

**Cheshire East Council**

# Corporate Plan 2020-2024



**Open**

**Fair**

**Green**

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# Our Vision An open, fairer, greener Cheshire East

## Open

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

## Fair

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

## Green

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

## Our Priorities

### An open and enabling organisation

- Ensure that there is transparency in all aspects of council decision making
- Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
- Support a sustainable financial future for the council, through service development, improvement and transformation
- Maximise commercial opportunities for the council
- Support and develop our workforce to be confident, motivated, innovative, resilient and empowered
- Promote the services of the council through regular communication and engagement with all residents

### A council which empowers and cares about people

- Reduce health inequalities across the borough
- Reduce the reliance on long-term care by improving services closer to home and providing more extra care facilities, including dementia services
- A commitment to protect the most vulnerable people in our communities
- Safeguard our children from abuse, neglect and exploitation
- All children to have the best start in life with ongoing opportunities to maximise their potential
- Increase the life opportunities for young adults and adults with additional needs
- Be the best corporate parents and improve outcomes for vulnerable children and young people
- A collaborative way of working with partners to support communities to achieve their full potential

### A thriving and sustainable place

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- Reduce impact on the environment
- A transport network that is safe and promotes active travel
- Thriving urban and rural economies with opportunities for all
- Be a carbon neutral council by 2025

## Our Values



# Foreword

Welcome to our new Corporate Plan for 2020-2024.

The Covid-19 pandemic has allowed us to re-think what is important for Cheshire East. We have seen great community spirit, people helping people, businesses helping businesses and our staff and partners going the extra mile in unprecedented circumstances.

We want to build positively on the changes we have seen in the last six months to how we live, learn, work and travel.

The Plan is based around a key vision of being **open, fair and green**, leading to the following strategic priorities:

- An open and enabling organisation
- A council which empowers and cares about people
- A thriving and sustainable place

In this Plan, we explain why we think these things are important and what we think the actions should be to deliver a more sustainable, happier and fairer borough over the next few years.

The new vision reinforces the council's commitment to meeting its equalities duties; promoting fairness and working openly for everyone. Cheshire East is a diverse place and we want to make sure that people are able to live, work and enjoy Cheshire East regardless of their background, needs or characteristics. We also recognise that the wellbeing of residents is vital to a thriving place and economy.

We want to build trusting and constructive relationships between the council and the voluntary sector, promoting community activities and great places to live. We want Cheshire East to be a place where everyone can thrive.



**Sam Corcoran**  
Leader  
Cheshire East Council

**Craig Browne**  
Deputy Leader  
Cheshire East Council



**Lorraine O'Donnell**  
Chief Executive  
Cheshire East Council



# About the Plan



The Corporate Plan is the council's overarching strategic document. It is the only plan which covers the full range of the council's responsibilities and is an important tool to help focus our effort and resources on the right things. This is even more important in the context of constrained budgets, increases in demand and rapid change.

By prioritising a clear set of commitments and actions, the Corporate Plan also helps residents to hold the council to account for its performance and challenge it to improve.

The Corporate Plan informs other key strategies and plans, whether council documents or those of our partners. These documents vary widely in purpose, scope, and Lifespan. The Corporate Plan does not replace these other documents, but it should shape them whenever they are being updated.

Good strategic planning also means aligning financial and service planning. **The council's day to day budget for services is £301m per year**, excluding schools funding. In addition, we are investing £500m in major projects such as roads, town centre regeneration, infrastructure and schools. This plan has been developed alongside the Medium Term Financial Strategy and will be agreed alongside the Budget by the full Council in February 2021. More detail can be found on page 30.

## Your views

We would now like to hear from residents, partners, councillors, staff and other interested people and groups.

- What do you think about our key vision being open, fairer and greener Cheshire East?
- What do you think about our strategic priorities of an open and enabling organisation, a council which empowers and cares about people and a thriving and sustainable place?
- How well will the proposed action plans deliver our priorities?
- What else would you like to see us focus on?
- Any other comments or suggestions you would like to make.

**Please see page 32 for more details.**

# Our Journey

Cheshire East is a great place, full of potential. We have strong employment opportunities, attractive places to live and standards of education are high. The challenge is how we maintain our position, continuing to create sustainable growth that will support the wellbeing of our residents and the economy on which that depends, whilst protecting existing residents and green spaces.

We are proud that the borough has one of the most successful and resilient economies in the UK which was valued at £14.4bn at December 2019 (Gross Value Added). Our economy includes successful multinational companies such as Bentley, Waters, Astra Zeneca, Barclays, Royal London, Mornflake as well as a buoyant range of small and medium size enterprises. Furthermore, the borough has a rich cultural, heritage and visitor economy which contributes more than £920m to the overall economic output of the borough.



Our borough is home to 380,800 residents and more than 175,000 households. It contains the major towns of Crewe, Macclesfield, Congleton and Wilmslow (with populations above 20,000). There are also a number of other significant centres of population (over 10,000) in Sandbach, Poynton, Nantwich, Middlewich, Knutsford and Alsager.

Whilst the population is predominantly White British (93.6%), Cheshire East is becoming an increasingly diverse borough due to its proximity and continually improving transport links to Manchester, Birmingham and London. It is also the home of choice for many migrant communities from across the world.

Whilst most residents enjoy a good standard of living, there are pockets of deprivation, which impact on the quality of life and opportunities for some people. Average life expectancy varies from 74 years in the most deprived areas to 83.3 years in the most affluent.

An ageing population comes with its own challenges and, following national trends, we see increasingly complex needs across all age ranges. Similarly, we have seen an increase over recent years of children coming into care, with 542 children (September 2020) currently being fostered or in other care arrangements.

Maximising our opportunities and overcoming our challenges will take time. We can't do everything at once, or without our partners and we know resources will remain constrained for the foreseeable future.

We are therefore setting a clear new vision for Cheshire East, one which sets out what we want both for the area, and for the council as an organisation.



# Opportunities and Challenges

## Opportunities

**A great location** – Cheshire East offers a range of attractive and vibrant towns that are well connected to the major centres in the UK including Birmingham, Manchester, Liverpool and London. These great connections will be further enhanced with the delivery of HS2 which will also act as a catalyst for sustainable and inclusive growth across the whole borough.

**Environment** – Cheshire East is home to some fantastic natural assets including part of the Peak District National Park, the Cheshire Plain, areas of outstanding natural beauty and a wealth of historic buildings. The borough is also leading the way in environmental management and clean growth and there are significant opportunities to deliver sustainable and inclusive economic growth.

**Economy and Inward Investment** – The borough is home to a number of thriving and successful sectors including life sciences, advanced manufacturing, digital and carbon zero industry. The combination of a vibrant economy operating within a beautiful environment with great connectivity is a significant asset that can attract more businesses to invest in the area which will provide more and better paid local jobs for residents.



