

Cheshire East Council

Cheshire East plan 2024-25



Open

Fair

Green

Vision

An open, fairer, greener Cheshire East

Aims

Aim 1 - An open and enabling organisation

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

Aim 2 - A council which empowers and cares about people

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

Aim 3 - A thriving and sustainable place

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

Priorities

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

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

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

Off track – with major issues (R)

Mainly on track – minor issues (A)

On Track (G)

Scheduled - not yet started (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. |

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| 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. |

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| | | 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 | <p>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.</p> <p>The strategy clearly align against the TOM and is being prepared into a storybook document developed from process, feedback and continuous shaping.</p> <p>Documents will continue to be developed to present to CLT during May to ensure final solution is clear and accepted.</p> |
| | A1.2.4 | Achieve the Armed Forces Covenant Gold Award | Head of Communities and Integration | E+C | B | B | B | B | <p>Cheshire East Council gained the Armed Forces Covenant Gold Award.</p> <p>The Armed Forces Officer continues to support various groups around Cheshire East in the provision of services:</p> <p>Organised recruitment event for Armed Forces and close working with Youth within the 2 main colleges.</p> <p>Supported 10 businesses to become Defence Employer Recognition Scheme holders</p> <p>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.</p> |
| 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 | <p>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.</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> |

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| | | 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 | 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. 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 |

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| | | 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 |

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| | | 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 | <p>An exercise to refresh the Council's Values has completed and these values are incorporated into the new People Strategy.</p> <p>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)</p> |
| | 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 | <p>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.</p> |
| 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 | <p>Review of communications and engagement strategy and approach is being delivered through broader improvement work, scheduled for Q2 2025-26</p> |
| | A1.6.2 | Establish a range of subscriber e-newsletters and digital content to | Head of Engagement and Communications | CPC | S | G | G | G | <p>We have a range of e-newsletters for different audience groups.</p> |

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| | | 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> |

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| P2.1 | A2.1.1 | Support VCFSE to build upon the People Helping People initiative and work collaboratively through 'Growing our communities'. | Head of 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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| | | | | | | | | | <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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| | | | | | | | | | 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> |

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| 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> |

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| | | 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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| | | | | | | | | | <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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On Track (G)

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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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| | | | | | | | | | <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. |

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|----------|--|---|---------------------------------------|-----------|--------|--------|--------|--------|--|
| | 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; |

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| | | 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> |

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| P3.1 | A3.1.1 | Develop and begin consultation upon 'New style' Local Plan Strategy | Head of Planning | E+C | A | G | A | 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. |

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| | 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. |

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| | | | | | | | | | 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 |

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| | | 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. |

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