

Cheshire East Council

Pre- Budget Consultation 2020-24

Appendix B – Budget Consultation report

Section 1: Introduction

Background and methodology

Between November 2019 and January 2020 Cheshire East residents and other stakeholders were invited to provide their comments and views on the councils pre-budget report 2020-24 which included details of proposals related to each Outcome within the Corporate Plan, from each service area. This report provides a summary of the responses received during this time.

The online survey was promoted via a media release, on the councils website and on social media platforms. Members of our digital influence panel (residents of Cheshire East who have signed up to receive digital consultation/ survey requests) were also sent a direct link to the survey and staff members were encouraged to have their say/ provide their suggestions. Paper copies were sent to libraries and key contact centres and various engagement events were held. Details of key engagement events can be found in section 8 of this report. A summary of results from the 'Save us Money' internal staff survey is included in this document.

This specific consultation activity resulted in around 103 general, specific or grouped responses. The online survey was viewed around 1,780 times - whilst we cannot detect if this was by separate individuals it still indicates that engagement was reasonable. A total of 99 valid responses were received for the online/postal survey. 2 further responses were received via e-mail and 2 other group responses were obtained during engagement events. Some of the responses were from elected representatives or from organised groups however the majority were from residents of Cheshire East.

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Section 2. Proposal Changes

Table 1. Should the potential changes to budgets, be altered, and if so in what way?

Outcome 2 – Cheshire East has a Strong and Resilient Economy

Who	Summary of comment	Comment from CEC
1. Tourist information services (3 comments received)		
A local Resident	Not aware that there is any Tourist Information service within Cheshire East?	There are two Visitor Information Centres, one in Macclesfield and one in Congleton. In addition, the Service provides visitor information at Tatton Park and supports a number of other organisations to ensure access to information at some other sites in Cheshire East. The Visitor Information Centres are managed by the Visitor Economy team, which is part of the Rural and Cultural Economy Service.
Town/Parish Council / An employee of Cheshire East Council	Seem like small savings here/ should transfer responsibility to local town/parish councils which would create more savings (x 2 comments received)	Negotiations have been undertaken with both Macclesfield and Congleton Town Councils. Neither Town Council is in a position to manage this service, which relates to the whole of Cheshire East, not just those towns. However, following discussions with the local Town Councils, contributions have been provided by Macclesfield Town Council towards the costs of service provision and these savings relate to the net impact of those contributions which are increasing annually over a three year period.
2. Investment portfolio (5 comments received)		
An elected town or parish councillor in Cheshire East	To be effective in securing purchase of council services by 3rd parties costing of service provision should be comparable to commercial charges and not based on Total Costing methods currently used. LA service costs are too high and many contracts are lost because they are uncompetitive. Marginal costs should be considered in competitive tendering to achieve more service income.	This appears to be a comment about procurement of services and not about an investment portfolio. They are discussing a total costing method for the procurement of services which is not appropriate for the investment portfolio.

Who	Summary of comment	Comment from CEC
A local Resident	Property investment appears an easy way to achieve a return in excess of the cost of borrowing but sentiment can change rapidly, leases can become non- income producing and values can fall rapidly. The Council should not fall into the trap of extending itself with property investments which could cause loss	Thank you for your comment. Prior to any investment decision a detailed exercise of due dilligence is undertaken. This work is fully exposed to the appropraite decision takers, prior to a decision to acquire has been made.
Town/Parish Council	This service area only focuses on income generation and does not consider the wider impact on the local community and the services delivered/needed. The focus needs to change to one of driving a transfer programme. In addition the timeliness of asset sales/purchases need to improve to make additional savings. This could be achieved through a service review.	Thank you for your comment relating to transfer of assets to the next tier of local government. This does not relate to this proposal. However the Council's Estates service is currently refreshing the asset transfer policy and once this work is done we will be engaging with our town and parish councils to update them on this work.
An employee of Cheshire East Council	Assets are opportunities to make money whilst minimising maintenance - they appear to have no community focus or interest. Department should be scrapped/outsourced. Town & Parish Councils look at how pieces of land and buildings can be used positively in their community to grow community spirit and promote tourism and investment. This move would reduce the cost of Asset Management/ Place based budgets.	
Town/Parish Council - Alsager	CEC should make every effort to increase their revenue by utilising the empty office space at 3 Lawton Road.	The 1st Floor (majority of) is leased to Alsager Town Council. The 2nd floor is vacant. I think it would be difficult to let out the 2nd Floor due to the DDA complaint issues. The building does not lend itself to two different users and therefore the cost of adaption would be excessive.
3. Business Rate Costs for Council Facilities (4 comments received)		
A local Resident	Lower rates to bring in company's and investment.	Business rates are nationally set
A local Resident	Not clear why the business rates have increased by £90,000 from previous year . Please give explanation of this.	The creation of improved leisure and environmental facilities, the retention of empty buildings and the revaluation of properties for business rates, together with the annual multiplier, has resulted in higher business rates being payable,

Who	Summary of comment	Comment from CEC
Town/Parish Council	Representation should be made to central government to address the whole issue of business rates, e.g. the current process penalising businesses on the high street who loose out to on-line providers.	Thank you for the suggestion
An employee of Cheshire East Council	Without providing the building details this can't be challenged. This is a false consultation.	This relates to the majority of properties across the Council's operational portfolio, and refers to a review which was undertaken in 2016/17.
4. Management of risks relating to land (1 comment received)		
A local Resident	Could or should this item be moved out of the budget itself? It is scientific is it not? Granted it costs, but is it necessary within a 'strong and resilient economy' budget?	The Council has statutory responsibilities with regard to this issue, the budget is essential to ensure we meet the change in legislation.
5. Homelessness Reduction Act - removal of temporary grant (4 comments received)		
A local Resident	Disagree with reduction/ we must help the homeless/ feels counter intuitive/ lots of empty homes available (x 3 comments received)	A temporary grant was received to address the requirements of new legislation introduced in relation to tackling homelessness – the Homelessness Reduction Act. This proposal removes the 2019/20 instalment of the grant. There is no proposed reduction in the services for homelessness.
A local Resident	If the grant is being removed, just remove it.	
6. Community Transport (7 comments received)		
A local Resident	Should be protected / expanded due to the ageing population. Service also required for the disabled. Possibly look at electric variations (x 2 comments received)	Through its recently adopted Local Transport Plan (LTP), the Council continually seek to maximise bus service coverage and provide as comprehensive a network as possible, whilst operating within budgetary constraints.
Town/Parish Council / An employee of Cheshire East Council	Any savings identified here should be re-invested into community/ overall public transport. This also needs to be linked to the positive environment impact on public transport (x 2 comments received)	
A local Resident	Are the proposed savings achievable and what is the risk of losing services? There should be an increase in bus services and therefore costs will be expected to rise if there is an expansion in services. The aspirations of the CEC Environmental Strategy should be factored into this item.	