**Learning and skills:** The area has a high proportion of good or outstanding schools (88% as of 2019), and excellent further and higher education colleges with a continual improvement in the percentage of students achieving A\*-C in A-levels and a very high overall pass rate of 98%. The performance of students that take broad vocational qualifications e.g. BTECs is also high with an average pass grade of Merit which is in line with the national results.

**Communities** – Cheshire East has a variety of different communities, ranging from large towns to villages and rural settlements. There is a network of formal and informal community groups which together provide an enormous range of activities, support and services.

**Digital revolution** – new and emerging technologies are bringing opportunities to rethink how services can be provided. We want to improve

connectivity for all our communities and help residents and business to benefit from the convenience and flexibility it can bring.

**Business investment** – attracting businesses to continue to invest in the area, to provide more and better paid local jobs, and promote sustainable growth in sectors like the green economy, food and drink and the visitor economy.

**Innovative staff** – our staff have shown great resilience and creativity to maintain quality services. Constrained resources will continue to spur innovation in how we manage demand and deliver and fund services.

**Partnerships** – we have good relationships with our partners across the public, private and third sectors. There are opportunities to work together even better to deliver our priorities.



## Challenges

**Resource constraints** – after a decade of unprecedented reductions in government funding, resources are expected to remain constrained throughout the time frame of this plan.

**Climate emergency** – The serious impact of global warming is already evident. Urgent action is needed to avoid temperatures increasing to dangerous levels leading to increased flooding and extreme weather events. We need to recognise the role our open spaces play in assisting carbon reduction.

**Housing** – Cheshire East has a buoyant housing market. The challenge is to create a housing market in the borough that delivers the right type of houses in the right locations at the right price to support the needs of all our residents – existing and new. Furthermore, delivering the right type of housing is a key component in attracting people with the required skills and talent to support our local businesses. All further development in the borough needs to balance effective protection of our countryside and natural environment, support for the regeneration of our town centres and enable new houses to be well designed, carbon and energy efficient.

**Fragile care market** – locally and nationally care providers are under pressure. Delays in national reform of social care funding compound issues of rising costs, difficulty in recruiting and retaining care staff and presents a serious risk to the financial viability of care providers with providers failing, exiting the market and handing back contracts for provision of care services.

**Local transport network** – despite good strategic links, some transport routes in and around Cheshire East by road or public transport are not always as easy due to congestion and a limited commercial bus network.

**Covid-19** – Our response to and recovery from the impact of the coronavirus pandemic which will be with us for some time to come and the full impacts of which are currently unclear.

**Demographic change** – Cheshire East's population is both growing and living longer. In many ways that is good news, but it does increase demand for health and social care services, school places and other services, and puts additional pressure on the demand for housing and on existing roads and infrastructure which are already over-stretched.

**Inequalities** – Cheshire East is a prosperous place, but it has pockets of deprivation in urban communities in income, health and life chances.



Patterns of inequality between areas have been persistent but are not inevitable. We want to tackle and reduce them.

**Together we will make Cheshire East a great place to be young** – reduced funding and increased number of children coming into care means we must ensure children are best supported within their families and their communities. All children should enjoy the best education which prepares them to thrive in adulthood. We will work with children and their families to understand what life is like for them, recognising their strengths and providing the right support at the earliest opportunity from the right people.

# Our vision is for a more open, fairer, greener Cheshire East

## Open

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

## Fair

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

## Green

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

### Aims and Priorities

**The vision is ambitious and long term and we want to start progressing towards it at once.**

To help focus on the right things we have set ourselves three broad aims, each with a set of priorities. Achieving these priorities will help us to realise our vision.

#### Our aims are:

- An open and enabling organisation
- A council which empowers and cares about people; and
- A thriving and sustainable place

For each aim we have identified a set of actions and projects which we will strive to deliver by 2024. We have also identified a set of success measures to monitor our progress. These will be included in the council's Key Performance Indicators and built into the performance management and reporting system.



# An open and enabling organisation

## Priorities

- Ensure that there is transparency in all aspects of council decision making
- Listen, learn and respond to our residents, promoting opportunities for a two-way conversation
- Support a sustainable financial future for the council, through service development, improvement and transformation
- Maximise commercial opportunities for the council
- Support and develop our workforce to be confident, motivated, innovative, resilient and empowered
- Promote the services of the council through regular communication and engagement with all residents

## Case Study

In August/September 2019 the council undertook its third public consultation on the draft site allocations and development policies document (SADPD). This resulted in over 2,700 responses, each of which was fully considered. As a direct result of the feedback received and having reviewed the latest housing figures, a number of significant revisions are now proposed to this document. Most notably, Green Belt sites in Local Service Centres that were to be released for immediate development are now proposed to be removed.

## Facts and figures



The council employs over 3500 people working across around 500 services.



The council consistently exceeds the response rates required by the Information Commissioner's Office to Freedom of Information requests, achieving 96% in 2019/20 against a target of 90%



For 2019/20 85% of customers were satisfied with the service received through our customer contact centre.

By 2024 we want:	Actions and Projects	Measures of success
Priority: Ensure that there is transparency in all aspects of council decision making		
The council to be seen as being a fair open and transparent organisation and able to demonstrate it	<ul style="list-style-type: none"> <li>• Design and development of a new committee system for consideration by council</li> <li>• Implementation of open data actions</li> </ul>	<ul style="list-style-type: none"> <li>• Number of remote meetings</li> <li>• Response to Freedom of Information requests performance indicators</li> <li>• Reduced numbers of Freedom of Information requests particularly from members</li> <li>• Proactive press statements</li> </ul>
To increase local democracy	<ul style="list-style-type: none"> <li>• Working in a more collaborative way with Town and Parish councils</li> <li>• Giving members more say in local decisions by consideration of a new approach</li> <li>• A programme of virtual meetings as the accepted way of working</li> </ul>	<ul style="list-style-type: none"> <li>• More efficient working</li> <li>• Increased attendance, especially by members of the public, let's make it easy to get involved with CEC</li> </ul>
Priority: Listen, learn and respond to our residents, promoting opportunities for a two-way conversation		
Our communities will be well informed about things they can do to prepare for emergencies	<ul style="list-style-type: none"> <li>• Our Joint Emergencies Planning Service to enhance and expand emergency preparedness in communities</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of community emergency plans with Town and Parish Councils</li> <li>• Lessons learned from Covid-19</li> </ul>
The council is seen by residents as responsive	<ul style="list-style-type: none"> <li>• Consultation on key plans and strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction surveys and findings</li> </ul>
Customer services to offer support and guidance and be accessible to people who need them	<ul style="list-style-type: none"> <li>• Review where and how technology can be used to facilitate routine tasks so that staff can focus on meeting customer needs</li> </ul>	<ul style="list-style-type: none"> <li>• Higher levels of online transactions.</li> <li>• Only complex issues need to be handled by officer interaction</li> </ul>
Receive the Ministry of Defence's (MoD) Employer Recognition Scheme Gold Award	<ul style="list-style-type: none"> <li>• Proactively demonstrate that service personnel/armed forces community are not unfairly disadvantaged as part of our recruiting and selection processes. develop relevant HR Policies to comply with the awards requirement</li> <li>• to continue to work with the Military Covenant</li> </ul>	<ul style="list-style-type: none"> <li>• Award of silver standard prior to award of gold standard</li> </ul>

