

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.