Who	Summary of comment	Comment from CEC
A local Resident	This should be scrapped. You don't subsidise cars, why subsidise buses. People should pay for their own transport.	Community transport has a valuable role in play in providing access to services (i.e. healthcare and shopping), particularly for older people and people with disabilities. The Council will continue to support community transport as part of the wider passenger transport network in Cheshire East.
A local Resident	Overall transport in the borough should be considered if you ever want to get anywhere close to individuals using public transport. Many of the rural areas are not accessible unless you have a car - restricting investment just for vulnerable groups is probably more costly than considering the needs of all residents	Providing public transport accessibility for residents, especially those in rural locations, is a key challenge in the context of wider financial constraints. Through its recently adopted Local Transport Plan (LTP), the Council continually seek to maximise bus service coverage and provide as comprehensive a network as possible, whilst operating within budgetary constraints.
7. Tatton Park (6 comments received)		
A local Resident/ An employee of Cheshire East Council	Should hand over control to the National Trust/ over to someone else (x 4 comments)	Such a proposal would cost the Council more than the current net operating budget. The asset is not the Council's to sell as it is operated under a 99 year non-transferable lease from the National Trust. Tatton's annual operational costs are approximately eight times the net operating cost. Previous discussions with the National Trust have indicated that they would require significantly more than the net operating budget every year from the Council as part of any settlement, while lease conditions on the Council would remain in place for the duration of its term. Operation by the Council is therefore more cost-effective while retaining control over decisions relating to the property (eg affecting its wider contribution to the Cheshire East economy).

Who	Summary of comment	Comment from CEC
A local Resident	Whilst it brings culture to the area is it not capable of sustaining itself	<p>Tatton contributes a net of around £5.32m GVA, (SQW 2017), to the local economy every year attracting visitors and providing a cultural and tourism destination. In addition it has significant environmental, social and cultural value to the area.</p> <p>It was transferred without any endowment, was isolated from the rents and land assets that would have originally funded the estate and does not receive operational funding from the National Trust. Tatton's annual operational costs are approximately eight times the net operating budget. As a result of an effective and efficient operation Tatton is successful in earning income to sustain over 87% of the operating costs while also making a significant contribution to the local economy. The park does not have access to income from what was originally a wider estate that would have sustained the costs through rents and other income sources as those assets are now privately owned. Tatton Park is therefore reliant upon its earned income from visitors, having already significantly reduced its reliance on Council funding to the current level.</p>

Who	Summary of comment	Comment from CEC
A local Resident	Would operating a preferential scheme for residents for Tatton Park increase revenue - such as reduced annual parking pass, discounted access to events?	There is no evidence that a preferential scheme for residents for Tatton Park increase revenue. However, Tatton Park will be undertaking a review of pricing strategy to look at options for differential pricing in order to ascertain whether income can be optimised through different mechanisms. Any changes that may result would not come in until 2021 if the evidence-based changes are recommended. In the meantime Tatton park already operates promotional schemes via website offers and via its e-newsletter. These promotions have included a summer car entry pass for £10 and currently a Jan/Feb. offer for 50% car and free gardens entry. In addition, Tatton Park normally takes part in the Cheshire-wide 'Residents festival' promoted by Marketing Cheshire to celebrate 'Tourism week' in March, which includes promotional offers for residents.
No changes (7 comments received)		
Various	No changes/ if cost effective/ as proposed/ agree with proposed changes (x 7 comments)	Comments noted.
Overall Comment (1 comment received)		
A local Resident	Overall it is difficult to comment on an adjustment to a financial figure without knowing the total amount being spent.	The current approved budget is available in the previous MTFS 2019-22 on the Cheshire East Website www.cheshireeast.gov.uk/budget
Outcome 3 – People have the Life Skills and Education they need in order to thrive		
Who	Summary of comment	Comment from CEC
8. Review of children and families transport policies and delivery arrangements (9 comments received)		

Who	Summary of comment	Comment from CEC
A local Resident	Stop/ cut transport costs as much as possible/ do not subsidise other than to meet statutory requirements. Parents should take own children to school (x 4 comments received)	It is a parent's responsibility to ensure that their child gets to and from school at the appropriate time each day and to put in place the necessary travel arrangements. However, Cheshire East Council is required by law to make suitable travel arrangements for certain children to attend school. The Council only pay for transport for those children who meet the criteria set out in our published school transport policies to ensure a fair approach is applied in every case.
A local Resident/Town/Parish Council	To explore all options to provide a more cost effective solution' does not provide enough detail for the consultees to respond. The detail should be considered prior to budget proposals. This statement would allow for decisions to be made that may not be supported by the public (x 2 comments received)	School transport has been subject to significant review and change over recent years and continues to be an area where we look for more cost-effective options. Any significant changes would be subject to detailed consultation with relevant stakeholders.
A local Resident	Support for this is essential with the current pressure on Primary school places and the need for some young children to travel some distance to receive an education.	Comment noted.
A local Resident	Unclear which schools are being referred to so can't comment	Individual consultations will take place where schools are affected.
An elected Member of Cheshire East Council	Private hire and taxi facilities are very costly. More emphasise should be spent on making payments directly to families to enable them to transport their own children if they wish to.	There are options within the transport policy for direct payments where this would be more cost effective than using private hire and taxi services. However for other groups collective transport is a more efficient use of public funds. This also supports the Council's ambition to reduce our carbon footprint.
9. Transport cost for SEND (5 comments received)		
A local Resident	Sen should be choice of Motability or school transport not both	School transport law does not take into account motability.
A local Resident	Another example of the knock-on impact of uncontrolled house building	Comment noted.