By 2024 we want:	Actions and Projects	Measures of success
Priority: Support a sustainable financial future for the council, through service development, improvement and transformation		
<p>A financially sustainable council which has increased levels of reserves</p>	<ul style="list-style-type: none"> <li>• Work with officers to develop a 3-year plan</li> <li>• Lobby Government for a longer-term funding strategy</li> <li>• A realistic Medium Term Financial Strategy for 2021-24</li> <li>• A sustainable reserves strategy</li> <li>• Successful delivery of the transformation programme which deliver savings, service improvement and supports our culture</li> </ul>	<ul style="list-style-type: none"> <li>• Budget outturn revenue and capital</li> <li>• Underspending, however small, should be identified and added into general reserves</li> <li>• Demonstrate a level of reserves which reflects the ambition of the Authority</li> <li>• Increasing reserves to £15-£20m</li> <li>• External Audit opinion on annual statement of accounts</li> <li>• Rolling three-year plan detailing efficiencies and investment</li> <li>• 3-year forecast</li> <li>• Reduction in travel expenses of officers and members</li> <li>• Reduction in office space.</li> </ul>
Priority: Maximise commercial opportunities for the council		
<p>Our Alternative Service Delivery Vehicles (ASDV) delivering for our residents and generating a profit (with shareholder dividend) from commercial activities, reducing financial pressures on the council</p>	<ul style="list-style-type: none"> <li>• Comprehensive review of each existing ASDV including review of governance, management, business planning and performance management arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• Every ASDV will have a robust business plan scrutinised and endorsed by the council with advice of the Shareholder Committee</li> <li>• Every ASDV will report an annual profit and deliver a potential shareholder dividend.</li> </ul>
Priority: Support and develop our workforce to be confident, motivated, innovative, resilient and empowered		
<p>A committed and motivated workforce</p> <p>Cheshire East seen as an employer of choice</p>	<ul style="list-style-type: none"> <li>• Review levels of authority and delegation</li> <li>• To remove and streamline outdated processes (e.g. procurement) by reviewing levels of financial delegation and empowering staff</li> <li>• Implement Finance/HR/Payroll systems (Best for Business)</li> </ul>	<ul style="list-style-type: none"> <li>• Empowered staff and streamlined robust processes</li> <li>• Timely reporting which means timely decisions</li> <li>• Staff Survey and Pulse Survey results</li> <li>• Employee Satisfaction rates</li> </ul>

By 2024 we want:	Actions and Projects	Measures of success
A workforce that can work remotely and flexibly using the latest technology	<ul style="list-style-type: none"> <li>• A workplace fit for post Covid with clear guidance and support for staff and managers</li> <li>• Continue with the accelerated roll out of mobile working and upgraded equipment to support and facilitate effective home working</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in council-owned buildings</li> <li>• Remote working is built into the ethos and ways of working within the organisation so that we release council office space</li> <li>• Percentage of staff who are enabled to work remotely</li> </ul>
Priority: Promote the services of the council through regular communication and engagement with all residents		
Residents and staff to be aware of the council and the services we provide	<ul style="list-style-type: none"> <li>• A communications plan which is targeted at residents (especially those who are hard to reach) to include digital opportunities</li> <li>• Review the style of communications to give a contemporary and effective approach</li> </ul>	<ul style="list-style-type: none"> <li>• Residents, wherever possible, will have 'My Account' which has communications tailored for them</li> <li>• Maintain a high rate of publication for media releases</li> <li>• More open and honest communications even (especially) for negative news</li> </ul>
Resident satisfaction with the council to be in line with similar councils	<ul style="list-style-type: none"> <li>• Action plans to respond to the Residents Survey</li> <li>• Regular, proactive communications through all channels</li> <li>• Deliver the benefits of the Brighter Futures Transformation Programme customer experience workstream</li> <li>• Develop a new Customer Strategy</li> <li>• Implement the Corporate Peer Challenge action plans</li> </ul>	<ul style="list-style-type: none"> <li>• Findings and performance indicators from the residents' survey</li> <li>• Customer satisfaction performance indicators</li> <li>• Customer response performance indicators</li> <li>• Response rates on consultations and surveys</li> </ul>
The council to be regarded as a good partner	<ul style="list-style-type: none"> <li>• Review of partnership activity, in line with the CPC report</li> </ul>	<ul style="list-style-type: none"> <li>• Positive feedback from partners</li> </ul>

# A council which empowers and cares about people

## Priorities

- Reduce health inequalities across the borough
- Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services.
- A commitment to protect the most vulnerable people in our communities
- Safeguard our children from abuse, neglect and exploitation
- All children to have the best start in life with ongoing opportunities to maximise their potential
- Increase the life opportunities for young adults and adults with additional needs
- Be the best Corporate Parents and improve outcomes for vulnerable children and young people
- A collaborative way of working with partners to support communities to achieve their full potential

## Case Study

Across children's services, we have focused on developing services together with children, young people and their families. As a result, we have changed how we work so it is based on what works best for families, and families have told us that this is making a difference to them. Some examples of this with services for children with special educational needs and/or disabilities include work around the Education, Health and Care assessment and plan process, including annual reviews, establishing what good looks like and our quality assessment framework and development of training around parent and carers perspectives.

"The commitment, effort and energy by everyone involved is very much appreciated - if I could rate this on a scale of 1 - 5 it would be 100."

