 813 Number of beneficiaries to date; 66,803 Total funding allocated £590,222</p> <p>2. The Flourish Fund: Amount of organisations funded; 51 440 referrals from the Councils adult social care services Number of volunteers involved to date; 1,912 Number of beneficiaries to date; 6411 Total funding allocated £207,488</p> <p>3. Healthy Neighbourhoods Fund Number of organisations funded to date: 13 Number of volunteers involved to date: 218 Number of service beneficiaries to date: 5170</p> <p>4a. Improved, Greener Community Facilities Fund (rural): 61 applications were received into the fund to improve energy efficiency in rural areas. 44 community buildings or facilities were able to be supported under energy through the Rural England Prosperity fund totalling £292,627 28 applications were received into the fund to improve digital connectivity in rural areas. 18 community buildings or facilities were supported through Rural England Prosperity fund totalling £70,000.</p> <p>4b. Improved, Greener Community Facilities Fund (urban): A total of 31 applications was received into the fund to improve energy efficiency in urban areas. 11 community buildings or facilities were supported through UK Shared Prosperity fund totalling £125,846.64. 14 community buildings wishing to make their buildings more energy efficient benefitted from a decarbonisation plan carried out by Pearsons's consultants funded by the UK Shared Prosperity fund (E13) totalling £57,979.</p> <p>5. Supporting Community Wellbeing Fund: The fund opened for applications in late 2024 and a total of 27 applications were received, with a combined total of £94,694 being</p>

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Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
									distributed to 14 organisations supporting local projects meeting local need. Number of volunteers involved to date: 34 Number of service beneficiaries to date: 292
	A2.1.2	Complete construction of the Traveller transit site	Head of Housing	E+G	G	G	B	B	Completed
	A2.1.3	Support and contribute to the achievements of the borough's eight care communities and neighbourhood partnerships	Head of Service - Integrated Commissioning (People)	A+H	G	G	G	G	<p>Place Based Communities: 13 New projects/groups/events created 47 Community Groups receiving support through Grantfinder searches 15 Neighbourhood Partnership Meetings 43 Care Community wider & Planning Group Meetings 91 Community Newsletters have been sent out across all Care Communities to more than 2,500 organisations & residents</p> <p>Releasing and measuring Social Value: 14 contracts scored for SV for 1 tender Supporting partner project Healthier Futures with achieving their contractor social value commitments 2 new requests for support on Connected Community Notice Board (CCNB) 0 new offers of support on CCNB 2 successful matches completed</p> <p>Minority groups and communities: Afghanistan Scheme ARP scheme (also known as ARAP/ACRS) - 17 families. This scheme is fully funded by the Ministry of Housing, Communities and Local Government and the Home Office.</p> <p>Homes for Ukraine scheme Ongoing support for 84 groups in Sponsorship Cheshire East support for Ukrainian Crisis. Supported move on of 49 groups into private rented sector or Social Housing.</p>

Off track – with major issues (R)

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Completed (B)

Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update	
P2.2	A2.2.1	Focus delivery of targeted activity to reduce alcohol and substance misuse, smoking, domestic abuse and violence and increase healthy eating and physical exercise in areas that experience worse health outcomes.	Director of Public Health	A+H	G	G	G	G	<p>Engagement with the East Timorese Community in Crewe has been ongoing to reduce the stigma associated with screening and to promote health and wellbeing services and offer advice and guidance regarding healthy behaviours.</p> <p>Ongoing mobilisation of the new Cheshire East One You Service (provided by Everybody Health and Leisure). This includes intervention in relation to smoking cessation, falls prevention, healthy weight, physical activity. The provider is targeting activity in our more deprived areas.</p> <p>Ongoing involvement on a sub-regional level with C&M Altogether Smokefree Programme including leading subgroups to identify priorities and workforce development plan</p> <p>Local and subregional comms for National No Smoking Day 2025</p> <p>Revisiting and refresh of CLear Assessment (i.e. a ‘deep dive’ self-assessment tools to review tobacco control work) to help identify areas of strength and opportunities for development.</p> <p>Formal meetings of the newly established CE Eat Well, Move More Partnership have taken place, including three priority sub-groups, Physical Health, Mental Health and Women and Girls.</p> <p>Working groups are now established and aim to drive forward the actions of the local drugs and alcohol plan. Groups focus on; Children and Young People, Mental Health and Adults and Stigma & Lived Experience. The new Drugs and Alcohol service contract began on 1st April 2025 and will see the service mobilising to a more neighbourhood-based model.</p>	
	A2.2.2	Continue to deliver activity to deliver the Cheshire East Harm and Suicide Prevention Action Plan 2023-	Director of Public Health	A+H	G	G	G	G	<p>Work undertaken with the Highways Team to support the suicide risk assessment and design mitigation measures for the new Handforth Garden Village Bridge across the A34.</p> <p>Support has been provided to colleagues in Adults Social Care Safeguarding in relation to Domestic Homicide Reviews undertaken after victims had taken their own lives.</p>	
Off track – with major issues (R)			Mainly on track – minor issues (A)			On Track (G)		Scheduled - not yet started (S)		Completed (B)

Priority	What we will do - Priority actions for 2024/25	Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
	2025							The Self Harm and Suicide Prevention action plan for 2023-2025 was reviewed at the Health and Wellbeing Board and a refreshed Plan for 2025-207 was endorsed by the Board.
	A2.2.3 Continue to deliver activity to deliver the Living Well in Crewe plan	Director of Public Health	A+H	G	G	G	G	<p>Towns Fund projects in Crewe are continuing to progress and building work is ongoing on the site of the Crewe History Centre and the Crewe Dome (Youthzone).</p> <p>Council officers continue to engage with the Healthier Futures programme team at Mid-Cheshire Hospitals Foundation Trust.</p> <p>Discussions are ongoing in relation to the feasibility of a Crewe Town Centre Health Hub development.</p> <p>Work with the East Timorese community in Crewe is ongoing to support them in accessing HNS services and access information and advice in relation to maintaining and improving their health and wellbeing.</p>
	A2.2.4 Continue to deliver activity to deliver the Cheshire East Place Mental Health Plan 2024-2029	Director of Public Health	A+H	G	G	G	G	<p>Further to the recommendations from the JSNA review published in January 2024, Public Health continues to support iThrive implementation across Cheshire East. It has supported further awareness raising regarding the family hub and 0-19 services offer in relation to emotional and mental health and wellbeing. In addition, further progress has been made following the launch of the Healthy Young Minds Service and Alliance:</p> <ul style="list-style-type: none"> April 2024 to December Q1 to Q3 2024/25: 463 children and young people were provided with a bespoke package of support by Just Drop In/ Visyon in a variety of settings (schools/provider's premises/other local community settings). July 2024: Healthy Young Minds launched to schools via the School Senior Mental Health Lead Network July 2024: Online Solihull Training launched for professionals (understanding attachment, brain development and trauma). By Q3, 301 professionals have registered for the courses. professionals can access these courses by visiting the webpage here: https://solihullapproachparenting.com/cheshire-east/ entering the access code WHEATSHEAF_PRF. September 2024: Healthy Young Minds launch event – 124 key stakeholders attended (including 50 schools) with keynote speakers and exhibitors from both the public and voluntary sector.

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Completed (B)

Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
									<ul style="list-style-type: none"> October 2024: Health Young Minds Alliance Steering Group established made up of members who were directly involved in the co-design of the contract. November 2024: Healthy Young Minds Logo Competition for pupils in all schools in Cheshire East 149 entries received and logo chosen by a young person's panel. March 2025: 280 individuals on the HYM database to be kept in touch with the work of the Healthy Young Minds Alliance. April 2025: Alliance Priority themes discussed and agreed for the next 12 months with regular opportunities to engage and receive e-bulletin updates - including a face-to-face HYM event June 2025. <ul style="list-style-type: none"> SEND Young children's mental health and wellbeing CYP not in school or home educated CYP who self-harm
P2.3	A2.3.1	Continue to embed our Signs of Safety practice model	Principal Social Worker (Children)	C+F	S	S	G	G	Restorative Practice training is continuing to be rolled out with approx. 20 children's services staff trained each month. There will have been 13 training courses delivered by the end of 2025. The Restorative Practice Community of Practice meet bimonthly to discuss the approach and plan the training. The train the trainer sessions continue twice per year and staff are added to the trainer pool. A training presentation for a half day training course for non-frontline staff has been developed to ensure that those who are not frontline (or agency staff who are not able to do the 3 day training, remote workers in SEND for example) can understand our approach. Reflective Circles continue with positive feedback, but we would like to increase attendance, so are currently looking at rebranding these as Restorative Practice Refresher sessions - the content and format will be the same, but with additional refreshers on restorative practice approaches and tools. The Social Care Children and Families assessment is being reviewed to ensure it adopts a restorative approach. The Family Group Conferencing team is being expanded with 3 additional staff to add capacity. Monthly updates and articles in the children's/families newsletter are being used to promote restorative practice and to share good practice etc.
	A2.3.2	Update the Cheshire East Safeguarding	Head of Adult Safeguarding (Including	A+H	G	G	G	G	During Quarter 4 the Safeguarding Adults Board facilitated its Annual Development Day. This was an opportunity to reflect on achievements and to the Boards Strategy and Priorities. The Chair of the Board and some

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		Adults Board Strategic Plan	Community Safety)						partners were involved in the CQC inspection and were able to provide assurances around adult safeguarding activity. Once the CQC report is published, the Board will consider whether any changes to Board priorities need to be changed in the next Strategy.
	A2.3.3	Update the Cheshire East Domestic Abuse and Sexual Violence Strategy	Head of Family Help and Prevention	C+F	A	A	A	A	A paper will be considered by the Children and Families Committee on June 9th requesting approval for the draft Cheshire East Domestic and Sexual Abuse Partnership (CEDSAP) Strategy to go out to consultation. A briefing was held with Adults and Health Committee on 8th May and they have given their support. A paper will then be brought to the committee in September for ratification and the tender process for safe accommodation will commence, in order for any change in delivery of safe accommodation to be mobilised by April 2026.
P2.4	A2.4.1	Attract more foster carers to support Cheshire East children through the Foster4 collaboration	Head of Provider Services	C+F	A	A	G	G	During the last year, the fostering service has successfully recruited 45 new carers to our fostering service. The types of carers recruited and registered were 10 new foster carers within our mainstream provision and 35 new kinship carers. These figures represent an increase in respect of mainstream fostering approvals compared to previous years (3 new mainstream foster carers in 2023 and 5 in 2025), however the increase is not as much as the service would have liked and we are determined to reach 15 new foster carers in the coming financial year.
	A2.4.2	Prioritise care experienced adults as part of our recovery work to improve employment and training opportunities.	Head of Cared for Children and Care Leavers	C+F	A	A	A	G	Our sector led improvement partners (SLIP), North Tyneside, have been reviewing the Care Leaver Service, including the effectiveness of our employment and training offer for these young people. The review found that the education, employment and training and support offered to our care leavers was clear. We have been working with young people to help develop transferable skills e.g. communication, self-esteem, work ready, what it means to attend interview etc. The Participation Team and Care Leaver Team are currently coproducing an Independence Pack Pilot Project with young people giving continuous feedback - as a result young people will complete their independence packs and be a part of developing the project with ongoing feedback. They will also complete an ASDAN award whilst attending to add extra value to the project.
	A2.4.3	Deliver the priorities of the Cared for children and	Head of Cared for Children and Care Leavers	C+F	A	A	A	G	We are continuing to work with our Care Leaver Ambassadors and children and young people in implementing the Cared for Children and Care Leaver Strategy. Our Care Leaver Ambassadors are developing the Care Leaver Survey which will be launched in Care Leaver Week 2025

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		care leavers strategy 2022-26							(October). Children and young people have taken part in young person panels to recruit senior managers and personal advisors in the local authority – as a result young people's voices are central to decision making in the recruitment of key staff. Care Leaver Ambassadors are planning the Local Offer Review event, looking at all pledge areas with corporate parents and young people. The Ambassadors gathered views of other care leavers as part of the engagement in the recommissioning of Supported Accommodation. As a result, delivering independence packs in Supported Accommodation settings will be part of the contract to ensure our care leavers are supported to learn and live independently.
P2.5	A2.5.1	Continue to develop services and support offered through Family Hub model and promote the Parenting Journey	Head of Early Years, Family Help & Prevention	C+F	A	G	G	A	Two of the three children's centres intended to be repurposed before the end of March 2025 completed these were Hurdsfield & Poynton Children's Centre. Sandbach Children's centre is now expected to complete in the next quarter. Delays were beyond our control as we were waiting on responses from the DFE and academy trust legal team. Family Hub outreach work has started to progress in both the North And South locality to target families who have previously struggled to access family hub services. This includes enhanced partnership working with libraries and the voluntary community and faith sector.
	A2.5.2	Continue work to build Crewe Youth Zone	Director Education, Strong Start and Integration	C+F	G	G	G	G	The Dome Youth Zone continues to progress. The Onside team have recruited a Head of Youth Work and other essential roles to support the successful opening in 2026. The Dome team continue to secure founder patron funding for the longer term running of the youth zone.
	A2.5.3	Continue to deliver the Emotionally Healthy Children and Young People programme	Director Education, Strong Start and Integration	C+F	G	G	G	G	Further to the recommendations from the JSNA review published in January 2024, Public Health continues to support iThrive implementation across Cheshire East. It has supported further awareness raising regarding the family hub and 0-19 services offer in relation to emotional and mental health and wellbeing. In addition, further progress has been made following the launch of the Healthy Young Minds Service and Alliance: <ul style="list-style-type: none"> April 2024 to December Q1 to Q3 2024/25: 463 children and young people were provided with a bespoke package of support by Just Drop In/ Visyon in a variety of settings (schools/provider's premises/other local community settings). July 2024: Healthy Young Minds launched to schools via the School Senior Mental Health Lead Network

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Completed (B)

Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
									<ul style="list-style-type: none"> July 2024: Online Solihull Training launched for professionals (understanding attachment, brain development and trauma). By Q3, 301 professionals have registered for the courses. professionals can access these courses by visiting the webpage here: https://solihullapproachparenting.com/cheshire-east/ entering the access code WHEATSHEAF_PRF. September 2024: Healthy Young Minds launch event – 124 key stakeholders attended (including 50 schools) with keynote speakers and exhibitors from both the public and voluntary sector. October 2024: Health Young Minds Alliance Steering Group established made up of members who were directly involved in the co-design of the contract. November 2024: Healthy Young Minds Logo Competition for pupils in all schools in Cheshire East 149 entries received and logo chosen by a young person's panel. March 2025: 280 individuals on the HYM database to be kept in touch with the work of the Healthy Young Minds Alliance. April 2025: Alliance Priority themes discussed and agreed for the next 12 months with regular opportunities to engage and receive e-bulletin updates - including a face to face HYM event June 2025. <ul style="list-style-type: none"> SEND Young children's mental health and wellbeing CYP not in school or home educated CYP who self-harm
P2.6	A2.6.1	Establish and deliver against the Dedicated Schools Grant (DSG) management plan	Strategic lead for SEND and inclusion	C+F	A	G	G	G	The financial position at Q4 has improved since Q3 (£115.8m) The forecast shows an in-year deficit of £35m, resulting in the overall provisional deficit to £114m as at 31 March 2025. For the calendar year 2024, the growth of Education Health and Care (EHC) assessment is 6.4% (2023 represented 13.6% growth, 2022 represented 18% growth). Not only is the reduced growth an improvement on previous years but is also an improvement on the target figure of 8% growth within the DSG management plan. The total number of EHC plans in Cheshire East stands at 4,893 (as at January 2025). The statistics detailed here indicate that our mitigations which focus on right support, at the right time, in the right place are starting to have an impact; strengthening inclusion and embedding the graduated approach.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
	A2.6.2	Capital programme to increase in-borough provision	Head of Education	C+F	G	G	G	G	We are continuing to progress the capital schemes as per the capital programme approved by the Children and Families committee on 7 April 2025. We are progressing with a number of schemes on site and taking forward a number of feasibilities, in particular to provide additional SEN places across the borough. These include the Springfield School satellite site in Middlewich and the further expansions of both Springfield Wilmslow and Park Lane Special School.
	A2.6.3	Grow organisational capacity to support transformation of SEND support (MTFS 24)	Strategic lead for SEND and inclusion	C+F	G	G	G	G	The SEND operational team has been progressing with the recruitment of additional permanent staff in order to support increasing capacity to lower caseloads. We have successfully completed the first round of this process and secured 8 new SEND caseworkers, 2 senior caseworkers and a customer and compliance manager. In order to further support current demand across the service whilst the recruitment process takes place, we have secured additional interim staff.
P2.7	A2.7.1	Deliver the Kingsbourne Academy primary school in Nantwich	Head of Education	C+F	R	R	R	R	The delivery of this primary school has been further delayed due to the ongoing legal issues. Discussions are underway and we expect to achieve a resolution imminently. We will then be in a position to confirm the opening date for the new school. In the interim, we are working with local schools to ensure that provision for school places is available within the locality.
	A2.7.2	Process primary and secondary applications efficiently, offering parental choice places where possible.	Head of Education	C+F	G	G	G	G	The admissions team have worked diligently to process and allocate places for 3800 primary school children in preparation for offer day on 16 April. In March 2025, 95 per cent of parents received an offer from their first preference secondary school, with 98 per cent receiving an offer from one of their top three preferences. Over 4,200 applications were submitted by parents and carers for children transitioning to secondary school in September 2025.
P2.8	A2.8.1	Investment in Adult Social Care (MTFS 8)	Director of Adult Social Care	A+H	G	A	G	G	Growth included in the budget has been managed as part of the demand and capacity work linked to transformation and ensure investment is proportioned to the correct area.
	A2.8.2	Continue to develop and	Head of Care4CE	A+H	G	G	G	G	Q4 has seen Implementation underway via the working group. the group has looked at the following areas;

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

Priority	What we will do - Priority actions for 2024/25	Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
		promote the Shared Lives service						Job Description for new role, a communication & engagement plan and an initial 3-month activity plan
	A2.8.3	Use technology to digitally enable people to support themselves (Digital Inclusion Plan 2023 – 2026)	Corporate Manager, Health Improvement	A+H	G	G	G	<p>The new Connecting Cheshire Digital; Inclusion Officer has started and is already making an impact organising digital inclusion events in the community and liaising with partners. The Crewe Care Community have recognised the importance of digital inclusion and incorporating advice and guidance in their frailty clinic.</p> <p>The Cheshire East Digital Inclusion Partnership's work is ongoing. Care Community managers have been briefed on the Digital Inclusion Plan and the work of the Partnership.</p> <p>Work continues in Adult Social Care to promote the technologically enabled care offer and to explore new technologies that will enhance the offer available.</p>
	A2.8.4	Deliver the objectives of the All Age Carers Strategy 2021-25	Head of Integrated Commissioning	A+H	G	G	A	<p>In Q4 we continue to monitor progress against the Service Improvement Plan; commissioners working in partnership with the Carers Hub and adult social care and children's and families' colleagues to drive improvements.</p> <p>We are currently reviewing the contract and service delivery as part of the recommissioning activity to scope the future model for Cheshire East carers offer.</p>

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
P3.1	A3.1.1	Develop and begin consultation upon 'New style' Local Plan Strategy	Head of Planning	E+C	A	G	A	A	Response to Issues/Options paper reported back to Committee in March, alongside latest Local Development Scheme and current progress/next steps. Still significant uncertainty due to the lack of procedural guidance from regulations but progress can be made over the coming months on evidential work focusing on key strategic options and overall visioning for the plan.
	A3.1.2	Deliver the Planning Service Improvement Plan	Head of Planning	E+C	A	G	G	G	Great progress has been achieved on the key workstream priorities within the Service Improvement Plan, with a number now completed. Further close monitoring will be required on IT system and s106 however these will become part of business as usual. The Service Improvement Plan as a whole to be reviewed as to future status going forward. Likely that outstanding items to be addressed through business as usual and Service Plan priorities.
	A3.1.3	Deliver cultural development activities, including continued activity towards the Cheshire Archives – a Story Shared project (MTFS 56)	Head of Rural and Cultural Economy	E+G	G	G	G	G	Construction of the new Archives centres in Crewe and Chester is progressing, and they will both open in 2026. The online archive services are still available, and you are able to order copies of documents and request research services. Construction of the new Archives centres in Crewe and Chester has started and they will open in 2026. The online archive services are still available, and you are able to order copies of documents and request research services. Libraries across Cheshire continue to provide access to local history books and maps as well as providing free online access to family history websites.
	A3.1.4	Update the Statement of Licensing Policy	Head of Regulatory Services	Council	G	G	G	G	The approved SOLP has been published on the CE website and is in use.
P3.2	A3.2.1	Monitor the continued successful delivery of the Cleaner Crewe project.	Head of Neighbourhood Services	E+C	G	G	G	A	Additional community enforcement officers have been recruited and are currently training within the boundary of the Cleaner Crewe project boundary. Resource capacity constraints have meant that the delivery plan for the project is delayed and governance is being reviewed.
	A3.2.2	Update and deliver the Air Quality Strategy, following consultation.	Head of Regulatory Services	E+C	G	G	G	G	AQS is approved and in use. Updates on work discussed at AQSG on a quarterly basis.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
	A3.2.3	Update the Safer Cheshire East Partnership Plan	Locality Manager, Community Safety	E+C	A	G	G	G	
P3.3	A3.3.1	Continue implementation and monitoring of the Green Spaces Maintenance Policy	Head of Environmental Services	E+C	G	G	G	G	Operationally the project is complete and has delivered the required base budget £600k saving target. Final stage is part of the new customer services TraCE program to allow customer self-service this is progressing though ICT as part of the wider project and should be live in Q1.
	A3.3.2	Update the Cheshire Local Nature Recovery Strategy	Head of Planning	E+C	S	G	G	G	Public consultation completed end of March. Feedback to be considered with action plan and adoption likely summer 2025.
	A3.3.3	Finalise and implement the Biodiversity Net Gain Supplementary Planning Document	Head of Planning	E+C	G	G	B	B	Complete
P3.4	A3.4.1	Complete Bus Service Review and refresh Bus Service Improvement Plan	Head of Strategic Transport and Parking	H+T	G	G	G	G	Action is now complete. The new contracts will operate for 5 years with an option to extend for 2 more years. Contracts will continue to be monitored in line with our performance management framework.
	A3.4.2	Deliver an integrated borough-wide demand-responsive transport service (Go-Too and Flexilink)	Head of Strategic Transport and Parking	H+T	G	G	G	A	Preparations for new service continue, with a key focus on procurement of a booking and route-planning system and recruitment of new drivers. The delay to the transfer of Ansa Transport back into the Council has impacted on timescales for delivery of a single integrated DRT service. The planned go-live date has been revised to January 2026, aligning with the start of the new school term.
	A3.4.3	Secure further funding for active travel routes	Head of Strategic Transport and Parking	H+T	G	G	G	G	The delivery of LTP capital allocation for active travel, Local Transport Fund and Consolidated Active Travel Funding from Active Travel England are being delivered and managed through the Sustainable Transport Board. Updated Active Travel Strategy and Infrastructure Plans (Local Cycling and Walking Improvement Plans) to go to Highways Committee in June 25 seeking approval for public consultation.
	A3.4.4	Update business cases for Middlewich Eastern Bypass and A500 dualling	Head of Strategic Infrastructure	H+T	G	G	G	R	A decision from the Secretary of State on grant funding for the MEB is still awaited (it was due end Feb 2025). The DfT delay has meant a new committee report has been prepared due to the scheme cost increases that the delay will cause.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
									Work towards an updated Outline Business Case for A500 scheme remains on programme and a further report is being developed to review the next steps and funding options.
P3.5	A3.5.1	Deliver the Cheshire East Rural Action Plan 2022-26	Head of Rural and Cultural Economy	E+G	G	G	G	G	Progress is continuing to be made on various elements of the Rural Action Plan including digital connectivity, access, support for communities and businesses, natural capital and environmental, visitor and cultural economy and the local nature recovery strategy. There are continuing opportunities and challenges that impact on the rural economy and a refreshed Plan is being developed for 2026 - 2030.
	A3.5.2	Continue to deliver Connected Cheshire digital infrastructure	Head of Economic Development	E+G	G	S	G	G	During Q4 the CC Team new Alt Tech delivery programme has been brought forward and tolled out with residents of across Cheshire and Warrington. Business engagement events have continued to be held in all four boroughs as scheduled. Work is ongoing to close down previous contracts with Openreach and to exit from the contract with Airband. Further they have continued to support BDUK the national agency for digital broadband roll out in its efforts to deliver Project Gigabit across Cheshire
	A3.5.3	Continue to pursue a compensation package following scrapping of HS2 Phase 2	Programme Director HS2	E+G	S	A	A	A	Seeking engagement with new Ministers and are in written correspondence with the Rail Minister. Letters also drafted for HM Treasury and MHCLG. The prospect of securing direct compensation is low. Exceptional Financial Support for direct HS2 abortive costs has been secured, However, focus is on securing alternative, equivalent and improved investment for Crewe station and its environs.
	A3.5.4	Develop a clear place marketing approach	Head of Economic Development	E+G	G	G	G	G	The business and growth team is attracting investment with an Australian Pharma expansion and a German automotive business in Crewe. They are conducting an economic assessment and evaluating marketing materials to promote Cheshire East digitally and at events like UKREIFF.
	A3.5.5	Enable the delivery of Handforth Garden Village	Head of Economic Development	E+G	G	G	G	G	The paper was considered and agreed at Economy and Growth in March. This work is progressing as described in that paper. The team are also continuing to twin track the new governance process with delivery of the IPIW as contracted with Balfour Beatty
P3.6	A3.6.1	Deliver actions to achieve the objectives of the Carbon Neutral	Head of Environmental Services	E+C	A	A	A	G	Cooperate Target realigned 2030. The Council will need to continue utilising Public Sector Decarbonisation grants to decarbonise it's buildings heat sources and make available match funding as required. Council electricity will need to continue to be purchased on a green tariff

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

Priority	What we will do - Priority actions for 2024/25		Lead Officer	Committee	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	Update
		Action Plan 2027 (updated timescale)							to maximise carbon benefits of electrifying building heating. Significant carbon emissions arise from the Council's vehicle fleet and hence capital money set aside in the MTFS for fleet transition to EV will need to continue to be spent this and future years to achieve transition by 2030 as vehicles leased or bought now will be in use in 2030. The natural offset tree planting funded by trees for climate grants will need to be completed this year and next to offset emissions that cannot be reduced by 2030.
	A3.6.2	Update the borough-wide Carbon-Neutrality Action Plan 2045 following public consultation	Head of Environmental Services	E+C	G	G	G	G	Following approval of the Action Plan 2045 project governance and associated board has been put in place with initial action meetings held with director's and H of S.

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (S)

Completed (B)

2024/25 Quarter 4 Organisation Health

Number of FTE Staff



Directorate	Q1	Q2	Q3	Q4
Cheshire East	2,830	2,800	2,717	2,692
Corporate	565	555	547	529
Adult's	853	858	859	849
Children's	831	803	734	712
Place	581	584	578	603

Vacancies as % ... actual



Directorate	Q1	Q2	Q3	Q4
Cheshire East	13.05	14.24	16.62	17.45
Corporate	15.59	16.39	17.80	18.22
Adult's	13.59	13.25	13.80	12.78
Children's	10.00	13.40	15.70	19.33
Place	14.21	14.82	14.90	15.45

Number of Agency Staff



Directorate	Q1	Q2	Q3	Q4
Cheshire East	232	246	267	209
Corporate	58	55	55	57
Adult's	126	128	129	56
Children's	44	57	78	94
Place	4	6	5	2

% Staff Turnover



Directorate	Q1	Q2	Q3	Q4
Cheshire East	4.4	5.5	2.5	3.4
Corporate	6.9	3.4	2.4	1.9
Adult's	3.9	3.5	2.4	2.0
Children's	3.7	10.3	3.1	6.1
Place	4.1	3.8	2.0	3.3

% variance between forecast
outturn and total net budget



Directorate	Q1	Q2	Q3	q4
Cheshire East	6.8	5.1	4.7	2.7
Corporate	0.1	5.7	5.9	-5.4
Adult's	15.0	15.0	14.5	12.7
Children's	8.0	5.8	5.8	3.8
Place	-2.7	-4.3	-5.3	-9.5

% of complaints resolved within
timescales Stage 1



Directorate	Q1	Q2	Q3	Q4
Cheshire East	71.8	74.5	75.5	59.5
Corporate	86.0	78.0	84.0	81.0
Adult's	81.0	83.0	79.0	71.0
Children's	35.0	49.0	61.0	25.0
Place	85.0	88.0	78.0	61.0

% of complaints resolved within
timescales Stage 2



Directorate	Q1	Q2	Q3	Q4
Cheshire East	46.0	63.0	62.0	88.8
Corporate	88.0	100.0	50.0	100.0
Adult's				100.0
Children's	50.0	0.0	67.0	75.0
Place	77.0	87.5	69.0	80.0

% of Freedom of Information
requests completed within
timescales



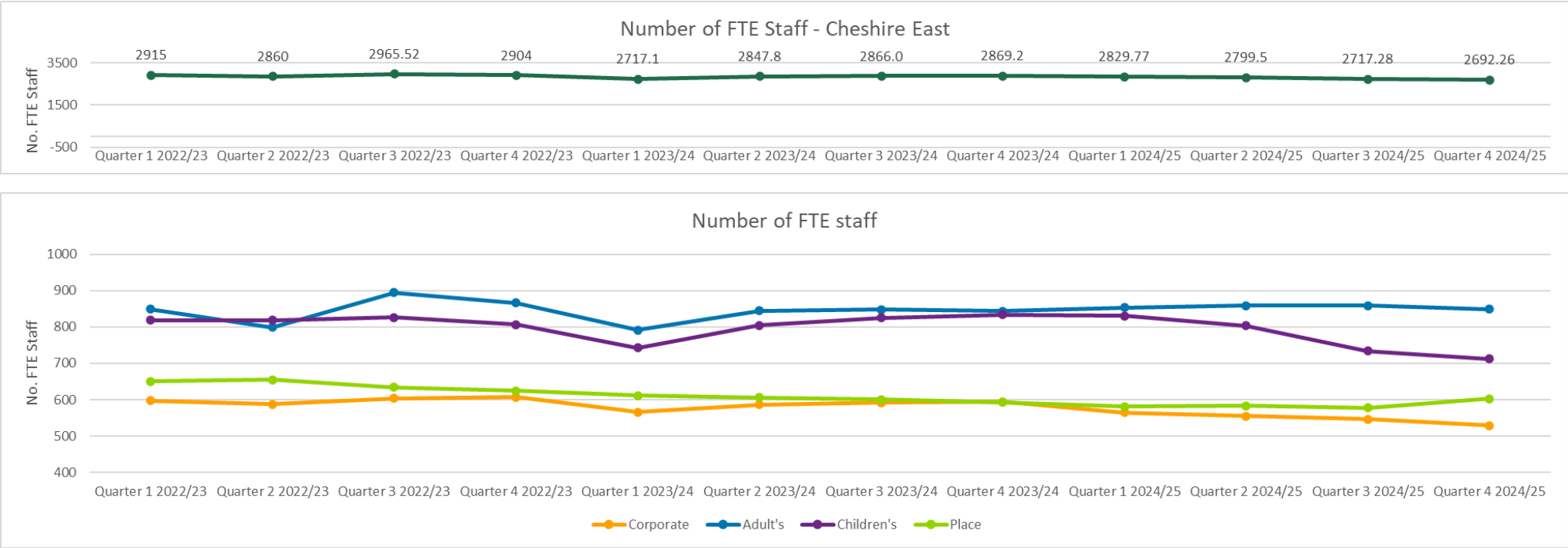
Directorate	Q1	Q2	Q3	Q4
Cheshire East	88	88	91	89
Corporate	92	96	92	86
Adult's	94	100	100	97
Children's	89	84	98	84
Place	85	83	87	91

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Cheshire East Plan 2021-2025 – Organisation Health Progress report

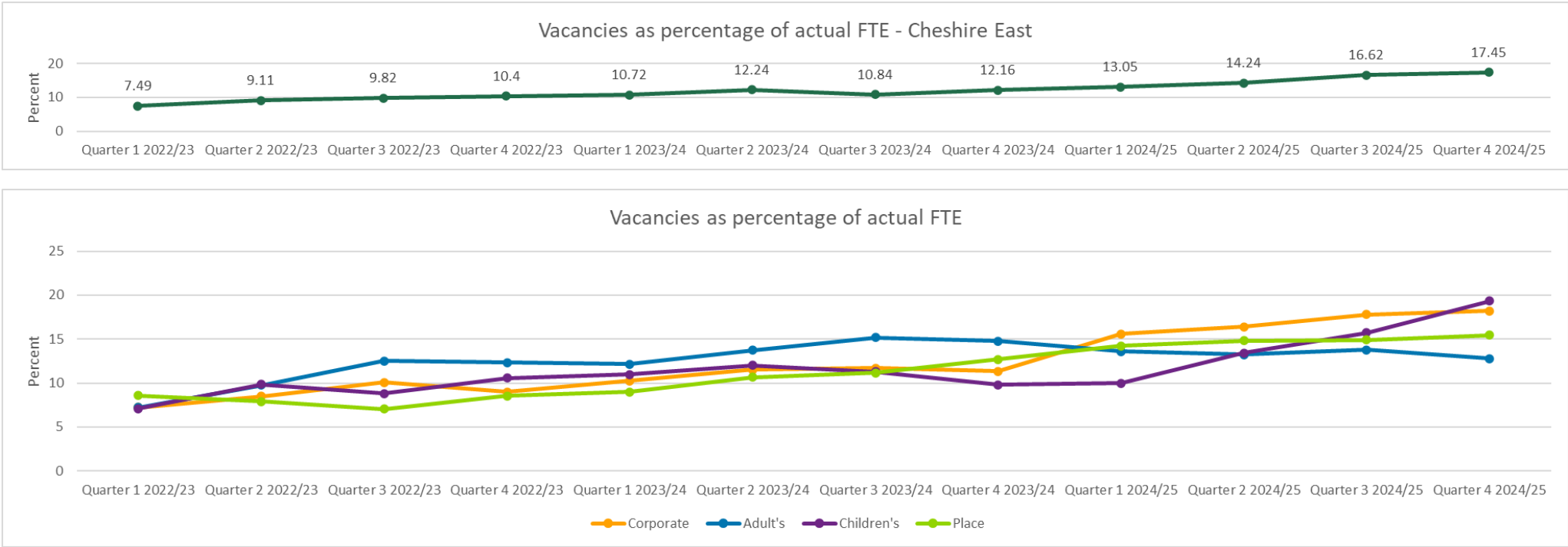
The below graphs provide a summary of key organisation health indicators over the past 3 years. This time period has been chosen as reporting over this phase has been consistent and therefore will allow for accurate trend data. Overall data for Cheshire East has been separated out into a separate graph to allow for a clearer picture in the directorate level graphs.

Number of FTE Staff



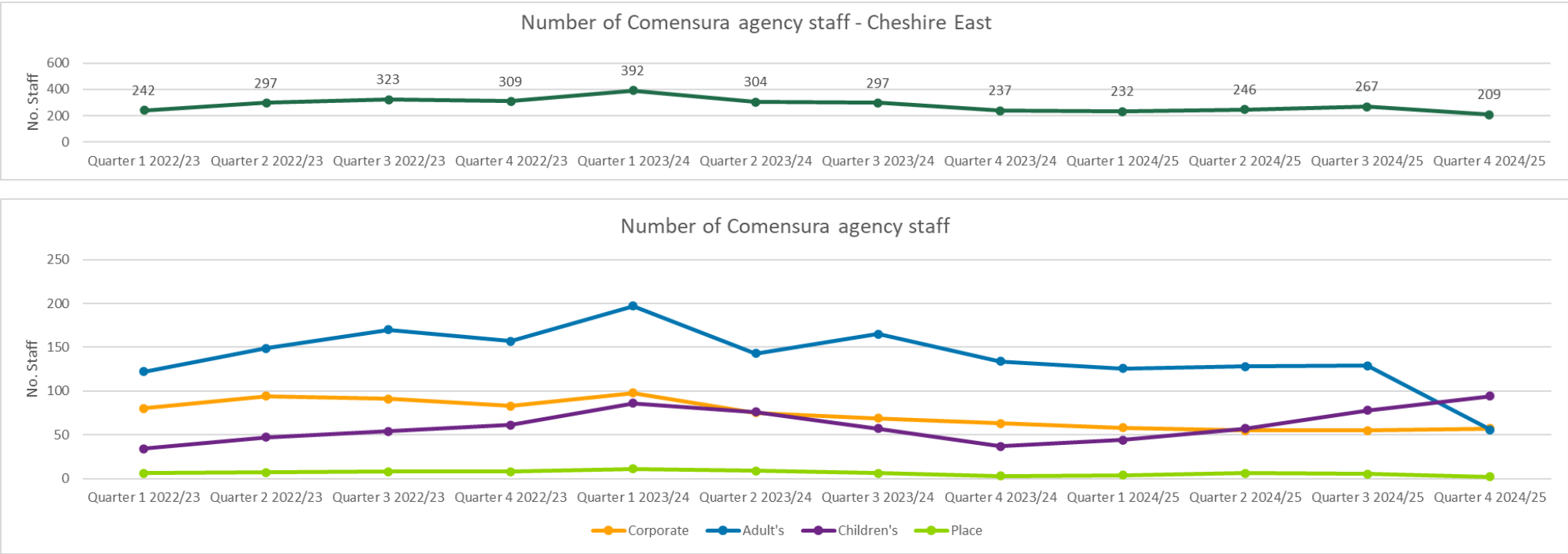
The number of FTE staff has slowly decreased over the past 3 years reflecting the agreed action to support management of financial pressures, by reviewing all vacancies and only recruiting to posts which are crucial to statutory service delivery.

Vacancies as a percentage of FTE



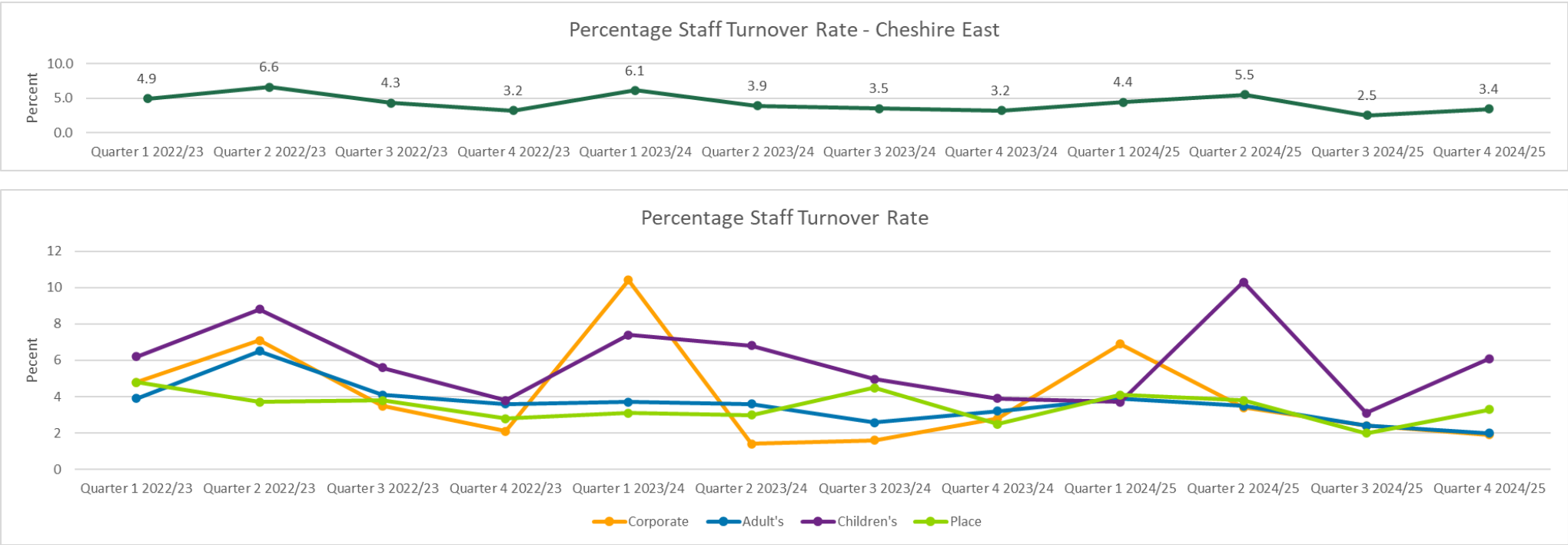
The number of vacancies has steadily increased over the past 3 years reflecting the agreed action to support management of financial pressures, by reviewing all vacancies and only recruiting to posts which are crucial to statutory service delivery.

Number of Agency Staff



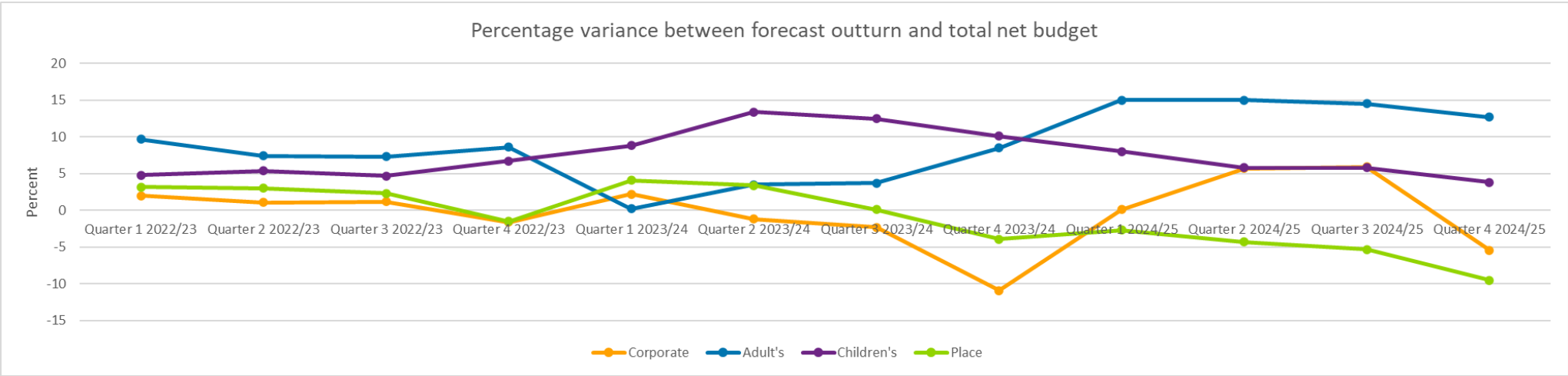
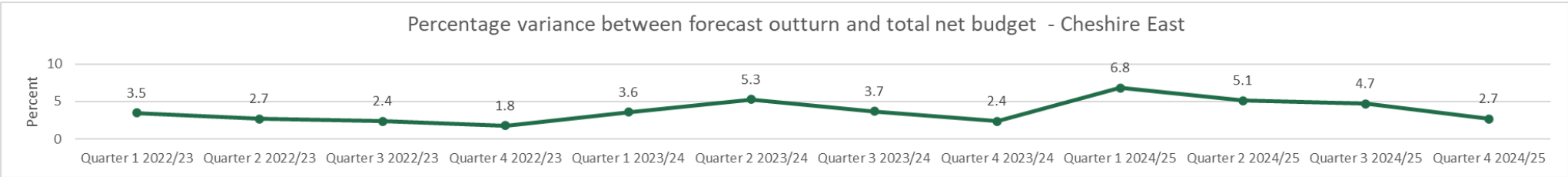
The number of Agency Staff has fluctuated over the past 3 years, following the increase in Q1 2023/24 a panel was established as part of our tighter financial management arrangements by considering the management of vacancies and agency staff. Following that Agency staff usage decreased for all directorates. Whilst we have seen a continued decrease in the majority of directorates over the past 12 months there has been an increase in Childrens services to support the response to OFSTED and the Childrens Improvement Programme.

Percentage Staff Turnover

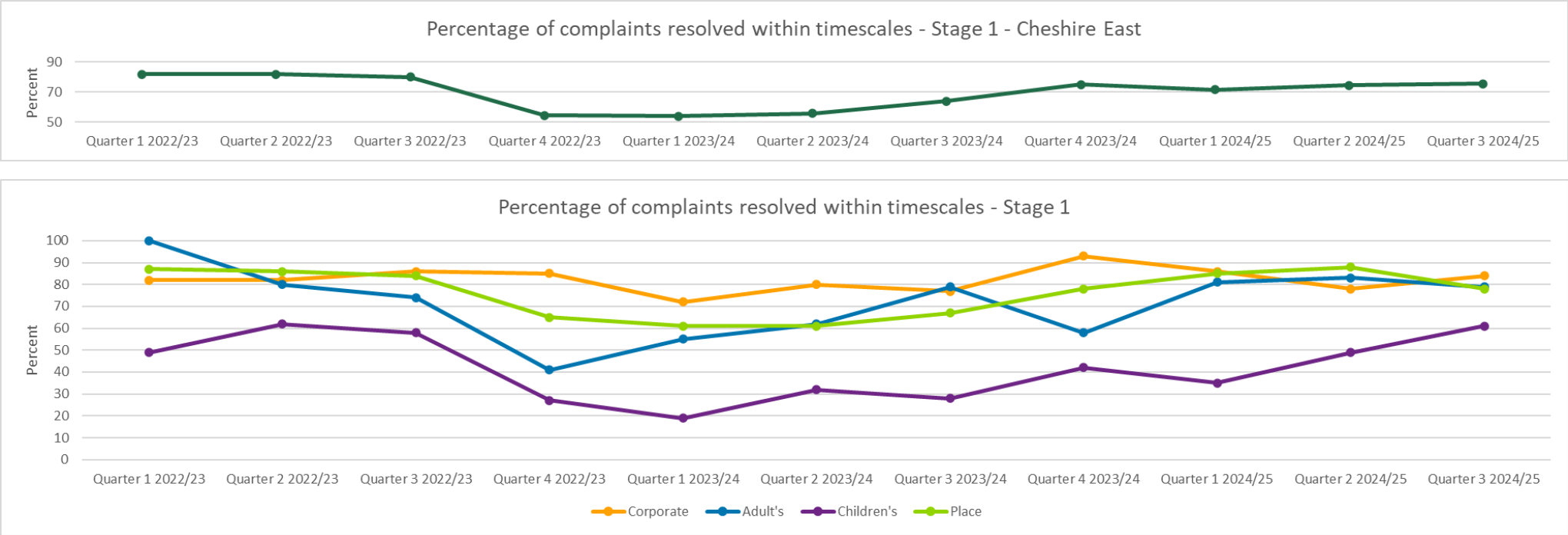


Staff turnover has remained mostly stable over the past 3 years with an increase in Q1 2023/24 due to the MARS scheme, as the corporate directorate has significantly less staff compared to the others smaller changes will show a bigger percentage change.

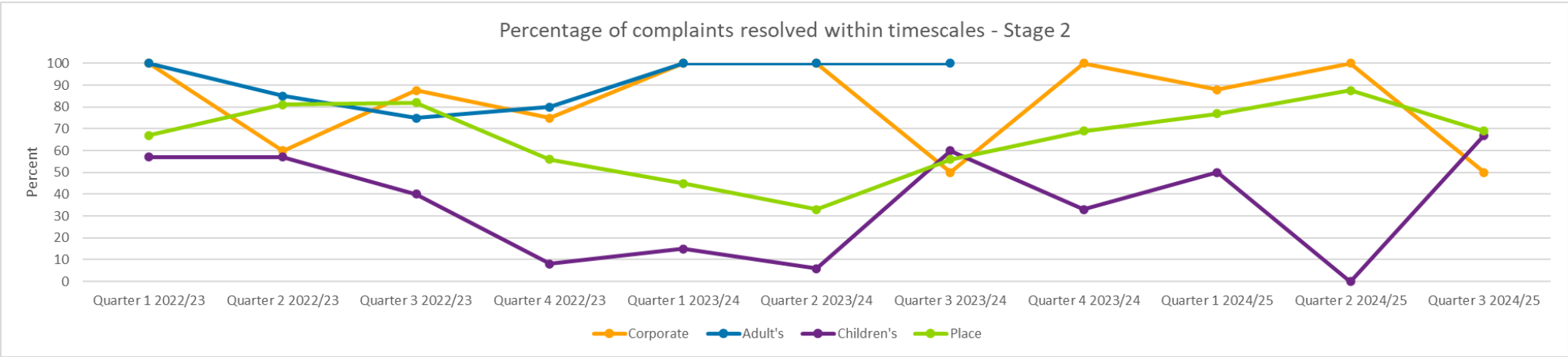
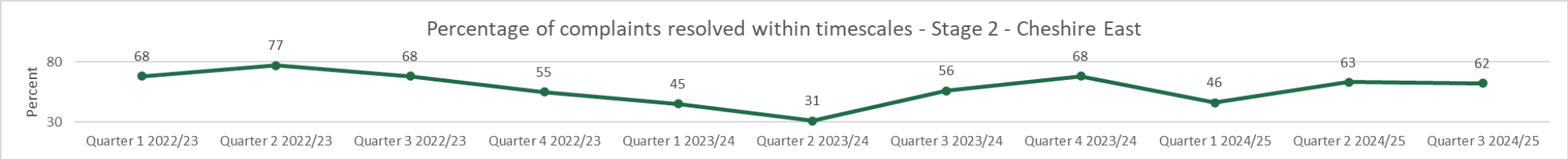
Percentage variance between forecast outturn and total net budget



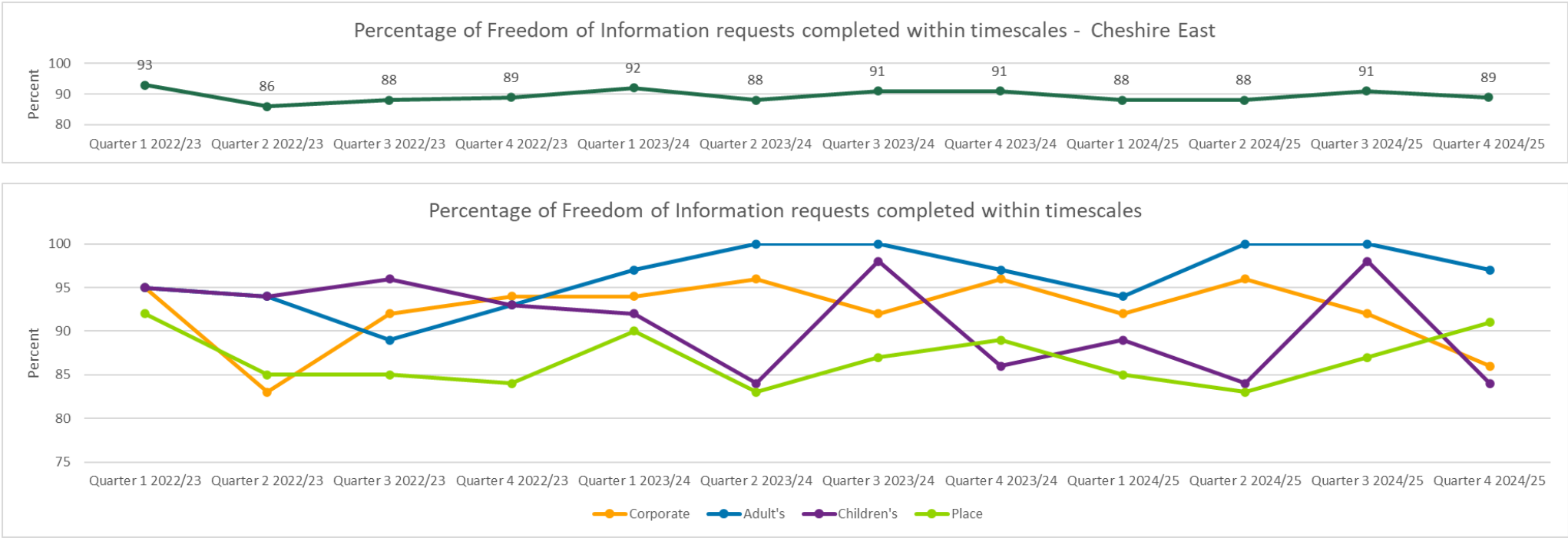
Percentage of complaints resolved within timescales (Stage 1)



Percentage of complaints resolved within timescales (Stage 2)



Percentage of Freedom of Information requests completed within timescales.



OPEN

Corporate Policy Committee

12 June 2025

Cheshire East Delivery Plan 2025-26

Report of: Dami Awobajo, Assistant Chief Executive

Report Reference No: CPC/37/25-26

Ward(s) Affected: All

For Decision

Purpose of Report

- 1 To present the Cheshire East Delivery Plan for 2025/26 and seek the committee's approval to adopt it as the council's primary delivery plan for the year, aligned to the Cheshire East Plan 2025-29.

Executive Summary

- 2 The Cheshire East Delivery Plan 2025/26 translates the commitments in the Cheshire East Plan into a focused and time-bound set of Priority Deliverables. These are supported by a consistent set of key performance indicators (Tier 1 and Tier 2) and underpin the council's performance monitoring arrangements.
- 3 The plan is structured around the three Corporate Plan commitments and provides a clear line of sight between strategy and delivery. It is supported internally by Director Business Plans which will contain Key Actions that support the Deliverable identified and a refreshed Performance Management Framework.

RECOMMENDATION

The Corporate Policy Committee is recommended to:

1. Approve the Cheshire East Delivery Plan 2025/26.

- | |
|--|
| <ol style="list-style-type: none">2. Delegate authority to make any final amendments to the Assistant Chief Executive in consultation with the Chief Executive, Leader and Deputy Leader.3. Agree that the committee receives at least quarterly updates on progress with the Cheshire East Delivery Plan |
|--|

Background

4. The Cheshire East Plan (2025–2029) sets out the council's strategic direction and long-term commitments. The Delivery Plan 2025/26 operationalises these commitments by setting out a core set of Priority Deliverables to be progressed in-year, including those drawn from the Transformation Programme, Improvement Plan and MTFS.
5. The plan is structured to ensure strong alignment from strategy through to delivery. Priority Deliverables are supported by Key Actions and Tasks, which are captured through Director Business Plans and service-level planning. Progress will be tracked quarterly through the council's Performance Management Framework, with regular reporting to CLT and Members. Where appropriate, performance issues will be escalated using the agreed process.
6. The plan also includes a clear set of performance indicators (Tier 1 and 2), focused on tracking meaningful progress and enabling corporate oversight. These are not direct measures of individual deliverables, but signal whether we are moving in the right direction across our strategic priorities.
7. The Delivery Plan is refreshed annually to reflect progress and changes in context. This enables a flexible but focused approach to delivery that balances ambition with realism, while keeping Members and officers aligned on what matters most.
8. Overall the plan enables evidence-led approach to delivery, consistent performance monitoring, and clear accountability. Approving this plan ensures the council has a strong foundation for tracking progress, identifying risks, and demonstrating impact which are key principles of effective and responsible public management.

Consultation and Engagement

9. Engagement with a wide range of staff, Members, partners and stakeholders has taken place throughout the development of the Cheshire East Plan.

10. Dedicated sessions with the Members, Senior Leadership Team and staff have occurred through Policy Briefing, CLT and the Strategy and Performance Management Board.
11. Further engagement with services, directors and officers through the business planning process and the rollout of the Performance Management Framework.
12. Additional engagement will continue as part of implementation and monitoring, and during the annual refresh of the plan.

Reasons for Recommendations

13. The Delivery Plan provides a clear and practical mechanism for driving delivery of the Corporate Plan, ensuring alignment between strategy, business planning, and performance.
14. It enables the council to:
 - Translate strategic commitments into visible, measurable action
 - Monitor delivery systematically through the Performance Management Framework
 - Hold directorates accountable for progress while promoting joined-up working
 - Provide Members, staff and the public with greater clarity on what the council is delivering and how performance will be tracked
15. Adopting the Delivery Plan supports good governance, performance culture, and delivery confidence — and is a key step in demonstrating the council's commitment to focus, discipline and transparency.
16. The delegated authority proposed in Recommendation 2 is intended to allow final presentational and formatting changes, or adjustments required to reflect dependencies or updates to corporate planning timelines, before publication.
17. Recommendation 3 will be delivered through the council's quarterly corporate performance reports, which will include a dedicated section summarising progress against Priority Deliverables and the associated KPIs set out in the Delivery Plan. This reporting will align with existing committee schedule and support ongoing member oversight.

Other Options Considered

Option	Impact	Risk
Do nothing	Lack of clarity on council priorities, weakened accountability and performance	Failure to deliver the Corporate Plan effectively

Implications and Comments

Monitoring Officer/Legal/Governance

18. The Committee's responsibilities include the formulation, co-ordination and implementation of the Corporate Plan and this would also include monitoring its delivery.
19. There are no direct legal implications arising from the report or appendices.

Section 151 Officer/Finance

20. 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

21. No direct HR implications.

Risk Management

22. There are significant links between effective performance management and effective risk management. Regular examination of the organisation's delivery against its objectives and deliverables identifies further areas for development and improvement, supporting risk management by identifying how well existing controls are operating, and where further mitigating actions may be needed. Quarterly reports on the Council's strategic risks will be aligned with the quarterly corporate performance reports.

Impact on other communities

23. There are no direct impacts on other communities.

Policy

24. The Delivery Plan operationalises the Corporate Plan and aligns to other key strategies.

Equality, Diversity and Inclusion

25. Each Priority Deliverable is expected to be delivered in line with the council's Equality, Diversity and Inclusion principles.

Consultation

Name of Consultee	Post held	Date sent	Date returned
<i>Statutory officer of deputy:</i>			
Sal Khan	Director of Finance/Deputy S151	22/05/2025	27/05/2025
Janet Witkowski	Acting Monitoring Officer	22/05/2025	27/05/2025
<i>Other consultees: Executive Directors/Directors</i>			
All Directors		08/05/2025 19/05/2025	22/05/2025
All Executive Directors		28/04/2025 07/05/2025	22/05/2025

Access to Information	
Contact Officer:	Dami Awobajo – Assistant Chief Executive Dami.Awobajo@cheshireeast.gov.uk
Appendices:	Appendix 1 – Cheshire East Plan Appendix 2 – Cheshire East Delivery Plan Appendix 3 – Cheshire East Delivery Plan Key Performance Indicators Appendix 4 – Performance Management Framework
Background Papers:	None.

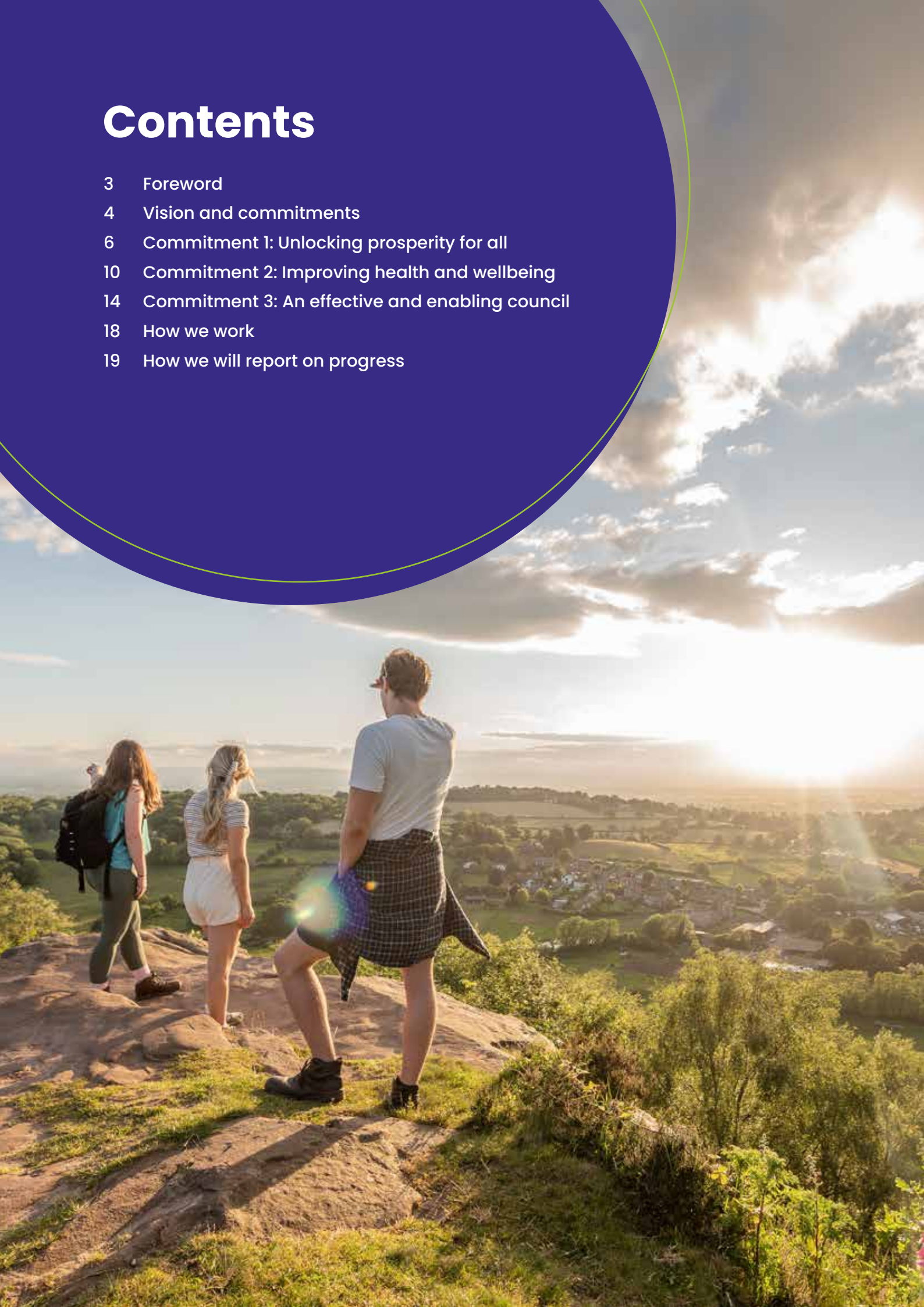
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Cheshire East Plan

2025 – 2029



**Enabling prosperity
and wellbeing for all**



Contents

- 3 Foreword
- 4 Vision and commitments
- 6 Commitment 1: Unlocking prosperity for all
- 10 Commitment 2: Improving health and wellbeing
- 14 Commitment 3: An effective and enabling council
- 18 How we work
- 19 How we will report on progress

Foreword

Enabling prosperity and wellbeing for all in Cheshire East

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

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

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

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

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

We are determined to tackle disadvantage and inequality. We will do this, for example, by working with our health partners to reduce the disparity in life expectancy in different parts of the borough. Also by working with government, businesses and local residents to improve access to public transport and digital connectivity in rural communities.

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

Rob Polkinghorne Chief Executive	Councillor Nick Mannion Leader of the Council	Councillor Michael Gorman Deputy Leader of the Council
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Enabling prosperity and wellbeing for all in Cheshire East

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

Commitment 1 Unlocking prosperity for all

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

Commitment 2 Improving health and wellbeing

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

Commitment 3 An effective and enabling council

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



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



12 towns with a
population over
10,000



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



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



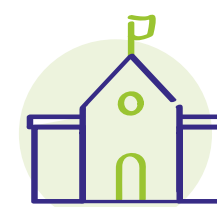
191,000
households



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



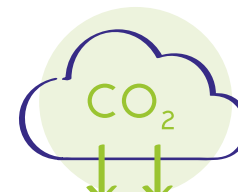
14%
of households are in
England's most deprived
for child poverty



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



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



Carbon emissions
**reduced by
15%**
/ 60% of carbon neutral
target achieved 19,275
businesses



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



**School
absence rates
are below**
the North West and
England average

Commitment 1
**Unlocking
prosperity
for all**

Commitment 1 Unlocking prosperity for all

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

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

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

Strategies and plans that support this commitment:

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



Commitment 2
Improving
health and
wellbeing



92,800 of adults

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



72,500 children

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



12,826 residents

(4.1%) aged 16 and above are veterans



Difference in life expectancy from most deprived area to least deprived is

8.8 years for men and 7.8 years for women



62.5% of adults and 32.1% of Year 6 children

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



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



8 Care Communities
providing health and care in partnership



Family Hubs
supporting children, young people and families

A photograph of three children laughing and smiling outdoors. On the left, a boy with red hair is laughing with his mouth wide open. In the center, a girl with long brown hair is smiling. On the right, a boy with dark hair is smiling and looking towards the others. They are all wearing dark blue t-shirts. The background is a blurred green tree.

Commitment 2 Improving health and wellbeing

Commitment 2: Improving health and wellbeing

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

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

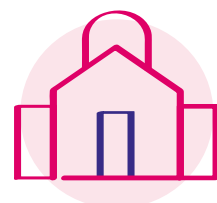
- 2.1 Health outcomes are improved across our diverse borough through a targeted approach that reduces health inequalities
- 2.2 Improved independence, quality of life, health and wellbeing through early intervention and prevention
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- 2.5 Communities build their capacity, with support to access information, guidance and funding
- 2.6 Lasting solutions are delivered through strong and committed partnerships

Strategies and plans that support this commitment:

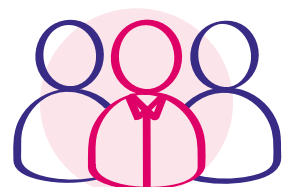
- The Joint Local Health and Wellbeing Strategy for the population of Cheshire East 2023–2028
- Cheshire East Council Live Well for Longer Plan 2022–2027
- All Together Fairer | Champs Public Health Collaborative
- Our Health and Care Partnership Plan 2024–29
- SEND Strategy 2021–2025
- DSG Management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



82 Councillors
representing their wards



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



3,194
members of staff



Net budget of
£375.7m (2024/25)

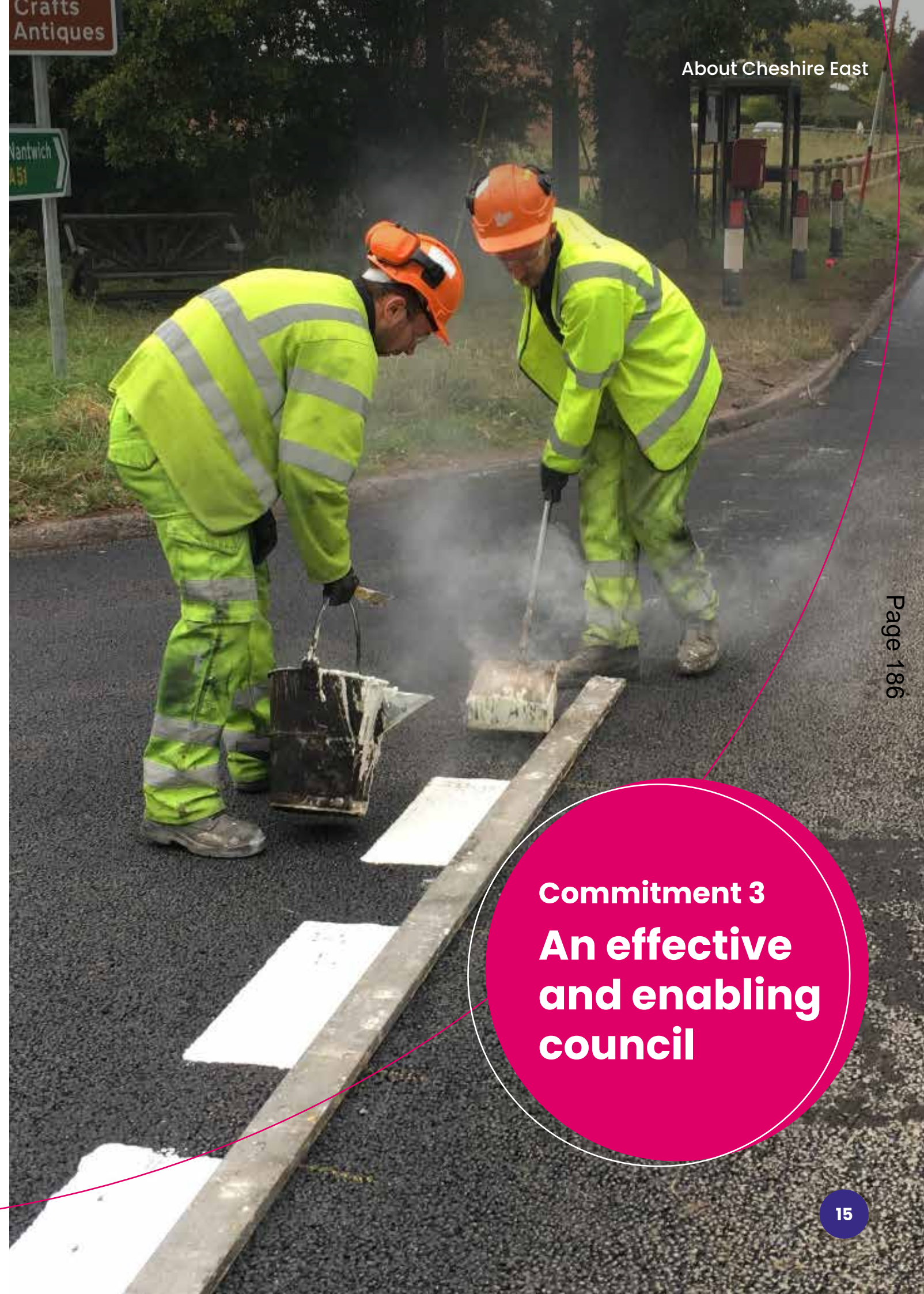


315,000
calls to the customer contact
centre a year



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

Commitment 3
**An effective
and enabling
council**



Commitment 3 An effective and enabling council

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

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

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

Strategies and plans that support this commitment:

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



How we work

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

How we work – our aspirations

Collaborate and Enable Success

We **collaborate** with our residents, businesses, partners and each other to develop solutions that align with the needs and aspirations of our residents and communities.

Together, we foster impactful partnerships. We are an **enabling** organisation, working alongside our partners to deliver services that achieve the best possible outcomes.

Innovate with Evidence-Based Decisions

We stay at the forefront of **innovation** by using research and data-driven insights. We apply evidence-based solutions. We encourage creative thinking and leverage new technologies to tackle emerging challenges.

We focus on **outcomes**, continuously improving to ensure that our solutions and decisions deliver positive, tangible results.

Uphold Professionalism and Build Trust

We act with **integrity**, professionalism and transparency in everything we do, building trust by delivering services that meet the expectations of our stakeholders.

We **empower** our staff through professional development and recognition, fostering a values-driven environment for success.

How we will report on progress

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

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

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

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

How we work/
How we will report on progress





www.cheshireeast.gov.uk

**Enabling prosperity
and wellbeing for all**

Cheshire East
Council

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Cheshire East Council

Delivery Plan

2025/26

Executive Summary

The Cheshire East Plan sets out the council's long-term vision. This Delivery Plan translates that into action for 2025/26.

It sets out the Priority Deliverables the council will progress this year, linked to the commitments in the Corporate Plan. These include transformation programmes, major service changes, and operational improvements. Each deliverable is clearly owned and time-bound so we can track delivery and ensure accountability.

We've also identified a set of performance indicators that help us track progress at a broader level, they are not direct measures of individual deliverables, but signal whether we're heading in the right direction. These don't cover everything, and they don't all sit within the council's direct control. But taken together, they give a rounded view of how we're doing and where we need to do better.

This is a practical plan. It's not about promises or slogans, it's about focus and follow-through. We won't deliver everything at once, but we will deliver what we've committed to here.

The Delivery Plan will be updated each year. Progress will be tracked through quarterly reporting and an Annual Performance Report. This is part of how we build trust, by being clear about what we're doing, and how it's going.

Introduction

The Cheshire East Plan 2025–2029 (CEP) sets out the council's long-term direction, centred around three core commitments: unlocking prosperity for all, improving health and wellbeing, and being an effective and enabling council.

This Delivery Plan translates those long-term ambitions into the short-term activity the council will deliver in 2025/26. It identifies what we are doing now to move forward and how we will measure progress.

Although published as a standalone document, the Delivery Plan should be read alongside the Corporate Plan. Every Priority Deliverable and KPI in this plan is linked back to the commitments and outcomes in the CEP. The two are part of the same story: one sets the ambition, the other shows how we're delivering it.

We are publishing this plan annually. It will be refreshed each year to reflect what we've achieved, what's changed, and what comes next.

The Delivery Plan is also part of the council's wider approach to performance and accountability. Progress will be tracked through both the Priority Deliverables set out in this plan and a consistent set of KPIs. These are complemented by director-level Key Actions, service-level Tasks, and a set of cross-cutting Director-Led Corporate Responsibilities.

Together, these elements provide a rounded view of performance, showing not just what we do, but whether it's making a difference.

Our Commitments and Delivery Focus

The Cheshire East Plan 2025–2029 sets out three overarching commitments for the council and its partners:

- Commitment 1: Unlocking prosperity for all
- Commitment 2: Improving health and wellbeing
- Commitment 3: An effective and enabling council

These are our long-term ambitions. This Delivery Plan turns them into short-term delivery.

It does so by:

- Identifying Priority Deliverables for each commitment over the next 12 months
- Making delivery expectations explicit - including ownership and timelines
- Providing a framework for directorates to develop aligned Key Actions within their Directorate Business Plans
- Enabling performance monitoring through a small, carefully selected set of KPIs

This first version of the Delivery Plan covers activity for 2025/26. There will be a new version each year to reflect updated priorities, progress, and context. Over the lifespan of the Cheshire East Plan, there will be four Delivery Plans in total.

Delivery activity is coordinated through a structured approach to planning, performance and governance. This ensures alignment with corporate priorities, enables progress to be monitored, and supports timely decision-making where adjustments are needed.

Progress will be measured and reported through our regular performance reporting cycle, with key indicators published quarterly.

Priority Deliverables 2025/26

This section sets out the council's Priority Deliverables for 2025/26, organised under each of the three Corporate Plan commitments. These are the core delivery priorities we will progress this year - either corporately, through directorates, or in partnership.

Any Priority Deliverable that begins in the 2025/26 financial year is included here, even if it is due to complete in a future year. Activities that begin in 2026/27 or beyond will be picked up in subsequent annual plans.

Each commitment is followed by:

- A table showing the associated outcome from the Corporate Plan
- A list of Priority Deliverables to be progressed during 2025/26
- A table of associated KPIs (Tier 1 and Tier 2 only)

Each Priority Deliverable contributes to the achievement of one or more Corporate Plan sub-commitments. KPIs serve the same purpose - helping us assess whether we are making progress on the Corporate Plan - but they are not direct measures of individual deliverables.

Tier 1 KPIs track progress against high-level corporate outcomes. They are reported to CLT and Members and may be included in external reporting. Tier 2 KPIs are important indicators

used to monitor director-level Key Actions or cross-cutting activity that supports overall delivery.

Some KPIs track things the council directly controls (e.g. internal systems, delivery performance), while others reflect outcomes we influence (e.g. employment rates, air quality). The aim is to balance both - ensuring meaningful accountability while recognising the council's role within a wider system.

The Priority Deliverables in this plan also form the basis for Director Business Plans. They are supported by Key Actions and Tasks and monitored through the council's Performance Management Framework. Progress will be reported quarterly and reviewed annually to ensure the council stays focused on what matters most

Commitment 1 Unlocking prosperity for all

1.1 Opportunities created for all communities across the borough working with our world-leading industries and local businesses	1.2 Child, family and adult poverty is reduced through a coordinated approach with partners	1.3 Education, skills and life-long learning leads to employment and roles in the community	1.4 Shared vision for Crewe delivers a masterplan for jobs, affordable homes and regeneration for the benefit of the whole borough	1.5 Communities connected through an improved, accessible rural and urban transport network including active travel	1.6 Carbon neutral council with minimum offset by 2030, influencing carbon reduction and green energy production across the borough by 2045
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Priority Deliverables	Outcome	Start Date	Delivery Date	Lead Officer	Strategic Link
Waste: Develop a borough-wide waste service model that supports carbon neutrality and improves user experience	1.6	Q1 2025/26	Q4 2026/27	Executive Director of Place	Transformation: Service Delivery (Place)
Economic Growth: Develop and implement a strategy that delivers inclusive growth	1.1	Q1 2025/26	Q2 2026/27	Executive Director of Place	Transformation: Service Delivery (Place)
Libraries: Redesign of the libraries service, focusing on community hubs and digital access	1.3	Q1 2025/26	Q2 2026/27	Executive Director of Place	Transformation: Service Delivery (Place)
Fleet management: Complete fleet strategy review and begin procurement of low-carbon and electric vehicles to deliver savings	1.6	Q1 2025/26	Q2 2026/27	Executive Director of Place	Transformation: Corporate Core
Deliver Year 3 (final year) of the Rural Economy Action Plan and refresh the Rural plan for 2026-2029	1.1	Q1 2025/26	Q4 2025/26	Executive Director of Place	
Develop and publish a new Carbon Neutrality Action Plan to replace the current strategy	1.6	Q1 2025/26	Q4 2025/26	Executive Director of Place	
Publish the updated Local Transport Plan and begin phased implementation	1.5	Q1 2025/26	Q4 2025/26	Executive Director of Place	

Priority Deliverables	Outcome	Start Date	Delivery Date	Lead Officer	Strategic Link
Finalise and begin delivery of the "Living Well in Crewe" programme, coordinating actions to improve housing, active travel, green space and community wellbeing	1.4	Q1 2025/26	Q4 2025/26	Executive Director of Adults, Health and Integration	
Develop and publish a place-based economic and regeneration plan for Crewe, setting out investment priorities and delivery pipeline	1.4	Q1 2025/26	Q3 2025/26	Executive Director of Place	
Update and promote the council's social value framework for procurement and commissioning	1.1, 1.2	Q1 2025/26	Q4 2025/26	Executive Director of Resources	
Commission and publish a local employment and skills assessment to inform council strategy and partner delivery plans	1.1, 1.3	Q1 2025/26	Q4 2025/26	Executive Director of Place	
Develop a targeted action plan to support the growth of green industries and low-carbon jobs across Cheshire East	1.1, 1.6	Q1 2025/26	Q4 2025/26	Executive Director of Place	
Refresh existing multi-agency arrangements to improve understanding and coordination of anti-poverty activity	1.2	Q1 2025/26	Q4 2025/26	Executive Director of Adults, Health and Integration	

Commitment 2: Improving Health and Wellbeing

2.1 Gap in health equalities is reduced across our diverse borough through a targeted approach	2.2 Improved independence, health and wellbeing through early intervention and prevention	2.3 Everyone feels safe and secure, difference is celebrated, and abuse and exploitation not tolerated	2.4 Children and young people thrive and reach their potential with targeted support when and where they need it	2.5 Communities build their capacity, with support to access information, guidance and funding	2.6 Lasting solutions are delivered through strong and committed partnerships
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Priority Deliverables	Outcome	Start Date	Delivery Date	Lead Officer	Strategic Link
Community Capacity Building: Building local capacity and strengthening the role of communities in prevention and wellbeing	2.5	Q1 2025/26	Q4 2026/27	Executive Director of Adults, Health and Integration	Transformation: Enabling Communities
Partnership Development: Prioritises collaborative work between the Council, NHS, VCFSE, and other system partners (e.g. Town and Parish Councils) to embed early support and preventative approaches.	2.2	Q1 2025/26	Q4 2026/27	Executive Director of Adults, Health and Integration	Transformation: Enabling Communities
Health and Social Care Partnership Case Review	2.6	Q1 2025/26	Q4 2025/26	Executive Director of Adults, Health and Integration	Transformation: Service Delivery (Adult Social Care)
Prevent, Reduce, Enable Project: A structured prevention and demand management project aiming to identify avoidable interventions and improve early support pathways.	2.2	Q1 2025/26	Q4 2025/26	Executive Director of Adults, Health and Integration	Transformation: Service Delivery (Adult Social Care)
Learning Disabilities Transformation Programme: A broad programme covering the whole learning disability offer, from commissioning to frontline practice.	2.2, 2.6	Q1 2025/26	Q4 2025/26	Executive Director of Adults, Health and Integration	Transformation: Service Delivery (Adult Social Care)
Children's Commissioning: A reset of commissioning arrangements in Children's Services, particularly sufficiency, placements, and provider relationships.	2.4	Q1 2025/26	Q4 2026/27	Executive Director of Children's Services	Transformation: Service Delivery (Children's)

Priority Deliverables	Outcome	Start Date	Delivery Date	Lead Officer	Strategic Link
New Accommodation 16-25: Targeted at improving accommodation sufficiency for older looked-after children and care leavers.	2.4	Q1 2025/26	Q4 2025/26	Executive Director of Children's Services	Transformation: Service Delivery (Children's)
Thrive in 25: A wide-ranging programme focused on earlier help and preventing escalation for children at risk of entering care.	2.2, 2.6	Q1 2025/26	Q4 2026/27	Executive Director of Children's Services	Transformation: Service Delivery (Children's)
Birth to Thrive / PfA: A whole-life-course approach combining Start for Life, early years work and Preparing for Adulthood (PfA).	2.2, 2.4, 2.6	Q1 2025/26	Q4 2026/27	Executive Director of Children's Services	Transformation: Service Delivery (Children's)
Integrated Front Door: Looks at the referral and triage pathway into Children's Services, particularly the interface between Early Help and statutory assessment	2.4	Q1 2025/26	Q1 2026/27	Executive Director of Children's Services	Transformation: Service Delivery (Children's)
Right Child, Right Home: Placement review programme targeting cost, quality, and outcomes.	2.4, 2.6	Q1 2025/26	Q4 2025/26	Executive Director of Children's Services	Transformation: Service Delivery (Children's)
Ensure readiness for SEND area inspection, including evidence collation, partner coordination, and publication of inspection materials.	2.4	Q1 2025/26	Q4 2025/26	Executive Director of Children's Services	
Ensure effective governance and oversight of the council's response to the Ofsted inspection of Children's Services, through active support to the Children's Improvement and Impact Board.	2.4	Q1 2025/26	Q4 2025/26	Executive Director of Children's Services	Improvement Plan
Develop and launch a targeted health inequalities action plan, informed by JSNA data, to reduce disparities in health outcomes across Cheshire East.	2.1	Q1 2025/26	Q4 2025/26	Executive Director of Adults, Health and Integration	
Strengthen local partnership working on community safety, with a targeted focus on tackling antisocial behaviour, public place crime, and low-level street disorder.	2.3	Q1 2025/26	Q4 2025/26	Executive Director of Place	
Agree and implement a refreshed all-age safeguarding partnership protocol, clarifying	2.3	Q1 2025/26	Q4 2025/26	Executive Director of Adults, Health and Integration	

Priority Deliverables	Outcome	Start Date	Delivery Date	Lead Officer	Strategic Link
responsibilities, escalation routes, and shared improvement priorities.					
Develop a clear community cohesion strategy that outlines the Councils approach to migrant and minority groups.	2.1, 2.3	Q2 2025/26	Q4 2025/26	Executive Director of Adults, Health and Integration	

Commitment 3: An Effective and Enabling Council

3.1 Financially sustainable council, enabled by council-wide service transformation and improvement	3.2 Effective and responsive governance, compliance and evidence-based decision-making	3.3 Innovative solutions are developed through a culture of collaboration across the council and with residents, businesses and partners	3.4 Service delivery and new ideas are shaped by consultation and engagement	3.5 Contact with the council and access to services is consistent and easy	3.6 Service delivery and ways of working are improved through a digital first approach, while supporting residents who need it
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Priority Deliverables	Outcome	Start Date	Delivery Date	Lead Officer	Strategic Link
Customer programme: End-to-end review of customer access and delivery pathways to improve consistency, reduce duplication and enhance the resident experience.	3.1	Q1 2025/26	Q2 2026/27	Executive Director of Resources	Transformation: Access to Services
Digital Customer Enablement: Expansion of online services to improve access, reduce demand on	3.1	Q1 2025/26	Q2 2026/27	Executive Director of Resources	Transformation: Access to Services

Priority Deliverables	Outcome	Start Date	Delivery Date	Lead Officer	Strategic Link
front-line services and support digital inclusion.					
Core service design function: Establishment of a cross-council service design capability to improve consistency in transformation delivery.	3.2	Q1 2025/26	Q4 2025/26	Assistant Chief Executive	Transformation: Service delivery (Design)
Embedding use of Technology Enabled Care: Accelerate adoption of technology-enabled care solutions across adult social care to improve independence.	3.1, 3.3	Q1 2025/26	Q2 2026/27	Executive Director of Adults, Health and Integration	Transformation; Service Delivery (Adults)
Commissioning and Brokerage: Redesign commissioning and brokerage functions in adults to improve value for money, responsiveness and outcomes.	3.1, 3.3	Q1 2025/26	Q2 2026/27	Executive Director of Adults, Health and Integration	Transformation; Service Delivery (Adults)
Corporate Landlord: Consolidate property management functions to improve use, maintenance and strategic decision-making.	3.4	Q1 2025/26	Q4 2025/26	Executive Director of Place	Transformation: Service Delivery (Place)
Outbound Mail: Centralise and digitise outbound correspondence to improve efficiency, reduce costs and support sustainability.	3.4	Q1 2025/26	Q4 2025/26	Executive Director of Place	Transformation: Service Delivery (Place)
Tatton Park: Review and modernise commercial operations and visitor offer at Tatton Park to improve financial sustainability.	3.2, 3.4	Q1 2025/26	Q3 2026/27	Executive Director of Place	Transformation: Service Delivery (Place)
Automatic Number Plate Recognition / Anti-social driving enforcement: Expand use of ANPR to target antisocial driving behaviours and improve public safety and enforcement.	3.2	Q1 2025/26	Q3 2026/27	Executive Director of Place	Transformation: Service Delivery (Place)

Priority Deliverables	Outcome	Start Date	Delivery Date	Lead Officer	Strategic Link
Alternative Service Delivery Vehicle (ASDV) review:	3.4	Q1 2025/26	Q4 2025/26	Executive Director of Place	Transformation: Service Delivery (Place)
Fees and Charges: Review council fees and charges to ensure they are fair, transparent and support financial resilience	3.4	Q1 2025/26	Q4 2025/26	Executive Director of Resources	Transformation: Corporate Core
Third Party Spend: Identify opportunities to reduce external spend through smarter procurement and tighter contract management.	3.4	Q1 2025/26	Q4 2025/26	Executive Director of Resources	Transformation: Corporate Core
Grant Funding: Improve coordination and targeting of external grant funding to support strategic priorities and improve outcomes.	3.4	Q1 2025/26	Q3 2025/26	Executive Director of Resources	Transformation: Corporate Core
Business Systems Improvement: Modernise core business systems to improve integration, reporting and user experience.	3.4	Q1 2025/26	Q3 2026/27	Executive Director of Resources	Transformation: Corporate Core
ICT Shared service- redesign (Project Gemini): Redesign of the shared ICT service with Cheshire West to improve efficiency, support innovation and reduce risk.	3.4	Q1 2025/26	Q2 2026/27	Executive Director of Resources	Transformation: Corporate Core
Digital Acceleration: Accelerate rollout of digital tools and automation to reduce manual processes and improve productivity.	3.4	Q1 2025/26	Q4 2025/26	Executive Director of Resources	Transformation: Corporate Core
Digital Adoption (Digital Blueprint): Deliver the council's Digital Strategy through targeted initiatives to support service transformation and innovation.	3.4	Q1 2025/26	Q4 2025/26	Executive Director of Resources	Transformation: Corporate Core
Workforce Resizing: Restructure council services to match current and	3.4	Q1 2025/26	Q4 2025/26	Executive Director of Resources	Transformation: Corporate Core (Workforce)

Priority Deliverables	Outcome	Start Date	Delivery Date	Lead Officer	Strategic Link
future demand and reduce workforce costs.					
Reduction of unavoidable agency usage: Reduce reliance on agency staff through improved workforce planning, recruitment and retention.	3.4	Q1 2025/26	Q4 2025/26	Executive Director of Resources	Transformation: Corporate Core (Workforce)
Productivity and Wellbeing: Develop new working practices to support staff wellbeing and improve productivity, aligned with hybrid working.	3.4	Q1 2025/26	Q4 2025/26	Executive Director of Resources	Transformation: Corporate Core (Workforce)
Implement priority recommendations from the Corporate Peer Challenge, with regular reporting to CLT and Members.	3.6	Q1 2025/26	Q4 2025/26	Assistant Chief Executive	Improvement Plan
Deliver actions agreed as part of the 2025/26 Annual Governance Statement to strengthen internal control and assurance.	3.5	Q1 2025/26	Q4 2025/26	Governance, Compliance & Monitoring Officer	
Strengthen MTFS delivery monitoring through integrated reporting to CLT and Corporate Policy Committee.	3.5	Q1 2025/26	Q4 2025/26	Executive Director of Resources	
Develop and launch new resident engagement mechanisms, including area-based panels and regular resident surveys, to strengthen democratic participation and insight.	3.1	Q1 2025/26	Q4 2025/26	Assistant Chief Executive	
Embed the council's new officer governance framework to improve coordination, accountability and delivery across directorates.	3.6	Q1 2025/26	Q4 2025/26	Assistant Chief Executive	
Improve the use of data in decision making across the organisation –by increasing the visibility, use and challenge of management information in directorate and corporate forums	3.2, 3.3	Q1 2025/26	Q4 2025/26	Executive Director of Resources	

Priority Deliverables	Outcome	Start Date	Delivery Date	Lead Officer	Strategic Link
Implement the Financial Leadership Improvement Plan to strengthen financial accountability, planning and decision-making across the organisation.	3.1	Q1 2025/26	Q4 2025/26	Executive Director of Resources	Improvement Plan
Roll out a new staff engagement model, including corporate events, local conversations and a new all-staff survey, to build stronger dialogue and engagement across the organisation.	3.4	Q1 2025/26	Q4 2025/26	Executive Director of Resources	Improvement Plan

Risks and Dependencies

Delivering on this plan will take focus, coordination and resilience. Like all councils, Cheshire East operates in a challenging environment, from financial pressures and rising demand to national policy changes and workforce capacity. These challenges don't stop progress, but they do shape how it needs to be managed.