Who	Summary of comment	Comment from CEC
A local Resident	Look at SEND Transport in with overall school transport rather than separate. Review disability benefits - if a family is getting funding for a car then that is what should be used to transport to school.	School transport law does not take into account disability benefits.
A local Resident	What about provisions for children who are not SEN but do need more help than children who are within the boundaries?	We would look at these on a case by case basis.
A local Resident	Shouldn't fund transport - except it's statutory	Cheshire East Council funds statutory transport.

Who	Summary of comment	Comment from CEC
10. Contribution of Cheshire youth justice service (7 comments received)		
A local Resident	One of the reasons CE has a better than National Average for youth offending is the support voluntary youth clubs etc. have given. It appears from press observation this is reducing in CE due to funding pressure to voluntary organisations and council provision. This is a short term gain. youth offending due to lack of external guidance from the home environment is detrimental to the person offending and also to the residents and general environments in CE	The Council is retaining a strong focus on Prevention and Early Help services with no proposed reduction in Youth Provision for 2020.
A local Resident	Youth justice starts at the school. Ask the pupils and have pupil panels.	Cheshire East Schools are critical partners in Prevention and Early Help to support young people before they engage in crime or criminality
A local Resident	How does the closure of Macc and other Magistrates courts in Cheshire impact on youth justice services when court cases are being dealt with in Stockport (greater Manchester)	There is a relatively low, manageable number of court hearings for youth courts in Cheshire. To date the location of courts has not impacted on the services young people and agencies receive
Town/Parish Council - Alsager	Although savings are predicted in 2020/21 why is there a larger reduction in future years and how can CEC predict future savings or cuts?	We are proposing a small reduction based on current service use and lower demand than other neighbouring local authorities. There is no intention to further reduce the allocation in future years.
Chair of the Youth Justice Service	The suggestion is to reduce the core funding by approximately 20% over a four year period. This, along with inflationary pressures, is more like 25% and is likely to result in a serious reduction in outcomes for children, families and communities across the partnership and negatively impact outcomes in all areas, not just Cheshire East. It will also compromise the ability, already stretched, for the YJS management team to service the wider strategic partnership in Cheshire East. We would advise Cheshire East to maintain its significant investment in maintaining the current high levels of performance. A restructure of the YJS is required and will impact on all statutory partners as the service cannot be maintained in its current form.	Following the review that was completed during 2018/19 on a zero-based budget approach, we feel the revised funding will still meet the needs of the cohort in Cheshire East that need to be supported and will ensure that we can deliver the required levels of early help case work.

Who	Summary of comment	Comment from CEC
Chair of the Cheshire Criminal Justice Board	Concerns to the proposed reductions in funding for the Youth Justice Service. From a criminal justice perspective, a consistent model to address the needs of young people is desirous; the current model is excellent and is making a significant difference.	We acknowledge that the current model is excellent and is making a significant difference. However, given budget pressures in the Council, we are having to look across all our services to maximise efficiencies. The review that was completed in 2018-19 indicates that the current service is well resourced, but that service demand is reducing due to a low level of first time entrants being diverted from the system. We recognise that we will need to work collaboratively to find efficiencies to support a reduction in our contribution and ensure continued positive impact for the young people.
Cheshire East NHS Partnership	As you are aware this service is currently funded by a number of organisations including the NHS. Therefore, any proposals to reduce the Councils funding contribution would need to be understood and shared with Partners including options as to how the costs can be managed within the available funding to ensure the continued positive impact on young people's lives and offending rates can be sustained.	Agree that any changes would need to be planned collaboratively to find efficiencies to support a reduction in our contribution.
11. Skills strategy (2 comments received)		
A local Resident	Local apprenticeships should be an option in a more diverse range of skills. Including all Local council jobs.	This will be considered as part of the Skills Strategy.
A local Resident	Surprised you talk of developing a strategy at this late stage	There has been a strategy for some time in Cheshire East that takes a broader approach to skills development. The new skills strategy will be focussed on young people specifically.
12. Locality working (1 comment received)		
A local Resident	Seems slow to realise impact of integration / de-duplication	There is a great opportunity to achieve greater efficiency for children and families through this redesign option.
13. Rental income for shared service delivery space - NHS and Nursery (5 comments received)		

Who	Summary of comment	Comment from CEC
A local Resident	You should not be charging for this shared service	In an ideal world we would not want to recharge for shared space, facilities, utilities and cleansing however standards expected are high for babies, young children and parents delivering clinical services from our centres and we need to recharge rental to meet these exacting demands.
Town/Parish Council - Alsager	Has CEC a commitment from the NHS that they are able and will pay for the use of CEC facilities to ensure savings in these budget items? Are additional case workers included in the budget?	No additional case workers are included in the budget. We have absorbed costs from the NHS and other partners who use the buildings over recent years whilst establishing a proof of concept that co-located and collaborative working in the purpose built buildings best meets the needs of the children, young people and families we all work with. The introduction of rental increases and room charges is to cover these costs incurred so we can deliver the required levels of early help case work. Ideally we would not want to recharge for shared space, facilities, utilities and cleaning, however standards expected are high for babies, young children and parents delivering clinical services from our centres and we need to recharge rental to meet these exacting demands.
Town/Parish Council	How will this impact on the services delivered? Is this realistic, are there sufficient human resources to deliver the services in-house?	We need to respond to the increasing demands and, more importantly, the needs of the young people who would benefit from this service. Current provision wouldn't meet this increased demand as we are resourced and working at capacity so additional revenue is required to expand the offer. This will ensure there is no impact on current delivery to those who already use the service. We will ensure that we resource demand appropriately.