## Facts and figures



60% of the council's net budget is spent on providing support for People based services



89% of Adult Social Care users say our services have made them feel safe and secure



Around eight out of ten (78%) working age adults in Cheshire East have a level 2 qualification and 42% with level 4, above the national average

By 2024 we want:	Actions and Projects	Measures of success
Priority: Reduce health inequalities across the borough		
<p>Work with partners to address the issues of poor housing, poverty, employment and education opportunities across urban and rural areas</p>	<ul style="list-style-type: none"> <li>• To fully implement the Cheshire East Partnership Five Year Plan utilising the Joint Strategic Needs Assessment and Tartan Rug</li> <li>• The Connected Communities programme will help and encourage people to take responsibility for their own health and wellbeing through regular exercise and diet</li> <li>• Introduce policies to address the issues of loneliness and isolation</li> <li>• Promote regular screening and take up of preventative health opportunities supporting residents to make healthier choices</li> <li>• Work to improve the Mental Health of all people working and living in Cheshire East</li> <li>• To continue to support the zero-suicide approach</li> <li>• New commission on health inequalities</li> </ul>	<ul style="list-style-type: none"> <li>• Longer life expectancy and reduced gap of health inequalities</li> <li>• Ensuring our actions are person centred</li> <li>• Our communities are enabled to support people</li> <li>• Goals of the five-year plan are implemented</li> <li>• Increased take up of activities to improve mental and physical health</li> <li>• People are supported by their communities to reduce loneliness</li> <li>• Smoking cessation programme reinstated</li> <li>• Medical conditions are identified early</li> <li>• Substance misuse is reduced (including alcohol misuse)</li> <li>• Diet and exercise programmes are increased</li> <li>• More people will make use of communities service participation in group</li> <li>• Increased level of social prescribing within communities</li> <li>• Increase awareness of Cheshire East Mental Health Partnership</li> <li>• Reduce stigma around mental health</li> </ul>
Priority: Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services		
<p>Vulnerable and older people live safely and maintain independence within community settings</p>	<ul style="list-style-type: none"> <li>• Work with partners to develop appropriate accommodation and extra care housing models</li> </ul>	<ul style="list-style-type: none"> <li>• Number of extra care housing places to meet the needs of residents</li> </ul>
<p>People are cared for and valued by a professional and caring workforce</p> <p>Care4ce to become an exemplar high quality trading company</p>	<ul style="list-style-type: none"> <li>• Develop a quality trading company</li> <li>• Recruit and train a skilled and motivated workforce. Provide a professional pathway for progression</li> </ul>	<ul style="list-style-type: none"> <li>• Key performance indicators for Care4ce</li> <li>• Opportunities are explored for new business</li> </ul>



By 2024 we want:	Actions and Projects	Measures of success
<p>To prioritise Home First for patients discharged from hospital. Where possible patients are discharged to a home of their choice</p>	<p>Expand and develop the Home First service to support people to stay at home longer</p> <ul style="list-style-type: none"> <li>• Work to develop integrated health and social care teams</li> <li>• Carers Strategy to be implemented</li> <li>• Provide short breaks for carers</li> <li>• Develop the Shared Lives service</li> <li>• Increased use of technology to digitally enable people</li> </ul>	<ul style="list-style-type: none"> <li>• Hospital patients discharged home in a timely way</li> <li>• Health and social care integration is implemented</li> <li>• People stay in and cared for in their own home for longer</li> <li>• Carers feel valued and supported</li> <li>• To ensure value for money</li> </ul>
<p>Adults receive quality assessments of need and support planning and good quality services to keep them safe and maintain their physical and mental wellbeing</p>	<ul style="list-style-type: none"> <li>• Continued development Cheshire Adult Safeguarding Board</li> <li>• Fully implement social work practice within adult social care</li> <li>• To ensure that physical and mental wellbeing of all vulnerable people is paramount</li> <li>• Remain committed to maintaining and improving the quality of care and support services, ensuring that more people experience high-quality, person-centred care, now and in the future</li> </ul>	<ul style="list-style-type: none"> <li>• People are confident that they will be protected and free from exploitation</li> <li>• People are involved in all aspects of their assessment and care planning</li> <li>• Integrated assessment and care management teams based within care communities</li> <li>• People experience high standards of care</li> </ul>
<p>Priority: A commitment to protect the most vulnerable people in our communities</p>		
<p>Cheshire East is a welcoming place, where equality, freedom, fairness and opportunities are available to all</p>	<p>Identify a suitable location within the borough and develop a Traveller transit site</p> <p>Increase collaboration with marginalised groups</p> <p>Secure social value benefits through a revised social value policy, investments, commissioning and contracts approach</p>	<ul style="list-style-type: none"> <li>• Delivery of a transit site</li> <li>• Manage the number of unauthorised encampments and their impacts on the settled community</li> <li>• Increased engagement events with marginalised groups</li> <li>• Reduced number of reported hate crime incidents</li> <li>• Jobs, apprenticeships and work experience opportunities delivered through social value arrangements</li> </ul>

By 2024 we want:	Actions and Projects	Measures of success
<p>Communities to be resilient and cohesive and support the early intervention and prevention</p>	<ul style="list-style-type: none"> <li>• Develop a strong local social impact structure through the Cheshire East Social Action Partnership, to underpin a thriving Voluntary Community Faith Social Enterprise (VCFSE) Sector</li> </ul>	<ul style="list-style-type: none"> <li>• Better connected organisations and sector</li> <li>• Increased capacity and sustainability for the VCFSE sector</li> </ul>
<p>Priority: Safeguard our children from abuse, neglect and exploitation</p>		
<p>To keep children and young people safe from harm and neglect by working together to reduce the level of risk</p>	<ul style="list-style-type: none"> <li>• Continued investment in Early Help and Prevention services and use Signs of Safety model</li> <li>• Consistently timely intervention for children at risk</li> <li>• Increase digital help and guidance and where appropriate use more online engagement for children and vulnerable families</li> <li>• Training and quality assurance for staff and social workers</li> <li>• Implement Ofsted action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in the number of children subject to a repeat child protection plan for neglect</li> <li>• Fewer number of neglect cases</li> <li>• Increase in the proportion of children's case audits graded good or outstanding</li> <li>• An increase in the number of children and young people receiving effective early help to prevent escalation to children's social care</li> <li>• Reduction in the number of children having a re-referral to children's social care</li> <li>• Recognition of improvement from Ofsted</li> <li>• Children and adults who need the most support consistently receive good quality services, which keep them safe and promote their wellbeing</li> <li>• Integrated support for families of vulnerable and at-risk children</li> <li>• Training for staff in innovative help/support strategies</li> <li>• Reduced number of cared for children in Cheshire East and more children remain in family settings</li> </ul>