Some deliverables in this plan depend on strong partnership working or on the council's ability to generate income. Others are linked to the delivery of savings and transformation projects already included in the council's Medium Term Financial Strategy (MTFS). Risks and dependencies are monitored through internal governance arrangements, and the council's key strategic risks are reported on regularly to the Corporate Policy Committee, and through the Annual Governance Statement reporting.

This Delivery Plan does not duplicate financial or risk reporting but it complements both. Together with the MTFS and the Annual Governance Statement, it offers a joined-up picture of what we're delivering and how we're managing it.

Review and Refresh

This Delivery Plan sets out what the council intends to deliver in 2025/26. Progress will be tracked through quarterly performance reporting and reviewed in full at the end of the financial year.

A new Delivery Plan will be published annually to reflect progress, learning and priorities for the year ahead. As part of this, the council also intends to introduce an Annual Performance Report, giving residents, Members and partners a clear view of delivery against both actions and outcomes.

KPI	Cheshire East Plan Outcomes	Tier	Indicator Type	Control Level	Polarity	Comments
% of working age residents in employment	1.1	Tier 1	Quantitative	Influence	Increase	Collected via ONS – quarterly. Good top-line indicator despite lower direct control.
% of small businesses surviving at 3 years	1.1	Tier 2	Quantitative	Influence	Increase	Only available annually (ONS Business Demography). Consider a more frequent proxy (e.g. new business registrations).
Employment rate gap between residents with and without a disability	1.2	Tier 1	Quantitative	Influence	Decrease	Available via ONS. Reviewed annually. Demonstrates equity focus.
% of apprenticeships started by care leavers or NEET young people	1.2	Tier 2	Quantitative	Control	Increase	Stat return data – Children's Services. Reported quarterly internally.
% of rural businesses reporting growth in the past 12 months	1.3	Tier 2	Quantitative	Influence	Increase	Would require survey or use of proxy (e.g. Rural Business Grant uptake). Definitions of rural can follow DEFRA / ONS mapping.
% of planning applications in rural areas approved within statutory timeframe	1.3	Tier 2	Quantitative	Control	Increase	Collected already. Use internal planning data. Rural to be defined using national rural-urban classification.
£ value of external investment secured for regeneration priorities	1.4	Tier 1	Quantitative	Influence	Increase	Captured via programme tracking (e.g. Levelling Up, SPF, etc). Quarterly update feasible.
% of residents who feel their local area is being improved through investment	1.4	Tier 2	Quantitative	Influence	Increase	To be captured via new resident survey. Annual with potential for quarterly pulse questions.
% of residents living within 400m of an active travel route	1.5	Tier 2	Quantitative	Control	Increase	GIS-based analysis possible using local transport datasets. Not survey-dependent.
% of journeys taken by sustainable modes (walking, cycling, public transport)	1.5	Tier 1	Quantitative	Influence	Increase	National Travel Survey or localised proxy via annual resident survey or modal split monitoring (DfT).
% reduction in council operational carbon emissions (year-on-year)	1.6	Tier 1	Quantitative	Control	Increase (reduction in Co2)	Already tracked via Carbon Action Plan reporting. Annual.
% of corporate fleet transitioned to electric or ultra-low emission vehicles	1.6	Tier 2	Quantitative	Control	Increase	Can likely be measured through fleet asset register data held by the Place directorate
Borough-wide per capita carbon emissions	1.6	Tier 2	Quantitative	Influence	Decrease	Nationally modelled data (BEIS), lag of 2 years. Helpful for trends.

KPI	Cheshire East Plan Outcomes	Tier	Indicator Type	Control Level	Polarity	Comments
% of residents reporting good or very good health	2.1	Tier 1	Quantitative	Influence	Increase	ONS Annual Population Survey; useful equity and public health indicator. (and we can ask the same question in our resident survey so we aren't waiting a year)
Life expectancy gap between most and least deprived wards	2.1	Tier 2	Quantitative	Influence	Decrease	Calculated from PHOF data; demonstrates equity focus but updated annually.
% of people who feel able to manage their physical and mental health	2.2	Tier 1	Quantitative	Influence	Increase	Captured via resident survey. Useful prevention marker.
Non-elective admissions per 100,000 for ambulatory care-sensitive conditions	2.2	Tier 2	Quantitative	Influence	Decrease	NHS/ICS metric used nationally to track preventable admissions. Reviewed quarterly.
% of people who feel safe where they live	2.3	Tier 1	Quantitative	Influence	Increase	Qtly/Annual resident survey - can also support community safety discussions.
% of adult safeguarding enquiries resulting in risk reduction or removal	2.3	Tier 2	Quantitative	Control	Increase	Tracked via statutory returns (SAC). Clear measure of effectiveness.
% of EHCPs issued within statutory timescales (excluding exceptions)	2.4	Tier 1	Quantitative	Control	Increase	Statutory KPI - reported quarterly by Children's Services.
% of looked-after children in family-based placements	2.4	Tier 2	Quantitative	Control	Increase	Reported through placement sufficiency dashboard - internal quarterly tracking. I don't think this quite what the measure is called? But I may be wrong - doesn't matter really I think most folk will know what it means

% of residents who feel they can influence local decisions	2.5	Tier 1	Quantitative	Influence	Increase	Core democracy/civic participation metric - Qtly/Annual Resident Survey.
Number of VCFS organisations supported through council grant or partnership schemes	2.6	Tier 2	Quantitative	Control	Increase	Tracked via Enabling Communities- "useful partnership ecosystem proxy. Not sold on this one as essentially we are likely to be giving fewer grants away. So I think we need something different?

KPI	Cheshire East Plan Outcomes	Tier	Indicator Type	Control Level	Polarity	Comments
% of FOI responses issued on time	3.1	Tier 1	Quantitative	Control	Increase	
% of complaints responded to within agreed timeframe	3.1	Tier 2	Quantitative	Control	Increase	
% of Membersâ€™ enquiries responded to within target timeframe	3.1	Tier 2	Quantitative	Control	Increase	
Resident satisfaction with how the council runs things	3.1	Tier 1	Quantitative	Influence	Increase	To be included in quarterly and annual resident surveys.
% of Ombudsman complaints upheld	3.1	Tier 2	Quantitative	Influence	Decrease	Reported annually by LGSCO.
% of MTFS savings delivered as planned	3.2	Tier 1	Quantitative	Control	Increase	
Net revenue budget variance at year end	3.2	Tier 2	Quantitative	Control	Decrease	Quarterly and year-end reporting.
% of internal audit recommendations implemented on time	3.4	Tier 1	Quantitative	Control	Increase	Tracked via Audit & Risk Committee reporting. Strong assurance metric.



Cheshire East Council Performance Management Framework

2025/26

Executive Summary

The Performance Management Framework (PMF) is how Cheshire East Council turns ambition into delivery. It provides a clear, structured way to track progress against our Corporate Plan, monitor the effectiveness of our transformation and improvement activity, and ensure that performance is managed consistently across the organisation.

This isn't just about KPIs and dashboards. It's about joining up strategy, delivery and improvement - and making sure everyone is clear on what we're doing, why it matters, and how we know it's working.

At its heart is the golden thread, a structured performance hierarchy that connects our strategic commitments to director business plans, change programmes, KPIs, and individual objectives. This clarity helps us drive delivery, target support, and hold ourselves to account.

The PMF covers:

- What we manage: The seven layers of the golden thread from the Corporate Plan to individual objective
- How we manage it: Clear expectations for setting and tracking both qualitative actions and quantitative KPIs
- Where performance is reported and discussed: A governance structure that supports grip, learning, and improvement
- How we review and adapt: An annual performance cycle that refreshes our plans and priorities based on what we're learning

Performance isn't just reported here - it's used. By identifying what's working and what's not, we help ourselves act early, stay focused on outcomes, and support one another to improve.

This framework applies to everyone, and its success depends on all of us, from frontline teams to senior leaders, using it with confidence and purpose.

1. Why We Have a Performance Management Framework

Cheshire East has committed to delivering its Corporate Plan 2025–2029 in full and with impact. To do this well, we need a clear and consistent way of tracking what we're doing, what difference it's making, and where we need to go next.

This Performance Management Framework (PMF) is the mechanism through which we do that. It brings together our strategic plans, transformation activity, and performance data into one joined-up system. It helps all of us - staff, managers, and leaders - stay focused, understand progress, and take action where needed.

We've always monitored performance in different ways, but this framework gives us a more consistent and joined-up approach. It provides a structure that's clear, proportionate, and useful, not bureaucratic or burdensome. It's about:

- Focusing our energy on the things that matter most
- Seeing clearly what's working and what's not
- Acting early when things are off track
- Giving everyone clarity and shared direction

- Building trust and accountability through openness

The framework isn't just about data or RAG ratings. It's about helping all of us - across every part of the organisation - to deliver better outcomes, make informed decisions, and embed a culture of learning and continuous improvement. That includes this division and this function, too.

This is a practical tool, not a shelf document. It underpins how we deliver our Corporate Plan, how we manage performance, and how we join up strategy, operations, and change. It is designed to be used at every level of the organisation - from CLT to frontline teams.

The rest of this document sets out how it works: the golden thread that links everything together, how we manage each layer of that thread, how we set targets and actions, and how we report and learn from what we're doing.

2. The Golden Thread

Everything we do should contribute to delivering the Corporate Plan. That means our work, our projects, our change activity, and our performance measures should all link clearly to our strategic aims. This is what we mean by the "golden thread".

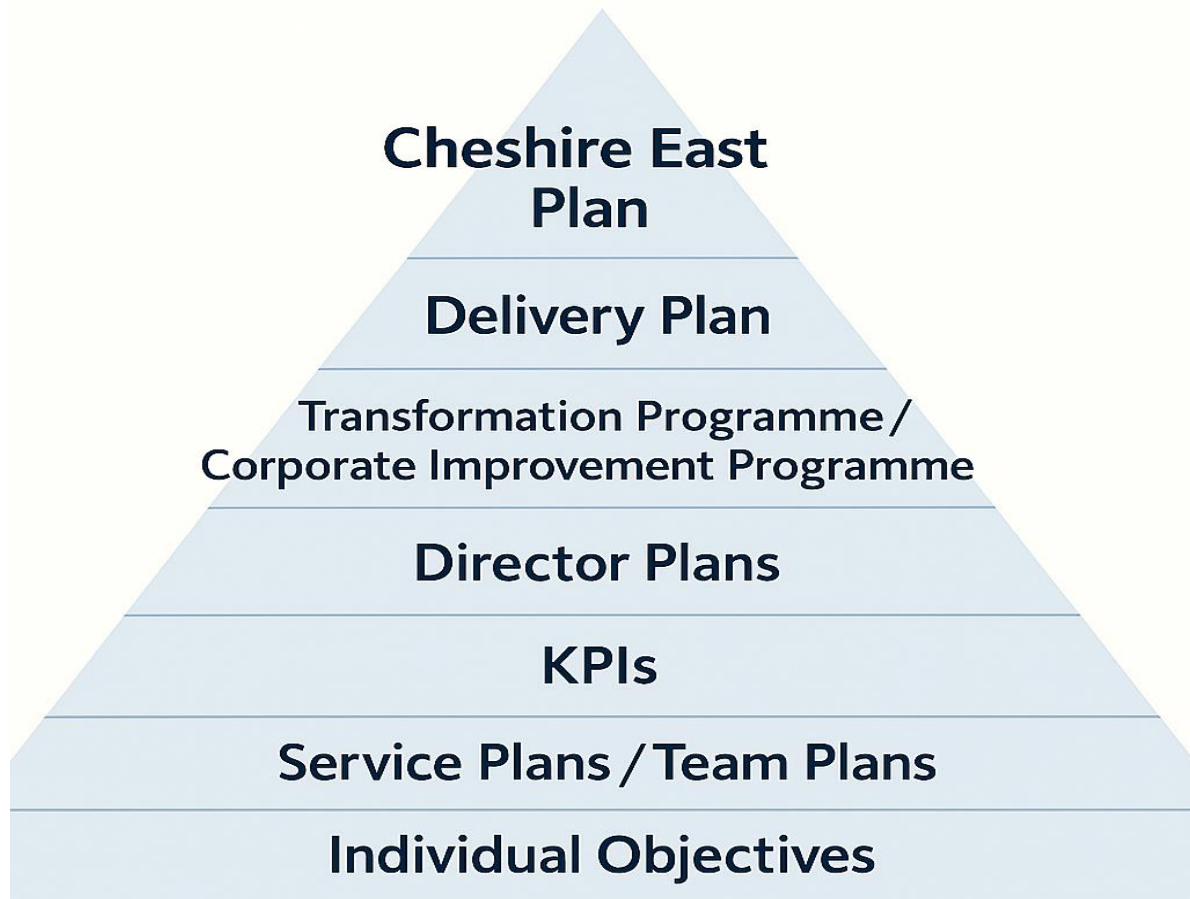
The golden thread gives us alignment - a clear line of sight from high-level priorities to everyday delivery. It helps every team and every individual understand how their work contributes to the bigger picture. It also helps senior leaders and Members make informed decisions, hold the organisation to account, and target support and resources where it's needed most.

We've structured our golden thread into seven layers. These are:

1. Corporate Plan – our strategic priorities and long-term outcomes
2. Delivery Plan – the key actions and programmes we're taking forward to deliver those outcomes
3. Transformation Programme / Improvement Programme – the major cross-cutting or service-led change activities that enable long-term improvement
4. Director Business Plans – each director's contribution to the plan, aligned to delivery and transformation
5. Key Performance Indicators (KPIs) – how we measure progress and impact
6. Service Plans / Team Plans – local delivery plans, reflecting statutory duties, business-as-usual and local projects
7. Individual Objectives – personal goals aligned to team, service or directorate priorities (led through HR processes)

These layers are connected. Each one builds on the one above it and supports the one below. If we manage each layer well - and join them up - we give ourselves the best chance of delivering real outcomes for residents.

The next section explains how we manage performance at each of these levels.



2.1 Language and Terminology

To support clarity and consistency, Cheshire East Council uses the following structured terminology across all planning and performance activity:

Term	Definition
Priority Deliverables	The council's key delivery focus areas for the year, aligned to the Corporate Plan commitments.
Key Actions	Strategic actions directors are responsible for delivering to support Priority Deliverables.
Tasks	Operational activities linked to service delivery and team objectives.
Director-Led Corporate Responsibilities	Core corporate duties that every Director is personally accountable for — covering finance, compliance, risk and engagement expectations.

This structured language supports a stronger golden thread, making it easier for officers, Members and residents to understand how strategic priorities translate into delivery - and how accountability is maintained at every level.

3. Managing Each Part of the Golden Thread

This section sets out how we manage performance at each level of the golden thread. For each layer, we explain:

- What it is
- Who owns it
- How it's monitored
- How it connects to the rest of the system

3.1 Cheshire East Plan

The Cheshire East Plan is our strategic backbone. It sets out the Council's three commitments:

1. Unlocking prosperity for all
2. Improving health and wellbeing
3. An effective and enabling council

and the outcomes we want to see by 2029. Everything else in the system flows from it.

Ownership: The Corporate Plan is owned by the Council and led by the Chief Executive and Corporate Leadership Team (CLT). Progress is reported to the Corporate Policy Committee.

Monitoring: Progress is tracked through delivery milestones and strategic KPIs (Tier 1). These are summarised quarterly and reviewed at CLT and by Members.

3.2 Delivery Plan

The Delivery Plan translates the Corporate Plan into actions. It identifies the key programmes, policy shifts, and delivery activity that will move us towards our strategic outcomes.

Ownership: Coordinated by the Strategy, Policy and Performance function, with contributions from all directorates.

Monitoring: Reported monthly to CLT and the Strategy and Performance Board, and quarterly to the Corporate Policy Committee. Aligned KPIs and milestones are used to track progress.

3.3 Transformation Programme and Corporate Improvement Programme

This includes major change programmes and improvement projects - both cross-cutting and directorate-led. These are the things we're doing to change how we work and improve what we deliver.

Ownership: Owned by services but governed corporately through the Transformation and Improvement Board.

Monitoring: Programmes are tracked via delivery milestones, benefits realisation measures, and KPIs. Relevant Tier 1 or Tier 2 KPIs sit within the PMF.

3.4 Director Business Plans

Each director develops a business plan that sets out its key actions, risks, and contributions to corporate delivery. These plans link directly to the Delivery Plan and transformation portfolio and are part of the Council's corporate performance reporting cycle.

Ownership: Owned by Directorate Leadership Teams (DLTs) and led by Executive Directors.

Monitoring: DLTs review progress monthly. Strategy, Policy and Performance coordinates an annual business planning cycle and light-touch quarterly check-ins. These plans are reported to CLT and included in the quarterly report to the Corporate Policy Committee.

3.5 Key Performance Indicators (KPIs)

KPIs help us measure whether we're on track. They bring together delivery, outcomes, risk, and change into a visible performance picture.

We use three tiers:

Tier 1: Plan KPIs – aligned to Cheshire East Plan priorities, reported monthly to CLT and quarterly to Members

Tier 2: Priority KPIs – service-level or transformation-related indicators, monitored at DLTs and surfaced by exception

Tier 3: Operational Indicators – used locally by services for day-to-day management

All KPIs include clear targets, tolerances, and narrative expectations. This is covered in Section 4.

3.6 Service and Team Plans

These plans reflect local delivery priorities, including business-as-usual, statutory activity and internal improvement projects. They are not corporately monitored, but they matter for delivery.

Ownership: Heads of Service and managers.

Monitoring: Managed within services, supported by directorates. Can include operational indicators and local action tracking.

3.7 Individual Objectives

Everyone should be able to see how their work links to team and service priorities. This is done through the Council's approach to individual objectives and appraisals.

Ownership: Managed through the Council's HR and organisational development functions.

Monitoring: Line managers lead regular check-ins. This Framework does not replace HR processes but is aligned with them.

4. Setting Targets and Actions

Performance management only works if we're clear about what we're trying to achieve, how we'll know we've achieved it, and what we're doing when things fall short. This section sets out how we set and manage both qualitative actions and quantitative targets.

4.1 Setting and Tracking Actions

Actions are how we describe the practical steps we're taking to deliver. These can relate to projects, improvement activities, delivery milestones or other non-numerical commitments. Not everything we do can or should be measured through data alone.

Each action should be:

- Specific – clear about what is happening, where, and why
- Time-bound – with a clear start and end point
- Owned – with a named lead officer and appropriate oversight
- Tracked – updates expected through monthly reporting and governance

Strong actions make it easy to track delivery and accountability. We use a traffic light system for tracking:

- Green – on track or delivered
- Amber – at risk of delay or scope change
- Red – off track, not delivered, or not started when it should be

Where an action is off track, it should be accompanied by a short, clear update explaining:

- What's caused the delay or risk
- What is being done to recover
- Whether support or escalation is needed

4.2 Setting Targets for KPIs

Where we are using numerical indicators, we need clear targets that define what success looks like. These are set annually, or more frequently where needed.

Targets are:

- Baseline-driven – informed by local context, national data, current and/or past performance
- Realistic but stretching – pushing improvement while recognising capacity
- Co-owned – set between services and Strategy, Policy and Performance, and reviewed corporately
- Consistent – using agreed definitions and assumptions

4.3 Tolerance and RAG Ratings

We use a standard RAG (Red, Amber, Green) model supported by a tolerance band. This avoids knee-jerk reactions to minor fluctuations while flagging persistent underperformance.

Standard rules (higher = better):

- Green – performance is on or above target
- Amber – performance is within 5% below the target (not percentage points, but proportionately)

- Red – performance is more than 5% below the target

Example:

If the target is 85%, then the lowest value that counts as Amber is 80.75% (because $80.75 \div 85 = 95\%$). Anything below that is Red.

Tolerance is not a 'soft target'. It allows for minor variation while still holding the line on what success looks like. Tolerances are agreed up front and should not be adjusted mid-year unless re-baselined.

4.4 Reviewing and Re-baselining

We expect performance targets and actions to be reviewed annually as part of the business planning cycle. However, we recognise that circumstances change.

Re-baselining may be appropriate when:

- A service is significantly restructured
- A national target or regulation changes
- A new system or method of measurement is introduced

All requests to re-baseline must:

- Be evidence-based
- Go through the Strategy, Policy and Performance function
- Be approved at the appropriate governance level (usually Strategy and Performance Board and/or CLT)

Re-baselining is a managed process, not a reset button. It should be the exception, not the norm.

5. Reporting and Governance

We report performance regularly so that we can spot risks early, learn from what's working, and hold ourselves accountable. Reporting needs to be proportionate, reliable, and used - not just produced.

This section outlines who sees what, how often, and where things are discussed or escalated.

5.1 Monthly Reporting Cycle

The core of our reporting rhythm is monthly. This is where we keep momentum, track delivery, and resolve issues before they escalate.

Monthly reporting includes:

- Tier 1 KPIs (Plan KPIs)
- Flagged Tier 2 KPIs (where risk is emerging)
- Key delivery actions and milestones
- Narrative commentary and corrective actions

Narrative must explain performance, not just describe it - setting out what's behind the trend, what's being done, and what support is needed.

We also use reporting to celebrate success. When performance is strong - particularly in challenging circumstances - it should be recognised, shared, and used to build confidence and momentum. Highlighting good performance is as important as surfacing risks.

5.2 Where Performance Is Reported

Audience	Content	Frequency	Format
Directorate Leadership Teams (DLTs)	All Tier 1 and Tier 2 KPIs, business plan delivery, local risks	Monthly	Directorate performance packs
Strategy and Performance Board	Tier 1 KPIs, escalated Tier 2 issues, Delivery Plan actions	Monthly	Corporate performance dashboard
Transformation and Improvement Board	Progress on transformation programmes, benefits, improvement actions	Monthly	Highlight reports and milestone tracking
Corporate Leadership Team (CLT)	Tier 1 KPIs, cross-directorate issues, transformation alignment	Monthly	Highlight reports and dashboard pack
Corporate Management Board	Strategic risks, delivery blockers, performance themes	Quarterly	Strategic performance overview
Corporate Policy Committee	Headline outcomes, Delivery Plan progress, Tier 1 KPI summary, annual performance report	Quarterly	Public-facing performance report

This structure aligns with our officer governance model and supports both grip and learning. Performance is not just discussed when things go wrong, it's part of how we lead and manage.

5.3 Escalation and Ownership

Performance issues should be identified and addressed at the earliest possible stage. Escalation is about enabling early intervention, focusing support, and protecting delivery.

If performance on a deliverable or KPI is consistently off-track (e.g. Red RAG for two consecutive quarters, or significant deviation from agreed trajectory), it should be escalated to the relevant Directorate Leadership Team (DLT) first.

Where issues cannot be resolved locally, or where delivery risk is strategic (e.g. Tier 1 KPI failure, reputational risk, or financial impact), they should be escalated further through the corporate governance structure. This includes escalation to:

- The Strategy and Performance Board
- Corporate Management Board

- Corporate Leadership Team (CLT)
- Corporate Policy Committee (CPC) where appropriate

Tier	When to Escalate	Where it Escalates	Notes
Tier 1 (Corporate Plan KPIs/Key Deliverables)	- Red RAG status for two consecutive quarters - Missed critical milestone - Strategic risk identified	1. Strategy and Performance Board 2. Corporate Leadership Team (CLT)	Mandatory escalation. Will also be visible to Corporate Policy Committee as part of quarterly reporting.
Tier 2 (Director/Organisational Priorities)	- Red RAG status for two consecutive quarters - Material delivery risk	1. Strategy and Performance Board 2. Escalate to CLT if risk is significant and unresolved	Case-by-case escalation to CLT depending on severity and cross-organisational impact.
Tier 3 (Operational Service KPIs/Tasks)	- Persistent failure with local impact	Directorate Leadership Team (DLT)	Escalate upwards only if unresolved locally or if risk grows.

Example Scenario

A Tier 1 KPI measuring the uptake of apprenticeships by care leavers shows Red status for two consecutive quarters. The Service Manager raises the concern with the Directorate Leadership Team. The Director reviews the delivery risks and escalates the issue to the Strategy and Performance Board and CLT, recommending that a recovery plan be developed and monitored corporately. This ensures early intervention and enables collective support.

6. Reviewing and Refreshing

Performance management isn't a one-off exercise. It's a cycle - setting direction, delivering, learning, and improving. That means our framework, targets, and actions need to be reviewed regularly to stay relevant and effective.

This section sets out how we review and refresh our performance system, and how we use learning to inform what happens next.

6.1 Annual Review Cycle

Each year, we carry out a structured review of the key elements of the PMF:

- Delivery Plan – updated to reflect progress, shifts in priorities, or new demands
- Transformation and Improvement Portfolio – reviewed and refreshed annually to reflect capacity, impact, and benefit
- Director Business Plans – updated through the annual business planning cycle
- KPIs and Targets – reviewed to ensure they remain meaningful, stretching, and proportionate
- Service and Team Plans – refreshed locally to reflect current delivery priorities and risks
- Individual Objectives – managed through HR-led appraisal processes

The Strategy, Policy and Performance function leads this annual refresh, coordinating timelines and ensuring alignment across the golden thread. The goal is to align what we're doing with what we're trying to achieve - not to start from scratch each year.

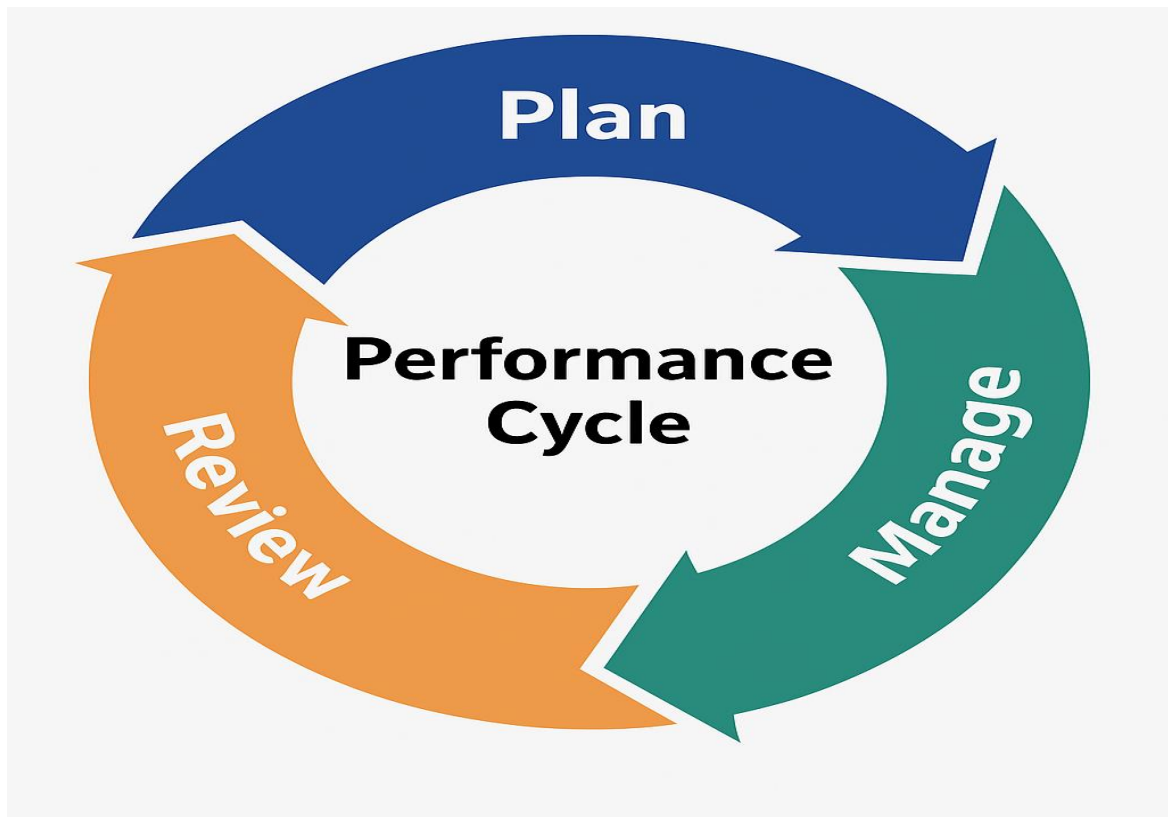
6.2 Continuous Improvement and Learning

We don't just review performance to meet deadlines or produce reports. We do it to improve how we work, learn from what's working (and what isn't), and adapt to changing needs.

We encourage:

- Honest reflection in performance reporting
- Use of insight and data to shape decision-making
- Sharing examples of good practice and innovation
- Early identification of delivery risks - with support, not blame

CLT and the Strategy and Performance Board play a key role in reinforcing this culture. We want every directorate and team to feel confident using performance to improve outcomes, not just chase numbers.



6.3 Making Changes to the Framework

The PMF is a living document. While its principles are fixed, we may adjust elements of the framework itself (e.g. thresholds, formats, templates) based on feedback and maturity.

Changes to the framework will be:

- Proposed by the Strategy, Policy and Performance function
- Tested with users and governance leads
- Signed off by the Strategy and Performance Board or CLT, depending on scale

A formal review of the framework will take place each year as part of the planning and reporting cycle.

6.4 Making It Work Together

This framework is about building confidence, clarity and capability across the organisation. It's how we stay focused on what matters, how we learn and adapt, and how we make sure we're delivering for our residents. It's not a compliance exercise - it's part of how we lead. Everyone has a role to play in making it work.

Appendices

This framework is supported by three key documents:

- Target Setting Protocol - Detailed guidance on how to define actions, set targets, and apply tolerance rules.
- Escalation Framework - Sets out when and how performance concerns are escalated within the council.

- Business Planning Template and Guidance - Used by all directors to complete their annual business plans.

Glossary

Term	Definition
RAG	Red–Amber–Green rating system used to indicate performance against targets.
CLT	Corporate Leadership Team — senior officer leadership group.
CPC	Corporate Policy Committee — key member body for policy and performance oversight.
DLT	Directorate Leadership Team — senior leadership group for each directorate.
KPI	Key Performance Indicator — a measurable value to track progress.
Tier 1	KPIs directly linked to Corporate Plan delivery.
Tier 2	KPIs important to directorate delivery or internal priorities.
Tier 3	Operational or service-level performance indicators.
SPP	Strategy, Policy and Performance — the team coordinating the PMF.
MTFS	Medium Term Financial Strategy — the council’s multi-year financial plan.
Transformation Programme	Major change projects linked to strategic outcomes.
Improvement Portfolio	Activities linked to statutory or inspection-led improvement.

OPEN

Corporate Policy Committee

12 June 2025

Corporate Peer Challenge and Improvement Update

Report of: Karen Wheeler, Corporate Improvement Director

Report Reference No: CPC/36/25-26

Ward(s) Affected: All

For Decision

Purpose of Report

- 1 This report provides Members with an update on the LGA Corporate Peer Challenge action plan, revisit report and non-statutory Best Value Notice received by the council on 8 May 2025.
- 2 This report sets out the next steps in response to the Best Value Notice including the approach and timeline for developing an overarching Corporate Improvement Plan.

Executive Summary

- 3 The Cheshire East Plan 2025-29 includes a commitment to be an effective and enabling council with an emphasis on being financially sustainable, aided by council-wide service transformation and improvement. The council understands the improvements it needs to make with an ambitious and robust set of plans created to deal with financial, organisational and service challenges that will improve the culture, governance and performance of the council and outcomes for children and young people.
- 4 These plans follow external inspections, peer reviews and assessments over the last year including the LGA Corporate Peer Challenge, Ofsted ILACS (inspecting local authority children's services) and CIPFA review following our request for Exceptional Financial Support.
- 5 In March 2024, the LGA Corporate Peer Challenge took place and the report, published in July 2024, made 18 recommendations focused on

financial sustainability, transformation, culture, governance and getting the basics right.

- 6 In response and to address the recommendations, the council developed and agreed an action plan at the end of August 2024. As at mid-May 2025, 70% of actions (51 of 73) had been completed reflecting both progress within eight months against the plan and the operational and focussed immediate actions taken to ensure foundations were in place to enable the broader change required. Four of the 18 recommendations have been completed in full including:

3. Engage with external challenge, support, and oversight through an externally chaired Assurance Panel

7. Develop and agree a new multi-year Council Plan (Cheshire East Plan)

17. Act on the issues identified through the LGA's Decision Making and Accountability (DMA) tool (senior management structure)

18. Consider the corporate capacity required to support the Chief Executive (senior management structure)

- 7 Progress towards the action plan can be found at Appendix 1. The actions that are off track (red) are fully recognised, align with those in the LGA Corporate Peer Challenge revisit report and Best Value Notice, and reflect challenges around sequencing and prioritisation rather than a lack of progress overall. These will be reset in an overarching Corporate Improvement Plan with clear milestones and outcomes from delivery.

LGA Corporate Peer Challenge Revisit

- 8 As part of the LGA's Corporate Peer Challenge process, a one-day revisit took place with a small team of Peers in mid-February 2025. The team met with Group Leaders, CLT, a small group of staff from across the council and the Chair of Assurance Panel.
- 9 The feedback report at Appendix 2 recognises progress in key areas including improvements to financial reporting, development of the transformation plan and new Cheshire East Plan but a mixed picture of pace of delivery. The report was positive about staff engagement, Member collaboration, self-awareness and the council's commitment to improvement stating - *"...it is clear that there is a significant appetite and energy for reform from senior political and managerial leaders in the organisation, and that this is linked to a wider ambition for improvement."*

- 10 The report reflects a need for the council to prioritise, sequence improvement and measure impact and the areas of focus identified align to the Best Value Notice – delivery of the transformation plan and savings, the governance and decision-making review, and culture change.

Best Value Notice

- 11 While acknowledging the steps the council is already taking, the government is seeking assurance of improvement and has issued a non-statutory [Best Value Notice](#) formalising the oversight they would like to see including through an overarching improvement plan and quarterly progress review. The Best Value Notice is informed by both the LGA Corporate Peer Challenge and CIPFA reviews.
- 12 The government expects the council to continue leading its own improvement and should:
- Develop and agree a single overarching improvement plan which addresses recommendations from the council's various external reviews and has clear milestones.
 - Continue taking urgent steps to improve its financial sustainability, by delivering against its agreed transformation plan, delivering identified savings and addressing the recommendations made by CIPFA.
 - Continue to comply with the Department for Education's Improvement Notice by delivering appropriate and sustainable improvements in relation to the council's children's social care services.
 - Continue working with the independent assurance panel, making full use of its expertise and responding to its recommendations.
 - Continue to increase senior officer capacity and stability, by making permanent appointments in a robust and timely manner and taking steps to reduce staff turnover in the longer term.
 - Ensure that it has effective corporate, governance and scrutiny processes that enable decisions and improvements to be made at pace, and performance to be accurately monitored. This should include improvements to the council's committee system as recommended by the LGA following its corporate peer challenge.
 - Continue to embed organisational cultural change, with focus on measuring impacts.
 - Continue engaging with the department on at least a quarterly basis to discuss progress

Corporate Improvement Plan

- 13 There is now an opportunity for the council to reset its improvement through the development of a new overarching Corporate Improvement

Plan which supersedes the Corporate Peer Challenge action plan and provides oversight of all significant improvement plans and activity, and assurance of progress and pace of delivery. Its development will help the council plan, prioritise and resource improvement effectively as well as measure progress and impact. The plan would address all the areas identified for improvement in the Best Value notice and reflect best practice from other councils.

- 14 This overarching plan will enhance, not duplicate or undermine, the governance or reporting and progress visits required by specific external agencies such as Ofsted and reporting to service committees. Development of the overarching plan should not delay or hinder progress in addressing the areas for improvement identified and delivery against agreed plans.
- 15 The Corporate Improvement Plan will be developed in collaboration with the Assurance Panel and MHCLG as well as engagement with Members, Wider Leadership Community (Heads of Service and above) and staff. The timeline is proposed as follows:

Action	Meeting	Date	Comments
Discuss Best Value Notice, draft letter from the Assurance Panel to Council, reflections and principles to inform an overarching Corporate Improvement Plan	Assurance Panel	5 June	
MHCLG visit with Corporate Leadership Team (CLT)	CLT	11 June	The Minister has also been invited to Cheshire East
Letter from the Assurance Panel to Council and LGA Revisit Report	Full Council	12 July	As set out in the Panel's Terms of Reference
Consider draft Corporate Improvement Plan	Assurance Panel	24 July	Informed by Member and staff engagement
Agree Corporate Improvement Plan	Corporate Policy Committee	6 August	

- 16 Progress against the overarching Corporate Improvement Plan would be reported at least quarterly to the Transformation and Improvement Board, Assurance Panel, Corporate Policy Committee and MHCLG.

RECOMMENDATION

The Corporate Policy Committee is recommended to:

1. Note and comment on progress in delivering the Corporate Peer Challenge action plan.
2. Note and comment on the LGA Corporate Peer Challenge revisit report and Best Value Notice at Appendices 2 and 3.
3. Agree the approach and timeline for developing an overarching Corporate Improvement Plan at paragraph 15 including agreement of the plan at this Committee in August 2025.

Background

- 17 The council has been subject to and invited multiple external inspections, peer reviews and assessments over the last year. Plans were created to demonstrate the action the council planned to take in response, to enable progress reporting and provide assurance to meet different external agency requirements.
- 18 In March 2024, LGA Corporate Peer Challenge took place and made 18 recommendations focused on financial sustainability, transformation, culture, governance and getting the basics right, and creation of the Assurance Panel.
- 19 A detailed action plan was developed in response and progress towards the action plan can be found at Appendix 1. The actions that are off track (red) are fully recognised, align with those in the LGA Corporate Peer Challenge revisit report and Best Value Notice, and reflect challenges around sequencing and prioritisation that will be addressed in an overarching Corporate Improvement Plan.
- 20 Achievements to highlight include:
 - Transformation Plan agreed in August 2024 and submitted to government with programme governance and reporting established - early phases delivered savings, new tools, structures and disciplines, have contributed to better planning, more consistent oversight and a clearer route to service improvement which will support deeper reform across the council
 - Financial reporting restructured with one financial management report for all committees including more performance and risk information, budget variances, identification of mitigating actions where budgets are off track, delivery against agreed savings and the Capital programme

- New senior management structure agreed October 2024 informed by Decision Making Accountability (DMA) and consultation with staff. Key roles created to reflect priorities including Assistant Chief Executive, Director of People and statutory officers reporting to Chief Executive. 15 senior roles advertised with 11 appointments made as at end of May 2025.
- Agreed new Cheshire East Plan 2025-29 with a vision to 'enable prosperity and wellbeing for all' developed with a cross-party Member task and finish group and staff engagement
- Face to face scrutiny training delivered by the Centre for Governance and Scrutiny to 60% of Members with improvements made to forward planning, service committee report template and clarity of the lead Member role as well as six task and finish groups undertaking internal scrutiny for service committees
- New Committee report template agreed to help improve report writing and decision-making including training for officer report writers
- [First Ofsted progress monitoring visit](#) focussed on the front door at the end of February and found that 'pace of change has accelerated and appropriate steps have been taken to improve the quality of social work practice' and Department of Education (DfE) progress letter reflects a much more consistent understanding of the strengths and challenges in relation to Children's Services and the improvement journey, guided by clear and sensible priorities, and that there is significant political and corporate commitment to children, young people and families and that this is a key priority
- Although not part of the Corporate Peer Challenge recommendations, it is worth noting that the Care Quality Commission (CQC) [assessment of adult social care](#) recently rated the council as 'good'.

- 21 The council's establishment of an independent Assurance Panel in August 2024 has been valuable in providing advice, challenge and support to the officer and political leadership in delivering improvement particularly in relation to the financial position and governance. The Panel has received updates on progress in delivering the Corporate Peer Challenge action plan and had deep dives focussed on the themes within the plan and particularly financial sustainability.
- 22 The council has been addressing all areas for improvement head on and made good progress. How to bring all improvement together into an overarching improvement portfolio to ensure further progress at the required pace, was considered with the Assurance Panel at its meeting on 1 May 2025.
- 23 In light of the Best Value Notice, there is now an opportunity for the council to reset its improvement through the development of new overarching Corporate Improvement Plan which supersedes the Corporate Peer Challenge action plan and provides oversight of all

significant improvement plans and activity, and assurance of progress and pace of delivery. Its development will help the council plan, prioritise and resource improvement effectively as well as measure progress and impact. The plan would address all the areas identified for improvement in the Best Value notice and reflect best practice from other councils.

Best Value Notice

- 24 A [Written Ministerial Statement](#) was made to Parliament by Jim McMahon OBE MP, Minister of State for Local Government and English Devolution, on 8 May 2025 setting out steps the government was taking to support five councils including Cheshire East.
- 25 Cheshire East Council received a non-statutory Best Value Notice, which means that while the government recognises the steps we are already taking, it requires further assurance of our ongoing improvement and work towards financial sustainability. This notice formalises the oversight government would like to see.
- 26 The Written Ministerial Statement said “These are not statutory interventions but provide a formal notification of the department’s concerns. We found no evidence of current Best Value failure at the councils, but significant issues need addressing at pace to avoid future failure.”
- 27 The council is expected to continue leading its own improvement and is requested to engage with the department to provide assurance of progress and respond to the expectations set out in the Notice which are areas the council is already aware of and working hard to address. It is positive that government has confidence that we can continue to improve in partnership with a strengthened independent assurance panel. The Panel was established by the council in August 2024 in response to the LGA Corporate Peer Challenge recommendations.

Consultation and Engagement

- 28 Engagement with a wide range of staff, Members, partners and stakeholders has taken place throughout the development and delivery of the individual plans that will inform the Corporate Improvement Plan.
- 29 Engagement will take place to develop the overarching plan with Corporate Leadership Team and Members as well as the Assurance Panel on 5 June and MHCLG on 11 June 2025. A verbal update on the feedback from these meetings can be provided at the Committee meeting.

- 30 Further engagement will also take place with staff, Members and partners as part of delivering and monitoring progress with implementing the plan once finalised.

Reasons for Recommendations

- 31 Corporate Policy Committee provides strategic direction to the operation of the council. The development of a Corporate Improvement Plan will enable the council to further drive its own improvement, ensure effective strategic oversight and comply with the expectations of the non-statutory Best Value Notice.

Other Options Considered

Option	Impact	Risk
Do nothing	No single overarching improvement plan meaning no oversight of all significant improvement plans and activity	No corporate visibility and focus to better enable the required pace of delivery Non-compliance with the Best Value Notice leading to further measures from MHCLG

Implications and Comments

Monitoring Officer/Legal/Governance

- 32 The Best Value notice was issued outside the statutory powers held by the Secretary of State under the Local Government Act 1999 to inspect or intervene in local authorities where there is evidence of best value failure and, separately, under section 230 of the Local Government Act 1972 to request information from local authorities. However, a failure to demonstrate continuous improvement may be judged to contribute to best value failure and the Secretary of State may consider using these powers as appropriate.
- 33 Under the Local Government Act 1999, all councils have a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”.
- 34 Participating in sector led improvement through the LGA Corporate Peer Challenge is considered best practice for local authorities.

Section 151 Officer/Finance

- 35 There are no direct financial implications arising from this report.

- 36 The Cheshire East Plan 2025-29 has a commitment to be an effective and enabling council. The plan was developed alongside the Medium-Term Financial Strategy 2025-29. The MTFS is the resource and financial plan for delivery of the Corporate Plan. Transformation Plan savings are built into the MTFS and performance is reported on a monthly basis to the Transformation & Improvement Board and Corporate Leadership Team. The council will use its resources to deliver the commitments.

Human Resources

- 37 There are no direct human resources implications arising from this report. The Corporate Improvement Plan will provide clarity on the overall strategic direction of the council's improvement aligned to the Cheshire East Plan 2025-29 and will be reflected in the delivery plan, director service plans and personal development reviews (PDRs) as part of the golden thread where appropriate.

Risk Management

- 38 An overarching plan will help to inform the identification and management of corporate risks with risk assessments taking place for individual activities and projects where appropriate. The plan will help the council further drive its own improvement, ensure effective strategic oversight and comply with the expectations of the non-statutory Best Value Notice. The risk of a lack of progress and delivery at the required pace could result in further measures and an escalation from MHCLG which is identified as a risk and will be added to the Strategic Risk Register.

Impact on other communities

- 39 There are no direct impacts on other communities.

Policy

- 40 The Cheshire East Plan 2025-29 includes a commitment to be an effective and enabling council with an emphasis on being financially sustainable, aided by council-wide service transformation and improvement. The council understands the improvements it needs to make and has made progress in addressing the challenges with a focus on delivering value for money, continuous improvement and better outcomes for Cheshire East's residents.
- 41 A Corporate Improvement Plan would support the overall vision and all commitments within the Cheshire East Plan 2025-29.

Equality, Diversity and Inclusion

- 42 Actions within the Corporate Peer Challenge action plan and a new overarching plan will help improve the culture and processes, systems and structures as part of the council's transformation and improvement journey underpinning the delivery of the Cheshire East Plan 2025-29.

Other implications

- 43 Warrington Council received a statutory support package including appointment of Political Envoy and Best Value Experts with representations invited by MHCLG on the proposal by 22 May 2025 before a final decision is made.
- 44 The Government remains committed to demonstrating the benefits of devolution in delivering growth in local areas and supporting improvement in councils facing challenges, helping to ensure that devolution can be successful. Chief Executives and Leaders across the three local authorities in Cheshire and Warrington are in dialogue with MHCLG including the Minister on any implications of the recent announcements on progressing devolution.

Consultation

Name of Consultee	Post held	Date sent	Date returned
<i>Statutory officer or deputy:</i>			
Sal Khan	Director of Finance/Deputy S151	22/05/2025	23/05/2025
Janet Witkowski	Acting Monitoring Officer	22/05/2025	29/05/2025
<i>Legal and Finance:</i>			
Name	As above.		
<i>Other consultees: Executive Directors/Directors</i>			
Karen Grave	Director of People	22/05/2025	
Josie Griffiths	Head of Internal Audit	22/05/2025	29/05/2025

Access to Information	
Contact Officer:	Karen Wheeler – Corporate Improvement Director karen.wheeler@cheshireeast.gov.uk
Appendices:	Appendix 1 - Corporate Peer Challenge action plan Appendix 2 – LGA Corporate Peer Challenge Revisit Report Appendix 3 – Best Value Notice
Background Papers:	Agenda for Council on Wednesday, 17th July, 2024, 11.00 am Cheshire East Council (Corporate Peer Challenge report, Assurance Panel, Children’s Improvement Plan) Agenda for Corporate Policy Committee on Wednesday, 21st August, 2024, 5.30 pm Cheshire East Council (Corporate Peer Challenge Action Plan, Transformation Plan)

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CORPORATE PEER CHALLENGE ACTION PLAN

Progress Update – May 2025

Escalate (R)	Monitor (A)	On Track (G)	Scheduled - not yet started	Completed (B)
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PROGRESS SUMMARY

Good progress has been made on delivering the action plan with 70% of the actions complete. Where actions are Amber or Red, commentary and mitigation actions are set out below and they will be reflected in the Corporate Improvement Plan.

	As at mid-May 2025
Completed	51
Green – on track	2
Amber – monitor - on track with some minor issues	3
Red – escalate / off track	17
Scheduled / not yet due	0
Total	73

FINANCIAL SUSTAINABILITY

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
1	Adopt a crisis management approach in responding to issues raised	Given the pace required to address these issues, the Council should consider moving towards a more 'command and control' approach to provide clear ownership, oversight, and grip through a clear hierarchy and rhythm.	Weekly officer CEBERT (Cheshire East Budget Emergency Recovery Team) replaced by Strategic Finance Management Board with clear hierarchy, membership, roles and responsibilities and sub-group structure including: <ul style="list-style-type: none"> Procurement Group Strategic Asset Group Workforce Strategy Group Finance Management Group Short term task and finish groups to tackle particular issues are also included in the structure including where any Directorate is more than 5% off target. Weekly financial recovery meetings chaired by the	Interim Executive Director of Resources/ S151	Acting Director of Finance	July 2024	B	COMPLETE SFMB now stood down with monthly reporting to CLT

Escalate (R)	Monitor (A)	On Track (G)	Scheduled - not yet started	Completed (B)
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	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
			S151 officer will take place to ensure recovery actions are put in place and monitored. Expenditure control panel also in place.					
			Recovery element of crisis management response delivered through weekly Transformation Board and emerging plan	Director of Transformation	N/A	From June 2024	B	COMPLETE
			Standing items on Corporate Leadership Team (CLT) for Corporate Peer Challenge action plan, Children's Services improvement plan progress, finance updates, providing clear leadership and oversight of issues faced	Chief Executive/CLT	N/A	From July 2024	B	COMPLETE
			Children's Services Improvement and Impact Board in place providing additional oversight of improvement	Executive Director Children's Services	N/A	July 2024	B	COMPLETE
			Assurance Panel established to bring independent external strategic oversight – to be endorsed at Full Council	Chief Executive	N/A	July 2024	B	COMPLETE
9	Empower the Corporate Policy Committee to lead on financial recovery	The Corporate Policy Committee should have ownership for monitoring and recommending the budget to Full Council. The current disaggregation of the budget across Committees creates confusion and a loss of oversight. Empowering the Corporate Policy Committee would be in line with the Council's Constitution, as well as the oversight of the Council's wider transformation programme.	Clarity of governance hierarchy for MTFS and budget framework: <ul style="list-style-type: none"> Corporate Policy Committee confirm strategic ownership and oversight role for the MTFS and budget framework Finance Sub-Committee make recommendations to the Corporate Policy Committee on development of MTFS, setting and monitoring of the capital and revenue budgets MTFS working Group established from Finance Sub-Committee 	Interim Executive Director of Resources/ S151	Acting Director of Finance	June 2024	B	COMPLETE
			Restructure financial reporting to all service committees. One single financial	Interim Executive Director of	Acting Director of Finance	September 2024	B	COMPLETE Positive feedback from

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
			management report to be used for all committees to improve financial awareness of the complete financial health of the council.	Resources/ S151				Members with further improvements planned for 2025/26 reports
12	Improve financial reporting mechanisms and training	Given the Council's financial context there is a need for accurate, timely and regular financial reporting. Financial training should be rolled out to officers and members to support their regular engagement with and scrutiny of this information.	Hold member engagement session on MTFS, structure of council finances, understanding s114 and budget setting process and timetable for 2025/26	Interim Executive Director of Resources/ S151	Acting Director of Finance	July 2024	B	COMPLETE Built into new Member training programme
			New report format to be discussed with informal MTFS Working Group of Finance Sub Committee alongside discussion on assumptions in the MTFS - agreed at June committee	Interim Executive Director of Resources/ S151	Acting Director of Finance	July 2024	B	COMPLETE
			Single report format for all service committees relating to finance management reports to ensure whole council not silo view of financial health - new format in place from September	Interim Executive Director of Resources/ S151	Acting Director of Finance	September 2024	B	COMPLETE
			A finance training programme to be delivered for officers and Members alongside other changes to financial reporting – informed by CIPFA financial assurance review which started in July 2024 (requirement of Exceptional Financial Support and commissioned and owned by MHCLG)	Interim Executive Director of Resources/ S151	Acting Director of Finance	March 2025	A	PARTIAL - This action is now reflected in the Financial Leadership Improvement Plan – Finance Sub-Committee June 2025

Escalate (R)	Monitor (A)	On Track (G)	Scheduled - not yet started	Completed (B)
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	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
13	Review delivery and issues associated with the Council's new finance system	The challenges associated with the Council's implementation of its new finance system should be reviewed, and an urgent action plan agreed for improvement	Commence delivery of Unit 4 improvement plan for both finance and HR	Interim Executive Director of Resources/ S151	Director of Digital	November 2024 Revised detailed milestone to be set out for 2025/26	A	Progressing the Unit 4 and TSS Improvement Programme including: <ul style="list-style-type: none"> • Unit 4 healthcheck • System amends • Integration platform • Operating model/ service delivery review • Planning for contract expiry in 2026 To be included in Corporate Improvement Plan

TRANSFORMATION

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
6	Develop a customer focussed Transformation	The Council is required to develop this plan in order to access Exceptional Financial	Appoint external transformation partner (Inner Circle) and Transformation Board established	Director of Transformation	N/A	April 2024	B	COMPLETE

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
	Plan to support longer-term improvement	Support, and it needs to be completed by August. Whilst the completion of this Plan (and work with a transformation partner) will support the Council in the medium-term, it cannot be at the expense of focusing on the delivery of immediate budget savings and the short-term improvements and cultural changes required.	Combine MTFs and transformation timetable showing complementary activity and alignment	Interim Assistant Chief Executive	Head of Engagement and Comms	June 2024	B	COMPLETE
			Transformation Plan submitted to Assurance Panel and MHCLG as condition of Exceptional Financial Support	Chief Executive	N/A	August 2024	B	COMPLETE
			Begin the co-design of a cultural change programme through conversations with staff to meet current organisational challenges and support transformation	Director of Transformation / Interim Executive Director of Resources/ S151	Head of HR	September 2024	R	Staff events and workshops have taken place Superseded by People Strategy development To be included in Corporate Improvement Plan
			Develop new Customer Experience Strategy aligned to Corporate Plan 2025+, Transformation Plan and new operating model	Interim Executive Director of Resources/ S151	Head of Customer Experience	July 2025	G	
15	Adopt a corporate approach to programme and project management	Implement a standardised approach towards change management and programme management across the Council. A consistent approach, methodology, documentation, and reporting framework will support the Council to progress	Organisational transformation readiness exercise completed by Inner Circle to inform revised transformation PMO and governance framework to ensure capability and capacity to deliver	Director of Transformation	N/A	September 2024	B	COMPLETE
			Standard council-wide programme and change management framework developed including principles, training and templates to improve delivery with consistent reporting, appropriate escalation and oversight	Director of Transformation / Interim Assistant Chief Executive	Inner Circle / Business Improvt & Change Manager	October 2024 Revised to March 2025	B	COMPLETE

Escalate (R)	Monitor (A)	On Track (G)	Scheduled - not yet started	Completed (B)
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LEADERSHIP AND CULTURE

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
2	Urgently agree and recruit to the Council's Permanent Senior Leadership Officer Structure	The Council needs to consider the corporate capacity, requirements, and stability necessary to support their improvement and transformation, including where statutory officers sit within this structure.	Urgent recruitment to interim senior vacancies to support pace of change is complete (Director of Finance/S151, Director of Policy & Change, Director of Transformation, Director of Commissioning)	Chief Executive	N/A	May 2024	B	COMPLETE
			Inner Circle appointed as transformation partner	Chief Executive	N/A	April 2024	B	COMPLETE
			Organisational transformation readiness exercise completed by Inner Circle to inform revised transformation PMO and governance framework to ensure capability and capacity to deliver	Director of Transformation	N/A	July 2024	B	COMPLETE
			Senior management structure agreed at Corporate Policy Committee for consultation	Chief Executive	N/A	August 2024	B	COMPLETE
			Recruitment to permanent Executive Director of Place	Chief Executive	N/A	August 2024	B	COMPLETE
			Senior management structure agreed at Corporate Policy Committee and recommended to Full Council, and recruitment partner appointed	Chief Executive	Head of HR	October 2024	B	COMPLETE
			Recruitment campaign and related recruitment activity	Interim Executive Director of Resources/ S151 / recruitment partner	Head of HR	December 2024	B	COMPLETE two phases complete – apart from small number of harder to recruit roles e.g. MO and DPH

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
			Senior recruitment complete and postholders in place	Chief Executive	Head of HR	March 2025	R	Red due to timescale in plan – significant progress with 11 of 15 roles recruited to – most in post from early June including DCS and s151
4	Promote increased compliance across the organisation through visible senior leadership for the ‘basics’	Establish stronger senior leadership and managerial ‘grip’ across a range of key corporate processes and systems including budget and performance management and reporting and risk management.	Officer Strategic Finance Management Board in place with clear hierarchy, membership, roles and responsibilities and sub-group structure.	Interim Executive Director of Resources/ S151	Acting Director of Finance	July 2024	B	COMPLETE
			Line by line budget reviews taking place with each Directorate including establishment review	Interim Executive Director of Resources/ S151	Acting Director of Finance	July 2024	B	COMPLETE
			New cross-council officer management boards established for Performance and Improvement, Strategy, Policy and Legislation, Risk and Assurance with Executive Director chairs/sponsors and highlight reports to CLT	Chief Executive/ Executive Directors	N/A	April 2024	B	COMPLETE
			Leadership development and change management sessions for CLT and Wider Leadership Community (WLC) - Heads of Service and above, which will inform a leadership development programme to commence in 2025/26	Interim Executive Director of Resources/ S151 From January 2025, Interim	Head of HR	March 2025	R	Activity with SOLACE has taken place – development of programme underway To be included in Corporate

Escalate (R)	Monitor (A)	On Track (G)	Scheduled - not yet started	Completed (B)
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	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
				Director of People				Improvement Plan
5	Consistently apply principles of people and performance management for the year of 2024-2025	The people management arrangements need to be refreshed and consistently embedded. This includes clarity around expected behaviours of both staff and managers at all levels.	Review the completed council-wide action plan for the staff survey results 2023 building on new 'you said, we did' approach to include actions identified in the service Workforce Plans and work underway with staff champions and networks	Interim Executive Director of Resources/ S151	Head of HR	October 2024	R	Superseded by development of People Strategy
			Monitor and manage manager compliance through KPIs in new manager PowerBI performance dashboards e.g. all staff have annual PDR and 6-month reviews.	Interim Executive Director of Resources/ S151	Head of HR	November 2024 Revised to March 2025	R	Development of an enhanced Manager's Dashboard with metrics aligned to the employee lifecycle in progress
			Develop a mentoring/coaching programme and reverse mentoring	Interim Executive Director of Resources/ S151	Head of HR	November 2024	B	COMPLETE Mentoring and coaching programme in place. Advertised support available via the Coaching Pool and work with NW Employers
			Review capacity in HR/OD to support people performance management, leadership and organisational change	Interim Executive Director of	N/A	November 2024	B	COMPLETE

Escalate (R)	Monitor (A)	On Track (G)	Scheduled - not yet started	Completed (B)
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	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
			informed by organisational readiness review and senior management structure	Resources/ S151				
			New Workforce Strategy 2025-28 in development including actions under three pillars Capability, Capacity and Culture, for agreement at Corporate Policy Committee	Interim Executive Director of Resources/ S151	Director of People	January 2025	R	Superseded by development of People Strategy To be included in Corporate Improvement Plan
			Develop a new values and behaviours framework aligned to Corporate Plan 2025+ and operating model	Interim Executive Director of Resources/ S151	Director of People	March 2025	R	Superseded by development of People Strategy To be included in Corporate Improvement Plan
			Update the conversation toolkit, based on the revised values and behaviours, including use of 360 feedback as part of a new competency framework	Interim Executive Director of Resources/ S151	Director of People	April 2025	R	To be updated following development of new values and behaviours To be included in Corporate Improvement Plan
14	Launch a programme of training and development for members and officers	Deliver appropriate training for elected Members regarding roles and responsibilities, as well as leadership and management development training for officers.	Commence delivery of a new training programme for all Members which would include: <ul style="list-style-type: none"> Strategic decision making for service committees Strategic financial decision making Risk and assurance 	Acting Governance, Compliance and Monitoring Officer	Head of Democratic Services	December 2024 Revised to March 2025	A	PARTIAL Member training and development strategy and programme was complete within timeline, now circulated to

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
			<ul style="list-style-type: none"> • Chairing skills for Committee Chairs and Vice Chairs • Leadership support for Committee Chairs • Scrutiny within a committee model of governance • Scrutiny support for lead committee members • Tiers and functions of local government • Members/officers working together, roles and responsibilities, overview of all services • Corporate parenting • Safeguarding • Equality, diversity and inclusion (EDI) • Update the 2023 induction and refresher training • Coaching and mentoring 					A&G Members for feedback before formal sign off at Committee in July
			<p>Commence delivery of a training programme for managers to include:</p> <ul style="list-style-type: none"> • Use of Unit 4 (finance/HR system) • Report writing • EDI • Corporate parenting 	Interim Executive Director of Resources/ S151	Director of People	December 2024	R	<p>Further work required on officer programme aligned to People Strategy</p> <p>To be included in Corporate Improvement Plan</p>
			Review participation in sector/ professional networks and learning to identify gaps and opportunities as well as internal cross-council engagement	Interim Assistant Chief Executive	N/A	December 2024	B	COMPLETE

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
			opportunities to further breakdown silo working					
17	Act on the issues identified through the LGA's Decision Making and Accountability (DMA) tool	The Council have recently undergone a DMA review of senior structures and responsibilities; the Council should consider how best to incorporate these recommendations into their wider improvement work.	See all actions for Recommendation 2 re interim and permanent recruitment and timeline for senior structure decision making and recruitment.	Chief Executive	N/A	March 2025	B	COMPLETE Structure agreed at Council (16 Oct).
18	Consider the corporate capacity required to support the Chief Executive	As part of the review of the senior officer structure the Council should consider what additional capacity will be required to specifically support the Chief Executive in Leading what is a significant organisational transformation agenda.	Consider as part of the DMA and development of the senior structure.	Chief Executive	N/A	October 2024	B	COMPLETE

STRATEGIC PURPOSE AND PERFORMANCE

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
3	Engage with external challenge, support, and oversight through an externally chaired	The Council should establish an external assurance board, initially for a two-year period to provide additional grip and oversight of the Council's transformation improvement,	Assurance Panel Terms of Reference and membership endorsed at Full Council	Chief Executive	N/A	July 2024	B	COMPLETE
			First Assurance Panel meeting to review Terms of Reference, Transformation Plan and CPC Action Plan for submission	Chief Executive/ Assurance Panel Chair	N/A	August 2024	B	COMPLETE

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
	Improvement/Assurance Panel	with representatives from across the sector providing focus on issues of finance, governance, culture, and transformation. The LGA can support this work, including the establishment of the board and consideration of potential members.	Twice yearly progress letters to Full Council	Chief Executive/ Assurance Panel Chair	N/A	July 2025	G	Letter expected to Council in July 2025 following LGA revisit – draft to Assurance Panel in June
7	Develop and agree a new multi-year Council Plan	The current Council Plan is due to expire in 2025, presenting the opportunity to articulate clear priorities and the Council's vision for the future. This should be an outcome focused document supported by an updated performance management framework. There will need to be a clear relationship between the Council Plan, Improvement Plan and Transformation Plan to avoid causing confusion and the necessary read across and alignment with the Council's Medium Term Financial Strategy.	Refreshed Cheshire East Plan agreed at Full Council for 2024/25 to better reflect existing pressures and priorities	Chief Executive/ Interim Assistant Chief Executive	Head of Engagement and Comms	July 2024	B	COMPLETE
			Refreshed Cheshire East Plan performance reporting 2024/25	Interim Assistant Chief Executive	BI Manager	October 2024	B	COMPLETE
			Agree timetable and approach to develop new outcome focussed corporate plan including engagement with Members, staff, residents and partners	Interim Assistant Chief Executive	Head of Engagement and Comms	October 2024	B	COMPLETE
			New Corporate Plan 2025+ aligned to MTFS, transformation plan and operating model	Interim Assistant Chief Executive	N/A	March 2025	B	COMPLETE Delivery plan developed – June 2025
			Agree new performance management framework including strategy mapping/hierarchy and associated governance	Interim Assistant Chief Executive	BI Manager	March 2025	R	In progress following agreement of Cheshire East Plan in Feb 2025
16	Develop a clear communication and engagement	Large sections of the organisation are keen to support this work, and good	Visible leadership of the change agenda through Chief Executive, Leader and Deputy Leader at managers' sessions and	Chief Executive/ Interim	Head of Engagement and Comms	From July 2024	B	COMPLETE

Escalate (R)	Monitor (A)	On Track (G)	Scheduled - not yet started	Completed (B)
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	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
	strategy to support the Council's improvement and transformation proposals	communication and engagement will be central to galvanising their support. This should include revisiting and refreshing the Council's use of the Brighter Futures Programme. As well as internal communication for staff, the Council should review external communication and engagement to support open dialogue with residents.	ongoing through all communication channels	Assistant Chief Executive				
			Refresh the internal communication and engagement strategy to clearly identify purpose, priorities and channels including cascade and network groups to better support the council's improvement and transformation journey	Interim Assistant Chief Executive	Head of Engagement and Comms	September 2024 Revised to March 2025	R	Review of comms & engagement – new strategy by August 2025 To be included in Corporate Improvement Plan
			Communication and engagement strategy developed to embed an improvement, transformation and financial sustainability narrative and messaging across all audiences especially residents	Interim Assistant Chief Executive	Head of Engagement and Comms	September 2024 Revised to March 2025	R	Review of comms & engagement – new strategy by August 2025 To be included in Corporate Improvement Plan
			Explore options to strengthen resident engagement to inform decision making e.g. citizen/resident panel	Interim Assistant Chief Executive	Head of Engagement and Comms	October 2024 Revised to February 2025	R	Review of comms & engagement – new strategy by August 2025 To be included in Corporate Improvement Plan
			Better align the relationship between communication, engagement and consultation functions	Interim Assistant Chief Executive	Head of Engagement and Comms	November 2024	B	COMPLETE
			Develop a consultation and engagement programme	Interim Assistant Chief Executive	Head of Engagement and Comms	November 2024	R	Review of comms & engagement –

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
						Revised to March 2025		new strategy by August 2025 To be included in Corporate Improvement Plan
			Refresh the council's overarching communication strategy aligned to the new Corporate Plan 2025+	Interim Assistant Chief Executive	Head of Engagement and Comms	March 2025	R	Review of comms & engagement – new strategy by August 2025 To be included in Corporate Improvement Plan

GOOD GOVERNANCE

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
8	Urgently review the Council's decision-making framework	The Council needs to streamline current decision-making arrangements to avoid siloed working across committees, ensure that Committees are working through effective work programmes, and reduce confusion and lost capacity caused by the current	Through Constitution Working Group (CWG) agree an updated Scheme of Delegation to be incorporated into the constitution. Review of the financial procedure rule limits – dedicated support lawyer identified to progress at pace – CWG recommendation to Corporate Policy Committee and to Full Council	Acting Governance, Compliance and Monitoring Officer	Head of Dem Services	October 2024 Revised to March 2025	R	In progress To be included in Corporate Improvement Plan

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
		system. This should include consideration of governance structures, schemes of delegation, and report approval arrangements ahead of committee meetings.	Mandate all significant decisions are made via Committee or where delegated under a committee decision they are clearly recorded. Remove the previous transitional arrangements. Review significant decision threshold.	Acting Governance, Compliance and Monitoring Officer	Head of Dem Services	October 2024	B	COMPLETE
			Internal audit of Officer Decision Record (ODR) compliance mechanisms and process, reporting and compliance	Acting Governance, Compliance and Monitoring Officer	Head of Audit and Risk Mgt	October 2024 Revised to March 2025	R	In progress To be included in Corporate Improvement Plan
			Strengthen report sign off processes and decision pathways through Heads of Service, Directors and Executive Directors with clear consistent routes and timelines including for implications, involvement of statutory officers where relevant and oversight at CLT	Acting Governance, Compliance and Monitoring Officer / CLT	Head of Dem Services	November 2024 Revised to March 2025	B	COMPLETE
10	Give more time and emphasis to Scrutiny across the Council	The Council would benefit from increased Scrutiny of decisions through their existing governance structures. This should include more consistent approaches to Scrutiny at Committee, and improved forward planning and agenda setting to maximise member input into the decision-making process.	Improved forward planning to include scrutiny items on Committee work programmes and clarify Lead Member role and role of Chairs in agenda setting	Acting Governance, Compliance and Monitoring Officer	Head of Dem Services	September 2024	B	COMPLETE
			Commence Member training including the role of scrutiny within a Committee system in policy development and decision making with example scenarios, complexity of scrutiny, internal and external scrutiny	Acting Governance, Compliance and Monitoring Officer	Head of Dem Services	December 2024	B	COMPLETE FOR SCRUTINY – see action re training programme
11	Improve the quality and clarity of reports presented to Committees	This should include report writing training for officers and increased compliance with the Council's desired	Develop an annual briefing programme to ensure timely briefings for Members on strategic, complex or contentious council-	Acting Governance, Compliance and Monitoring Officer	Head of Dem Services	October 2024	B	COMPLETE

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
		structure and length of reports.	wide and service issues prior to consideration at Committee/Council			Revised to March 2025		
			Enforce report sign off processes and decision pathways through Heads of Service, Directors and Executive Directors with clear consistent routes and timelines including for completion of implications, involvement of statutory officers where relevant and oversight at CLT	Acting Governance, Compliance and Monitoring Officer	Head of Dem Services	November 2024 Revised to March 2025	B	COMPLETE
			Refresh and relaunch report writing training and guidance for officers including style guide	Acting Governance, Compliance and Monitoring Officer	Head of Dem Services/ Head of Engagement and Comms	November 2024 Revised to March 2025	B	COMPLETE

SERVICE IMPROVEMENT

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
A1	Children's Services Improvement	A central theme to the Council's updated Council Plan will be the requirement to improve Children's Services following the Inadequate OFSTED rating in the March 2024 inspection. Engaging the whole Council in Children's Service improvement with a focus on corporate parenting will not	Develop an Improvement Plan in response to the OFSTED findings closely linked to the overall transformation programme to be monitored via the independently chaired Improvement and Impact Board	Interim Executive Director Children's Services	Children's Business Manager	July 2024	B	COMPLETE Improvement Plan in place with continued monitoring and oversight. Progress visit expected early 2025.
			Establish an Improvement and Impact Board to monitor delivery of the Improvement Plan	Interim Executive Director	Children's Business Manager	July 2024	B	COMPLETE

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
		only support pace in this important area but create a platform from which to start to change behaviours.		Children's Services				
			Introduce a Corporate Parenting Working Group chaired by the Chief Executive which will work together with care experienced children, young people and young adults to understand what support they need, what is working and what needs to change, ensuring there is a joined up multi-agency and whole-council approach	Interim Executive Director Children's Services	N/A	December 2024	B	COMPLETE Corporate Parenting sub-groups have now been established to give a strong focus to 3 key themes 1. Good homes for all (chaired by head of housing) 2. Good health and well-being (chaired by health) 3. Good education and skills (chaired by head teacher representative). Chief Executive will also continue to attend as part of the whole council corporate parenting responsibility.
			Reflect the priority to improve Children's Services in the new Corporate Plan and service plans	Interim Assistant Chief Executive	N/A	March 2025	B	COMPLETE
A2	Dedicated Schools Grant	...the Council is also facing a significant deficit relating to its Dedicated School's Grant. This	Continue to deliver the high needs and transformation/sustainability plan which is reducing the deficit (end of year figure	Executive Director	Director of Education, Strong	March 2025	B	COMPLETE FOR 2025/26 WITH DEFICIT

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

	Recommendation	LGA Narrative	Cheshire East Council Action	Responsible Officer CLT	Delivery Lead / Head of Service	Action complete by end of	RAG	Comments
		figure has risen from a £26 million deficit in 2022 to £86 million by 2024. The Council has engaged with the national Project Safety Valve and have developed a seven-year sustainability plan regarding these services. However, the national override for this deficit is due to expire in 2026, and based on current assumptions would require the Council to issue a section 114 notice. The Council's delivery of their seven-year plan is essential to their long-term financial viability, and similar to other authorities, they will be concerned by the 2026 deadline for the national override on this account.	was £79.5m in 2024 down from £89m forecast) to support the overall MTFS and financial sustainability - financial implications modelled as part of MTFS development	Children's Services	Start and Integration			BETTER THAN FORECAST BUT ONGOING FOR 2026/27+ To be included in Corporate Improvement Plan
			Establish a SEND Executive Oversight Panel chaired by the Chief Executive. The panel will provide support, challenge and scrutiny as appropriate to the SEND Partnership with regard to any risks or issues in achieving agreed improvements and delivery of the DSG High Needs management plan.	Executive Director Children's Services	Director of Education, Strong Start and Integration	November 2024	B	COMPLETE Oversight Panel fully up and running with future meetings scheduled. The council has a new multi-agency Governance Structure and is continuing to deliver the actions identified through the development plans.

Escalate (R)	Monitor (A)	On Track (G)	Scheduled - not yet started	Completed (B)
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CORPORATE POLICY COMMITTEE MEETING – 12 June 2025**RECOMMENDATION FROM THE SHARED SERVICES JOINT COMMITTEE:
FUTURE ARRANGEMENT OF COUNCIL SERVICES FOR LIBRARIES SHARED
SERVICES AND CHESHIRE RURAL TOURING ARTS****REPORT REFERENCE: CPC/69/25-26****RECOMMENDATION****That Corporate Policy Committee:**

- 1. Approve the changes to the shared services in accordance with the Shared Services Review, as described in the Shared Services Joint Committee Report of 17 June 2022 (as amended);**
- 2. Approve the proposed managed service and strategic partnership arrangements and principle of the revised Administration Agreement and;**
- 3. Delegates authority to Executive Director Place and Executive Director Resources (s151) to jointly implement the final transition to the separate arrangements including completion of the necessary legal agreements with Cheshire West and Chester Council.**

Extract from the Minutes of the Shared Services Joint Committee which to place on 28 April 2025

**FUTURE ARRANGEMENT OF COUNCIL SERVICES FOR LIBRARIES SHARED
SERVICES AND CHESHIRE RURAL TOURING ARTS****DECIDED: That**

(1) subject to paragraph 4.1 of the report being amended to read “ The Joint Committee is not the ultimate decision making body....” the following recommendations be recommended to the Corporate Policy Committee (Cheshire East Council) and Cabinet (Cheshire West and Chester Council)

a. the changes to the shared services in accordance with the Shared Services Review, as described in the Shared Services Joint Committee Report of 17 June 2022 be approved;

b. the proposed managed service and strategic partnership arrangements and principle of the revised Administration Agreement be approved; and

c. authority be delegated to the relevant officers in each Council to jointly implement the final transition to the separate arrangements including completion of the necessary legal agreements.

[Appendix 1](#): Report to the Shared Services Joint Committee, 25 April 2025: Future arrangements for Council Shared Services and proposed changes to Libraries and Cheshire Rural Touring Arts delivery model. (Page 21).

[Appendix 2](#): Report to the Shared Service Joint Committee, June 2022: Shared Service Review Update Report.

[Appendix 3](#): Minute of the Shared Service Joint Committee 17 June 2022.

OPEN

BRIEFING REPORT

Corporate Policy Committee

12 June 2025

**Complaints and Compliments Annual
Report 2024-25**

Report of: Karen Grave, Director of People and Customer Service

Report Reference No: CPC/22/25-26

Purpose of Report

- 1 This report provides a summary and analysis of complaints and compliments received by the Council during the period 1st April 2024 to 31st March 2025.
- 2 The report highlights any areas of concern and examples of good practice. It provides assurance that matters raised as complaints by customers are being addressed; that action has been taken to rectify issues and that information arising from complaints has informed service improvements. Responsibility for services rests with the relevant service committee and members may wish to seek additional assurances from those service committees.
- 3 The report supports the strategic aims and objectives in the Council's Corporate Plan 2021-25 to become an open and enabling Council and specifically supports the objectives of the Council's Customer Experience Strategy 2021-25. A new Customer Experience Strategy for 2025-29 is currently being developed.

Executive Summary

- 4 The Council provides the facility for customers to report compliments and complaints in relation to Council services in an accessible and consistent way. Improvements have been made to the processes for these customer engagements following the introduction of the Customer Experience Strategy in 2021. Following the introduction, the Committee receives updated performance information bi-annually.
- 5 The Council provides in the region of 500 different services across a population of almost 400,000 residents. These range from place-based services, such as waste collection and highways management which are universal, to individual services such as social care and housing.
- 6 The Council received 4,314 complaints and 935 compliments in 2024/25. 1% of the total contact received by the Council during the 12-month period. Total contact includes telephony and email contact (online forms are not included).
- 7 In addition to the complaints addressed within the briefing sections of this report, the Council received and recorded 35 multi-departmental complaints. These complaints arose from residents expressing dissatisfaction with the Council Tax charge increase in Cheshire East, combined with general dissatisfaction with the service provided by the Council. Specifically, 25 of these complaints were related to the proposed 9.99% increase in Council Tax. None of the 35 multi-departmental complaints were upheld.
- 8 In 2024/25, 4,314 complaints were received compared to 3,051 in 2023/24. This is an increase of 41% some of which correlates with changes in policy or service delivery. In terms of compliments, 936 were received in 2024/25, compared with 824 in 2023/24. This is an increase of 14%. Of the 4,314 complaints received in 2024/25, 323 were rejected, withdrawn or not pursued; and the remaining 3,991 were processed as official complaints. Of the 3,991 processed complaints, 205 were Stage 2 complaints and 0 were Stage 3 complaints.
- 9 The Council has a two-stage complaints procedure. Most complaints are resolved at Stage 1 where a complaint is investigated and responded to by a manager from the service being complained about. The council's Customer Charter sets a standard of 10 or 20 days to respond to a complaint (depending on the stage and whether statutory or non-statutory). The customer will generally receive a written response within 10 workings days, unless the matter has been resolved, and the customer has been contacted directly by the service via telephone or email. It should be noted that the statutory complaints process for Children's Social Care has the option to go to Stage 3 if required.

