



CORPORATE PEER CHALLENGE ACTION PLAN

Progress Update – May 2025

Escalate (R)

Monitor (A)

On Track (G)

Scheduled - not yet started

Completed (B)

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

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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

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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
			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

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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

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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
	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

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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

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			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

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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 To be included in Corporate Improvement Plan
			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 To be included in Corporate Improvement Plan
			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

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			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

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			<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

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			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

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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
	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

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	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 –

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						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

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		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

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		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

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		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

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		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.

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