Who	Summary of comment	Comment from CEC
An elected Member of Cheshire East Council	What does "introducing rental rates or income charges for Children Centres" mean? This is not clear. If it is a tax on local users I do not support it.	This will be a charge payable by the partner agencies that use the rooms in the Children's Centres. It will cover areas such as electricity, cleaning, photocopying etc. These are all charges that we absorb currently for the majority of partners who use the rooms. Ideally we would not want to recharge for shared space, facilities, utilities and cleaning, however standards expected are high for babies, young children and parents delivering clinical services from our centres and we need to recharge rental to meet these exacting demands.
Cheshire East NHS Partnership	The proposed rental charges for NHS organisations in Children's Centres will place additional financial pressures on our services as they look to mitigate any charges. We are concerned that this may result in services withdrawing from such centres.	Children's Centres have been absorbing costs on a daily basis from partner organisations for many years and we need to ensure we are honest, transparent and fair when considering recharges. We already receive some rental income from NHS partners based in some centres and the proposal is to ensure we operate fairly across all partners who use the buildings. We understand that there is a risk of services withdrawing, but hope that we have achieved the proof of concept of having services working together over the many years to meet the needs of the children and families in the best way possible which would ensure that services continue to work collaboratively from the purpose built Children's Centres.
14. Income from Outdoor Education (3 comments received)		
A local Resident	Quality will determine success or otherwise of this initiative	We will evaluate the impact of this service change should the option be agreed by Cabinet.
Town/Parish Council - Alsager	Has CEC a commitment from Schools that they are able and will pay for the use of CEC facilities to ensure savings in these budget items?	We already have requests from schools to buy in to our Outdoor Education Service but we do not proactively market this provision currently. Therefore we do not see any reason why we would not secure this level of income from trading with local schools and schools beyond the Cheshire East boundary as we do with our Duke Of Edinburgh scheme, which pays for itself currently.

Who	Summary of comment	Comment from CEC
An elected Member of Cheshire East Council	This is completely unnecessary. If there are already providers it doesn't need a speculative attempt by Cheshire East Council to win the business, which even if successful, would have marginal impact.	There is extensive evidence that we need to target more young people with the high quality service we already offer so that we can address and reduce the behaviours of children excluded from high school, instances of young people who are engaging in County Lines and risky behaviour. These behaviours are already having a significant impact on the local communities and on stretched Council budgets, but as we are already working with these young people through our statutory or early help intervention, it would be beneficial to use our own provision to offer targeted youth services to ensure seamless, holistic support for the young person and their families with trained professionals that are aligned to the same models of intervention, policies and pathways.
15. Essential Kitchen Infrastructure (2 comments received)		
Town/Parish Council	Schools should look to tender the service to obtain the most cost effective service, hence making further savings.	The works will be subject to a tender process to ensure the best provider is selected and that the service provides value for money.
An elected Member of Cheshire East Council	It isn't necessary to offer a catering service in-house. This proposal is simply job protection. The in-house catering unit is, in my view, not competitive with the private sector, something that can be evidenced by recent tenders.	Whilst all schools have a number of options in relation to catering services, a significant number in Cheshire East have chosen to remain with the local authority. Cheshire East's provision is competitive and is also committed to providing healthy and nutritious school meals, alongside working with schools to promote healthy lifestyles.
16. Provision of sufficient school places - Basic Need (1 comment received)		
A local Resident	There is a shortage of primary school places with a need for some refurbishment to bring the school premises up to standard. More urgently there is a potential problem with places within secondary schools with Wilmslow and Poynton both over subscribed currently and a possible influx from all the new building of homes	The Council regularly reviews the supply of, and demand for, school places across the borough and is aware of areas of over-subscription. The last 12 months has seen a significant amount of work undertaken to increase our overall capacity for school places across the borough especially in those planning areas where there is impact of new housing. This includes work at Wilmslow High School.

Who	Summary of comment	Comment from CEC
17. Provision of sufficient school places - basic need (1 comment received)		
A local Resident	All children in the area they live should be able to attend the local school	Cheshire East supports this comment.
18. Primary School Provision at key development sites within the Borough (1 comment received)		
A local Resident	Insist on full contributions by all developers by S106 payments related to school needs generated by their developments	All developer contributions are secured at the maximum level
No changes (7 comments received)		
Various	No changes/ if cost effective/ as proposed/ agree with proposed changes (x 7 comments received)	Comments noted.
Overall Comment (1 comment received)		
A local Resident	Hard to comment on unless spend hours trying to figure out what expenditures mean	Comment noted.
Outcome 4 – Cheshire East is a Green and Sustainable Place		
Proposal	Summary of comment	Comment from CEC
19. Markets Income (2 comments received)		
Town/Parish Council / An elected Member of Cheshire East Council	This is a classic example of double taxation. Why should residents who live in market towns across CEC pay through their precept to support their own Town Council's market and then have to pay through their Council tax to support Crewe's Market? If Crewe want a market, transfer it to the Town Council and fund it via the precept not Council Tax (x 2 comments received)	We would consider a proposal from the Town Council in support of this suggestion.
20. ANSA income generation and efficiencies (3 comments received)		
A local Resident	The composting facility is a great idea. How will the compost generated be used?	Compost generated remains the property of the contractor, it will be used on farms and in horticulture as contactor gets best price for it. Council get 10% on sales of compost.
Town/Parish Council - Alsager	Have the savings been costed out? Do Ansa think the savings are achievable?	Yes to both comments