By 2024 we want:	Actions and Projects	Measures of success
Priority: All children to have the best start in life with ongoing opportunities to maximise their potential		
<p>All children to enjoy access to high quality childcare and support programmes that maximises their development in terms of speech and language, resilience and ability to learn and play</p>	<ul style="list-style-type: none"> <li>• Excellent Early Years services are targeted to maintain high quality support to children</li> <li>• Maintain the high numbers of children placed in high quality childcare settings</li> <li>• Promote and improve access to the parenting journey support with additional support offered to the most vulnerable families</li> </ul>	<ul style="list-style-type: none"> <li>• Pupils will be school ready and have a firm foundation for a good education at the end of Early Years Foundation stage</li> <li>• We maintain a high take up of free childcare</li> <li>• Extend the reach of parenting support in early years, maximising contact through Child Health Hubs and refocused Children’s Centre offer</li> </ul>
<p>All children to have the best education experience, achieve their potential and develop their particular skills and talent</p>	<ul style="list-style-type: none"> <li>• Ensure pupils with special educational needs have the right school placement</li> <li>• Deliver informal and out of hours learning activities in community buildings, such as libraries, to promote reading, literacy, digital and STEM skills</li> <li>• Work with local business and partners to provide quality apprenticeships and ensure young people have access to career advice services</li> <li>• Lobby government for better investment in schools</li> </ul>	<ul style="list-style-type: none"> <li>• All children have a good local school to attend</li> <li>• Academic achievement and employability will be outstanding in Cheshire East</li> <li>• Parents feel positive about their children’s education</li> <li>• Children enjoy school and attendance is good</li> </ul>
<p>Continued improvement in services to children and young people with SEND</p>	<ul style="list-style-type: none"> <li>• Implement Action plan arising from Ofsted visit 2019</li> <li>• Improved quality and timeliness of Education, Health and Care Plans for SEND children</li> <li>• Streamlined and robust approach to quality assurance of plans</li> <li>• Development of training programme to include multi agency training across all areas of SEND</li> <li>• Work with partners and parent carer forum to ensure coproduction</li> <li>• Staffing restructure to secure permanent staff across the service to ensure consistency</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition of improvement from Ofsted</li> <li>• Education, Health and Care Plans are produced more quickly, are fit for purpose and they improve outcomes for SEND children</li> </ul>

By 2024 we want:	Actions and Projects	Measures of success
Priority: Increase the life opportunities for young adults and adults with additional needs		
Provision for young adults to live independently within in the community	<ul style="list-style-type: none"> <li>• Supported accommodation and education opportunities</li> <li>• Leisure, life and meaningful employment opportunities are developed to improve life chances for young adults</li> <li>• Promote citizen engagement and participation</li> </ul>	<ul style="list-style-type: none"> <li>• Young adults return to the borough from outside placements</li> <li>• Young adults with additional needs are supported to live independently</li> <li>• Reduced dependency on external market</li> <li>• Plans are driven by service user</li> <li>• Families are supported</li> </ul>
Priority: Be the best Corporate Parents and improve outcomes for vulnerable children and young people		
Outcomes for care leavers are improved and young people who have been looked after are consistently well supported through to independence	<ul style="list-style-type: none"> <li>• Work with our partners and stakeholders to negotiate opportunities such as apprenticeships, work experience, and voluntary work placements</li> <li>• Develop relationships with local businesses to ensure opportunities are available to care leavers</li> </ul>	<ul style="list-style-type: none"> <li>• Care leavers are equipped to live independent, self-sufficient lives, and to realise their particular talents and abilities</li> </ul>
Increased placement stability for cared for children	<ul style="list-style-type: none"> <li>• Increase number of foster carers in Cheshire East</li> <li>• Improve foster carer support through training and carer forums</li> </ul>	<ul style="list-style-type: none"> <li>• Fewer cared for children are placed out of area</li> <li>• Carers feel supported and give good feedback</li> </ul>
Children and young people to feel involved in their own care strategies and plans for their future	<ul style="list-style-type: none"> <li>• Engage young people in designing strategies and services and give them a voice</li> <li>• Develop and implement 'TOGETHER' - a vision for children</li> </ul>	<ul style="list-style-type: none"> <li>• Vulnerable children and young people are supported to achieve their potential and increase aspirations</li> </ul>

By 2024 we want:	Actions and Projects	Measures of success
<p>Increased and more stable permanent placements through adoption</p>	<ul style="list-style-type: none"> <li>• Recruitment campaign for new adopters, including encouraging more men to become adopters, through working with our Regional Adoption Agency, Adoption Counts</li> <li>• Early engagement with adoptive families and ongoing support</li> <li>• Continued investment into adoption psychology service</li> </ul>	<ul style="list-style-type: none"> <li>• Greater proportion of children achieving permanent adoption placements</li> <li>• Increased levels of satisfaction with services for adopters and young people</li> <li>• Reduction in crisis intervention and placement breakdown</li> </ul>
<p>Priority: A collaborative way of working with partners to support communities to achieve their full potential</p>		
<p>Work with partners for the benefit of our communities inspiring confidence in public services developing community cohesion and community resilience</p>	<ul style="list-style-type: none"> <li>• Deliver evidence based early intervention and prevention services through our 'Connected Communities' strategy</li> <li>• Develop a co-ordinated partnership strategy to address and reduce loneliness and isolation</li> <li>• Work alongside communities and Town &amp; Parish Councils to identify local needs</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in A&amp;E visits for falls in the over 70's</li> <li>• Reduction in social isolation</li> <li>• Our communities are enabled to support people</li> </ul>

# A thriving and sustainable place

## Priorities

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- To reduce the impact on our environment
- A transport network that is safe and promotes active travel
- Thriving urban and rural economies with opportunities for all
- To be carbon neutral by 2025

## Case Study

We have committed to be carbon neutral by 2025 and to influence carbon reduction across the borough. Our Environment Strategy Carbon Action Plan, sets out how we will achieve this. This will affect every aspect of how we work and deliver services.

In an initial project with Storengy we are building a trial hydrogen plant to fuel bin lorries. We are also planting trees and developing green technologies such as solar power and heat networks in Cheshire East.

We can only achieve this with your help to tackle this urgent crisis and thank you for working with us.

## Facts and figures



To achieve carbon neutrality, we target to offset locally over 7,000 tonnes of CO2 per annum by 2025 through a mixture of projects such as energy generation and tree planting - the equivalent of 100 football pitches worth of trees plus a solar array the size of 15 football pitches.



Over the past 4 years, the council has provided over 2,200 affordable properties (against a target of 1,460), available to rent or buy, in partnership with over 25 registered housing providers.



The number of enterprises (businesses) in Cheshire East has increased by 21% from 2010 to 2019 (16,145 to 19,575).