- 10 If the customer remains unhappy following the Stage 1 response and outcome, they can request that the complaint is considered at Stage 2. At this stage a review of the complaint is carried out by a manager who has not previously been involved with the complaint.
- 11 Of the 3,936 complaints that had received a response at the time of writing, 53% were upheld, 14% were partly upheld and 33% were not upheld.
- 12 Customer feedback is very important in the future development of services and this report provides data and activities related to feedback in the period 1st April 2024 to 31st March 2025, focusing on those services which received a comparatively high volume of complaints (compared with other services in the same committee); or where complaint volumes have significantly increased for a service.
- 13 Once a complaint has been resolved, Customer Feedback Team send a Complaints Customer Satisfaction Survey to the resident. The data from the survey can be found in Appendix 3.

Background

- 14 The Council has a Corporate Complaints Policy covering all complaints about Council services other than Adults & Health and Children's Social Care complaints, which each have separate statutory complaints process.
- 15 The Policy provides for members of the public to contact the Council in several different ways. Most complaints are received either by email, via the Customer Contact Centre or are self-logged via the Council's website.
- 16 The Local Government Act 1974 established the Local Government and Social Care Ombudsman. It empowers the Ombudsman to investigate complaints against councils and adult social care providers and to provide advice and guidance on good administrative practice. Once a complainant has exhausted the Council's Complaints procedure, their next recourse, should they remain dissatisfied with the Council's response, is to contact the Ombudsman.
- 17 The Ombudsman will assess the merits of each case escalated to them and seek clarification from the Council as necessary before making the decision to investigate a complaint. Once the Ombudsman decides to investigate, they will try to ascertain if maladministration/Fault has occurred and whether there has been any resulting injustice to the complainant because of the maladministration/Fault.

- 18 In instances where maladministration/Fault with Injustice is found, the Ombudsman will usually make non-legally binding recommendations which they consider to be appropriate and reasonable. Although not legally binding, refusal to accept the Ombudsman's recommendation(s) will trigger a Public Report. A Public Report is a detailed account of the complaint, outlining the failures by the Council in the investigation.
- 19 All complaints are a useful indicator of performance and provide the Council with an opportunity to review the quality of service provided and to make improvements. The Customer Relations Team within Customer Services reports the volume, outcome and time taken to resolve complaints to each Directorate on a quarterly basis. The volume of compliments, overall customer contact and, where appropriate, areas of concern and potential for service improvements are also reported. The Customer Relations Team attends directorate management team meetings to go through the report and answer any questions.
- 20 It has been agreed that as of 2025/26 onwards, any upheld or partly upheld complaints regarding staff conduct will be shared with Human Resources Business Partners.
- 21 In October 2023, the Complaints Team introduced a 'themes tracker' to assist in understanding the root of complaints. This is referenced in the Briefing section below.
- 22 Data provided within this report relates to the 'static' SLAs – which are set out by the Charter. Three services (SEND, Waste Commissioning and Development Management) currently have temporary Stage 1 complaint SLAs of 20 working days rather than 10 working days; and on occasion, services may agree a different SLA with the complainant / correspondent. The Briefing section for each committee gives details of both the static SLA data and the 'non-static' SLA data – SLAs which have been agreed between the complainant and the responder which may fall outside the Charter's SLAs.
- 23 NB The Stage 2 option in the Adult Social Care Policy has been removed. Instead, further work at Stage 1 – including the offer of a meeting and a further written response – will be completed where deemed necessary to provide further clarification to the complainant. They will then be referred to the Local Govt & Social Care Ombudsman if they remain dissatisfied.
- 24 It is noted that the LGSCO has launched a new Complaints Handling Code. The Ombudsman believes that a single code that applies to all councils in England will make it easier for customers to know what to expect in terms of how their complaint is going to be dealt with; and that it will improve complaints handling and standards, resulting in better

services. The code will officially go live on the 1st of April 2026; we are currently awaiting approval of the revised Corporate Complaints Policy to fall in line with the code.

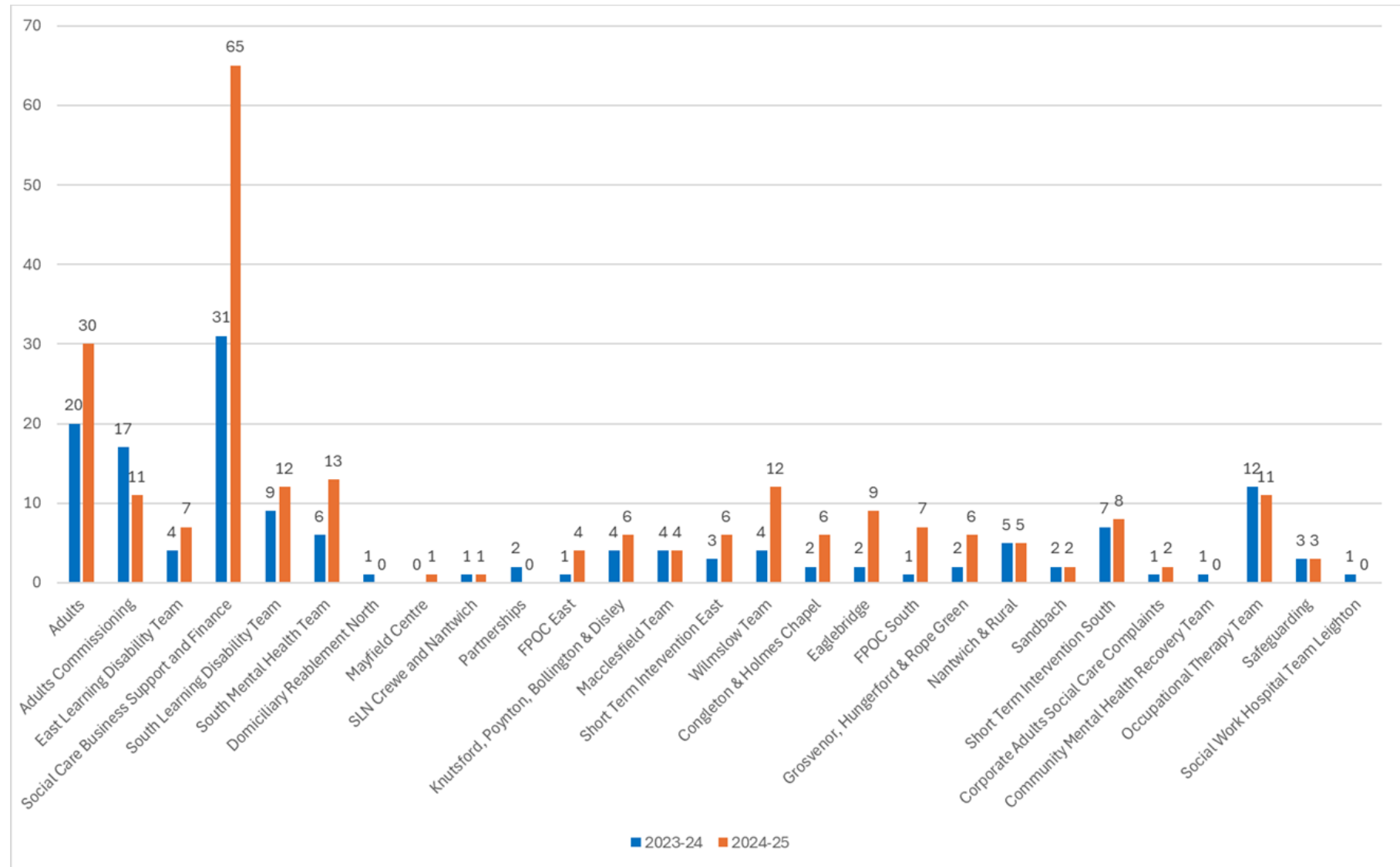
- 25 During 2024/25 Cheshire East Council received 3,785 pieces of Formal Correspondence. These currently have an SLA of 8 working days. It is our intention to change the SLA for Formal Correspondence to 5 working days for acknowledgement and 10 working days for response – which will bring the SLA for Formal Correspondence into line with the proposed SLA for Stage 1 complaints (as per the revised Corporate Complaints Policy awaiting approval).
- 26 The council's Special Contact Measures Policy requires that the Audit & Governance Committee are updated annually regarding the number of special contact arrangements that have been put into place during the year. During 2024-2025, nine Stage 1 warning letters were issued. None of these progressed to Stage 2 where a special contact arrangement would be implemented. This does show that the warning at Stage 1 does usually have the desired effect on moderating a customer's behaviour where it is becoming unreasonably persistent. There are two other customers who remain in Stage 2 special contact measures due to their continued unreasonably persistent communications, one in relation to parking and one in relation to the Environmental Services site in Middlewich.

Briefing Information

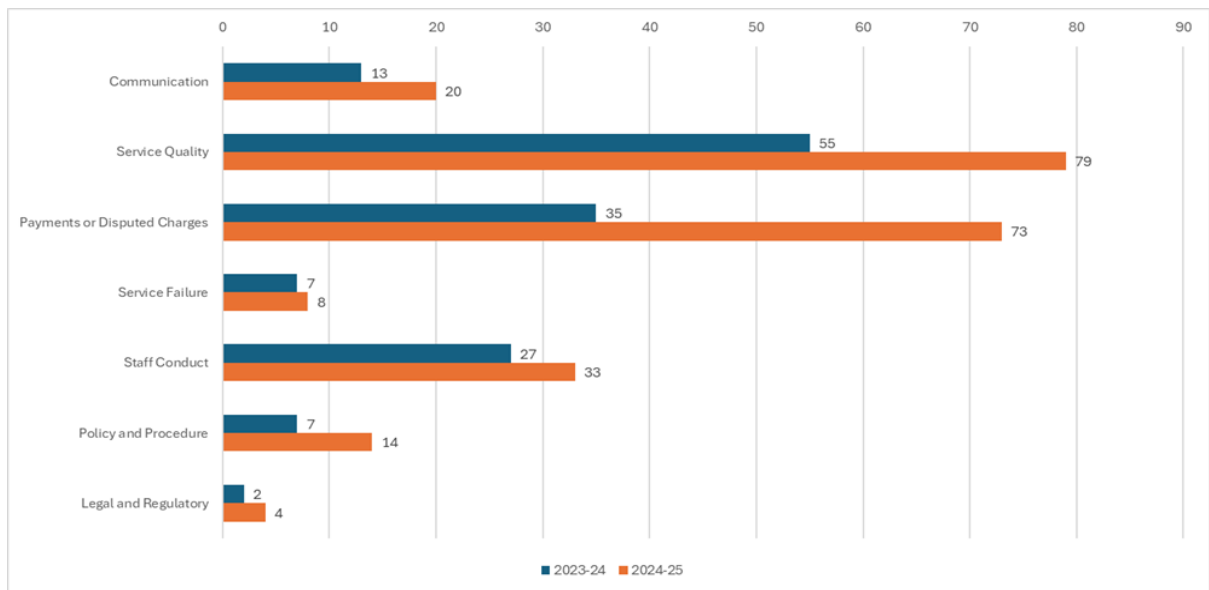
Adults and Health

- 27 Adults and Health received 231 complaints in 2024/25, 5% of the total received by the council. Of these, 55 complaints were rejected, withdrawn, or not pursued; the remaining 176 were processed as official complaints.
- 28 2024/25 saw a 52% increase in processed complaints compared with 2023/24 (116). There was 1 Stage 2 complaint processed in 2024/25.
- 29 Adults and Health received 472 compliments in 2024/25.

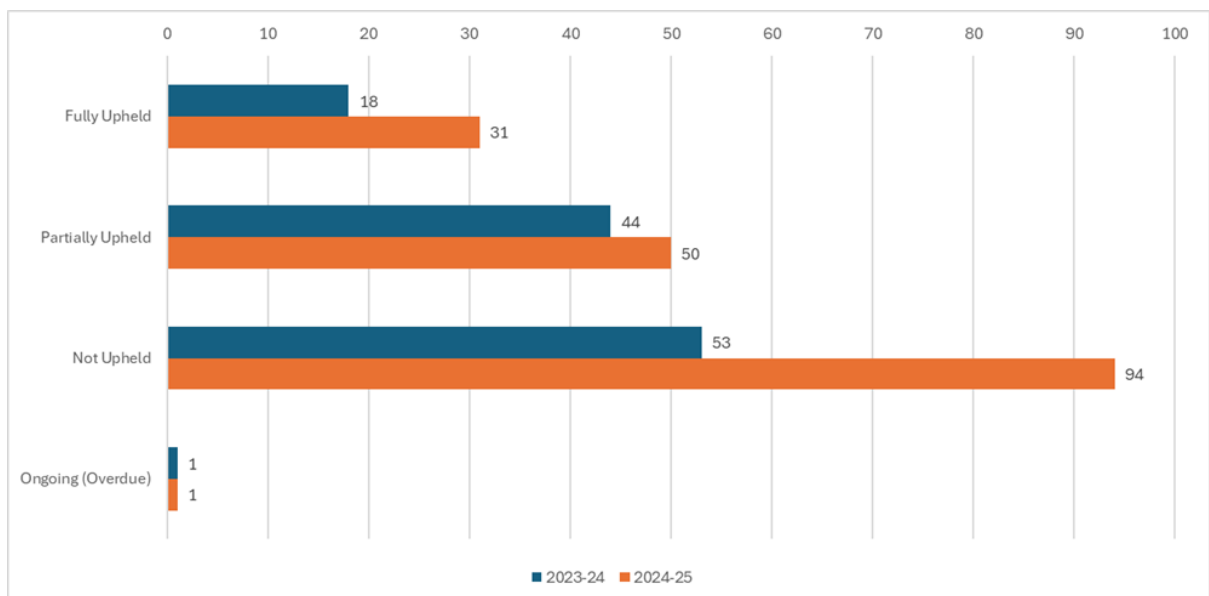
30 **Table 1: Complaint Volumes received by Service**



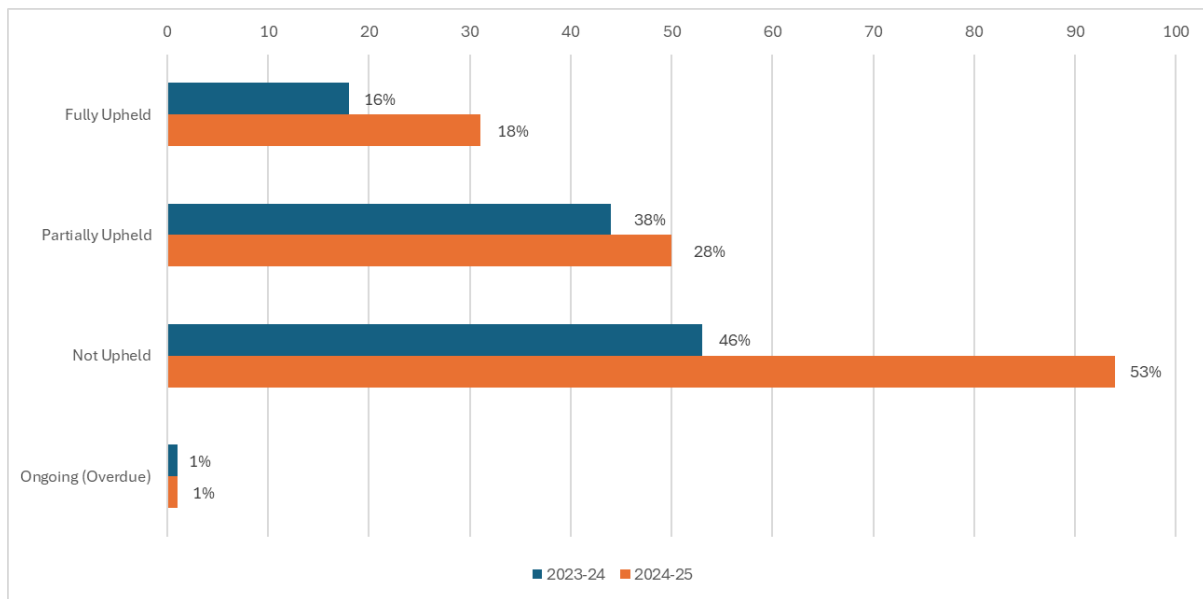
31 **Table 2: Complaint Primary Causes in 2023/24 and 2024/25 (Received)**



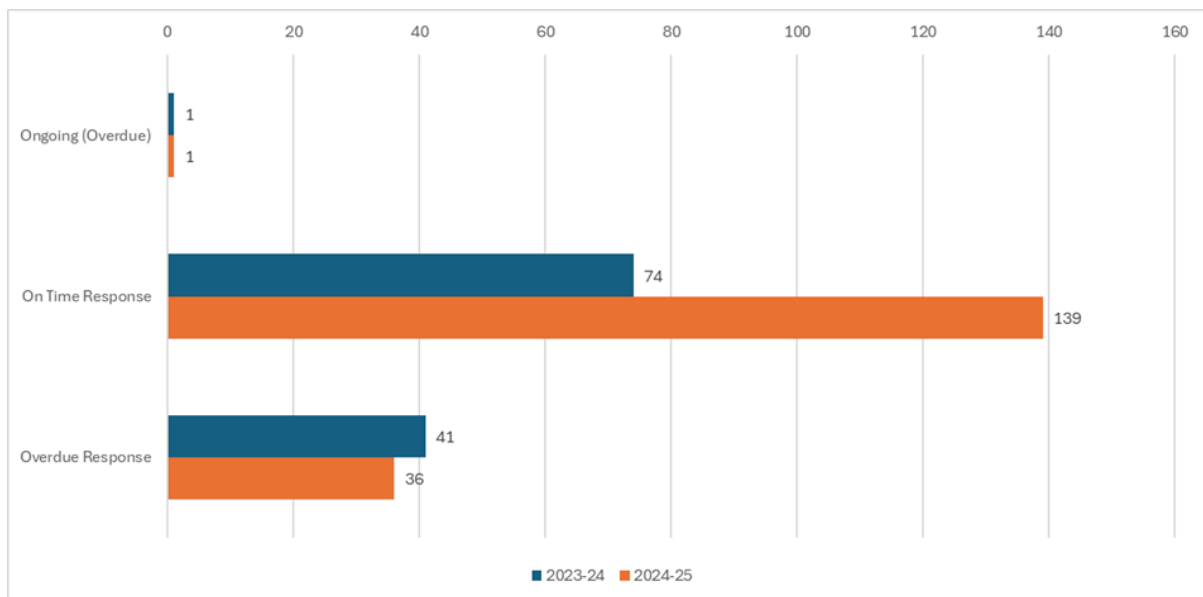
32 **Table 3: Complaints Outcomes – Numbers**



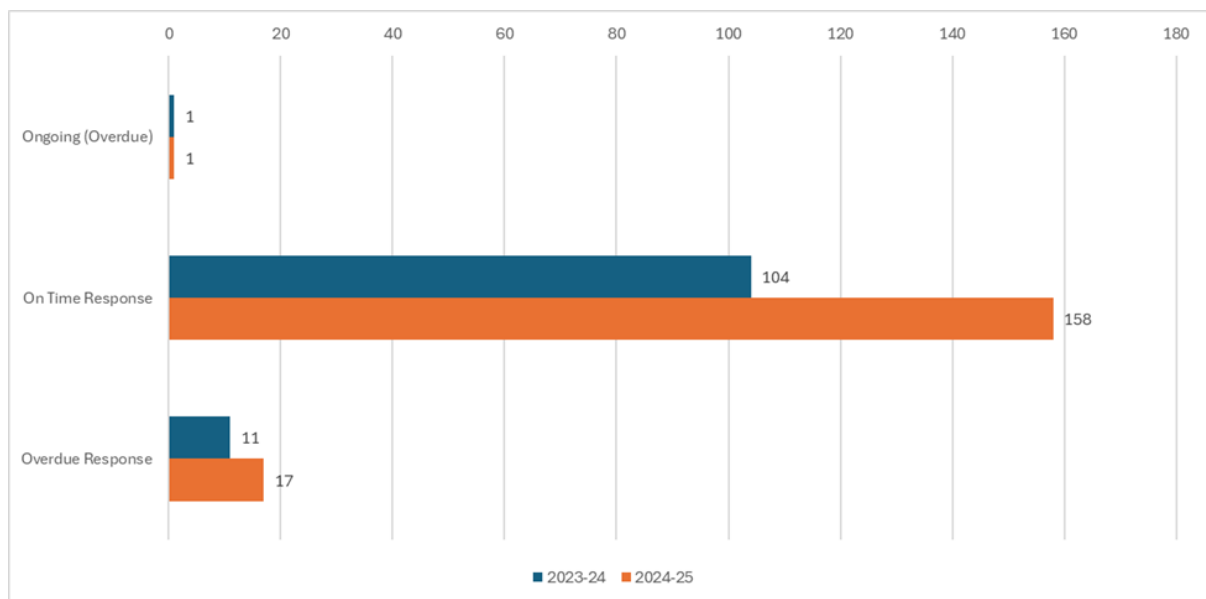
33 Table 4: Complaints Outcomes – Percentage



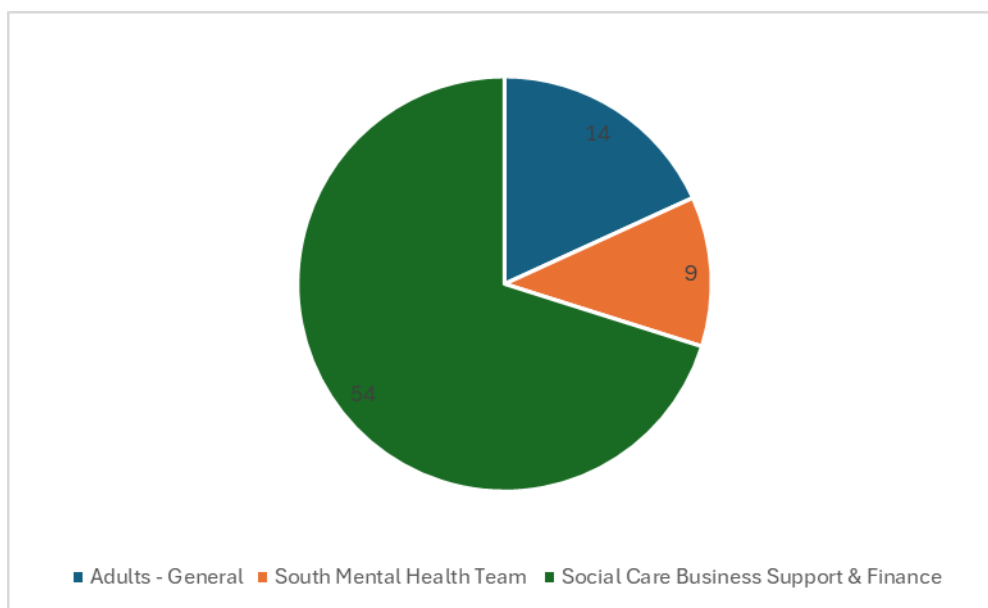
34 Table 5: Complaint Timeframes in 2023/24 and 2024/25 – Static (answered within 10 working days)



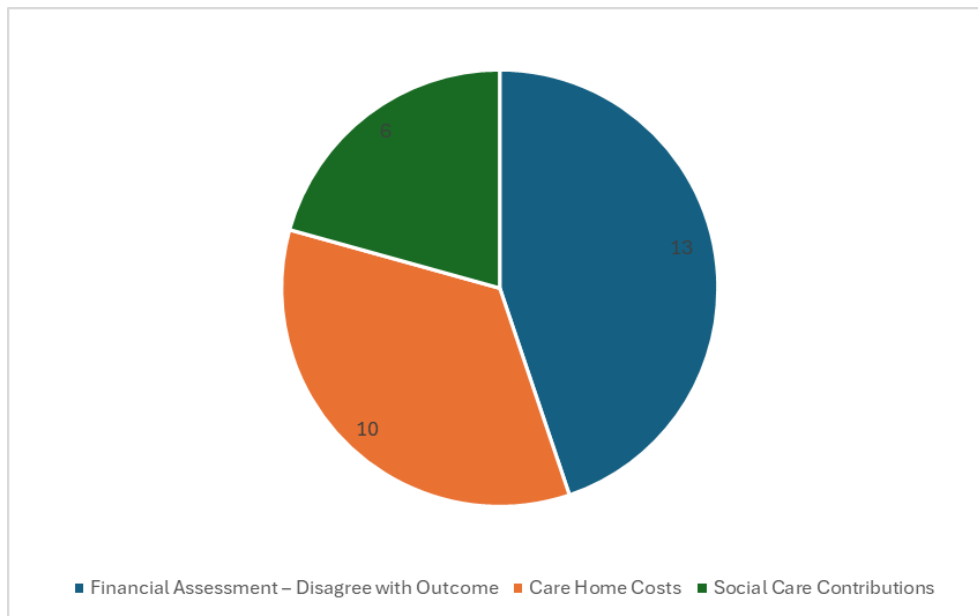
35 **Table 6:** Complaint Timeframes in 2023/24 and 2024/25 – Non-Static



36 **Table 7:** Themes Tracker – Top 3 Services (processed complaints)



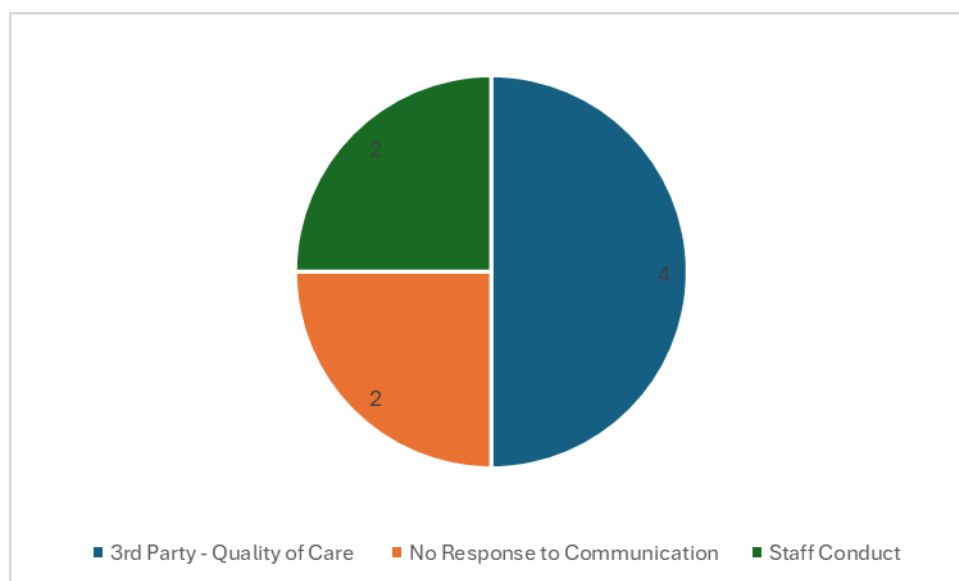
- 37 **Table 8:** Themes by Service – Social Care Business Support & Finance (processed complaints)



- 38 **Table 9:** Theme by Service outcomes - Social Care Business Support & Finance (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Financial Assessment – Disagree with Outcome	0	0	13
Care Home Costs	1	7	2
Social Care Contributions	1	2	3

- 39 **Table 10:** Themes by Service – Adults General (processed complaints)



40 **Table 11:** Themes by Service outcomes – Adults General (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Third Party Quality of Care	1	1	2
No Response to Communication	0	2	0
Staff Conduct	0	0	2

41 **Table 12:** Themes by Service – South Mental Health team (processed complaints)



42 **Table 13:** Themes by Service outcomes – South Mental Health team (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Care Assessment - Disagree with outcome	1	1	0
Emergency Respite Care	1	0	1
Unsuitable Accommodation	0	0	1
Communication	0	0	1
Conduct – Lying	0	0	1
Care Home Provision	1	0	0
Telecare	1	0	0
Capacity Assessment	0	0	1

43 **Table 14:** Adults and Health received 472 compliments in 2024/25, spread across 32 services.

Team	2023-24	2024-25
Adults	27	13
Adults Commissioning	1	1
East Learning Disability Team	0	3
East Mental Health Team	1	0
Social Care Business Support and Finance	4	12
South Learning Disability Team	0	1
South Mental Health Team	1	0
Carter House	2	1
Dementia Reablement North	25	35
Dementia Reablement South	46	63
Domiciliary Reablement North	59	89
Domiciliary Reablement South	54	54
Macclesfield Lifestyle Group	1	0
MH Providers and Reablement North	39	31
MH Providers and Reablement South	15	19
Reablement Congleton	1	0
Reablement Crewe	4	2
Reablement Macclesfield	24	40
Reablement Wilmslow	4	41
Redesmere Centre	1	0
Salinae Centre	6	3
SLN Heather Brae	0	1

Community Resilience	1	0
FPOC East	3	5
Knutsford, Poynton, Bollington & Disley	3	7
Macclesfield Team	6	2
Short Term Intervention East	1	6
Wilmslow Team	0	9
Congleton & Holmes Chapel	0	2
Eaglebridge	5	2
FPOC South	7	11
Grosvenor, Hungerford & Rope Green	1	2
Nantwich & Rural	1	3
Sandbach	7	1
Short Term Intervention South	3	8
Integrated Discharge Team Macclesfield Hospital	1	0
Occupational Therapy Team	5	3
Safeguarding	3	1
Visual Impairment Team	1	1
Public Health & Wellbeing	1	0

44 Examples of Compliments in 2024/25

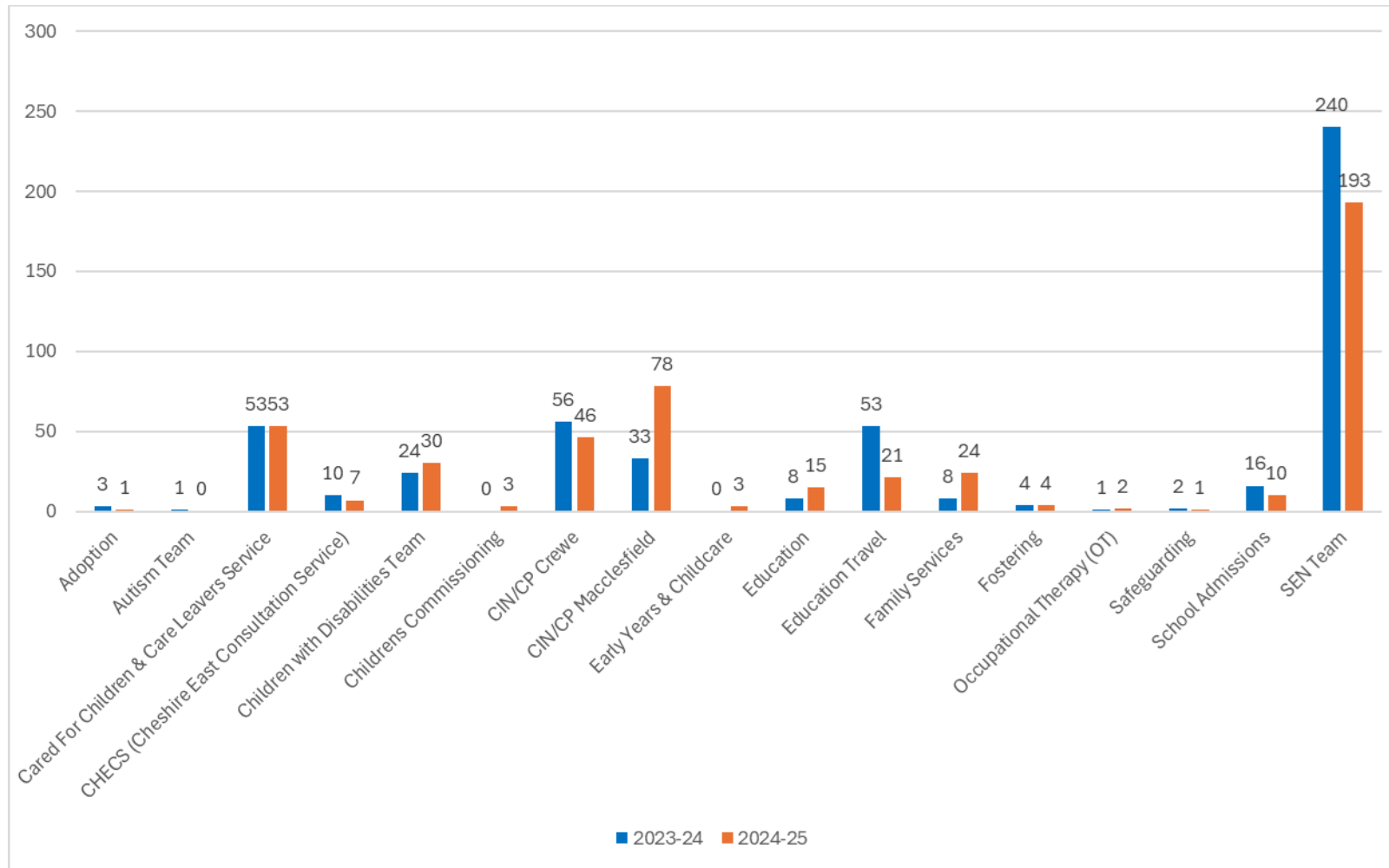
- *When X started visiting, it was like a breath of fresh air. I was at a very low point in my life it was very uplifting to have X visit me with such a positive attitude. She outlined what needed to be done but with an understanding of what my capabilities are at the moment. X has a realistic and sympathetic attitude towards my needs just chatting to X is a positive in my life. I sign off with a big thank you to X and the mental health team from Cheshire East, when needed you were there.*
- *Social worker X, short term discharge support team, later life Sandbach area completed a Care Needs assessment with my Mum. His level of empathy, kindness and engagement with my Mum was a pleasure to observe. He also involved me in the process, speaking to me prior to the assessment, accommodating changes of date for the assessment and informing me that on the day of the assessment he was running 10 mins late. An absolute credit to his team, local authority and profession.*
- *X from the Dementia Reablement Service went above and beyond to facilitate a face-to-face visit to an individual who had received a scam text message to reassure them and check that they were not at risk of abuse. I wanted to formally pass on my thanks to her for her prompt and compassionate response.*

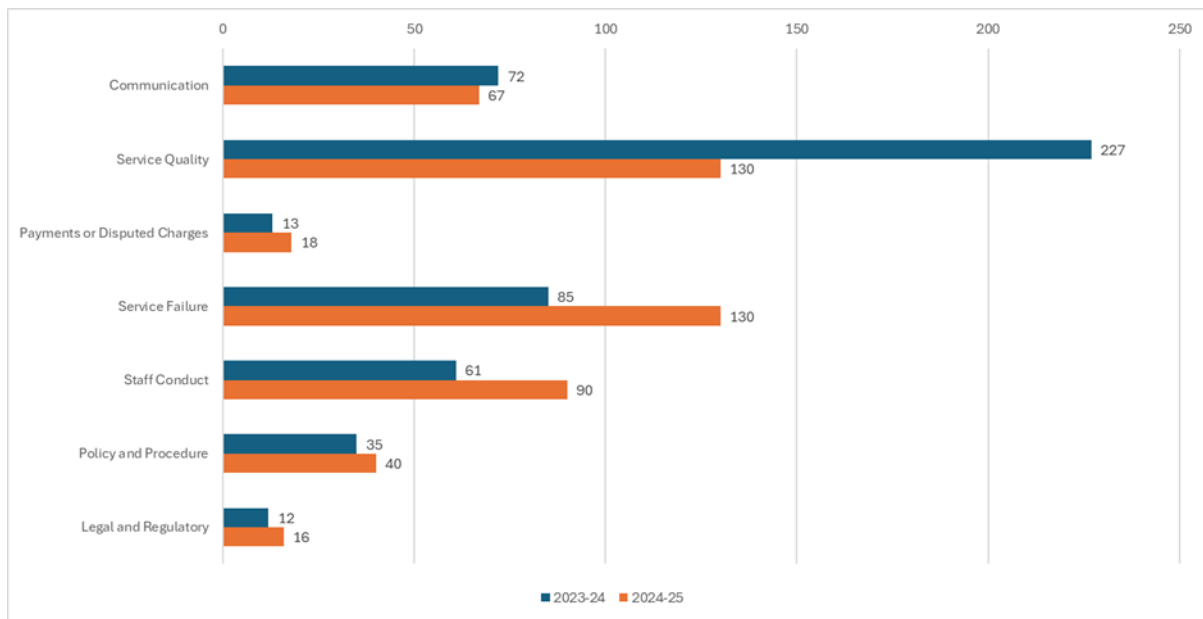
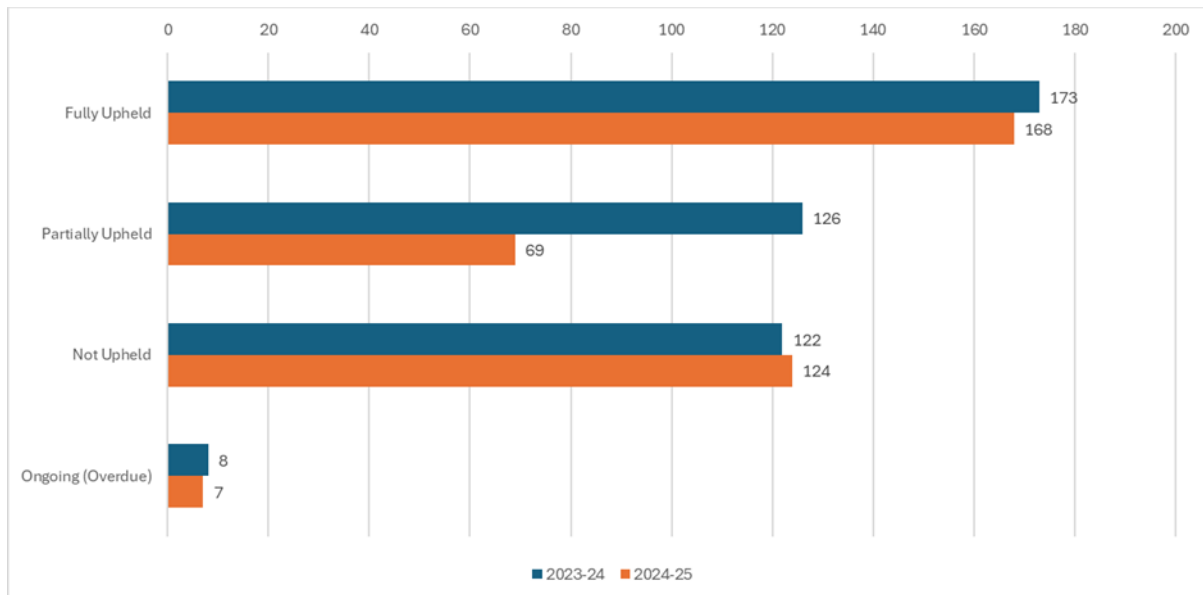
- *I just wanted to say thank you so much for your time on the phone this afternoon. I do appreciate you explaining the complexities of care funding and attendance allowance. This is very new to us, so we feel a bit out of our depth. Your patience and care shines through.*

Children and Families

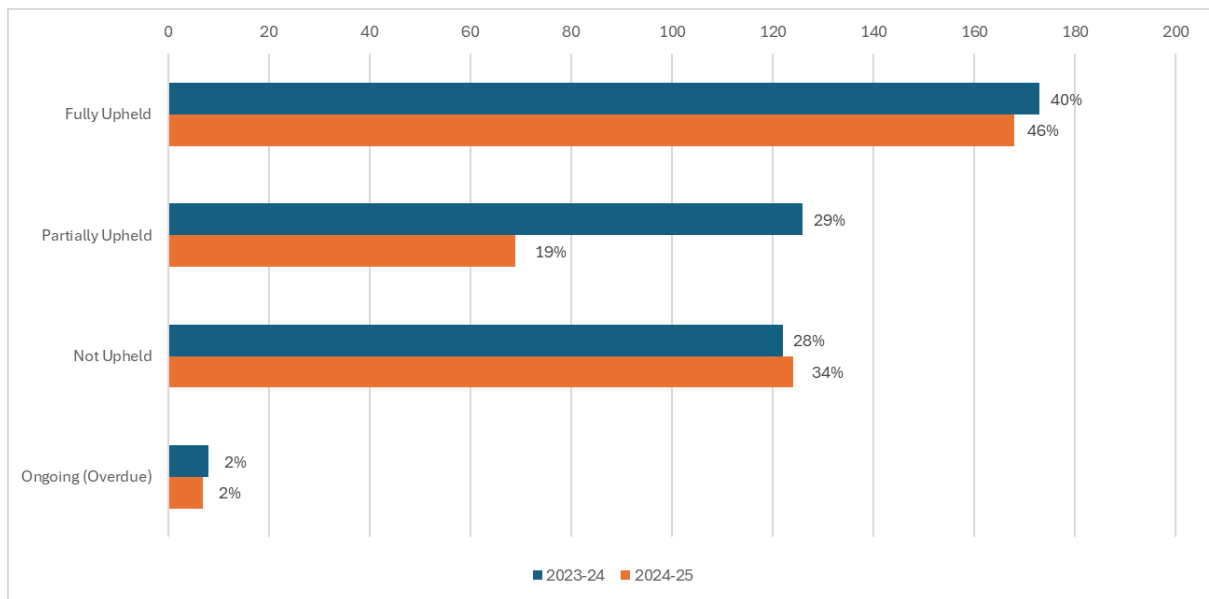
- 45 Children and Families received 491 complaints in 2024/25, 11% of the total received by the council. Of these, 123 complaints were rejected, withdrawn, or not pursued; the remaining 368 were processed as official complaints.
- 46 2024/25 saw a 14% decrease in processed complaints compared with 2023/24 (429). There were 13 Stage 2 complaints and 0 Stage 3 complaints in the 6 months.
- 47 Children and Families received 97 compliments in 2024/25

48 **Table 15:** Complaint Volumes received by Service

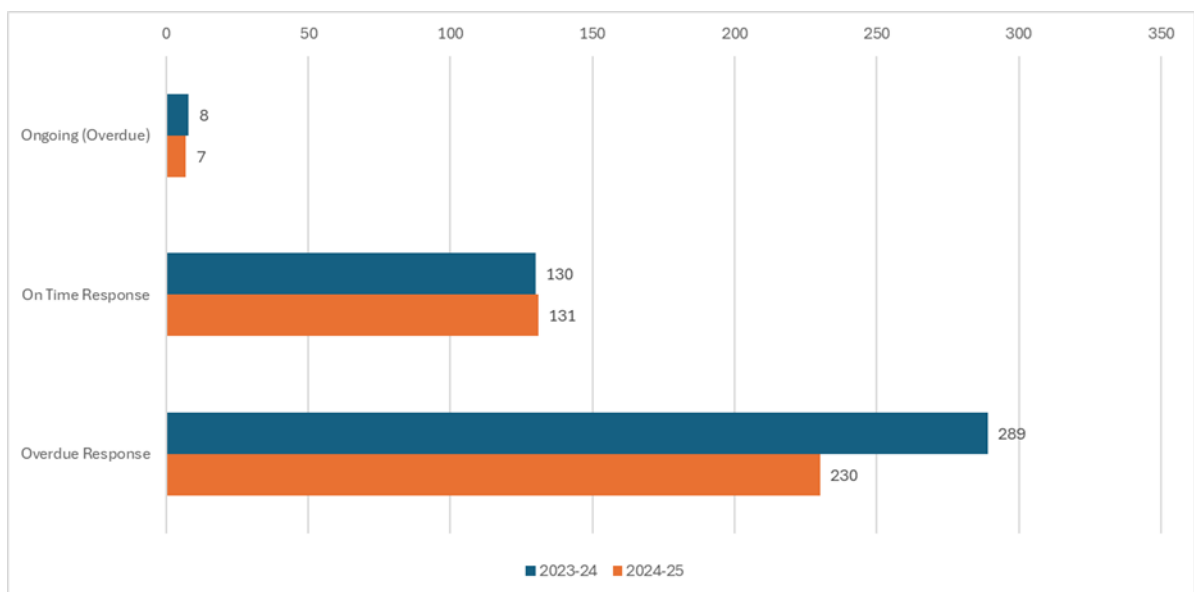


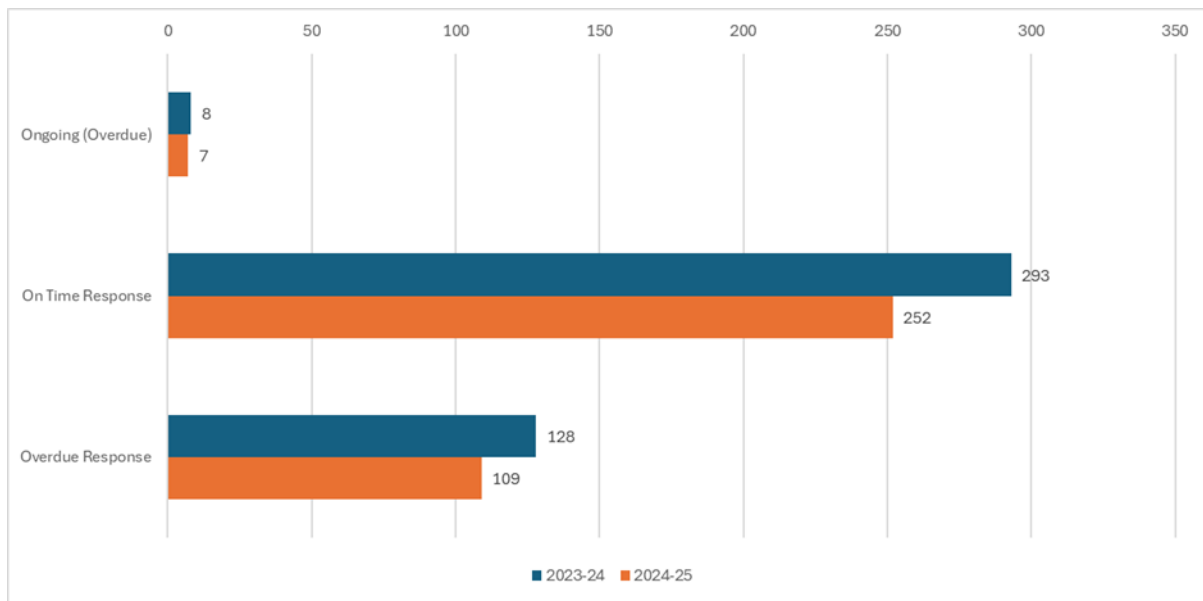
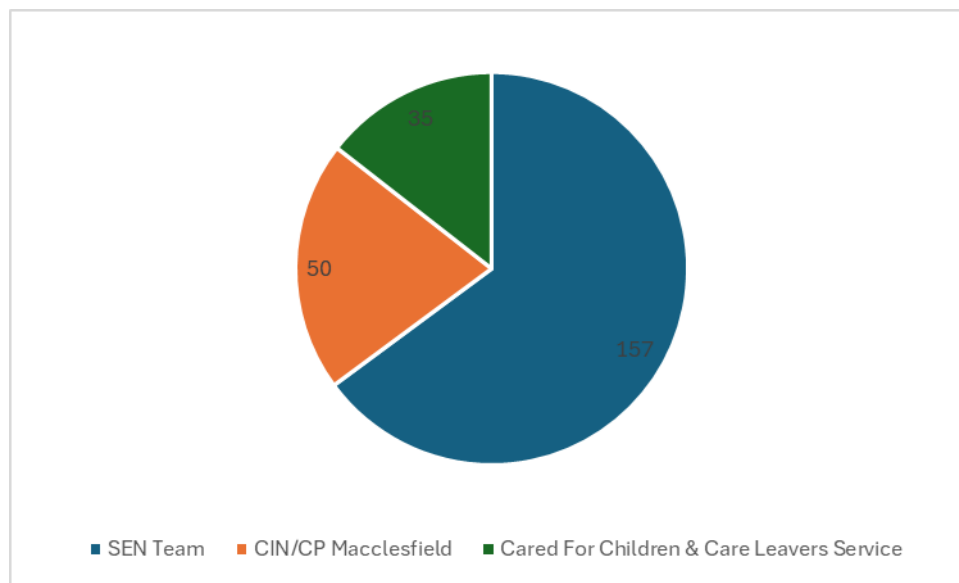
49 **Table 16: Complaint Primary Causes in 2024/25**50 **Table 17: Complaints Outcomes – Numbers**

51 **Table 18: Complaints Outcomes – Percentages**

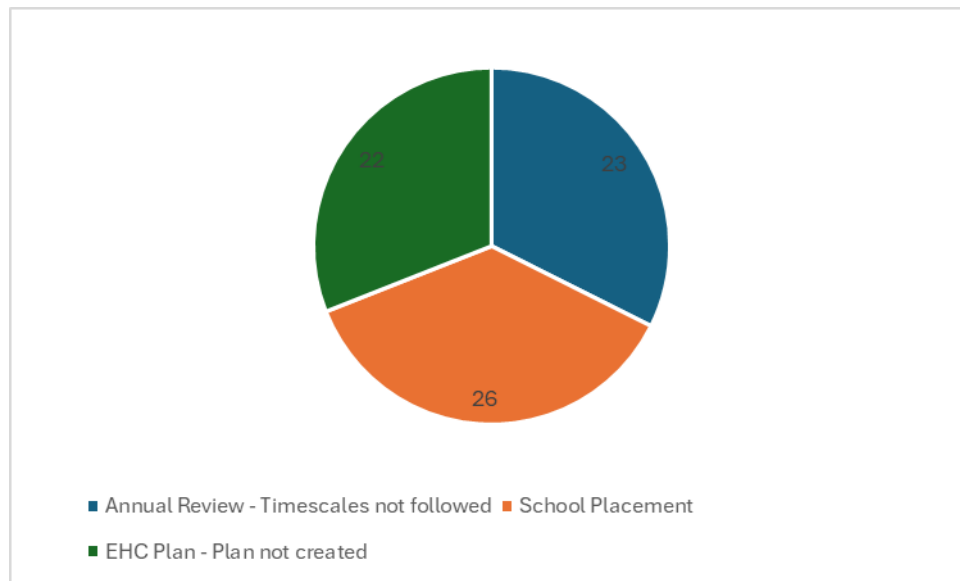


52 **Table 19: Complaint Timeframes in 2023/24 & 2024/25 – Static (answered within 10 working days)**



53 **Table 20:** Complaint Timeframes in 2023/24 & 2024/25 – Non-Static54 **Table 21:** Themes Tracker – Top 3 Services (processed complaints)

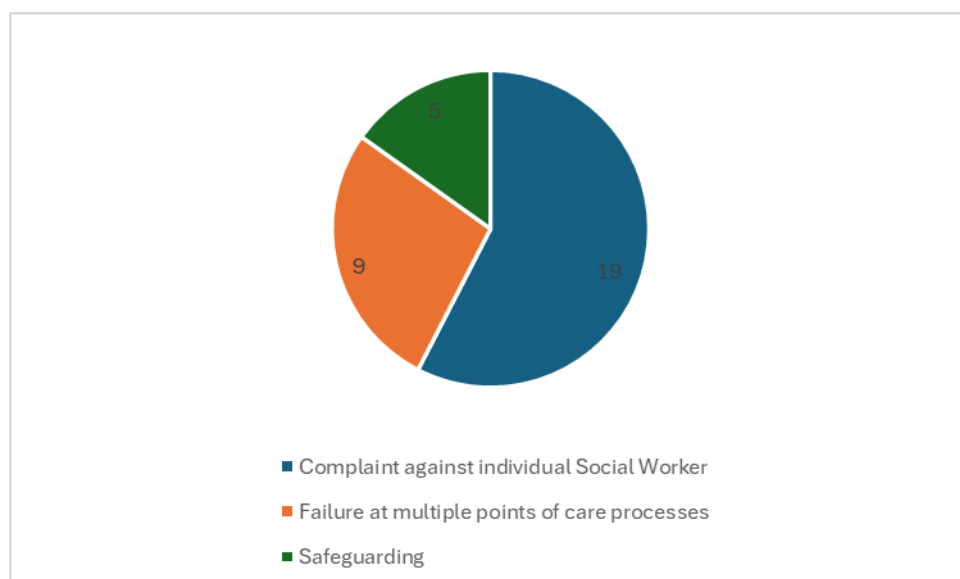
55 **Table 22:** Top 3 themes by Service – SEN Team (processed complaints)



56 **Table 23:** Top 3 themes by Service outcomes – SEN Team (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
School Placement	18	6	2
Annual Review - Timescales not followed	19	4	0
EHC Plan - Plan not created	20	1	1

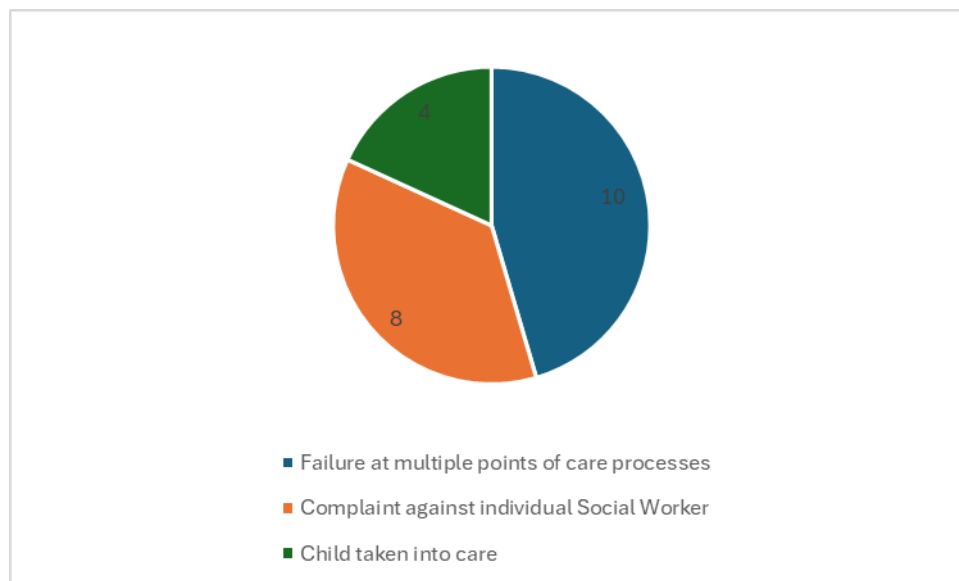
57 **Table 24:** Top 3 Themes by Service – CIN/CP Macclesfield Team (processed complaints)



58 **Table 25:** Top 3 Themes by Service outcomes – CIN/CP Macclesfield Team (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Complaint against individual Social Worker	6	3	10
Failure at multiple points of care processes	2	4	3
Safeguarding	1	1	3

59 **Table 26:** Top 3 themes by Service – Cared For Children & Care Leavers Service (processed complaints)



60 **Table 27:** Top 3 themes by Service outcomes – Cared For Children & Care Leavers Service (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld	Ongoing
Failure at multiple points of care processes	3	2	4	1
Complaint against individual Social Worker	2	0	6	0
Child taken into care	3	0	1	0

61 **Table 28:** Children and Families received 97 compliments in 2024/25, spread across 10 services

Team	2023-24	2024-25
Adoption	0	1
Autism Team	0	3
Cared For Children & Care Leavers Service	6	4
Children with Disabilities Team	1	8
CIN/CP Crewe	1	0
CIN/CP Macclesfield	5	3
Education	8	11
Education Travel	3	3
Emergency Duty Team (EDT)	0	0
Family Services	71	11
Fostering	0	2
Occupational Therapy (OT)	1	0
School Admissions	1	0
SEN Team	70	51

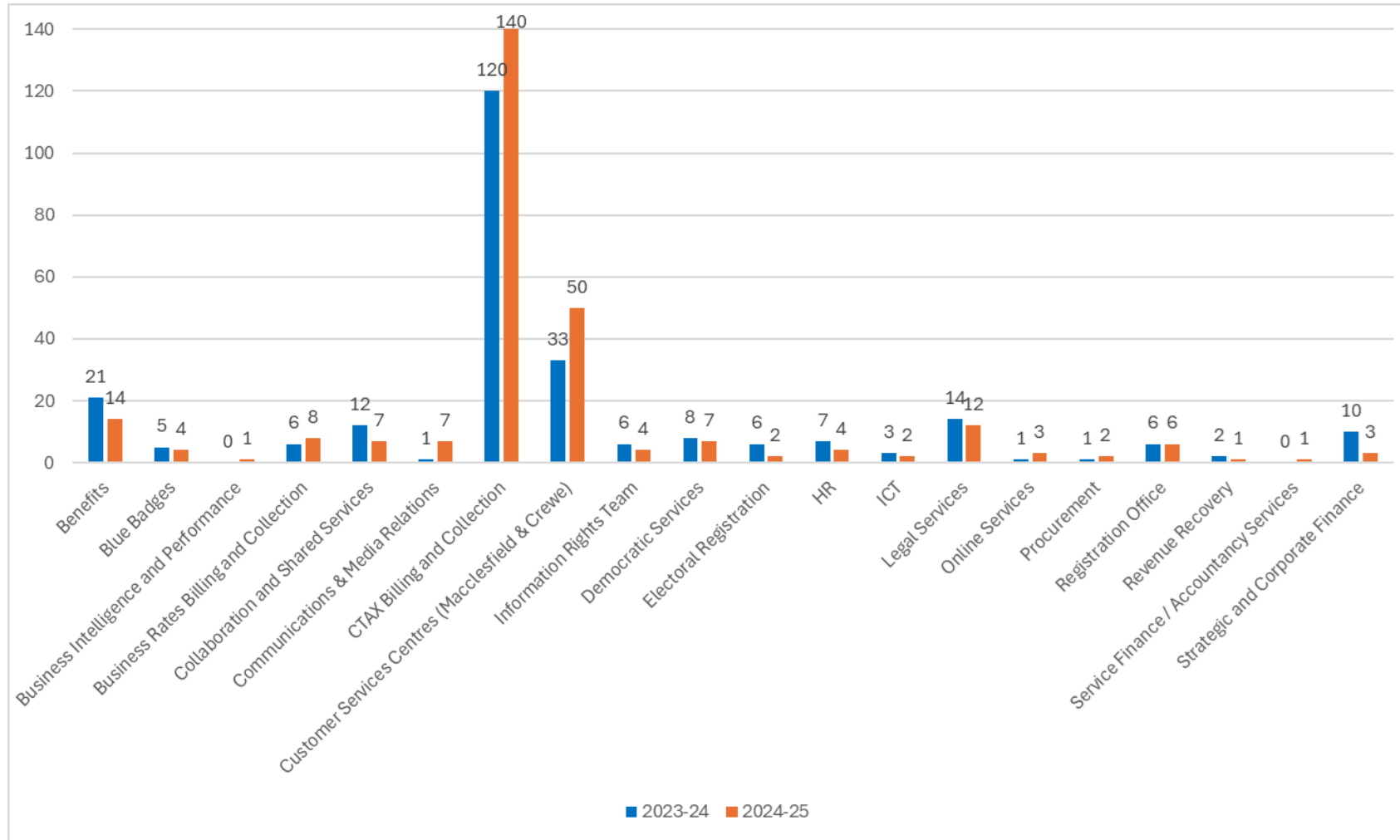
62 Examples of Compliments in 2024/25

- *I just wanted to take a moment to express how truly kind and helpful she has been. Her warmth, understanding, and dedication have made such a difference, and we are incredibly grateful for all the support she has provided.*
- *It was such a positive meeting, X was amazing with the parent, she listened, was reassuring but realistic and professional. She ensured that the meeting was an extremely positive one. I know that the parent was grateful and fed that back to X after the meeting finished, but I just wanted to let you both know too! It was very much appreciated.*
- *I would just like to say a big thank you to X at CEIAS and Y and Z on the SEN Team for working so hard to help my daughter, A, gain a place at Springfield School. As a parent, it is difficult to always know what to do on the EHCP and school placement journey, but I have received the help and support needed to keep me sane and provide what A needs.*
- *As we end the year, I wanted to thank you for all you have done to help our students and their families. You have had a real impact with several of our young people, and the fact that they are now attending school in some shape or form is down to you. You have added that extra dimension to the work we do, and it is much appreciated.*

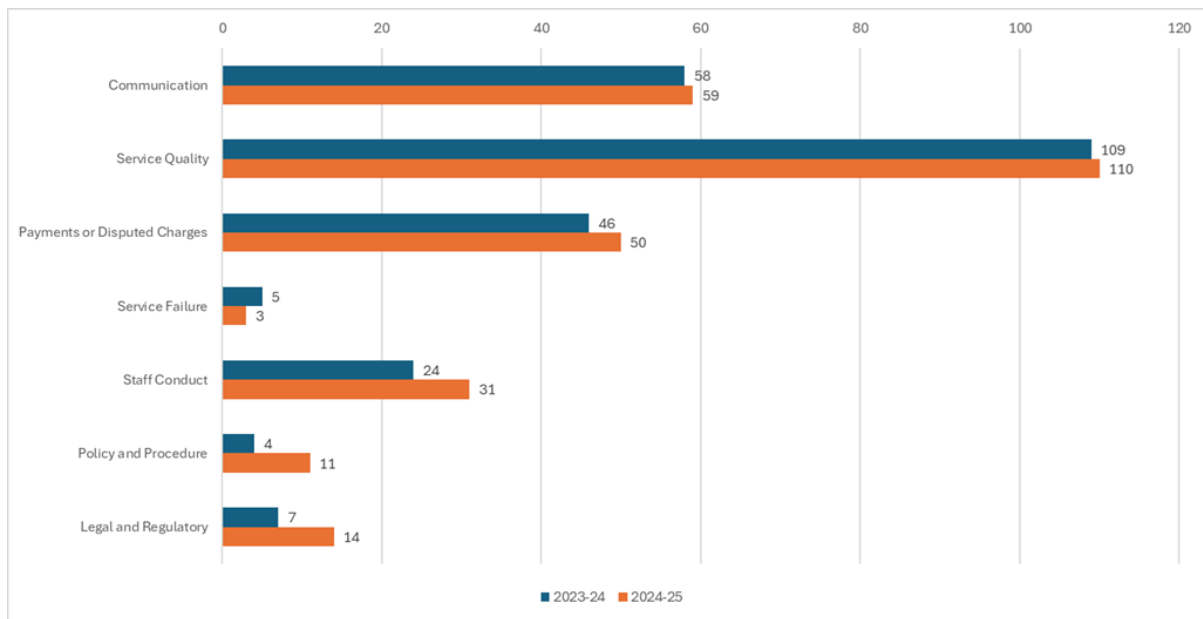
Corporate Policy (including Finance Sub-Committee)

- 63 Corporate Policy received 278 complaints in 2024/25. 6% of the total received by the council. Of these, 21 complaints were rejected, withdrawn, or not pursued; the remaining 257 were processed as official complaints.
- 64 2024/25 saw a 4% increase in processed complaints compared with 2023/24 (248). There were 21 Stage 2 complaints in 2024/25.
- 65 Corporate Policy received 228 compliments in 2024/25.

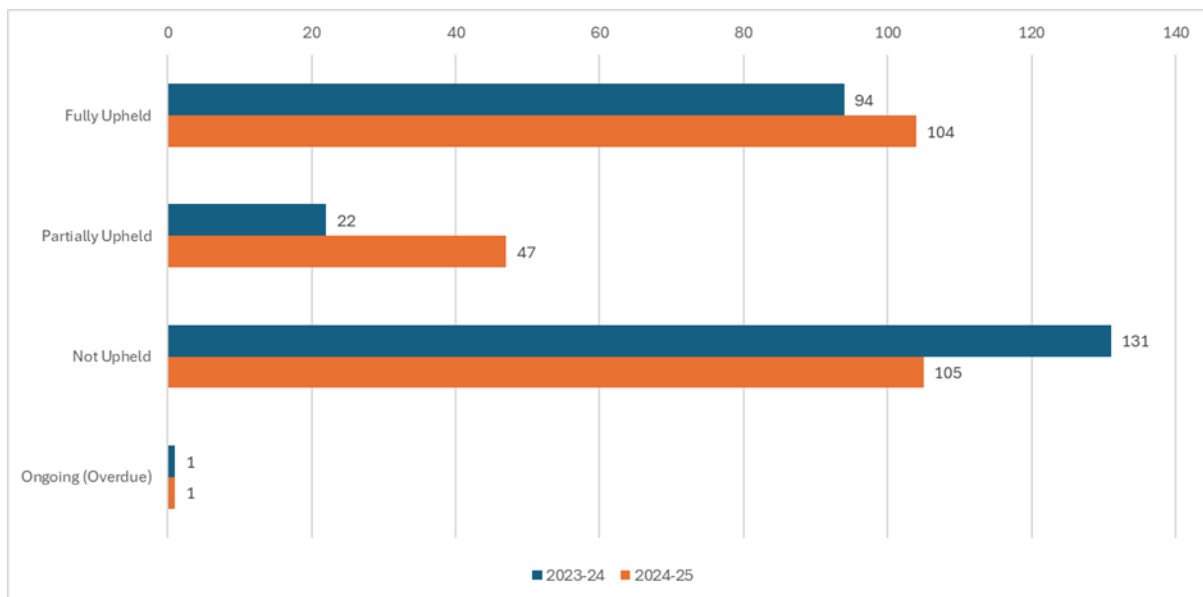
66 **Table 29:** Complaint Volumes received by Service



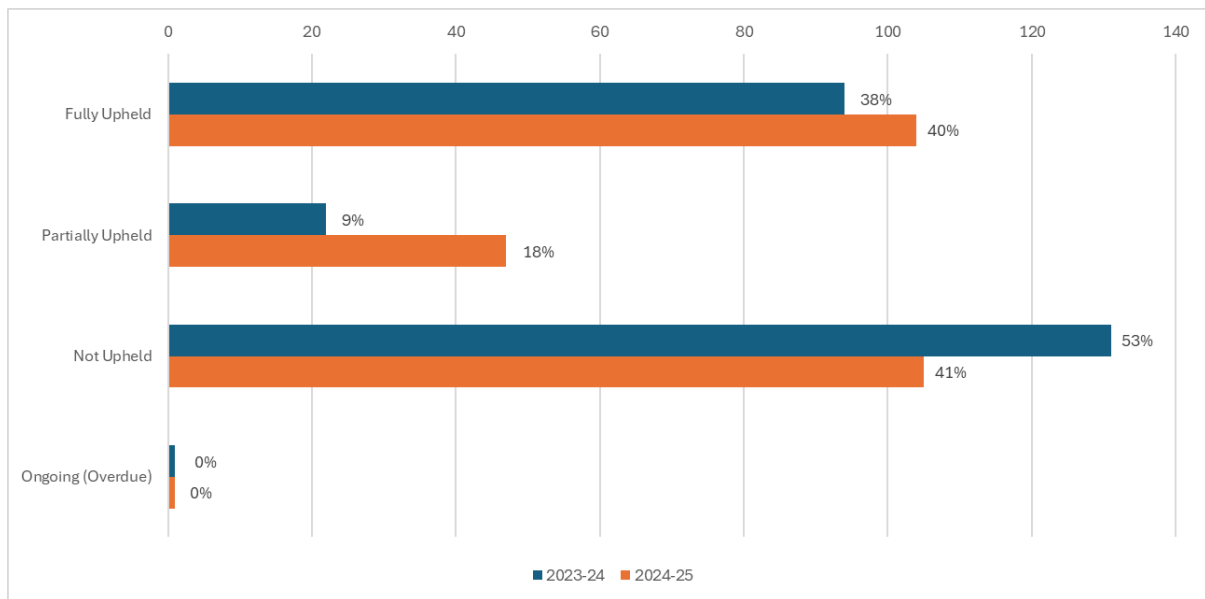
67 **Table 30: Complaint Primary Causes in 2023/24 and 2024/25**



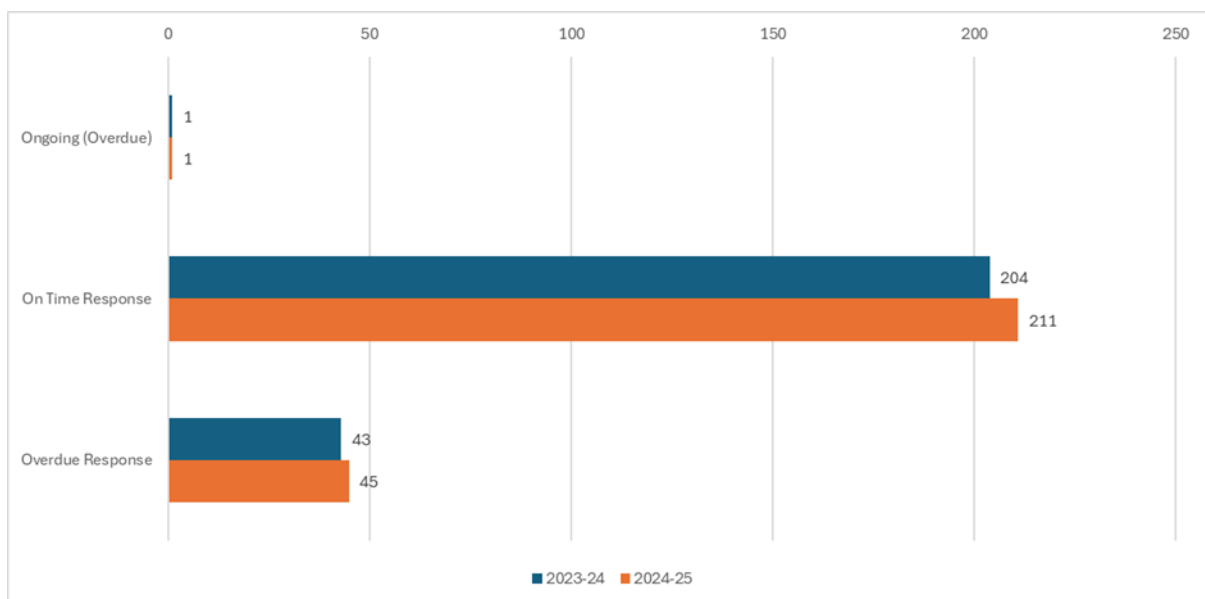
68 **Table 31: Complaint Outcomes – Numbers**



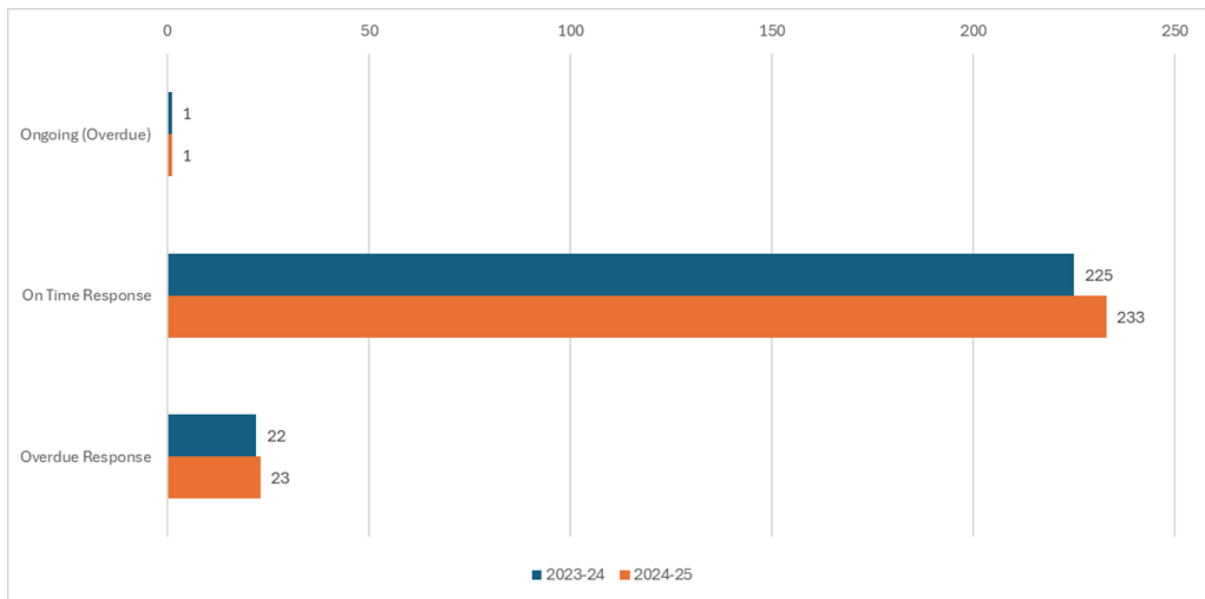
69 **Table 32: Complaints Outcomes – Percentages**



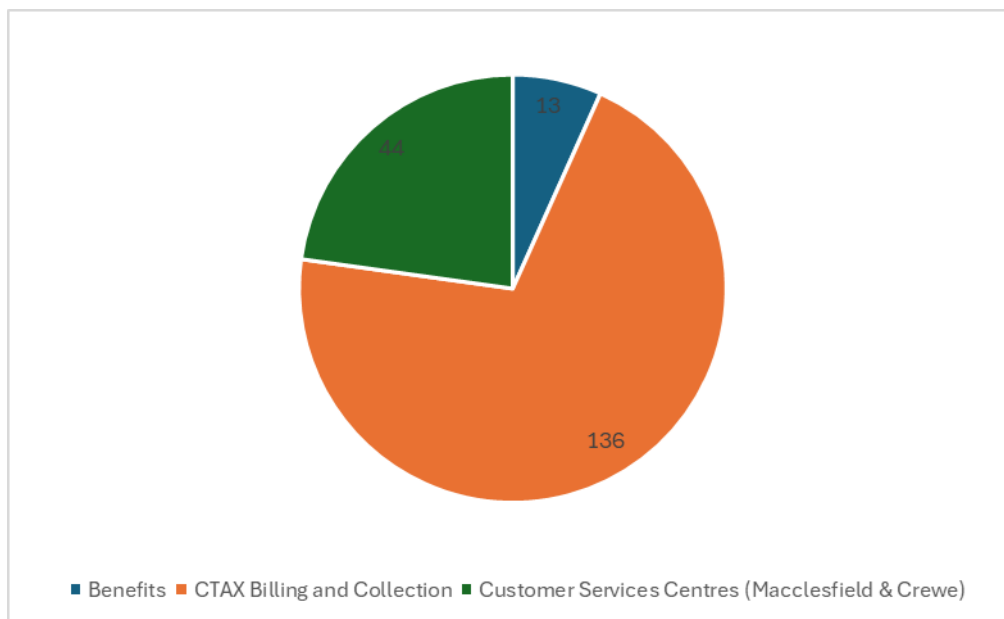
70 **Table 33: Complaint Timeframes in 2023/24 and 2024/25 – Static (answered within 10 working days)**



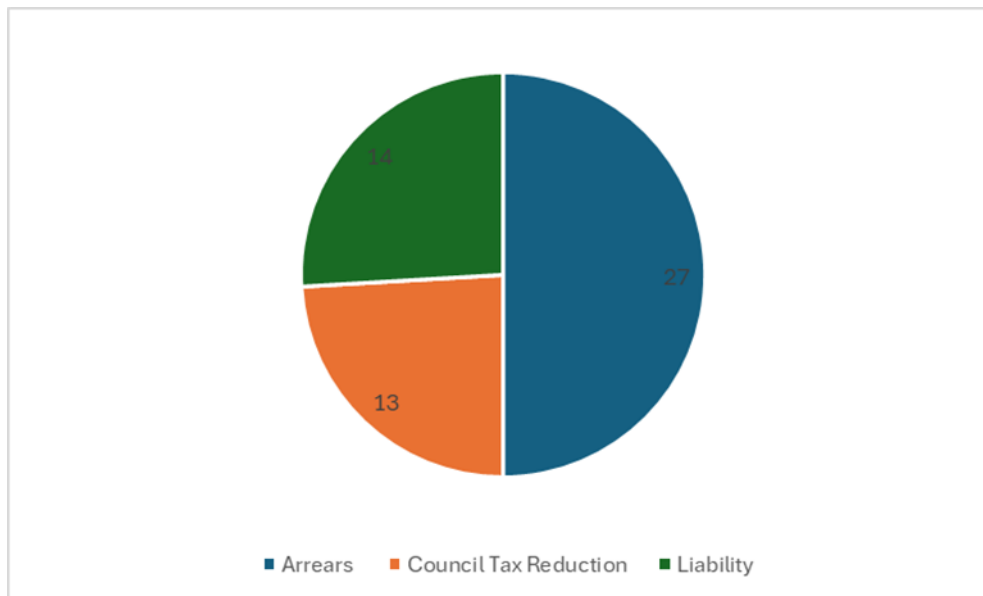
71 **Table 34:** Complaint Timeframes in 2023/24 and 2024/25 – Non-Static



72 **Table 35:** Themes Tracker – Top 3 Services (processed complaints)



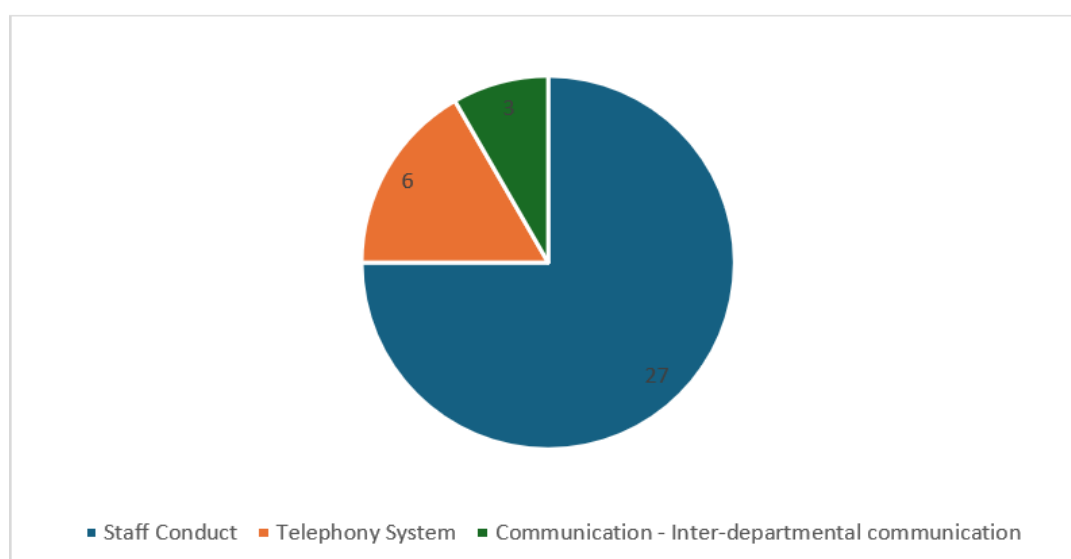
- 73 **Table 36:** Top 3 themes by Service – CTAX, Billing and Collection (processed complaints)



- 74 **Table 37:** Top 3 themes by Service outcomes – CTAX, Billing and Collection (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Arrears	3	9	15
Council Tax - Council tax reduction	4	3	6
Liability	6	3	5

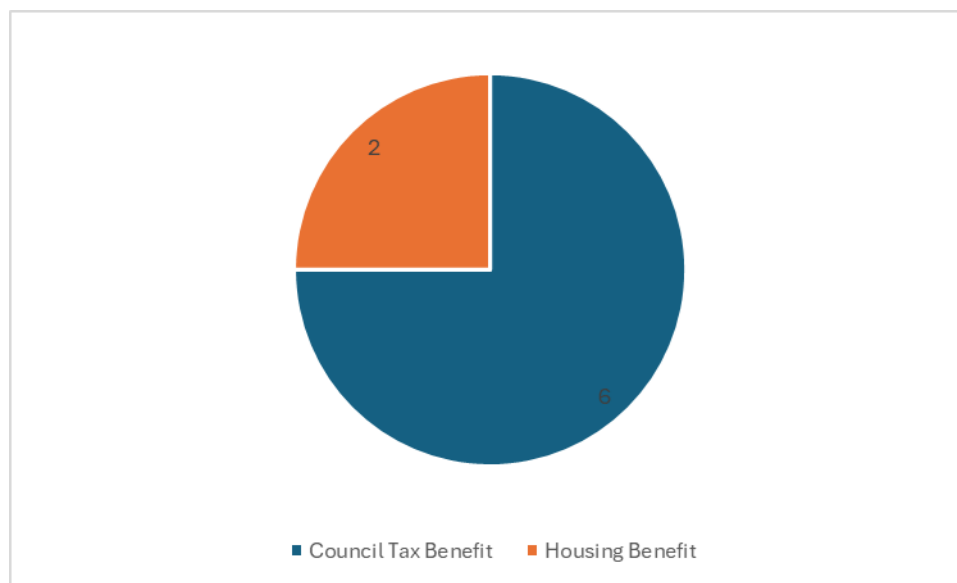
- 75 **Table 38:** Top 6 Themes by Service - Customer Services Centres (Macclesfield & Crewe) (processed complaints)



76 **Table 39:** Top 3 Themes by Service outcomes - Customer Services Centres (Macclesfield & Crewe) (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Staff Conduct	17	5	5
Telephony System	6	0	0
Communication - Inter-departmental communication	2	0	1

77 **Table 40:** Top 2 Themes by Service – Benefits (processed complaints)



78 **Table 41:** Top 2 Themes by Service outcomes – Benefits (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Benefits - Council Tax Benefit	3	0	3
Benefits – Housing Benefit	1	0	1

- 79 **Table 42:** Corporate Policy received 228 compliments in 2024/25 across 5 services

Team	2023-24	2024-25
Blue Badges	1	0
Business Rates Billing and Collection	29	21
CTAX Billing and Collection	98	42
Customer Services Centres (Macclesfield & Crewe)	39	163
Information Rights Team	1	0
Registration Office	1	1
Revenue Recovery	0	1

- 80 Examples of Compliments in 2024/25

- I was able to speak to a lady who was most understanding of my needs and helped tremendously and pointed me in the right direction and made me feel there is hope to continue with my applications. The good old fashioned telephone conversation could not be improved upon in my experience today.*
- I wanted to say thanks so much for all your help, advice and the great service you have given me. I know you have gone out of your way for me, even checking the library opening times for me regarding the scanning. It's really helped ease some of the stress we are under at the moment and greatly appreciated. Massive thanks.*
- The Board formally asked us to pass on their appreciation of what they view as outstanding work undertaken by the CEC Business Rates Team in preparing and issuing the BID Levy bills and collecting the BID levy.*
- The lady I talked to was just the person I needed to talk to. She listened to the predicament I found myself in. She looked into my council tax record and went on to explain in detail how she could reschedule my council tax payments that would help me. She is a credit to the council I cannot praise her enough. Thank you.*

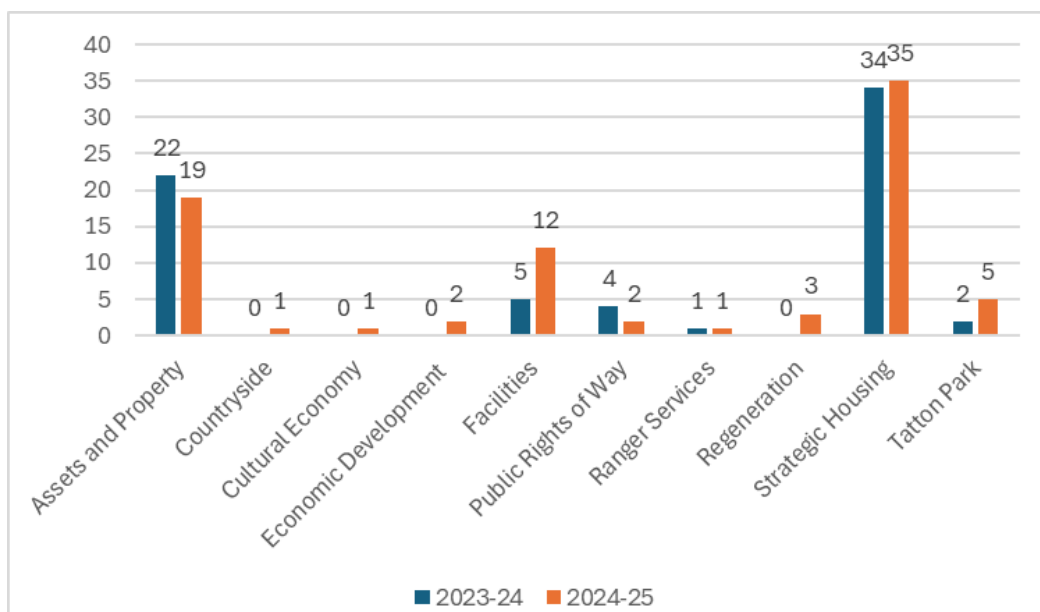
Economy and Growth

81 Economy and Growth received 81 complaints in 2024/25. 2% of the total received by the council. Of these, 10 complaints were rejected, withdrawn, or not pursued; the remaining 71 were processed as official complaints.