Who	Summary of comment	Comment from CEC
An elected Member of Cheshire East Council	Income generation is to be welcomed but if refuse collection, grounds maintenance and street cleansing were market tested the exercise would drive further efficiencies and revenue savings even if won in-house.	The Council is currently reviewing its model for delivery of these services which will produce recommendations to the share holder and Portfolio Holder later in the year but early external led analysis suggest the current arrangements still represent best value. We continue to look for further efficiencies and savings through our existing contract arrangements.
21. Highway Maintenance contract efficiencies (13 comments received)		
A local Resident/ An elected Member of Cheshire East Council	Any operational savings should be reinvested in the service. Need more spending on highways, gulley cleaning, gritting, road markings. Blockages seem to take years to resolve due to broken pipework contributing to flooding problems - emptying and maintenance would help to remove water from the carriageway and reduce repair costs (x 3 comments received)	The Council doesn't empty every gully each year but uses data collected from the network to formulate appropriate gully emptying cycles to ensure best use of resource whilst minimising standing water on the network. The Council responds to reports of blocked gullies submitted by the public and elected members to deal with isolated issues and has an annual programme of works to investigate and repair more complex problems that are preventing the gullies from draining effectively.
A local Resident/ Town/Parish Council	In order to improve and maintain a strong economy the highway infrastructure requires investment in its up-keep and replacement. There are potholes on the roads, recent extreme flooding's, trip hazards on footways. Do not reduce the highway budget but invest in its future (x 3 comments received)	We adopt an evidence based asset management approach to best manage risk, safety and footway and carriageway asset condition within the resources available. A review of all highway policies will be taking place over the next 12 months
Members Briefing (13 attendees)	What is happening with road repairs and gully emptying with regards to cutting non essential spend for the rest of 2019/20?	Under Highways Act 1980 these activities are viewed as essential and have been unaffected
A local Resident	This would not pass a commercial business case test as the investment out ways any return. Suggest consideration is given to alternative approaches e.g. swapping to LED as and when bulbs fail, the environmental impact of grass cutting changes surely must be zero cost so split out these issues so clear decisions can be made	Borough wide LED programme for street lighting already completed, HLBC proposes to remove remaining lighting or upgrade to LED

Who	Summary of comment	Comment from CEC
A local Resident	Does the details of these contracts cover checking the work has been done fully or is it expected that people tidy up after. Even when work results in danger.	The contract allows for the appropriate supervision and checking to ensure the works are carried out safely for residents, road users and workforce
A local Resident	Local footpaths needs resurfacing on certain streets.	We adopt an evidence based asset management approach to best manage risk, safety and footway and carriageway asset condition within the resources available. A review of all highway policies will be taking place over the next 12 months
A local Resident	Efficiencies in road maintenance programme welcome if leads to improvement	
A local Resident	Should be given the highest priority - most criticised by outsiders.	
A local Resident	Highway maintenance not only applies to A Roads but the Lanes should always be considered when it is our only form of access.	Highway network is considered as a whole when planning works and prioritised based on risk which considers many factors including condition, safety, usage etc.
22. Parking strategy (14 comments received)		
A local Resident	Parking charges kill town centres, this idea should be dropped/ parking charges should be frozen to encourage more footfall the reduction in people parking will not deliver this benefit (x 3 comments received)	The approach to implementing any changes to car parking is being based on Town Parking Reviews. This is being piloted in Wilmslow. The reviews will identify demand, capacity and a management regime that best meets local needs. The intended outcome is a transparent, fair and equitable scheme across the Borough. The reviews will inform draft proposals to revise (where necessary) parking arrangements in each town.
An elected Member of Cheshire East Council/ Town/Parish Council	The Parking strategy is not fair and equitable. Parking should be transferred to Town level. That would be fairer but would help finance the running of other pieces of land or buildings that could also be passed down (like libraries). It is simply unfair to have free car parks in towns like Sandbach and expensive parking in towns such as Crewe or Nantwich (x 2 comments received)	
Town/Parish Council - Alsager	The original car park strategy called for the policy to break even and the effect on Town Centres be considered. The projected income now shows that car parking is seen as a source of income. Alsager should not be subject to parking charges as it will have an adverse impact in Alsager. There is no means of Electric Vehicle Charging points in this item - Alsager has no charging points even though markings have been made to car parking spaces in Alsager at the CEC owned Fairview car park.	
Unspecified	I think parking should remain free in Sandbach or we will discourage people coming to Sandbach to shop.	

Who	Summary of comment	Comment from CEC
A local Resident	This will get worse so a radical solution is needed. Free drive and ride into the town or free between Handforth, Wilmslow and Alderley Edge.	The approach to implementing any changes to car parking is being based on Town Parking Reviews. This is being piloted in Wilmslow. The reviews will identify demand, capacity and a management regime that best meets local needs. The intended outcome is a transparent, fair and equitable scheme across the Borough. The reviews will inform draft proposals to revise (where necessary) parking arrangements in each town.
A local Resident	Parking on side roads needs addressing urgently.	
A local Resident	Look again at the income generation from parking fees. Consider freeing up council employees car parks E.g. Delamere House in Crewe, at weekends.	
A local Resident	More disabled spaces	
A local Resident	In Wilmslow parking is ill-designed unaided by point-prevalence analyses, particularly in the Gorseley school, Buckingham road, Chapel land Bedells lanes areas	
A local Resident	Consider alternative parking methods- in particular discs as used in e.g. Carlisle as a much cheaper and obvious means of evidencing arrival times and therefore enforcement Consider the effect on shopping centres of parking restrictions and avoid driving shoppers to out of town centres from town centres . Consider investing in multi-storey can parks which could produce income surplus on cost	
A local Resident	Parking Charges should be the same throughout East Cheshire.	
24. Environmental and Carbon Management (5 comments received)		
A local Resident	Carbon neutrality target and support for green space welcome	Noted thank you
A local Resident	I'd like to see more information on how £653k is going to be spent in 2020	Further information will be available as the Council publishes its carbon reduction action plan in April Cabinet.
Town/Parish Council - Alsager	The increase appears to be a very small sum considering CEC has committed to environmental policies.	The business represents some core new projects but the bulk of the spend will come from changes to procurement and operational practice across the council covered by existing operational budgets