By 2024 we want:	Actions and Projects	Measures of success
Priority: A great place for people to live, work and visit		
<p>Enable access to well designed, affordable and safe homes for all our residents</p>	<ul style="list-style-type: none"> <li>• Deliver housing to meet the needs of all residents including vulnerable and older people in the borough</li> <li>• Introduce a Landlord Registration Scheme and Review the HMO Registration scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Increased levels of affordable housing delivered</li> <li>• Number of affordable rented properties offered by registered providers to Cheshire Homechoice applicants</li> <li>• Increase in percentage of homes managed by accredited landlords</li> </ul>
<p>A high-quality accessible library service, that remains relevant to the changing needs of Cheshire East residents and delivers value for money</p>	<ul style="list-style-type: none"> <li>• Improve and adapt our libraries to meet any changing needs which offer value for money</li> <li>• Update and refresh the Library Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain high customer satisfaction levels</li> <li>• Maintain the high level of visitor numbers at our libraries</li> </ul>
<p>High quality leisure and sports provision across the borough that delivers good value for money</p>	<ul style="list-style-type: none"> <li>• Improve our leisure centres to encourage and support physical activity to help people live well and for longer</li> </ul>	<ul style="list-style-type: none"> <li>• Increased participation rates in sport, exercise and activity</li> <li>• Maintain high satisfaction in the borough's leisure centres</li> <li>• Improvements in public health of the borough's population</li> </ul>
<p>To reduce the number of long-term empty dwellings</p>	<ul style="list-style-type: none"> <li>• Establish baseline and review current strategy and policies</li> <li>• Agree action plans for longest vacant empty dwellings</li> <li>• Explore partnership approach with registered providers</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in percentage of housing stock empty for more than one year</li> <li>• Improvement in Cheshire East position relative to other authorities</li> </ul>

By 2024 we want:	Actions and Projects	Measures of success
New development to be appropriately controlled to protect and support our borough	<ul style="list-style-type: none"> <li>• Key planning documents progressed and implemented</li> </ul>	
	<ul style="list-style-type: none"> <li>• To keep the Local Plan Strategy under review to ensure that it is up to date, responds to changing local needs and meets the Government's requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Local Plan Strategy reflects the needs of the borough and meets national requirements</li> <li>• Monitor delivery of housing to ensure our 5 year housing land supply is in place.</li> <li>• Improved customer satisfaction rates with planning</li> </ul>
	<ul style="list-style-type: none"> <li>• Adoption of the Site Allocation and Development Policies Document (SADPD)</li> </ul>	<ul style="list-style-type: none"> <li>• SADPD submitted for examination in Public 2021</li> <li>• SADPD Adopted in 2022</li> </ul>
	<ul style="list-style-type: none"> <li>• Crewe Hub Area Action Plan (CHAAP)</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-submission engagement in 2021</li> <li>• Plan submitted for examination in public in 2021</li> <li>• CHAAP Adopted in 2022</li> </ul>
	<ul style="list-style-type: none"> <li>• Adoption of the Minerals and Waste Development Plan Document (MWDPD)</li> </ul>	<ul style="list-style-type: none"> <li>• Early engagement on draft plan 2021</li> <li>• Pre-submission engagement in 2022</li> <li>• Plan submitted for examination in public in 2022</li> <li>• MWDPD Adopted in 2023.</li> </ul>
To make best use of our surplus buildings and assets to support the borough and our partners	<ul style="list-style-type: none"> <li>• Review the community asset transfer policy and provide a clear framework to support effective transfer and further explore 'shared' use with our partners of town centre assets</li> </ul>	<ul style="list-style-type: none"> <li>• Numbers of successful community asset transfers</li> <li>• Reduction in total running cost of CEC estate</li> </ul>
Continue to grow the Cheshire East visitor economy	<ul style="list-style-type: none"> <li>• Deliver Cultural Strategy and Place Marketing Action Plan</li> <li>• Deliver Tatton Park business plan</li> <li>• Deliver capital projects that support cultural development including, for example, the History Centre and Lyceum Square</li> </ul>	<ul style="list-style-type: none"> <li>• Value of the Cheshire East visitor economy to exceed £1bn</li> <li>• Improved visitor numbers</li> <li>• Better visitor information</li> </ul>



By 2024 we want:	Actions and Projects	Measures of success
Priority: Welcoming, safe and clean neighbourhoods		
Crime and anti-social activity and anti-social behaviour to be reduced	<ul style="list-style-type: none"> <li>• Use our full range of education, engagement and enforcement tools to protect our communities. Take formal enforcement action as appropriate, to reduce offending and increase compliance with the law from individuals or businesses</li> <li>• Clear and integrated enforcement approach with relevant fit for purpose policies for each enforcement service</li> <li>• Investment in technology to enhance CCTV delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced proportion of residents who feel anti-social behaviour is an issue in their area</li> <li>• Reduced crime and the fear of crime</li> <li>• Agreed enforcement plans with annual reporting on enforcement activities</li> <li>• Safe night-time economy</li> </ul>
Victims of crime and exploitation to be supported effectively by the council and partners through collaboration	<ul style="list-style-type: none"> <li>• Work with the police and partners to share intelligence and problem solve local issues</li> <li>• Refresh the Safer Cheshire East Partnership Plan for 2020-23</li> <li>• Raise awareness around safeguarding and community safety issues</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the impact of 'County Lines' on young people</li> <li>• Effective reporting and recording of hate crime incidents by all partners</li> <li>• Raised awareness of and reduce incidents of scams and rogue trading</li> <li>• Residents know how to recognise and report abuse</li> </ul>
To protect residents and improve our environment	<ul style="list-style-type: none"> <li>• Review local air quality through our Annual Status Reports, taking action to respond to areas of poorer air quality</li> <li>• Delivery of the Cleaner Crewe project with the successful results rolled out across the borough</li> <li>• A regulatory service that balances advice and education with the need to take decisive action in response to issues that impact upon the local community, business and the environment</li> </ul>	<ul style="list-style-type: none"> <li>• All Air Quality Management Areas have an action plan outlining planned measures to improve air quality</li> <li>• A robust licensing regime for alcohol, gambling and hackney carriage private hire vehicles</li> <li>• Undertake a range of proactive inspection work to protect human health and the health of our farmed and companion animals</li> <li>• 100% of inspections carried out annually for specifically high-risk trading standards inspection</li> <li>• Number of food safety A-D inspections &amp; animal welfare visits carried out</li> <li>• Reduced littering and fly-tipping</li> </ul>