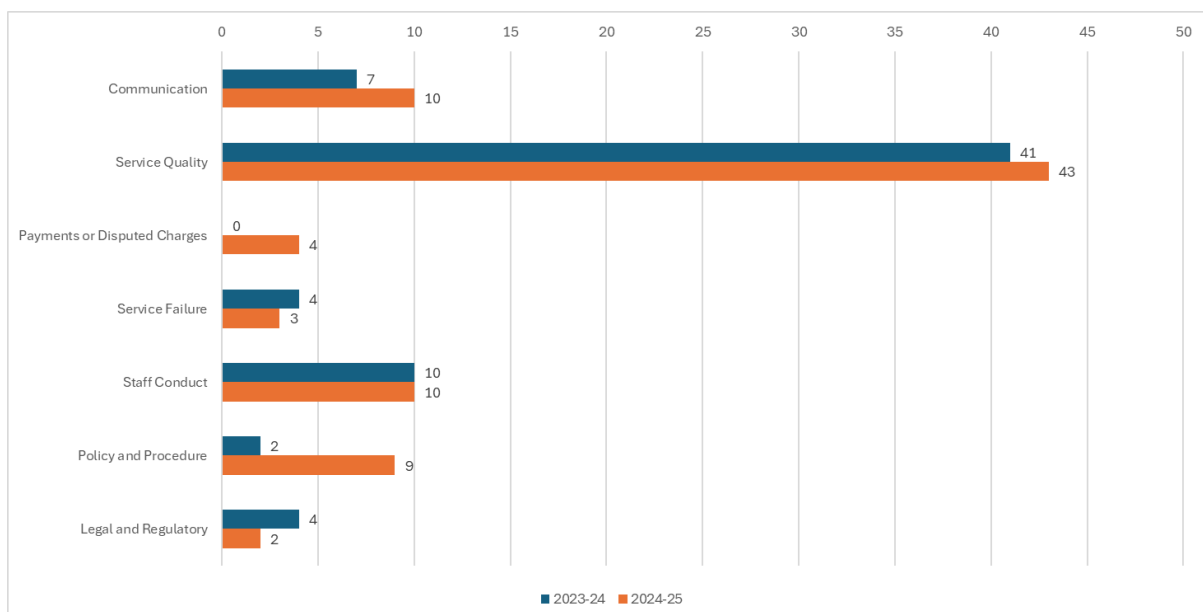
82 2024/25 saw a 16% increase in processed complaints compared with 2023/24 (61). There were 7 Stage 2 complaints in 2024/25.

83 Economy and Growth received 3 compliments in 2024/25.

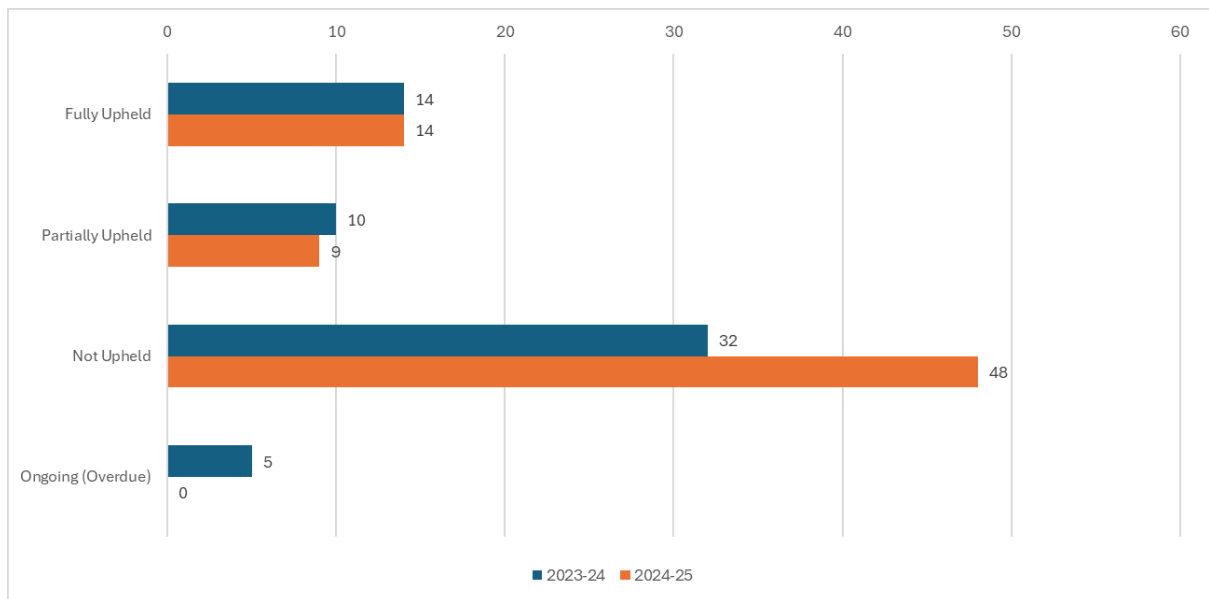
84 **Table 43:** Complaints Volumes received by Service



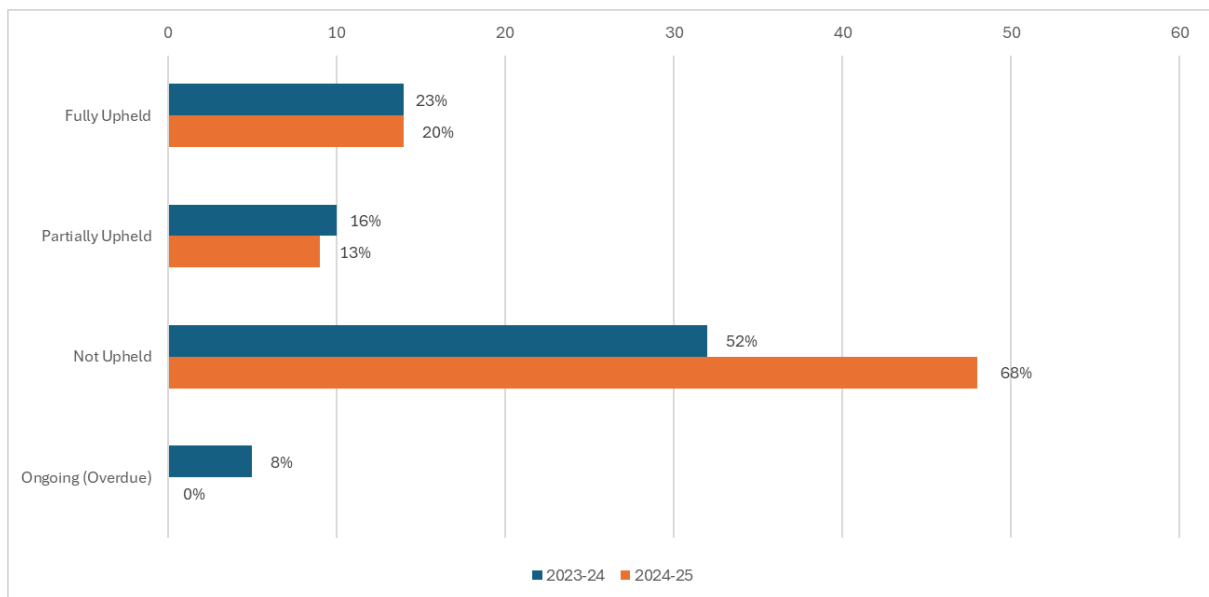
85 **Table 44:** Complaint Primary Causes in 2023/24 and 2024/25



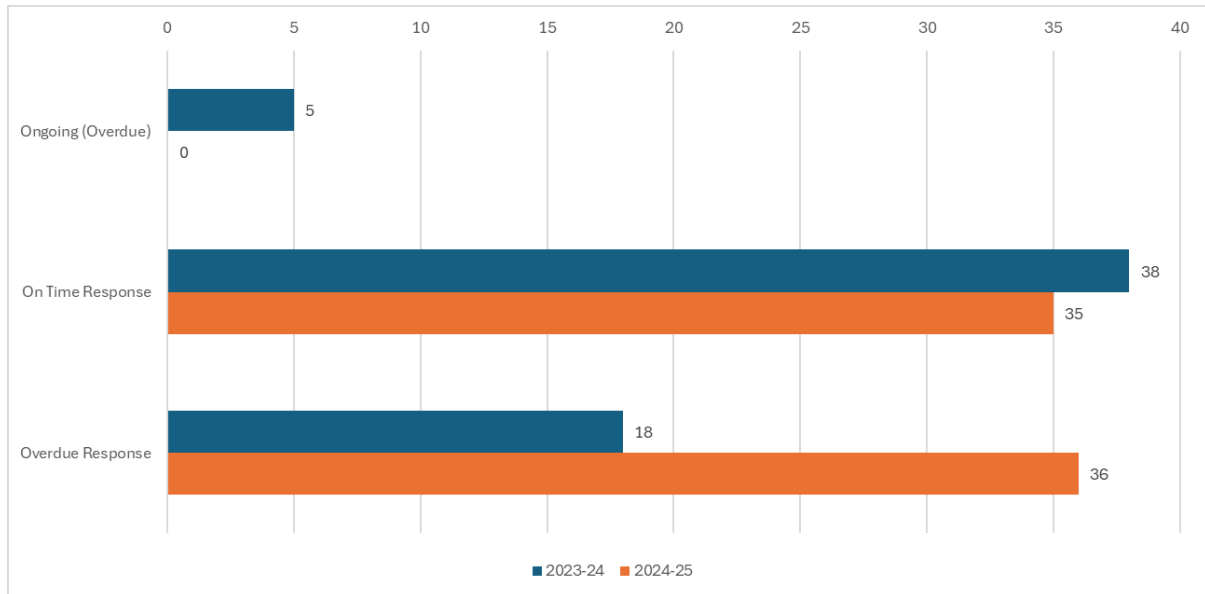
86 **Table 45: Complaints Outcomes – Numbers**



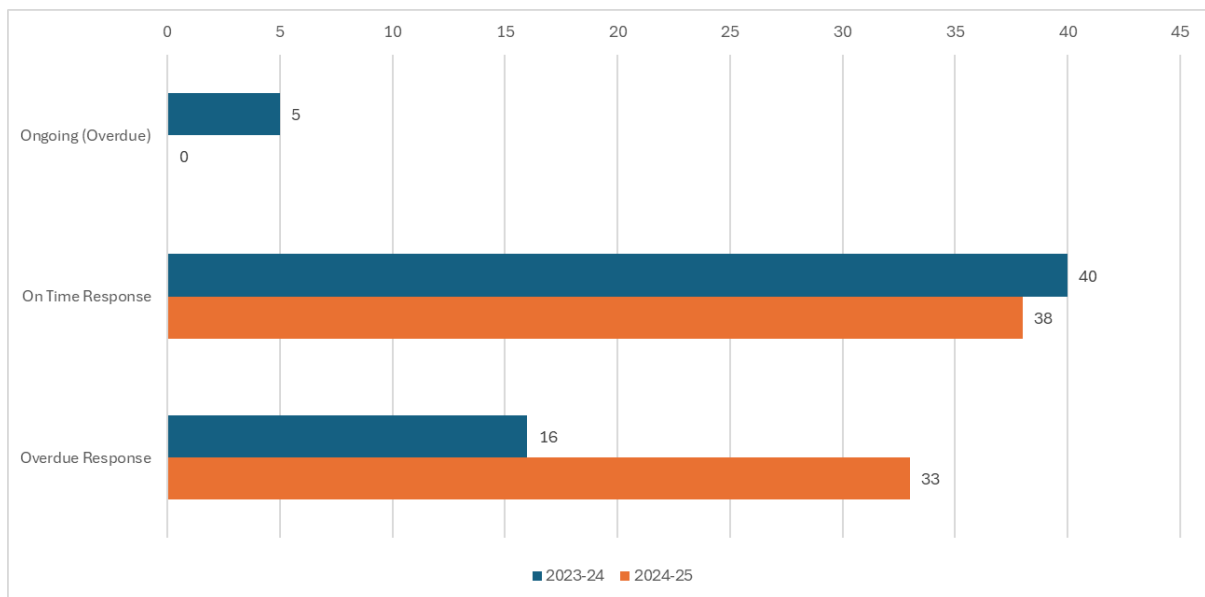
87 **Table 46: Complaints Outcomes – Percentages**

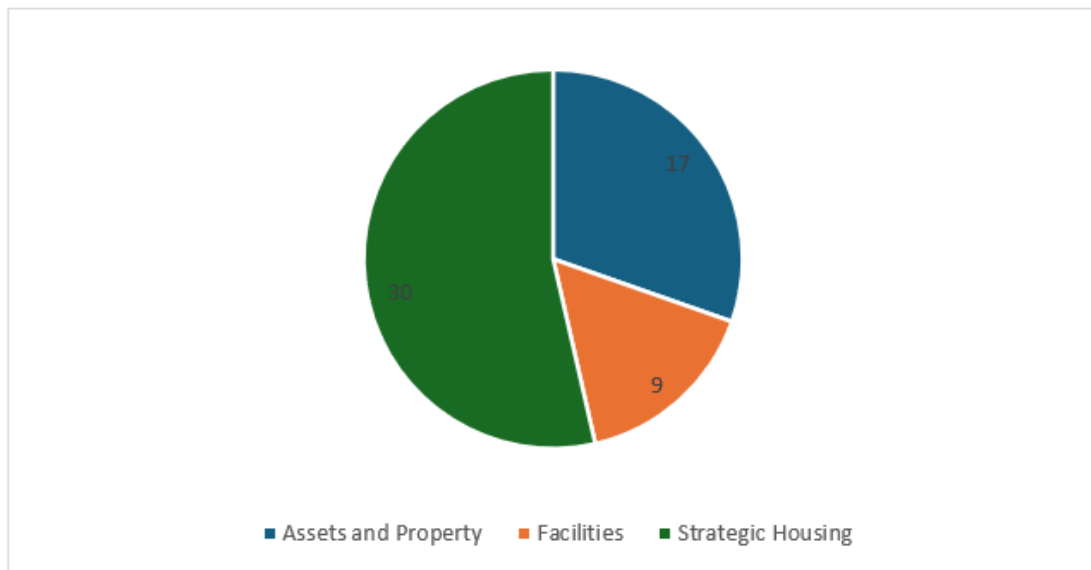
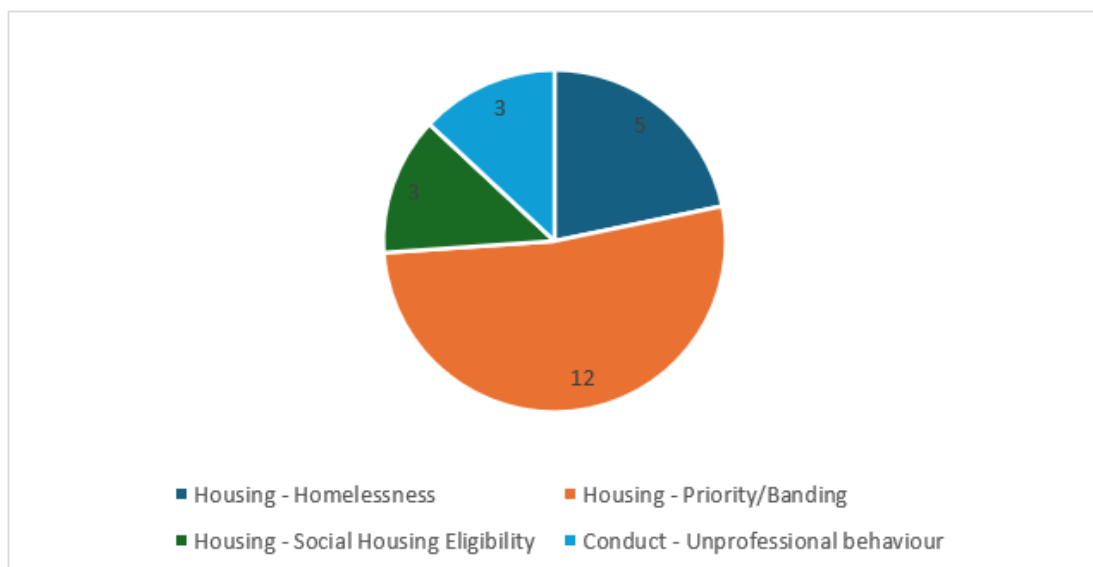


88 **Table 47: Complaint Timeframes in 2023/24 and 2024/25 – Static**
(answered within 10 working days)



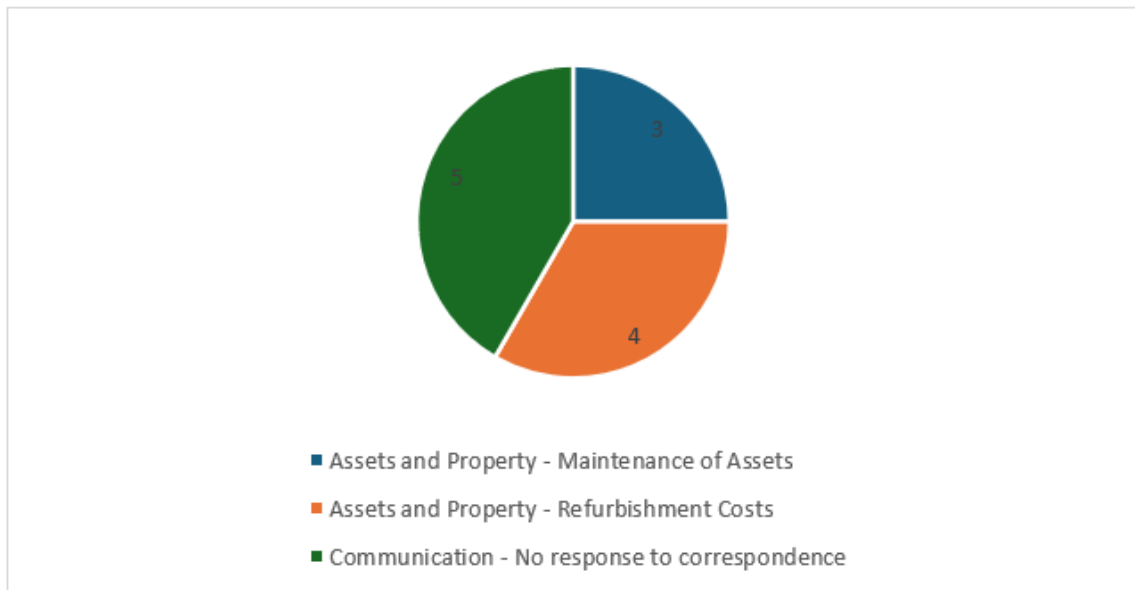
89 **Table 48: Complaint Timeframes in 2023/24 and 2024/25 – Non-Static**



90 **Table 49:** Themes Tracker – Top 3 Services (processed complaints)91 **Table 50:** Top 4 themes by Service – Strategic Housing (processed complaints)92 **Table 51:** Top 4 themes by Service outcomes – Strategic Housing (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Housing - Homelessness	0	1	4
Housing - Priority/Banding	0	0	12
Housing - Social Housing Eligibility	0	1	2
Conduct - Unprofessional behaviour	0	1	2

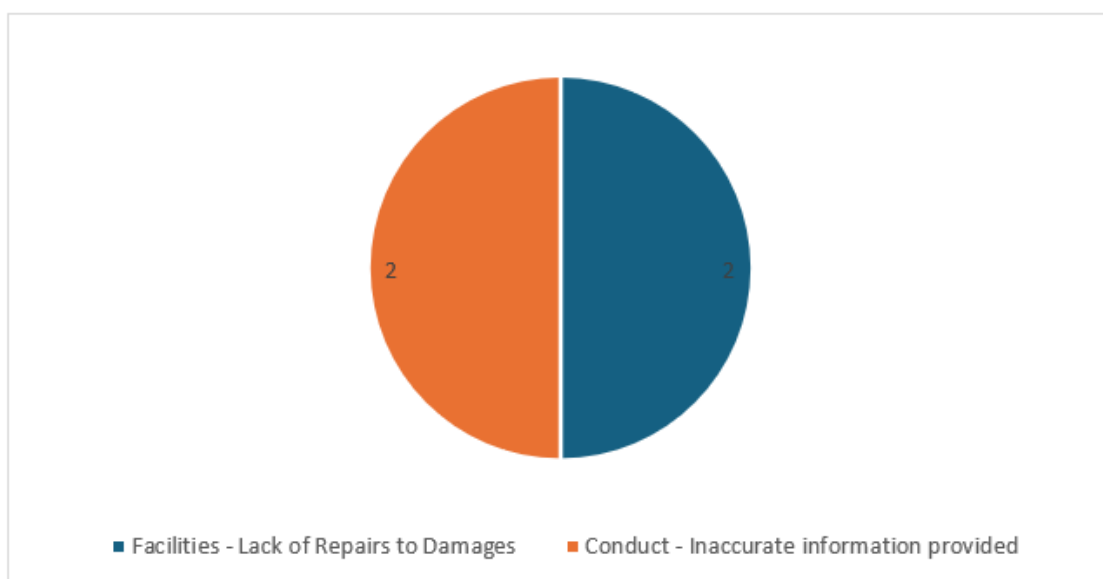
- 93 **Table 52:** Top 3 themes by Service - Assets and Property (processed complaints)



- 94 **Table 53:** Top 3 themes by Service outcomes - Assets and Property (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Assets and Property - Maintenance of Assets	1	0	2
Assets and Property - Refurbishment Costs	0	0	4
Communication - No response to correspondence	2	2	1

- 95 **Table 54:** Top 2 themes by Service – Facilities (processed complaints)



- 96 **Table 55:** Top 2 themes by Service outcomes – Facilities (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Facilities - Lack of Repairs to Damages	2	0	0
Conduct - Inaccurate information provided	0	1	1

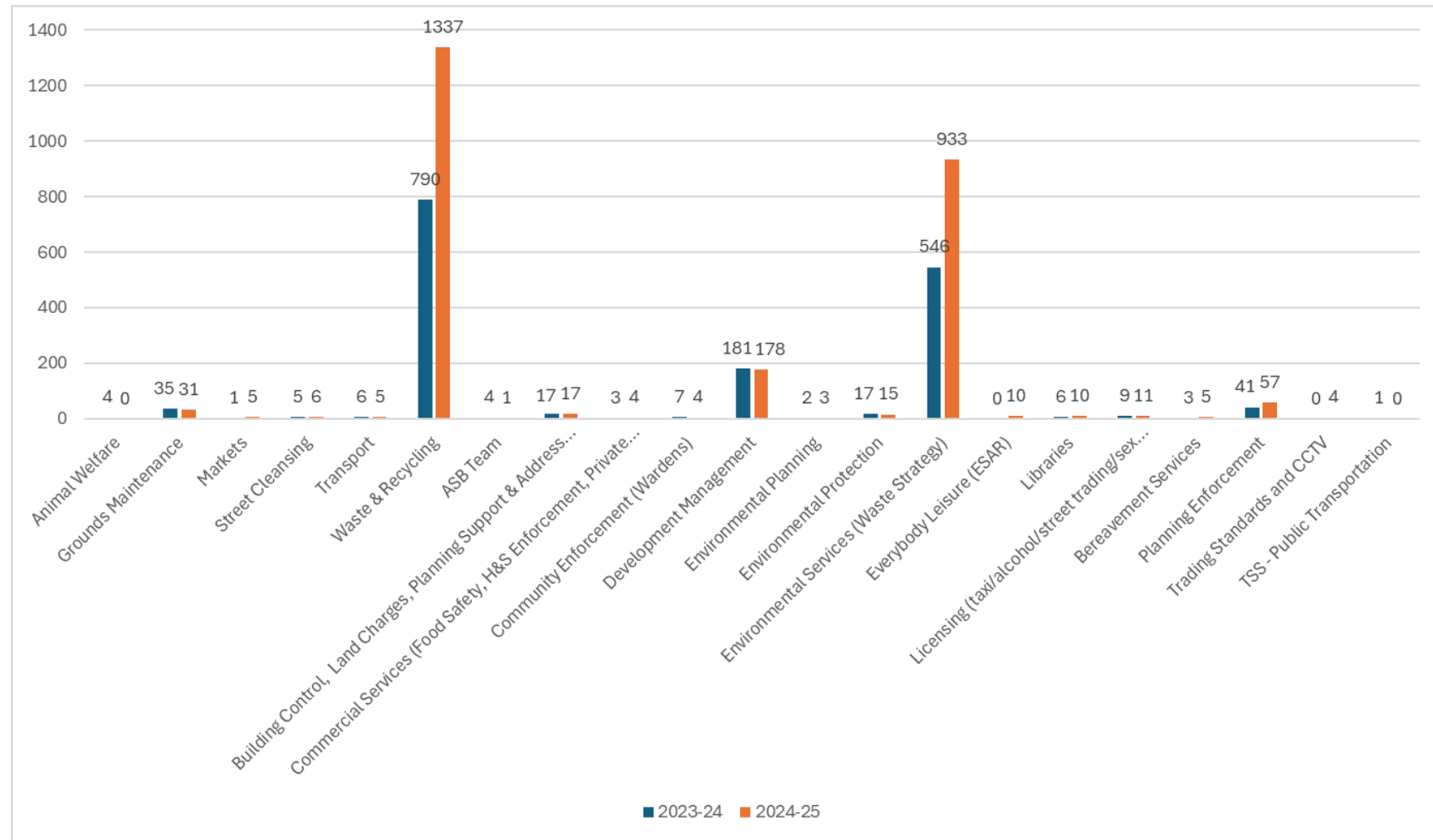
- 97 **Table 56:** There were 3 compliments recorded for Economy and Growth in 2024/25.

Team	2023-24	2024-25
Economic Development	1	0
Public Rights of Way	1	0
Strategic Housing	0	2
Tatton Park	0	1

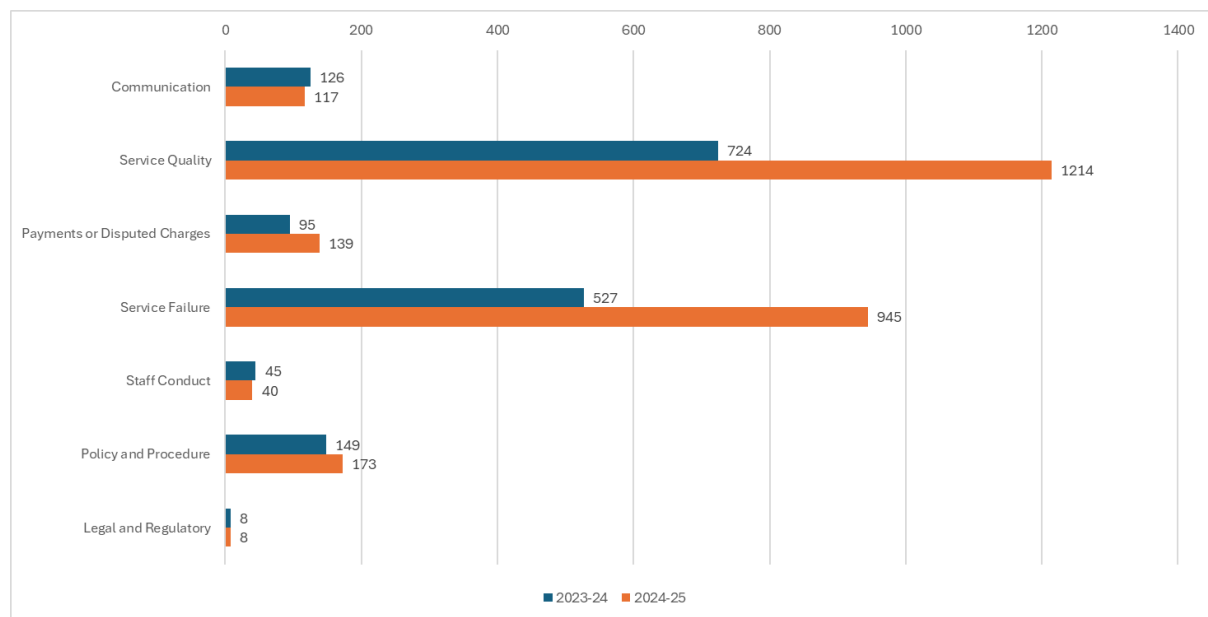
Environment and Communities

- 98 Environment and Communities received 2,636 complaints in 2024/25. 61% of the total received by the council. Of these, 83 complaints were rejected, withdrawn, or not pursued; the remaining 2,553 were processed as official complaints.
- 99 2024/25 saw a 57% increase in processed complaints compared with 2023/24 (1,625). There were 120 Stage 2 complaints in 2024/25.
- 100 Environment and Communities received 110 compliments in 2024/25.

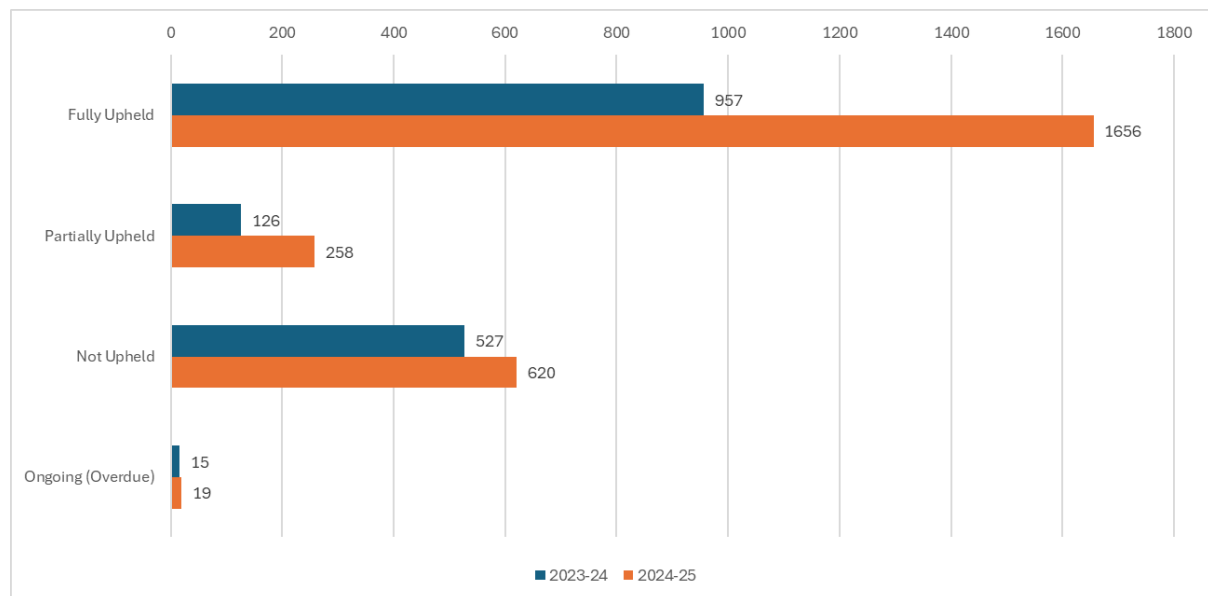
101 **Table 57:** Complaints Volumes received by Service



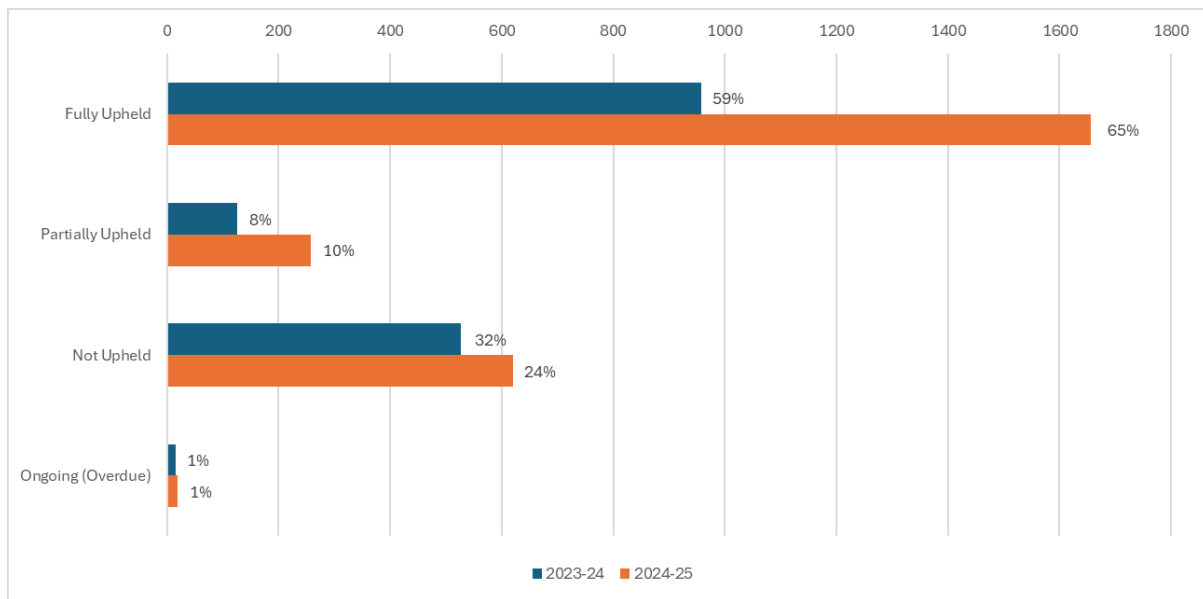
102 **Table 58:** Complaint Primary Causes in 2023/24 and 2024/25



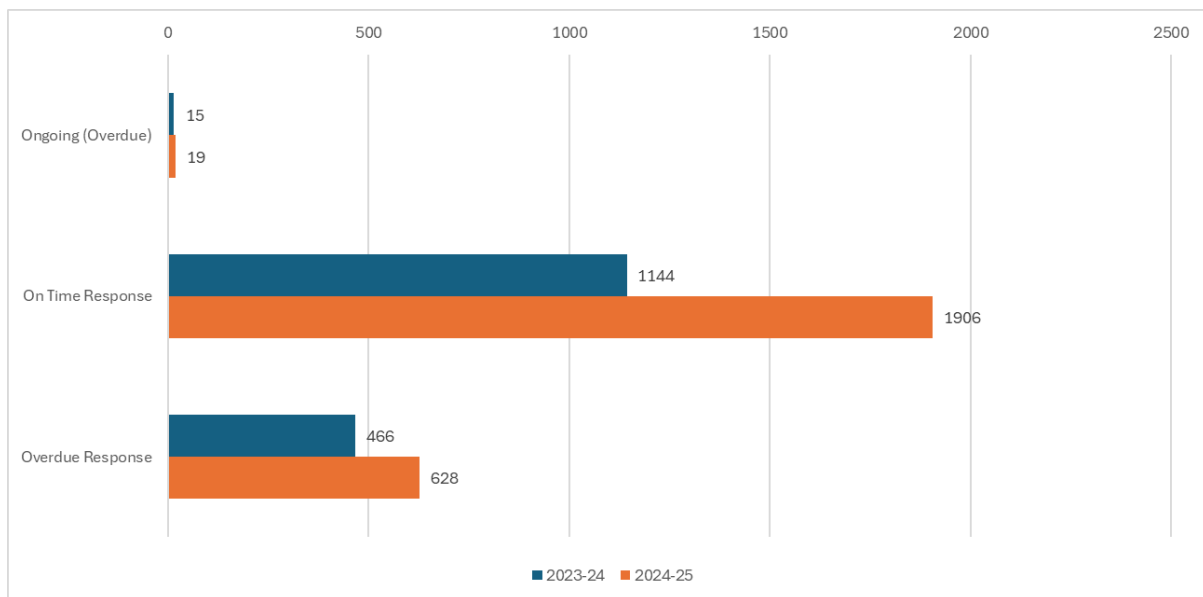
103 **Table 59:** Complaints Outcomes – Numbers



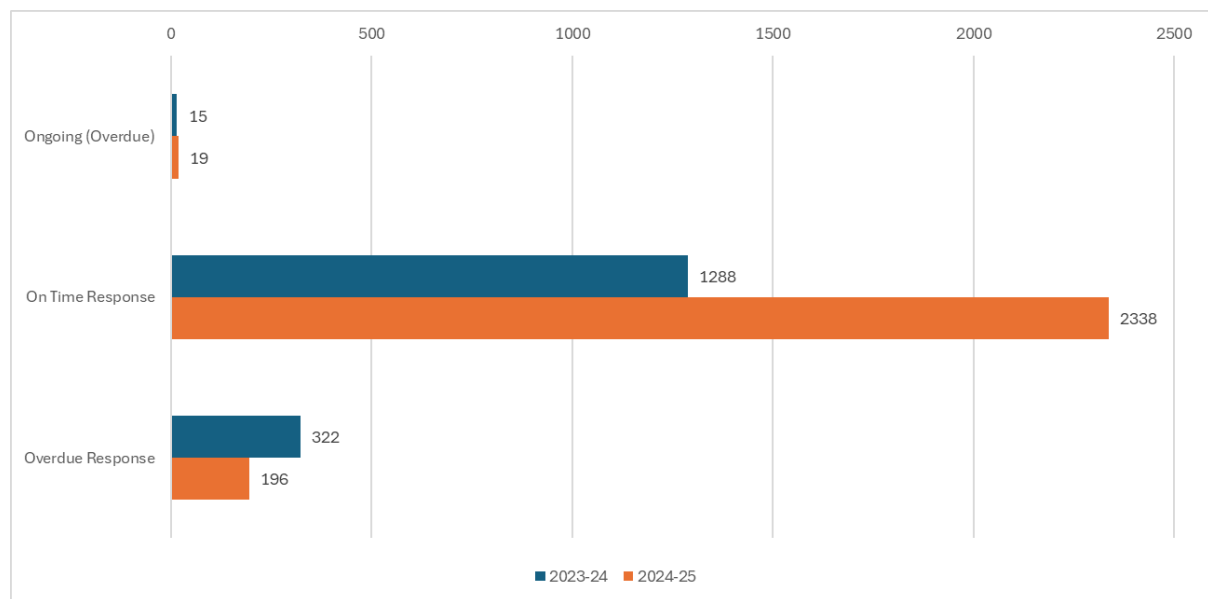
104 **Table 60:** Complaints Outcomes – Percentage



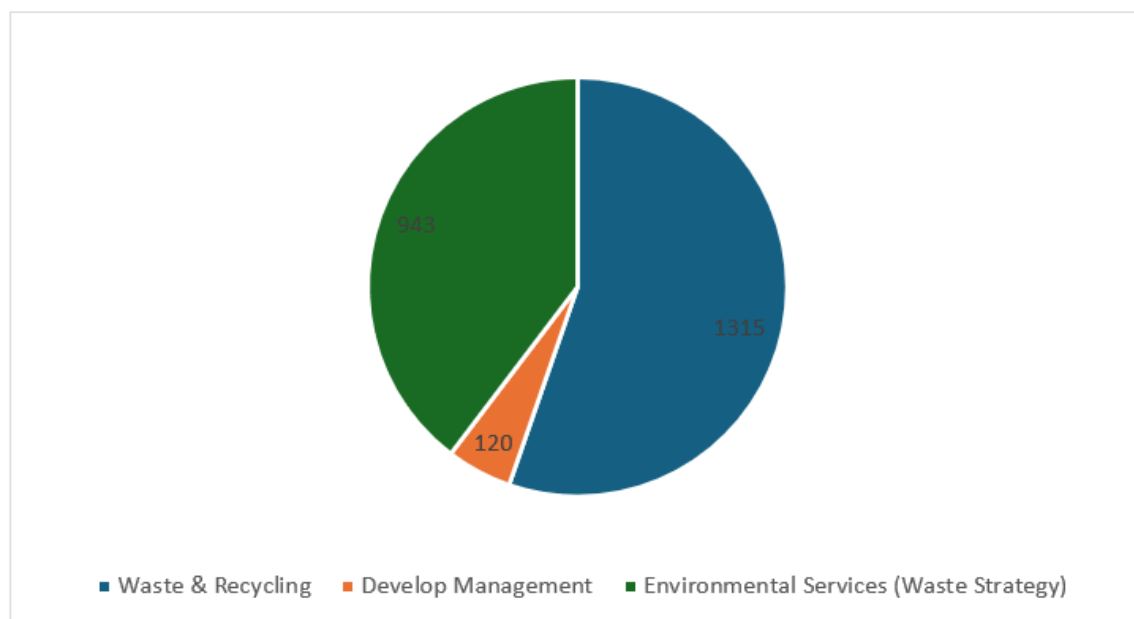
105 **Table 61:** Complaint Timeframes in 2023/24 and 2024/25 – Static (answered within 10 working days)



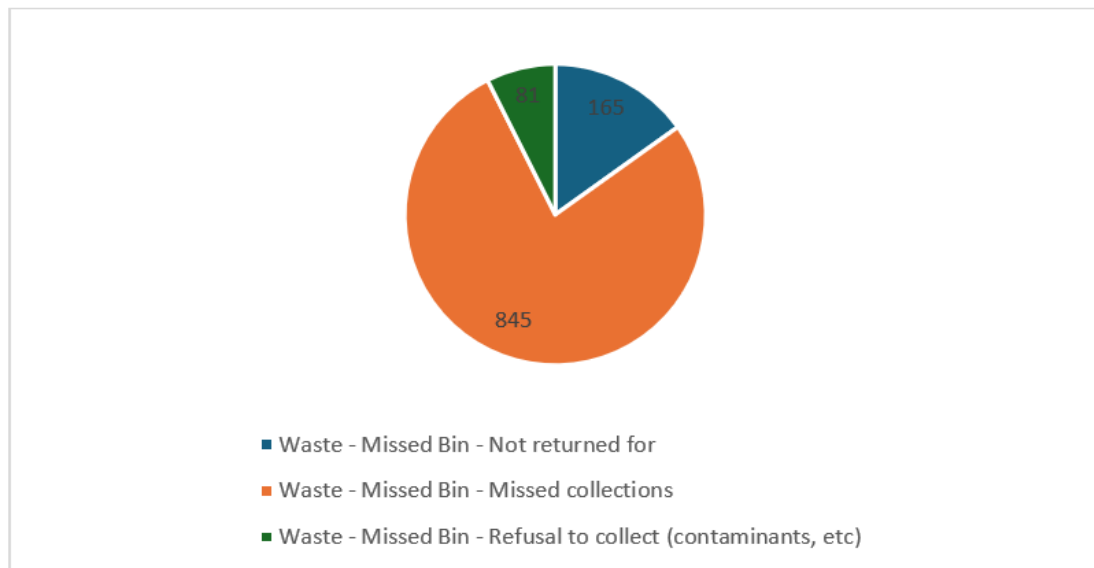
106 **Table 62:** Complaint Timeframes in 2023/24 and 2024/25 – Non-Static



107 **Table 63:** Themes Tracker – Top 3 Services (processed complaints)



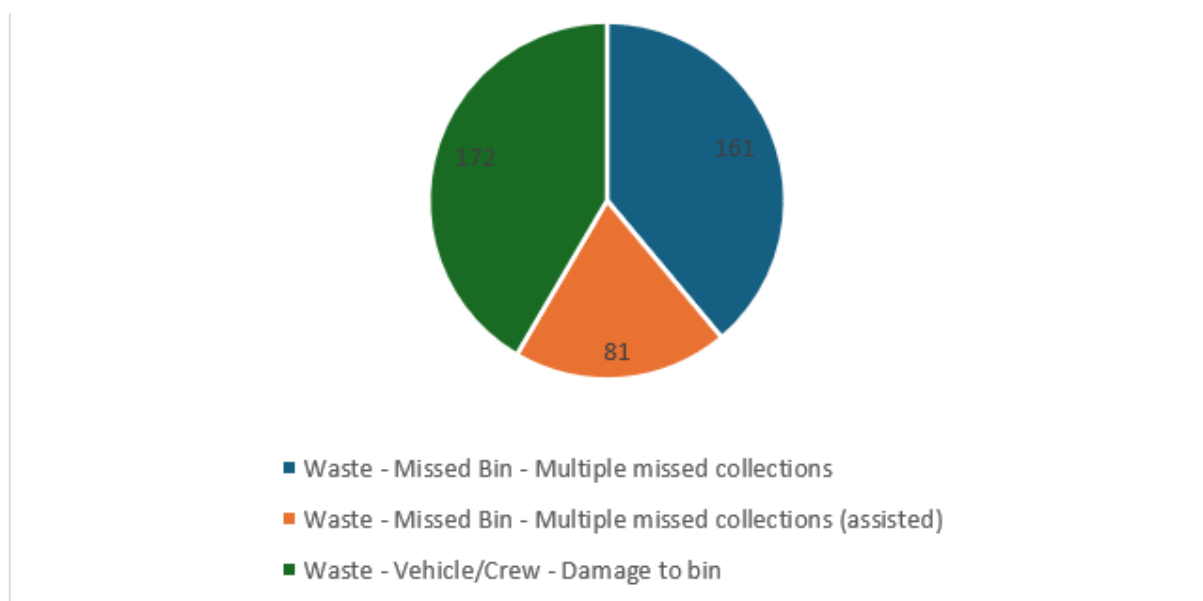
108 **Table 64:** Top 3 themes by Service – Waste & Recycling (processed complaints)



109 **Table 65:** Top 3 themes by Service outcomes – Waste & Recycling (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Waste - Missed Bin - Missed collections	741	47	57
Waste - Missed Bin - Not returned for	155	3	7
Waste - Missed Bin - Refusal to collect (contaminants, etc)	47	4	30

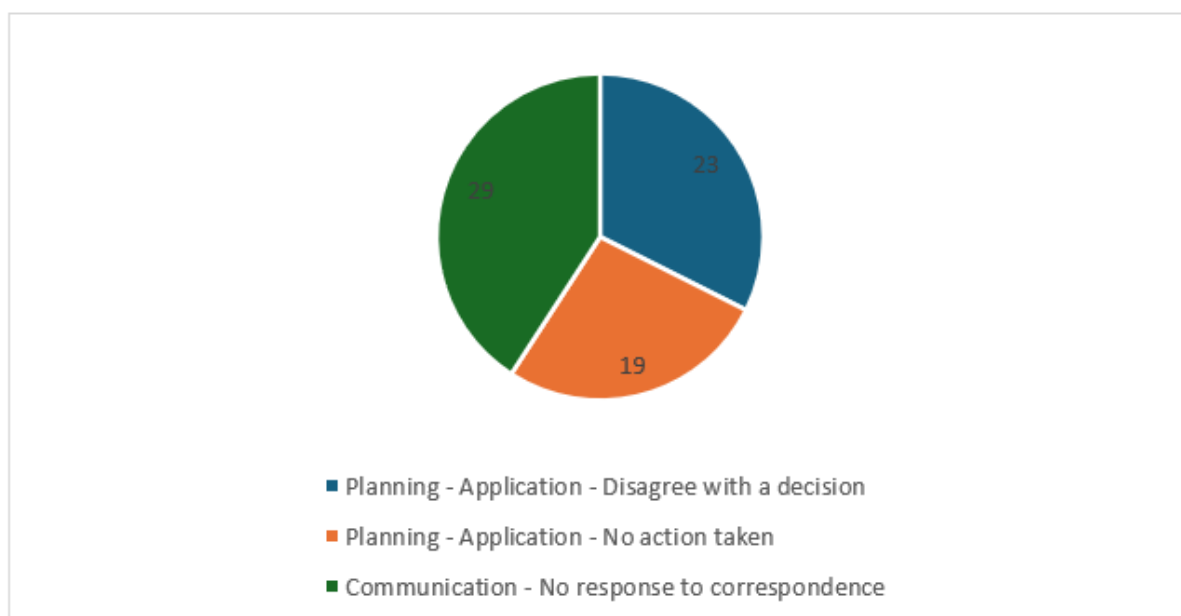
110 **Table 66:** Top 3 themes by Service - Environmental Services (Waste Strategy) (processed complaints)



111 **Table 67:** Top 3 themes by Service outcomes - Environmental Services (Waste Strategy) (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Waste - Missed Bin - Multiple missed collections	93	49	19
Waste - Missed Bin - Multiple missed collections (assisted)	73	6	2
Waste - Vehicle/Crew - Damage to bin	81	1	90

112 **Table 68:** Top 3 themes by Service - Development Management (processed complaints)



113 **Table 69:** Top 3 themes by Service outcomes - Development Management (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Communication - No response to correspondence	14	9	6
Planning - Application - Disagree with a decision	1	4	18
Planning - Application - No action taken	13	4	2

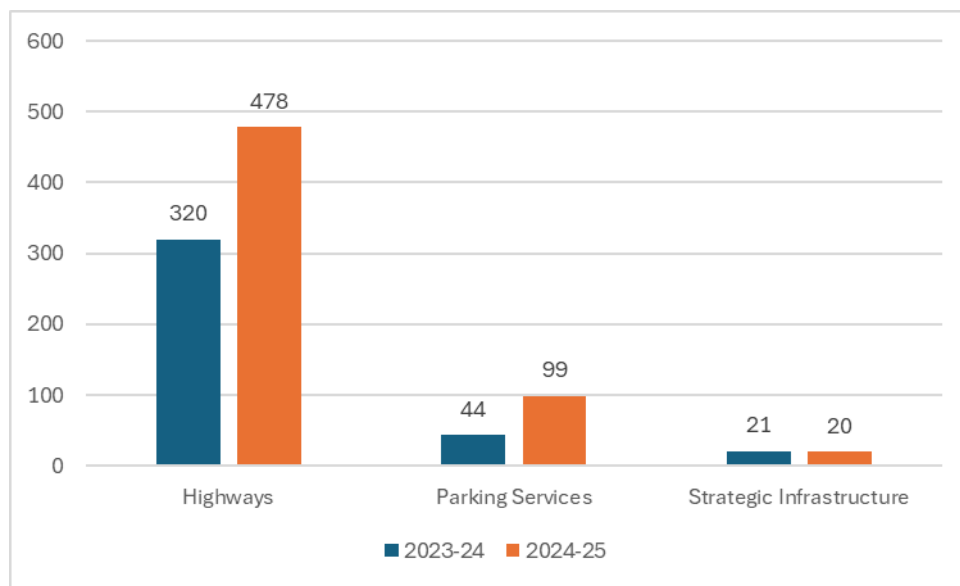
- 114 **Table 70:** Environment and Communities received 110 compliments in 2024/25 across 9 services.

Team	2023-24	2024-25
Grounds Maintenance	19	19
Street Cleansing	8	9
Transport	2	1
Waste & Recycling	44	48
Building Control, Land Charges, Planning Support & Address Management	2	0
Development Management	2	3
Environmental Protection	3	1
Environmental Services (Waste Strategy)	3	15
Everybody Leisure (ESAR)	0	1
Libraries	11	12
Planning Enforcement	1	0
Spatial Planning	1	0
Licensing	0	1

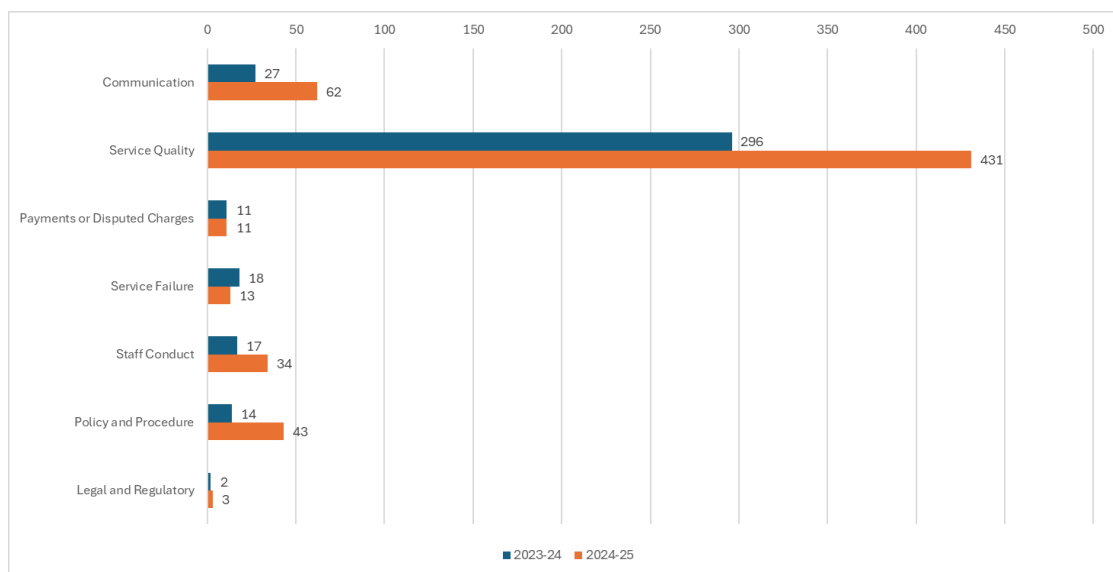
Highways and Transport

- 115 Highways and Transport received 597 complaints in 2024/25. 14% of the total received by the council. Of these, 31 complaints were rejected, withdrawn, or not pursued; the remaining 566 were processed as official complaints.
- 116 2024/25 saw a 47% increase in processed complaints compared with 2023/24 (385). There were 43 Stage 2 complaints in 2024/25
- 117 Highways and Transport received 26 compliments in 2024/25.

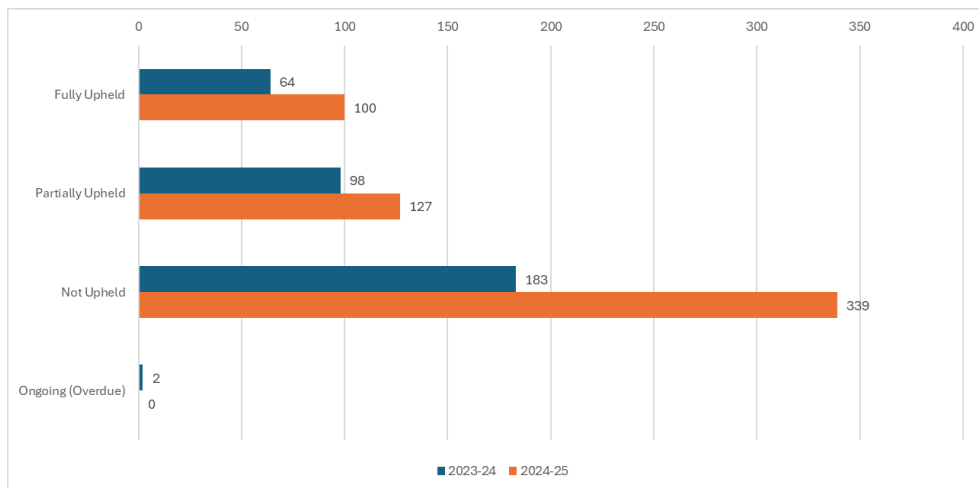
118 **Table 71:** Complaints Volumes received by Service



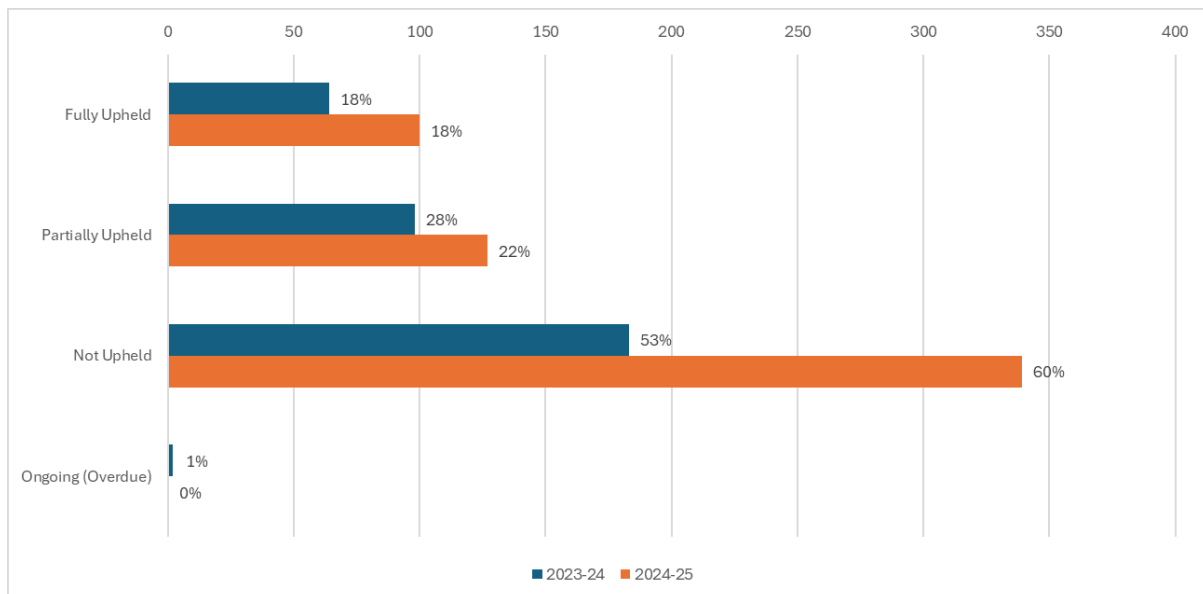
119 **Table 72:** Complaint Primary Causes in 2023/24 and 2024/25



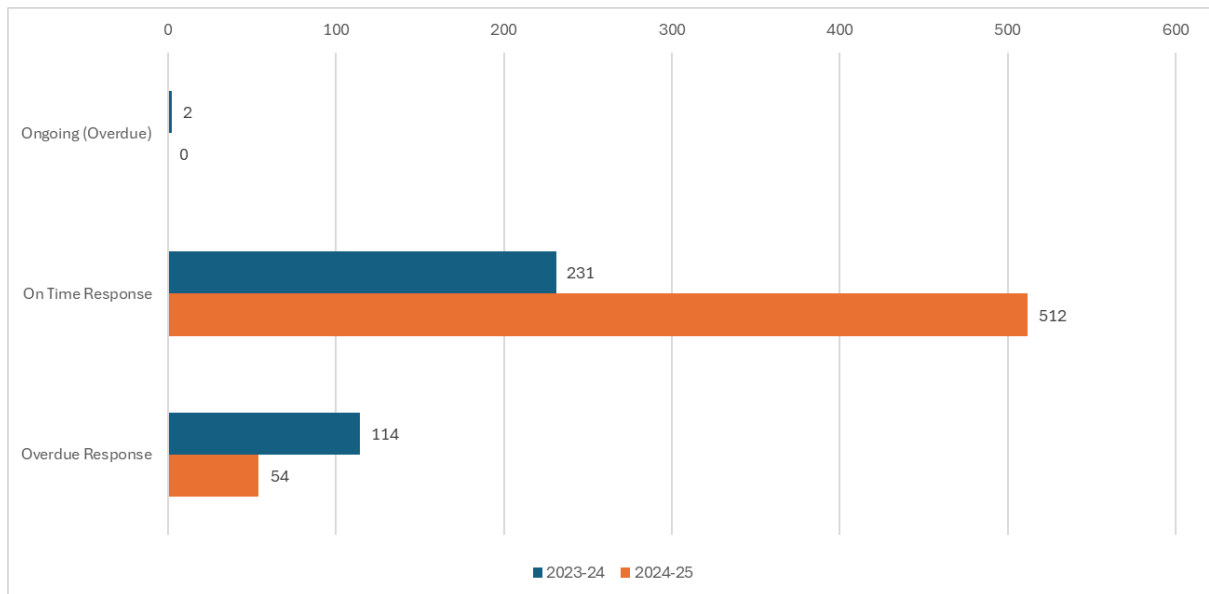
120 Table 73: Complaints Outcomes – Numbers



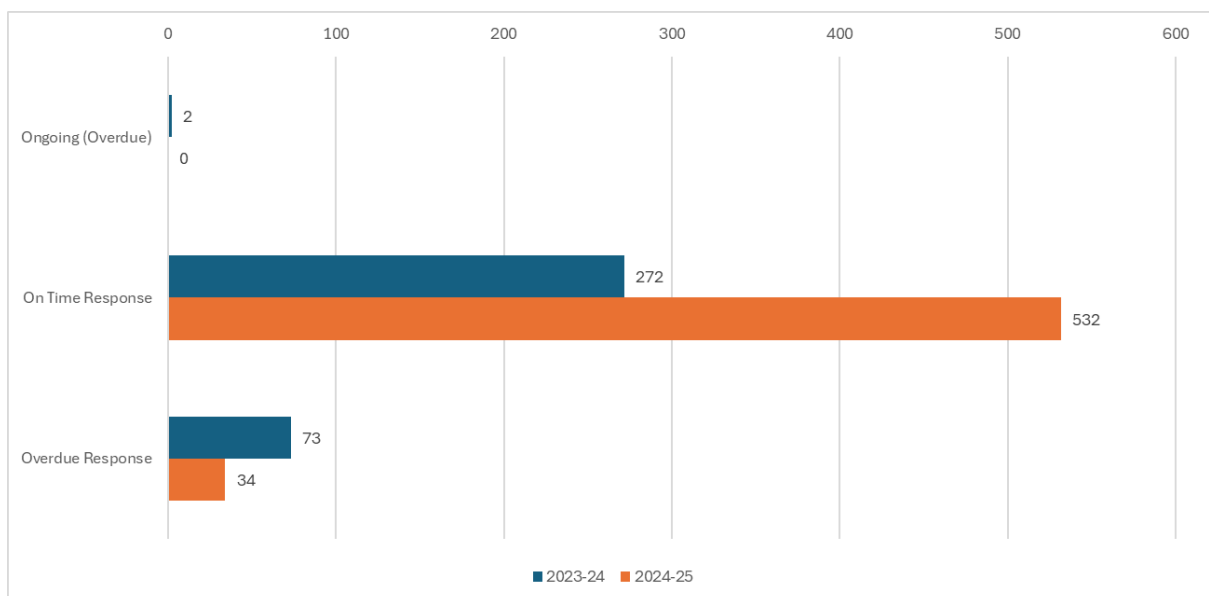
121 Table 74: Complaints Outcomes – Percentages



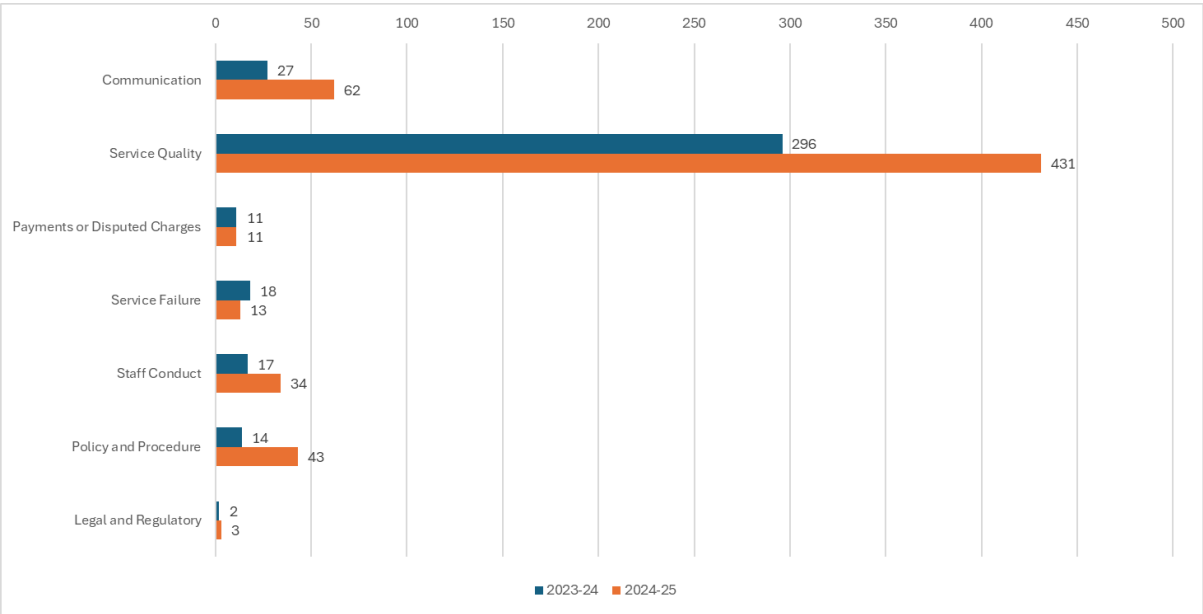
122 **Table 75:** Complaint Timeframes in 2023/24 and 2024/25 – Static
(answered within 10 working days)



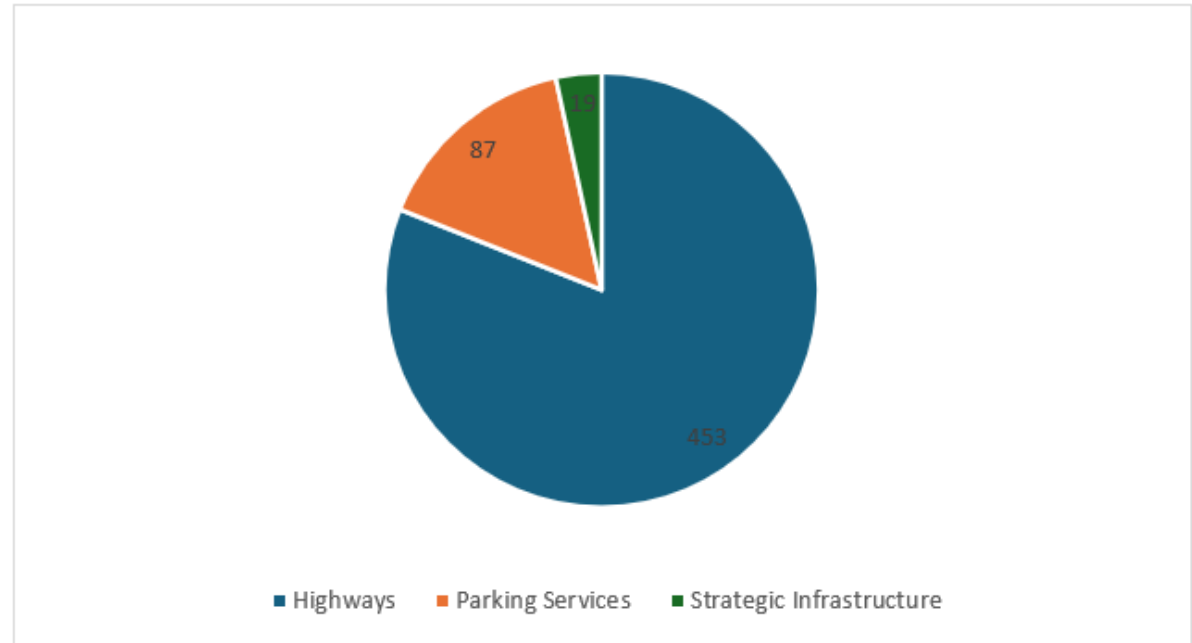
123 **Table 76:** Complaint Timeframes in 2023/24 and 2024/25 – Non-Static



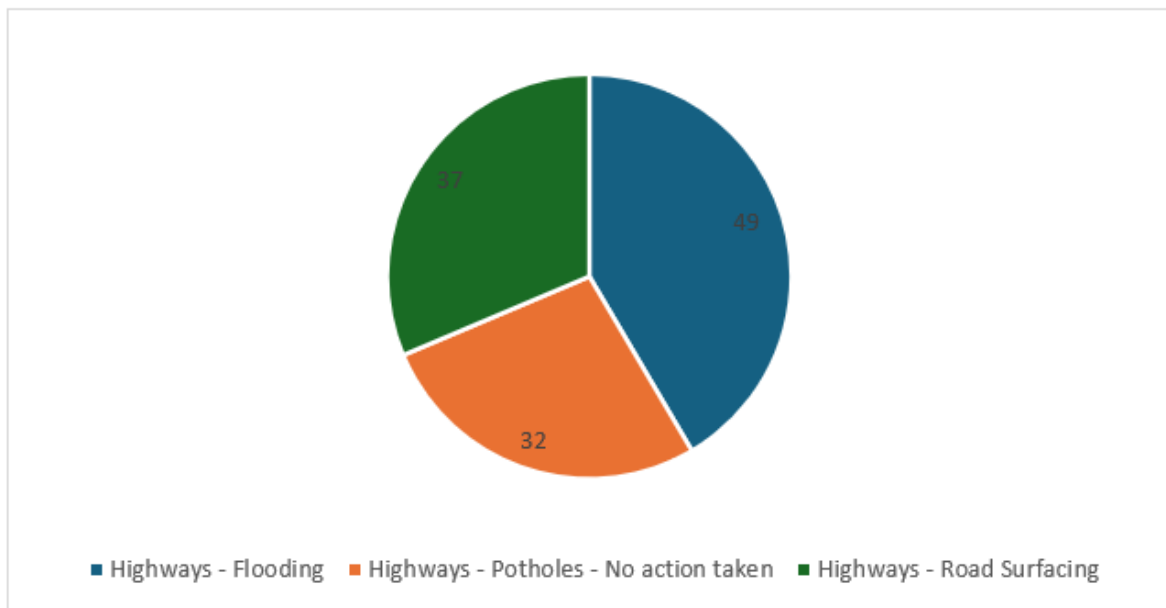
124 **Table 77:** Complaint Primary Causes in 2023/24 and 2024/25



125 **Table 78:** Themes Tracker – Top 3 Services (processed complaints)



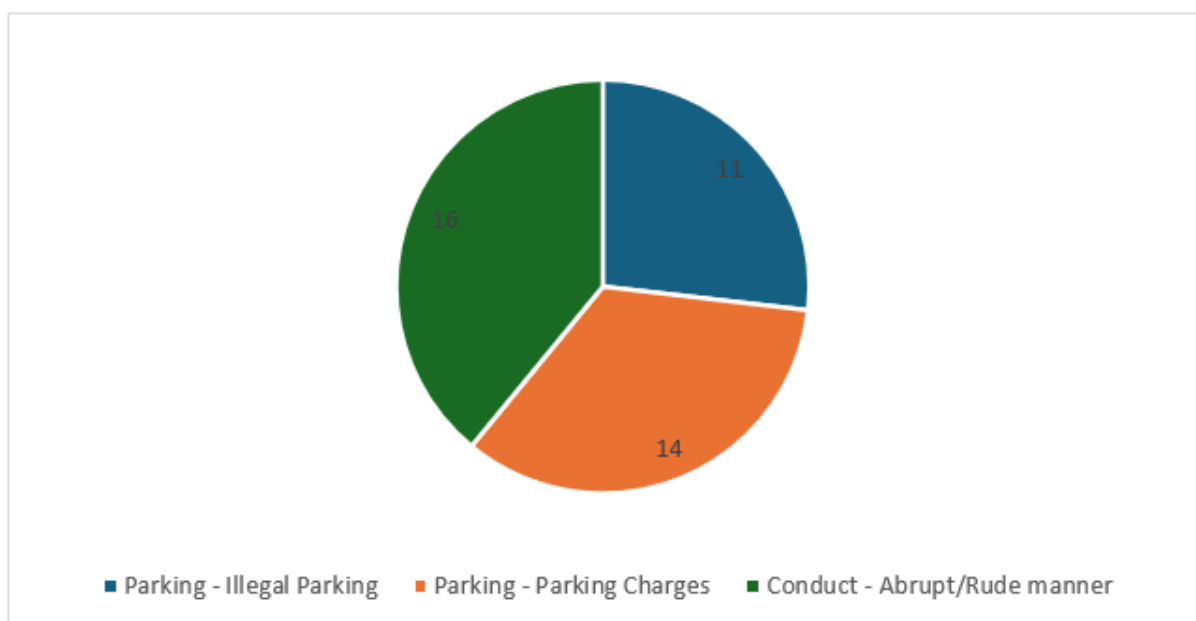
126 **Table 79:** Top 3 themes by Service – Highways (processed complaints)



127 **Table 80:** Top 3 themes by Service outcomes – Highways (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Highways - Flooding	14	20	15
Highways - Potholes - No action taken	3	7	22
Highways - Road Surfacing	3	6	28

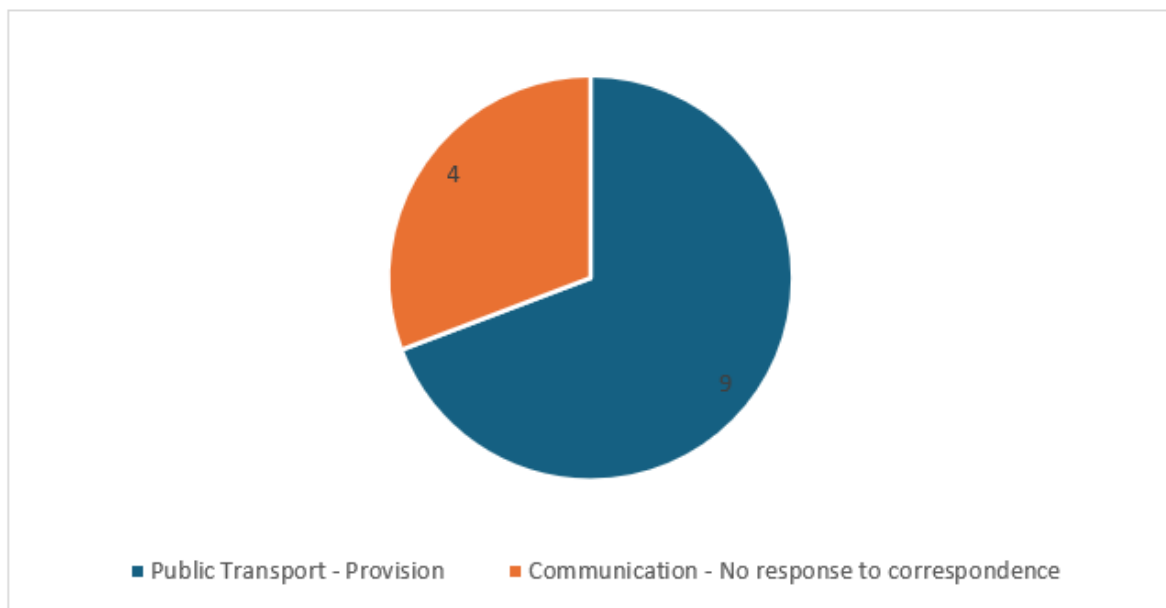
128 **Table 81:** Top 3 themes by Service – Parking Services (processed complaints)



- 129 **Table 82:** Top 3 themes by Service – Parking Services (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Parking - Illegal Parking	0	0	11
Conduct - Abrupt/Rude manner	0	2	14
Parking - Parking Charges	2	0	12

- 130 **Table 83:** Top 2 themes by Service - Strategic Infrastructure (processed complaints)



- 131 **Table 84:** Top 2 themes by Service outcomes - Strategic Infrastructure (processed complaints)

Theme	Upheld	Partly Upheld	Not Upheld
Public Transport - Provision	5	1	3
Parking - Parking Charges	2	1	1

- 132 **Table 85:** Highways and Transport received 26 compliments in 2024/25, spread across 3 services.

Team	2023-24	2024-25
Highways	23	25
Parking Services	2	1
Strategic Infrastructure	1	0

133 Examples of Compliments in 2024/25

- *I reported a loose kerb with East Cheshire Council, it was noted through "Fix My Street " giving a 20 day follow up repair. I noticed within less than a week, white markers on the kerb in question. Following that, a team arrived in less than 10 days and the kerb was promptly rectified to its correct location. Excellent service given where it is due, and an impressive follow up on my complaint from start to finish was achieved. Thanks to the team and Cheshire Council for the rapid response!*
- *Huge thanks to the parking officer (& team) at Macclesfield town council short stay cp behind the council offices. I had a fall & broke my shoulder & had to leave my car in the cp for several hours whilst I went to A&E on Wednesday 27th November. An officer kindly put a note on my car & informed his team, so I didn't attract any penalties. This meant I could go to hospital without stressing about the car & potential fines. I didn't get the officers name, but he put his reference number on the note, so thank you.*
- *I write to express our thanks for the considerable efforts made to resolve the drainage issues on Mill Lane. We have not experienced any significant rainfall since, but the initial signs look good.*

Implications*Monitoring Officer/Legal*

- 134 Whilst there are no legal implications flowing directly from the content of this report, there are legal, reputational and resource implications in complaints that are taken through the corporate process and in addressing complaints which reach LGO and Public Report. Providing services with the data and trends is a means to influence and improve customer engagement.
- 135 It is recommended that this report goes to Audit and Governance Committee for the committee's oversight and assurance, as these matters lie within its remit.

Section 151 Officer/Finance

- 136 If Fault causing Injustice is found, the Council can be asked to pay compensation to a complainant, the level of which is determined on a case by-case basis. The cost of such compensation is paid for by the service at fault. In 18 cases where the Ombudsman found Fault with Injustice in 2024/25, the Council was required to make compensation payments totalling £106,342. An increase of 521% on 2023/24 where payments totalled £17,125.

Human Resources

- 137 Whilst the primary purpose of this report is to inform Members of the outcome of complaints and to seek to secure improvements in performance, resource implications arise from the high numbers of complaints. These relate to the increased demand upon officers in researching the background to complaints and responding appropriately. Where complaints relate to specific staff members, for example because of behaviour or attitude, these are escalated to the appropriate manager.

Risk Management

- 138 If recommendations made by the Ombudsman are not followed, this could trigger a public report, as detailed in paragraphs 16 to 18.

Impact on other Committees

- 139 The report will also go to Audit and Governance Committee.

Policy

- 140 Analysis of complaints enables services to identify and deliver improvements in service aligned with the Council's Customer Experience Strategy. If a high volume of complaints were received about a specific policy, a review of the relevant policy could be triggered and referred to the relevant service committee.

Commitment 1: Unlocking prosperity for all	Commitment 2: Improving health and wellbeing	Commitment 3: An effective and enabling council 1.Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
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Other Implications

- 141 There are no direct implications for rural communities.
- 142 There are no implications for Children and Young people, though the number of complaints received relating to lack of SEND provision and social care support is noted.
- 143 There are no direct implications for public health.
- 144 There are no direct implications for climate change

Consultation

Name of Consultee	Post held	Date sent	Date returned
<i>Statutory Officer (or deputy) :</i>			
Karen Grave	Director of People and Customer Experience	19/05/25	22/05/25
Janet Witkowski	Acting Monitoring Officer	02/06/25	02/06/25
<i>Legal and Finance</i>			
Sal Khan	Director of Finance (Deputy S151)	02/06/25	02/06/25

Access to Information	
Contact Officer:	Lee Washbrook, Head of Customer Experience Lee.Washbrook@cheshireeast.gov.uk
Appendices:	Appendix 1 - Outcome of complaints to the LGSCO by committee Appendix 2 - Summary of Recommended Actions from Ombudsman Decision Notices where Fault was found (as per Appendix 1) Appendix 3 – Complaints Customer Satisfaction Data
Background Papers:	N/A

Appendix 1 - Outcome of complaints to the LGSCO by committee

Committee	Total number of final decisions	Outcomes of final decisions				Total Compensation Awarded
		Rejected	No Fault	Fault but no Injustice	Fault with Injustice	
Adults & Health	13	8	3	0	2	£68,792
Children & Families	43	23	3	2	15	£37,050
Resources	1	1	0	0	0	£0
Economy & Growth	3	2	0	0	1	£500
Environment & Communities	43	40	3	0	0	£0
Highways & Transport	13	13	0	0	0	£0
Totals	116	87	9	2	18	£106,342

Appendix 2 - Summary of Recommended Actions from Ombudsman Decision Notices where Fault was found (as per Appendix 1)

Adults and Health Committee

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Adult Social Care	<p>The Ombudsman's final decision</p> <p>11 September 2024</p> <p>Summary: Mrs K complained the Council and the Integrated Care Board (ICB) stopped paying for Miss D's housing costs when the property changed to supported housing. She said this resulted in Miss D depleting her savings because she had to pay rent and incurring legal charges as she had to seek specialist legal advice. We found fault in the way the Council and the ICB decided to stop paying for Miss D's housing costs as her accommodation should have been provided without charge in line with the terms of the Mental Health Act 1983. The legal fees she owes could have been avoided were it not for the faults. The Council and the ICB have agreed to our recommendations and will repay Miss D over £59,000 she paid for rent plus interest and pay her avoidable legal</p>	<p>The Council and the ICB have agreed to our recommendations and within two months of our final decision they will take the following action to remedy the injustice caused by the faults:</p> <ul style="list-style-type: none"> • Agree a lead agency and arrange for £59,149.86 to be repaid to Miss D via her Deputy Mrs K which totals the amount she paid for rent between February 2019 to April 2024. They should also apologise in writing for the impact the faults had on Miss D's finances and the time Mrs K spent pursuing this complaint. • Calculate the interest owed to Miss D based on the sum of £59,149.86 in line with the average retail price index starting from February 2019 when Miss D started paying rent to the date when the Council and the ICB repay the sum owed to Miss D following our final decision. 	<p>£59,149.86 Paid November 2024.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
	<p>fees. They will also improve their processes and determine if others have been affected in a similar way.</p>	<ul style="list-style-type: none"> • Liaise with Mrs K and arrange to pay the avoidable expenses Miss D incurred which totals £9,143. • Review Miss D's care and support arrangements fully involving Miss D and an independent advocate if necessary and ensure the costs for her accommodation such as rent and service charges are included as part of her section 117 aftercare services rather than funded via housing benefit. This should continue until the Council and the ICB are satisfied she is well enough and can be discharged from section 117 aftercare. Any discharge meeting should be carried out in line with the MHA 1983 and the code of practice. • Write to Mrs K to confirm the outcome of their review so she can manage Miss D's financial affairs in line with her Deputy responsibilities. <p>Within six months of our final decision the Council and the ICB will:</p> <ul style="list-style-type: none"> • complete a review and determine whether any other residents of the 21 identified remained entitled to section 	<p>£9,143 Paid November 2024.</p> <p>Review completed December 2024.</p> <p>Completed December 2024.</p> <p>Ongoing – now due to be completed by 1 August 2025 as agreed with the LGSCO.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
		<p>117 aftercare accommodation but were told to claim housing benefit. They will decide whether these residents have been caused injustice and are out of pocket due to having to pay rent, council tax and service charges. They will refund them accordingly providing a written explanation and apology as necessary with information of how to complain if they want to. They should ensure these residents are funded under the terms of section 117 of the MHA 1983 until the authorities are satisfied the person is well enough and can be discharged from section 117 aftercare. Any discharge meeting should be carried out in line with the MHA 1983 and the MHA code of practice.</p> <ul style="list-style-type: none"> confirm the outcome of their review of other residents to the Ombudsmen once they have determined if others were affected in a similar way. They will confirm any action taken or planned to put things right. ensure all staff whose responsibilities may include administering, commissioning, assessing for or 	<p>Ongoing – as above.</p> <p>Ongoing – as above.</p>

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
		<p>providing section 117 aftercare have knowledge of the relevant law, guidance and policy, as appropriate to their roles. They will provide training as necessary.</p> <ul style="list-style-type: none"> remind all their staff involved in this case that the duty to pay for accommodation which is part of section 117 aftercare services is imposed on the Council and the ICB until such time they are satisfied a person can be discharged from section 117 and not simply because the status of a property may change to supported living accommodation. They will remind their staff that those entitled to section 117 aftercare accommodation should not be told to claim housing benefit as set out in their joint policy. 	Ongoing – as above.
Adult Social Care	<p>The Ombudsman's final decision 10 March 2025</p> <p>Summary: Mrs Y complained the Council failed to properly assess her mother, Mrs X's, care needs and finances in August 2022, and failed to then commission adequate care. She</p>	<p>Within one month of the final decision, the Council has agreed to:</p> <p>a) Apologise to Mrs Y for the uncertainty caused by the Council's failure to assess Mrs X at home, and whether a top up applied to Mrs X's care charges.</p>	Letter of apology issued 23 April 2025.