Who	Summary of comment	Comment from CEC
Members Briefing (13 attendees)	Parish Councils want to use some of their precept to plant additional trees to help contribute to climate change issues using carbon offset. But who is picking up the ongoing maintenance of these trees? Is there an LA wide strategy about where trees should be planted? Do we have a budget for compensation for houses / property that is damaged by LA maintained tree roots?	
A local Resident	Consider identifying potential sites for community forests or orchards in each community where local residents can contribute or pay to have trees planted as carbon offset- rather than all carbon offset schemes planting in foreign countries	The Council is currently developing its tree planting carbon offset policy as part of it's Carbon Action Plan to meet its commitment to be carbon neutral by 2025 and to influence carbon reduction across the Borough. The action plan is due to be discussed at April Cabinet. In addition the Council is refreshing its tree planting guidance and wider policy documents and recognises there will be a revenue maintenance element to any trees planted.
25. Parks and green spaces (6 comments received)		
A local Resident	Is this facility being fully used?	Not sure what comment refers to, sorry
A local Resident	All the investment for Parks and green spaces is disproportionately steered towards the south of the borough. Are we getting value for money - I would suggest we consider whether we are supporting all residents equally here.	Parks and open space development takes place across the Borough, however the authority is suggesting additional funding is required based on social outcomes in areas where other funding is not available.
Town/Parish Council - Alsager	As there is no investment in 2020/21, in real terms the budget is decreasing. What are the areas identified in the JSNA? The Alsager Green Spaces Strategy Update [PUB 18], June 2019, page 49, identifies "provision is sparse in several parts of the town...and there are some quality issues to be addressed."	Noted thank you
A local Resident	Engage with parish councils or hold wider consultations to establish what local people want from the parks, how they want them administered and what capital expenditure they would prioritise - rather than Leisure services making their own decisions or consulting only Ward councillors who can be part of local unrepresentative pressure groups	Your concerns are noted. Wherever possible we will try to engage widely with parish and community groups. If you have a particular concern do please raise directly with us.

Who	Summary of comment	Comment from CEC
An employee of Cheshire East Council	I think it would be beneficial to examine in more detail how investment into parks and green spaces can effect positive change for people with mental health issues. This will need linking up work with the MH Strategy already in place. There is also an argument to link up a Tartan Rug analysis to park and green space availability. This may point to where additional investment in green space may have the most effect	Yes we would be happy to and already work with directors and heads of service within the health teams but would be happy to see if there is more we can do, please contact our parks development manger
An elected Member of Cheshire East Council	This proposal is simply unnecessary. Transfer the running of parks and green spaces to town and parish levels.	Request for transfer are discussed on a case by case basis but there are advantages to a linked up common approach that uses resources efficiently over a wide number of parks and open spaces.
26. Regulatory Services and Environmental Health ICT procurement (2 comments received)		
Town/Parish Council	Enforcement could be outsourced including the possibility of Town & Parish Councils taking over the enforcement service.	This proposal is for the replacement of the Premises and Activity Database used by Environmental Health, Licensing, Animal Health and Welfare and Trading Standards rather than enforcement activity itself. Comments noted.
An elected Member of Cheshire East Council	This proposal is to be supported but outsource the enforcement activity and link payment to effectiveness.	
27. Recycling and Waste Services (2 comments received)		
A local Resident	Increased time to collect waste consequent on bin lorries trying to negotiate parked cars must be a significant source of inefficiency	This is a problem in some areas. The authority trys to match the size of vehicles we use to the streets but sometimes parked cars do prevent waste collections.
A local Resident	Is this really a cost increase? What is the actual impact of new housing, does it cost more or introduce economies of scale.	Yes each new house adds more waste and recycling that has to be collected, processed and recycled / disposed of depending on if recycling or residual waste. Once the existing fleet runs out of capacity there are also step change events when new vehicles have to be added to cope with the capacity. The current budget modal that expected growth.
28. Electric vehicle car pool scheme (9 comments received)		
An elected town or parish councillor in Cheshire East	Government Finance is available to schools to apply for electric vehicle recharge points to be installed. Schools should be encouraged to install electric points to encourage the take up of electric vehicles in CE.	Thank you for the suggestion

Who	Summary of comment	Comment from CEC
A local Resident	Will need somewhere to charge the vehicles. There are no fast charge points in Macclesfield. Charging places often need different apps to work and if one car is charging nobody else can use it. Some charging points are also very slow to charge, you need to take your own cables and spaces provided are tiny. You can not leave your vehicle at any of these points as it is inconsiderate to block the space and charges may apply.	Noted thank you
A local Resident	Also encourage community in general to invest in electric cars by greatly increasing number of charging stations	
A local Resident	Buying 1 car and having 1 person to then manage that car. Consider alternative schemes such as partnerships with rental companies	
A local Resident	Town very behind in electric charger points	
A local Resident	Does this relate to CE workers or everyone? If everyone, then it's totally impractical	CE workers aimed at reducing carbon from business miles
A local Resident	This is something that will happen naturally over time - it does not require council investment.	The proposal is focused on decarbonising business travel between Council offices as part of the 5 year commitment to carbon neutrality, we recognise it may be needed less over time however it may also be a catalyst to get employees used to driving electric and encourage a faster transition as well as enabling people to travel in on public transport and then use a carbon free option for business miles.
Town/Parish Council	This needs to be considered in line with public transport services. In addition as this is only a feasibility study why is there budget provision for four years?	The proposal is focused on decarbonising business travel between Council offices as part of the 5 year commitment to carbon neutrality and agreed public transport alternatives should also be considered. The MTFS covers a four year period.
An elected Member of Cheshire East Council	If this proposal is to look into sustainable travel it only requires a single year budget uplift. It just shouldn't take 4 years to "look into it."	The 4 years cost represent estimated cost of lease each year to give a full picture of cost implications of proceeding with this item .
29. Crewe Town Centre Civic Heat Network (3 comment received)		
A local Resident	Should be given the highest priority - most criticised by outsiders.	Crewe will be the first heat network to be developed subject to successful funding bids

Who	Summary of comment	Comment from CEC
A local Resident	Dubious business case, no ongoing maintenance of the capital outlay, it will never pay for itself, minimum 20 year return on investment if it ever does. Not a core function of a council, madness	Noted thank you
Town/Parish Council - Alsager	Alsager Town Council (ATC) welcomes the use of heat as a source of energy and that Alsager is also part of the geothermal area. ATC has pledged to become carbon neutral and has written to CEC offering to become a pilot town for CEC. This could be incorporated into this budget item.	The council has been approached by several Town and Parish Councils and will look to work in partnership where we can.
30, Public Rights of Way: Capital Structure Investments (2 comments received)		
A local Resident	Who will finance this and assured that rights of way be protected	The proposal in the Pre-Budget Consultation is for the Council to allocate capital funding to assist in the Council's duty of protecting the Public Rights of Way network, by investing in the bridges and structures on that network to keep the routes open and available for use by the public.
Town/Parish Council - Alsager	ATC believes capital investment is needed and, for example, the bridge in Wood Park, Alsager (part of a PROW), is becoming impassable due to the size of step and waterlogged surrounding area. [PUB 18], June 2019, page 50 states "improve green links to open spaces and community facilities, such as Wood Park."	The Public Rights of Way team are aware of the local community's aspiration to see further improvements on Public Footpath No. 28 in Alsager, to extend the improvements delivered last year in the Wood Park area. Whilst the capital budget proposed in the Pre-Budget Consultation is for larger bridges and structures on the network, the team are exploring other sources of funding for Footpath No. 28, which could include a further partnership project with the local community.
31. Site Remediation Works – Malkins Bank Golf Course (1 comment received)		
A local Resident	Is this cost effective or is this just another tick box?	The Council is required to undertake these works.
No changes (5 comments received)		
Various	No changes/ if cost effective/ as proposed/ agree with proposed changes (x 5 comments received)	Comments noted