By 2024 we want:	Actions and Projects	Measures of success
<p>Improved green spaces for all. Enabling people to exercise and socialise in our parks and open spaces</p>	<ul style="list-style-type: none"> <li>• Review and improve our play areas and parks</li> <li>• Work with partners to provide a more welcoming environment</li> <li>• Secure funding for additional recreation provision along with improvements to the current provision</li> <li>• Increase the number of rewilded areas within our parks and open spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Improved customer satisfaction rates for play areas</li> <li>• Improved play areas</li> <li>• Lower rates of littering or fly tipping in our public spaces</li> <li>• Improved biodiversity in our parks and open spaces</li> </ul>
<p>Priority: To reduce our impact on our environment</p>		
<p>To have minimised overall waste generated in the borough and maximised our levels of recycling</p>	<ul style="list-style-type: none"> <li>• Introduction of the Municipal Waste Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Improved recycling / reuse rates</li> <li>• Reduced excess waste per capita</li> </ul>
<p>To improve biodiversity and natural habitats in the borough</p>	<ul style="list-style-type: none"> <li>• Increased rewilding – introduce a policy on Highways land and introduce a borough wide tree policy</li> <li>• Embed bio-diversity, including off-setting, across Cheshire East Council estate</li> <li>• Deliver the tree planting programme</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of tree planting programme</li> <li>• More areas of the borough left to wild flowers / greenery rather than mown grass</li> </ul>
<p>Priority: A transport network that is safe and promotes active travel</p>		
<p>Improvements in the strategic infrastructure that support sustainable and inclusive growth across the borough</p>	<ul style="list-style-type: none"> <li>• The funding and delivery programme agreed with government for strategic rail including HS2, Crewe Hub Station and the Crewe North Connection</li> <li>• Delivery of the strategic infrastructure programme (A500 dualling, Poynton Relief Road, Middlewich Eastern Bypass)</li> </ul>	<ul style="list-style-type: none"> <li>• Successful delivery of the major infrastructure programme</li> </ul>

By 2024 we want:	Actions and Projects	Measures of success
Safer and well-maintained roads	<ul style="list-style-type: none"> <li>• Deliver planned investment to maintain the highway network</li> <li>• Review of appropriate strategies, such as speed management</li> </ul>	<ul style="list-style-type: none"> <li>• Improved customer satisfaction with highways</li> <li>• Improved condition of the highway</li> <li>• Improved response times to customer enquiries</li> <li>• Reduced levels of those killed and seriously injured on our roads</li> </ul>
Investment in electric vehicle infrastructure in our key service centres	<ul style="list-style-type: none"> <li>• Secure supplier and install charging points in Cheshire East car parks</li> </ul>	<ul style="list-style-type: none"> <li>• All CEC owned car parks in key service centres have a least one EV charging point</li> </ul>
To increase parking provision close to local transport hubs	<ul style="list-style-type: none"> <li>• Broadway Meadow multi-storey car park (MSCP)</li> <li>• Complete Local Transport Plan parking reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Secure planning approval and commence development of Broadway Meadow MSCP</li> <li>• Town by town parking needs identified and plans progressed to match identified need</li> </ul>
To promote uptake of cycling in our local service centres	<ul style="list-style-type: none"> <li>• Installation of cycle storage facilities in Cheshire East car parks</li> <li>• Invest in new cycle routes and improve existing ones</li> <li>• Prohibit parking in existing cycle lanes</li> </ul>	<ul style="list-style-type: none"> <li>• All 13 local service centres have at least one new cycle storage facility (cycle shelter)</li> <li>• KM of new cycle routes created</li> <li>• Number of traffic reduction orders introduced specific to supporting cycling</li> </ul>
To improve the speed and efficiency of public transport and encourage more residents to make fewer car journeys	<ul style="list-style-type: none"> <li>• Feasibility studies into the creation of rapid transit routes connecting existing infrastructure with key employment site</li> </ul>	<ul style="list-style-type: none"> <li>• Plans brought forward for rapid transit routes: <ul style="list-style-type: none"> <li>- Macclesfield to Bollington</li> <li>- Handforth to Wilmslow</li> <li>- Wilmslow to Alderley Park</li> </ul> </li> </ul>
To reduce areas of the borough not served by public transport	<ul style="list-style-type: none"> <li>• Submit proposals to Rural Transport Fund</li> <li>• Quality bus partnerships with operators and town councils</li> </ul>	<ul style="list-style-type: none"> <li>• At least one new public transport scheme introduced</li> <li>• At least eight new services introduced or extended</li> </ul>

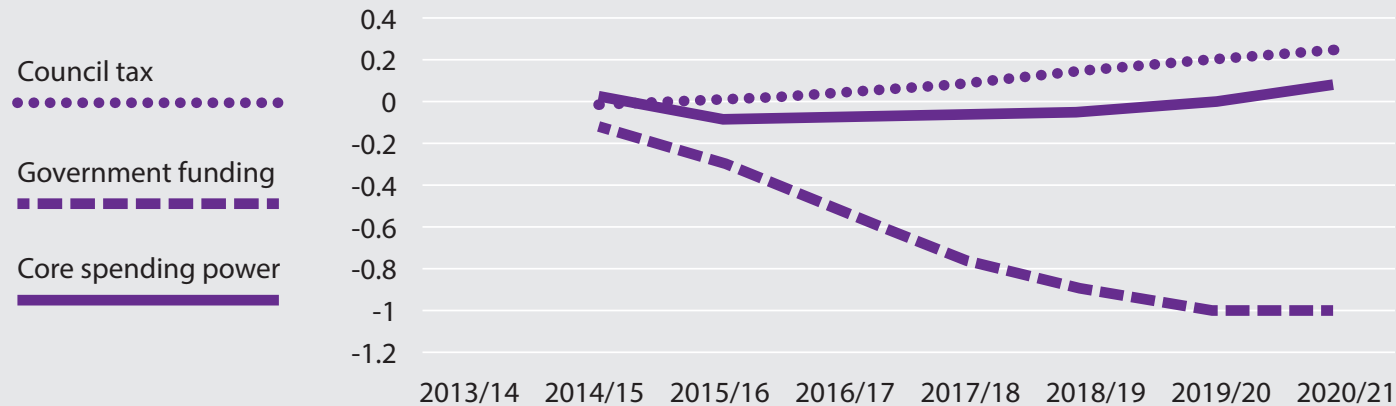
By 2024 we want:	Actions and Projects	Measures of success
To encourage an increase in the use of public transport (especially buses)	<ul style="list-style-type: none"> <li>• Operators work together to share real time information</li> <li>• Bus routes planned to provide multi-modal connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Cheshire East bus app developed</li> <li>• Number of routes connecting with rail or tram services</li> </ul>
More residents to use walking routes	<ul style="list-style-type: none"> <li>• Promote existing routes and nature trails</li> <li>• Create new walking routes between service centres</li> </ul>	<ul style="list-style-type: none"> <li>• Information/promotion campaigns implemented</li> <li>• KM of new walking routes created</li> </ul>
Priority: Thriving urban and rural economies with opportunities for all		
Delivery of a strategic regeneration plan for Crewe	Successful delivery of the regeneration programme including: <ul style="list-style-type: none"> <li>• Crewe Hub Station</li> <li>• Royal Arcade, Crewe Bus Station and Public Realm</li> <li>• Crewe Market Hall</li> <li>• Crewe Heat Network</li> <li>• Delivery of FHSF and Towns Fund</li> <li>• Town Centre Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Footfall</li> <li>• Vacancy rates</li> <li>• Inward investment rates</li> <li>• Projects delivered</li> <li>• Supported and enabled successful partnership arrangements</li> </ul>
Delivery of a strategic regeneration plan for Macclesfield	Successful delivery of the regeneration programme including: <ul style="list-style-type: none"> <li>• Macclesfield Station Campus</li> <li>• Town Centre Housing</li> <li>• Public Realm</li> </ul>	<ul style="list-style-type: none"> <li>• Footfall</li> <li>• Vacancy rates</li> <li>• Inward investment rates</li> <li>• Projects delivered</li> <li>• Supported and enabled successful partnership arrangement</li> </ul>
Successful town centres in our other key towns	<ul style="list-style-type: none"> <li>• Work with our partners and key stakeholders to understand what is important to our towns</li> </ul>	<ul style="list-style-type: none"> <li>• Town recovery plans produced</li> </ul>