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
	<p>says the Council also over charged Mrs X for residential care. The Council failed to follow up on Mrs X's domiciliary care assessment and follow the proper process to charge a top up on Mrs X's residential care costs. The Council has offered a suitable payment for Mrs X's domiciliary care. It should apologise and make a payment to Mrs Y for the uncertainty caused.</p>	<p>We publish guidance on remedies which sets out our expectations for how organisations should apologise effectively to remedy injustice. The Council should consider this guidance in making the apology.</p> <p>b) Pay Mrs Y £500 for the uncertainty caused by the Council's failure to assess Mrs X at home, and whether a top up applied to Mrs X's care charges.</p>	<p>Payment of £500 made.</p>

Children and Families Committee

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
SEND	<p>The Ombudsman's final decision</p> <p>30 May 2024</p> <p>Summary: The Council delayed finalising Ms X's child, Z's, Education, Health and Care (EHC) Plan in 2023, failed to make sufficient efforts to find Z a placement in a specialist school and relied on a mainstream school which said it could not meet Z's needs to provide their education. As a result, Z has not received all the education in their EHC Plan for four terms and this continues to date. To recognise the period of missed education and the uncertainty caused, the Council has agreed to apologise, pay Ms X £7,200, and pay her £2,000 for each additional term this academic year that Z continues not to receive the education in their Plan. To prevent reoccurrence of fault the Council has also agreed to carry out service improvements.</p>	<p>Within one month of the date of the final decision, the Council has agreed to:</p> <p>a) Apologise to Ms X for the injustice caused by the faults in this case;</p> <p>b) Carry out an annual review of Z's EHC Plan which can consider their current provision and needs (this EHC Plan should then be finalised within twelve weeks of the annual review meeting, informing Ms X of her appeal rights if she disagrees with the content of the Plan);</p> <p>c) Pay Ms X £3,000 to reflect the two terms Z did not receive all the education and SEN provision in their EHC Plan, or have any alternative provision put in place, between January and July 2023. This figure reflects that some education was received during this time, albeit at a school which could not properly meet Z's needs;</p> <p>d) Pay Ms X £4,000 to reflect the two terms Z did not receive any of the specialist school education set out in their EHC Plan between September 2023 and approximately mid-April 2024. This amount per term is increased to reflect the fact no education was received at all, only equine therapy, and the cumulative impact of a second academic year of missed education;</p>	<p>Letter of apology dated 14 June 2024 issued.</p> <p>Evidence submitted to Ombudsman to show that an annual review was completed on 19 March 2024.</p> <p>Payment of £7200 made 19 June 2024.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
		<p>e) Pay Ms X £2,000 for each further term in the 2023/24 academic year where Z does not receive the education in their EHC Plan; and</p> <p>f) Pay Ms X £200 to recognise the frustration and uncertainty she was caused due to the Council's delay in finalising Z's EHC Plan.</p> <p>Within three months of the date of the final decision, the Council has agreed to:</p> <p>a) Set out to the Ombudsman what steps the Council is taking as part of its SEND sufficiency planning to increase its number of specialist school placements, including expected timeframes for this;</p> <p>b) Outline what steps the Council is currently taking as part of its SEND improvement strategy to improve its timeliness in carrying out annual reviews and finalising EHC Plans and when it expects it will begin to see improvements in this area;</p> <p>c) Remind SEND staff that EHC Plans must be finalized within twelve weeks of annual review meetings; and</p> <p>d) Remind SEND staff that where a school has told the Council it can no longer meet a child or young person's needs, it cannot rely on that school to continue providing the education in a person's EHC</p>	<p>Payment of £2000 in respect of the Summer Term 2024 made 29 July 2024.</p> <p>Sent to LGSCO on 22 August 2024.</p> <p>Sent to LGSCO on 22 August 2024.</p> <p>Reminder email sent to all SEND staff on 22 July 2024.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
		Plan. Instead a suitable alternative education placement must be found for them.	
SEND	<p>The Ombudsman's final decision</p> <p>28 June 2024</p> <p>Summary: Mrs X complained the Council did not review her child's education, health and care plan within the statutory timescales, failed to provide the provision in the plan and failed to provide alternative education when her child was out of school. We found fault by the Council causing Mrs X and her child an injustice. The Council agreed to apologise and make a payment in recognition of the injustice caused. We could not investigate all parts of Mrs X's complaint. This is because they are outside of the Ombudsman's jurisdiction.</p>	<p>Within one month of my final decision the Council will:</p> <ul style="list-style-type: none"> • Apologise to Mrs X and Y for the distress and lack of education caused by the fault I have found; and • Pay Mrs X £8000, made up of: <ul style="list-style-type: none"> a) £7500 for the benefit of Y's education. This payment is in recognition of the education Y missed out on between September 2021 and April 2023. The payment has been worked out £1500 per term during this period. b) £300 to recognise the frustration, distress and uncertainty caused by the delays in issuing Y's EHC plan. c) £200 to recognise the frustration caused to Mrs X in having to pursue this matter. <p>In arriving at the recommended payment, I have had regard to:</p> <ul style="list-style-type: none"> • Our guidance on remedies which suggests a financial remedy of between £900 to £2400 per term to acknowledge the impact of that loss; • that Y received four hours of 1:1 tuition per week between 18 October 2021-24 November 2021 and that Y attended School 2 intermittently between January 2022 and December 2022. 	<p>Letter of apology issued 16 July 2024.</p> <p>Payment of £8000 made on 25 July 2024.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
		<ul style="list-style-type: none"> • the impact on Y of missing education and provision in her EHC plan; and • the remedy must cover both her missed education and the provision in her EHC plan. 	
Children with Disabilities	<p>The Ombudsman's final decision</p> <p>2 July 2024</p> <p>Summary: Mrs X complained about the way in which the Council completed the children's statutory complaints procedure in response to her complaint it failed to provide her family with appropriate support. We have found fault with the way in which some parts of the procedure were completed, causing injustice. The faults are: the recommended payment to recognise the impact of the Council's failings on the family did not properly reflect the extent of this injustice in line with our published remedies guidance; and the Council did not properly implement some of the other recommendations. To remedy the injustice the Council has agreed to: apologise to Mrs X; make a payment to properly reflect the impact of the failings; make a payment to recognise the distress caused by the failure to properly implement some of the recommendations; carry out a new</p>	<p>To remedy the injustice caused by the above faults and, within four weeks from the date of our final decision, the Council has agreed to:</p> <p>a) apologise to Mrs X for its failure to properly implement the recommendations to address Z's support needs and hold a meeting with her and carry out an updated carer's assessment. This apology should be in line with our guidance on Making an effective apology;</p> <p>b) pay Mrs X £2,750, to be used for her and Y and Z's benefit, in recognition of the impact on the family of the failings found by the statutory complaints procedure;</p> <p>c) carry out an updated statutory carer's assessment for Mrs Y;</p> <p>d) pay Mrs X £550 to reflect the additional upset and uncertainty caused by the Council's failure to properly implement all the IO and panel's recommendations This is a symbolic amount based on our guidance on remedies;</p>	<p>Apology Letter dated 24 July 2024 issued.</p> <p>Carer's Assessment completed and finalised 11 September 2024 and a copy sent to LGSCO.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
	statutory carer's assessment; hold a meeting with Mrs X to discuss the family's support needs and develop an action plan for options for assessing and providing support for the family; and complete the outstanding service improvement recommendation.	<p>e) arrange a meeting with Mrs X, attended by senior managers in the Children's Social Care, SEN and Adult Social Care (ASC) teams to discuss her concerns and the family's support needs;</p> <p>f) develop a clear action plan, involving Children's Social Care, SEN and ASC, for assessing and providing support for Y, Z, and Mrs X stating who is responsible for taking the actions and by when. The action plan should be sent to Mrs X;</p> <p>g) report back to us on the outcome of the meeting and with a copy of the action plan; and</p> <p>h) report back on the action it has taken to implement recommendation at 29 (d) and ensure minutes of CSS meetings are sent to all participants in a timely way and in accordance with local protocols.</p>	<p>Payment of £3300 made on 5 August 2024.</p> <p>Meeting held on 20 August 2024.</p> <p>Copy of minutes with agreed actions from meeting held on 20 August 2024 sent to LGSCO.</p> <p>Email sent to LGSCO 10 September 2024: "Business Support colleagues in Children's Services have a policy to send out Strategy Meeting minutes within 10 working days. In relation to Child in Need meeting minutes they work to send</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
			them out within 48 hours of them receiving them."
SEND	<p>The Ombudsman's final decision</p> <p>5 July 2024</p> <p>Summary: Ms P complained the Council unfairly made changes to a short breaks plan which had been working well for her son. We found the Council at fault for a delay in carrying out its short breaks plan review, and in failing to follow the statutory complaints process. The Council has agreed to make a symbolic payment to Ms P in acknowledgement of the injustice caused.</p>	<p>The Council has agreed to, within one month:</p> <p>Apologise to Ms P in accordance with our guidance on apologies;</p> <p>Pay £250 to Ms P in acknowledgement of the injustice caused by the faults identified.</p>	<p>Apology Letter dated 5 August 2024 issued.</p> <p>Payment made on 1 August 2024.</p>
SEND	<p>The Ombudsman's final decision</p> <p>1 August 2024</p> <p>Summary: Miss X complained the Council failed to provide all the support it should have done for her son, Y's, special educational needs. There was fault in how the Council took too long to arrange the speech and language therapy in Y's Education Health and Care plan.</p>	<p>Within one month of my final decision the Council will:</p> <ul style="list-style-type: none"> • apologise to Miss X for the uncertainty and frustration caused by delays in arranging the speech and language therapy in Y's November 2023 EHC plan; and • pay Miss X £300 to recognise that distress. 	<p>Letter of apology dated 13 August 2024 issued.</p> <p>Payment of £300 made on 12 September 2024.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
	This caused Miss X avoidable uncertainty and frustration for which the Council should apologise and pay a financial remedy.		
SEND	<p>The Ombudsman's final decision</p> <p>9 August 2024</p> <p>Summary: Ms X complained the Council failed to provide the specialist educational provision in her children, Y and Z's, Education, Health and Care (EHC) Plans when they moved into the Council's area. The Council failed to provide the specialist provision in Y and Z's Plans between September and October 2023 and did not have due regard to the Armed Forces Covenant. The Council will pay Ms X £2,500 to recognise the injustice caused to her, Y and Z and will review how it manages the transfer of Service children with EHC Plans.</p>	<p>Within one month of this decision the Council will:</p> <ul style="list-style-type: none"> • Write to Ms X and apologise for the distress, frustration and uncertainty caused to her by the Council's faults and pay her £500 to recognise the same. We publish guidance on remedies which sets out our expectations for how organisations should apologise effectively to remedy injustice. The Council will consider this guidance in making the apology I have recommended. • Pay Ms X £2,000, £1,000 each for Y and for Z for the specialist educational provision they did not receive between September and October 2023. <p>Within three months of this decision the Council will:</p> <ul style="list-style-type: none"> • complete the review of its transfer processes to ensure they are in line with the SEND code of practice in relation to Service children, and have due regard to the Armed Forces Covenant. The Council will produce a timebound action plan to implement any improvements it identifies as necessary as a result of that review; and • remind relevant staff members dealing with transfers of children with EHC Plans that it should accept the EHC Plan as it is, provide a placement and/or the 	<p>Payment of £2500 made on 30 August 2024.</p> <p>Email sent to LGO 12.11.2024 with a folder of attachments outlining the new process for transferring EHC plans following the process review that was carried out.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
		provision in the Plan and then complete the annual review process set out in the SEND code of practice.	Email dated 6 November 2024 sent to all SEND staff
SEND	<p>The Ombudsman's final decision</p> <p>5 September 2024</p> <p>Summary: Mrs X complained the Council did not provide information she requested about applying for a personal budget to secure the specialist educational provision set out in the Education, Health and Care Plans of her two children. The Council failed to provide Mrs X the information she requested which caused her avoidable frustration. The Council will apologise and now provide her with the personal budget information she requested.</p>	<p>Within one month of the final decision the Council will:</p> <p>a) write to Mrs X and apologise for the avoidable frustration she has been caused by the Council's faults; and</p> <p>b) contact Mrs X and provide the information she has requested about personal budgets; and</p> <p>c) remind Council officers responding to complaints to ensure it provides a full complaint response when it becomes aware it has omitted to respond to a point of complaint initially.</p>	<p>Letter of apology dated 3 October 2024 issued.</p> <p>Email sent to Mrs X with information about personal budgets dated 3 October 2024.</p> <p>Email reminder issued to key staff and teams involved in responding to complaints on 8 October 2024.</p>
School Admissions	<p>The Ombudsman's final decision</p> <p>30 September 2024</p> <p>Summary: Ms X complained the Council failed to provide suitable fulltime alternative provision for her son Y when he was unable to attend school from September 2023 until July 2024. The</p>	<p>Within one month of this decision the Council will:</p> <p>a) write to Ms X and apologise for the frustration caused to her by its initial delay in responding to her concerns about Y's attendance.</p> <p>b) remind relevant staff to respond to parent's concerns within three to five working days;</p>	<p>Actions Due 30 October 2024</p> <p>Letter of apology issued dated 29 October 2024.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
	Council delayed in responding to Ms X's concerns which caused her frustration. The Council was not at fault in its actions around Y's attendance and education. The Council should apologise to Ms X for the avoidable frustration she was caused.	c) remind relevant staff to avoid drift and delay in considering whether a child should receive a section 19 education.	
SEND	<p>The Ombudsman's final decision</p> <p>17 October 2024</p> <p>Summary: Miss X complained about how the Council provided and reviewed her son, Y's, special education. There was fault in how the Council failed to ensure Y received all the education set out in his Education Health and Care plan and delayed completing both a review of Y's plan and deciding on Miss X's request for direct payments. This caused Y to miss out on education and caused both Miss X and Y avoidable distress. The Council agree to make its decisions about the Y's plan and direct payments, review Y's current tuition, apologise to Miss X and Y, and pay them a financial remedy. It also agreed to issue reminders to its staff.</p>	<p>Within one month of my final decision the Council will:</p> <ul style="list-style-type: none"> • issue the final amended EHC plan, including a personal budget, and make its decision about whether to pay this through direct payments; • review Y's ongoing tuition to ensure the full hours are in place for the current school year; • apologise to Miss X and Y for the education Y missed in 2023-24 and for the avoidable distress and upset caused by this and the delays to the annual review; • pay Miss X £3000 to recognise the education Y missed in the 2023-24 school year. This is intended for Y's future educational benefit; • pay Miss X £400 to recognise the avoidable distress, frustration and uncertainty caused by the failure to provide all the education in Y's EHC plan and the delays to the 2023 annual review; and • pay Y £250 to recognise the avoidable distress and uncertainty caused by the delays to the annual review. <p>We publish guidance on remedies which sets out our expectations for how organisations should apologise effectively to remedy injustice. The organisation</p>	<p>Final EHCP issued 7 Nov 2024.</p> <p>Moderation Panel held 1 Nov 2024. Personal Budget agreed via Direct Payments.</p> <p>Letter of Apology issued dated 6 November 2024.</p> <p>Payments of £3400 to Miss X and £250 to Y made on 4 and 7 Nov 2024 respectively.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
		<p>should consider this guidance in making the apology I have recommended.</p> <p>Within three months of my final decision the Council will clarify to staff responding to SEND complaints the correct interpretation of the Council's complaints procedure to ensure it does not refuse to investigate complaints at stage two which are about issues further consideration by the Council might resolve.</p> <p>I would normally also have made recommendations about how the Council ensures provision in EHC plans is being made and timeliness following annual reviews. However, we recently made similar service improvement recommendations and these were after the events I have investigated. Therefore, I have not repeated those recommendations.</p>	Email issued to Complaints Officers on 27 Jan 2025 in response to this action.
SEND	<p>The Ombudsman's final decision</p> <p>7 November 2024</p> <p>Summary: There was fault in the process to amend an Education, Health and Care Plan after an annual review and in failing to provide alternative provision when a child was not admitted to their named school. The Council will apologise, make a financial payment and make service improvements. The complaint is upheld.</p>	<p>Within four weeks of my final decision: The Council will apologise to Ms X for the faults identified in this decision statement.</p> <p>The Council will pay Ms X £1000 for the distress and uncertainty caused including the missed opportunity to seek alternative provision for 1.5 terms in 2024.</p> <p>Within two months of my final decision: The Council will ensure it has robust processes in place to ensure cases where a</p>	<p>Apology letter dated 6 December 2024.</p> <p>Payment of £1000 made 26 November 2024.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
		<p>need for alternative provision is identified remain under regular review until a solution is found.</p> <p>The Council will ensure that at annual review it considers whether the EHC Plan is up to date, reflects any additional diagnoses, and the level of support a child or young person currently receives, particularly where there is a phase transfer and future settings will need to rely on the Plan for an accurate picture of current need.</p>	<p>Response sent to LGSCO 13.1.2025</p> <p>Response sent to LGSCO 13.1.2025</p>
SEND	<p>The Ombudsman's final decision</p> <p>13 November 2024</p> <p>Summary: Mrs X complained the Council delayed putting Occupational Therapy provision in place as outlined in her daughter's (Y) Education, Health and Care (EHC) Plan following a SEND tribunal order. The Council is at fault for delaying providing some of the Occupational Therapy provision Y requires. This caused Mrs X distress, frustration and uncertainty and impacted Y's development. The Council should make a payment to recognise this.</p>	<p>Within one month of the final decision the Council has agreed to take the following action:</p> <p>a) Apologise to Mrs X to recognise the distress, frustration and uncertainty caused by the delays implementing part of Y's OT provision. We publish guidance on remedies which sets out our expectations for how organisations should apologise effectively to remedy injustice. The Council should consider this guidance in making the apology I have recommended.</p> <p>b) Pay Mrs X £150 to recognise the distress, frustration and uncertainty caused by the delays implementing part of Y's OT provision.</p> <p>c) Once Y has been assessed by the mainstream OT team, consider whether she requires more OT sessions in relation to handwriting. This is to ensure Y</p>	<p>Letter of apology issued dated 9 December 2024.</p> <p>£150 payment made on 3 December 2024.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
		<p>is in a similar position to what she would have been in, had she received the provision since April.</p> <p>31. Within two months of the final decision the Council has agreed to take the following action: a) Provide us with an action plan specifically around how the Council intends to reduce mainstream OT wait times and a further update on its progress with the backlog three months after providing the plan.</p>	<p>Response sent to LGO 20.12.2024.</p> <p>Copy of agreed OT Action Plan sent to LGO.</p>
SEND	<p>The Ombudsman's final decision</p> <p>14 November 2024</p> <p>Summary: We have upheld this complaint because the Council delayed issuing an Education Health and Care Plan. The Council has agreed to resolve the complaint by offering to make a suitable payment to the complainant to remedy the injustice this cause. We will not investigate other matters because they are either made late or have been subject to an appeal to a tribunal.</p>	<p>I have recommended that the Council writes to Mrs X within one month to offer her a payment of £200 to remedy the distress this has caused her. To its credit, the Council agreed to my recommendation.</p>	<p>Payment of £200 made on 29 November 2024.</p>
School Admissions	<p>The Ombudsman's final decision</p> <p>29 November 2024</p>	<p>Within one month of this decision the Council will:</p>	

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
	<p>Summary: Ms X complained the Council failed to provide suitable fulltime alternative provision for her son G when he was unable to attend school from July 2023 until May 2024. The Council was at fault for failing to consider if it should provide, and then failing to provide, alternative provision from February to April 2024. The Council was also at fault for failing to consider if the alternative provision it offered met G's needs. The Council will apologise and pay Ms X £1,100 to recognise the alternative provision G missed and the uncertainty and frustration caused to Ms X by the Council's actions. The Council will also review its policy for commissioning alternative provision.</p>	<p>a) Write to Ms X and apologise for the injustice caused to her and G by the Council's faults. We publish guidance on remedies which sets out our expectations for how organisations should apologise effectively to remedy injustice. The Council will consider this guidance in making the apology I have recommended;</p> <p>b) Pay Ms X £600 for the alternative provision G did not receive between February and April 2024. Ms X should use this for G's benefit as she sees fit;</p> <p>c) Pay Ms X a symbolic amount of £500 to recognise the distress, frustration and uncertainty caused to her by the Council's faults;</p> <p>d) Remind relevant Council officers of the importance of keeping clear, complete and contemporaneous records of its decision making when deciding if it has a duty to provide alternative provision to meet its duties under section 19 of the Education Act 1996; and</p> <p>e) Review its policy to only commission online provision for children who require alternative provision due to illness or otherwise and ensure the policy does not fetter its discretion to consider the individual needs of each child, in line with the legislation.</p>	<p>Letter of apology dated 17 January 2025.</p> <p>Payment of £1100 was made on 10 February 2025.</p> <p>Staff training took place on 26 & 27 February 2025.</p> <p>Alternative Provision (AP) policy has been updated.</p>
SEND	<p>The Ombudsman's final decision</p> <p>23 December 2024</p> <p>Summary: Mrs X complained that the Council failed to provide alternative education from the end of June 2023 to February 2024</p>	<p>Within one month of the final statement, the Council will:</p> <p>a) apologise to Mrs X and make a payment of £350 for her avoidable distress and frustration;</p> <p>b) make a payment of £2,400 for Y's loss of education for the period of September to December 2023, and</p>	<p>Apology Letter dated 17 January 2025 issued via email.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
	when her child was unable to attend school on health grounds. We have found fault causing an injustice. The Council has agreed to apologise, make a symbolic payment for the lost education and service improvements.	£800 for the January 2024 term. Mrs X should use this for Y's educational benefit; c) the revised DfE statutory guidance may assist the Council in managing school absences because of proven ill health. But the Council needs to ensure that schools, the early help team and its attendance and out of school officers are aware of the referral process to the medical tuition team, and they do not delay in making such referrals where there is proof of ill health. The Council has agreed to provide training to these departments within three months of the final statement.	Total payment of £3550 made on 27 January 2025. Response sent to LGO with evidence of training on 24.3.2025.
SEND	<p>The Ombudsman's final decision</p> <p>22 January 2025</p> <p>Summary: Ms X complained the Council failed to provide her child with suitable education and Section F provision from her child's Education, Health and Care Plan since May 2023. We found fault with the Council delaying review of Ms X's child Education, Health and Care Plan by 18 weeks outside the statutory timescales. We also found fault with the Council failing to provide suitable education for Ms X's child and EHC Plan provision from 20 June 2023 to the end</p>	<p>Within one month of the Ombudsman's final decision the Council should:</p> <ul style="list-style-type: none"> • Provide Ms X with an apology and a payment of £250 for the uncertainty and frustration caused through its 18 weeks of delay in amending her child's EHC Plan outside the statutory timescales. • Provide a payment of £3,300 to Ms X for Y's missed education, and EHC Plan provision, from 20 June 2023 to the end of the academic year 2023/2024. 	<p>Apology letter issued dated 19 Feb 2025.</p> <p>Payment of £3550 made on 6 Feb 2025.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
	of the academic year 2023/2024. The Council agreed to apologise to Ms X, pay her £250 for the frustration and uncertainty caused and £3,300 for her child's missed education.		
Children with Disabilities	<p>The Ombudsman's final decision</p> <p>6 March 2025</p> <p>Summary: Mrs X complained the Council failed to provide a personal assistant to support her disabled child between February-November 2024. She also complained the Council refused her request for residential respite care. The Council was at fault for failing to provide a personal assistant for a period of 9 months. However, the Council assessed Mrs X's request for residential care in line with the relevant law and guidance without fault. The Council has agreed to apologise and make a payment to Mrs X to recognise the distress, frustration and uncertainty caused by the lack of support that was in place for her child between February-November 2024.</p>	<p>Within one month of the final decision, the Council has agreed to take the following action:</p> <p>a) Apologise to Mrs X for the distress, frustration and uncertainty caused by the Council failing to provide a personal assistant for nine months. We publish guidance on remedies which sets out our expectations for how organisations should apologise effectively to remedy injustice. The Council should consider this guidance in making the apology I have recommended.</p> <p>b) Pay Mrs X £300 for the distress, frustration and uncertainty caused by Council failing to provide a personal assistant for nine months.</p> <p>c) Upon receipt of the invoices, refund Mrs X the £7 per hour she has been contributing to the wage from November 2024 to now.</p> <p>d) Find a personal assistant for Mrs X within the budget of £15.31 or increase her direct payments to cover the cost of current personal assistant.</p>	<p>Letter of apology issued 14 April 2025.</p> <p>Payment of £300 made on 1 May 2025.</p> <p>Mrs X had not in fact been contributing to the wage herself; Invoices issued since November 2024 have been sent direct to the Council and paid.</p> <p>Hourly rate for Mrs X's current PA has been increased.</p>

<u>Service</u>	<u>Summary and Ombudsman's Final Decision</u>	<u>Agreed Action</u>	<u>Action Taken</u>
		<p>Within three months of the final decision, the Council has agreed to take the following action:</p> <p>a) Create an action plan explaining how the Council is intending to increase its pool of personal assistants.</p>	Due 6 June 2025.
SEND	<p>The Ombudsman's final decision</p> <p>17 March 2025</p> <p>Summary: Ms X complains the Council was at fault in the way it responded to her requests for alternative educational provision for her daughter when she was out of school causing distress and loss of educational opportunity. We found no evidence of fault in the way the Council responded to Ms X's request for alternative provision. We found fault in the way the Council dealt with the annual review as it did not meet the statutory timescales. We have recommended a suitable remedy for the injustice caused in this case so have completed our investigation.</p>	<p>Within one month of the date of my final decision the Council will apologise in writing to Ms X for the delay and any frustration caused by the annual review process and delaying her right of appeal.</p> <p>We publish guidance on remedies which sets out our expectations for how organisations should apologise effectively to remedy injustice. The organisation should consider this guidance in making the apology I have recommended in my findings.</p>	Letter of apology issued 15 April 2025.

Economy and Growth Committee

Service	Summary and Ombudsman's Final Decision	Agreed Action	Action Taken
Housing	<p>The Ombudsman's final decision</p> <p>26 April 2024</p> <p>Summary: Mr and Mrs X complained the Council signed off installation works of a specialist electrical bath for their child without getting an electrical safety certificate from the contractors. Mr and Mrs X also complained the Council installed the incorrect bath. We found fault with the Council failing to get the correct electrical safety certificate and for delays in making this safe. The Council agreed to apologise to Mr and Mrs X and pay them £500 for the avoidable distress and inconvenience caused. We did not find fault with the Council's installation of the bath or later changing this to a wet-room.</p>	<p>Agreed action</p> <p>Within one month of the Ombudsman's final decision the Council should:</p> <ul style="list-style-type: none"> • Apologise to Mr and Mrs X and pay them £500 for the delays in acting on concerns about the safety of the electrical installation. 	<p>Letter of apology issued 24 May 2024 and payment of £500 made on 14 May 2024.</p>

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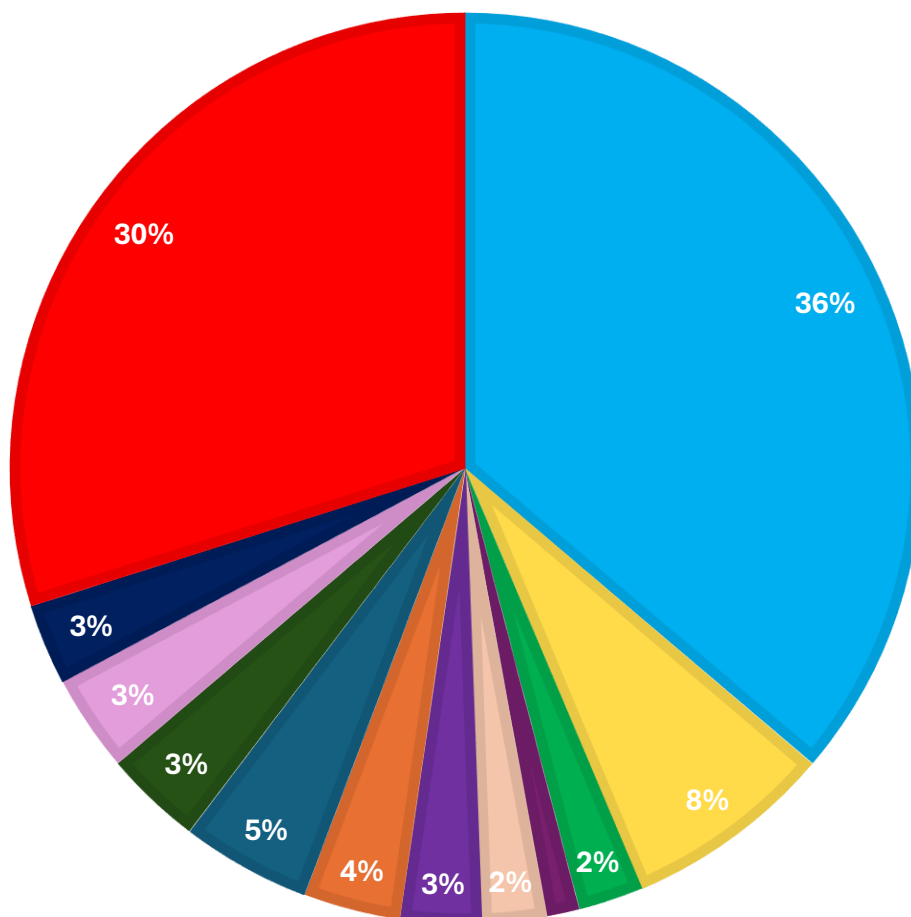
Appendix 3

Complaints Satisfaction Survey Summary 24/25

Question 1

“What was your most recent complaint to Cheshire East Council about?”

- Missed bin collection
- Maintenance of roads (e.g. potholes, resurfacing, damaged or missed signs)
- Flooding issue/concern
- Time taken to process a planning application
- Lack of planning enforcement
- Children's Social Care
- Special Education Needs, Disabilities & SEND
- Adult Social Care
- An issue with Council Tax
- Parking dispute
- An issue with the service provided by Customer Services
- **Other

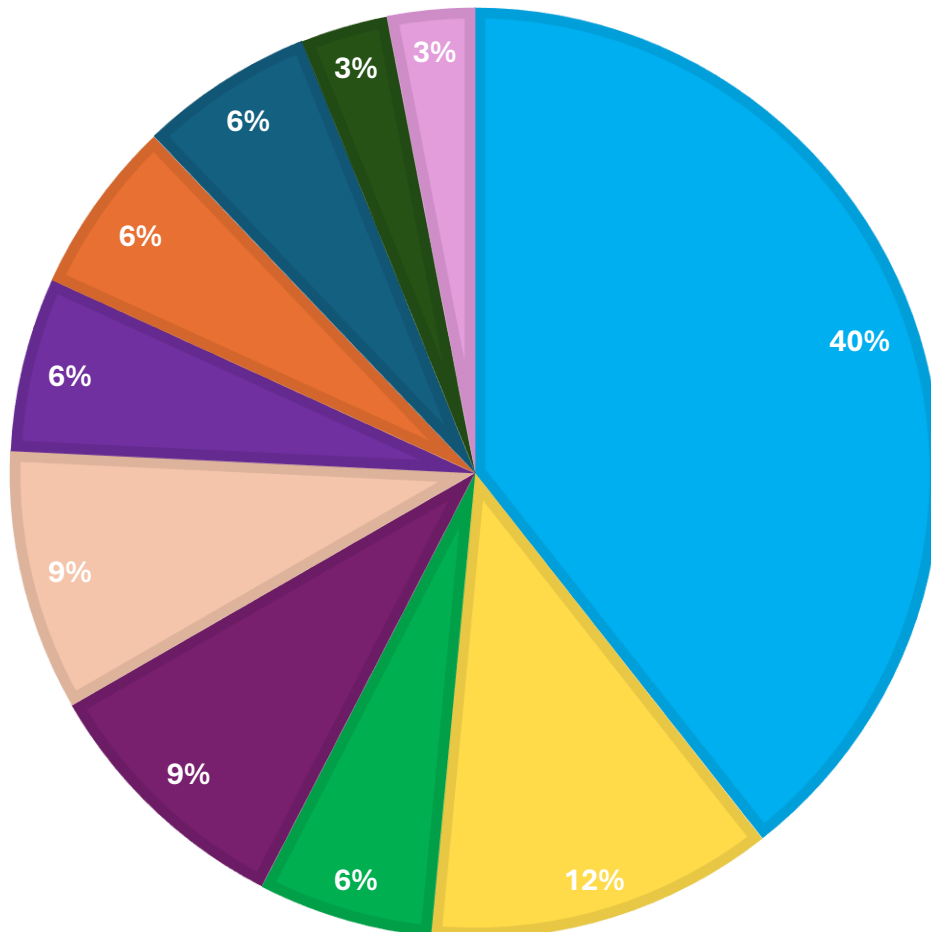


Complaints Satisfaction Survey Summary 24/25

Question 1

****Of the 'other' category, below are the top 10 themes provided by the customer:**

- Damaged bins
- Bin collection and assistance
- Planning
- Closure of tip
- Issues with replacement bin
- Garden bin subscription service
- Ongoing waste collections
- General complaint
- School bus pass
- Increase in parking charges

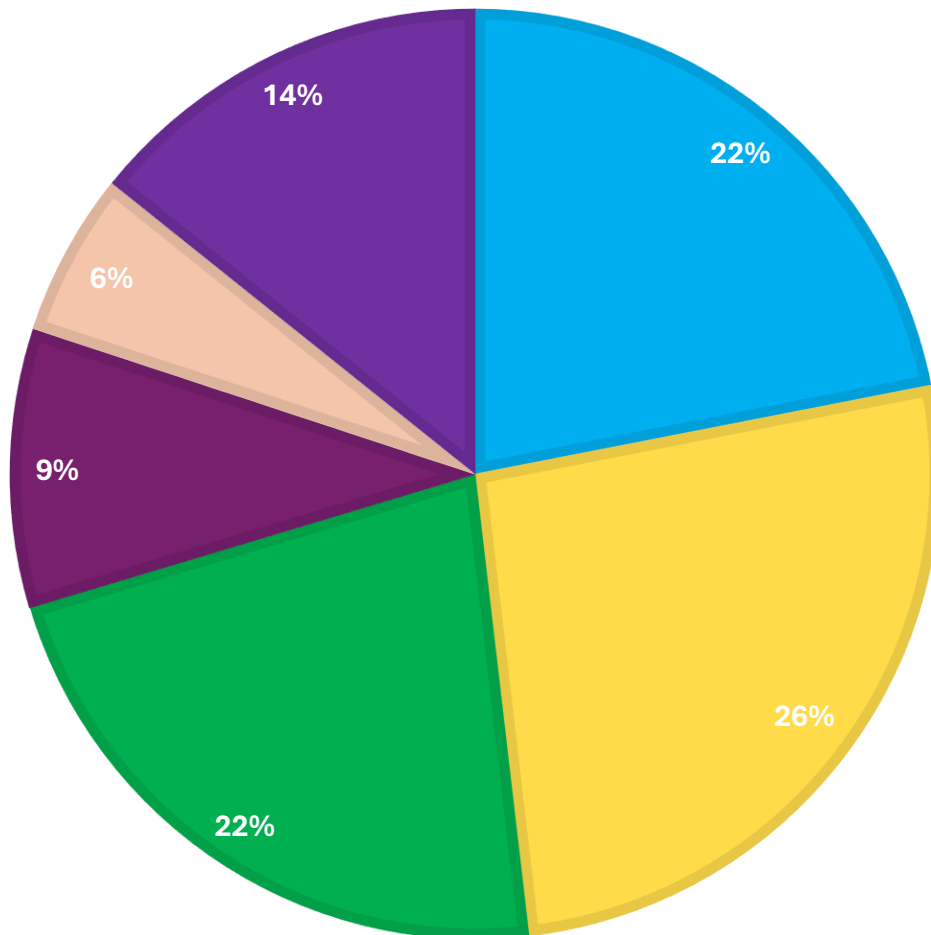


Complaints Satisfaction Survey Summary 24/25

Question 2

When you complained to the council, which of the following were you hoping for:

- To make Cheshire East Council think more about its responsibilities
- For confirmation that action has been taken to make sure it doesn't happen again
- To get a better explanation of what happened / what went wrong
- For an apology
- For personal compensation
- **Other (please specify):

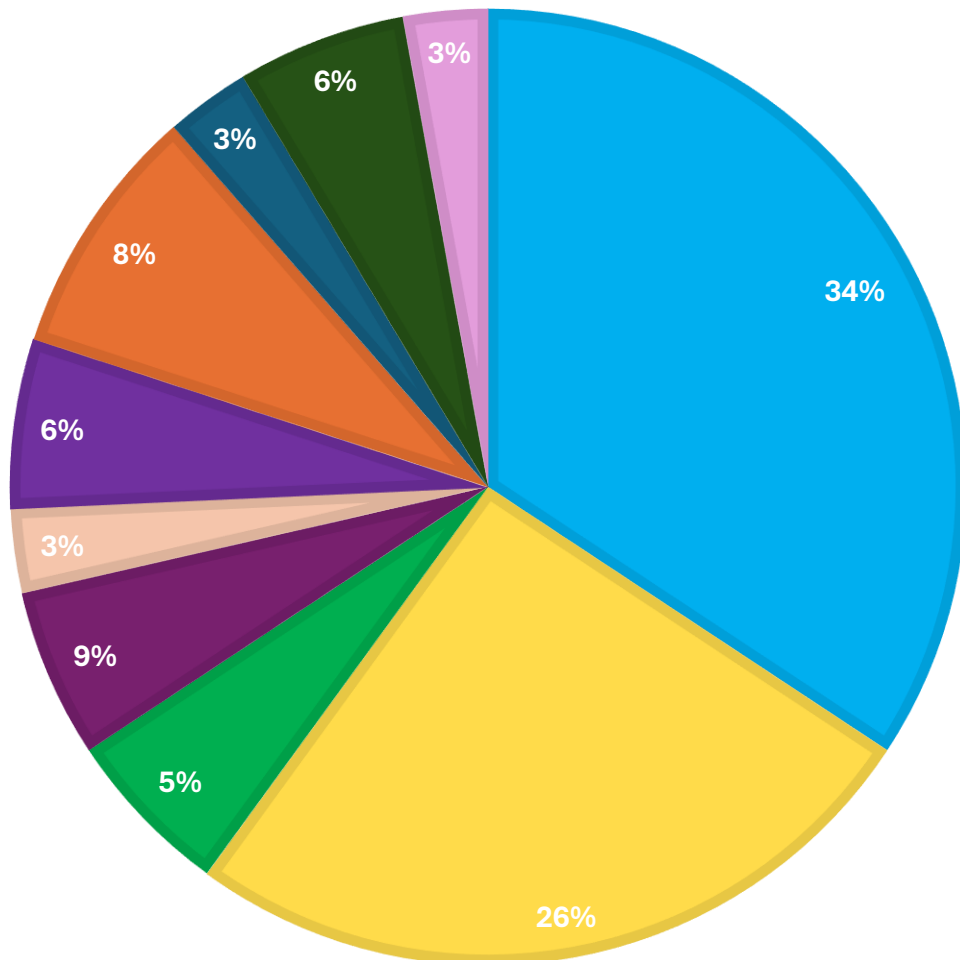


Complaints Satisfaction Survey Summary 24/25

Question 2

****Of the 'other' category, below are the top 10 themes provided by the customer:**

- To get a replacement bin
- Accountability and a thorough investigation.
- Answers to specific questions
- To waiver the charge for swapping size of bin
- To get them to carry out there legal obligations
- To get bins emptied
- Investigation and mediation, accountability & transparency
- For you to do what you implied in your letter
- To fix an obvious problem
- To object to the council plans.



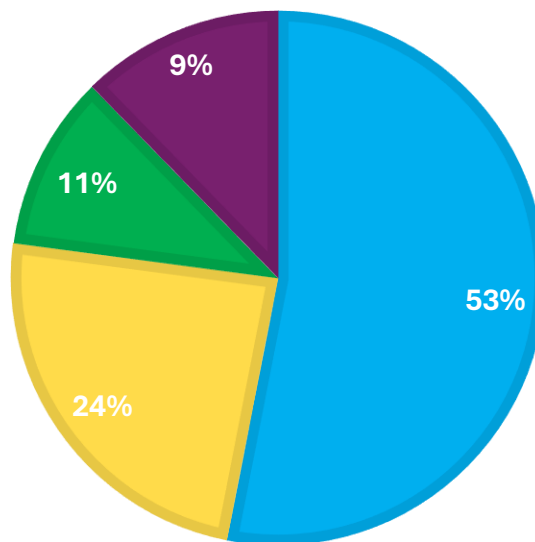
Appendix 3

Complaints Satisfaction Survey Summary 24/25

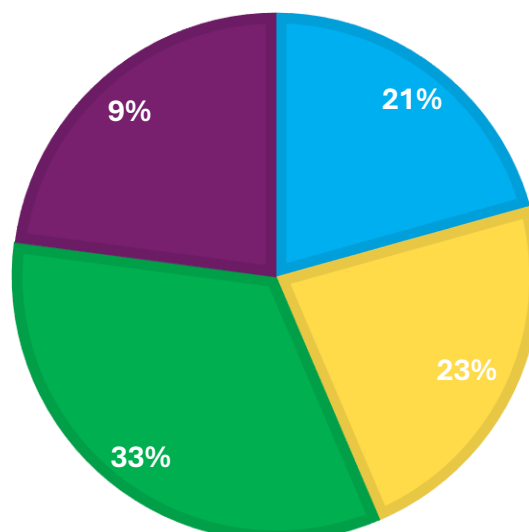
Question 3

How quickly did you expect Cheshire East Council to...

... acknowledge your complaint and let you know they were dealing with it?



...deal with your complaint and come back to you with an answer?

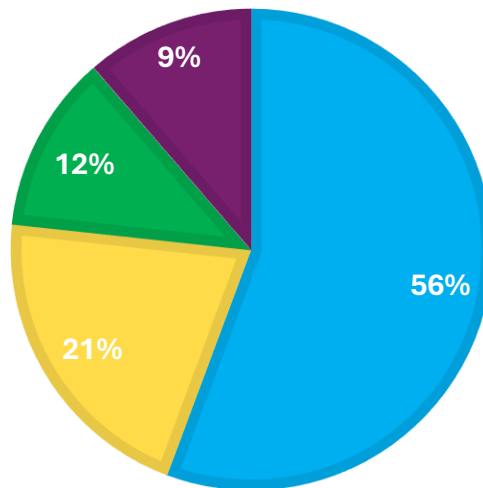


Complaints Satisfaction Survey Summary 24/25

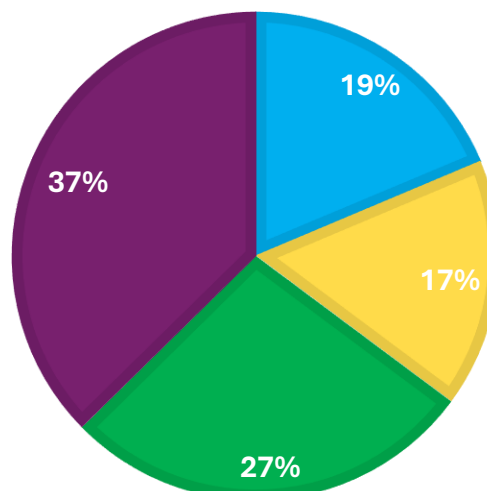
Question 4

How soon after you lodged your complaint with Cheshire East Council
did you receive...

*...an acknowledgement that they had
received your complaint?*



*...a reply from them with an answer to your
complaint?*



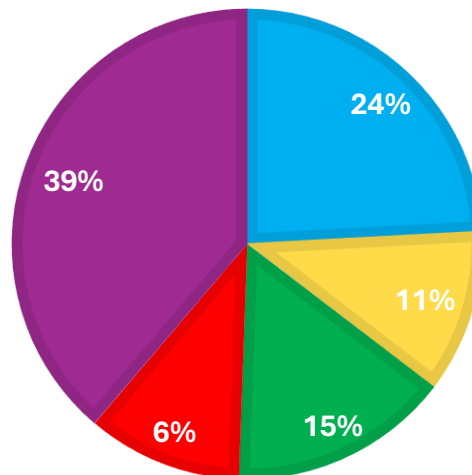
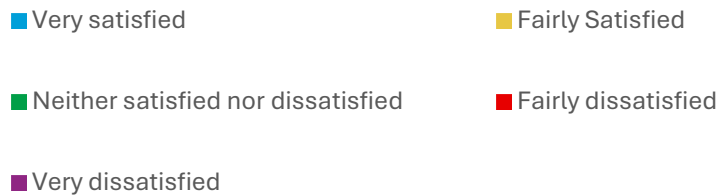
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Complaints Satisfaction Survey Summary 24/25

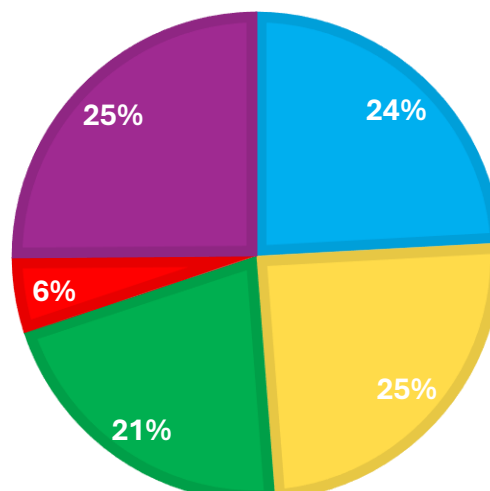
Question 5

How satisfied or dissatisfied were you with...

...the speed with which Cheshire East Council has dealt with your complaint?



...the speed at which Cheshire East Council acknowledged your complaint?



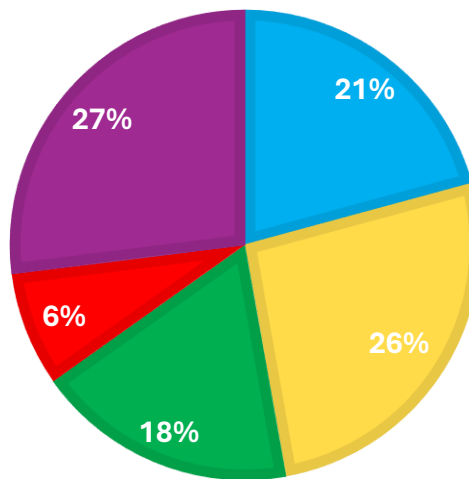
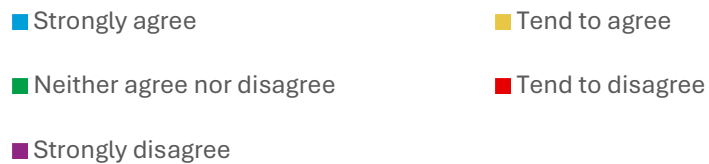
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Complaints Satisfaction Survey Summary 24/25

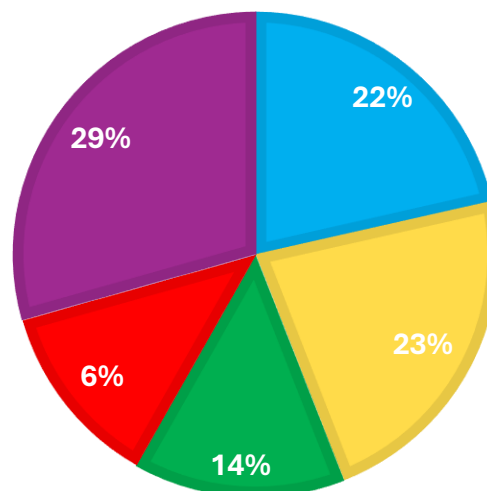
Question 6

How strongly do you agree or disagree with the following?

The reply you received was clear and easy to understand?



The reply was tailored to your particular complaint.



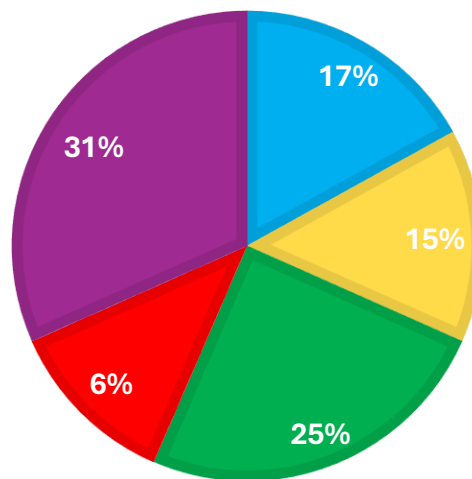
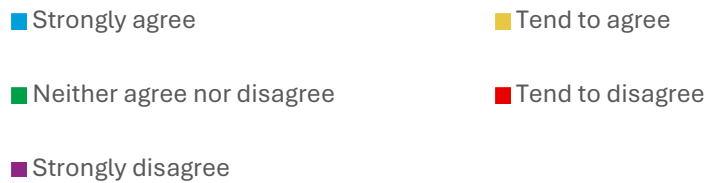
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Complaints Satisfaction Survey Summary 24/25

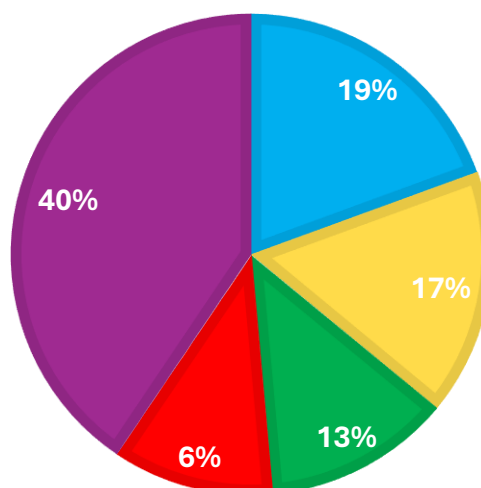
Question 6

How strongly do you agree or disagree with the following?

*The staff who dealt with your complaint
were knowledgeable and competent.*



*The staff who dealt with your complaint
fully understood the points you were
making.*



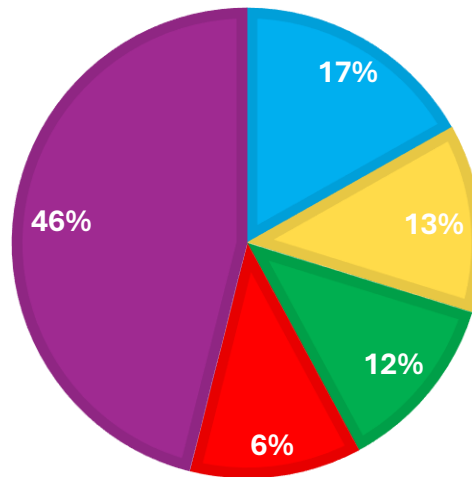
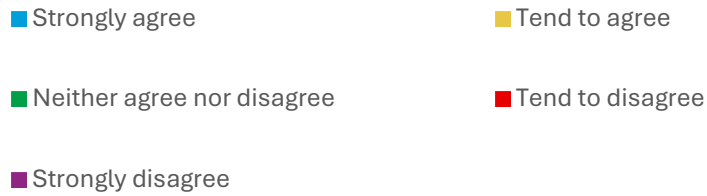
Appendix 3

Complaints Satisfaction Survey Summary 24/25

Question 6

How strongly do you agree or disagree with the following?

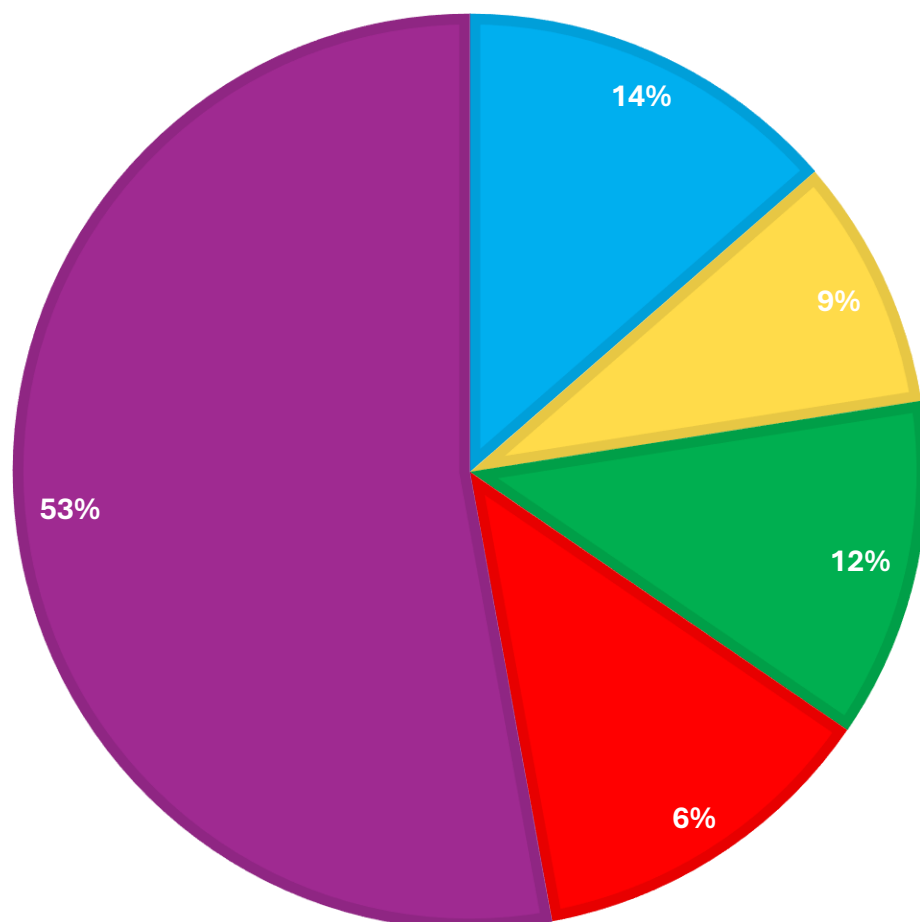
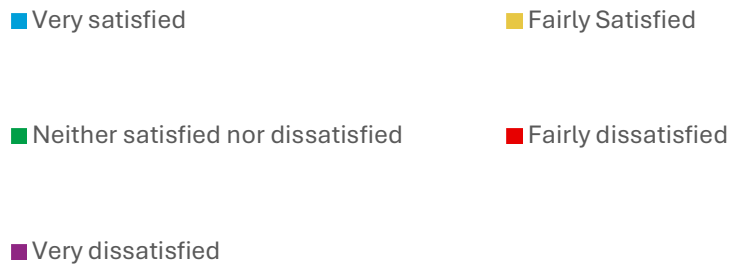
*The staff who dealt with your complaint
addressed the main issue.*



Complaints Satisfaction Survey Summary 24/25

Question 7

How satisfied were you overall with the way your complaint was handled by Cheshire East Council?

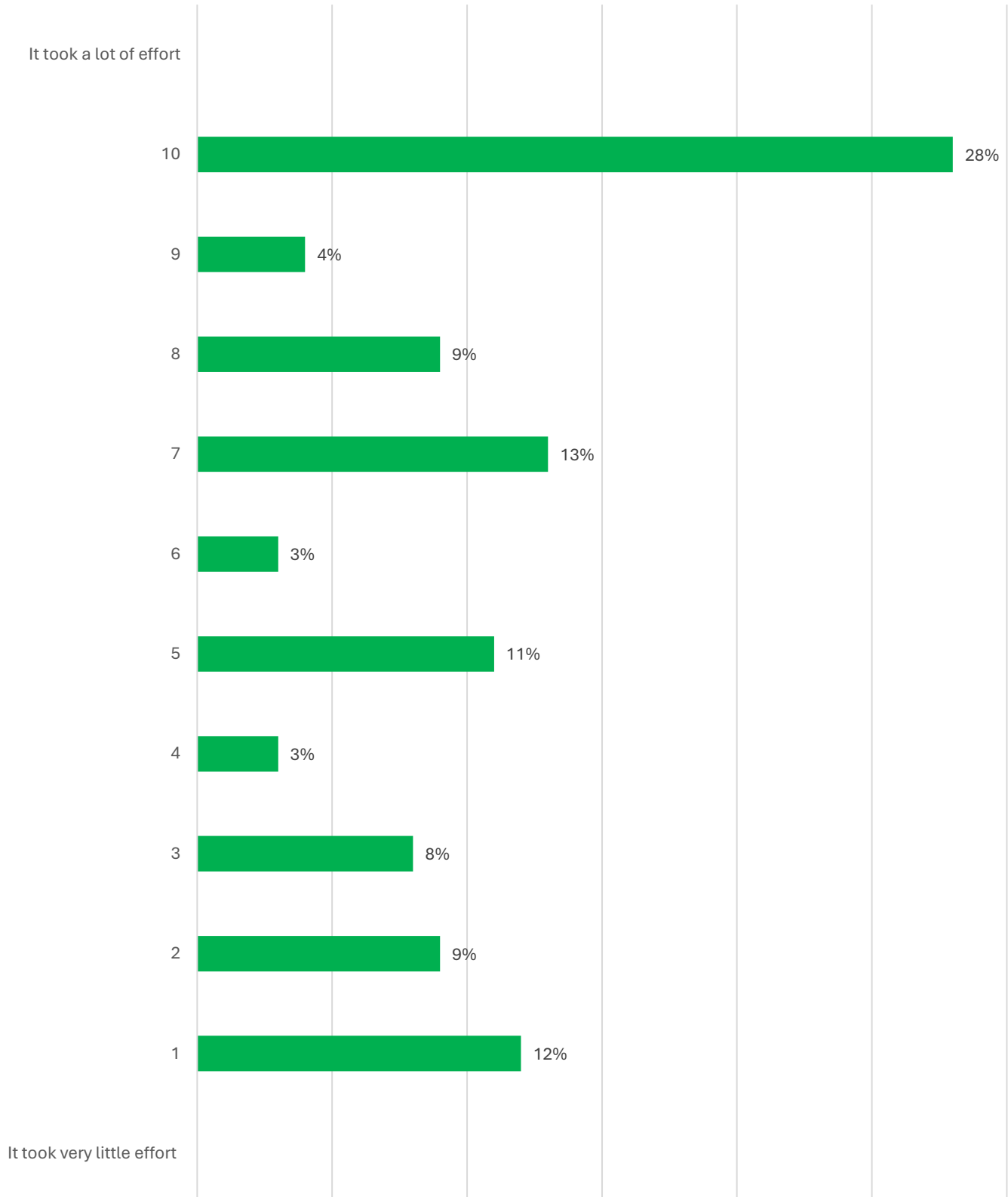


Appendix 3

Complaints Satisfaction Survey Summary 24/25

Question 8

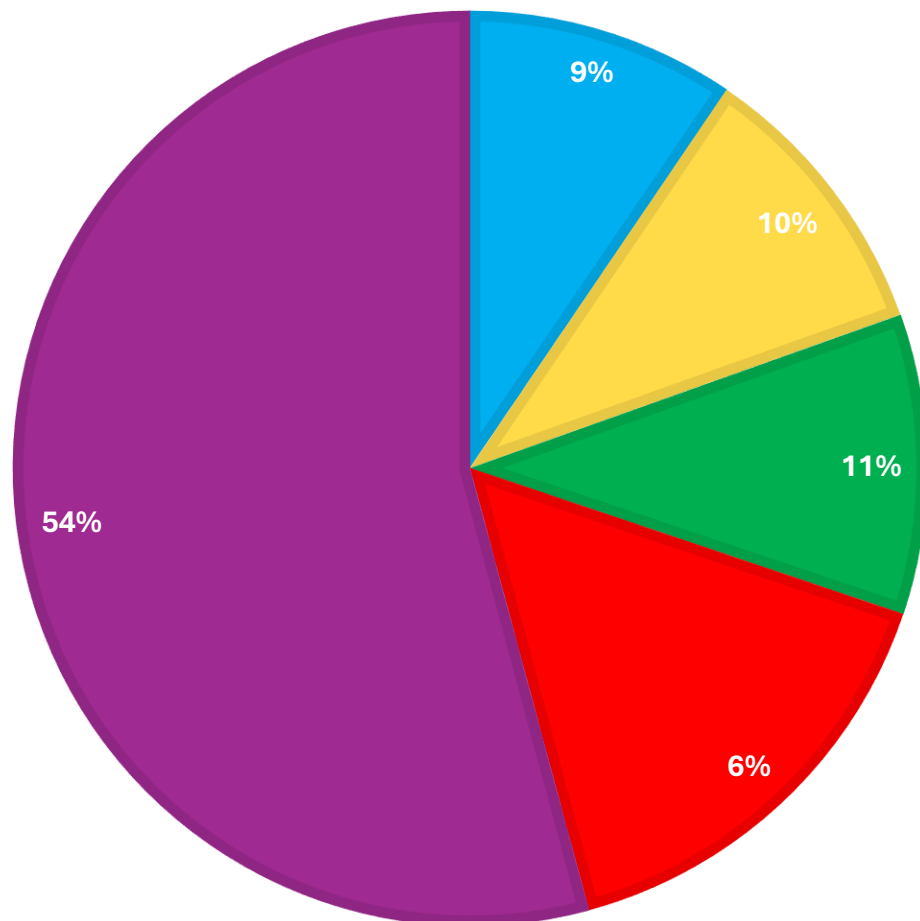
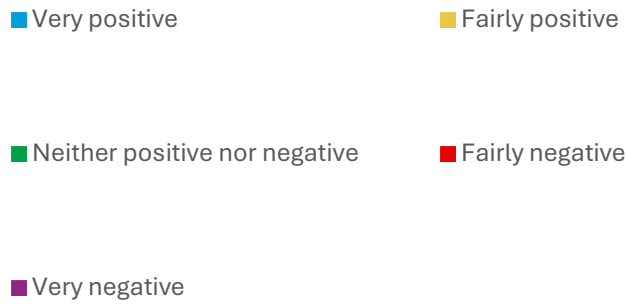
On a scale of 1 to 10, where 1 is “It took very little effort”, how much effort did you have to make to register your complaint? 1 (I took very little effort) – 10 it took a lot of effort Please select one option only



Complaints Satisfaction Survey Summary 24/25

Question 9

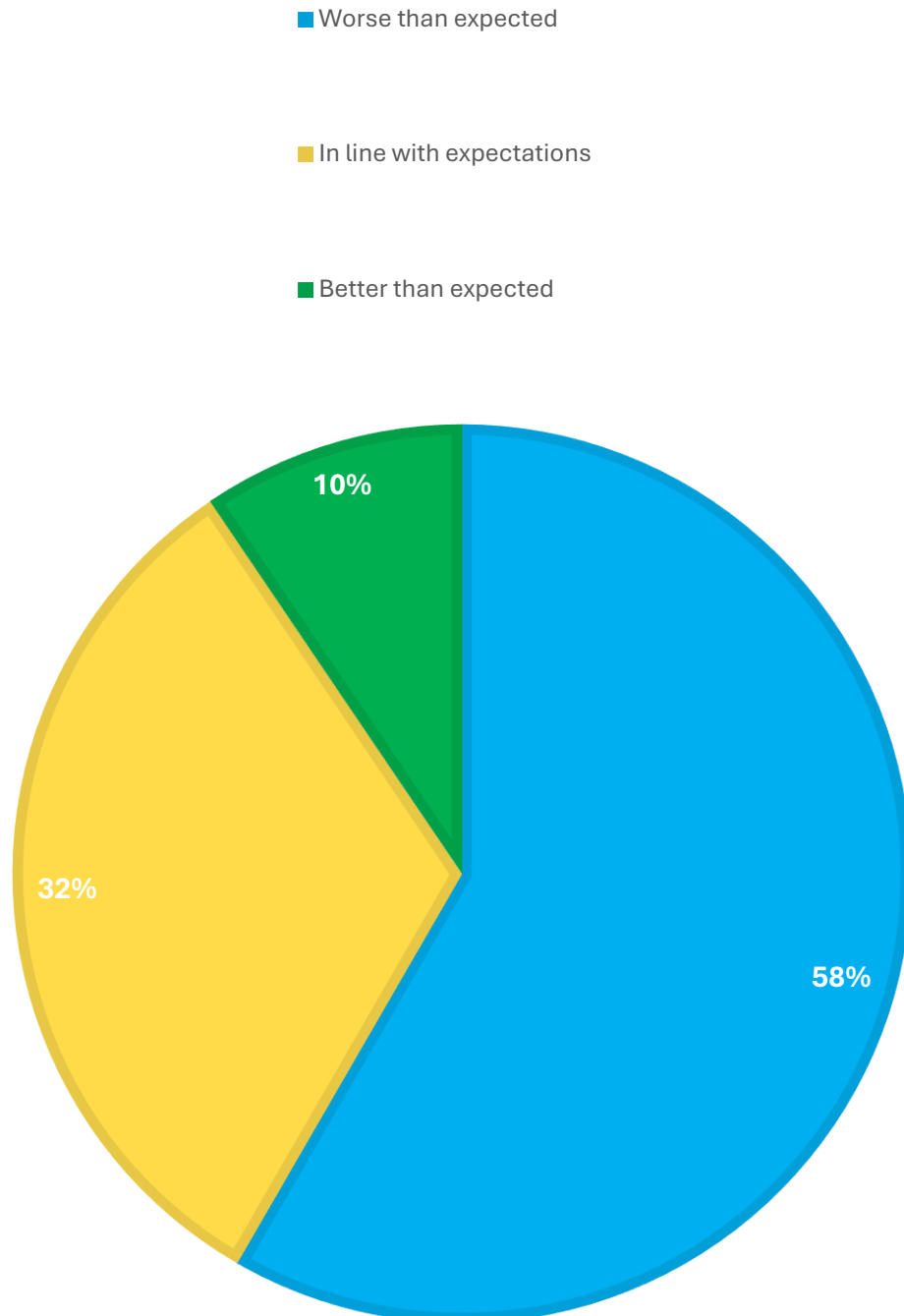
Thinking of how they dealt with your complaint, what sort of impression did this give you of Cheshire East Council?



Complaints Satisfaction Survey Summary 24/25

Question 10

Thinking back to what you were expecting at the outset when you first contacted Cheshire East Council to make your complaint, has the experience of dealing with them been better than, in line with or worse than you expected?



OPEN

Corporate Policy Committee

12 June 2025

Drug and Alcohol Testing – Interim Measures

Report of: Karen Grave, Director of People and Customer Service

Report Reference No: CPC/39/25-26

Ward(s) Affected: N/A

For Decision

Purpose of Report

- 1 To request the adoption of the ANSA Drug and Alcohol Testing policy for new starters, on a random and 'for cause' basis for all identified operational roles within Environmental Services and Operations for employees appointed under Cheshire East Terms and Conditions until a corporate decision has been taken on the approach to continued Drug and Alcohol Testing.

Executive Summary

- 2 Prior to the transfer into Cheshire East Council, ANSA Environmental Services Ltd and Orbitas Bereavement Service operated a Drug and Alcohol testing policy and procedure which was introduced in 2017.
- 3 In accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006, the ANSA Environmental Services Ltd and Orbitas Bereavement Service policy, as a contractual policy and procedure, this will continue to apply to those employees who have transferred into Cheshire East Council.
- 4 However, this has identified a gap whereby new starters, employed under Cheshire East terms and conditions would not be covered. This would lead to employees in key operational roles within the former ANSA Environmental Services Ltd and Orbitas Bereavement Service not being subject to testing.
- 5 An interim arrangement is recommended whereby the ANSA Drug and Alcohol Testing policy is adopted for new starters, on a random and 'for

cause' basis for all identified operational roles within Environmental Services and Operations for employees appointed under Cheshire East Terms and Conditions until a corporate decision has been taken on the approach to continued Drug and Alcohol Testing.

- 6 Ansa Transport are still to transfer into Cheshire East and have been include in this proposal for completeness. These staff will be placed in Transport and Infrastructure at the point of transfer.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

1. Adopt the ANSA Drug and Alcohol Testing policy for new starters, on a random and 'for cause' basis for all identified operational roles within Environmental Services and Operations and, after the date of transfer, Transport and Infrastructure, as listed in paragraph 20, for employees appointed under Cheshire East Terms and Conditions, until a corporate decision has been taken on the approach to continued Drug and Alcohol Testing.
2. Note that a proposal for the corporate approach to continued Drug and Alcohol Testing will be developed, in consultation with trade unions, and brought to Corporate Policy Committee for consideration and with recommendation for approval at a future meeting.

Background

- 7 Prior to the transfer into Cheshire East Council, Ansa Environmental Services Ltd and Orbitas Bereavement Services operated a Drug and Alcohol testing policy and procedure which was introduced in 2017 (Appendix 1).
- 8 This allows for drug and alcohol testing of new employees and all employees on a random basis thereafter, with 15-20% of the workforce being tested annually. "With Cause" testing involves testing where there are reasonable grounds to believe that alcohol or drugs could have, or potentially could have had, an adverse effect on the health and safety of any individual and/ or where a manager considers that there is evidence that alcohol or drug use has occurred.
- 9 It has been agreed that, as a contractual policy and procedure, this will continue to apply to those employees who have transferred under The Transfer of Undertakings (Protection of Employment) Regulations 2006. However, this has identified a gap whereby new starters, employed under Cheshire East terms and conditions would not be covered. This

would lead to employees in key operational roles not being subject to testing.

Legislation

- 10 The Health and Safety at Work etc. Act 1974 states that Employers have a duty to ensure as far as reasonably practicable, the health, safety, and welfare of employees and others affected by their work (Appendix 2).
- 11 The Road Traffic Act 1988 states that it is a criminal offence to drive or attempt to drive while unfit through drink or drugs. Employers can be held liable if they knowingly allow an employee to drive under the influence (Appendix 3).
- 12 There is legal advice which strongly recommends that operators should have a clear and comprehensive Drug and Alcohol Policy for HGV Drivers (Appendix 4).
- 13 The legislative background and recommendations from specialist transport lawyers lead to the initial decision by ANSA to introduce the testing policy. ANSA's decision to test all roles was made in conjunction with the Trade Unions and based on both, the operational depot environment and the high number of roles which work on the public highway or in public spaces with machinery with an increased risk to the public.
- 14 The Senior Traffic Commissioner (TC) for Great Britain provides detailed guidance on the conduct expected of vocational drivers, including issues related to drug and alcohol use. This is outlined in Statutory Document No. 6 – Vocational Driver Conduct (Appendix 5)
- 15 Drivers of Large Goods Vehicles (LGVs) and Passenger Carrying Vehicles (PCVs) must be fit to drive. Drug or alcohol misuse is considered a serious breach of conduct and can lead to the suspension or revocation of a vocational licence. The TC takes a zero-tolerance approach to driving under the influence. Employers (Operators) are expected to have robust systems in place to monitor and manage driver conduct, including drug and alcohol use. Failure to do so can affect the operator's licence and reputation.
- 16 Cheshire East Council will need to declare such testing regimes when renewing insurance. The discontinuation or revocation of the testing regime may impact on the terms of insurance coverage and the premium paid.
- 17 The operational services delivered are considered high risk, both to the individuals employed and to members of the public. For example, the

waste sector consistently shows higher-than-average rates of both fatal and non-fatal injuries.

- 18 It compares unfavourably even with sectors like construction and transportation, which are typically seen as hazardous. Due to this from a H&S perspective it is important that all of the high-risk operational roles are covered (Appendix 5).
- 19 Following the transfer of Ansa Environmental Services Ltd and Orbitas Bereavement Service to Cheshire East Council, there is already a contract in place for this professional service provided by Radox Testing Services Limited.
- 20 The charges for the services are:

Reason	Call out charge	Cost of Test per employee	Laboratory Cost per employee (if needed)
For cause testing	£235 - £275	£50	£20
Random Sampling	£135	£50	£20

Next Steps

- 21 Subject to the recommendation of the Corporate Policy Committee, the interim adoption of the ANSA/ Orbitas Drug and Alcohol Testing policy for new starters, on a random and 'for cause' basis for all identified operational roles (including apprentices to those roles) within Environmental Services and Operations from 1 April 2025 (1 February 2025 for roles in Environmental Services which were previously Orbitas Bereavement Services) for operational employees appointed under Cheshire East Terms and Conditions. This will apply to the following job roles until a corporate decision has been taken on the approach to continued Drug and Alcohol Testing:

Arboricultural Services Manager
 Arborist
 Arborist Trainee
 Bin Deliveries Operative
 Crewe Town Ranger
 Driver
 Driver Attendant
 Environmental Ranger (Green Social Prescribing)
 Grounds Operative
 Lead Ranger
 LGV Sweeper Driver

Light Vehicle Mechanic and Agriculture
Light Vehicle MOT and Agricultural Mechanic
Market Driver Operator
Market Operator
Market Supervisor
Mechanic Fitter
Mobile Household Waste Operative
Mobile Household Waste Recycling Operative
Mobile Household Waste Supervisor
Parks Inspection and Delivery Operative
Passenger Assistant
Public Convenience Cleaner
School Crossing Patrol
Senior Driver(Pcv)
Senior Site Support Officer
Senior Tree Inspector
Senior Tree Team Leader
Site Support Officer
Site Support Supervisor
Stock Controller
Street Cleansing Operative
Supervisor (Grounds or Street Cleansing)
Team Leader
Team Leader - Fleet
Team Leader (W,R,SC,GP)
Town Ranger
Trades Assistant
Trainee HGV Mechanic
Transfer Station Plant Operator
Tree Inspector
Tree Team Leader
Waste & Recycling HGV Driver Loader
Waste & Recycling Loader
Waste and Recycling Team Leader
Waste Transfer Plant Operator
Waste Transfer Station Manager
Waste Transfer Station Operative
Waste Transfer Station Plant Operator
Bereavement Services Operative
Cemeteries Operative
Crematorium Supervisor
Crematorium Technician
Handyperson
Minor Works Team Leader
Skilled Bereavement Services Operative

- 22 A proposal for the corporate approach to continued Drug and Alcohol Testing will be developed, in consultation with trade unions, and brought to Corporate Policy Committee for consideration and with recommendation for approval at a future meeting.

Consultation and Engagement

- 23 The interim approach has been shared with the recognised trade unions.
- 24 The development of a proposed corporate approach to continued Drug and Alcohol Testing will be in consultation with the recognised trade unions.

Reasons for Recommendations

- 25 This is linked to the Cheshire East Plan 2025 – 29 and its commitment to Being an Effective and Enabling Council, in particular, point 3.2 *‘Effective and responsive governance, compliance and evidence-based decision making’*.

Other Options Considered

- 26 The alternative approach would be not to test new starters whilst a corporate decision is made on the approach going forwards. The Transport Managers within the service (Named on the Operator’s Licence) have strongly recommended against this approach due to the potential implications of removing a robust system.

Implications and Comments

Monitoring Officer/Legal/Governance

- 27 This is a temporary recommendation to adopt the ANSA / Orbitas policy for drug and alcohol testing for new starters identified in operational roles within Environmental Services and Operations, pending a corporate decision on the Council’s approach to continued drug and alcohol testing. Consultation will need to take place with trade unions on the proposals for a Council policy going forward which will need to be approved by CLT. This temporary measure will seek to ensure all staff in designated operational roles within Environmental Services and Operations and, the point of transfer, Transport and Infrastructure are treated consistently and fairly regarding the application of drug and alcohol testing, whilst seeking to ensure safety at work and protecting members of the public.
- 28 Under the Health and Safety At Work Act 1974, employers have a duty to ensure a safe place of work and safe systems of work for their staff. The Health and Safety Executive advises that “There may be a

case for screening, particularly in certain jobs (for example employees who make safety-critical decisions like drivers, pilots and some machinery operators). In jobs like these the misuse of drugs or alcohol could have disastrous effects for the employee, colleagues, members of the public and the environment.

- 29 However, testing will involve data protection issues and processing of sensitive personal data. Employees must give consent to the testing and it is not lawful to require staff to submit to drug testing without their consent. Provision can be included in contracts of employment and withholding consent can be a gross misconduct offence.
- 30 Consideration should be given to the Information Commissioner's Office (ICO) guidance which provides that:
 - drugs and alcohol testing should be designed to ensure safety at work (for example, due to the nature of a worker's role, such as pilots, drivers or machine operators where they make safety-critical decisions) rather than to reveal the illegal use of substances in workers' private lives.
 - Before it undertakes any drug or alcohol testing, the employer should carry out a data protection impact assessment (DPIA) to help document its purposes, justifications and safeguards in undertaking testing, and how it intends to comply with its data protection obligations.
 - The employer should consider the efficacy of the testing technique it proposes to use and whether it can provide real evidence of impairment, or potential impairment, that would put the safety of others at risk. Testing should be limited to those substances, and the extent of exposure, that would have a significant bearing on the purpose(s) for which testing is conducted.
 - Workers should be told what they are being tested for, the frequency of testing, and the consequences of the results.
 - Other than in the most safety critical areas, regular drug testing is unlikely to be justified unless there is a reasonable suspicion of drug use that has an impact on safety.
 - Random testing should be limited to selecting from those workers who are involved in safety-critical roles that the employer considers require testing, rather than selecting from all workers. The employer should ensure that random testing is carried out in a genuinely random way (it is generally unfair and deceptive to lead workers to believe that

random testing is being carried out if the employer is, in fact, using other criteria).

- Testing should be undertaken by a professional service, with qualified staff, that meets appropriate standards. Workers should have access to a duplicate of any sample taken, to enable them to have it independently analysed to check the accuracy of the results. The employer should not assume that the tests are infallible and should be prepared to deal properly with any disputes arising from their use.

Section 151 Officer/Finance

- 31 There is a cost in respect of the testing which is based on the contract already in place. The table provides a breakdown of the charges:

Reason	Call out charge	Cost of Test per employee	Laboratory Cost per employee (if needed)
For cause testing	£235 - £275	£50	£20
Random Sampling	£135	£50	£20

- 32 There could be cost implications of not approving the recommendations as, in jobs like those identified, the misuse of drugs or alcohol could have adverse effects for the employee, colleagues, members of the public and the environment.
- 33 In future reporting on a corporate policy, there may be cost adjustments arising from changes in need that arise from the policy.
- 34 All costs associated with the recommendations in this report must be constrained within the approved financial envelope set out in the approved budget for 2025/26.
- 35 Any overspends must be subject to appropriate mitigation measures by the relevant services incurring the expenditure.

Human Resources

- 36 This is a temporary recommendation to adopt the ANSA policy for drug and alcohol testing for new starters identified in operational roles within Environmental Services and Operations and, the point of transfer, Transport and Infrastructure, pending a corporate decision on the Council's approach to continued drug and alcohol testing.

- 37 This temporary measure will seek to ensure all staff in designated operational roles within Environmental Services and Operations and, the point of transfer, Transport and Infrastructure are treated consistently and fairly regarding the application of drug and alcohol testing, whilst seeking to ensure safety at work and protecting members of the public.

Risk Management

- 38 This temporary measure will seek to ensure safety at work and protecting members of the public.
- 39 It will also ensure that Cheshire East Council limits / avoid the risk of reputational damage where employees are in posts whereby the misuse of drugs or alcohol could have disastrous effects for the employee, colleagues, members of the public and the environment.

Impact on other Committees

- 40 There is no impact at present.

Policy

- 41 The policy implication of this this report and its recommendations is

Commitment 3: An effective and enabling council

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

Equality, Diversity and Inclusion

- 42 There are no equality, diversity and inclusion implications in respect of this report.

Other Implications

- 43 None

Access to Information	
Contact Officer:	Sara Duncalf, Head of HR Email: sara.duncalf@cheshireeast.gov.uk
Appendices:	Appendix 1 – ANSA Drug and Alcohol Testing Policy Appendix 2 - Health and Safety at Work etc. Act 1974 Appendix 3 - Road Traffic Act 1988 Appendix 4 - Drug Driving – What are an operator's obligations? - JMW Solicitors Appendix 5 - Statutory Document 6 - vocational driver conduct - GOV.UK Appendix 6 - Health and safety statistics in waste management and recycling - HSE
Background Papers:	None



Drug and Alcohol Policy and Procedure- TUPE Policy (applicable to ex- Ansa employees only)

Policy Title:	Drug and Alcohol Policy and Procedure Version 3.0
Supersedes:	Drug and Alcohol Policy and Procedure Version 2.0
Description of Amendment(s):	Introduction of testing for new employees in probation period.
This policy will impact on:	All employees
Financial Implications:	N/A
Policy Area:	Human Resources
Version No:	3.0
Author:	HR Service Manager
Effective Date:	February 2024
Approval Date:	13 th February 2024- Ansa Board

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Contents

Part One: Policy.....	1
1. Policy Statement.....	1
2. Principles	1
3. Definitions.....	2
4. Limit	3
5. Procedure	3
6. Equality Statement.....	3
7. Monitoring and Review	4
Part Two: Procedure.....	4
1. Introduction.....	4
2. Testing	5
2.1 Random Testing	5
2.2 New Starter Testing	5
2.3 “With Cause”/ Post Incident Testing	5
2.4 Testing Regime.....	6
3. Accompaniment.....	6
4. Action following test result	7
5. Support for Employees.....	7
6. Reporting Incidents Outside of Work	8
7. Prescription drugs and other medication.....	8
8. Confidentiality	9

Part One: Policy

1. Policy Statement

The Company is committed to providing a safe and healthy working environment for its employees. A key factor in this provision is to ensure that employees do not misuse alcohol, drugs and/or substances, nor are they exposed to the consequences of misuse by others.

