

Cheshire East Plan

2025 – 2029



**Enabling prosperity
and wellbeing for all**

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Foreword

Enabling prosperity and wellbeing for all in Cheshire East

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

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

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

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

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

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

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

Rob Polkinghorne

Chief Executive

Councillor Nick Mannion

Leader of the Council

Councillor Michael Gorman

Deputy Leader of the Council



Enabling prosperity and wellbeing for all in Cheshire East

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

Commitment 3 An effective and enabling council

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

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

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

Commitment 2 Improving health and wellbeing

Commitment 1 Unlocking prosperity for all



Commitment 1 Unlocking prosperity for all



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



12 towns with a
population over
10,000



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



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



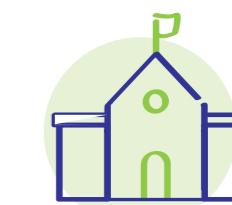
191,000
households



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



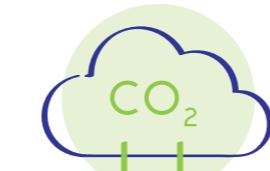
14%
of households are in
England's most deprived
for child poverty



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



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



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



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



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

Commitment 1 Unlocking prosperity for all



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

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

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- 1.4 Shared vision for Crewe delivers a masterplan for jobs, affordable homes and regeneration for the benefit of the whole borough
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Strategies and plans that support this commitment:

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



Commitment 2 Improving health and wellbeing



92,800 of adults

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



12,826 residents

(4.1%) aged 16 and above are veterans



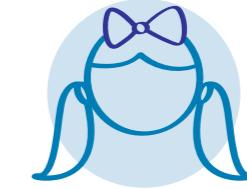
62.5% of adults and 32.1% of Year 6 children

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



8 Care Communities

providing health and care in partnership



72,500 children

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

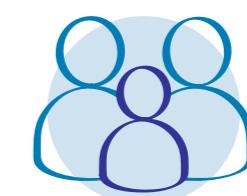


Difference in life expectancy from most deprived area to least deprived is

**8.8 years for men and
7.8 years for women**



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



Family Hubs

supporting children, young people and families



Commitment 2 Improving health and wellbeing

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

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

- 2.1 Health outcomes are improved across our diverse borough through a targeted approach that reduces health inequalities
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- 2.4 Children and young people thrive and reach their potential with targeted support when and where they need it
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- 2.6 Lasting solutions are delivered through strong and committed partnerships

Strategies and plans that support this commitment:

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



82 Councillors
representing their wards



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



3,194
members of staff



Net budget of
£375.7m (2024/25)



315,000
calls to the customer contact
centre a year



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



Commitment 3
**An effective
and enabling
council**

Commitment 3 An effective and enabling council

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

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

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Strategies and plans that support this commitment:

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



How we work

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

How we work – our aspirations

Collaborate and Enable Success

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

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

Innovate with Evidence-Based Decisions

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

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

Uphold Professionalism and Build Trust

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

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

How we will report on progress

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

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

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

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

How we work/
How we will report on progress





www.cheshireeast.gov.uk

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and wellbeing for all**

Cheshire East
Council