By 2024 we want:	Actions and Projects	Measures of success
<p>Maximise the commercial and regeneration opportunities associated with HS2 for the whole borough</p>	<ul style="list-style-type: none"> <li>• Secured delivery and funding agreement for the HS2 Growth Corridor.</li> <li>• To contribute to the Sustainable Growth Commission, working with the Cheshire and Warrington Local Enterprise Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial space generated</li> <li>• Level of inward investment</li> <li>• Increased level of jobs created</li> </ul>
<p>Thriving and active rural communities</p>	<ul style="list-style-type: none"> <li>• Rural action plan</li> <li>• Digital connectivity programme</li> <li>• As part of bus review, deliver improved accessibility to services and employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in rural business/National Non-Domestic Rates</li> <li>• 100% superfast broad band access</li> <li>• Access to services in local centres</li> </ul>
<p>Priority: To be carbon neutral by 2025</p>		
<p>To have delivered the milestones in becoming a carbon neutral council</p>	<ul style="list-style-type: none"> <li>• Deliver actions in the Cheshire East Council Carbon Action Plan</li> <li>• Introduction of green vehicles across the fleet (both waste and highways)</li> <li>• Promote carbon neutrality and carbon zero development across Cheshire East, providing information, advice and guidance for householders and businesses to reduce their carbon use</li> </ul>	<ul style="list-style-type: none"> <li>• Cheshire East Council (CEC) carbon neutrality achieved by 2025</li> <li>• Percentage tonnes reduced (CEC)</li> <li>• Percentage tonnes insetted (CEC)</li> <li>• Percentage tonnes reduced in Cheshire East</li> </ul>

# Government funding and local spending

There has been a sustained reduction in government grants over the last decade, only partially mitigated by permission to raise more money locally, through Council Tax and other sources.

## Cheshire East Council - Revenue Spending Power, Government Funding and Council Tax



Between 2013/14 and 2019/20, central government grants to Cheshire East Council fell from £55.9 million to £0. Between 2010/11 and 2017/18, the net 'spending power' of Cheshire East Council fell by 6%.

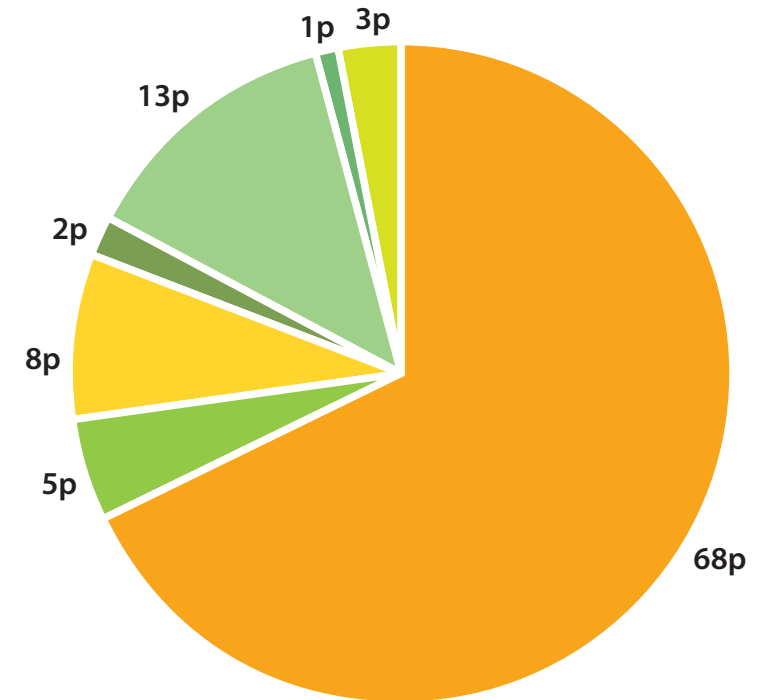
In order to meet this pressure, whilst meeting the needs of a growing population and unavoidable costs e.g. the national minimum wage, the council continues to drive savings and deliver efficiencies.

Against this background it is unsurprising that there are significant strains on capacity and budgets. Apart from adult social care, some of the biggest pressures are in children's services, particularly placements for looked after children and services for children with special educational needs, including home to school transport. New legal responsibilities in terms of special educational needs together with radical changes in the educational landscape, with more academies and a diminished role for the local authority have added to these pressures.

The government was expected to publish a four-year spending review in 2019, together with proposals for a new approach to funding social care. Instead, only a one-year spending settlement was announced. Whilst this provided increases in funding for 2020/21, it does not provide a sound basis for long term planning.

# How is £1 of your council tax spent?

Social care services	68p
Waste management and street cleaning	13p
Education support like home to school transport	8p
Highways and public transport	5p
Museums, parks, libraries	3p
Homelessness and planning	2p
Licensing, elections, trading standards	1p
<b>Total</b>	<b>£1</b>



\* The cost of overheads such as premises/finance/legal services are included within the figures in the table.

## Consultation and Engagement

This corporate plan will be used to guide our policies, budget planning, decision-making and service delivery over the next four years.

We would now like to hear from residents, partners, Councillors, staff and other interested people and groups.

- What do you think about our key vision being open, fairer and greener Cheshire East?
- What do you think about our strategic priorities of a thriving and sustainable place, a council which empowers and cares about people and an open and enabling organisation?
- How well will the proposed action plans deliver our priorities?
- What else would you like to see us focus on?
- Any other comments or suggestions you would like to make.

The consultation runs from **1 October to 27 November**, to get involved and give us your views please complete the short survey at **<https://surveys.cheshireeast.gov.uk/s/CorporatePlan/>**

## Feedback

Be involved in decision making in Cheshire East...

If you would like to be involved in consultations undertaken by Cheshire East Council, you can do so by registering for updates on the consultation pages or joining the Digital Influence Panel.

Please visit **[www.cheshireeast.gov.uk/consultations](http://www.cheshireeast.gov.uk/consultations)**  
**[www.cheshireeast.gov.uk](http://www.cheshireeast.gov.uk)**