The Law also imposes obligations on employers to ensure a safe system of work both under statute including the Health and Safety at Work etc. Act 1974 and under the common law, for example, the law of negligence. The terms of the Transport and Works Act 1992, Road Traffic Act 1988, and Misuse of Drugs Act 1971 also impose severe restrictions on organisations in their capacity as employers in relation to the use of drugs and alcohol.

Alcohol and drug/ substance consumption/dependency can lead to reduced levels of attendance, reduced efficiency and performance, impaired judgement or decision making and increased health and safety risks not only to the individual employee themselves, but also other people.

In addition to employees, other persons working for or on behalf of the Company are required to be aware of and comply with this policy. It should be noted however that the disciplinary or support provisions contained within this policy and procedure only apply to employees of the Company.

This policy and procedure have been developed to support achievement of the following objectives:

- To have a working environment safe from the effects of alcohol and drugs
- To ensure everyone is aware of the acceptable standards
- To encourage employees who suspect or know they have an alcohol or drug related problem to seek help voluntarily and provide assistance to these employees
- To provide practical guidance on how to deal with alcohol or drug related problems effectively
- To promote a climate that will reduce the tendency to conceal or deny alcohol or drug related problems by enhancing awareness and to provide a supportive framework for employees who come forward with an alcohol and drugs dependency issue
- To provide a process to support managers in dealing with any employment issues that may be attributed to alcohol or drug misuse in a fair and consistent manner

2. Principles

- Employees shall not present themselves for work having consumed any alcohol in excess of the applicable limits or drugs (irrespective of whether such use is recreational and whether or not performance is impaired).
- Consumption of alcohol or drugs during normal working hours or at any time on Company, client or customer premises is prohibited.

- Normal working hours during which this policy and procedure applies shall include all periods of work such as shift work, overtime and extra duty and any period whilst waiting for work, such as between split duties.
- Any period of agreed standby or emergency call out duty shall be considered to be part of the normal working hours and the terms of this policy and procedure relating to working under the influence of alcohol or drugs shall therefore fully apply.
- Periods of travelling to and from a site for the purposes of standby or emergency call out shall also be treated as falling within the scope of this procedure
- When representing the Company outside normal working hours, for example attending any functions, employees shall be required to take a responsible attitude to the consumption of alcohol. Employees shall be deemed to be representing the Company and shall not do anything to jeopardise its reputation

3. Definitions

- **Employees-** individuals employed directly by the Company on a permanent or temporary contract of employment
- **Worker-** an individual or group of individuals employed by an agency, contractor, sub-contractor or self employed and engaged on work for the Company
- **Testing Supplier-** the specialist who will conduct all testing and analysis
- **Alcohol-** a beverage, condiment or food additive which contains alcohol in any form
- **Alcohol Related Problem-** any consumption of alcohol which interferes with an employees health, safety, welfare and performance in any aspect of employment
- **Drugs-** illegal and legal substances , to include prescribed and over the counter medication
- **Drug Related Problem-** any use of drugs, or substances which in themselves are legal but may be subject to abuse (such as glue or solvents) which interferes with an employees health, safety, welfare and performance in any aspect of employment
- **Testing-** the process of screening an individual for alcohol and or dugs against the acceptable limits as set out in this document or with client specific site limits

- **Workplace**- any location whether Company, client, customer or other place of work the employee carries out their employment

4. Limit

Alcohol

The limit for alcohol shall be set at the same level as the UK Governments legal drink/ drive limit, as amended from time to time, except in situations where a client requires that we comply with lower limits as prescribed by their policy or contractual arrangements (in which case the lower limit shall apply).

The current legal limits are less than 107 milligrams of alcohol per 100ml of urine, less than 35 micrograms of alcohol per 100ml of breath, or less than 80 milligrams of alcohol per 100ml of blood.

Drugs

In the case of legal drugs the threshold levels are determined in accordance with established legal and medical practice.

Consumption, possession or sale of illegal drugs is prohibited and the Company takes a zero tolerance approach. Possession and sale are also criminal offences under the Misuse of Drugs Act (1971). There is, therefore, no acceptable limit for illegal drugs.

Any test results that are in excess of these limits shall be considered to be a positive test result and dealt with under the Company's Disciplinary Procedure.

5. Procedure

The Drug and Alcohol Procedure is detailed in Part Two of this document.

6. Equality Statement

The organisation is committed to promoting equality of opportunity and developing and maintaining a diverse workforce, working with our staff to establish a workplace culture that is inclusive, fair and respectful to all.

In applying this policy, the organisation will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual

orientation, in addition to offending background, trade union membership, or any other personal characteristic.

7. Monitoring and Review

This policy and procedure will be reviewed periodically by Human Resources in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change this will happen immediately.

The implementation of this policy will be audited by Human Resources and reported to the Board on an annual basis.

Part Two: Procedure

1. Introduction

Employees are expected to report for work, and remain throughout the working day¹, in a fit and safe condition to undertake their duties, without any limitation or impairment, and not be under the influence of alcohol, drugs, or any other substances.

Employees are personally responsible for allowing sufficient time for intoxicating substances to leave their system before reporting for work. Intoxicating substances such as alcohol can remain in the system for several hours and even small amounts can impair performance and jeopardise safety. In general, alcohol is removed from the blood at the rate of about one unit an hour but this can vary from person to person. It can depend on:

- Size and gender (men tend to process alcohol quicker than women)
- How much food has been consumed
- The state of the liver
- Metabolism (how quickly or slowly the body turns food into energy)

¹ For clarity the working day during which the procedure applies shall include all periods of work, such as shift work, overtime and extra duty, and any period whilst waiting for work such as between split duties. Any period of agreed standby or emergency call out shall be considered to be part of the normal working day and therefore the terms of this procedure shall fully apply.

Employees must not consume alcohol or drugs or misuse substances on Company premises during their normal working hours or whilst engaged on Company business at any time.

Employees are expressly prohibited from possessing, storing, trading or selling controlled drugs in Company premises. Undertaking any of the above actions, or assisting or participating in their facilitation, whilst on duty or carrying out Company authorised work constitutes gross misconduct, which may lead to dismissal. In such cases the Company has an obligation to notify the local Police authority and will do so.

Any breach of this policy and procedure may lead to action under the Company's Disciplinary Policy and Procedure up to and including summary dismissal.

2. Testing

2.1 Random Testing

The Company reserves the right to undertake a programme of random testing to ensure compliance with this policy and will aim to test 15-20% of the workforce annually.

The testing shall be carried out by a qualified person supplied by the testing provider. The process will be explained to the employee and written consent obtained prior to the testing taking place.

Managers shall not receive advance notification of testing and, as employees, will themselves be included in the potential pool for testing.

2.2 New Starter Testing

New entrants to the Company will be tested during the first six months of their employment as part of their probationary period.

New starter testing will be communicated with potential employees through the recruitment process to ensure that they are fully aware of the Company policy prior to accepting a position with the Company.

2.3 "With Cause" / Post Incident Testing

"With Cause" testing involves testing where there are reasonable grounds to believe that alcohol or drugs could have, or potentially could have had, an adverse effect on the health and safety of any individual and/ or where a manager considers that there is evidence that alcohol or drug use has occurred. Possible example of "with cause testing" could include (but are not limited to):

- Abnormal behaviour

- Discovery of an alcohol container
- Possession of a controlled substance
- Signs of current intoxication
- Poor or inconsistent performance

Post incident may be utilised following a workplace incident or accident, and may extend to a number of employees as appropriate.

Managers in consultation with HR will be responsible for making the decision to undertake “With Cause” or post incident testing and shall be responsible for initiating the services of the testing provider.

2.4 Testing Regime

Testing will be by calibrated alcometer and biological sample, but this may vary depending on the circumstances. At the point of testing all employees will be asked to sign a consent form and an outside agency will be employed to conduct tests which will be carried out in controlled conditions.

The initial testing for alcohol will be a breath test and the initial testing for drugs will be by the testing of urine. Alternative biological testing may be considered.

Preliminary drug detection results will be confirmed after further laboratory and specialist interpretation. The collection officer will brief those being tested.

Refusing to undertake a test when requested, attempting to tamper with, or avoiding any part of the drug and alcohol testing procedure will be treated as gross misconduct and dealt with accordingly under the disciplinary procedure.

Testing shall not discriminate against any individual or group of individuals and this policy and procedure has been implemented to ensure that testing is carried out reasonably and fairly.

A copy of the testing result will be provided to the employee on request.

3. Accompaniment

An employee may, if they wish, ask another employee to accompany them either in response to a request to participate in random testing or where the request is “with cause” or post incident. They may be accompanied by:

- An accredited Trade Union Representative,
- An official employed by a trade union, or by
- A fellow worker who must be an employee of the organisation

Every effort will be made by the Company to arrange for the employee's chosen companion (or a suitable alternative) to be present. However, if this is not possible then they testing shall still take place.

4. Action following test result

A negative result will be advised to the line manager and the employee and a record made.

If the alcohol breath reading is at or above the limit set out in this policy then the employee will be deemed to have tested positive and the employee will immediately be suspended from work. Disciplinary procedures will then be instigated which may result in disciplinary action being taken up to and including dismissal.

If the initial urine reading is indicative of recent drug use (non-negative result) , the relevant individual will be advised that the biological sample needs to be analysed in a laboratory. The sample, provided under controlled conditions, will be handled in a formal chain of custody.²

The employee's line manager will be informed of the initial result and reminded that false results may occur. The individual will then be suspended from work, pending the result of further laboratory analysis.

If the employee declares that they have been taking medication prior to testing that may cause the non-negative result, the employee will not be suspended from work. If the medication is declared after a non-negative result then the employee will be suspended from work.

If drug test results are returned from the laboratory showing a negative result or are found to be consistent with declared medication, individuals and employers will be notified and thanked for their co-operation.

If positive results are returned from the laboratory then Disciplinary procedures will be instigated which may result in disciplinary action being taken up to and including dismissal.

5. Support for Employees

Where an employee voluntarily seeks help and support for alcohol, drugs or substance dependency the line manager must:

- Hold an informal meeting with the employee to ascertain the nature of the dependency
- Seek Occupational Health advice as appropriate
- Provide reasonable support to assist the employee in seeking appropriate help and treatment and with rehabilitation

² To ensure the integrity of the sample and the results a signature will be obtained each time the sample changes hands on route to the laboratory and the results from the laboratory.

- Agree a plan to monitor and improve performance/ conduct as may be required and confirm this in writing

Employees should be encouraged to make use of the Employee Assistance Programme.

Where an employee accepts help (e.g. counselling, treatment or rehabilitation) this should take place outside of working hours. Where this is not possible the employee will be required to take annual leave, flexi leave or unpaid leave. Any agreed period of treatment will be a finite period, where resources allow and where service levels can be maintained. Employees may be required to undertake abstinence testing as part of this support.

Employees are expected to co-operate with any support and assistance provided by the Company and/ or any organisation approach or appointed to aid in addressing an alcohol and/ or drug and/ or substance misuse problem.

Some performance/ behaviour problems and frequent and/or regular sickness absence may be indicators of alcohol/ drug/ substance misuse and if persistent, of a dependency. A line manager may refer an employee to Occupational Health for an assessment and/ or discuss the issue with the Occupational Health Service. Occupational Health will advise the manager to enable them to determine an appropriate course of action.

Repeated sickness absence related to alcohol or drug misuse will be dealt with under the Attendance Management Policy and Procedure and the trigger points will apply.

Confidentiality will be respected as far as is legitimately and legally possible. However, it may be necessary for information regarding the employee to be shared with others (e.g. Occupational Health), with the employee's agreement.

If work performance, attendance or behaviour is unacceptable and the employee breaches this policy, irrespective of any reasonable support and assistance that can be offered, disciplinary action up to and including dismissal may become avoidable.

6. Reporting Incidents Outside of Work

If an employee is charged with or convicted of a criminal offence related to alcohol (e.g. driving whilst under the influence of alcohol) and/or the possession, use or supply of drugs (or any other related offence, including drug driving) they are required to notify their manager as soon as possible.

Where it becomes untenable for an employee to continue in their role with the Company as a result of a criminal conviction related to alcohol and/ or drugs this may lead to dismissal. The employee's line manager will seek advice from HR before taking disciplinary action.

7. Prescription drugs and other medication

Certain medicines available either with or without a prescription can affect an employee's ability to perform their work activities effectively and safely. Employees should inform their GP or pharmacist of the work they do and seek advice on possible side effects.

Employees should inform their line manager of any drugs or medication they are taking, whether or not prescribed by a general practitioner, which are likely to affect their ability to carry out their duties effectively and safely. Where there are known and/or likely side effects that may affect work performance (for example operating machinery) the line manager should prohibit, restrict or re-allocate duties as appropriate.

If an employee normally drives as part of their work or in the course of Company business and they are taking prescribed or over the counter medication which may affect their ability to drive, they must inform their line manager immediately and they will be required to refrain from driving duties.

It is recognised that some prescription drugs can be addictive. In such cases the Company may offer reasonable support in line with this policy, where appropriate and practicable.

8. Confidentiality

All results and information in relation to drug and alcohol testing will be dealt with in strict confidence and released to an appropriate manager, the employee themselves and HR.

OPEN

Corporate Policy Committee

12 June 2025

Constitution Officer Schemes of Delegation

Report of: Janet Witkowski, Acting Governance Compliance and Monitoring Officer

Report Reference No: CPC/32/25-26

Ward(s) Affected: All

For Decision

Purpose of Report

- 1 To seek a recommendation to Full Council to approve and adopt the new officer schemes of delegation in the Constitution.
- 2 These have been reviewed and revised with significant more detail provided and have been considered and approved by the Council's Constitution Working Group.

Executive Summary

- 3 The Local Government Association (LGA) Corporate Peer Challenge Report (25-28 March 2024) published in July 2025 (the 'LGA report') made a number of recommendations. Feedback included actions required in relation to corporate governance which included officer decision making.

- 4 The LGA reported that:

*'The Council needs to streamline current decision-making arrangements to avoid siloed working across committees, ensure that Committees are working through effective work programmes, and reduce confusion and lost capacity caused by the current system. This should include consideration of governance structures, **schemes of delegation**, and report approval arrangements ahead of committee meetings.'*

- 5 As a result of this the Council drafted a Corporate Peer Challenge Action Plan. Under the 'Good Governance' section (point 8) one action required was as follows:

'Urgently review the Council's decision making framework'

An action required from this was:

'Through Constitution Working Group (CWG) agree an updated Scheme of Delegation to be incorporated into the constitution.'

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

1. Approve in principal the new draft officer Schemes of Delegation attached to the report at Appendix A to G.
2. Recommend to Full Council approval and adoption of the new officer Schemes of Delegation attached at Appendix A to G to be incorporated into the Constitution at Chapter 2 Part 5 to replace the existing schemes and the revocation of all former officer schemes of delegation, including local or service specific schemes.
3. To delegate authority to the Governance, Compliance and Monitoring Officer to make any further minor amendments required prior to Full Council, if necessary, in consultation with the Chair and Vice Chair of the Corporate Policy Committee.

Background

- 6 The following are key issues and findings from the LGA report in relation to the officer schemes of delegation:

6.1 Para 1 Executive summary

.....

*'Throughout this review, the Peer Team have heard from senior Political Leaders about the need for improved approaches towards key aspects of governance. This should include ensuring that structures are appropriate but should begin with prioritising 'quick wins' regarding issues of process, report quality, and **levels of decision making**, alongside a wider programme of training and development.'*

- 7 ***'Recommendation Eight: Urgently review the Council's decision-making framework: The Council needs to streamline current decision-making arrangements to avoid siloed working across committees, ensure that Committees are working through effective work programmes, and reduce confusion and lost capacity caused by the current system. This should include consideration of governance structures, **schemes of delegation**, and report approval arrangements ahead of committee meetings.'***
- 8 ***'Recommendation 17: Act on the issues identified through the LGA's Decision Making and Accountability (DMA) tool: The Council have recently undergone a DMA review of senior structures and responsibilities; the Council should consider how best to incorporate these recommendations into their wider improvement work.'***

Following implementation of the new senior structure, the review of the officer Schemes of Delegation became even more imperative, to ensure they were fit for purpose and reflected accurately new roles and any changes in responsibilities.

- 9 ***'3.4 The Peer Challenge Scope: The peer team considered the following five themes which form the core components of all Corporate Peer Challenges, which are key to councils' performance and improvement: –***

Governance and culture: Are there clear and robust governance arrangements?'

- 10 ***'4.3 Organisational Governance and Culture***

Despite instability and capacity challenges in senior roles, the council has continued to deliver services to the benefit of local residents, often through significant contribution and commitment of officers and frontline staff. It is the view of the Peer Team that the opportunity exists to make substantial changes to corporate capacity, systems, and processes to better support these staff who are acting as the 'engine room' of the council.'

Review and revision of the officer Schemes of Delegation introduces a positive framework and system for decision making in terms of functions and responsibilities. It also introduces more capacity for senior management if paths of delegation are clearer and more.

- 11 **The general scheme of delegation had a large volume of amendments. Many of them were minor in nature therefore the volume made it more difficult to read clearly with numerous tracked changes. Accordingly, a summary of the main changes to the scheme are set out below:**

- 11.1 The table has been removed from the introduction and it has been clarified. The scheme is set out in 4 parts:
- General Principles
 - General delegations to all Directors
 - Specific delegations to members of the Corporate Leadership Team('CLT')
 - Arrangements for statutory and proper officer functions
- 11.2 It explains that the scheme covers not only directors but all members of the CLT.
- 11.3 Paragraph 9 has been added to clarify that *'Any references to the Chief Executive shall also be interpreted as reference to the Head of Paid Service.'*
- 11.4 There is an updated CLT structure which now includes the 2 new members of the team, that is, the Director of People and Customer Experience and the Interim Director of Corporate Improvement.
- 11.5 There are points of clarity at paragraph 14 regarding delegation to less senior officers stating:
- 'Where more than one officer is listed as the responsible officer the most senior officer will be responsible in the order of seniority.'*
- 11.6 Paragraph 15 emphasises *'any officer given powers under this scheme can further delegate those powers to other officers through a Local Scheme of Delegation **which sits under this scheme.**'*
- The words in bold have been added.
- 11.7 Paragraph 25 clarifies:
- 'If there is any dispute or lack of clarity as to which Director has power to make decisions on specific areas of service, the Chief Executive **in consultation with the Governance, Compliance and Monitoring Officer** shall have power to determine where the delegation should be exercised.'*
- 11.8 A section and table on Information Governance at paragraph 37 has been introduced.

- 11.9 The information on staffing issues at paragraph 38 is a lot more detailed than the current provision and has been updated. Furthermore, this has been checked and approved by the Director of People and Customer Services as well as the Head of HR.
- 11.10 At paragraph 52.9 the wording in bold has been added to reflect updated statutory guidance:
- ‘To sign settlement agreements for employees/ex-employees, in consultation with the Chair of the Corporate Policy Committee **and in line with the Statutory guidance on the making and disclosure of Special Severance Payments by local authorities in England (May 2022)** (excluding any contractual payment such as pay in lieu of notice, untaken accrued annual leave).’*
- 11.11 The section on the Assistant Chief Executive at paragraph 53 results from the creation of this new role.
- 11.12 In terms of the specific Schemes of Delegation for members of CLT, job titles of the CLT team have been amended where relevant, along with their key managerial lines of service delivery. This updates the constitution in line with the new senior officer structure and a number of new positions that have been created.
- All lists of specific functions have been provided via a link which forms part of the constitution.
- 11.13 At paragraph 57-‘*Client Commissioning (Alternative Service Delivery Vehicles/ESAR)*’ this has been updated to remove ANSA and Orbitas Bereavement Services Limited as they have been moved back in house earlier this year.
- 11.14 At paragraph 60 it has been clarified that the Director of Digital is now the Senior Responsible Information Officer (‘SIRO’.) This is a new role.
- The Chief Executive previously held the position of SIRO.
- 11.15 At paragraph 61 of the Scheme of Delegation for the Governance Compliance and Monitoring Officer, there is more detail than previously set out in the constitution (as with all the other individual CLT officer Schemes of Delegation.)

The statutory role of the Monitoring Officer has been also been separated out more specifically from the functions relating to Legal Services.

- 11.16 At paragraph 69 under the Arrangements for Statutory and Proper Officer Functions-'*Returning Officer and Electoral Registration Officer*' it has been added in that the roles are both covered by the Chief Executive.

A substitutes column has also been included with named job titles.

Furthermore, the statutory requirement to maintain the Electoral Register has been inserted.

- 11.17 Under '*Statutory Officers*' there have been some minor amendments to the legislative sections.

The order of the statutory officers has also been changed so that after the Chief Executive at the top of the list the Section 151 officer has been listed and then the Monitoring Officer. This reflects the 'golden triangle' of good governance.

There have also been some changes to the responsible officers and substitutes, in consultation with relevant statutory officers.

- 11.18 Minor changes have been made to the Proper Officer legislative requirements and functions to update.

There have also been some changes to the substitute officers to reflect the new senior officer structure.

- 11.19 The Senior Responsible Officer and RIPA Co-Ordinator have also been included at the end of the proper officer functions of the Governance Compliance and Monitoring Officer.

- 11.20 Finally, the Data Protection Officer has been added to the Miscellaneous Proper Officers.

Consultation and Engagement

- 12 Extensive consultation has taken place in drafting these Schemes of Delegation. Every Executive Director and member of the CLT has approved their own scheme. There has also been consultation with Directors and Heads of Service.
- 13 The Data Protection Officer was consulted regarding the new section at paragraph 37 regarding Information Governance.

- 14 In addition to this, relevant specialist officers in Legal Services have been consulted for advice as appropriate. This has included for example the areas of children's and adult's social care, regulatory and various other functions.
- 15 The Governance Compliance and Monitoring Officer has also had oversight at key stages in the development of these documents.
- 16 The progress of the drafting of the Schemes of Delegation has been reported to Constitution Working Group on the following dates with draft documents:

16 July 2024

6 November 2024

27 February 2025

10 May 2025

Feedback from the group was positive and has been incorporated where possible.

- 17 A number of changes were made as a result of the above consultations.

Reasons for Recommendations

- 18 *'3.1 Financially sustainable council, enabled by council-wide service transformation and improvement.'*

A significantly more detailed officer Scheme of Delegation will improve the timeliness and accuracy of decision making. It will provide clarity for officers, Elected Members and members of the public and avoid confusion.

- 19 *'3.2 Effective and responsive governance, compliance and evidence-based decision making.'*

- 20 *'3.5 Contact with the council and access to services is consistent and easy.'*

The new officer Schemes of Delegation promote transparent decision making. The scheme will be published as part of the constitution so service users can see which officers make which decisions.

Other Options Considered

21

Option	Impact	Risk
Do nothing	This would be in conflict with the LGA Peer Challenge report recommendations and the Council's resulting Action Plan.	That no improvements would be made to the Council's decision-making governance Arrangements.

Implications and Comments

Monitoring Officer/Legal/Governance

- 22 A more detailed and updated officer scheme of delegation reduces the margin of error in terms of the right officer making the right decision. This would also reduce the risk of legal challenges.
- 23 A clear officer scheme of delegation is also one of many tools to demonstrate good governance.
- 24 The Local Government Act 2000 requires local authorities to prepare, keep up to date and publicise their constitution.
- 25 It is therefore important that the officer scheme of delegation is reviewed at least annually and whenever there are any changes as set out in the paragraph below. All members of CLT and their respective Directors and Heads of Service are responsible for maintaining their up to date service specific schemes.
- 26 The Governance Compliance and Monitoring Officer has authority to make amendments to the Constitution which are required to reflect decisions of the Council. Also, the Monitoring Officer in consultation with the Chair and Vice-Chair of the Corporate Policy Committee, has authority to make such changes to the Council's Constitution as he/she deems to be necessary and which are in the Council's interests and not major in nature, including, but not limited to, changes amounting to routine revisions, providing appropriate clarity, correcting typographical and other drafting errors(including inconsistencies), reflecting new legislation, officer structures and job titles.
- 27 All other changes to the constitution require the approval of full Council with prior recommendations for approval from Constitution Working Group and then Corporate Policy Committee.

Section 151 Officer/Finance

- 28 There are no direct financial implications arising from the report.

Human Resources

- 29 Officers will be empowered to make decisions more confidently as they will have the documents setting out their clear authority to make decisions. The general delegation now includes an updated set of HR delegations.

Risk Management

- 30 Not making a decision in a timely manner will impact in the Council's ability to respond positively to the LGA Peer Challenge recommendations. This would also cause reputational damage.
- 31 A significantly more detailed and updated SOD would in turn create efficiencies in terms of the speed and accuracy of decision making.
- 32 The operational risk register for Legal contains a risk '*Lack of understanding of governance and compliance including the Constitution.*' Adoption of the Schemes of Delegation is an action which should reduce the net scoring of this on the operational level risk.

Impact on other Committees

- 33 Amendments to the Constitution will have an impact on all service committees and the Finance Sub Committee.
- 34 An updated and detailed officer scheme of delegation should create more clarity in terms of whether decisions are made by committees or officers and is evidence of stronger governance.

Policy

- 35 Commitment 3: An effective and enabling council.

Equality, Diversity and Inclusion

- 36 None.

Other Implications

- 37 None.

Consultation

Name of Consultee	Post held	Date sent	Date returned
<i>Statutory Officer (or deputy) :</i>			
Sal Khan	Deputy S151 Officer	02/06/25	02/06/25
Janet Witkowski	Acting Monitoring Officer	02/06/25	02/06/25

Access to Information	
Contact Officer:	Janet Witkowski Acting Governance, Compliance and Monitoring Officer, Janet.witkowski@cheshireeast.gov.uk
Appendices:	<p>Appendix A - Amended General Officer Scheme of Delegation</p> <p>Appendix B Assistant Chief Executive</p> <p>Appendix C - Executive Director Adults Health and Integration</p> <p>Appendix D - Executive Director Children's Services</p> <p>Appendix E - Executive Director Place</p> <p>Appendix F - Executive Director of Resources/s151 Officer</p> <p>Appendix G - Governance Compliance and Monitoring Officer</p>
Background Papers:	<p>LGA Corporate Peer Challenge Report</p> <p>https://www.cheshireeast.gov.uk/pdf/council-and-democracy/your-council/cheshire-east-corporate-peer-challenge-final-issued-report.pdf</p>

	<p>Cheshire Council Corporate Peer Challenge Action Plan (August 2024)</p> <p>https://www.cheshireeast.gov.uk/pdf/council-and-democracy/your-council/corporate-peer-challenge-action-plan-august-2024/cpc-action-plan-aug-2024.pdf</p>
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Chapter 2 – Part 5

Responsibility for Functions – Officer Delegations

Scheme of Delegation

1. This part of the Constitution sets out the ways in which the officers of the Council can make decisions and which decisions they have the power to make to deliver the services they are responsible for. It is called the 'Scheme of Delegation.' The Scheme of Delegation is set out as follows:

2. Introduction

This sets out what this Part of the Constitution (the 'Scheme of Delegation') covers and relevant definitions. This part contains a diagram of the Corporate Leadership Team structure at the Council.

3. The Scheme of Delegation then consists of 4 parts as follows:

3.1. General Principles

This sets out the general principles which apply to all decision making by officers.

3.2. General Delegations to all *Directors*

This sets out the delegations which apply to all officers called '*Directors*' but also includes Statutory Officers and all members of the Corporate Leadership Team.

3.3. Specific Delegations to members of the Corporate Leadership Team

This sets out the delegations which apply to the following officers:

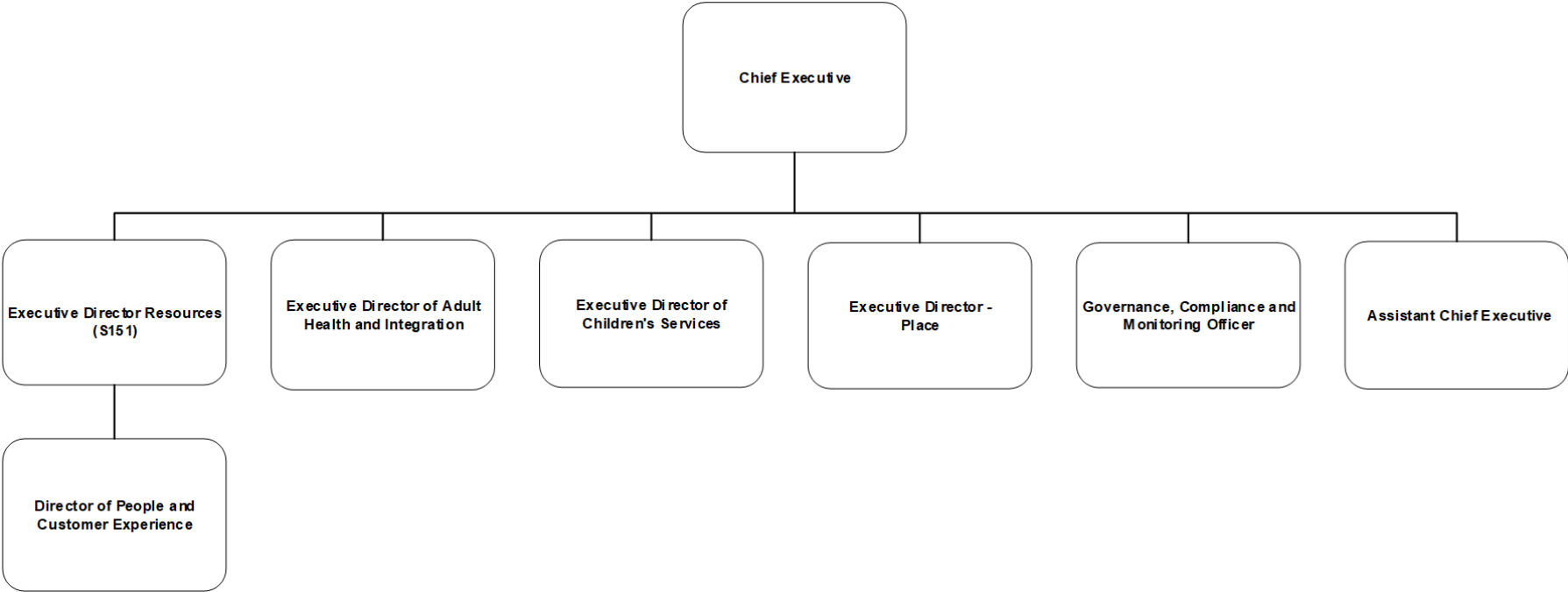
- Chief Executive/Head of Paid Service
- Assistant Chief Executive
- Executive Director of Adults, Health and Integration
- Executive Director of Children's Services
- Executive Director of Place
- Executive Director of Resources and s151 Officer
- Governance, Compliance and Monitoring Officer
- Director of People and Customer Experience (these delegations sit within the Executive Director of Resources and s151 Officer Scheme of Delegation.)

3.4. Arrangements for Statutory and Proper Officer functions

This sets out the legal requirements for statutory and ‘proper officers.’

4. ‘**Officers**’ is the term used to refer to the people employed, retained or appointed by the Council to advise and support **Councillors** and implement their decisions. The term “officers” in this Constitution includes all the people who operate in this capacity including contractors, consultants, agency staff and volunteers.
5. The Council operates a ‘cascade’ principle of delegation to ensure that decisions are taken at the most appropriate level closest to those who will be affected. This means that the vast majority of the Council's decisions and actions will fall into the category of operational day to day decisions taken by its officers.
6. In order to ensure the smooth functioning of the Council and the efficient delivery of services, **full Council** and the Committees and Sub-Committees have delegated to officers all of the powers that they need to perform their roles.
7. Certain officers have specific legal duties to ensure that the Council acts within the law, uses its resources wisely and exercises its powers properly. These officers are known as “Statutory” or “Proper” Officers and some have specific legal titles in addition to their job titles. These roles are explained below.
8. The way the Council structures its services and its officer arrangements changes from time to time to reflect changes in service delivery and best practice. The current arrangements include a **Chief Executive/Head of Paid Service** (as the most senior officer of the Council) supported by other senior roles as the [Corporate Leadership Team](#).
9. Any references to the Chief Executive shall also be interpreted as reference to the Head of Paid Service.
10. The **Head of Paid Service**, the **Chief Finance Officer** and the **Monitoring Officer** are also called “Statutory Officers” (because every Council is required by statute – the law – to have these posts). These are the highest profile statutory officers also referred to as the ‘golden triangle.’ There are also other officers with statutory responsibilities as referred to in table at paragraph 69.
11. There are also a number of formal functions which the Council has to allocate to named officers called “Proper Officers”. There is a [Proper Officer Register](#) which sets out these details.
12. See the current [organisational structure](#) of the Council, showing more detail about the roles and responsibilities of the *Directors* and the officers supporting them to deliver all the Council's services.

**CHESHIRE EAST COUNCIL
COPORATE LEADERSHIP TEAM**



General Principles Relating to Officer Delegation

13. This scheme gives the power for the Directors, Statutory Officers and members of the Corporate Leadership Team to take decisions in relation to all the functions in their areas of responsibility except where:
 - 13.1 a matter is prohibited by law from being delegated to an **officer**, and
 - 13.2 a matter has been specifically excluded from delegation by this scheme, by a decision of the **full Council**, a Committee or Sub-Committee.

Directors, Statutory Officers and members of the Corporate Leadership Team may not take decisions unless specifically provided for within the constitution or specifically delegated by a Committee or Sub-Committee.

They may within their scheme of delegation delegate their functions to another less senior officer.

Where more than one officer is listed as the responsible officer the most senior officer will be responsible in the order of seniority.

14. The cascade principle under which this scheme operates means that any officer given powers under this scheme can further delegate those powers to other officers through a Local Scheme of Delegation which sits under this scheme (setting out all the standing delegations given to specific officers in defined areas of the Council's service areas). This is a [full list](#) of the Local Schemes of Delegation and you can look at any of the schemes in detail. Officer decisions must be evidenced in writing using the agreed standard form, dated and signed by the officer exercising the delegated authority.
15. All Local Schemes of Delegation (and any changes to them) must be agreed by the relevant Executive Director, Statutory Officer or member of the Corporate Leadership Team and the Monitoring Officer.
16. Where a function has been delegated to an **officer** (including where sub-delegated through the cascade principle), the person or body making the delegation may at any time take back responsibility for the function and may therefore exercise the function (make the decision) despite the delegation.
17. In some circumstances the **officer** to whom a power has been delegated may consider a matter to be of such importance or sensitivity that their delegated authority should not be exercised. In these circumstances he or she may refer the matter back to the delegator for determination.
18. Any power delegated or cascaded under this Scheme can be exercised by the relevant Director, or Statutory Officer or member of the Corporate Leadership Team and in all cases by the Chief Executive personally,

with the exception of those statutory functions delegated exclusively to the Council's **Chief Finance Officer** or the **Monitoring Officer**.

19. The powers of this Scheme are delegated to the officers referred to by title within this Scheme of Delegation. So the delegations apply to whoever holds that post title at any time – not to the individual person. The powers are automatically transferred to any successor officer, to whom the functions are allocated following any reorganisation of the Council's management arrangements, irrespective of a change in the title/name of the officer post. Nominated Deputies are able to exercise all functions of the person delegating the functions.
20. Delegations relate to all provisions for the time being in force under any applicable legislation and cover functions of the Council and all powers and duties incidental to that legislation.
21. Any delegation must be exercised:
 - 21.1 In compliance with the **Budget and Policy Framework**, all the Council's Procedure Rules, the Pay Policy Statement approved annually and the Officer Code of Conduct
 - 21.2 In accordance with the decision-making requirements set out in the Constitution, including requirements for decision-records and access to information
 - 21.3 Having identified and managed appropriate strategic and operational risks within the officer's area of responsibility
 - 21.4 Within the approved **Budget and Policy Framework** approved by the Council (or separate approval must be sought)
 - 21.5 Following any appropriate legislative, regulatory, consultation, equalities or procedural requirements that may be required.
22. An **officer**, in exercising delegated powers may consult the relevant Committee Chair if he/she considers it appropriate to do so and shall consult other appropriate officers for professional advice including legal, financial and technical officers and shall have regard to any views and advice received.
23. Whenever legislation is amended or replaced by new provisions, then the relevant delegated authority in this scheme applies to those new provisions. Whenever new legislation relevant or related to the functions exercised by the Director is introduced, that officer will have the delegated authority to exercise powers or otherwise take action under that legislation until such time as the **full Council**, a Committee or the **Chief Executive** decides to whom to allocate responsibility for the new legislation.
24. Directors may appoint another officer as their deputy and such deputy shall have all the powers of the Director as set out in this Constitution. A deputy may be appointed in relation to all the areas of service delegated to the Director under this Constitution or in relation to a particular area of

service only. A deputy may be appointed for a specific period of time (for example to cover the absence of a Chief Officer) or without time limitation. The appointment of a deputy shall not prevent the exercise by the Director of any delegation set out in this Constitution and shall not be deemed as creating a new post.

25. If there is any dispute or lack of clarity as to which Director has power to make decisions on specific areas of service, the Chief Executive in consultation with the Governance, Compliance and Monitoring Officer shall have power to determine where the delegation should be exercised.

General Delegations to all Directors

26. The following delegations shall apply to all Directors (and to any appointed deputies) except for paragraph 35.1 which shall only apply to those officers with roles identified as Executive Directors.

Urgent action

27. To act on behalf of the Council in cases of urgency in the discharge of any function of the Council for which his/her Directorate or Service has responsibility, other than those functions which by law can be discharged only by the Council or a specific Committee. A decision will be urgent where any delay would seriously prejudice the legal or financial position of the Council or the interests of the residents of Cheshire East. This delegation is subject to the conditions that any urgent action:

27.1 shall be reported to the appropriate committee;

27.2 shall take account of advice of the **Monitoring Officer** and the **Chief Finance Officer**; and

27.3 shall be exercised in consultation with the chair of the appropriate committee.

Implementation of decisions

28. To take all necessary actions (including the letting of contracts, undertaking statutory processes and incurring expenditure) to implement decisions of Council a Committee or Sub-Committee, or an Officer.

General operational

29. To have overall responsibility for the operational management of the relevant area of service and for bringing forward such strategic plans and policies, and implementing all decisions, including the allocation of resources within approved estimates, as are necessary to exercise the functions for which the service is responsible.

Consultation

30. To undertake and consider the outcome of statutory and non-statutory consultations on service provision.

31. To respond to Government Consultations and consultations from other bodies, in consultation with the relevant Committee Chair.
32. To undertake all steps required to complete Government Statistical Returns.

Finance

33. To manage the finance of their departments to ensure value for money and the development of budget policy options with a detailed assessment of financial implications.
34. To enter into contracts and incur expenditure.
35. To determine a Pricing Strategy that articulates the level of fees or charges payable in respect of any goods or services supplied, work undertaken or the loan or use of plant, equipment or machinery.
36. To submit applications for grant funding that align with the Council **Budget and Policy Framework**, in accordance with the approvals required under the Financial Procedure Rules.

Information Governance

37. All functions must be exercised in accordance with the Council's Constitution, information governance policies and procedures and the council's related policies and procedures. All functions set out in the table below ('IG Functions') section should be in consultation with the Data Protection Officer and, where deemed necessary by the decision maker, the Senior Information Risk Owner and/or the Caldicott Guardian (if request relates to social care or health.)

Table: IG Functions

Type of activity	Specific function or decision-making	Officer responsible for that function
FOI, EIR Requests	a. Respond to requests made under the Freedom of Information Act 2000 (FOI) and the Environmental Information Regulations 2004 (EIR). <i>(Note: See the Miscellaneous Proper Officer scheme of delegation in Chapter 5 Part 2 in relation to determination of exemptions for FOIs.)</i>	Service Director ROSA(Relevant Operational Service Area), Head of Service ROSA, other officer. Support to be provided by the Information Rights Team (IRT). All initial responses to be logged by IRT (some departments may handle initial responses direct).

		Any responses regarding refusals, exemptions etc to be sent by IRT. All internal reviews are conducted by the IRT.
DPA Requests (including subject access requests (SARs) and any other individual rights under the UK GDPR)	b. Respond to requests made under the Data Protection Act (DPA) 2018 and UK General Data Protection Regulation	Service Director ROSA, Head of Service ROSA. Support and advice to be provided by the Information Rights Team (Contact the Information Rights team to ensure the request is logged and identity/authority is verified – informationrequests@cheshireeast.gov.uk)
Other requests for disclosure by third parties.	c. Respond to other requests for disclosure of information made by third parties.	Service Director ROSA, Head of Service ROSA, other officer. Depends on nature of request – some information may be released as business as usual. If request is made under DPA/GDPR, it will be treated as per DPA requests above. As a third party disclosure request, consultation would be with Information Rights Team and/or Caldicott Guardian (if request relates to social care or health.) DPO may also be consulted depending on nature of request and any dispute over right of access.

Staffing

38. The general delegations to officers in relation to Human Resources (HR) functions and decisions are set out in the table below ('HR Functions') in the following link and are part of the constitution. These include delegations not only to Directors but officers that sit under that role as set out below:

Table: HR Functions

Type of activity	Specific function or decision-making	Officer responsible for that function
Human Resources(HR)-Management of Staff		
General note: Functions must be exercised in accordance with the Constitution, the Employee Code of Conduct, the Officer Employment Procedure Rules and the Council's other related approved policies and procedures. Any new role evaluated where the salary will exceed £100,000, in accordance with the current pay policy statement, as well as statutory officers, must be recommended by the Corporate Policy Committee to Full Council.		
	a. To deal with the full range of employment and staff management issues, below Director level including but not limited to terms and conditions, (other than those negotiated nationally and locally) shifts, working hours, leave, training, discipline, dismissal, performance, progression, promotion, grievance, grading, emoluments, allowances and equal opportunities.	Head of Service–relevant to the operational service area (ROSA) – and in line with employment legislation, policy and process. Head of Service HR where advice outside policy and process is needed. Escalated to Director of People and Customer Experience in exceptional circumstances.

	b. Increasing a pay rate of an agency worker above the grade for the role.	Director and through emergency governance approvals process in consultation with the Director of People and Customer Experience.
	c. Authorise Timesheets e.g. contractor / agency worker timesheets (or equivalent claims) (CNET5 timesheet approvers.)	<p>As agreed by Head of Service ROSA or relevant Senior Officer ROSA.</p> <p>Approvers must be at least 1 grade above claimant.</p> <p>(NB Agency and Contractors are not permitted to use Comensura. Please see guidance on Centranet for further, more detailed information.)_</p>
	d. Authorising recruitment of temporary or permanent staff (including terms and conditions other than those negotiated nationally). Agree advertisement and appointments to vacant posts at the same level or lower than the delegated officer.	<p>Director</p> <p>Must be within budget and signed off through the Council's Recruitment Approval process. Must be in line with any exceptional budget directives.</p> <p>Officers to have authority to recruit up to one level below current position.</p> <p>The Manager two tiers above ('grandparent manager') shall be part of the interview panel. With Director's agreement, in exceptional circumstances, interviews can take place without grandparent manager but no decision can be made</p>

		<p>without consultation with the grandparent manager or preferred candidate being called back for a second interview.</p> <p>Ongoing expenditure in relation to approved recruitment forms part of a manager's budgetary and management responsibilities in consultation with the grandparent manager, for example, extension of an agency worker's assignment.</p> <p>Assignments outside IR35 require formal HMRC assessment tools to be completed and the agreement of the HRBP or escalated to Head of HR/Director of People and Customer Experience.</p>
	e. Expenses payments.	As per Unit4 Authorisation Level.
	f. Authorising overtime.	<p>Director.</p> <p>With the exception of Care4CE.</p>
	g. Change to contractual hours, within the budgeted establishment.	Head of Service ROSA (with the exception of Care4CE.)
	h. Authorising an employee's participation in any salary sacrifice scheme.	Head of Service ROSA for purchase of annual leave and cars, all other matters - Human Resources Business Partners HRBP or escalation to Head of HR as needed.
	i. Authorising acting-up payments and honoraria.	Director
	j. Approval of special leave and unpaid leave.	Head of Service ROSA
	k. Approval of extension of sick pay.	Head of HR and relevant Director.

	l. Approval of carry over and buy-out of annual leave.	Director ROSA for up to 5 days, above this Director ROSA.
	m. Approval of unpaid career break applications.	Director ROSA, Head of HR
	n. Approval of applications for other employment separate to council role.	Head of Service ROSA and HR Business Partners(HRBP) Escalation to Head of HR and/or Director of People and Customer Experience if needed.
	o. Service structure. Initiate and undertake an organisational review. To implement changes to staffing structures-see adjacent note. *	Director, Head of Service ROSA can propose upon presentation of a business case within budget. All organisational reviews/ restructures must be agreed at Departmental Leadership Team (DLT) before being initiated and must have had HR Business Partner input. Outcomes of organisational reviews/ restructures must be agreed at DMT before being communicated and implemented. Within the remit of operational responsibility and in accordance with the Organisational Change Policy. Head of HR input on S188 agreements under the Trade Union and Labour Relations (Consolidation) Act 1992 (proposal to dismiss 20 or more employees.) All changes to Jobs or new Job Descriptions must be agreed by HR.

		<p>*Subject to prior consultation with all appropriate parties affected by the decision, including any Trades Union and consultation with the chair and vice-chair of the relevant service committee, except where the restructure:</p> <ul style="list-style-type: none"> - involves the overall loss of 10 posts or more not currently vacant; or - involves re-grading of posts or the grading of new posts with a salary of £100,000 or more; or - results in the total cost of the change to the staffing structure being £500,000 or more; or - results in a major change to the service provision received by residents; or - involves changes to existing National or Local Agreements and policies; or - cannot be achieved within the delegated powers in respect of budgets. <p>If it is not within this criteria, changes would need to be approved by Corporate Policy Committee (CPC) or the relevant service committee.</p>
	p. To make variations in establishment using approved grades and to determine all other matters relating to the employment of staff, within approved budgets and in accordance with the HR policies and procedures of the Council – if being undertaken outside a restructure (item 15).	<p>Director</p> <p>With input from HR colleagues where any additional time bound arrangements are in place (e.g. Transformation Programme)</p>
	q. Approval of changed and new job descriptions.	<p>Director following appropriate evaluation and to ensure that HR colleagues have evaluated new job descriptions.</p>

	<p>r. To approve, in consultation with the Chair of the Corporate Policy Committee:</p> <ul style="list-style-type: none"> • Voluntary and compulsory redundancies in line with Corporate Policy <ul style="list-style-type: none"> • Any special severance payments proposed in line with the Statutory Guidance on Special Severance Payments (May 2022) • Employee requested – Early retirement (where there is a pension strain cost) • Employer requested – Early retirement on grounds of ‘Efficiency of the Service’ retirement • Employee requested – Early retirement on compassionate grounds • Ill health retirement • Buy-out of hours • Flexible retirement 	<p>Chief Executive and/or Director of People and Customer Experience</p>
	<p>s. Dismissal</p>	<p>To be in accordance with the Disciplinary policy/Leaving the Council policy.</p> <p>To be agreed with HRBP, Head of HR or Director of People and Customer Experience as necessary.</p>
	<p>t. Issue notices of termination – redundancy & retirement.</p>	<p>Termination and Redundancy Director Retirement Head of Service ROSA, Head of HR.</p>

		To be in accordance with the Disciplinary policy/ Leaving the Council policy and any other relevant policies.
	u. To sign settlement agreements for employees/ex-employees, in consultation with the Chair of the Corporate Policy Committee and in line with Statutory Guidance on Special Severance Payments (May 2022).	Executive Director. Director People and Customer Experience. Director of Resources, S151 Officer Chief Executive if over this amount.
	v. Authorising the appointment of consultants.	Executive Director, Head of HR
	w. Appointing apprentices.	Head of Service ROSA, Head of HR in consultation with Service Director. (Decision will be based on how the roles are being funded and how they sit within the establishment.)
	x. To enter into reciprocal arrangements for the authorisation and appointment of officers to facilitate cross-border co-operation in the discharge of delegated functions with any other council or enforcement authority.	Service Director Head of HR or Director of People and Customer Experience.
	y. To take all necessary action to ensure the health and safety of their staff (and to include staff safeguarding/risk assessment).	Service Director, Head of Service, Team Manager, Senior Officer, Officer and other officer (all ROSA.) Head of HR and Head of Internal Audit to ensure that risk assessments are completed properly, particularly where there are

	serious risks to staff safeguarding.
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Land and assets

39. To manage land, premises, vehicles, plant, equipment, machinery, stock, stores, supplies, materials, furniture appliances and uniforms necessary for the provision of services.
40. To administer the supply of goods and services to other public authorities and bodies under the Local Authorities (Goods and Services) Act 1970 and all other enabling legislation.
41. To make application for planning permission and any other necessary applications for other consents required for the development of land.

Legal authorisation and enforcement

42. To act as 'duly authorised officers' (for the purposes of all relevant legislation) and to enforce/administer the requirements of all relevant regulatory legislation which shall (for the avoidance of doubt) include (but not be limited to) taking the following action (and all actions reasonably necessary, expedient or ancillary in order to facilitate or enable the same):
 - 42.1 Applying for warrants, carrying out investigations, inspections or surveys, entering land and premises, taking samples and seizing property
 - 42.2 issuing (or declining to issue) licenses, certificates or certified copies of documents, approvals, permissions, consents, notices, orders, directions or requisitions for information
43. With the approval of the **Monitoring Officer**, to authorise the institution, defense or participation in civil and criminal proceedings and quasi-proceedings (which for the avoidance of doubt shall include but not be limited to all court hearings, tribunal, inquiry and appeal processes), administer cautions and/or take any other action considered necessary to protect the interests of the Council.
44. To exercise the role of authorising officer and designated person under the Regulation of Investigatory Powers Act 2000. (The **Monitoring Officer** is excluded from this provision as he/she has the formal 'reviewer' role.)

Safeguarding children and vulnerable adults

45. To ensure that arrangements are in place to discharge the responsibilities of the Council within their functional responsibilities in respect of the need to safeguard and promote the welfare of children and of vulnerable adults.

Delegations to the Chief Executive/Head of Paid Service

46. The **Chief Executive** is the most senior officer in the Council. It is his/her role to support the Councillors and to provide **leadership** for the Council.
47. The **Chief Executive** is empowered to operate all the services of the Council and except where powers, duties and functions are delegated to a Councillor decision-making body, to exercise all powers, duties and functions of the Council, including those delegated to other **officers** with the exception of those statutory functions delegated exclusively to the Council's **Chief Finance Officer** or the **Monitoring Officer**.
48. Every Council has to, by law, appoint one of its officers as the Head of Paid Service. The Chief Executive is also the Council's **Head of Paid Service**. His/her responsibility in this role is to make proposals to the Council about the manner in which the discharge of the Council's functions is co-ordinated and the numbers, grades and organisation of staff required and the proper management of those staff.
49. The **Chief Executive** is given delegated power to undertake the following roles and responsibilities and to take the following decisions subject to the terms of this Constitution:
 - 49.1 To be the Council's principal officer representative and to promote its good image and reputation
 - 49.2 To lead and direct the strategic management of the Council
 - 49.3 To appoint other officers as **Proper Officers** for the purposes of any specific Council service area or function
 - 49.4 Unless another officer is appointed as Proper Officer, to act as Proper Officer for the Council for the purposes of all Council service areas and functions
 - 49.5 To maintain an up to date **Proper Officer** Register showing who is appointed to act as the Proper Officer for all Council service areas and functions
 - 48.6 To discharge emergency planning and civil contingency protection functions;
 - 48.7 To take such steps (including the incurring of expenditure where necessary) as may be required in the event of any national or local emergency requiring immediate action by the Council.
 - 48.8 To approve, in consultation with the Chair of the Corporate Policy Committee:
 - Voluntary and compulsory redundancies (with or without the early release of pension where the total cost is £95,000 or less)
 - Employee requested – Early retirement (where there is a pension strain cost)

- Employer requested – Early retirement on grounds of ‘Efficiency of the Service’ retirement
 - Employee requested – Early retirement on compassionate grounds
 - Ill health retirement
 - Buy-out of hours
 - Flexible retirement
- 48.9 To sign settlement agreements for employees/ex-employees, in consultation with the Chair of the Corporate Policy Committee and in line with the Statutory guidance on the making and disclosure of Special Severance Payments by local authorities in England (May 2022) for settlements of £30,000 and above (excluding any contractual payment such as pay in lieu of notice, untaken accrued annual leave).
- 48.10 To approve the pay, terms and conditions of service and training of any employee except where approval would be contrary to the provisions of the annual Pay Policy Statement which is reserved to full Council or where an approval falls within the responsibilities of the Corporate Policy Committee or would be contrary to the employment policies of the Council
- 48.11 To make decisions affecting the remuneration of any existing post where the remuneration is (or could become) £100,000 p.a. or more in consultation with the **Leader** as Chair of the Corporate Policy Committee, provided the remuneration for the post remains within the Council approved Pay Policy Statement.
- 48.12 To undertake the communications, marketing and media functions of the Council with regard to policy and strategic direction (operational responsibility rests with the Executive Director of Resources and S151 Officer).

Delegations to the Assistant Chief Executive

50. The Assistant Chief Executive is given delegated power to take any decisions in relation to the following areas of the Council's operations and services, subject to the terms of this Constitution:
- Engagement and Communications
 - Strategy Policy and Performance
 - Transformation
50. The Assistant Chief Executive Scheme of Delegation which is part of this constitution can be viewed on the following link:

Xxxxxx

Delegations to the Executive Director of Adults, Health & Integration

51. The Executive Director of Adults, Health & Integration holds the statutory role for the Council of the Director of Adult Social Services (required by Section 6 of the Local Authority Social Services Act 1970 as amended by the Children Act 2004.)
52. The Executive Director (Adults, Health & Integration) is given delegated power to take any decisions in relation to the following areas of the Council's operations and services, subject to the terms of this Constitution:

Public Health

- Health Improvement
- Health Protection and and Healthcare Public Health
- Health Intelligence and Children and Families
- Wider Determinants of Health

Adult Social Care Operations

- Adult Safeguarding (including Community Safety)
- Mental Health and Learning Disability
- Care4CE
- Improvement, Assurance and Development and Principal Social Worker
- South and East Community Teams and Community Care

Adult and Children Commissioning

- Integrated commissioning
- New Models of Care
- Integrated commissioning - Children's Families and Adults with Complex Needs
- Integrated commissioning (People)
- Integrated Urgent Care

53. The Executive Directors Adults, Health and Integration Officer Scheme of Delegation which is part of this constitution can be viewed on the following link:

XXXXXXX

Delegations to the Executive Director of Children's Services

54. The Executive Director (Children's Services) holds the statutory role for the Council of the Director of Children's Services (required by Section 18 of the Children Act 2004).
55. The Executive Director (Children's Services) is given delegated power to take any decisions in relation to the following areas of the Council's operations and services, subject to the terms of this Constitution:

Family Help and Children's Social Care

- Children in Need and Child Protection
- Provider Services
- Cared for Children and Care Leavers
- Family Help and Prevention

Education Strong Start and Integration

- Send and Inclusion
- Education Participation and Pupil Support
- Inclusion
- Education
- Education Psychology
- Early Years, Family Help & Prevention

Children's Services and Improvement

- Children's Safeguarding and Quality
- Children's development and partnerships
- Principal Social Worker

56. The Executive Director of Children's Scheme of Delegation which is part of this constitution can be viewed on the following link:

XXXXXX

Delegations to the Executive Director of Place

57. The Executive Director (Place) is given delegated power to take any decisions in relation to the following areas of the Council's operations and services, subject to the terms of this Constitution.

Growth and Enterprise

- Housing
- Economic Development
- Rural and Cultural Economy
- Estates

Planning and Environment

- Neighbourhood Services
- Environmental Services
- Regulatory Services
- Planning

Transport and Infrastructure

- Strategic Transport and Parking
- Rail and Transport Integration
- Strategic Infrastructure
- Highways

Client Commissioning (Alternative Service Delivery Vehicles (ASDV) / ESAR)

- Transport Service Solutions
- Everybody Sport and Recreation
- Tatton Park Enterprises Limited

58. The Executive Director of Place Scheme of Delegation which is part of this constitution can be viewed on the following link:
xxxxx

Delegations to the Executive Director of Resources and S151 Officer (also known as the Chief Finance Officer)

59. The Executive Director of Resources and S151 Officer is given delegated power to take any decisions in relation to the following areas of the Council's operations and services, subject to the terms of this Constitution:

People and Customer Experience

- Human Resources (HR)
- Organisational Development and Culture
- Customer Experience

Finance and Deputy s151 Officer

- Procurement
- Revenues and Benefits
- Finance Business Support
- Finance (Adults & Children's Services)
- Finance (Place & Corporate Services)
- Finance (Strategic Finance & Accounting)

Digital (SIRO 'Senior Information Risk Owner')

60. The Executive Director of Resources, Section 151 Scheme of Delegation which is part of this constitution can be viewed on the following link:

xxxxxx

Delegations to the Governance, Compliance and Monitoring Officer (also known as the Monitoring Officer)

61. The Governance Compliance and Monitoring Officer is given delegated power to take any decisions in relation to the following areas of the council's operations and services, subject to the terms of this Constitution.
- Legal Services
 - Audit, Risk and Assurance
 - Democratic Services

62. The Governance Compliance and Monitoring Officer Scheme of Delegation which is part of this constitution can be viewed on the following link:

xxxxxx

Arrangements for Statutory and Proper Officer functions

63. Many legislative provisions require the appointment of a **Statutory Officer** or **Proper Officer** to undertake formal responsibilities on behalf of the Council.
64. The **Chief Executive/Head of Paid Service** shall be the Proper Officer of the Council for the purposes of the Local Government Act 1972, the Local Government Act 2000 and for all other statutory purposes unless:
- 64.1 such designation is given by the Council to any other officer, or
- 64.2 the Chief Executive/Head of Paid Service, exercising the powers given to him/her by this Constitution, appoints another officer of the Council to be the Proper Officer for a specific service area or function.
65. The Scheme of Delegation to Officers and tables below outline the designated Statutory Officer and Proper Officer functions for the Council and those officers (or where necessary, their substitute) shall undertake the specific responsibilities entailed. The roles of Returning Officer and Electoral Registration Officer will be appointed to by full Council and the statutory requirements and related functions/duties are detailed in a separate table below.
66. Statutory provisions and regulations are from time to time amended, replaced or re-enacted. When a statutory provision or regulation is amended, replaced or re-enacted, the appointments in the table below shall be effective in relation to the corresponding new provision.
67. Substitutes are identified to act where the **Proper Officer** is absent or otherwise unable to act.
68. In the event of any officer (and their substitute) identified in the Scheme of Delegation to Officers or in the table below being for any reason absent or unable to act and the officer/substitute has not made any other arrangements for the exercise of the relevant duties, the and Monitoring Officer shall nominate an officer to act in their stead.

RETURNING OFFICER AND ELECTORAL REGISTRATION OFFICER

69. The following functions are allocated to the Chief Executive/Head of Paid Service.

STATUTORY REQUIREMENT/PROVISION	FUNCTION/DUTY	SUBSTITUTE
Representation of the People Act 1983 Section 8	Electoral Registration Officer	Head of Democratic Services Electoral Services Manager
Representation of the People Act 1983 Section 9	Maintain Electoral Register	As above
Representation of the People Act 1983 Section 28	Acting Returning Officer (Parliamentary)	As above
Representation of the People Act 1983 Section 35	Returning Officer (Local Elections)	As above
Local Government Act 2000 Local Authorities (Referendums)(Petitions) Regulations 2011 Reg 4 and 5	Verification number (5% of local government electors for validating petitions) and publication of the number	As above
Local Government Act 2000 Local Authorities (Referendums)(Petitions) Regulations 2011 Reg 7	Steps to be taken in relation to post announcement and post direction petitions.	As above
Local Government Act 2000 Local Authorities (Referendums)(Petitions) Regulations 2011 Reg 8	Amalgamation of petitions	As above
Local Government Act 2000 Local Authorities (Referendums)(Petitions) Regulations 2011 Reg 11	Procedure on receipt of a petition	As above
Local Government Act 2000 Local Authorities (Referendums)(Petitions) Regulations 2011 Reg 13	Publicity for valid petitions	As above

Local Authorities (Conduct of Referendums) (England) Regulations 2012	Proper Officer functions in relation to referendums	As above
Representation of the People Act 1983 S67	Receipt of notice of appointment of election agent	As above
Representation of the People Act 1983 S82 and S89	Receipt and retention of election expense declarations and returns	As above
Representation of the People Act 1983 S131	Provision of accommodation for election count	As above

STATUTORY OFFICERS

STATUTORY REQUIREMENT	ALLOCATED TO	SUBSTITUTE
Local Government and Housing Act 1989 Section 4 Head of Paid Service	Chief Executive	Relevant Executive Director
Local Government Act 1972 Section 151 Chief Finance Officer	Executive Director of Resources and S151 Officer (Chief Finance Officer)	Director of Finance and Deputy S151 Officer (Deputy Chief Finance Officer)
Local Government and Housing Act 1989 Section 5 Monitoring Officer	Governance, Compliance and Monitoring Officer	Head of Legal Services (as Deputy Monitoring Officer)
Local Authority Social Services Act 1970 Section 6(as amended) Director of Adult Social Services	Executive Director Adults, Health & Integration	Director Adult Social Care Operations
Children Act 2004 Section 18	Executive Director Children's Services	All Service Directors

Director of Children's Services		
Children Act 1989 Section 22	Executive Director Children's Services (DCS)	All Service Directors
Children Act 1989 23ZZA Virtual School Headteacher	Head of Service Inclusion	Deputy Virtual School Headteacher
National Health Service Act 2006 Section 73A	Director of Public Health	Public Health Consultants
Weights and Measures Act 1985 Section 72 Chief Inspector of Weights and Measures	Trading Standards and Community Protection Manager	Senior Enforcement Officer, Trading Standards
Local Government Act 2000 Section 9FB Scrutiny Officer	Head of Democratic Services	Democratic Services Manager

PROPER OFFICERS

Chief Executive

To act as the Authority's Proper Officer in respect of the following statutory functions:

STATUTORY PROVISION	FUNCTION/DUTY	SUBSTITUTE
Any enactment passed before or during the 1971/72 session of Parliament other than the Local Government Act 1972 or any instrument made before 26 October 1972	Reference to Town Clerk or Clerk to the Council is to be construed as reference to the Proper Officer of the Council	Executive Director of Resources and S151 Officer

Local Government Act 1972 S13(3)	Formation of 'the Parish Trustees' with the chairman of parish meeting when no separate parish council	Head of Democratic Services
Local Government Act 1972 S88(2)	Convening a Council meeting to fill casual vacancy in office of chairman	Head of Democratic Services
Local Government Act 1972 S210(6) and (7)	Exercise of certain residual functions relating to charities	Executive Director of Resources and S151 Officer
Local Government Act 1972 S248	Keeping roll of persons admitted to the freedom of a city or town.	Head of Democratic Services
Local Government Act 1972 S99 & Schedule 12 para 4	Signature of summons to Council meetings and receipt of notices regarding address to which summons to meeting is to be sent	Head of Democratic Services
Local Government Finance Act 1988 S116(1)	Notifying the external auditor of arrangements for a meeting to consider a report of the Chief Finance Officer	Executive Director of Resources and S151 Officer
Local Government and Housing Act 1989 S2	Receipt of list of politically restricted posts.	Executive Director of Resources and S151 Officer
Local Government and Housing Act 1989 S3A	Determine applications for exemption from the list of politically restricted posts	Executive Director of Resources and S151 Officer
Local Government and Housing Act 1989 S15	Duty to allocate seats to political groups.	Head of Democratic Services
Local Government and Housing Act 1989 S16	Duty to give effect to allocation of seats to political groups.	Head of Democratic Services

The Local Authorities (Members' Allowances) (England) Regulations 2003 Regulation 13	Receipt of notice in writing that a Councillor wishes to forego any part of entitlement to an allowance	Head of Democratic Services
Local Government (Committee & Political Groups) Regulations 1990	Receipt of notice of formation and membership of a political group	Head of Democratic Services
Local Elections (Principal Areas) (England and Wales) Rules 2006 Schedules 2 and 3, Rule 50	Receipt from Returning Officer of the names of persons elected to the Council	Governance, Compliance and Monitoring Officer
Terrorism Act 2000 Part 3	Nominated officer to receive disclosures on suspected terrorist property	Executive Director of Adults, Health and Integration

Executive Director of Resources and S151 Officer (Chief Finance Officer)

To act as the Authority's Proper Officer in respect of the following statutory functions:

STATUTORY PROVISION	FUNCTION	SUBSTITUTE
Any enactment passed before or during the 1971/72 session of Parliament other than the Local Government Act 1972 or any instrument made before 26 October 1972	Reference to the Treasurer is to be construed as reference to the Chief Finance Officer of the Council	Director of Finance and Deputy S151 Officer (Deputy Chief Finance Officer)
Local Government Act 1972 – S115(2)	Receipt of monies due from officers	Director of Finance and Deputy S151 Officer (Deputy Chief Finance Officer)
Local Government Act 1972 – S146(1)(a) and (b)	Declarations and certificates relating to securities to enable transfer	Director of Finance and Deputy S151 Officer (Deputy Chief Finance Officer)
Local Government Act 1972 – S228(3)	Making accounts available to inspection by Members of the Authority	Director of Finance and Deputy S151

		Officer (Deputy Chief Finance Officer)
Local Government Finance Act 1988 S114, S114A, S115	Responsibility for Chief Finance Officer Reports	Director of Finance and Deputy S151 Officer (Deputy Chief Finance Officer)
Proceeds of Crime Act 2002 Part 7	Nominated officer to receive disclosures of suspected money laundering	Director of Finance and Deputy S151 Officer (Deputy Chief Finance Officer)

Executive Director of Place

To act as the Authority's Proper Officer in respect of the following statutory functions:

STATUTORY PROVISION	FUNCTION	SUBSTITUTE
Local Land Charges Act 1975 Land Registration Act 2002	Local Registrar within the meaning of the Acts who shall register any matters specified by these Acts affecting land situated within the district	Head of Planning
Rent Act 1977 S63	Appointment of Rent Officers under a scheme	Head of Estates
Rent Act 1977 Sched 15, Part IV, para 7	Certification of provision of suitable alternative accommodation	Head of Estates
Housing Act 2004 3(1) & 3(2) S4	A local housing authority must keep the housing conditions in their area under review with a view to identifying any action that may need to be taken under the provisions of the act.	Head of Housing
Housing Act 1996 as amended by the Homelessness Act 2002 Homelessness (Priority Need for Accommodation) (England) Order 2002	To fulfil the statutory homelessness duties	Head of Housing

and the Homelessness Reduction Act 2017		
Housing Act 1996(Part 6) as amended by the Localism Act 2011	To fulfil the statutory duty to have an Allocations Policy to set out how social housing will be allocated within the Local Authority area	Head of Housing
Housing Grants, Construction and Regeneration Act 1996	To provide facilities for disabled persons in dwellings	Head of Housing
Homelessness Act 2002 Homelessness Reduction Act 2017	Duty to formulate a Homelessness and Rough Sleeping Strategy	Head of Housing
Housing Act 2004	Mandatory Licensing of Houses in Multiple Occupation.	Head of Housing
Home Energy and Conservation Act 1995	Requires all local authorities (LAs) in England to submit reports to the Secretary of State of the Department for Energy Security and Net Zero (DESNZ) demonstrating what energy conservation measures they have adopted to improve the energy performance of residential accommodation within that LA's area.	Head of Housing
Localism Act 2011	Places a duty on all Local Authorities to produce a Tenancy Strategy.	Head of Housing
Food Safety Act 1990 S5	“Authorised Officer” to act in matters arising under the Act	Head of Regulatory Services
Agriculture Act 1970 S67	Appointment of agricultural inspectors and an agricultural analyst (and, if they think fit, one or more deputy agricultural analyst.)	Head of Regulatory Services

Highways Act 1980 S37(5)	Receipt of certificates approving dedication of highways to be maintainable at public expense and making certificates available for inspection	Head of Highways
Highways Act 1980 S38	Power to adopt the highway by agreement	Head of Infrastructure
Highways Act 1980 S205(3) and (5)	Duties in relation to street works in private streets	Head of Strategic Infrastructure
Highways Act 1980 S210(2)	Certification of document giving details of any amendments to estimate of costs and provisional apportionment of costs of street works in private streets	Head of Strategic Infrastructure
Highways Act 1980 S211(1), 212(4), 216(2) and (3)	Making a final apportionment of costs of street works under the private street works code	Head of Strategic Infrastructure
Highways Act 1980 S278	Agreements for the execution of works	Head of Strategic Infrastructure
Highways Act 1980 S295	Issuing of notice to require owners to remove materials from streets in which works are due to take place	Head of Highways
Highways Act 1980 S321	Signature and authentication of notices, consents, approvals, orders, demands, licences, certificates or other documents	Head of Highways
Local Government (Miscellaneous Provisions) Act 1982	Entertainments, licensing control of sex shops	Head of Regulatory Services
Licensing Act 2003 Gambling Act 2005	Licensing and gambling functions	Head of Regulatory Services
Local Government Act 1972 S191(2)	Receipt of applications under section 1 Ordnance Survey Act 1841	Head of Planning

Building Act 1984 S61	Receive notification of, and having free access to, repairs of drains	Head of Planning
Building Act 1984 and Building Regulations	Authentication of Documents and issue of notices	Head of Planning
Building Act 1984	<p>(a) Various purposes with regard to drainage, water supply, sanitary accommodation.</p> <p>(b) Purposes relating to building control other than those comprised in (a) above</p> <p>(c) authorise action in relation to dangerous structures under Section 78</p>	Head of Planning
Planning (Consequential Provisions) Act 1990 Schedule 3, para 3	Receipt of deposit of list of protected buildings – S54(4) Town & Country Planning Act 1971	Head of Planning
Countryside and Rights of Way Act 2000	Access to the Countryside	Head of Rural and Cultural Economy
Food Safety Act 1990 S5	“Authorised Officer” to act in matters arising under the Act	Head of Regulatory Services
Food Safety Act 1990 S27	Appointment of Public Analyst	Head of Regulatory Services
Food Safety Act 1990 S49	Signature of any document authorised or required by or under the Act	Head of Regulatory Services

Environmental Protection Act 1990 S149 - 151	Discharging the functions in this section for dealing with stray dogs	Head of Neighbourhood Services
Public Health Acts 1936 and 1961 Control of Pollution Act 1974 Housing Acts 1957 and 1988 Local Government Act 1989 Local Government (Miscellaneous provisions) Act 1976 Prevention of Damage by Pests Act 1948 Environmental Protection Act 1990	Authentication of Documents and issue of notices	Head of Regulatory Services
Public Health (Control of Disease) Act 1984 S48	Certification that it would be a health risk to retain a body in any place	Head of Regulatory Services
Public Health (Control of Disease) Act 1984 S61	Powers to enter premises for certain purposes under the Act	Head of Regulatory Services
Public Health (Control of Disease) Act 1984 S62	Supplementary provisions in relation to entry of premises	Head of Regulatory Services

Director of Public Health

To act as the Authority's Proper Officer in respect of the following statutory functions:

STATUTORY PROVISION	FUNCTION	SUBSTITUTE
Public Health (Control of Disease) Act 1984 S59	Signature and authentication of notices, orders or other documents	Lead for Health Protection and the Wider Determinants of Health

Health Protection (Notification) Regulations 2010 Regulation 2	Receipt of notice from medical practitioner of suspected disease, infection or contamination in patients	Lead for Health Protection and the Wider Determinants of Health
Health Protection (Notification) Regulations 2010 Regulation 3	Receipt of notice from medical practitioner of suspected disease, infection or contamination in dead persons	Lead for Health Protection and the Wider Determinants of Health
Health Protection (Notification) Regulations 2010 Regulation 6	Duty to disclose (when notification received under regulation 2 or 3) information to Public Health England and others	Lead for Health Protection and the Wider Determinants of Health

Governance, Compliance and Monitoring Officer

To act as the Authority's Proper Officer in respect of the following statutory functions:

STATUTORY PROVISION	FUNCTION	SUBSTITUTE
Local Government Act 1972 S83	Receipt of declaration of acceptance of office by chairman, vice-chairman or Councillor	Head of Democratic Services
Local Government Act 1972 S84(1)	Receipt of notice of member resignation of office	Head of Democratic Services
Local Government Act 1972 S86	Declare any vacancy in member's office	Head of Democratic Services
Local Government Act 1972 S89 Local Elections (Parishes and Communities) (England and Wales) Rules 2006/3305	Receipt of notice of casual vacancy of Councillor (Also for Parish and Community Councils)	Head of Democratic Services
Local Government Act 1972 S100B(2)	Exclusion of whole or part of reports from public inspection	Governance, Compliance and Monitoring Officer, Head of Legal and Deputy

		Monitoring Officer(s)
Local Government Act 1972 S100B(7)(c)	Supply of documents to the press	Governance, Compliance and Monitoring Officer, Head of Legal Deputy Monitoring Officer(s)
Local Government Act 1972 S100C(2)	Written summary of proceedings where minutes would disclose exempt information	Governance, Compliance and Monitoring Officer, Head of Legal and Deputy Monitoring Officer(s)
Local Government Act 1972 S100D(5)(a)	Identification of background papers	Governance, Compliance and Monitoring Officer, Head of Legal and Deputy Monitoring Officer(s)
Local Government Act 1972 S100F(2)	Exclusion from production to Members of the Authority documents disclosing exempt information	Governance, Compliance and Monitoring Officer, Head of Legal and Deputy Monitoring Officer(s)
Local Government Act 1972 S223(1) Also S60 County Courts Act 1984	Authorisation of any member or officer of the Authority to conduct, prosecute, defend or appear in proceedings before a magistrates court. Also County Court for possession of a house belonging to the authority and /or recovery of any rent etc or other sum relating to occupation of such a house.	Governance, Compliance and Monitoring Officer, Head of Legal and Deputy Monitoring Officer(s)

Local Government Act 1972 S225	Receipt and retention of documents deposited with the Authority	Governance, Compliance and Monitoring Officer, Head of Legal and Deputy Monitoring Officer(s)
Local Government Act 1972 S229(5)	Certification of photographic copies of documents	Governance, Compliance and Monitoring Officer and their authorised signatories.
Local Government Act 1972 S234 (1) and (2)	Authentication of documents- signature of any notice, order or other document on behalf of the Authority, any document purporting to bear the signature of the proper officer shall be deemed as duly given, made or issued by the Authority.	Governance, Compliance and Monitoring Officer and their authorised signatories.
Local Government Act 1972 S236 (9)	Sending copies of byelaws to parish councils or parish meetings	Governance, Compliance and Monitoring Officer, Head of Legal and Deputy Monitoring Officer(s)
Local Government Act 1972 S236 (10)	To send copies of byelaws to the County Council	Governance, Compliance and Monitoring Officer, Head of Legal and Deputy Monitoring Officer(s)
Local Government Act 1972 S238	Certification of copy of byelaws	Governance, Compliance and Monitoring Officer, Head of Legal and Deputy Monitoring Officer(s)

Local Government Act 1972 Schedule 14, para 25(7)	Certification of resolutions	Governance, Compliance and Monitoring Officer and their authorised signatories.
Local Government (Miscellaneous Provisions) Act 1976 S41	Certification of copies of resolutions, orders, reports and minutes and other documents	Governance, Compliance and Monitoring Officer and their authorised signatories.
Freedom of Information Act 2000 – S36(2) & (5)	Decision of whether information is exempt from disclosure to the public arising from the prejudice to the conduct of public affairs	Governance, Compliance and Monitoring Officer/Executive Director Resources and S151 Officer
Localism Act 2011 S29	Establish and maintain a register of member's and co-opted members' interests	Deputy Monitoring Officer
Localism Act 2011 S31	Receipt of notice of members' disclosable pecuniary interests and entering such interests in the Authority's register	Head of Democratic Services
Localism Act 2011 S32	Consideration whether a member's interest is a sensitive interest	Deputy Monitoring Officer
Localism Act 2011 S33	Determination of written requests from members for dispensations where they have a pecuniary interest	Deputy Monitoring Officer
Local Government Act 1974 S30(5)	Notice of Local Commissioner (Ombudsman) reports	Deputy Monitoring Officer
Regulation of Investigatory Powers Act 2000(RIPA)	Senior Responsible Officer for RIPA	Governance Compliance and Monitoring Officer
	RIPA Co-ordinator	Information Rights Manager

Head of Democratic Services

STATUTORY PROVISION	FUNCTION	SUBSTITUTE
Registration Service Act 1953 S9 (1) and (2)	Appointment of interim superintendent registrars and registrars	Civic and Registration Services Manager
Registration Service Act 1953 S13 (2)(h) and (3)(b)	Powers under the local scheme of organisation	Civic and Registration Services Manager
Registration Service Act 1953 S20	Proper Officer to be subject to regulations made by the Registrar General	Civic and Registration Services Manager
Marriage Act 1949 Marriage Act 1994 Civil Partnership Act 2004 The Marriages and Civil Partnerships (Approved Premises) Regulations 2005	Determination of applications for approval of premises, exercise of registration functions	Civic and Registration Services Manager
Local Authorities Cemeteries Order 1977 Article 12	Responsibility for storage and charge of cemetery records	Civic and Registration Services Manager
Local Authorities Cemeteries Order 1977 Schedule 2	Responsibility for the signature of grants and granting of permission for various matters	Civic and Registration Services Manager

Miscellaneous

To act as the Authority's Proper Officer in respect of the following statutory functions:

STATUTORY PROVISION	FUNCTION	PROPER OFFICER	SUBSTITUTE
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Local Government Act 1972 S100D(1)(a)	Compilation of lists of background papers, identification of background papers	In the case of any report the name of the Officer at Corporate Leadership Team level who has responsibility for the subject matter of the report and in the case of the joint report the first named Officer	The relevant Director/ Head of Service/Manager below the Corporate Leadership Team Officer.
Local Government (Miscellaneous Provisions) Act 1976 S16	Service of notices requiring details of any interests in land.	Chief Executive or other Officer at Corporate Leadership Team level	The relevant Director/ Head of Service/Manager below the Corporate Leadership Team Officer.
Regulation of Investigatory Powers Act 2000 S27, 28 and 29	Authorising Officer & Designated person for the use of surveillance and the acquisition and disclosure of communications data	Chief Executive or other Officer at Corporate Leadership Team level	The relevant Director/ Head of Service/Manager below the Corporate Leadership Team Officer.
Freedom of Information Act 2000 S36	Determination of exemptions apart from those relating to s.36 prejudice to conduct of public affairs	All Officers at Corporate Leadership Team level	The relevant Director/ Head of Service/Manager below the Corporate Leadership Team Officer.
Anti-Social Behaviour Act 2003 and Anti-Social Behaviour Crime and Policing Act 2014	Proper Officer functions anti-social behaviour and community protection	Relevant Director	Relevant Head of Service
Data Protection Act 2018	Data Protection Officer (DPO)	Information Rights Manager	Deputy Data Protection Officer

Any	Any other provisions for which arrangements are not made above or in the scheme of delegation to officers (whether made before or after this last was last updated) requiring a proper officer or authorised officer from time to time - either to nominate a proper officer or to exercise the functions.	Chief Executive	Relevant Director
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Assistant Chief Executive

Introduction and Context

The Assistant Chief Executive has overall responsibilities within the Council for the Assistant Chief Executive Directorate functions. The Assistant Chief Executive is able to onward delegate these functions to other officers. This document seeks to capture those onward delegations.

The Assistant Chief Executive is given delegated power to exercise all the Authority's powers, functions and responsibilities and to take any decisions in relation to the following areas of the Council's operations and services, subject to the Constitution:

-Engagement and Communications

-Strategy Policy and Performance

-Transformation

The powers delegated are wide and inclusive and are not listed by reference to each and every statute, function or regulation.

Type of activity	Specific function or decision-making	Officer responsible for that function
Engagement and Communications	To exercise the functions of the engagement and communications team including internal and external facing engagement, consultation and communication activity.	Head of Engagement and Communications
	To provide advice and guidance to Members and senior officers including in cases of urgency and crisis, and/or when an appropriate Member or officer is not available, to act as a spokesperson for the Council.	Head of Engagement and Communications
Public consultations	To design, develop, launch and / or commission public consultation activities with approval of any relevant	Head of Engagement and Communications

	senior officer and committee chair.	
Commissioning third parties	To commission third parties to deliver media relations, social media, email and digital marketing and public engagement, to protect and enhance the Council's reputation and services where appropriate.	Head of Engagement and Communications
Strategy, Policy and Performance	To be responsible for strategy, policy, performance management and business intelligence that supports the Council, Leadership, Members and Senior Officers.	Head of Strategy, Policy and Performance
	To design, develop, launch and / or commission research and customer insight activities.	Head of Strategy, Policy and Performance
	To make decisions relating to the collection, organisation, storage and analytical use of Council held data and the implementation of new technologies to support evidence-based decision making within the Council, adhering to all relevant policies and strategies.	Head of Strategy, Policy and Performance In consultation with the Director of Digital and Data Protection Officer where necessary.
Equality, Diversity and Inclusion	To lead on the Council's statutory responsibilities and strategy for Equality, Diversity and Inclusion.	Head of Strategy, Policy and Performance
Corporate Plan	To be responsible for the development and delivery of the Cheshire East (Corporate) Plan.	Head of Strategy, Policy and Performance
Policy Framework and Performance	To be responsible for the development and updating of the Policy Framework, business plan and overall	Head of Strategy, Policy and Performance

Management Framework	Performance Management Framework to support the delivery and reporting against the Cheshire East Plan.	
Statutory data returns	To collate, prepare and complete statutory data returns on behalf of the Council for children's and adults social care, and education.	Head of Strategy, Policy and Performance In agreement with the
Projects	To deliver effective project management support to the Transformation Plan and significant directorate led projects.	Head of Transformation

Transformation	To deliver the Transformation Plan.	Head of Transformation
	To deliver the Local Government Association Corporate Peer Challenge Action Plan.	Assistant Chief Executive
	To procure and work collaboratively with an external transformation partner, initially focussing on financial recovery.	Head of Transformation
	To deliver a scheme of service redesign.	Head of Transformation
	To deliver a plan for future savings and efficiencies.	Head of Transformation
	To deliver the whole organisation transformation programme and other specific improvement projects.	Head of Transformation
	To lead the development and delivery of a resident engagement strategy to rebuild trust and understanding of the new service offering that Cheshire East will provide.	Assistant Chief Executive
	To develop and implement a range of performance indicators to evidence delivery of the transformation plan and improvement.	Head of Transformation
	To drive the Brighter Futures change programme and delivery of business change.	Head of Transformation

Scheme of Delegation-Executive Director of Adults, Health and Integration

Introduction and context

The Executive Director has overall responsibilities within the Council for Adults, Health and Integration functions. The Executive Director is able to onward delegate these functions to other officers. This document seeks to capture those onward delegations.

