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**Corporate Policy Committee**

**12 June 2025**

**Cheshire East Delivery Plan 2025-26**

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**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.

<p style="text-align: center;"><b>RECOMMENDATION</b></p> <p>The Corporate Policy Committee is recommended to:</p> <ol style="list-style-type: none"><li>1. Approve the Cheshire East Delivery Plan 2025/26.</li></ol>
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| <ol style="list-style-type: none"><li>2. Delegate authority to make any final amendments to the Assistant Chief Executive in consultation with the Chief Executive, Leader and Deputy Leader.</li><li>3. Agree that the committee receives at least quarterly updates on progress with the Cheshire East Delivery Plan</li></ol> |
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## **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

<b>Access to Information</b>	
Contact Officer:	Dami Awobajo – Assistant Chief Executive <a href="mailto:Dami.Awobajo@cheshireeast.gov.uk">Dami.Awobajo@cheshireeast.gov.uk</a>
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.