Who	Summary of comment	Comment from CEC
Outcome 5 – People Live Well and for Longer		
Proposal	Summary of comment	Comment from CEC
32. Community Equipment Service (2 comments received)		
Town/Parish Council - Alsager	What will the savings be? Is any equipment recycled or re-used inline with the Environmental Strategy?	Savings identified are £50k 19/20 and a further £50k 20/21- the new contract will focus on recycle /reuse
Cheshire East NHS Partnership	It will be important to evidence that a reduction in budget in this area does not result in lack of timely access to equipment which could exacerbate loss of independence, reduce an individual's opportunity to be supported at home and could result in avoidable hospital or care home admission. Lack of suitable equipment can also potentially cause delays in discharge from hospitals/care homes.	We can guarantee that this reduction will not impact negatively- the business case shows that by implementing a new model we can make reductions.
33. Combination of contracts provided by the community and voluntary service (2 comments received)		
Town/Parish Council - Alsager	ATC is strongly opposed to any cuts in the voluntary sector.	This is not reducing spend in the sector, by merging the contracts its reduces management fees.
Cheshire East NHS Partnership	We recognise the potential opportunity arising from combining CVS contracts, but would seek assurance that this does not impact negatively on the aim to build community assets. Supporting people within their local communities is a significant commitment within the Cheshire East Partnership Five Year Plan, as social isolation is one of the biggest factors in needing healthcare. The CVS play a key role in providing support and care to vulnerable groups, without which there would be an increased demand on statutory services. We would also wish to see the JSNA continue as a well-informed document that pulls on needs from all aspects of the population and remains fit for purpose.	We absolutely agree about the value of the VCS , and can guarantee this will not impact negatively on building resilient communities . We can confirm that the JSNA will also continue .

Who	Summary of comment	Comment from CEC
34. FACT 22 Investment (2 comments received)		
A local Resident	Fact 22 seems to have worked really well/ is a plan to monitor the excellent work achieved and is suggested will continue be applied to all residents not just the one in Crewe and Macclesfield?/Will a report to residents be made available?/ Is it advisable to extend this service whilst the recently recruited CE staff have time to settle in? (x 2 comments received)	FACT22 currently works with a specific cohort of young people and their families and there is evidence of the positive impact they have made. As our priorities have shifted, we need to refocus some of this funding into working with our vulnerable adolescents.
35. Care4CE (1 comment received)		
Town/Parish Council - Alsager	ATC welcomes the investment.	We want to ensure we maintain a quality provider.
36. Electronic Call Monitoring (1 comment received)		
Town/Parish Council - Alsager	There appears to be no capital line indicating where any purchases will be made. Further explanations are needed on this item.	The system will be funded through the improved Better Care Fund money.
37. 0-19 Healthy Child Programme (2 comments received)		
Town/Parish Council - Alsager	ATC is asking that all front-line positions are maintained and there are no job losses.	The recommission will not reduce any front line workers.
Cheshire East NHS Partnership	The proposed reduction in the programme budget (£150k) would make a short term saving at the potential detriment of the long term health and wellbeing of children and families i.e.. a relatively small saving with a potentially large adverse impact. Early years investment could mitigate some of the costs in adult social care moving forwards. Unintended consequences of reducing funding in this area, is a possible rise in the number of children in care. There are clear returns on investment evidenced in parenting interventions and multi-systemic therapy.	We would like to reassure that this saving will be achieved through the redesign of the service and will not impact service or front line delivery.
38. Demand for adult social care (10 comments received)		
A local Resident	Elderly and disabled get discounts and discounts for care as the staff do not help	Statement unclear.

Who	Summary of comment	Comment from CEC
An elected town or parish councillor in Cheshire East	Encourage local Community Action groups to support the old and vulnerable in the way that the Neighbourhood Watch schemes are publicised by the police. Local knowledge is vital to good community action. The New Homes Bonus should be used to promote local action groups.	Comments noted.
A local Resident	I was pleased to see that there is increased provision for adult social care. Since the closure of Mount View I know of several carers who are really struggling to support loved ones with challenging conditions. The few beds purchased in the private sector do not compensate for the loss of this resource.	Number of respite beds commissioned over the last 12 months are based on identified need.
A local Resident	Invest in in house social care instead of external providers	We have a duty under the Care Act to provide a mixed economy of care and support - we have to provide choice.
A local Resident	In serious need of support both financially and physically as the need to provide hands on support is going to continually increase with the aging population. The assessment process needs to be streamlined and more efficiently used so as to reduce the delays in the provision of support packages	We continually undertake service improvement and we will look at this suggestion.
A local Resident	The increased budget for adult social care is shocking! I would like to know more about the Council's collaborations with the NHS and private care providers to develop a more holistic and sustainable solution to care for vulnerable members of our community. Hiking up the budget year on year is not enough.	We work very closely with our NHS colleagues and the Place 5 year plan, which can be found on the Council's website, addresses a more holistic and sustainable approach. We are also waiting for the publication of the Adult Social Care Green Paper.
Town/Parish Council - Alsager	ATC welcomes the investment and recognition that funding adult social care is important.	Adult social care remains a priority for the council.
Members Briefing (13 attendees)	People are living much longer with more serious medical conditions. When will the increases in social care growth required to address this start to plateau?	Evidence is showing that adult social care demand grows year on year and people's needs become more complex. It is difficult to answer when it will plateau.