The Executive Director (Adults, Health & Integration) is given delegated power to exercise all the Authority's powers, functions and responsibilities and to take any decisions in relation to the following areas of the Council's operations and services, subject to the terms of the Constitution and their statutory functions:

-Public Health:

Health Improvement, Health Protection and Healthcare Public Health, Health Intelligence and Children and Families, Wider Determinants of Health

-Adult Social Care Operations:

Adult Safeguarding (including Community Safety), Mental Health and Learning Disability, Care4CE, Improvement, Assurance and Development and Principal Social Worker, South and East Community Teams and Community Care

-Commissioning:

Integrated Commissioning, New Models of Care, Integrated Commissioning - Adults with Complex Needs, Integrated Commissioning (People), Integrated Urgent Care.

The powers delegated are wide and inclusive and are not listed by reference to each and every statute, function or regulation.

Type of activity	Specific function or decision-making	Officer responsible for that function
Public Health		
	The power to act on behalf of the Director of Public Health in their absence, in relation to any matter within their Statutory remit.	Public Health Consultants for their areas of responsibility, in consultation with the Executive Director, Adults, Health and Integration.
Section 75 NHS Act 2006	s75- Entering into extending and varying prescribed arrangements with the NHS in relation to the exercise of:	Executive Director- Adults, Health and Integration within

	<p>(a) prescribed functions of the NHS bodies and</p> <p>(b) prescribed health related functions of the local authorities,</p> <p>If the arrangements are likely to lead to an improvement in the way in which those functions are exercised.</p>	agreed delegation from committee.
s7A National Health Service Act 2006	Responsibility for the functions under s7A National Health Service Act 2006 – arrangements to undertake Secretary of State's public health functions.	Director of Public Health
Secretary of State Regulations, s6C of the National Health Service 2006 Act and dental public health powers.	To exercise such other public health functions as the Secretary of State specifies in regulations, including services prescribed under section 6C of the 2006 Act and under dental public health powers under s 111 of the 2006 Act, as amended.	Director of Public Health
Health Protection and Emergency Planning	<p>Provide information and advice to promote health protection arrangements against threats like infectious diseases, environmental hazards and extreme weather events.</p> <p>To plan for and respond to, emergencies that present a risk to public health, in consultation with the council's emergency planning officer/team where appropriate.</p>	Director of Public Health
Violent or sexual offenders etc.	To undertake the local authority's role in co-operating with the police, the probation service and the prison service to assess the risks posed by violent or sexual offenders, relevant terrorist offenders (or persons who may be at risk of involvement in terrorism-related activity) or other persons who, by reason of offences committed by them, are considered by the responsible authority to be persons who may cause serious harm to the public pursuant to section 325 Criminal Justice Act 2003.	Director of Public Health

	To exercise such other public health functions as the Secretary of State specifies in regulations, including services prescribed under section 6C of the 2006 Act and under dental public health powers under s 111 of the 2006 Act, as amended.	Director of Public Health
Prison health	Responsibility for the functions under section 249 National Health Service Act 2006. Joint working in respect of prison health.	Director of Public Health
Licensing	To be responsible for the local authority's public health response as a responsible authority under the Licensing Act 2003, including making representations about licensing applications under sections 5(3), 13(4), 69(4) and 172B(4) of the Licensing Act, as amended by Schedule 5 of the Health and Social Care 2012.	Director of Public Health
Integrated Care Boards (ICB)	To provide public health advice to relevant integrated care board(s).	Director of Public Health
Joint Strategic Needs Assessment	To advise upon and contribute towards, produce and update as necessary the Joint Strategic Needs Assessment in consultation with NHS partners.	Director of Public Health
Health and Wellbeing Strategy	To lead on and co-ordinate the development, production, publication and updating of the Cheshire East Joint Health and Wellbeing Strategy in consultation with NHS partners, for approval by the Health and Wellbeing Board.	Director of Public Health in consultation with the Executive Director, Adults, Health and Integration.
Health and Wellbeing Board	To have a place on the local health and wellbeing board (s194(2)(d) of the Health and Social Care Act 2012).	Director of Public Health
Annual Report	To produce the Director of Public Health's annual report on the health of the people in Cheshire East pursuant to section 73B (5) National Health Service Act 2006, for	Director of Public Health

	approval by the Health and Wellbeing Board.	
Commissioning advice	To provide public health advice to NHS commissioners to help secure: <ul style="list-style-type: none"> • Commissioning strategies that meet the needs of vulnerable groups • The development of evidence-based care pathways and service specifications • Evidence-based prioritisation policies • Health needs audits and health equity audits and health impact assessments. 	Director of Public Health
National child measurement programme	Responsibility for the exercise by the authority of its functions under Schedule 1 National Health Service Act 2006 including medical inspection of school pupils and ensuring delivery of the National Child Measurement Programme-weighing and measuring children.	Director of Public Health
NHS health checks	To secure the delivery of NHS Health Check assessments.	Director of Public Health
Sexual health services	To ensure appropriate access to sexual health services.	Director of Public Health
Clinical governance	To ensure appropriate clinical governance arrangements are in place in respect of any clinical services commissioned, including sexual health and drug and alcohol services.	Director of Public Health
Reduction of health inequalities	To maintain a particular focus on ensuring disadvantaged groups receive the attention they need, with the aim of reducing health inequalities.	Director of Public Health
Provision of Healthy Start vitamins	To be responsible for providing Healthy Start vitamins at any maternity or child health clinic commissioned by the council, in accordance with the Healthy Start and	Director of Public Health

	Welfare Food Regulations 2005 as amended.	
Health visitor reviews and healthy child programme	To ensure the delivery of universal Health Visitor Reviews within the healthy child programme.	Director of Public Health
Grants	To manage ring-fenced public health grants and be accountable for how this funding is spent.	Director of Public Health
All other public health functions	Responsibility for the exercise of all other Local Authority's public health functions specified in the National Health Service Act 2006 and any other relevant legislation.	Director of Public Health
Adult Social Care Operations		
Statutory role-DASS	To act as the Council's statutory Director of Adult Social Services (DASS) under the law and the Council's Constitution.	Executive Director-Adults, Health and Integration
	To act as DASS in the unplanned absence of the Executive Director of Adults, Health and Integration.	Director of Adult Social Care Operations
	To deputise for the Executive Director of Adults, Health and Integration when required at local and national levels.	Director of Adult Social Care Operations
	<ul style="list-style-type: none"> i. Accountability for assessing local needs and ensuring availability and delivery of a full range of adult social services 	<p>Service Director ROSA ('relevant operational service area')</p> <p>In the Service Directors absence, the functions are delegated to a nominated Head of Service in consultation with the Executive</p>

		Director. Nominated Head of Service to be determined by the Director of Adult Social Care & Operations or by the Executive Director.
	<ul style="list-style-type: none"> ii. Professional leadership, including workforce planning iii. Leading the implementation of standards iv. Managing cultural change v. Promoting local access and ownership and driving partnership working vi. Delivering an integrated whole systems approach to supporting communities vii. Promoting social inclusion and wellbeing 	Service Director ROSA. As appropriate to the service area, for individuals, for services and for local populations
	To exercise the authority's functions within the meaning of the Local Authorities Social Services Act 1970 as amended from time to time, the Care Act 2014, Health and Care Act 2022 and any social care legislation, insofar as it relates to adults.	Executive Director-Adults, Health and Integration
	To discharge any functions exercisable by the authority under Section 75 of the National Health Service Act 2006 on behalf of an NHS body, so far as those functions relate to adults.	Executive Director-Adults, Health and Integration
	To discharge the Council's functions regarding the assessment of need for, and provision of, community care services in accordance with the Care Act 2014 and any Regulations thereunder.	DASS with day-to-day activities undertaken by social workers overseen by the Director of Adult Social Care & Operations.
Care Act 2014	s2 Preventing needs for care and support	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer and other officer (all ROSA.)

	s3 Promoting Integration of care and support with health services, etc.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer and other officer (all ROSA.)
	s5 Promoting diversity and quality in provision of services	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer and other officer (all ROSA.)
	s6 Co-operating generally with relevant partners and appropriate persons in the exercise of their respective functions relating to (a) adults with needs for care and support and (b) carers.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer and other officer (all ROSA.)
	s13 Eligibility criteria applied to an adult who has needs for care and support or a carer who has needs for support.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer and other officer (all ROSA.)
	s14 Charging for meeting care and support needs	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer and other officer (all ROSA.)
	s47 Protecting property of adults being cared for away from home	Director of Adult Social Care & Operations, Head of Service, Team Manager (all ROSA.)
Care Act 2014 General	s1 Promoting wellbeing when carrying out care and support functions in respect of an individual.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer (all ROSA.)

	s4 Providing information and advice relating to care and support for adults and support for carers.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer (all ROSA.)
	s7 Co-operating in specific cases	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, other officer (all ROSA.)
	s8 Meeting (a) adults needs for care and support and (b) carers needs for support	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, other officer (all ROSA.)
	ss9-12 Assessing (a) adults needs for care and support and (b) carers needs for support	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, other officer (all ROSA.)
	s17 Assessment of financial resources.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, other officer (all ROSA.)
	ss18-23 Duties and powers to meet (a) adults needs for care and support and (b) carers needs for support.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, other officer (all ROSA.)

	ss24-30 Steps following needs or carers assessments including care and support planning and personal budget	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, other officer (all ROSA.)
	ss31-33 Direct payments	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, other officer (all ROSA.)
	Duty of councils to provide temporary protection for property of persons admitted to hospitals, etc. To approve expenditure incurred under s47 Care Act 2014 in the protection of movable property of persons and to recover such expenditure where applicable.	Executive Director – Adults, Health and Integration-delegated to Finance and Business Support.
	ss37-38 Continuity of care and support when an adult moves.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer, other officer (all ROSA.)
	ss39-41 Establishing ordinary residence and financial adjustments between local authorities.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer, other officer (all ROSA.)
	ss42-47 Safeguarding adults at risk of abuse or neglect and discharge the functions of the council in relation to Domestic abuse. To be accountable for discharging the functions of the Council in relation to the Multi Agency Risk Assessment Conference (MARAC) and Multi agency Public Protection Arrangements (MAPPA).	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer, other officer (all ROSA.)

	To exercise the functions of the Council in respect of domestic homicide reviews established and conducted under Section 9 of the Domestic Violence, Crime and Victims Act 2004 in partnership with the Safer Cheshire East Partnership (SCEP). Chaired by the Director of Adult Social Care Operations.	
	ss58-66 Transition for children to adult care and support.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer, other officer (all ROSA.) In conjunction with children's services.
	ss67-68 Independent advocacy support.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer, other officer (all ROSA.)
	ss69 - 70 Debt recovery and transfer of assets to avoid charges.	Director of Adult Social Care & Operations, Head of Service, Team Manager (all ROSA.)
Care Act 2014 Miscellaneous	s74 Discharge of hospital patients with care and support needs.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer, other officer (all ROSA.)
	s75 After-care under the Mental Health Act 1983.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer, other officer (all ROSA.)
	s76 Prisoners and persons in approved premises etc.	Director of Adult Social Care & Operations, Head of Service, Team

		Manager, Senior Officer (all ROSA).
	s77 Registers of sight-impaired adults, disabled adults, etc.	Director of Adult Social Care & Operations, Head of Service, Team Manager (all ROSA.)
	s79 Delegation of local authority functions- delegation of local authority decision making (e.g.s75)	Committee
	s79 Delegation of local authority functions – local care and support responsibilities.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer, other officer (all ROSA.)
	ss48-49 Provider Failure	Executive Director Adults, Health and Integration and Director of Commissioning only.
Mental Health	To make provision and act in accordance with legislation relating to mental health.	Director of Adult Social Care & Operations as delegated below.
Mental Capacity Act 2005	ss2-3 – People who lack capacity and inability to make decisions-assessment of mental capacity.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer (all ROSA.) Individual must be suitably qualified in line with current legislation.
	s4 – Best Interests	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior

		Officer, Officer (all ROSA.) Individual must be suitably qualified in line with current legislation.
	s4A – Restriction on Deprivation of Liberty. Authorise Deprivation of Liberty(DOLS) applications	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer (all ROSA.) Individual must be suitably qualified in line with current legislation
	ss5-8 Acts in connection with care or treatment	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer (all ROSA.) Individual must be suitably qualified in line with current legislation.
	ss15 - 16 – Applying to the Court of Protection for a declaration or an appointment of Deputy	Director of Adult Social Care & Operations, Head of Service, Team Manager (all ROSA.) In consultation with the Governance, Compliance and Monitoring Officer.
	s21A – Applications to the Court of Protection relating to a Standard or Urgent Authorisation	Director of Adult Social Care & Operations, Head of Service, Team Manager (all ROSA.) In consultation with the Governance, Compliance and Monitoring Officer.
	To discharge the Supervisory Body (SB) function of the Council for the Deprivation of liberty safeguards (DOLS) in hospitals and care homes ,pursuant to Schedule A1 of the	Director of Adult Social Care & Operations, Head of Service, Team Manager (all ROSA.)

	Mental Capacity Act 2005 and the Deprivation of liberty Code of Practice	Individual must be suitably qualified in line with current legislation.
	s 35 – Appointing an Independent Mental Capacity Advocate	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer (all ROSA.) Individual must be suitably qualified in line with current legislation.
Mental Health Act 1983(as amended by the Mental health Act 2007)	Parts II, III and VI – Welfare of the mentally disordered	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer (all ROSA.) Individual must be suitably qualified in line with current legislation
	Part II, ss7 – 10 guardianship of persons suffering from mental disorder. To accept a guardianship application and to make an order for discharge of patients subject to guardianship.	Statutory power remains with DASS but delegated to Director of Adult Social Care & Operations
	Part II, Making an application under s29 to appoint an acting nearest relative including s30 the discharge and variations of orders under s29	Approved Mental Health Professional only.
	Part II, s29 exercise of functions of acting nearest relative of person suffering from mental disorder	Statutory power rests with DASS but delegated to Director of Adult Social Care & Operations,
	ss66 and 69 – Exercise of functions of nearest relative in relation to applications and references to the First-tier Tribunal.	Statutory power rests with DASS but delegated to Director of Adult Social Care & Operations,

Part VIII Miscellaneous Functions of the Local Authority	s114 - Appointment of Approved Mental Health Professionals	Director of Adult Social Care Operations only.
	s115 – Entry and inspection	Approved Mental Health Professional only.
	s116 – Delegated duties of Nearest Relative (section 29)	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer (all ROSA.) In accordance with Council Mental Health Act 1983, Section 116 Policy
	s117 – After-care of detained patients. To provide social care to support people experiencing mental health problems. To provide after-care services and support along with the NHS, to relevant people moving out of hospitals Also to discharge wider Care Act responsibilities for all those affected by mental distress.	Director of Adult Social Care & Operations, Head of Service, Team Manager, Senior Officer, Officer (all ROSA.)
Mental Health Act 2007	s18 The employment of Approved Mental Health Professionals (AMHPs) under the MHA to e.g. make applications for the detention of individuals in hospital, ensuring the MHA and its Code of Practice are followed.	Executive Director- Adults Health and integration discharged through the AMHP partnership.
Complaints	To exercise the Council's functions regarding the procedures for dealing with complaints and representations relating to personal social services for adults, including complaints to the Local Government and Social Care Ombudsman.	Executive Director – Adults, Health and Integration with sign-off delegated to Director of Adult Social Care Operations or Director of Strategic Commissioning and Integration as appropriate in

		accordance with policy and procedure.
Property Charges and deferred payments	To approve property charges and deferred payments.	Executive Director- Adults, Health and Integration
Commissioning and personalisation	To exercise the Council's functions and powers in relation to commissioning responsibilities as set out in the Care Act.	Director of Strategic Commissioning and Integration-see Adults Commissioning below.
Authorisations to enforce legislation and statutory regulations	Sign off of statutory notices	DASS
Public Health (Control of Disease) Act 1984	Public Health (Control of Disease) Act 1984 (c22) Section 46 (2) and (5) – Burial or cremation of person dying in accommodation provided under Part I of the Care Act 2014 and recovery of expenses from his estate.	Director of Adult Social Care Operations, Head of Service, Team Manager (all ROSA.)
Care Packages	Arrange Care Packages	DASS and Director of Adult Social Care Operations
	Arrange Care Packages, weekly Value above £1,500	DASS and Director of Adult Social Care Operations
	Arrange Care Packages, weekly Value between £750 and £1,500	Head of Service and Director of Adult Social Care Operations
	Arrange Care Packages, weekly Value between £200 and £750	Head of Service and team managers

	Arrange Care Packages, weekly Value up to £200	Team Manager
	Decommission Individual care package	Case manager
Deputyships no court order in place for appointeeships	Approval of paperwork for Court of Protection Orders	Team Manager in consultation with the Governance, Compliance and Monitoring Officer. <i>(NB. Finance and deputyship activities sit under Adult Social Care Operations, as work is with individuals in receipt of care and support, however, the team is line-managed by the Director of Strategic Commissioning and Integration.)</i>
Day to day managements of Deputyships clients	Signatory for paperwork on: <ul style="list-style-type: none"> • Applying for access to bank accounts • Applying for access to stocks • Writing and confirming changes in detail. • Applying for access to private pensions • Applying to the Department for Work and Pensions for welfare benefits. 	Financial Protection Officer (Deputy)
	Annual Reports to the Office of the Public Guardian	Finance and business support

Authorise management of a Deputyship property.	<p>Approval of paperwork for selling of property</p> <p>Approval to rent a property and to engage a property management company.</p>	Executive Director of Adults, Health and Integration
	Approval of paperwork for house clearances.	Director of Adult Social Care Operations
	<p>Approval of paperwork to secure solicitors on behalf of deputyships.</p> <p>In terms of relinquishments approval to secure solicitors is a joint decision between Team Manager/ Governance, Compliance and Monitoring Officer and the Financial Protection Officer (Deputy).</p> <p>If another reason this would be a joint decision between the Financial Protection Officer (Deputy) Team Manager and Governance, Compliance and Monitoring Officer</p>	Heads of Service instructing Finance and business support
Petty Cash	Approval of release of petty cash to Deputyship/ appointee ship.	Team Manager
Use and/or disposal of assets	Decision on the use of assets e.g. whether equity release is appropriate or the selling of assets such as vehicles, land, stocks, and shares.	Executive Director – Adults, Health and Integration -discharged by Finance and business support.

Appointeeship	Signatory for paperwork on: <ul style="list-style-type: none"> • Application to the Department for Work and Pensions. • Writing and confirming changes in detail • Applying for Welfare benefits 	Executive Director Adults, Health and Integration
Appointeeship	Authorisation of a transaction.	Executive Director Adults, Health and Integration
Death of a client	Approval to pay in advance funeral expenses of a Financial protection clients for the estate to be invoiced once probate agreed.	Director of Adult Social Care Operations
Domiciliary care in supported living schemes	Provision of CQC regulated services (domiciliary care) in supported living schemes.	Director of Adult Social Care Operations via Care4CE (CQC registered managers)
Counter Terrorism and Security Act 2015 (as amended) S36	To discharge the functions conferred on, or exercisable by, the Council under the Counter Terrorism and Security Act 2015 (as amended), including those relating to the CHANNEL Panel.	Executive Director Adults, Health and Integration Chair of PREVENT Board-Director of Adult Social Care Operations Council representative on CONTEST Board-Director of Adult Social Care Operations
Unauthorised Traveller Encampments	To authorise the recovery of land from an unauthorised encampment.	Director of Adult Social Care Operations (in the absence of the said Director-Executive)

		Director-Adults, Health and Integration) in consultation with the Governance Compliance and Monitoring Officer.
Adults Commissioning		
	To act as DASS during planned absences of the Executive Director of Adults, Health and Integration when designated to do so by the Executive Director of Adults, Health and Integration.	Director of Strategic Commissioning and Integration
	To deputise for the Executive Director of Adults, Health and Integration when required at local and national levels.	Director of Strategic Commissioning and Integration
	To lead on strategic planning, policy analysis and performance.	Director of Strategic Commissioning and Integration
	To have key responsibility for delivering the Transformation Plan for Social Care, ensuring delivery of a wider range of modern, flexible services.	Director of Strategic Commissioning and Integration
	To lead effective strategic joint commissioning for Health and Social Care services across the whole cycle, including needs and strengths-based analysis, evidence-based and outcomes-focused planning, relationship development, market shaping and development, quality assurance and improvement, brokerage and accountability.	Director of Strategic Commissioning and Integration
	To provide professional advice on all aspects of commissioning for adult social care and wellbeing, in the delivery of high-quality commissioning outcomes for adults of Cheshire East.	Director of Strategic Commissioning and Integration

	To develop and implement Integrated Commissioning Strategies for adults bringing together commissioning outcomes in Adults and Public Health. Maximising Health and Social Care partnership working across all services and ensuring effective governance arrangements.	Director of Strategic Commissioning and Integration
	To ensure robust financial strategy and management in relation to commissioning arrangements.	Director of Strategic Commissioning and Integration
	To ensure the Commissioning function promotes collaboration and co-production which drives a person-centred approach to commissioning, proactively seeking and using feedback and views from service users, families and community agencies including public, private, third party, independent, voluntary and community sectors, promoting participation in service redesign.	Director of Strategic Commissioning and Integration
	To ensure effective contract management.	Director of Strategic Commissioning and Integration
	To shape Cheshire's better outcomes framework.	Director of Strategic Commissioning and Integration
	To establish and develop strong formal partnerships with other key organisations and partners, particularly in the NHS and implement joint commissioning formally across the council and the Integrated Care Board.	Director of Strategic Commissioning and Integration
	To develop a range of customer-focused services that are responsive and flexible with regard to customers needs delivering real outcomes for people that drives early help, prevention, unplanned care and planned longer term care.	Director of Strategic Commissioning and Integration

	To lead effective relationships with the Care Quality Commission.	Director of Strategic Commissioning and Integration
Mental Health Act 2007	s30 Commissioning independent mental health advocates to help people express their views and to represent their interests.	Director of Strategic Commissioning and Integration
Grants	To commission grants to the 3 rd sector.	Director of Strategic Commissioning and Integration

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Scheme of Delegation Executive Director Children's Services

Introduction and Context

The Executive Director has overall responsibilities within the Council for Children's Services functions. The Executive Director is able to onward delegate these functions to other officers. This document seeks to capture those onward delegations. The Executive Director Children's Services is given delegated power to exercise all the Authority's powers, functions and responsibilities and to take any decisions in relation to the following areas of the Council's operations and services, subject to the Constitution and statutory functions:

Family Help and Children's Social Care - Children in Need and Child Protection, Provider Services, Cared for Children and Care Leavers, Family Help and Prevention.

Education Strong Start and Integration - SEND and Inclusion, Education Participation and Pupil Support, Inclusion, Education, Educational Psychology, Early Years Family Help and Prevention.

Quality, Partnerships and Commissioning - Children's Safeguarding and Quality, Children's Development and Partnerships, Principal Social Worker.

The powers delegated are wide and inclusive and are not listed by reference to each and every statute, function or regulation.

Type of activity	Specific function or decision-making	Officer responsible for that function
Family Help and Children's Social Care		
	To deliver services within the remit of the Children Act 1989, the Children Act 2004, Children and Social Work Act 2017 and other relevant legislation.	Director of Family Help and Children's Social Care

	To act as the Council's Director of Children's Services (DCS) under the law and the Council's Constitution.	Executive Director-Children's Services
	To deputise as the Council's Director of Children's Services (DCS) under the law and the Council's Constitution.	Relevant Service Director
	To work together with the Lead Member for Children's Services to provide strong, strategic local leadership and development of an increasingly autonomous and diverse education and children's services sector.	Executive Director-Children's Services
	To deliver the authority's functions within the meaning of the Local Authorities Social Services Act 1970, insofar as they relate to children, and the local authority's functions for children and young people leaving care.	Head of Cared for Children and Care Leavers
	To deliver the authority's functions as set in Working Together to Safeguard Children 2024	Heads of Service and Head of Safeguarding and Quality
United Nations Convention on the Rights of the Child (UNCRC)	To have regard to the General Principles of the (UNCRC) and ensure that children and young people are involved in the development and delivery of local services.	Heads of Service
Partnership Arrangements	Inter-agency co-operation – the building and leading of arrangements for inter-agency co-operation as set out in the Children Act 2004.	Heads of Service and Head of Safeguarding and Quality
Notification to The National Safeguarding Panel	Notification to the National Safeguarding Panel of serious harm to a child/ Serious Case Review.	Head of Service Children's Safeguarding and Quality and

		Director of Family Help & Children's Social Care
Section 17 Payments	Recommendations to make Section 17 payments including children in care.	
	Up to £250 on any one family within the financial year	Team Manager
	Up to £2,000 on any one family per financial year	Service Manager
	Up to £5,000 on any one family per financial year	Head of Service Children in Need & Child Protection
	Over £5,000 on any one family within the financial year	Director of Family Help & Children's Social Care
Decision to Accommodate	Decision to accommodate a child (Section 20)	Head of Service
	Decision to discharge a child on a planned basis	Head of Service
Care Proceedings	Decision to instigate Legal Proceedings not otherwise specifically mentioned in this schedule.	Head of Service in consultation with Governance Compliance and Monitoring Officer for advice.
	Chairing of Pre-Proceedings Meeting	Team Manager
	Decision to apply for an Interim Care Order, Interim Supervision Order.	Head of Service following consultation with Governance Compliance and Monitoring Officer for advice.
	Endorsing the Care Plan for the final hearing.	Head of Service Children in Need & Child Protection and Senior Managers.

	Decision to apply for an Emergency Protection Order, s44 Children Act 1989. Written legal advice should be obtained and the Director of Family Help and Children's Social Care consulted before decision making takes place.	Head of Service
	Decision to apply for a Child Assessment Order, s43 Children Act 1989. Written legal advice should be obtained and the Director of Family Help & Children's Social Care consulted before decision making takes place.	Agency Decision Maker (ADM) or Head of Service
	Decision to apply for discharge or variation of a Care Order or Supervision Order (including extension of a Supervision Order).	Head of Service
Contact with Parents	Decision to refuse parental contact with a child subject to a Care Order for up to seven days in an emergency when it is necessary to do so in order to safeguard or promote the child's welfare. s34 (6) Children Act 1989. The Head of Service must set a date to review the decision and seek legal advice as to whether to return to Court for an order under s34 (4) of the Children Act 1989.	Head of Service in consultation with Governance Compliance and Monitoring Officer.
	Agree contact for Looked After Child with parents, family and friends. s34(1) and Schedule 2 para 15 (1) Children Act 1989 must be considered.	Team Manager in consultation with Head of Service
	Decision to apply for an Order authorising the Authority to refuse contact s34 (4) Children Act 1989.	Head of Service
Medical Consent and Treatment	Medical consent for a child subject of Care Order: Routine medical treatment.	Team Manager

	Authorise testing for blood born virus including HIV.	Head of Service
	Emergency medical treatment which may or may not involve general anaesthetic.	Director of Family Help and Children's Social Care where general anaesthetic is required. For other treatment Head of Service
	Planned medical treatment involving surgery and general anaesthetic Parental involvement should always be considered and only excluded if not in the child's best interests.	Director of Family Help and Children's Social Care.
Decision to withhold Whereabouts of a Child in Care	Schedule 2 para15(4) Children Act 1989 A Local Authority is not required to inform any person of the whereabouts of a child if: a. The child is in the care of the Authority; and b. The Authority has reasonable cause to believe that informing the person would prejudice the child's welfare. Does not apply to s20 accommodated children.	Head of Service
Death of a Looked After Child	Notification to Ofsted following the death of a child looked after/ serious harm to a child in a Children's Home/ Foster Care. Schedule 2 para 20 Children Act 1989. Notification to Secretary of State and all with Parental Responsibility.	Director of Family Help & Children's Social Care

	Funeral arrangements following the death of a child looked after. Arrangements made in consultation with the parent and may be made with the parent if they so wish and if it is deemed appropriate.	Head of Service
NEET's	The effective support of Children and Young Adults including young people who are not in education, employment or training (NEET's.)	Head of Cared for Children and Care Leavers
Placement of a Child with Parents	Decision to place a child who is the subject of a Care Order or Interim Care Order with parents or persons with Parental Responsibility.	Director of Family Help & Children's Social Care
Placement of a Child with Family and Friends	Temporary approval of Family and Friends under Reg 24 (Connected Foster Carers).	Head of Service: Children's Provision (Agency Decision Maker 'ADM')
Holidays Aboard and Passports	Permission to go abroad (for a child subject of a Care Order, s33 (8) Children Act 1989.	Head of Service
	Authorisation of an application for a passport for a Looked After Child. s33(3) Children Act 1989 in respect of a child in care and s22(3) Children Act 1989 in respect of a child provided with accommodation under s20.	Head of Service
Application for a Child to Live Outside England and Wales	Decision to apply for leave of the Court for a child in care to live outside of England or Wales .	Director of Family Help & Children's Social Care
Placement of a child outside the area of the responsible Local Authority	Decision to Place a child outside the boundary of Cheshire East.	Director of Family Help & Children's Social Care Delegated to Head of Service – Children's Provision

Change of Name of a Looked After Child	Permission for child subject to a Care Order to be known by a new surname (only possible with agreement of everyone with Parental Responsibility of the leave of the Court.	Director of Family Help & Children's Social Care
Marriage of a Looked After Child	Permission for a child subject of a Care Order to marry	Director of Family Help & Children's Social Care
Joining the Armed Forces	Permission for a child subject to a Care Order to join the Armed Forces.	Director of Family Help & Children's Social Care following discussions with all who hold Parental Responsibility.
Overnight Stays	Decision for a child looked after to have an overnight stay.	Foster Carer or Residential Support Worker in consultation with a Team Manager
Recovery Order	Decision to apply for a Recovery Order for a child who is in care, the subject of an EPO or in Police protection. s50 Children Act 1989.	Head of Service
s57 Domestic Abuse Act 2021	To discharge duty to assess or arrange the assessment of, the need for accommodation-based support for victims of domestic abuse and their children within the local authority's area . To prepare, publish and implement a strategy for delivering support.	Head of Service for Family Help and Prevention
Informing 3rd Party about a Person Considered to be a Risk to Children	Decision to inform a third party of the identity and concerns about a person who is considered a risk to children. s33(3) Children Act 1989 and s22 (3) Children Act 1989 for Child in Care, s17 Children Act 1989 for children in need and s47 Children Act 1989 for children at risk. In consultation with the police.	Head of Service

	Reasons for sharing information must be clearly recorded.	
S47 Enquiries and Child Protection Conferences	Decision to initiate S.47 enquires	Team Manager
	Decision to take no further action following S.47 enquiries	Team Manager
	Decision to convene a Child Protection Conference following S.47 enquiries.	Team Manager in consultation with the Safeguarding Unit
	Decision to terminate a Child Protection Plan	Chair of Child Protection Conference and partner agencies
Secure Accommodation	Authority to apply for a Secure Accommodation Order	Director of Family Help & Children's Social Care
	Authority to decide on a placement in Secure Accommodation without an Order for up to 72 hours.	DCS
	Review of placement in Secure Accommodation	Head of Service Children's Safeguarding and Quality
Deprivation of Liberty	Authority to apply for a Deprivation of Liberty Order	Director of Family Help and Children's Social Care

Adoption	Adoption Agency Decision Maker – decisions that a child should be placed for Adoption/ Prospective Adopters should be approved / a child should be matched with Adopters. Adoption & Children Act 2002 Guidance Adoption Agencies Regulation 27.2 no member of the Adoption Panel can take part in the agency decision.	Director of Family Help & Children's Social Care/ Adoption ADM
	Responsibility for Adoption Panel Appointments	Head of Adoption Counts – Regional Adoption Agency (except appointment of Councillor representative is function of Full Council.)
	Appointment of Adoption Panel Chair	Adoption Counts (Regional Adoption Agency)
	Appointment of Adoption Panel Advisor	Adoption Counts (Regional Adoption Agency)
	Designated Manager for Adoption and Fostering to liaise with Local Authority designated Officer (LADO.)	Head of Service Children's Provision and Head of Cared for Children and Care Leavers
	Senior Manager(s) with whom Adoption Agency Decision Maker will discuss cases where s/he is minded not to accept the Adoption Panel's recommendation.	Director of Family Help and Children's Social Care (ADM) and Head of Service Cared for Children and Care Leavers. (ADM)
	Any financial packages over the statutory agreed amount	Director of Family Help & Children's Social Care
Fostering	Fostering Panel Decision Maker Regulation 24 Fostering Service Regulations 2002 - establishment of fostering panel	Head of Service Children's Provision (Fostering ADM)

	Responsibility for making recommendations about approval of Foster Carers and any terms of approval. Regulation 28 Fostering Service Regulations 2002.	Independent Chair of the Fostering Panel and the Reviewing Officer for Foster Carers.
	Authorisation to increase the limit of children placed in a Fostering Placement on an emergency/temp basis - up to 3 months .	Head of Service Children's Provision
	Decision to authorise increasing the limit of children placed in a Fostering Placement on a planned basis after all checks undertaken and the Fostering Panel has recommended an increase.	Head of Service Children's Provision
	Authorise publicity for family finding for the Adoption and Long-Term Fostering of children.	Fostering Service Manager
Private Fostering	S17 Children Act 1989 Approved by the Local Authority as a part of a Child In Need Plan following a Social Work Assessment of Needs and Strengths. Authorise a Private Fostering Placement.	Service Manager (CIN/CP)
Special Guardianship and Child Arrangements Orders	Decision on suitability of a carer to be a Special Guardian	Agency Decision Maker Children in Care and Care Leavers
	Decision of an individual's Special Guardianship Support Services, including financial support and legal fees. Special Guardianship Regulations 2005 and Special Guardianship (Amendment) Regulations 2016. Decision made following recommendation from Permanency Panel.	Head of Cared for Children and Care Leavers

	Decisions on a child's maintenance and accommodation costs as a result of a Child Arrangements Order. Schedule 1, paragraph 15 Children Act 1989. Decision made following recommendation from Permanency Panel.	Head of Service in consultation Director of Family Help and Children's Social Care
	To lead an integrated and aligned commissioning service for children in partnership with key agencies, driving a preventative approach with strong integration of care and health service.	Director for Quality, Partnerships and Commissioning
	To lead on arrangements for statutory inspection, external challenge and scrutiny.	Director for Quality, Partnerships and Commissioning
	To manage, support and coordinate the activities of the Council's Children's Improvement Board.	Director for Quality, Partnerships and Commissioning
	To lead on development and implementation of Children and Families policies, procedures, practices and guidance.	Director for Quality, Partnerships and Commissioning
	To lead on children's services cross directorate transformational ambitions and activities.	Director for Quality, Partnerships and Commissioning
	To work with the council's procurement team to establish robust and sustainable arrangements for the tendering and performance management of suppliers and contracts to ensure	Director for Quality, Partnerships and Commissioning

	providers are challenged to deliver year on year improvements to quality and outcomes.	
	To champion the interests of parents, families, vulnerable children and young people across all related services to increase opportunities for the voice and views of parents, carers, children and young people to inform and shape services and support.	Director for Quality, Partnerships and Commissioning
Education, Strong Start and Integration		
	To exercise the Council's functions in its capacity as a Local Education Authority in relation to education including in respect of the management of education services and securing the provision of quality education in schools.	Director of Education Strong Start & Integration
School exclusion	To exercise the Council's functions in respect of pupils excluded from schools and to give directions to head teachers as to reinstatement of pupils.	Head of Service -Education Participation and Pupil Support with some delegated responsibility to Education Access Support Officer.
Admissions and appeals	To exercise the Council's function in relation to admissions and any appeals arising from them.	Team manager – Admissions and Transport
School attendance, children missing education, home education and	To exercise the Councils function in relation to: 1. School attendance, including legal action to enforce attendance 2. Children Missing Education	Head of Service - Head of Education Participation and Pupil Support with some delegated responsibility to Team manager –

entertainment licensing etc	<p>3. Elective Home Education</p> <p>4. Child employment and entertainment licensing.</p>	Attendance and children out of school team, in consultation with Governance Compliance and Monitoring Officer.
School governors	To agree the decision for the nomination of individual Local Authority school governors to schools.	Director of Education, Strong Start & Integration
	<p>To make arrangements for the nomination of school governors.</p> <p>The local authority's duties in respect of governance include the general duty under section 13a of the Education Act 1996: A local education authority shall ensure that their functions relating to the provision of education to which this section applies are (so far as they are capable of being so exercised) exercised by the authority with a view to promoting high standards and fulfilment of potential.</p> <p>The statutory duties in respect of governing bodies include:</p> <ol style="list-style-type: none"> 1. Checking and making the instruments of government 2. Nomination of LA governors 3. Arrangements for the election of staff governors 4. Arrangements for the election of parent governors in some categories of maintained schools 5. Arrangements for parent governors to be represented on education scrutiny boards 6. Establishment of a temporary governing body w a school leaves a federation 7. Establishment of a temporary governing body when a federation dissolves 8. Making significant changes (prescribed alterations) to maintained schools 	<p>Director of Education, Strong Start & Integration</p> <p>(Some aspects delegated to Senior School Governance Officers)</p> <p>NB Where a local authority are the appropriate authority in relation to a school, they may delegate to the head teacher of the school any of their functions under Schedule 2 paragraph 2 of The School Governance (Constitution)(England) Regulations 2012.)</p>

	<p>9. Schools causing concern - consider issuing a warning notice</p> <p>10. Schools causing concern – appointment of members to an interim executive board</p> <p>11. Schools causing concern – a duty to facilitate academy conversion where the RD has identified an academy trust to run a maintained school</p> <p>12. Schools causing concern - issue a Teachers' pay and conditions warning notice</p> <p>13. Providing information, training and guidance to governors free of charge</p> <p>14. To provide advice to governing bodies in relation to staff pay</p> <p>15. Ensuring that governing bodies carry out their safeguarding duties effectively</p> <p>16. Monitor the governing body's compliance with the requirements of their financial scheme</p> <p>17. Database of governing board contact information</p>	
Complaints	To manage School Complaints – responding to safeguarding concerns in schools referred by Ofsted and the Department of Education.	<p>Director of Education, Strong Start & Integration</p> <p>Delegated to Safeguarding and Partnerships Team, to manage and respond in accordance with policy and procedure.</p>
Academisation	To discharge the Council's statutory duty to facilitate the academisation of schools by overseeing the transfer of any land and assets/ liabilities of the Council to the new academy.	Director of Education, Strong Start & Integration

		Delegated to Education Project Manager, in consultation with Governance Compliance and Monitoring Officer.
SACRE	To discharge the Council's responsibilities regarding SACRE (Standing Advisory Council on Religious Education.)	Director of Education, Strong Start & Integration Delegated to LA SACRE Officer (Education Project Manager)
Early Years and Childcare	To discharge the council's general duty under Section 1 of the Children Act 2004 to improve the well-being of children under five and reduce inequalities. This places a duty on local authorities to improve the outcomes of all children under 5 and close the gaps between groups with the poorest outcomes and the rest. To ensure early years' services are accessible to all families in accordance with Section 1 Childcare Act 2006.	Director of Education, Strong Start & Integration Delegated to Head of Service – Early Years, Family Help and Prevention.
	To satisfy the Secretary of State's requirements for prescribed individual child information for children receiving early years provision.	Director of Education, Strong Start & Integration Delegated to Head of Service – Early Years, Family Help and Prevention.

	To discharge the council's duty to secure prescribed early years provision free of charge. To ensure that all children under school age, as described in regulations or in guidance from the Secretary of State, can access early years provision Childcare Act 2006 Section 7, as amended by Section 1 Education Act 2011.	Director of Education, Strong Start & Integration Delegated to Head of Service – Early Years, Family Help and Prevention.
	To discharge the council's duty to secure sufficient childcare for working parents (or parents in education/training). To require local authorities to ensure there is childcare available to enable parents to take up or remain in work or to undertake education or training to assist them in obtaining work so far as reasonably practicable under Section 6 Childcare Act 2006.	Director of Education, Strong Start & Integration Delegated to Head of Service – Early Years, Family Help and Prevention.
	To discharge the council's duty to assess childcare provision. To ensure local authorities undertake an assessment of childcare provision in their area to enable them to meet their duty to secure sufficient childcare for working parents. Analysis should be reasonably practicable.	Director of Education, Strong Start & Integration Delegated to Head of Service – Early Years, Family Help and Prevention. .
	To discharge the council's duty to provide information, advice and training to childcare providers and prospective providers. To ensure that local authorities give local childcare providers and would-be providers in their area the necessary support to help deliver sustainable affordable and high quality childcare that meets the	Director of Education, Strong Start & Integration Delegated to Head of Service – Early Years, Family Help and Prevention.

	needs of the community under section 13 Childcare Act 2006.	.
Special Educational Needs and Disability	To assess the need for and undertake Education Health Care Needs Assessments of children in accordance with the requirements of the Children and Families Act 2014, to determine the special educational needs and provision which should be made for them. Further to re-assess a child's special educational needs and provision where necessary and to maintain and review Education, Health and Care Plans ('EHCP') in accordance with relevant regulations and Code of Practice concerning these.	Director of Education, Strong Start & Integration Delegated to Head of Service – SEND and Inclusion and SEND Transformation Lead.
	<p>To ensure arrangements are in place to represent the Local Authority at Appeals to the First-Tier Tribunal, Upper Tribunal and Judicial Reviews in relation to matters regarding Special Educational Needs, in consultation with Governance Compliance and Monitoring Officer.</p> <p>Authorisation of school placements/other institutions/funding for children and young people with an EHCP such as:-</p> <p>Maintained/Academy/Free school/post-16 institution (Mainstream & Special)/non-maintained special school/s.41 Approved institutions (independent special school and special post-16 institutions.)</p>	<p>Director of Education, Strong Start & Integration</p> <p>Delegated to SEND Managers</p> <p>Delegated to Head of Service SEND and Inclusion</p>

	<p>Independent settings/Interim packages of support including Education Other than at School (EOTAS) and Residential Placements.</p> <p>Tripartie /Dual funded placements</p>	Director of Education, Strong Start & Integration
	To name, following consultation, an educational placement/other institution within an EHCP which it considers would be appropriate for a child/Young Person in the event no request is made to the Local Authority before the end of the period specified in a notice under section 38(2)(b) of the Children and Families Act 2014 (Sections 40 and 43 of the Children and Families Act 2014.)	Delegated to Head of Service-Children's Development and Partnerships
School Organisation and Capital Team	To submit SCAP Return, Identification of preferred school expansion, Instigate statutory consultation.	Director of Education, Strong Start & Integration
School Transport	To make travel arrangements to facilitate the attendance at school of Cheshire East's eligible children.	Delegated to Head of Service-Children's Development and Partnerships
SEND Transport	To conduct Stage 1 & home to school transport appeal submissions examined and decided upon. Stage 2 appeals prepared for decision by the appeals sub-committee.	Delegated to Head of Service-Children's Development and Partnerships
Virtual School	To ensure arrangements are in place for the local authority to discharge their statutory duty under 22(3A) of the Children Act 1989 to promote the educational achievement of looked-after children. That includes those children placed out of authority.	Director of Education, Strong Start & Integration

	<p>Ensure arrangements are in place to fulfil their statutory duty under 23ZZA of the Children Act 1989 (added by section 4 of the Children and Social Work Act 2017) to promote the educational achievement of previously looked-after children.</p>	Delegated to Virtual School Headteacher
	<p>To have arrangements in place to ensure timely provision of a suitable education placement for looked-after children.</p>	Delegated to Virtual School Headteacher
	<p>To ensure arrangements are in place for oversight and management of any extended duties that fall within the virtual school headteacher role and responsibilities including any related grants.</p>	Delegated to Virtual School Headteacher
	<p>To have oversight and responsibility for managing pupil premium plus funding for the children they look after and for allocating it to schools and alternative provision (AP) settings.</p>	Delegated to Virtual School Headteacher

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Place Directorate

Introduction and Context

The Executive Director has overall responsibilities within the Council for Place Directorate functions. The Executive Director is able to onward delegate these functions to other officers. This document seeks to capture those onward delegations.

The Executive Director (Place) is given delegated power to exercise all the Authority's powers, functions and responsibilities and to take any decisions in relation to the following areas of the Council's operations and services, subject to the Constitution:

-Growth and Enterprise - Housing, Economic Development, Rural and Cultural Economy, Estates.

-Planning and Environment - Neighbourhood Services, Environmental Services, Regulatory Services, Planning.

-Infrastructure and Highways - Strategic Transport and Parking, Rail and Transport Integration, Strategic Infrastructure, Highways.

The powers delegated are wide and inclusive and are not listed by reference to each and every statute, function or regulation.

Type of Activity	Specific Function or Decision Making	Officer Responsible for that Function
Growth and Enterprise		
<u>Housing</u>	<p>This service area delivers:</p> <ul style="list-style-type: none"> – Housing Strategy and Affordable Housing Development – Housing Standards and Adaptations – Housing Options and Homelessness 	
Strategic Housing	<p>To ensure the effective operation of Strategic Housing within the Place Directorate.</p> <p>All areas in relation to the Strategic Housing area of the Council's operations.</p>	Service Director, Head of Housing
Housing Strategy and Affordable Housing Development	To undertake all functions including those under legislation in response to addressing housing need within the borough including the following functions:	Service Director, Head of Housing, Senior Affordable Housing Officer

Housing Strategies and Policies	To develop, formulate and adopt statutory and non-statutory Housing strategies and policies.	Service Director, Head of Housing, Housing Options and Homelessness Manager, Housing Standards and Adaptations Manager
Enabling Functions	To liaise with Registered Housing Providers, Developers, Homes England, Town and Parish Councils etc to bring forward affordable housing to meet specific needs.	Service Director, Head of Housing, Senior Affordable Housing Officer, Affordable Housing Officers
Local Authority Housing Statistics Data Return	To collate the required information and submit to Government in line with their guidance.	Service Director, Head of Housing, Senior Affordable Housing Officer, Housing Policy officer

Affordable Housing Schemes	<p>To administer affordable housing schemes pursuant to:</p> <ul style="list-style-type: none"> – Town and Country Planning Act 1990 (as amended) 	<p>Service Director, Head of Housing, Senior Affordable Housing Officer, Affordable Housing Officers</p>
Self-Build Register	<p>To administer the Self-Build Register pursuant to:</p> <ul style="list-style-type: none"> – Self-Build and Custom Housebuilding Act 2015 	<p>Service Director, Head of Housing, Senior Affordable Housing Officer, Affordable Housing Officers</p>
Section 106 payments in lieu of affordable housing	<p>To develop and review policies to allocate Section 106 contributions in lieu of affordable housing.</p>	<p>Service Director, Head of Housing, Senior Affordable Housing Officer, Affordable Housing Officers</p>

Affordable Housing	To develop initiatives to address shortfalls in affordable housing supply.	Service Director, Head of Housing, Senior Affordable Housing Officer, Affordable Housing Officers
Transit site	To manage Cheshire East's Gypsy and Traveller Transit site.	Service Director, Head of Housing, Cheshire and Warrington Traveller Team

Housing Standards and Adaptations	To undertake all functions including those under legislation in response to assessing and reviewing housing conditions and enforcing housing standards including inspection and the power to enter premises and carry out work.	Service Director, Head of Housing, Housing Standards and Adaptations Manager
Entering Premises	<p>To enter premises to carry out official duties pursuant to relevant legislation including but not limited to:</p> <ul style="list-style-type: none"> – Housing Act 2004 – Environmental Protection Act 1990 – Local Government (Miscellaneous Provisions) Act 1982 – Housing Act 1985 – Town and Country Planning Act 1990 	Service Director, Head of Housing, Housing Standards and Adaptations Manager/ Team Leader/Officer, Assistant Housing Standards Officer
Production of Documents	<p>To require the production of documents and/or information pursuant to relevant legislation including but not limited to:</p> <ul style="list-style-type: none"> – Housing Act 2004 – Housing and Planning Act 2016 – Town and Country Planning Act 1990 	As above

Hazard Awareness Notice	To issue a Hazard Awareness Notice in relation to Category 1 and Category 2 Hazards pursuant to the Housing Act 2004.	As above
Remedial Notice: Smoke and Carbon Monoxide	To issue a Remedial Notice pursuant to: <ul style="list-style-type: none"> – Smoke and Carbon Monoxide Alarm (England) Regulations 2015. 	As above
Compliance Notice: Energy Efficiency	To serve a Compliance Notice pursuant to: <ul style="list-style-type: none"> – Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015. 	As above
Serve, confirm, and withdraw a remedial notice: Electrical Safety - Private Rental	To serve, confirm and withdraw a remedial notice pursuant to: <ul style="list-style-type: none"> – Electrical Safety Standards in the Private Rental Sector (England) Regulations 2020. 	As above

Serve, reduce, and withdraw a Notice of Intent: Lettings/Property Management	<p>To serve, reduce and withdraw a Notice of Intent pursuant to:</p> <ul style="list-style-type: none"> – Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014. 	As above
Information about a person's interest in land/premises	<p>To require information about a person's interest in land or premises pursuant to:</p> <ul style="list-style-type: none"> – Housing Act 2004 – Electrical Safety Standards in the Private Rental Sector (England) Regulations 2020 – Town and Country Planning Act 1990 	As above
Cleanse/repair drains	<p>To cleanse or repair drains etc pursuant to:</p> <ul style="list-style-type: none"> – Public Health Act 1961. 	As above
Cleanse filthy/verminous premises	<p>To cleanse filthy and verminous premises pursuant to:</p> <ul style="list-style-type: none"> – Public Health Act 1936 	As above

Abatement of overcrowded premises	To serve a notice requiring the abatement of overcrowding of premises pursuant to the Housing Act 1985.	As above
Enforcement: Category 1 or Category 2 hazard	To take appropriate enforcement action in relation to a Category 1 or 2 hazard pursuant to: – Housing Act 2004	As above
Enforcement: Category 1 or Category 2 hazard	To take appropriate enforcement action in relation to a Category 1 or 2 hazard pursuant to: – Housing Act 2004	As above
Refuse or revoke a licence for HMO	To grant, refuse or revoke a licence for a House of Multiple Occupation (HMO) pursuant to: – Housing Act 2004	Service Director, Head of Housing, Housing Standards and Adaptations Manager/Team Leader

Temporary Exemption Notice: HMO licence	To serve a temporary exemption notice for the purpose of exempting the requirement for a HMO licence pursuant to: <ul style="list-style-type: none"> – Housing Act 2004 	Service Director, Head of Housing, Housing Standards and Adaptations Manager/Team Leader
Financial Penalties	To issue and recover a Financial Penalty pursuant to: <ul style="list-style-type: none"> – Housing and Planning Act 2016 – Smoke and Carbon Monoxide Alarm (England) Regulations 2015 – Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 – Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014 – Electrical Safety Standards in the Private Rental Sector (England) Regulations 2020 	Service Director, Head of Housing, Housing Standards and Adaptations Manager/Team Leader
Rent repayment order	To apply for a Rent Repayment Order pursuant to: <ul style="list-style-type: none"> – Housing and Planning Act 2016 	Service Director, Head of Housing, Housing Standards and Adaptations Manager/Team Leader

Banning Order	<p>To apply for a Banning Order pursuant to:</p> <ul style="list-style-type: none"> – Housing and Planning Act 2016 	<p>Service Director, Head of Housing, Housing Standards and Adaptations Manager/Team Leader</p>
Abatement Notice: EPA and Building Act 1984	<p>To serve an Abatement Notice pursuant to:</p> <ul style="list-style-type: none"> – Environmental Protection Act 1990 (EPA) – Building Act 1984. 	<p>Service Director, Head of Housing, Housing Standards and Adaptations Manager/Team Leader</p>
Notice to secure a dangerous building	<p>To serve a notice for the purpose of securing a building against unauthorised entry or for the purpose of preventing it becoming a danger to public health pursuant to:</p> <ul style="list-style-type: none"> – Local Government (Miscellaneous Provisions) Act 1982. 	<p>Service Director, Head of Housing, Housing Standards and Adaptations Manager/Team Leader</p>
Proper maintenance of land detrimental to visual amenity	<p>To require proper maintenance of land pursuant to:</p> <ul style="list-style-type: none"> – Section 215 Town and Country Planning Act 1990 (TCPA). 	<p>Service Director, Head of Housing, Housing Standards and Adaptations Manager/Team Leader</p>

Make/remove entry in Rogue Landlord Database	To make or remove an entry in the Rogue Landlord Database pursuant to: Housing and Planning Act 2016.	Service Director, Head of Housing, Housing Standards and Adaptations Manager/Team Leader
Enact a Publication Penalty	To enact a Publication Penalty pursuant to: Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015.	Service Director, Head of Housing, Housing Standards and Adaptations Manager/Team Leader

Home Repairs and Adaptions	To administer the Home Repairs and Adaptions under the Council's Financial Assistance Policy.	<p>Service Director, Head of Housing, Housing Standards and Adaptations Manager/Team Leader</p> <p>Housing Standards and Adaptations Officer Other Officers: Senior Technical Officer Senior Case Worker Sustainable Warmth Officer Assistant Technical Officer</p>
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ECO Flexible Eligibility Statement of Intent	To administer the ECO Flexible Eligibility Statement of Intent.	Service Director, Head of Housing, Housing Standards and Adaptations Manager Other Officers: Sustainable Warmth Officer
Housing Options and Homelessness	To undertake all functions including those under legislation in response to the administration of the social housing waiting list, preventing and relieving homelessness and providing emergency temporary accommodation.	Service Director, Head of Housing, Housing Options and Homelessness Manager
The allocation of Social Housing	To administer the social housing waiting list in accordance with the approved Cheshire East Common Allocations Policy pursuant to: <ul style="list-style-type: none"> – Housing Act 1996 (Part VI) – Localism Act 2011 	Service Director, Head of Housing, Housing Options and Homelessness Manager, Homechoice and Prevention Team Leader, All officers of the Housing Options service

<p>The Prevention and Relief of Homelessness</p>	<p>To undertake all associated duties in relation to the prevention and relief of homelessness pursuant to:</p> <ul style="list-style-type: none"> – Housing Act 1996 (Part VII) – Homelessness Act 2002 – Homelessness Reduction Act 2017 – Localism Act 2011 – Homelessness Code of Guidance for Local Authorities 	<p>Service Director, Head of Housing, Housing Options and Homelessness Manager, Homeless Relief Team Leader, Homechoice and Prevention Team Leader, All officers of the Housing Options service</p>
<p>Homelessness and Rough Sleeper Strategy</p>	<p>To undertake a Homelessness Review to inform the development and formulation of a Homelessness Strategy in pursuant to:</p> <ul style="list-style-type: none"> – Homelessness Act 2002 – Homelessness Reduction Act 2017 	<p>Service Director, Head of Housing, Housing Options and Homelessness Manager, Housing Options Policy Lead, Housing Options Policy Officer</p>

To provide emergency accommodation	<p>To provide temporary accommodation to people who are homeless and in priority need, pursuant to:</p> <ul style="list-style-type: none"> – Homelessness Act 2002 – Homelessness Reduction Act 2017 	<p>Service Director, Head of Housing, Housing Options and Homelessness Manager, Homelessness Relief Team Leader, Housing Support Team Leader, All officers of the Housing Options service</p>
Housing Related Support Contracts	<p>To commission the provision of both accommodation-based housing support and floating support, undertake contract monitoring and address any issues of poor performance.</p> <p>Administration of the Single Point of Access.</p>	<p>Service Director, Head of Housing, Housing Options and Homelessness Manager, Accommodation supply team lead</p>

Duty to Refer	<p>To provide a mechanism for and a response to all agencies required to undertake the duty to refer households who are homeless or at risk of homelessness, pursuant to:</p> <ul style="list-style-type: none"> – Homelessness Act 2002 – Homelessness Reduction Act 2017 	<p>Service Director, Head of Housing, Housing Options and Homelessness Manager, Homelessness relief team leader</p>
Illegal Eviction	<p>To exercise the Council's powers under the protection from Eviction Act 1977(strengthened by the Housing Act 1988.)</p> <p>This includes prosecution of landlords.</p>	<p>Service Director, Head of Housing, Housing Options and Homelessness Manager, Homechoice and prevention team leader</p>

Type of Activity	Specific Function or Decision Making	Officer Responsible for that Function
<u>Economic Development</u>		
Development and Regeneration	To manage and deliver development and regeneration.	Service Director, Head of Service, Team Leader/Manager.
	To deliver development projects including delivery of major housing and employment and regeneration sites.	Service Director, Head of Service, Team Leader/Manager.
	To deliver strategies to enhance major towns and promote economic development and investment to enable business growth	Head of Service, Team Leader/Manager.
	To develop and deliver a strategy which maximises the financial returns the council makes from its assets whilst supporting the strategic objectives of the Council.	Service Director, Head of Service, Team Leader/Manager.

	To develop and deliver effective strategies and plans that support the regeneration, growth and development of the whole Borough.	Service Director, Head of Service, Team Leader/Manager.
	To manage delivery of the Council's Economic Growth Strategy, through innovation and major economic growth initiatives, business engagement; and creating investment and business growth opportunities.	Service Director, Head of Service, Team Leader/Manager.
	To bid for and manage capital and revenue regeneration programmes and external funding in accordance with the funders rules and regulations, and the financial regulations of the council to achieve to support the delivery effective strategies plans and projects.	Service Director, Head of Service, Team Leader/Manager.
	To commission and contract manage all professional services required to enable the successful delivery of the major programmes allocated to the service in compliance with the council's rules and procedures.	Head of Service, Team Leader/Manager.

	To support the promotion of Technology and Energy strategies across Cheshire East and the wider sub region.	Head of Service, Team Leader/Manager.
	To provide appropriate, timely and impartial advice to senior officers and members of the council in relation to the delivery of projects and programmes allocated to the service.	Head of Service, Team Leader/Manager.
Business and Growth, Inward Investment and Skills	To manage and deliver business growth, inward investment.	Service Director, Head of Service, Team Leader/Manager.
Major Projects – Priority Sectors	To manage and deliver major projects and to support third party projects that benefit the economic growth of the borough and the Councils economic growth strategy, including Handforth Garden Village and South Macclesfield Development Area.	Service Director, Head of Service, Team Leader/Manager, Principal Officer, Senior Officer in consultation with Heads of Service and other service leads.

<p>Connecting Cheshire</p>	<p>To manage and deliver the Connecting Cheshire Programme, for Cheshire, Warrington and Halton or any successor geography. To support the strategies, funding opportunities and delivery programmes to provide digital connectivity solutions to premises that are outside of mainstream and national contracts.</p>	<p>Service Director, Head of Service, Team Leader/Manager.</p>
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Type of Activity	Specific Function or Decision Making	Officer Responsible for that Function
<u>Rural & Cultural Economy</u>	<p>To ensure the effective operation of:</p> <ul style="list-style-type: none"> – Tatton Park – Green Infrastructure (including Public Rights of Way (PROW) and the Countryside Management Service) – Cultural Economy and Visitor Economy. 	
Visitor and Commercial Operations	To manage and deliver visitor and commercial Operations.	Service Director, Head of Service, Team Leader/Manager, Tatton Park Visitor and Commercial Operations Manager.
Business Support Functions at Tatton Park	To manage and deliver business support functions at Tatton Park.	Service Director, Head of Service, Team Leader/Manager, Tatton Park Business Support Manager.

Business Development at Tatton Park	To manage and deliver business development at Tatton Park.	Service Director, Head of Service, Team Leader/Manager, Tatton Park Business Development Manager.
Catering facility at Tatton Park	To manage and deliver catering facilities at Tatton Park.	Service Director, Head of Service, Team Leader/Manager, Tatton Park Visitor and Commercial Operations Manager, Tatton Park Enterprises Ltd
Countryside Management and Public Rights of Way	To manage the countryside Ranger Service, and Public Rights of Way, including determination of non-contentious Public Path Order and Definitive Map Modification Order applications.	Service Director, Head of Service, Team Leader/Manager, Green Infrastructure Manager, Public Rights of Way Manager.

Arts Programme, Museums, Theatres etc	<p>To manage the:</p> <ul style="list-style-type: none"> – Arts Programme – Youth Theatre – Silk Heritage Museum Trust – Lyceum Theatre – County Archives Service – Cultural Framework – Commissioning and – Cultural Events Strategy 	Service Director, Head of Service, Team Leader/Manager, Cultural Economy Manager
CEC Visitor Economy & wider CEC Events Strategy	To manage and deliver Cheshire East Council's Economy & wider CEC Events Strategy.	Service Director, Head of Service, Team Leader/Manager, Visitor Economy Development Manager

Type of Activity	Specific Function or Decision Making	Officer Responsible for that Function
<u>Estates</u>	<p>To ensure the effective operation of services within Estates namely:</p> <ul style="list-style-type: none"> – Facilities Management – Property Management – Capital Property Projects – Acquisitions and Disposals – Property related activities on third party owned land and Farms. 	
Facilities Management	To include facilities management of all Cheshire East owned property, or third-party own property as contracted to do so (including procurement, tendering and contract management).	Service Director, Head of Service, Team Leader/Manager

Property Services	<p>To include estate management of all Cheshire East owned land and property (including procurement, tendering and contract management) and all property transactions, including all property related activities and transactions on third party owned land, and all acquisitions and disposals of land and property.</p> <p>All such activity to be undertaken in accordance with the council's financial rules, policies, procedures and member decision making rules in the constitution.</p>	Service Director, Head of Service, Team Leader/Manager
	<p>To include considering, negotiating and settling any CPO related transactions and Part 1 Land Compensation Act 1973 claims that the Council receives in relation to highway/public works schemes.</p>	Service Director, Head of Service, Team Leader/Manager
Property Projects	<p>To include management of construction related capital projects, (including procurement, tendering and contract management) on Cheshire East owned land and property specified via a Work Package Instruction or Authority to Let.</p> <p>All such activity to be undertaken in accordance with the council's financial rules, policies and procedures.</p>	Service Director, Head of Service, Team Leader/Manager

<p>County Land Agent functions</p>	<p>To include management of Cheshire East owned farms land and property including acquisitions and disposals, new lettings, review of rents, service of contractual and statutory notices, grant of Landlord consents, negotiation and settlement of contractual claims and proceedings, granting and amending wayleaves/easements and rights associated with properties within the farms portfolio.</p> <p>All such activity to be undertaken in accordance with the council's financial rules, policies, procedures and member decision making rules in the constitution.</p>	<p>Service Director, Head of Service, Team Leader/Manager, County Land Agent</p>
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Type of Activity	Specific Function or Decision Making	Officer Responsible for that Function
<u>Planning and Environment</u>		
<u>Neighbourhood Services</u>	<p>This Directorate delivers the following services:</p> <ul style="list-style-type: none"> – Libraries – Leisure Services – Antisocial Behaviour – Community Enforcement. 	Director of Planning and Environment
Libraries	To deliver the council's library service.	Library Services Team
Leisure Services	To have responsibility for leisure services including management of leisure centres and delivery of a range of health and wellbeing programmes.	Everybody Health and Leisure Trust
Antisocial Behaviour	To exercise community safety responsibilities and authorisation of action in connection with the Authority's duties under Section 17 of the Crime and Disorder Act 1998 and their service specific enforcement policy.	Anti-Social Behaviour (ASB) Team working with partnership agencies (e.g. police.)

Antisocial Behaviour (cont.)	To exercise all relevant powers and take enforcement action where appropriate under the Anti-Social Behaviour Crime and Policing Act 2014 i.e. Injunctions, Criminal Behaviour Orders, Closure Notices and Orders, Public Spaces Protection Orders and Community Protection Notices.	Anti-Social Behaviour (ASB) Team working with partnership agencies (e.g. police) in conjunction with the Governance Compliance and Monitoring Officer.
	To resolve to prosecute persons found in breach of a Cheshire East Council issued Notice, Order or Court Order relating to anti-social behaviour (ASB) matters.	ASB and Community Enforcement Manager In consultation with the Governance Compliance and Monitoring Officer.
Community Enforcement Team	To undertake investigations in relation to a number of environmental and ASB matters as listed in main below and in line with their service specific enforcement policy.	Community Enforcement Team
Removal and enforcement of abandoned vehicles Refuse Disposal (Amenity) Act 1978 as amended by section 10 Clean Neighbourhoods and Environment Act 2005.	To exercise the council's duty to investigate and where applicable, remove abandoned vehicles from land in the open air (including private land) and roads (including private roads.) This also includes serving relevant notices, disposing of the said vehicles if necessary, claiming fixed costs and where applicable issuing fixed penalty notices/referring for prosecution	Community Enforcement Team

<p>Exposing vehicles for sale on a road.</p> <p>Clean Neighbourhoods & Environment Act 2005</p>	<p>To exercise the council's duty to investigate 2 or more vehicles for sale on the highway by the same vendor/person at any one time. Taking relevant enforcement action where applicable which could include the issuing of a fixed penalty notice or referring for prosecution where applicable.</p>	<p>Community Enforcement Team</p>
<p>Repairing vehicles on a road</p> <p>Clean Neighbourhoods & Environment Act 2005</p>	<p>To exercise the council's duty to investigate restricted work to vehicles on the highway that are not part of an emergency repair. Taking relevant enforcement action where applicable which could include the issuing of a fixed penalty notice or referring for prosecution where applicable.</p>	<p>Community Enforcement Team</p>
<p>Littering, Fly tipping and other waste offences. (Environmental Protection Act 1990 and Clean Neighbourhoods & Environment Act 2005.)</p>	<p>To exercise the council's powers to deal with littering and waste issues including public or private fly tipping ('illegal deposit of any waste onto land that has no licence to accept waste') in line with its service specific enforcement policy.</p>	<p>Community Enforcement Team</p>
<p>Dog fouling and Dog control</p> <p>Anti-Social Behaviour Crime and Policing Act 2014</p>	<p>To exercise the council's powers to deal with dog fouling and dog control under its relevant Public Spaces Protection Order (PSPO) including issuing fixed penalty notices.</p>	<p>Community Enforcement Team</p>

Powers under the ASB Crime and Policing Act 2014	To exercise the council's powers to deal with any of the above matters either within the Community Enforcement Team or working alongside the ASB Team to deal with Environmental/ASB matters by means of: Civil injunction, Criminal Behaviour Order, Community Protection Notice, Closure notice or any other relevant power or amendment within this legislation where applicable and in line with its services specific enforcement policy.	Community Enforcement Team
Stray dogs Environmental Protection Act 1990	To exercise the council's powers in relation to the seizure and kennelling of stray dogs.	ASB and Community Enforcement Manager (via external contract.)

Waste Management	To manage the disposal of municipal waste and, if requested, of commercial and industrial waste (under the Environmental Protection Act 1990 'EPA').	Head of Environmental Services
	To manage the collection of municipal waste and, if requested, of commercial and industrial waste (under the Environmental Protection Act 1990 'EPA').	Head of Environmental Services Operations
	To charge for collection of certain items of household waste, subject to the Controlled Waste (England and Wales) Regulations 2012.	Head of Environmental Services
	To require waste to be collected in receptacles of a specified kind and number.	Head of Environmental
	To comply with the Waste Framework Directive 2008 which sets the basic concepts and definitions related to waste management, such as definitions of waste and recycling and a legally-binding five step waste hierarchy.	Head of Environmental

Waste Management (cont.)	<p>To undertake assessments to ascertain whether separate collections are required where they are technically, environmentally and economically practicable (TEEP) and appropriate to meet the necessary quality standards for the relevant recycling sectors.</p> <p>This determines the Council's route and justifies comingled collection if chosen.</p>	Head of Environmental Services
	<p>To manage Civic Amenity Household Waste Recycling Centres in accordance with statutory responsibilities for disposal authorities Environmental Protection Act 1990.</p>	Head of Environmental Services
	<p>To manage and remain compliant with the Council's fleet licence and maintain the Council fleet.</p>	Head of Environmental Services Operations

Waste Management (cont.)	To hold and maintain the Councils Environmental Waste permits ensuring sufficient technically competent management cover to undertake waste operations.	Head of Environmental Services Operations
Fly tipping	To assess and remove fly tipping and discharge all other Council responsibilities related to this in accordance with government guidance etc (operational only-enforcement dealt with by Neighbourhoods - please see above.)	Head of Environmental Services Operations
Fly posting	To remove fly posting from public buildings and street furniture.	Head of Environmental Services Operations
Street cleansing	Sweeping roads, pavements and public land.	Head of Environmental Services Operations
Greenspace Management	To manage development of the Council's Parks, Playing fields, Cemeteries and open spaces.	Head of Environmental Services

Greenspace Management (cont.)	To maintain the Council's parks and open spaces.	Head of Environmental Services Operations
Bereavement Services	To deliver bereavement services.	Head of Environmental Services
Energy and Carbon Strategy	To deliver the Council's Energy and Carbon Strategy, pledging to make the entire Borough carbon neutral by 2045.	Head of Environmental Services through Carbon Manager
Markets	To manage the Council's Markets.	Head of Environmental Services Operations
Emergency Planning	To be the Council's lead on the Emergency Planning Team which is a service shared with Cheshire West and Chester.	Director of Planning and Environment

Type of Activity	Specific Function or Decision Making	Officer Responsible for that Function
<u>Regulatory Services</u>	<p>This section of the Place Directorate delivers the following services:</p> <ul style="list-style-type: none"> – Environmental Protection – Commercial Services – Animal Health and Welfare – Trading Standards – CCTV – Licensing 	<p>Director of Planning and Environment</p>

Environmental Protection	<p>To exercise the Council's functions in respect of environmental protection matters.</p> <p>Delivering the following services:</p> <ul style="list-style-type: none"> – Air Quality – Contaminated Land – Pest Control – Prevention of Damage by Pests – Environmental Health – Public Health – Scrap Metal Dealer Licensing – Public Funerals – Statutory Nuisance – Environmental Permitting – Private Water Supplies 	<p>Head of Regulatory Services with further delegation to Environmental Protection Team Leader (EPTL.)</p>
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<p>Air Quality</p> <p>(Note: The Local Air Quality Management Framework underpinned by the Environment Act 1995 prescribes air quality standards and objectives through the Air Quality (England) Regulations 2000 (as amended in 2002).</p>	<p>To have regard to the Government's Air Quality Strategy Framework for Local Authority delivery when exercising public functions that could affect air quality.</p> <p>To assess local air quality against relevant air quality standards and objectives, identify any exceedance and implement actions in accordance with the Local Air Quality Management regime.</p>	<p>EPTL</p>
<p>Contaminated Land</p>	<p>To inspect land in the Council's area and identify any areas that could be defined as statutory 'contaminated land'.</p> <p>To ensure when land is contaminated, that it is remediated to reduce or remove risks to people and the environment.</p>	<p>EPTL</p>
<p>Filthy and verminous premises</p>	<p>To take action to cleanse filthy (prejudicial to health) and verminous (infested by rats, mice and insects including insect eggs) premises under section 83 Public Health Act 1936.</p>	<p>EPTL</p>

Prevention of damage by pests	To discharge the Council's duty to take such steps as may be necessary to secure as far as practicable that the district is kept free from rats and mice and to exercise other powers under the Prevention of Damage by Pests Act 1949.	EPTL
Environmental Health	To exercise the Council's functions in respect of environmental health matters.	Head of Regulatory Services
	To appoint and designate officers as inspectors, or authorised officers in respect of the appropriate legislation.	Director of Planning and Environment
	To exercise the power to issue and sign notices and orders in respect of environmental health matters and to take all other necessary steps to discharge the Council's enforcement powers in this area.	Head of Regulatory Services with delegation to suitably qualified officers.
Scrap Metal Dealer Licensing (Scrap Metal Dealers Act 2013)	To licence scrap metal dealers and collectors and enforce the licensing regime, alongside relevant enforcement partners.	Head of Regulatory Services (Officers issue licences, Licensing Committee deals with removals, refusals, and appeals.)

Public Funerals	<p>To authorise the granting of exclusive rights of burial, exhumations and pauper's burials.</p> <p>To authorise Public Health funerals under the Public Health (Control of Diseases) Act 1984.</p>	EPTL
<p>Statutory Nuisance</p> <p>(Section 79 Environmental Protection Act 1990 'EPA').</p>	<p>To discharge the Council's statutory duties under the EPA and investigate complaints about issues that could be a 'statutory nuisance' e.g. noise from premises, odours from business premises.</p> <p>To serve abatement notices and take enforcement action-carrying out work in default and charging the relevant person etc.</p>	EPTL
<p>Environmental Permitting</p> <p>(Environmental Permitting (England and Wales) Regulations 2016)</p>	<p>To exercise the Council's regulatory responsibility for the environmental permitting regime including granting and revoking licences, enforcement and maintaining a public list of such permits.</p>	EPTL

Private Water Supplies	<p>To ensure that private water supplies are subject to a risk assessment and to assess the quality of water by means of a sampling regime.</p> <p>To exercise powers under relevant regulations to require that a supply is improved.</p> <p>To discharge the council's duty to use enforcement powers (including the Council carrying out works at cost to relevant person) if a person fails to carry out improvement works in accordance with the council's action plan.</p>	EPTL
Commercial Services	<p>Delivering the following services:</p> <ul style="list-style-type: none"> – Food Safety – Health and Safety – Environmental Health – Public Health – Caravan Site Licensing 	Head of Regulatory Services with further delegation to Commercial Services Team Leader (CSTL.)
Food Safety (Hygiene)	<p>To educate, advise, guide, send warning letters, issue formal cautions, improvement and emergency prohibition notices or prosecutions in relation to safe food handling to seek to avoid food-related illness and dangers.</p> <p>This includes responsibility for food hygiene and the delivery of official controls.</p>	<p>Head of Regulatory Services with delegation to suitably qualified officers.</p> <p>Working with the Food Standards Agency.</p>

<p>Health and Safety (external)</p> <p>(Health and Safety at Work Act 1974 etc. - covers occupational health and safety.)</p> <p>(Responsibilities are set through the Enforcing Authority Regulations 1998)</p>	<p>To ensure compliance with legislation and enforcing as necessary via prosecution, identifying and mitigating risks to ensure safe working practices and environments, advising businesses and promoting a culture of safety at work (including health and well-being) and good practice.</p>	<p>Head of Regulatory Services with delegation to suitably qualified officers.</p> <p>Working with Health and Safety Executive (HSE.)</p>
<p>Communicable Disease</p>	<p>To deal with notifiable incidents of communicable disease including food poisoning.</p>	<p>CTSL</p> <p>UK Health Security Agency</p>
<p>Caravan Site Licensing</p>	<p>To discharge statutory duties which include assessing fit and proper person applications, publishing/maintaining a public register of said persons and fees policy, issuing licences (with conditions if necessary) inspecting caravan and motor home sites and investigating complaints.</p>	<p>CSTL</p>

Animal Health and Welfare	<p>To discharge the Council's statutory responsibilities under the Animal Health and Welfare Framework covering:</p> <ul style="list-style-type: none"> – Farmed animals – Animal Welfare Licensing – Feed hygiene <p>This includes identifying high risk businesses and activities on an annual basis, sharing intelligence, ensuring staff are suitably trained and qualified, completing statutory data returns in a timely manner and having an up-to-date animal disease contingency plan.</p>	Head of Regulatory Services with further delegation to Animal Health and Welfare Team Leader (AHWTL.)
	To appoint and designate officers as inspectors, or authorised officers in respect of the appropriate legislation.	Director of Planning and Environment
	To respond to complaints about animal welfare on farms.	AHWTL

Trading Standards	<p>To exercise the council's functions with regard to trading standards.</p> <p>Delivering the following services:</p> <ul style="list-style-type: none"> – Advising and enforcing laws that govern how we buy, sell, rent and hire goods and services – Food Standards (composition and labelling, food fraud) – Consumer and product safety – Intellectual Property – Fair Trading, Weights and Measures 	Head of Regulatory Services with further delegation to Trading Standards and Community Protection Manager (TSCPM.)
	To appoint and designate officers as inspectors, sampling officers or authorised officers in respect of the appropriate legislation.	Director of Planning and Environment
	To educate, advise, guide, send warning letters, issue formal cautions, improvement notices or prosecutions in relation to safe food standards.	Head of Regulatory Services with delegation to suitably qualified officers.

Trading Standards (cont.)	<p>To grant, amend, refuse, suspend and transfer licenses or certificates.</p> <p>To include the issue of General Safety Certificates for admitting spectators to any regulated sports grounds or stands on behalf Cheshire East Council as certifying authority, as required under the Safety of Sports Ground Act 1975 (as amended by the Fire Safety and Safety of Places of Sport Act 1987).</p> <p>To appoint and designate officers as authorised officers to monitor compliance with the conditions of a General Safety Certificate.</p>	Head of Regulatory Services
	To register persons or premises, pursuant to legislation made in relation to the above areas.	TSCPM
	To apply for warrants, to seize and detain goods and documents and carry out test purchases of goods and services relating to trading standards.	Head of Regulatory Services with delegation to suitably qualified officers.

Trading Standards (cont.)	To be the officer to take particular actions in their own name and to charge people at police stations. (This applies in rare cases where a defendant has been arrested and is considered a potential flight risk. Custody Sergeant will then agree to charge that defendant as opposed to bailing them.)	Head of Regulatory Services with delegation to suitably qualified officers.
	To personally or, where legislation requires it, through the Trading Standards Manager, authorise suitably qualified members of staff in the Trading Standards Service to carry out enforcement functions as authorised officers under trading standards, consumer and related legislation.	Director of Planning and Environment
	To utilise powers provided by the Proceeds of Crime Act 2002 (POCA).	Accredited Financial Investigator (NB Officers must be accredited by the National Crime Agency as Financial Investigators.)

CCTV	To exercise and oversee the Council's powers and duties relating to CCTV and adhere to Regulation of Investigatory Powers Act 2000 (RIPA) and any other relevant legislation and guidance.	Head of Regulatory Services with further delegation to Trading Standards and Community Protection Manager.
Licensing	<p>To carry out all licensing functions other than any specifically delegated to other Directors.</p> <p>Delivering the following services:</p> <ul style="list-style-type: none"> – Alcohol, Entertainment, and Late-Night Refreshment – Hackney Carriage and Private Hire – Gambling – Street Trading – Sex Establishments – Charitable Collections 	Head of Regulatory Services with further delegation to Licensing Team Leader (LTL.)
	To determine and issue licences and permits to individuals, businesses and other organisations, on the proviso that contested matters must be submitted to the Licensing Committee or Sub-committee in accordance with provisions in the constitution and any formally approved policies including Statement of Licensing Policy, Statement of Gambling Principles etc	LTL

Licensing (cont.)	To investigate complaints in relation to licensing matters including non-compliance with licensing conditions and to take appropriate enforcement action (which could include immediate suspension of a licence).	LTL
Prosecution	To prosecute or institute other relevant legal action for enforcement of legislation exercisable by Regulatory Services.	Head of Regulatory Services in consultation with the Governance Compliance and Monitoring Officer.
Planning Services		
<p><i>(The following delegations do not include the final determination of matters reserved to Strategic Planning Board or Planning Committee and the Nominated Officer should not take the final, substantive decision regarding any matter for which they have acted as case officer. The powers delegated are wide and inclusive and are not listed by reference to each and every statute, function or regulation and include all those Council functions set out in the Local Authorities (Functions & Responsibilities)(England) Regulations 2000 in respect of the following types of activities listed at A – N below and subject to compliance with the Constitution, any relevant provisions of the Financial Regulations and any legal requirements.)</i></p>		
Type of Activity	Specific Function or Decision Making	Nominated Officer Responsible for that Function
	This service area delivers: -Development Management Services -Building Control -Planning Systems -Strategic Planning	

A. GENERAL		
	To exercise any function that has not been specifically delegated below in relation to the Council's role as a local planning authority.	Director of Planning and Environment
	To authorise rights of entry provided for under sections 196A-196C, 324, 214(b) and (c) of the Town and Country Planning Act 1990 ('1990 Act') sections 88-88C Planning (Listed Buildings & Conservation Areas) Act 1990 (as amended).	Head of Planning
B. ENFORCEMENT	Enforcement powers include but are not limited to:	
1.	To issue, serve and withdraw-Discontinuance Notices (s102 of the 1990 Act), Enforcement Stop Notices (s183(1) 1990 Act), Temporary Stop Notices (s171E 1990 Act) and s44AA Planning (Listed Buildings and Conservation Areas) Act 1990).	Head of Planning, Planning & Enforcement Manager
2.	To issue, serve and withdraw Planning Contravention Notices (s171C 1990 Act), Enforcement Warning Notices (s172ZA 1990 Act) and Notices under s330 1990 Act and s16 of the Local Government (Miscellaneous Provisions) Act 1976.	Head of Planning, Planning & Enforcement Manager, Planning Enforcement Team Leader, Principal Planning Officer (Enforcement)
3.	To issue, serve and withdraw Breach of Condition Notices (s187A 1990 Act), Enforcement Notices (s172 1990 Act) and Listed Building Enforcement	Head of Planning, Planning & Enforcement Manager, Planning Enforcement Team Leader

	Notices (s38 of the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended)).	
4.	To issue and serve Notices requiring the proper maintenance of land adversely affecting the amenity of the area (s215 1990 Act).	Head of Planning, Planning & Enforcement Manager, Planning Enforcement Team Leader
5.	To authorise prosecution proceedings for all offences under the 1990 Act, Planning (Listed Buildings and Conservation Areas Act 1990 and s16 of the Local Government (Miscellaneous Provisions) Act 1976 in consultation with the Compliance Governance and Monitoring Officer.	Head of Planning, Planning & Enforcement Manager
6.	To determine not to take any form of enforcement action where it is considered NOT to be expedient to do so having regard to the development plan and any other material planning considerations.	Head of Planning, Planning & Enforcement Manager, Planning Enforcement Team Leader, Principal Planning Enforcement Officer
7.	To determine to take enforcement action in relation to breaches of s106 of the 1990 Act obligations, and to decide NOT to take action to enforce obligations. To initiate formal legal action to secure compliance with obligations in consultation with the Compliance Governance and Monitoring Officer.	Head of Planning
8.	To make applications for and enforce injunction(s) (s187B 1990 Act), (Section 44A of the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended) and taking direct action, in	Director of Planning and Environment, Head of Planning, Planning & Enforcement Manager

	consultation with the Compliance Governance and Monitoring Officer.	
9.	To take appropriate action (whether prosecution, injunction proceedings or other enforcement action) under Part 8 Chapter 3 of the 1990 Act in respect of the unauthorised display of an advertisement in consultation with the Compliance Governance and Monitoring Officer, and/or require discontinuance of an advertisement display under regulation 8 the Town and Country Planning (Control of Advertisements) Regulations 2007.	Head of Planning, Planning & Enforcement Manager
10.	To serve a Building Preservation Notice, and related powers (sections 3(1) and 4(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended).	Head of Planning, Planning & Enforcement Manager
11.	To take action in response to listed building purchase notices served on the Council (section 33 of the Planning (Listed Buildings and Buildings in Conservation Areas) Act 1990.)	Head of Planning, Planning & Enforcement Manager
C. LISTED BUILDINGS and CONSERVATION AREAS		
1.	To determine and make decisions in connection with applications and all forms of consent, notices and other notifications submitted under the Planning (Listed Buildings and Conservation Areas) Act 1990.	Head of Planning, Planning & Enforcement Manager, Team Leader, Principal Planning Officer

2.	To exercise duties relating to applications for listed building consent (s13(1), s14 of the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended) and regulations 3 to 6 and 13 of the Planning (Listed Buildings and Conservation Areas) Regulations 1990 and the Arrangements for Handling Heritage Applications Direction 2021.	Head of Planning, Planning & Enforcement Manager, Team Leader, Principal Planning Officers
3.	To determine applications for variation of a condition imposed on a grant of Listed Building Consent (s19 Planning (Listed Buildings and Conservation Areas) Act 1990).	Head of Planning, Planning & Enforcement Manager, Team Leader, Principal Planning Officers
4.	To revoke or modify a listed building consent or conservation area consent (s23 Planning (Listed Buildings and Conservation Areas) Act 1990).	Head of Planning, Planning & Enforcement Manager, Team Leader
5.	To acquire a listed building in need of repair and to serve a repairs notice- s47 and 48 of the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended).	Director Planning & Environment, Head of Planning
6.	To submit applications to the Secretary of State for Scheduled Monument Consent to carry out minor works of repair and minor alterations to Council owned buildings (Ancient Monuments and Archaeological Areas Act 1979.)	Head of Planning, Planning & Enforcement Manager
7.	To issue and serve Urgent Works and Repair Notices in respect of Listed Buildings in cases of	Head of Planning, Planning & Enforcement Manager, Strategic

	urgency. Power to execute urgent works - s54 of the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended).	and Environmental Planning Manager
D. PLANNING APPLICATIONS, PRIOR APPROVALS, OTHER RELATED APPLICATIONS, ADVERTISEMENTS, SUBMISSIONS AND MISCELLANEOUS	To determine, and to make decisions in connection with the determination of, all forms of planning and other applications, and all forms of consent and other notifications and make recommendations to the Strategic Planning Board or relevant Planning Committee for the determination of applications submitted under the Town and Country Planning Act 1990 Act (as amended) and related legislation including not limited to the following:	
1.	To determine applications for planning permission pursuant to sections 70(1)(a) and (b) and 72 of the 1990 Act, except for the minerals, aggregates, cement and waste applications described at section 1 of Schedule 1 of the 1990 Act, including conditions as appropriate.	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
2.	To determine applications to develop land without compliance with conditions previously attached, pursuant to s 73 of the 1990 Act.	Head of Service, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
3.	To determine applications for planning permission for development already carried out pursuant to s73A of the 1990 Act, including conditions as appropriate.	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers

4.	To decline to determine application for planning permission pursuant to s70A of the 1990 Act.	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
5.	To exercise duties relating to the requirements for and making of determinations of planning applications (sections 69, and 92 of the 1990 Act and the Town and Country Planning (General Development Procedure) Order 2015 and directions made thereunder.)	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
6.	To determine applications for planning permission made by a local authority, alone or jointly with another person (s316 of the 1990 Act and the Town and Country Planning General Regulations 1992).	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
7.	To make determinations, give approvals and agree certain other matters relating to the exercise of permitted development rights pursuant to the Town and Country Planning (General Permitted Development) (England) Order 2015).	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
8.	To determine all matters concerning certificates of lawfulness of existing use or certificates of lawfulness of proposed use or development (s191 and s192 of the 1990 Act)	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
9.	To determine applications for the discharge of details required by a condition imposed on the grant of Planning Permission.	All Planning Officers (<u>only exception when an officer is the case officer</u>)

10.	To revoke/modify planning permission pursuant to s97 1990 Act.	Head of Planning, Planning & Enforcement Manager, Team Leaders
11.	To serve a completion notice pursuant to s94(2) 1990 Act.	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
12.	To determine applications for non-material amendments (s96A 1990 Act) to proposals which have been previously approved under the provisions of the 1990 Act.	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
13.	To exercise all functions of the Council in respect of applications for development consent for Nationally Significant Infrastructure Projects made to the Examining Authority under the provisions of the Planning Act 2008.	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers (Significant NSIPs within the Borough will be referred to Committee)
14.	To determine applications for Certificates of Appropriate Alternative Development under s17 Land Compensation Act 1961.	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
15.	To make and confirm and withdraw Article 4 directions restricting or removing permitted development rights - Town and Country Planning	Head of Planning, Planning & Enforcement Manager.

	(General Permitted Development) (England) Order 2015.	
16.	To make changes to planning conditions approved at the Strategic Board or Planning Committee in light of changing circumstances between the meeting and issue of decision (provided in line with the principles of Board or Committee's decision).	Head of Planning, Planning and Enforcement Manager in consultation with relevant Chair of committee
17.	To take action in response to purchase notices served on the Council (s137 of the 1990 Act.), blight notices served on the Council (s150 of the 1990 Act.)	Head of Planning, Planning & Enforcement Manager,
18.	To respond to consultations from neighbouring local planning authorities on planning applications and consultations on proposed changes to relevant legislation or national guidance.	Head of Planning, Planning & Enforcement Manager, Strategic and Environmental Planning Manager, Team Leaders
19.	<p>To deal with all types of appeal and their format – present and defend the Council's case in any appeal made against planning decisions including appeals against non-determination and enforcement appeals.</p> <p>To set out the position of the Local Planning Authority in respect of an appeal against non-determination of a planning application (that would fall within the scheme of delegation) as it would have determined the application if it had been able</p>	<p>Head of Planning, Planning and Enforcement Manager, Team Leaders to liaise with relevant Chair of Committee as appropriate.</p> <p>Individual case officers will defend appeals subject to discussion with above.</p> <p>Discussion with the Compliance Governance and Monitoring</p>

	<p>to (in consultation with the Compliance Governance and Monitoring Officer)</p> <p>In appeals in which the advice of the Compliance Governance and Monitoring Officer is that that the specific reasons for refusal are unreasonable and/or likely to undermine or weaken the Council's case; in consultation with the Chair of the Strategic Planning Board or Planning Committee agree to amend/remove reasons for refusal relating to appeals where the application has been decided by the Strategic Board or Planning Committee or by officers under the scheme of delegation.</p>	Officer where appropriate on defending reasons for refusal and liaison with relevant Chair of Committee as appropriate.
E. HAZARDOUS SUBSTANCES		
1.	To deal with all aspect of Hazardous Substances consent including the power to determine applications, revocation for hazardous substances consent, and related powers (s 9(1),10 and 14 of the Planning (Hazardous Substances) Act 1990.	Head of Planning, Planning and Enforcement Manager, Team Leaders, Principal Planning Officers
2.	To serve hazardous substances contravention notices under s24 of the Planning (Hazardous Substances) Act 1990.	Head of Planning, Planning and Enforcement Manager, Enforcement Team Leader
F. ENVIRONMENTAL STATEMENTS (EIA)		

1.	To decide on the need for Environmental Impact Assessment (EIA) and the extent of an Environmental Statement, including the provision of a screening opinion and scoping opinion in connection with any planning application and to agree any necessary subsequent updates to such environmental information.	Head of Planning, Planning and Enforcement Manager, Team Leaders, Principal Planning Officers
G . JUDICIAL REVIEWS		
1.	To institute and defend Judicial Reviews and Statutory challenges in consultation with the Compliance Governance and Monitoring Officer.	Head of Planning, Planning & Enforcement Manager
H . TREES AND WOODLANDS		
1.	To exercise powers relating to the preservation of trees (Sections 197 to 214D of the 1990 Act and the Town and Country Planning (Tree Preservation) (England) Regulations 2012) including applications for and confirmation of Tree Protection Orders, variation or modification to existing orders and to make such tree preservation orders under s198 1990 Act as appear necessary.	Head of Planning, Strategic and Environmental Planning Manager, Arboriculture & Ecology Team Leader, Principal Arboriculture Officer, Principal Arboriculture Officer (Tree Risk) Subject to the decision regarding confirmation of a Tree Preservation Order shall be referred up to the Head of Planning if any objections have

		been received (with ability to refer to Committee where appropriate.)
2.	To revoke Tree Preservation Orders except where objections are received (Town and Country Planning (Tree Preservation) (England) Regulations 2012) and Schedule 1 paragraph 13 1990 Act.	Head of Planning, Strategic and Environmental Planning Manager, Arboriculture & Ecology Team Leader
3.	To resolve not to confirm Tree Preservation Order.	Head of Planning, Strategic and Environmental Planning Manager, Arboriculture & Ecology Team Leader
4.	To determine applications for works to trees covered by Tree Preservation Orders and decide upon notifications made of proposed works to trees in conservation areas.	Head of Planning, Strategic and Environmental Planning Manager, Arboriculture & Ecology Team Leader, Principal Arboricultural Officers
5.	To issue tree replacement notices and take legal action and/or action in default for any failure to comply.	Head of Planning, Strategic and Environmental Planning Manager, Arboriculture & Ecology Team Leader, Principal Arboricultural Officers, Planning Enforcement Team Leader in consultation with the Compliance Governance and Monitoring Officer.
6.	To investigate and take legal action in respect of any action or contravention of a Tree Preservation	Head of Planning, Strategic and Environmental Planning

	Order or unlawful works to trees in a conservation area.	Manager, Arboriculture & Ecology Team Leader, Principal Arboricultural Officers, Planning Enforcement Team Leader in consultation with the Compliance Governance and Monitoring Officer.
7.	To authorise an application and apply for an injunction to restrain an actual or apprehended offence to trees under sections 210 or 211 of the 1990 Act in consultation with the Compliance Governance and Monitoring Officer.	Head of Planning, Planning & Enforcement Manager, Strategic and Environmental Planning Manager
8.	To take all actions to ensure dangerous trees are made safe and to reclaim costs pursuant to sections 23 and 24 of the Local Government (Miscellaneous Provisions) Act 1976.	Head of Planning, Strategic and Environmental Planning Manager, Arboriculture & Ecology Team Leader, Principal Arboricultural Officer (Tree Risk)
9.	To exercise powers relating to the protection of important hedgerows (The Hedgerows Regulations 1997).	Head of Planning, Strategic and Environmental Planning Manager, Arboriculture & Ecology Team Leader, Principal Arboriculture Officer, Principal Arboriculture Officer (Tree Risk)
10.	To exercise powers relating to complaints about high hedges (Part 8 of the Anti-Social Behaviour Act 2003) and all rights of entry provided for under section 74 of the Anti-Social Behaviour Act 2003.	Head of Planning, Strategic and Environmental Planning Manager, Arboriculture & Ecology Team Leader, Principal

		Arboriculture Officer, Principal Arboriculture Officer (Tree Risk)
11.	To obtain information about interests in land and take legal action for failure to comply pursuant to s 330 1990 Act and S16 of the Local Government (Miscellaneous Provisions) Act 1967).	Head of Planning, Strategic and Environmental Planning Manager, Arboriculture & Ecology Team Leader, Principal Arboriculture Officer, Principal Arboriculture Officer (Tree Risk) in consultation with the Compliance Governance and Monitoring Officer.
I. Planning Performance Agreements		
1.	To negotiate, enter into and implement Planning Performance Agreements (PPAs).	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
J. Planning Agreements		
1.	To enter into, modify, discharge or enforce planning or legal agreements securing controls over development (e.g. s106 1990 Act, Biodiversity Net Gain) or accept a unilateral undertaking in connection with a planning permission and also for planning appeals. In the event that a s106 Agreement has been entered into, thereafter to monitor and secure compliance with the planning obligation contained therein.	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers (Including Principal Obligations Officer) in consultation with the Compliance Governance and Monitoring Officer.

2.	To refuse applications following a resolution to grant permission at the Strategic Board or Planning Committee if the required legal agreements are not completed by the applicant within the timeframe set out in the officer's report and provide information report to the relevant Strategic Planning Board or Planning Committee.	Head of Planning, Planning & Enforcement Manager, Team Leaders, Principal Planning Officers
3.	To make changes to s106 planning obligations approved at the Strategic Board or Planning Committee in light of changing circumstances between the meeting and issue of decision (provided in line with the principles of board or committee's decision). Any such change will be reported back to members at the next relevant Strategic Board or Planning Committee for member's information.	Head of Planning, Planning and Enforcement Manager, Team Leaders to liaise with relevant Chair of Committee as appropriate.
K. COMMUNITY INFRASTRUCTURE LEVY (CIL)		
1.	<p>In accordance with the Community Infrastructure Levy Regulations 2010 (as amended) or any relevant regulations that replace them and the requirements of the government Planning Practice Guidance relevant to the Community Infrastructure Levy (CIL):</p> <p>a. to oversee and implement the operation, enforcement and review of CIL charging schedule and all associated documents</p>	Head of Planning, Planning and Enforcement Manager, Planning Enforcement Team Leader, Principal Obligations Officer

	<p>b. to liaise with Legal Services the Compliance Governance and Monitoring Officer in respect of CIL debt recovery</p> <p>c. to prepare all required statements of evidence for the CIL Charging Authority in respect of CIL appeals</p> <p>d. to exercise rights of entry provided for under Regulation 109 of the Community Infrastructure Levy Regulations 2010 (as amended)</p> <p>e. to produce and publish reports on CIL receipts as required by the Government.</p>	
L . NEIGHBOURHOOD PLANNING		
1.	To receive, consider, publicise and determine (approve/reject) area designation requests from qualifying bodies for proposed neighbourhood development plans and neighbourhood development orders (including community right to build orders) and Neighbourhood Forum designation requests and publicise decisions made,	Head of Planning
2.	To carry out screening and if appropriate a strategic environmental assessment and habitats regulations assessment of neighbourhood development plans and neighbourhood development orders (including community right to build orders) and provide a statement of reasons for determination.	Head of Planning

3.	To receive and consider, including making comments on, final draft neighbourhood development plans and neighbourhood development orders (including community right to build orders), and to inform and invite representations from people who live, work or carry on business in the area to which the plan or order relates by appropriate advertising.	Head of Planning
4.	To select and appoint a suitably qualified and experienced person to conduct the independent examination of a neighbourhood development plan or neighbourhood development order (including a community right to build order) in agreement with the Parish or Town Council.	Head of Planning
5.	To implement referendum and 'make' the Neighbourhood Plan.	Head of Planning (in consultation with Chair of Committee)
M. BUILDING CONTROL		
1.	To determine applications for building control approval with full plans, with/without a requirement under the Building Regulations 2010 (as amended), subject to any other section of the regulations or other Act that expressly requires or authorises the rejection of such plan in certain cases.	Director, Head of Planning, Building Control Manager, Area Team Leader
2.	To exercise the power under section 8(1) of the Building Act 1984 to dispense with or relax any	Director, Head of Planning, Building Control Manager

	requirement contained within the Building Regulations 2010 (as amended.)	
3.	To issue completion certificates under Regulation 17 of the Building Regulations 2010 where satisfied, after taking all reasonable steps, that the relevant provisions have been complied with in relation to the building.	Director, Head of Planning, Building Control Manager, Area Team Leader
4.	To enter premises under section 95 of the Building Act 1984, authorising an officer or agent of the council to enter land under the aforementioned.	Director, Head of Planning, Building Control Manager, Area Team Leader, Principal Building Inspector, Building Inspector, Building control technician.
5.	To exercise local authority powers in relation to partly completed work under regulation 22 of the Building (Registered Building Control Approvers etc.) (England) Regulations 2024.	Director, Head of Planning, Building Control Manager
6.	To receive, accept or reject, on prescribed grounds and where appropriate, various notices under Part 2 of the Building Act 1984 and the Building (Registered Building Control Approvers etc.) (England) Regulations 2024 in connection with the supervision of plans and work by registered building control approvers.	Director, Head of Planning, Building Control Manager
7.	To take appropriate enforcement action in cases where the provisions of the building regulations and other related legislation have not been complied with, including instituting proceedings in the	Director, Head of Planning, Building Control Manager

	magistrate's court under sections 35 and 36 of the Building Act 1984.	
8.	To serve notices under sections 35, 35B, 35C and 36 of the Building Act 1984, compliance notices and stop notices and the removal or alteration of offending work.	Director, Head of Planning, Building Control Manager
9.	To deal with applications and enforcement in relation to unauthorised works under regulation 18 of the Building Regulations 1984 (as amended).	Director, Head of Planning, Building Control Manager
10.	To deal with dangerous structures by acting under Section 77 of the Building Act 1984 to secure removal of the dangerous conditions in buildings or structures through an application to magistrate's court for an order to remove such danger.	Director, Head of Planning, Building Control Manager
11.	To take emergency action under section 78 of the Building Act 1984 in such cases where immediate action is necessary to remove danger.	Director, Head of Planning, Building Control Manager
12.	To serve notices under Section 81 of the Building Act 1984 relating to intended demolition of buildings or structures.	Director, Head of Planning, Building Control Manager
13.	To authorise and serve any notice or requirement under Section 59 of the Building Act 1984(Drainage of a building) and the subsequent enforcement of such notice together with recovery of expenses reasonably incurred by the council.	Director, Head of Planning, Building Control Manager

N. STREET NAMING AND NUMBERING		
1.	To determine street naming requests.	Head of Planning (in consultation with Chair of Committee)

<u>Transport and Infrastructure</u>		
<u>Strategic Transport and Parking</u>	To ensure the effective operation of services within Strategic Transport and Parking within Place, namely Parking Services and Strategic Transport and Local Transport Plan.	Director of Transport and Infrastructure (Director)
Parking Services	To be responsible for on-street and off-street car parking operations and enforcement including strategy and policy (subject to approval by the relevant committee), issuing permits and blue badges, maintenance and charges, including Penalty Charge Notices.	Director, Head of Strategic Transport and Parking, Parking Services Manager
	To manage undertaking parking reviews and consultations including managing procedures for making and/or varying Traffic Regulation Orders and/or the Cheshire East Off-Street Consolidated Parking Order.	Head of Strategic Transport and Parking, Parking Services Manager

Strategic Transport and Local Transport Plan	To draft prepare and manage the Council's Local Transport Plan as required by statute, setting out its vision for future transport and travel infrastructure.	Director Head of Strategic Transport and Parking, Policy & Strategy Manager.
	To develop design and deliver sustainable multi-model transport strategies, policies, solutions and schemes as stated in the Local Transport Plan and in accordance with relevant national guidelines and standards.	Head of Strategic Transport & Parking, Policy & Strategy Manager
	To determine local non-statutory concessions policy and administer both statutory (English National Concessionary Travel Scheme 'ENCTS') and non-statutory travel concessions (via Traffic Concession Authorities).	Head of Strategic Transport & Parking, Contracts and Performance Manager
	To identify and commission socially-necessary bus services, including demand-responsive transport services (DRT), in accordance with legislation and Council policies.	Head of Strategic Transport & Parking, Contracts and Performance Manager
	To commission, maintain, coordinate and manage local passenger transport facilities, in the role of the Passenger Transport Authority, including bus stations, shelters and timetable displays.	Head of Strategic Transport & Parking, Contracts and Performance Manager

Strategic Transport and Local Transport Plan (cont.)	<p>To represent the Council on The Cheshire East Bus Partnership-a statutory 'Enhanced Partnership' between Cheshire East Council (as the Local Transport Authority) and local bus operators to work together to improve local bus services as described in the Bus Service Improvement Plan.</p>	<p>Director Head of Strategic Transport</p>
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<p><u>Rail and Transport Integration</u></p>	<p>To lead the council's role in working with relevant partners to establish the Crewe 360 Hub as a substantial development opportunity in the region, leveraging public and private sector investment to kick-start wider regeneration and development. The Crewe 360 Hub programme will:</p> <ul style="list-style-type: none"> • Establish a major growth opportunity in the UK • Secure recognition of the regional and national significance of Crewe Interchange, the Station, and its wider environs • Leverage public and private sector investment to drive regeneration and development • Set an ambitious and positive trajectory for the future prosperity of the future city and its communities 	<p>Head of Rail and Transport Integration</p>
<p><u>Strategic Infrastructure</u></p>	<p>To ensure the effective operation of services within` Infrastructure within Place, namely:</p> <ul style="list-style-type: none"> – Infrastructure Delivery – Major Projects – Highways Development Management. 	<p>Director</p>

Infrastructure Delivery	To manage and deliver all Capital Projects.	Director, Head of Strategic Infrastructure, Team Leader/ Manager, Principal Officer subject to the levels specified in the Financial Schemes of Delegation.
Highways Development Management	To manage Highways Development.	Director, Head of Strategic Infrastructure, Team Leader / Manager, Principal Officer subject to the levels specified in the Financial Schemes of Delegation.
Highways Development Management (cont.)	To approve the adoption of land as a Highway Maintainable at Public Expense.	Head of Strategic Infrastructure
Execution of work on highways	To manage and discharge the Council's legal responsibilities in relation to execution of work on highways. This includes completion of agreements for the execution of works on a highway maintainable at public expense under section 278 of the Highways Act 1980, in consultation with the Governance Compliance and Monitoring Officer.	Director, Head of Strategic Infrastructure.

	To discharge duties in relation to street works in private streets under section 205(3) and (5) of the Highways Act 1980.	Director, Head of Strategic Infrastructure.
	To certify documents giving details of any amendments to estimate of costs and provisional apportionment of costs of street works in private streets under section 210(2) of the Highways Act 1980.	Director, Head of Strategic Infrastructure.
	To make a final apportionment of costs of street works under the private street works code under sections 211(1), s212(4), s216(2) and (3) of the Highways Act 1980.	Director, Head of Strategic Infrastructure

<u>Highways</u>	<p>To ensure the effective operation of services within Highways within Place, namely:</p> <ul style="list-style-type: none"> – Contract Operations Management – Contract Asset Management – Flood Risk Management. 	Director
	To approve contractual payments under the Highway Services Contract.	Director, Head of Highways.

Contract management actions relating to the Highway Service Contract, to include:		Subject to the financial levels specified in the Financial Schemes of delegation, the contract procedure rules and recording details of assurance checks undertaken and detail of non-compliance identified.
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Contract management actions relating to the Highway Service Contract, to include: (cont.)	<p>To undertake the following contract management actions under the Highway Services Contract:</p> <ul style="list-style-type: none"> – Issue Service Manager Instructions. – Approve Task Orders. – Issue and agree response to Early Warning Notices. 	Director, Head of Highways, Contract Managers.
	<p>To approve initiation of formal contractual dispute proceedings.</p>	<p>Director, Head of Highways, in consultation with the Governance Compliance and Monitoring Officer.</p> <p>Once informal steps exhausted, if applicable.</p>
Asset management actions to include:	<p>To receive certificates approving dedication of highways to be maintainable at public expense and making certificates available for inspection under s37(5) of the Highways Act 1980.</p>	Director, Head of Highways.
	<p>To approve programmes (and revisions) of highway maintenance and safety capital works within the allocated budget.</p>	Director, Head of Highways, Contract Managers.

Asset management actions to include: (cont.)	To maintain and to keep an accurate list of streets which are maintainable highways at public expense under s36(6) of the Highways Act 1980	Director, Head of Highways. Contract Managers.
	To approve acceptance of maintenance and liability (revenue) implications resulting from change to highway infrastructure.	Director, Head of Highways, Contract Managers. In line with the approved business case.
	To approve changes to winter maintenance routes or the provision of grit bins.	Director, Head of Highways, Contract Managers. In line with the Winter and Adverse Weather Policy.
	To approve and sign notices under Highways Act 1980	Director, Head of Highways, Contract Managers.

Asset management actions to include: (cont.)	To approve statutory action taken by the council as Lead Local Flood Authority under the Flood and Water Management Act 2010, and the Land Drainage Act 1991 including section 19 flooding investigations and taking necessary enforcement action with serving of notices.	Head of Highways
	To provide technical advice for insured and uninsured claims relating to highways to manage pre-proceedings and in-trial, the council's interests in the conduct of claims.	Head of Highways, Contract Managers
Performance and customer experience actions, to include:	To approve contract annual performance framework.	Director, Head of Highways, Contract Managers.
	To approve the annual contractual performance payments in accordance with the contract.	Director, Head of Highways subject to the levels specified in the Financial Schemes of Delegation and Contract Procedure Rules.
Network management actions, to include:	To sign and approve Temporary Traffic Regulation Orders.	Director, Head of Highways, Contract Managers in consultation with the

		Governance Compliance and Monitoring Officer.
Network management actions, to include: (cont.)	To take action to manage the performance of statutory undertakers to discharge statutory obligations under the New Roads and Street Works Act 1991 and Traffic Management Act 2004.	Director, Head of Highways, Contract Managers.
	Approval of formal action to enforce the provisions of the Highways Act 1980, New Roads and Street Works Act 1991 or Traffic Management Act 2004.	Director, Head of Highways.
	To progress any applications in relation to stopping up of the highway maintainable at public expense including s116 and s117	Director, Head of Highways, Contract Managers.
	To approve road closures under section14 of the Road Traffic Regulation Act 1984 or the Town and Police Clauses Act 1847.	Director, Head of Highways, Contract Managers in consultation with the Governance Compliance and Monitoring Officer.

Network management actions, to include: (cont.)	<p>To approve the siting of statutory undertakers' apparatus in the highway to discharge statutory obligations under the New Roads and Street Works Act 1991. Approve the issue of specified licences under the Highways Act 1980:</p> <p>Section 115E: Production of income, providing information or advertising.</p> <p>Section 139: Placement of skips.</p> <p>Section 142: Planting trees or shrubs.</p> <p>Section 169: Scaffolding.</p> <p>Section 171: Deposit of building materials and making of excavations in streets.</p> <p>Section 172: Hoardings.</p> <p>Section 177: Oversailing.</p> <p>Section 184: Light vehicle crossover.</p>	<p>Director, Head of Highways, Contract Managers, other officer.</p>
	<p>To approve charges for street works permits the issue of specified licences under New Roads and lane rental Street Works Act 1991:</p> <p>Section 50: Siting of statutory undertakers' apparatus.</p>	<p>Director, Head of Highways, Contract Managers, other officer.</p>

Network management actions, to include: (cont.)	<p>To approve charges for and issue:</p> <p>Any of the following specified licences above issued under the Highways Act and 1980 or New Roads and Street Works Act: 1991.</p> <p>[Details] Street works permits or lane rental under the Traffic Management Act 2004.</p>	Director, Head of Highways
	To approve enforcement for breach of the conditions of any of the specified licences above issued under the Highways Act 1980 or New Roads and Street Works Act 1991.	Director, Head of Highways, Contract Managers.
	To issue a notice to require owners to remove materials from streets in which works are due to take place under section 295 of the Highways Act 1980.	Director, Head of Highways
	To sign and authenticate notices, consents, approvals, orders, demands, licences, certificates, or other documents under section 321 of the Highways Act 1980.	Director, Head of Highways

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Scheme of Delegation-Executive Director Resources/Section 151 Officer

Introduction and context

The Executive Director of Resources/s151 Officer has overall responsibilities within the Council for Resources and s151 Officer functions. The Executive Director of Resources/s151 Officer is able to onward delegate these functions to other officers except for statutory s151 functions. This document seeks to capture those onward delegations.

The Executive Director of Resources/s151 Officer is given delegated power to exercise all the Authority's powers, functions and responsibilities and to take any decisions in relation to the following areas of the Council's operations and services, subject to the terms of the Constitution:

- People and Customer Experience - HR, Organisational Development and Culture, Customer Experience

- Finance - Procurement, Revenues and Benefits, Finance Business Support, Finance (Adults & Children's Services), Finance (Place & Corporate Services), Finance (Strategic Finance & Accounting)

- Digital

The powers delegated are wide and inclusive and are not listed by reference to each and every statute, function or regulation.

Type of activity	Specific function or decision-making	Officer responsible for that function
People and Customer Experience		
	To act as the lead officer on the Council's approach to developing and maintaining a workforce/people strategy which will deliver the Council's strategic objectives and corporate plan.	Director of People and Customer Experience
	To lead, develop, implement and oversee a comprehensive suite of strategic, advisory and operational workforce and customer related services across the Council; aligned with the Council's strategic objectives and corporate plan, focused on delivering	As above

	business as usual and other transformation/devolution activity.	
	To act as lead advisor to Members and senior leadership/ management on strategy, statutory and regulatory practices relating to People and Customer Experience functions; and provide assurance as to the quality of and compliance with services delivered.	As above
	To provide comprehensive support and advice to Members, senior management colleagues and employees via timely and accessible data, management information reporting etc; ensuring that insight and intelligence is tailored to the needs of key stakeholders and is in compliance with the Council's GDPR and other confidentiality requirements.	As above
	To assure the Council's statutory responsibilities for Equality, Diversity and Inclusion for the workforce are being met and proactively promote the importance of inclusion in the workplace as a critical component of delivering the Council's plan.	As above
	To be responsible for the maintenance/accuracy of the service establishment in UNIT4 and accountable for budgets associated.	Head of Human Resources (HR), Head of Organisational Development and Culture, Head of Customer Experience
	Provide assurance that workforce related policies and guidance notes are compliant with national and other legislative requirements.	Director of People and Customer Experience
	Provide final sign off from a People function on any compliance, statutory obligations documents and ensure distribution to the Governance, Compliance and Monitoring Officer colleagues for final sign off in relation to Settlement Agreements.	Director of People and Customer Experience
Human Resources	Service areas include: -Corporate and schools HR operations	Head of HR

	<ul style="list-style-type: none"> -Insourced service areas (e.g. ANSA, Orbitas) -HR Business Partnering -HR Policy and employee relations. 	
	To lead the HR Operations and Policy team providing professional expertise and direction for the Council and Schools customers through effective strategic business partnering to support delivery of the Council's key priorities and services.	As above
	To lead the implementation of relevant operational and advisory workforce solutions to support business as usual needs and any other transformation/devolution related work.	As above
	To develop a policies and procedures framework for Council and Schools (and any other external) customers that underpin our people policies.	As above
	To provide professional expertise and oversight into all employment related HR cases.	As above
	To monitor, review and develop CHESS school's consultancy, OHU buy back services in consultation with customers/stakeholders.	As above
	To review the Transactional service centre contract with Cheshire West and develop proposals future working arrangements. To be lead representative for the Transactional Service Centre and Unit 4 with regard to the HR functions.	As above
	To contribute to the overall implementation of the Council's workforce strategy, with a view on continuous performance improvement.	As above
	To develop, implement, monitor and refines plans across People and Customer Services functions which support implementation of the Council's Corporate Plan priorities.	As above
	To act as the lead employee relations advisor with Trade Unions in relation to all HR Advisory and Operations matters.	As above

	To be the pension employer lead for the Cheshire Pension Fund in collaboration with Finance in relation to strategic direction and ensuring that employer statutory and scheme obligations such as pension auto enrolment and pensions discretions are adhered to.	As above
	To deputise for the Director of People as required.	As above.
Organisational development and Improvement	To develop and implement policies, provision, procedures and guidance and any other deliverables in support of the Council's workforce strategy.	Head of Organisational development and Improvement
	To lead on the design, implementation and reporting on talent management and workforce retention offerings.	As above
	To lead on the design, implementation and reporting on organisational development, workforce planning and development, skills and talent development, employee value proposition (what Cheshire East offers it's employees), compliance and employee engagement and culture offerings.	As above
	To support the Director of People and Customer Experience in designing and role modelling change, including professional advice to the Chief Executive, Corporate Leadership Team and colleagues on any new initiative or better ways of achieving the Council's strategic goals.	As above
	To lead on the development, implementation and monitoring of the Council's wellbeing strategy.	As above
	To manage the contracts for Occupational Health, Comensura (agency), Employee Assistance Programme and Salary Sacrifice.	As above
	To oversee the delivery of the Council's job evaluation schemes.	As above
	To be responsible for workforce culture and people pay and reward.	As above
	To lead on the Council's apprenticeship strategy and levy, working with maintained schools, directorates and Council owned companies.	As above

	To lead on the provision of the Council's Learner Management and PDR systems.	As above
	To oversee the commissioning of learning and development.	As above
	To deputise for the Director of People as required.	As above
Customer Experience	<p>To develop, implement and monitor a high-quality Customer Experience service. Service areas include:</p> <ul style="list-style-type: none"> • Customer Experience Strategy and transformation. • Customer Contact Centre (Operational Team): and • Customer Service Improvement Team: • Executive Correspondence; and • Complaints and Ombudsman liaison 	Head of Customer Experience
	To lead on the design, development, implementation and monitoring of the Council's strategic approach to customer experience.	As above
	To oversee the development, implementation and monitoring of a comprehensive suite of Customer Experience policies, procedures and processes, standards and other offerings to underpin the delivery of the Council's customer experience strategy.	As above
	To develop a comprehensive approach to data, insight and intelligence so that key stakeholders can access and interpret customer services data and insight and that regular reporting is provided to key stakeholders.	As above
	To act as the senior customer for the Councils Digital Transformation Programme.	As above
	To provide advice to Customer Experience departments including but not limited to the Contact Centre.	As above
	To proactively liaise with Council departments to ensure they are full briefed on our customer experience strategy and are able to leverage the services of the Customer Experience function effectively and to create a Council wide consistent approach.	As above
	To be accountable for the achievement of all key metric and KPI's with the Cluster.	As above

	To deputise for the Director of People and Customer Experience in attending relevant Customer Experience meetings with Corporate Leadership Team and relevant committees as needed.	As above
Finance		
Section 151 Officer	To undertake the statutory role of section 151 Officer.	Executive Director of Resources/s151 officer
Deputy (including Deputy s 151 officer)	To deputise locally and nationally for the Executive Director of Resources (s 151 Officer.)	Director of Finance (Deputy s151)
Financial Adviser to the Council etc	To be financial adviser to the Council, Committees and Officers.	Executive Director of Resources/s151 Officer
	<p>To be the Authority's 'responsible financial officer.'</p> <p>To be responsible for the proper administration of the Council's financial affairs as specified in, and undertake the duties required by, section 151 of the Local Government Act 1972, the Local Government and Housing Act 1989, the Local Government Act 2003 and all other relevant legislation.</p> <p>'Proper Administration' is not defined but shall also include responsibilities for compliance with the statutory requirements for accounting and internal audit.</p>	Executive Director of Resources/s151 Officer
Section 114 Local Government Finance Act 1988	To report to all elected members of the local authority, in consultation with the Monitoring Officer, any unlawful expenditure incurred or to be incurred or an unbalanced budget pursuant to Section 114 of the Local Government Finance Act 1988.	Executive Director of Resources/s151 Officer

	To advise the Council whether particular decisions are likely to be contrary to the policy framework (jointly with the Monitoring Officer)-Local Government Act 2000.	Executive Director of Resources/s151 Officer (in conjunction with Monitoring Officer)
Finance Procedure Rules	To carry out the functions and responsibilities which are detailed in the Finance Procedure Rules.	Executive Director of Resources/s 151 Officer
Treasury Management	To secure effective treasury management, including drafting the treasury management strategy (which includes the Council's borrowing requirement), management of cashflows and taking all action necessary in relation to all debts, payment of accounts, borrowing, loans (including guarantees and indemnities), grants, advances, investments, financing and banking generally, with pursuit of optimum performance.	Executive Director of Resources/s 151 Officer
	To set and arrange the Council's affairs to remain within prudential limits for borrowing and capital investment, ensuring the Council maintains its commitments in balance with available resources, pursuant to The Local Government Act 2003.	Executive Director of Resources/s151 Officer
	To ensure that legal requirements are complied with in discharging the s151's responsibilities for capital finance.	Executive Director of Resources/s151 Officer
Debts	To take all action necessary to facilitate debt recovery and enforcement action including instituting prosecutions, making applications to courts and tribunals and authorising officers to appear on behalf of the Council.	Executive Director of Resources/s151 Officer

Pension	To take all necessary action in respect of the Council's role in relation to the administration and operation of the Cheshire Pension Fund. (The overall fund is administered by Cheshire West under the Cheshire West and Chester Council (CWaC) pension fund.)	Executive Director of Resources/s151 Officer
Council Tax, Business Rates, Council Tax Support, Non Domestic Rates, General Rates and Housing Benefit.	To exercise the functions of a billing and collecting authority for Council Tax and make recommendations to the Council on Council Tax requirements, on the Council tax base and Business Rates and to administer and manage generally all matters relating to Council Tax Support, Non Domestic Rates, General Rates and Housing Benefit, including the awarding of discounts, relief and exemptions and the levying, collection, recovery and disbursement of all sums due to the Council in respect of the same in accordance with all governing Regulations.	Head of Revenues and Benefits
Finance/Contract Rules	To ensure the Financial and Contract Procedure Rules are complied with.	Director of Finance (Deputy S151 Officer)
	To lead and develop the provision of robust and legally sound procurement and contract management processes and procedures in support of the Council's commissioning activities.	Director of Finance (Deputy S151 Officer)
Tenders	To set up a system for the issue and receipt of electronic tenders and quotations.	Director of Finance (Deputy S151 Officer) Head of Procurement
UNIT4	To be responsible for the development of the finance suite of information within UNIT4 and accountable for budgets associated.	Director of Finance (Deputy s 151)
	To ensure financial management arrangements are in line with broad policy objectives by providing advice on	Director of Finance

	implementing effective financial management arrangements within changing service delivery arrangements.	(Deputy S151 Officer)
Systems of internal financial control	To advise on effective systems of internal control which provide assurance of effective and efficient operations, internal financial controls and compliance with laws and regulations.	Director of Finance (Deputy S151 Officer)
	To ensure effective arrangements are in place which encompass budgetary systems, accounting procedures, information systems, segregation of duties, authorisation processes, physical safeguards and management reviews.	Director of Finance (Deputy S151 Officer)
Financial strategies	To draft financial strategies for approval by full council including the: -Medium-Term Financial Strategy -Capital Strategy -Reserves Strategy -Investment Strategy	Executive Director of Resources/s151 Officer
Financial risk management	To advise on financial risk management and profiling, including safeguarding assets and risk avoidance by assisting the Council to develop appropriate governance, risk strategy and procedures.	Executive Director of Resources/s151 Officer
Accounts	To prepare statutory and other accounts and grant claims ensuring compliance with the law, appropriate regulations and approved accounting standards.	Executive Director of Resources/s151 Officer
External Audit	To be responsible for managing the relationship with the External Audit function.	Executive Director of Resources/s151 Officer

Digital (SIRO)

	To exercise all powers and duties in relation to the delivery of ICT for the Council.	Director of Digital
	To provide strategic leadership and accountability for all aspects of Digital, ICT, Data Services and Transformation.	As above
	To align digital strategies with emerging technologies such as cloud computing, artificial intelligence (AI), data analytics and automation.	As above
	To oversee the ICT infrastructure cloud services and application landscape across the council together with respective council owned companies.	As above
	To promote digital professional development and skills enhancement across teams.	As above
	To lead, as Senior Information Risk Owner (SIRO), the organisation's information risk management policy and advocate for robust information security. This includes making the annual statement of internal control for information risk.	As above
	To lead the development and delivery of a comprehensive digital transformation and business change programme, covering service redesign, infrastructure optimisation and organisational reconfiguration.	As above.
	To lead the development of digital, information, communication and technology policies and strategies, advising the Council and Organisational Management Team on all digital, information management and technology-related issues.	As above
	To lead the development of Digital and ICT systems and strategies, advising on technical developments, maximising the benefits of emerging technology.	As above
	To lead and direct the Council's Digital Business Change Service, developing a robust framework for project and programme management to deliver high-profile and high-risk projects.	Director of Digital in consultation with Assistant Chief Executive, Head of

		Transformation and Corporate Project Management Office.
	To lead and support the implementation of e-governance across the Council.	Director of Digital
	To lead the Council's business planning for investment in Digital and ICT in each Directorate.	As above
	To lead the development of products and services that can attract external funding.	As above
	To establish, monitor and develop an Information Assurance policy to protect the Council's information assets and ensure data security.	As above
	<p>To perform the role of SIRO, overseeing the management of information risks and incidents, including:</p> <ul style="list-style-type: none"> • Process for information risk assessment • Review and agreement of information risk-mitigating actions. • Resolution of information assurance issues 	As above

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Scheme of delegation- Governance Compliance and Monitoring Officer

Introduction and Context

The Governance Compliance and Monitoring Officer has overall responsibilities within the Council for Governance and Compliance and undertakes the Monitoring Officer functions.

The Monitoring Officer (MO) is required to carry out the statutory functions of their post personally, with the exception that:

- The Monitoring Officer, rather than the Council, will nominate at least one Officer as Deputy Monitoring Officer, with the power to act as Monitoring Officer where the Monitoring Officer **is unable to act as a result of absence or illness or conflict of interest**; and

- In respect of the obligations relating to alleged breaches of the Members' Code of Conduct, the Monitoring Officer may arrange for any person to perform all or any of their functions, for example by delegating internally or by instructing an external and independent individual to conduct a particular investigation.

Whilst the statutory functions are personal to the Monitoring Officer, they may arrange for any Officer to assist them in the discharge of any non-statutory functions.

Subject to the above the Governance Compliance and Monitoring Officer is able to onward delegate these functions to other officers. This document seeks to capture those onward delegations.

The Governance Compliance and Monitoring Officer is given delegated power to exercise all the Authority's powers, functions and responsibilities and to take any decisions in relation to the following areas of the Council's operations and services, subject to the Constitution:

Legal Services

Audit Risk and Assurance

- Internal Audit

- Risk and Business Continuity
- Insurance
- Health and Safety
- Information Rights

Democratic Services

- Registration and Civic Services
- Electoral Services
- Democratic Services

The powers delegated are wide and inclusive and are not listed by reference to each and every statute, function or regulation.

Monitoring Officer

The Monitoring Officer is appointed in accordance with Section 5 of the Local Government and Housing Act 1989 and is responsible for supporting and advising the Council in relation to:

- the lawfulness and fairness of the decision making of the Council
- the Council's compliance with its legal responsibilities and requirements
- matters relating to the conduct of Councillors (including Parish Councillors).

The Monitoring Officer shall have the following delegated powers and responsibilities:

Monitoring Officer	To act as the Council's Monitoring Officer under the law and the Council's Constitution.	Governance, Compliance and Monitoring Officer
Appointment of Deputy Monitoring Officer (DMO)	To act as the Council's Deputy Monitoring Officer(s) under the law and the Council's Constitution, where the Monitoring Officer is unable to act on a matter in their	Head of Legal Services

	statutory capacity under section 5 of the Local Government and Housing Act 1989.	
	To act where the Monitoring Officer is unable to act on a matter in relation to Member conduct.	Deputy Monitoring Officers for this purpose are: Head of Legal Services Legal Team Manager (Place Team) Legal Team Manager (People Team)
Investigatory and Disciplinary Committee	The discipline of the Statutory Officers.	Governance, Compliance and Monitoring Officer only (the DMO can only act where the Monitoring Officer is unable to act as a result of absence or illness or conflict of interest.)
Section 5 report of illegality or maladministration	The Monitoring Officer shall, where necessary, and in consultation with the Head of Paid Service and the Chief Finance Officer, investigate and report any proposal, decision or omission considered to be unlawful or that amounts to maladministration to the Council as appropriate in accordance with Section 5 and 5A of the Local Government and Housing Act 1989 as amended by paragraph 24 of Schedule 5 Local Government Act 2009.	Governance, Compliance and Monitoring Officer only (the DMO can only act where the Monitoring Officer is unable to act as a result of absence or illness or conflict of interest.)
Register of Members' Interests (including town and parish.)	To maintain the Register of Member's Interests in accordance with section 81(1) Local Government Act 2000 and section 29 Localism Act 2011, including	Governance, Compliance and Monitoring Officer

	dealing with sensitive interests under section 32 Localism Act 2011.	
Register of Gifts and Hospitality-Members	To maintain the Register of Member's Gifts and Hospitality (s29 Localism Act 2011.)	Governance, Compliance and Monitoring Officer
Councillor Allowances	To determine whether a particular claim for payment under the Councillors Allowances Scheme is appropriate.	Governance, Compliance and Monitoring Officer Head of Democratic Services
Members' code of conduct complaints	To administer, assess and investigate complaints of allegations of breach of the Members' Code of Conduct, in accordance with the Localism Act 2011.	Governance, Compliance and Monitoring Officer Deputy Monitoring Officers for this purpose are: Head of Legal Services Legal Team Manager (Place Team) Legal Team Manager (People Team)
Resources	To report to the Council on resources which they consider they require for the discharge of their functions.	Governance, Compliance and Monitoring Officer
Principal Legal Adviser	To act as Principal Legal Advisor to the Council.	Governance, Compliance and Monitoring Officer
Governance	To promote and co-ordinate the effective Governance of the Council.	Governance, Compliance and Monitoring Officer

		Deputy Monitoring Officers for this purpose are: Head of Legal Services Legal Team Manager (Place Team) Legal Team Manager (People Team)
Scrutiny	To encourage effective scrutiny of the Council.	Governance, Compliance and Monitoring Officer (NB. Head of Democratic Services is the statutory Scrutiny Officer-Local Government Act 2000 Section 9FB.)
Probity	To consult regularly with the Chief Executive / Head of Paid Service, the Chief Financial Officer and Auditors to identify areas where the probity of the Council can be improved or better protected and to take appropriate action.	Governance, Compliance and Monitoring Officer
Whistleblowing	To receive disclosures of whistleblowing in accordance with the Council's whistleblowing policy.	Governance, Compliance and Monitoring Officer (the Chief Executive and Internal Audit can also receive such disclosures.)
Audit and Governance Committee	To support the Audit and Governance Committee in the delivery of the responsibilities as set out in this constitution.	Governance, Compliance and Monitoring Officer

Ethical advice to members	To provide advice to Members on conduct and ethics matters generally.	Governance, Compliance and Monitoring Officer
Member training	To provide an effective, robust and ongoing programme of elected member training and development.	Governance, Compliance and Monitoring Officer Head of Democratic Services
Monitor and uphold the Constitution	To regularly review the constitution for effectiveness and accuracy and report to council on any changes and updates required.	Governance, Compliance and Monitoring Officer
	In consultation with the Chair and Vice-Chair of the Corporate Policy Committee, to make such changes to the Council's Constitution as the MO deems to be necessary and which are in the Council's interests and not major in nature, including, but not limited to, changes: -amounting to routine revisions -to provide appropriate clarity -to correct typographical and other drafting error -to reflect new legislation -to correct inconsistencies in drafting -to reflect new officer structures and job titles, properly approved through Council processes.	Governance, Compliance and Monitoring Officer
Advice-Budget & Policy Framework	Provide advice to ensure that decisions are taken on proper authority, by due process, and in accordance with the Budget and Policy Framework.	Governance Compliance and Monitoring Officer

<p>Dispensations-s33 Localism Act 2011</p>	<p>To determine applications for dispensations under Section 33 of the Localism Act 2011, in consultation with the Chair of the Audit and Governance Committee, as follows:</p> <ul style="list-style-type: none"> -if it is considered that without the dispensation the number of persons prohibited from participating in any particular business would be so great a proportion of the body transacting the business as to impede the transaction of the business. -if it is considered that without the dispensation the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business. -if it is considered that granting the dispensation is in the interests of persons living in the authority's area; or -if it is considered that it is otherwise appropriate to grant a dispensation. 	<p>Governance Compliance and Monitoring Officer</p>
<p>Legal Services</p>		
<p>Deputising for Governance Compliance and Monitoring Officer</p>	<p>In the absence of the Governance, Compliance and Monitoring Officer to exercise all functions and powers of the same-as set out in the scheme of delegation.</p>	<p>Head of Legal Services</p>

Deputising for Head of Legal	In the absence of the Head of Legal Services, to exercise all functions and powers of the same.	Legal Team Manager (Place Team) Legal Team Manager (People Team)
Council, Committees etc	To provide legal and governance advice, support and attend Council, committees and all decision making bodies (including advising on officer and member decisions) as required.	Governance Compliance and Monitoring Officer
Legal proceedings, notices/agreements/orders etc	To prosecute, defend, make application, serve any notice or appear on behalf of the Council in any Court, Tribunal or hearing on any criminal, civil or other matter (including appeals).	Governance Compliance and Monitoring Officer
	To take all action including the completion of agreements, the service of notices, giving of directions, obtaining or issuing orders, authorising the execution of powers of entry, and the institution and defence of legal proceedings necessary or desirable to protect and advance the interests of or discharge the roles, functions and responsibilities of the Authority.	Governance Compliance and Monitoring Officer
Byelaws etc	To institute legal proceedings for any offences under any local Byelaws or Orders in force within the Council's area.	Governance Compliance and Monitoring Officer
Objections	To lodge objections to any proposal affecting the authority, the authority's area or the inhabitants of the authority's area.	Governance Compliance and Monitoring Officer

Crest	To determine applications for the display of the crest or logo of the Council.	Governance Compliance and Monitoring Officer
Counsel/external lawyers	To instruct counsel, solicitors or other experts for legal proceedings, public inquiries, or other matters involving the authority.	Governance Compliance and Monitoring Officer
Statutory Notices	To authorise serving of Statutory Notices, to authorise completion and confirmation of Orders.	Governance Compliance and Monitoring Officer
	To authenticate and serve statutory notices and to place public notices and advertisements, as may be necessary or expedient for the discharge of functions.	Governance Compliance and Monitoring Officer
Indemnities	To agree indemnities where they are required to enable the Council to exercise any of its functions provided that where the giving of an indemnity could have considerable financial implications the Director of Finance and Customer Services shall be required to give approval.	Governance Compliance and Monitoring Officer
Contracts, agreements, conveyance etc	To prepare and execute any contract, agreement, conveyance or other document necessary to give effect to a decision of the Council, a Committee, Sub-Committee or officer acting under delegated functions.	Governance Compliance and Monitoring Officer and their authorised signatories.

Settlements of uninsured claims (including Local Government and Social Care Ombudsman)	To authorise the settlement of actual or potential uninsured claims, borehole claims or Local Government and Social Care Ombudsman cases across all functions of the Council up to £100,000. Settlements above £100,000 and below £500,000 shall be determined by the Monitoring Officer in consultation with the Chair of the Finance Sub-Committee and the Executive Director (Corporate Services), which after settlement shall be reported to the relevant Committee.	Governance and Compliance and Monitoring Officer
Insurance and postponing legal charges	To take all action necessary to ensure the safeguarding of assets by maintaining and administering appropriate insurance and approving requests to postpone legal charges.	Governance and Compliance and Monitoring Officer
Authorisation to act in proceedings	To authorise appropriately qualified employees or persons acting on behalf of the Council to appear in, and conduct legal proceedings in, any Court or Tribunal on behalf of the Authority.	Governance Compliance and Monitoring Officer
Authentication of documents, byelaws and copy minutes etc.	Certification and authentication of documents, byelaws and copy minutes and signing of other relevant formal notices.	Governance Compliance and Monitoring Officer and their authorised signatories.
Cautions	To authorise appropriate Officers to administer formal cautions in respect of criminal offences.	Governance Compliance and Monitoring Officer
Proving Debts	To prove debts owed to the Authority in bankruptcy and liquidation proceedings.	Governance Compliance and Monitoring Officer

Land Compensation Act 1973	To make discretionary payments under Land Compensation Act 1973 on the recommendation of the District Valuer and approve all claims for compensation under Part 1 of the Land Compensation Act 1973.	Governance Compliance and Monitoring Officer
	Service of counter notice when served with a blight notice and/or authorisation of payment of the relevant compensation.	Governance Compliance and Monitoring Officer
Regulation of Investigatory Powers Act 2000 (RIPA)	<p>In accordance with the Council's approved policy, to monitor the integrity of the operation of the Regulation of Investigatory Powers Act 2000 by:</p> <ul style="list-style-type: none"> -Ensuring compliance with all relevant legislation and with the Codes of Practice. -Engagement with the Inspectors from the Investigative Powers Commissioners Office when they conduct their inspections, and, where necessary, oversight of the implementation of post-inspection action plans approved by the relevant oversight Commissioner. - Monitoring authorisations and conducting a quarterly review of applications, authorisations and refusals, and reviewing renewals and cancellations. 	Governance Compliance and Monitoring Officer

Highways-temporary closure orders	To make Orders for the Temporary Closure of Highways and Regulation of Traffic.	Governance Compliance and Monitoring Officer in consultation with the Director of Transport and Infrastructure, Head of Highways and Contract Managers.
Highways claims	To authorise the defence, settlement or other actions, as advised and instructed, on highways claims.	Governance Compliance and Monitoring Officer
Sealing	To attest the affixing of the Council's seal to all documents approved for sealing. Such attestation and/or affixing may include by digital or electronic means in accordance with the provisions of the Electronic Communications Act 2000 or other legislative authority.	Governance Compliance and Monitoring Officer and their authorised signatories.

Audit Risk and Assurance

Role within Scheme	Specific Function or Decision Making	Officer responsible
Internal Audit	To be responsible for the Internal Audit function, delivering the service in line with the required professional standards.	Head of Audit, Risk and Assurance Internal Audit Manager
	To provide the objective and evidence-based annual internal audit opinion as the Council's Chief Audit Executive.	Head of Audit, Risk and Assurance Internal Audit Manager

Annual Governance Statement	Lead the production and development of the Council's Annual Governance Statement.	Head of Audit, Risk and Assurance Internal Audit Manager
Business Continuity	To be responsible for providing arrangements for business continuity planning and delivery to protect services against failure and safeguard the delivery of key services.	Head of Audit, Risk and Assurance Risk and Business Continuity Officer
Prevention of Fraud and Corruption	To develop and maintain the effectiveness of the Council's Counter Fraud and Corruption Strategy and associated procedures, ensuring fraud and corruption risks are routinely considered as part of the Council's risk management arrangements, in accordance with the council's Financial Procedure Rules and relevant policy.	Governance, Compliance and Monitoring Officer Head of Audit, Risk and Assurance
Risk Management	To prepare and advise Council on an appropriate risk management policy statement and strategy, including risk appetite/tolerance levels, promoting it throughout the Council and reviewing the effectiveness of risk management including appropriate levels of insurance, in accordance with all risk and insurance related financial procedure rules.	Governance, Compliance and Monitoring Officer

	To co-ordinate the Council's Strategic Risk Register and provide the mechanisms for operational risks to be recorded, reviewed and reported against to support the Council to achieve it's objectives.	Head of Audit, Risk and Assurance
Insurance	To maintain and administer the Council's insurances, as set out in detail in FPR 4.5, including levels of self insurance, to support the effective risk management of the Council.	Governance Compliance and Monitoring Officer Head of Audit, Risk and Assurance
	To authorise officers to make arrangements for the administration of insurance claims in conjunction with the Council's insurers and appointed legal representatives.	Head of Audit, Risk and Assurance Corporate Insurance Manager
	To authorise the settlement or repudiation of insurance claims and associated costs within the procurement approval limits set out in the financial procedure rules and financial scheme of delegation acting on advice from the Council's solicitors, insurers, and claims handlers.	Governance Compliance and Monitoring Officer
	To authorise claim related documents (e.g. Statements of Disclosure, Statements of truth, Defence Statements etc) for the management of insurance claims activity, settling claims from third parties, either direct or via the Council's appointed external claims handlers and/ or the Council's litigated insurance claims solicitors.	Head of Service for the area of the business in consultation with Head of Audit, Risk and Assurance, Corporate Insurance Manager and Governance Compliance and Monitoring Officer.

Health and Safety	To be responsible for discharging the Council's Health and Safety functions, powers and duties in relation to the workforce and the work of the Council.	Head of Audit, Risk and Assurance Corporate Health and Safety Manager
Information Rights	<p>To advise on the Council's data protection obligations and manage the Council's compliance with The Data Protection Act 2018 and The General Data Protection Regulations (GDPR) including administering the Council's responsibilities under Data Protection and Freedom of Information legislation and related legislation.</p> <p>To provide advice regarding Data Protection Impact Assessments (DPIAs) and act as a contact point for data subjects and the Information Commissioner's Office (ICO).</p>	Information Rights Manager (Data Protection Officer) Deputy Data Protection Officer in the absence of the DPO
Democratic Services		
Advice on decision making, business support, member enquiries and training	<p>To provide support to Members of the Council with:</p> <ul style="list-style-type: none"> - administration of and advice upon the Council's decision making process - business support to this service - administration of the member enquiry service (MES) - member training and development 	Democratic Services Manager

Notice of Meetings/summons	To issue summons to Council meetings, Committees and Sub-Committees to all members and give notice of said meetings.	Head of Democratic Services (NB Chief Executive signs the summons.)
Access to Information Procedure Rules	To administer responses to requests from Members under the Access to Information Procedure Rules.	Head of Democratic Services (in consultation with the Governance Compliance and Monitoring Officer. Decision whether information is exempt lies solely with MO.)
Governance services, scrutiny and school appeals	To exercise the functions of governance services, scrutiny and school appeals.	Head of Democratic Services
Registration Service	To be the Proper Officer to exercise the council's functions under the Registration Service Act 1953 (and any other associated/relevant legislation) regarding the registration of births, deaths and marriages (as well as civil ceremonies.)	Head of Democratic Services (Further details provided in the Proper Officer scheme of delegation.)
Forced Marriage (Civil Protection) Act 2007	To exercise the functions of the Council pursuant to the Forced Marriage (Civil Protection) Act 2007.	Head of Democratic Services Registration and Civic Services Manager.
	To provide the functions, facilities and arrangements for providing citizenship ceremonies and the registrar to conduct them, under Section 3 and Schedule 1 of the Nationality, Immigration and Asylum Act 2002.	Head of Democratic Services Registration and Civic Services Manager

	To manage custody of historic records.	Registration and Civic Services Manager
Civic Office	To provide business management support to the Mayor of Cheshire East and the Cheshire Lieutenancy.	Registration Services and Civic Manager
Executive support team	To provide business management support to the Leader, Deputy Leader, Service Committee Chairs, Chief Executive and Executive Directors.	Registration and Civic Services Manager
Coronial Services	To discharge the Council's duties under the Coroners and Justice Act 2009 and any other relevant legislation. NB Management of this function is led by Warrington Borough Council as part of the coronial area.	Governance Compliance and Monitoring Officer delegated to the Head of Democratic Services.
Elections	To support the Returning Officer and Electoral Registration Officer in the exercise of election and electoral registration functions. Administration of all elections and referenda in Cheshire East.	Head of Democratic Services Electoral Services Manager

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OPEN

Corporate Policy Committee

12 June 2025

Appointment of Independent Remuneration Panel

Report of: Janet Witkowski, Acting Governance, Compliance and Monitoring Officer

Report Reference No: CPC/31/25-26

Ward(s) Affected: All

For Decision

Purpose of Report

- 1 To appoint three individuals to the Independent Remuneration Panel.

Executive Summary

- 2 The report invites the Committee to approve the appointment of the three individuals named in the report to the Independent Remuneration Panel for a four-year term of office.
- 3 The report has been submitted to Corporate Policy Committee in line with paragraph 2.13 of its Terms of Reference 'To have oversight and monitoring of the Councillors' Allowances budget and keeping under review the scheme for the payment of allowances to Councillors through the appointment of an Independent Remuneration Panel (IRP) to advise full Council on the adoption and any proposed amendments to such scheme'.

RECOMMENDATIONS

The Corporate Policy Committee is recommended to:

1. Reappoint Mandy Ramsden and Jacquie Grinham to the Independent Remuneration Panel for a period of four years, to commence immediately until 2029.

2. Appoint Dylan Edward (known as Eddie) Watkins to the Independent Remuneration Panel for a period of four years, to commence immediately until 2029.
3. Consider and approve the appointment of Mandy Ramsden to the position of Chair of the Panel for a period of four years, to commence immediately until 2029.
4. Agree that an allowance (to be determined by the Monitoring Officer in consultation with the Group Leaders) be paid to the Chair in recognition of their role.

Background

- 4 The Local Authorities (Members' Allowances) (England) Regulations 2003 requires local authorities to have in place an Independent Remuneration Panel ('the Panel').
- 5 Panel members are appointed for a four-year period; therefore, the new Panel's term of office will run from June 2025 to June 2029.
- 6 Applications from interested parties were received in response to a press release on the Council's website. Having concluded the recruitment process, the nominees for appointment are Mandy Ramsden and Jacquie Grinham who are current members of the Panel, and Eddie Watkins who will be a new appointee.
- 7 Prof. Steve Leach held the post of Chair throughout his membership of the Panel and following his retirement, there is now a need for the Committee to appoint a new Chair. The role specification stipulates that the post holder must have previous experience of being a member of an Independent Remuneration Panel, and that knowledge of local government is desirable.
- 8 Informal discussions have taken place with the two established members of the Panel and Mandy Ramsden has offered to take on the role, should the Committee be minded to agree her appointment. Mandy was a Senior Manager in Democratic Services at a major local authority and has been a member of the Panel for seven years.
- 9 There are certain bars relating to individuals who can be appointed to the Panel (as described in paragraph 11 of the report), but the candidates named above are eligible for appointment.

Consultation and Engagement

- 10 No consultation or engagement is required to be carried out to facilitate the appointment of the Panel.

Reasons for Recommendations

- 11 Being an Effective and Enabling Council: The Local Authorities (Members' Allowances) (England) Regulations 2003 requires local authorities to appoint an Independent Remuneration Panel, which must consist of at least three members who cannot be:
- i) A member of the authority or a member of a committee or sub-committee of the authority.
 - ii) A member of any of the local authorities (borough, town or parish) in respect of which the Panel makes recommendations.
 - iii) Disqualified from being or becoming a member of the authority.
 - iv) A close relative or friend of any elected member of the Council.
 - v) A member of a political party.
- 12 The nominations comply with the above and fulfils the objective of having at least one member on the Panel who has experience of local government.

Other Options Considered

- 13 The Council is legally obliged to appoint an Independent Remuneration Panel with a minimum membership of three, to comply with The Local Authorities (Members' Allowances) (England) Regulations 2003.

Implications and Comments

Monitoring Officer/Legal/Governance

- 14 To comply with the Local Authorities (Members' Allowances) (England) Regulations 2003 the authority is required to establish and maintain an Independent Remuneration Panel.
- 15 The committee has authority under the Constitution for the oversight and monitoring of the Council's allowances scheme through the appointment of an Independent Remuneration Panel (the panel). It is therefore within the committee's remit to approve appointments to the panel.

Section 151 Officer/Finance

- 16 The authority will be required to meet the cost of the Panel members expenses i.e., £75 per meeting up to four hours, £150 per meeting over four hours, as set out in Cheshire East Council's Scheme of Members' Allowances. As the Panel will meet as and when required and is only expected to carry out one significant review over the course of its tenure, claims for meeting expenses can be met from existing budgetary provision within the Democratic Services budgets. Given that the former chair received an additional allowance in recognition of their role (aligned within the basic rates of pay made to other independent chairs or individuals), the payment of a similar allowance to the new Chair will not increase expenditure.

Human Resources

- 17 There are no direct implications for human resources.

Risk Management

- 18 The appointment of an Independent Remuneration Panel will ensure that the Council is compliant with the Local Authorities (Members' Allowances) (England) Regulations 2003 and that it receives independent advice on the level of remuneration, which should be paid to Cheshire East Councillors in recognition of their responsibilities.

Impact on other Committees

- 19 There is the potential for the outcome of the Panel's reviews to have an impact on the special responsibility allowances paid to committee chairs and vice chairs in accordance with Cheshire East's current Scheme of Members' Allowances.

Policy

- 20 An effective and enabling Council: The appointment of an independent panel ensures that there is transparency in all aspects of Council decision making.

Equality, Diversity and Inclusion

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

Other Implications

- 22 There are no direct implications relating to rural communities, Children and young people, public health or climate change.

Consultation

Name of Consultee	Post held	Date sent	Date returned
<i>Statutory Officer (or deputy):</i>			
Sal Khan	Deputy S151 Officer	29/05/25	29/05/25
Janet Witkowski	Acting Monitoring Officer	29/05/25	29/05/25

Access to Information	
Contact Officer:	Diane Moulson diane.moulson@cheshireeast.gov.uk
Appendices:	None
Background Papers:	<u>The Local Authorities (Members' Allowances) (England) Regulations 2003.</u> Application forms submitted by the candidates for this appointment.

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OPEN

Corporate Policy Committee

12 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: CPC/01/25-26

Ward(s) Affected: N/A

For Decision

Purpose of Report

- 1 This report seeks approval from the Corporate Policy 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 Corporate Policy 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 This report also requires the Corporate Policy Committee to consider the appointment of one individual to become a member of the Independent School Admission Appeals Panel and Independent Review Panel for

Exclusion Reviews. The Council has received an application from a prospective panel member. The applicant's details are not included in this report. If members require the personal details of the applicant to be disclosed and discussed at the meeting, the Committee would be required to resolve to move into Part II as the information is exempt by virtue of paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to any individual).

- 6 Appointments to Outside Organisations are made by the Corporate Policy Committee and will next be reviewed in May 2027.

RECOMMENDATIONS

That the Corporate Policy 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. Approve the appointment of one individual to become a member of the Independent School Admission Appeals Panel and Independent Review Panel for Exclusion Reviews, as set out within this report.
3. Where appropriate, agrees to submit member nominations to the bodies below to the Head of Democratic Services.

Background

- 7 Bodies which the Corporate Policy Committee is required to appoint to:

Body	Purpose	Membership 2024-25	Proposed Membership 2025-26
Constitution Working Group	The Constitution Working Group has been set up to review the Constitution and make recommendations to the Corporate Policy Committee and Council. The terms of reference are set out within the Constitution .	Cllrs M Warren, J Clowes, L Crane, K Edwards, D Jefferay, C O'Leary (2 Cons: 2 Lab: 2 Indp)	Cllrs M Warren, A Moran, K Edwards, L Crane, C O'Leary and S Gardiner.

Staffing Appeals Sub-Committee	<p>The Staffing Appeals Sub-Committee deals with various staffing-related appeals, such as appeals against dismissal and grievances. The terms of reference are set out within the Constitution.</p> <p><i>*The Sub Committee itself does not need to be politically proportionate, however the pool of 10 has previously been selected on a politically proportionate basis.</i></p> <p><i>*3 members appointed on an ad hoc basis, drawn from a pool of 10.</i></p>	<p><i>Cllrs L Anderson, R Bailey, D Clark, N Cook, E Hall, J Pratt, G Smith, L Wardlaw and F Wilson.</i></p> <p><i>(Cllr Naismith was also a member of the Sub Committee and was not replaced after his resignation as a councillor).</i></p> <p>(4 Cons, 4 Lab, 2 Ind)</p>	<p>Cllr R Bailey, E Hall, J Pratt, L Wardlaw, E Gilman, N Cook, F Wilson, G Smith, D Clark and L Crane</p>
General Appeals Sub Committee	<p>The General Appeals Sub-Committee deals with a range of appeals, such as school transport appeals. The terms of reference are set out within the Constitution.</p> <p><i>*The Sub Committee itself does not need to be politically proportionate, however the pool of 10 has previously been selected on a politically proportionate basis.</i></p> <p><i>*5 members appointed on an ad hoc basis, drawn from a pool of 10.</i></p>	<p>Cllrs R Bailey, S Bennett-Wake, T Dean, S Edgar, H Faddes, E Gilman, R Moreton, B Puddicombe and L Smetham</p> <p><i>(Cllr Naismith was a member of the Sub Committee and was not replaced after his resignation as a councillor).</i></p> <p>(4 Cons, 4 Lab, 2 Ind).</p>	<p>Cllrs J Pearson, T Dean, S Edgar, L Smetham, E Gilman, G Marshall, H Faddes, B Puddicombe, S Bennett-Wake, R Vernon.</p>
Shared Services Joint Committee	<p>The Shared Services Committee is a joint committee of Cheshire East Council and Cheshire West and Chester Council. It oversees the management of those services which are provided on a Cheshire-wide basis to ensure effective</p>	<p>Cllrs J Bird, P Redstone and J Rhodes.</p>	<p>Cllrs P Redstone, M Warren and J Rhodes.</p>

	<p>delivery of such services and to provide strategic direction. The terms of reference are set out within the Constitution.</p> <p><i>*each Council appoints three of its elected members. The Corporate Policy Committee has previously appointed one member from each of the Conservative, Labour and Independent Groups, with the Independent Group also nominating a named reserve.</i></p>	<p>(1 Cons, 1 Lab, 1 Indp).</p>	
Electoral and Polling District Review Sub-Committee	<p>The Electoral and Polling District Review Sub Committee was appointed to make recommendations in respect of all matters relating to the Cheshire East Council Electoral Review in order to ensure that the Council is best placed to respond to the Commission's review of the Council's electoral arrangements and to formally determine all matters relating to the Polling District Review.</p>	<p><i>Cllrs Clowes, J Pearson, C O'Leary and D Jefferay.</i></p> <p>(3 Cons: 3 Lab: 1 Indp)</p>	<p>Cllrs C O'Leary, J Pearson and S Gardiner</p> <p>(Cllr S Edgar nominated sub for Cons)</p>
Joint Member Scrutiny Task Group	<p>Cheshire East Council and Cheshire West and Chester Council agreed to establish a Joint Member Scrutiny Task Group to provide advice and assurance to decision makers on the transition to a new model for ICT delivery.</p> <p><i>*each Council appoints 3 members.</i></p>	<p><i>Cllrs B Drake, A Moran and J Pearson.</i></p> <p>(1 Cons: 1 Lab: 1 Indp)</p>	<p>Cllrs L Anderson, B Drake and J Pearson.</p>
Cheshire East Health and Wellbeing Board	<p>Cheshire East Health and Wellbeing Board 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</p>	<p>Cllr S Corcoran</p>	<p>Cllr S Corcoran</p>

	<p>Families Committee are required to appoint x1 nominee each.</p> <p><i>*Corporate Policy Committee to appoint x1 elected member. There are no specific criteria which apply to the appointments.</i></p>	<p>(1 elected member)</p>	
Joint Extra Care Housing Management Board	<p>The Joint Extra Care Housing Management Board 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>*Corporate Policy Committee to appoint x1 elected member. There are no specific criteria which apply to the appointments.</i></p>	<p>Cllr N Mannion.</p> <p>(1 elected member)</p>	Cllr N Mannion
Governance and Decision-Making Task and Finish Group	<p>The Governance and Decision-Making Task and Finish Group was established by the Corporate Policy Committee in February 2025 to drive forward a review of the council's decision-making and governance arrangements. As a politically proportionate group, the committee is required to reappoint this body and the members to it. The terms of reference can be found in the report considered by the Corporate Policy Committee in February 2025.</p>	<p><i>Cllrs J Clowes, C O'Leary, P Redstone, M Beanland, M Gorman, M Warren, A Burton, F Wilson and L Braithwaite.</i></p> <p>(4 Cons: 3 Lab: 2 Ind)</p>	<p>Cllrs F Wilson, L Braithwaite, A Burton, M Warren, M Gorman, C O'Leary, S Gardiner, L Wardlaw and M Beanland.</p>
Independent School Admission	<p>The Corporate Policy Committee are asked to consider the appointment of one independent individual to become a member of the Independent School Admission Appeals Panel and Independent Review Panel for Exclusion</p>		

Appeals Panel and Independent Review Panel for Exclusion Reviews	<p>Reviews to allow the council to meet its statutory duty, ensuring that there are sufficient people appointed to sit on the appeals panels.</p> <p>The Council periodically reviews the number of people eligible to sit on the Panels and periodically seeks to appoint new members, as a result of having insufficient Panel members.</p> <p>The recommended applicant was interviewed and evaluated by a lawyer in the Legal Services Adults and Education Team and the appointment is formally recommended to the Corporate Policy Committee.</p>
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Consultation and Engagement

- 8 There has been consultation with Group Leaders and Administrators in relation to the political representation of the bodies set out within this report.
- 9 No consultation has been required in relation to the appointment to the Independent School Admission Appeals Panel and Independent Review Panel for Exclusion Reviews.

Reasons for Recommendations

- 10 In accordance with the Constitution, the Corporate Policy Committee is responsible for the appointment of the bodies referred to in this report.
- 11 Under s94 of the School Standards and Framework Act 1998, responsibility for making arrangements for appeals against the refusal of a school place rests with the admission authority of the school. The Local Authority is the admission authority of a number of schools in Cheshire East. The Local Authority also arranges appeals for other admission authorities under Cheshire East School Services (ChESS). Where the Local Authority is the admission authority, it must ensure that there are sufficient people appointed to sit on the appeals panel as and when required. By appointing additional panel members, the Local Authority will meet its statutory duty.
- 12 Under s51A Education Act 2002 and the School Discipline (Pupil Exclusions and Reviews) Regulations 2012 the Local Authority, where it is the arranging authority, is responsible for ensuring that an exclusion review hearing is conducted by a review panel constituted in accordance with the regulations. By appointing additional panel members, the Local Authority will meet its statutory duty.

Other Options Considered

13	Option	Impact	Risk
	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

- 14 The Corporate Policy Committee has power to appoint informal working groups, panels or task groups with defined terms of reference and timeframes.
- 15 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.
- 16 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 number of seats on each ordinary committee allocated to each Political Group bears the same proportion to the proportion on 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.
- 17 The Local Authority has a legal responsibility to ensure that there is a sufficient pool of trained panel members to sit on Independent School Admission Appeals Panels and Independent Review Panels for Exclusion Reviews to ensure that these Panels operate lawfully and follow due process.

Section 151 Officer/Finance

- 18 There are no financial implications that require an amendment to the Medium-Term Financial Strategy.

Human Resources

- 19 There are no direct HR implications.

Risk Management

- 20 Failure to comply with the Act and Regulations when appointing its committee memberships would leave the Council open to legal challenge.
- 21 Appeals Panel and Independent Review Panels for Pupil Exclusion hearings decisions are potentially subject to an investigation by the Local Government and Social Care Ombudsman, Secretary of State for Education Funding Agency and/or Judicial Review.

Impact on other Committees

- 22 There are no implications for other committees.

Policy

- 23 There are no direct policy implications.

Commitment 3: An effective and enabling organisation.

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

Equality, Diversity and Inclusion

24 There are no equality, diversity and inclusion implications.

Other Implications

25 The Council should have a robust process so that it can meet statutory requirements in the administration of school appeals and Independent Review Panels for Pupil Exclusion hearings by appointing independent panel members to sit on School Appeals and Independent Review Panels for Pupil Exclusions.

Consultation

Name of Consultee	Post held	Date sent	Date returned
<i>Statutory Officer (or deputy):</i>			
Adele Taylor	S151 Officer	06/05/25	06/05/25
Janet Witkowski	Acting Monitoring Officer	06/05/25	07/05/25
<i>Legal and Finance</i>			
As above.			

Access to Information

Contact Officer:	Brian Reed, Head of Democratic Services Brian.reed@cheshireeast.gov.uk
Appendices:	NA

Background Papers:	NA
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Corporate Policy Committee Work Programme 2025-26

Report Reference	Corporate Policy Committee	Title	Purpose of Report	Lead Officer	Consultation	Equality Impact Assessment	Part of Budget and Policy Framework	Exempt Item	For Decision or Scrutiny
August 2025									
CPC/03/25-26	06/08/25	Harassment, Intimidation and Abuse of Councillors: Task and Finish Group Report	To receive the final report of the Harassment, Intimidation and Abuse Task and Finish Group.	Governance, Compliance and Monitoring Officer	Yes	No	No	No	Decision
CPC/24/25-26	06/08/25	Director of Public Health Annual Report 2024 - Commercial Determinants of Health	On 21 January 2025, the Cheshire East Health and Wellbeing Board received and noted this report, and agreed that it should be referred to Corporate Policy Committee to enable a broader, cross-directorate discussion regarding the Commercial Determinants of Health and how the Council could look to counteract them in both current and future strategies, policies and interventions.	Executive Director – Adults, Health and Integration	No	No	No	No	Decision
CPC/34/25-26	06/08/25	Communications and Engagement Strategy	Communications and Engagement Strategy to support the Councils Improvement and Transformation as well as internal and external communications engagement.	Corporate Improvement Director	TBC	TBC	No	No	Decision
CPC/35/25-26	06/08/25	Knutsford BID Proposal	To obtain authority to hold a ballot and to give delegated authority to Officers to progress the Knutsford BID following a formal notification that has been submitted to the Council, setting out the intention of Groundwork CLM, on behalf of the Knutsford BID Steering Group, to put a proposal for a Knutsford Business Improvement District (BID) to a ballot. The report provides information on BIDs; the emerging draft Knutsford BID proposal; sets out the anticipated implications of the notification; and seeks decisions enabling officers to respond appropriately to the notification.	Executive Director – Place	Yes	No	No	No	Decision

Corporate Policy Committee Work Programme 2025-26

October 2025									
CPC/05/25-26	02/10/25	Medium Term Financial Strategy Consultation for 2026/27 - 2029/30	To agree the Pre Budget Consultation survey and material for the four years 2026-2030. The consultation will run from October to December 2025 and will allow stakeholders and residents engagement for the coming four years	Executive Director of Resources and S151 Officer	Yes	No	Yes	No	Both
CPC/25/25-26	02/10/25	First Financial Review of 2025/26	To note 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
CPC/14/25-26	02/10/25	Q1 Performance Report - 2025/26	To provide Committee with oversight of organisation performance against the priorities and vision set out within the Council's Corporate Plan 2025-29	Assistant Chief Executive	No	No	No	No	Scrutiny
CPC/15/25-26	02/10/25	Q1 Strategic Risk Update - 2025/2026	This report provides an update on the activity of the Council's Strategic Risk Register for Q1 2025/2026.	Governance, Compliance and Monitoring Officer	No	No	No	Yes in part	Scrutiny
CPC/30/25-26	02/10/25	Equality, Diversity and Inclusion Strategy 2025-2029	Seek approval from the Corporate Policy Committee (CPC) to adopt the refreshed Equality Objectives and Equality, Diversity and Inclusion Strategy 2025-2029.	Assistant Chief Executive	Yes	Yes	TBC	TBC	Decision
CPC/37/25-26	02/10/25	Cheshire East Plan 2025-29 - Delivery	The draft CE Plan 2025-29 was approved at Council in February, delivery will be monitored with quarterly updates to Committee.	Assistant Chief Executive	No	No	No	No	Scrutiny
November 2025									
CPC/06/25-26	27/11/25	Council Tax Base 2026/27 (Corporate Policy Committee)	The report notifies of the Council Tax Base for Cheshire East and identifies any changes to the calculation of the tax base for 2026/27, so they can recommend the amount calculated to Council in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992. Cheshire East	Executive Director of Resources and S151 Officer	No	No	Yes	No	Decision

Corporate Policy Committee Work Programme 2025-26

			Council is required to agree the tax base before 31st January 2026						
CPC/26/25-26	27/11/25	Second Financial Review of 2025/26	To note 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
CPC/13//25-26	27/11/25	Medium Term Financial Strategy Consultation 2026/27 - 2029/30	All committees are 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 2025. Responses to the consultation would be reported to the Corporate Policy Committee to support that Committee in making recommendation to Council on changes to the current financial strategy	Executive Director of Resources and S151 Officer	No	No	Yes	No	Both
CPC/17/25-26	27/11/25	Q2 Performance Report 2025/2026	To provide committee with an oversight of organisational performance against the priorities and vision set out within the councils corporate plan 2025-2029.	Corporate Improvement Director	No	No	No	No	Scrutiny
CPC/16/25-26	27/11/25	Q2 Strategic Risk Update	This report provides an update on the activity of the Council's strategic risk register for Q1.	Governance, Compliance and Monitoring Officer	No	No	No	Yes in part	Scrutiny
February 2026									
CPC/19/25-26	05/02/26	Medium term Financial Strategy 2026/27 -2029/30 (Corporate Policy Committee)	To recommend the Medium-Term Financial Strategy for 2026 to 2030 to Council for approval. The report will incorporate the Council's priorities, budget, Policy	Executive Director of Resources	No	No	Yes	No	Both

Corporate Policy Committee Work Programme 2025-26

			Proposals and Capital Programme. The report will also include the Capital, Treasury Management, Investment and Reserves Strategy	and S151 Officer					
CPC/27/25-26	05/02/26	Third Financial Review of 2025/26	To note 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	Scrutiny
CPC/28/25-26	05/02/26	Medium Term Financial Strategy Consultation 2026/27 - 2029/30 Provisional Settlement Update	All Committees are being asked to provide feedback in relation to their financial responsibilities as identified in the Constitution and linked to the budgets approved by the Finance Sub Committee in 2025. Responses to the consultation would be reported to the Corporate Policy Committee in making recommendations to Council on changes to the current financial strategy. Finance Sub Committee will also receive an update on the Local Government Financial Provisional Settlement	Executive Director of Resources and S151 Officer	Yes	No	Yes	No	Both
CPC/08/25-25	05/02/26	Calendar of Meetings 2026-27	To consider the proposed calendar of meetings for the 2026-27 municipal year.	Governance, Compliance and Monitoring Officer	No	No	No	No	Decision
March 2026									
CPC/29/25-26	19/03/26	Service Budgets 2026/2027	The purpose of the report is to set out the allocation of budgets for 2026/27, for all Committees, following Council's approval of the Medium Term Financial Strategy in February 2024, as determined by Finance Sub	Executive Director of Resources and S151 Officer	No	No	Yes	No	Scrutiny
CPC/20/25-26	19/03/26	Q3 Performance Update	To provide committee with an oversight of the organisational performance against the priorities and vision set out within the council's corporate plan 2025-29.	Assistant Chief Executive	No	No	No	No	Scrutiny

Corporate Policy Committee Work Programme 2025-26

CPC/21/25-26	19/03/26	Q3 Strategic Risk Update	This report provides an update on the activity of the council's strategic risk register for Q3.	Governance, Compliance and Monitoring Officer	No	No	No	Yes in part	Scrutiny
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Task and Finish Groups

Group	Membership	Established	Purpose
Harassment, Abuse and Intimidation of Councillors	Cllrs F Wilson, E Hall, H Moss, N Cook and J Snowball.	January 2025	To review increasing levels of intimidation, harassment and abuse faced by elected members in the course of their work and identify what support can be put in place to assist members.
Governance and Decision-Making	Cllrs M Gorman, J Clowes, C O'Leary, M Beanland, P Redstone, A Burton, M Warren, F Wilson and L Braithwaite. 4 Cons: 3 Lab: 2 Ind.	February 2025	To drive-forward a review of the council's decision-making and governance arrangements.

Briefing Reports/Reports for noting

Title	Purpose of Report	Lead Officer	Expected Circulation Date via the Members Hub
Framework for Delivery of Local Services Update	To provide an update on the implementation of the framework as requested by Corporate Policy Committee on the 6 February 2025	Head of Service – People and Communities	Committee Briefing via teams – scheduled for 10 July 2025.
Equality, Diversity and Inclusion annual report	Equality, Diversity and Inclusion annual report - The purpose of this report is to update members on progress against delivery of the Equality, Diversity and Inclusion Strategy 2021-2025.	Assistant Chief Executive	October 2025

Note: These reports will be circulated outside of committee meetings.

[Library folder - Reports for Noting - Reports for Noting | Cheshire East Council](#)

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