Who	Summary of comment	Comment from CEC
An employee of Cheshire East Council	Delayed Transfer of Care is a continuing and important issue. As Care Providers are finding it increasingly difficult to recruit, so the number of care beds, respite, residential, residential with care places beds etc. come under increasing pressure. Some work is already underway to promote the sector to potential job seekers. It would make sense for this to be converted and uplifted into a properly resourced awareness raising and recruitment campaign	We are currently working with the care market to undertake a joint recruitment campaign in spring this year.
Cheshire East NHS Partnership	We support the significant levels of investment being proposed however this appears to be at the detriment of early years funding as referenced above, which could create longer term increased need. We would welcome the opportunity to work closer with the Council in understanding how the additional funding will be used within the service. This would enable us to have a system perspective on how we can collectively manage the demand, innovate the service and keep the costs within the funding available whilst not impacting negatively on individual partners.	We are more than happy to work with our system partners , particularly on managing demand. the additional money is to fund our statutory duty to meet the increase of people entering adult social care and to address the complexity of need that we are now experiencing. This has no detriment on early years
39. Winter Pressures Social Care Grant funding (2 comments received)		
A local Resident	Would be no surprise if significant savings weren't made e.g. increased efficiency in deployment of equipment, processes and outcomes for old and young alike. Winter pressures are an inevitability which even the 'best' health economies have been unable to impact (the correlation between temperature and health is no different than that between socioeconomic status and health)	Comments noted.

Who	Summary of comment	Comment from CEC
Cheshire East NHS Partnership	<p>The continuation of the central grant funding is assumed to remain consistent at circa £1.5m. In the absence of further information we would like to raise our concern of the increasing impact the “Winter months” are having on our services and their ability to maintain provision. You are aware that the availability of beds and flow of patients is contingent on robust and timely discharges which need to be underpinned by available resources. It is unclear if there is a provision contained within the previous investment within (38) Demand for Adult Social Care to support the Winter challenges and indeed, it can be implied that the challenges remain all year round. However, we would welcome further engagement as to what the systems approach is for the Winter periods and how this is funded i.e. by the central grant or by additional contributions if required. It is unclear if there is a provision contained within the previous investment within (38) Demand for Adult Social Care to support the Winter challenges and indeed, it can be implied that the challenges remain all year round. However, we would welcome further engagement as to what the systems approach is for the Winter periods and how this is funded i.e. by the central grant or by additional contributions if required.</p>	<p>CEC have produced a winter plan that explains and assesses how the money is being spent and has been signed off at the BCF governance group.</p>
41. Cared for children and care leavers (1 comment received)		
A local Resident	<p>Seems a lot of additional expenditure that needs more explanation</p>	<p>The pre-budget report sets out the main reasons for the additional expenditure, including a 17% increase in demand for our services. This increase in numbers and complexity has resulted in the need for additional placement purchases, including high cost placements, and additional staffing to support children, young people and care leavers.</p>
No changes (7 comments received)		
Various	<p>No changes/ if cost effective/ as proposed/ agree with proposed changes (x 7 comments received)</p>	<p>Comments noted.</p>

Who	Summary of comment	Comment from CEC
Overall Comment		
A local Resident	The main problem is obesity.	Obesity remains a national problem not just a Cheshire East Council one. Obesity represents one of a range of health indicators primarily associated with socio-economic deprivation.
A local Resident	Yes. Needs to be priority	Comment noted.
Outcome 6 – A Responsible, Effective and Efficient Organisation/ Capital Financing and Central Budgets		
Proposal	Summary of comment	Comment from CEC
43. Digital Savings target (3 comments received)		
A local Resident	There is no doubt that improving the clarity of the budget is necessary - the explanation of how this will be achieved is not at all clear.	Digital savings have been achieved to date, but the current project cannot achieve further savings and this specific proposal replaces a previously reduced budget. A digital project will be re-designed and re-launched in the future that will provide clarity on future savings.
Town/Parish Council	This is not clear as the figures suggest an increase in the cost of the service.	It is really important that the council is able to keep up with advancements in technology and the meet expectations in terms of the ways that people access services through digital means. We have however considered the feedback from the consultation and adjusted our proposal to move towards more digitally enabled services over time, as and when savings and other benefits can be demonstrated more clearly.
An elected Member of Cheshire East Council	Hard to equate a title suggestion of "a saving" with a real expenditure "increase" of £845k. Seems like a con trick and I don't support it.	
44. Commercial Work stream - fees and charges review and change project (2 comments received)		
Town/Parish Council	There is no detail here to aid in effective response.	This relates to a target stemming from a review of the fees and charges that the Council current has in place. Individual proposals will be consulted on as they are brought forward in
An elected Member of Cheshire East Council	This is just about fee increases with none of the detail and so another deception. Don't support it.	
45. Local Election Costs (2 comments received)		
Town/Parish Council	This is not a saving, the money still needs to be found.	This is a change to the 2019/20 budget spend. The money for the elections process does still need to be found as it does every 4 years. But one quarter of it needs to be found every year, rather than the whole being sought every 4 years. Therefore this is a budget smoothing to help with large fluctuations in budget required from one year to the next
An elected Member of Cheshire East Council	This is not a real reduction and it is unnecessary to consult on the internal movement of money that has no effect on the tax demand.	

Who	Summary of comment	Comment from CEC
46. Web team expansion (6 comments received)		
A local Resident	Does this include embracing new IT culture like Dev Ops?	We are keen to consider any new technologies which would help us to improve the customer experience and create efficiencies
A local Resident	Web team Expansion. Don't bother expanding it not needed and save some money.	Feedback suggests that a large percentage of Cheshire East residents do prefer to contact the Council via digital channels
A local Resident	£60k per person ? You seem to be spending a lot of money on IT/Comms systems - I hope it's not change for the sake of change.	
An elected Member of Cheshire East Council	Not wanted. The public want to see improvement out and about on the ground not in increasing the numbers of office staff improving the website so that the Council can be even more remote.	
Town/Parish Council	Consideration should be given to those residents who do not make use of website/digital reporting.	
Town/Parish Council - Alsager	Further investment is needed. ATC would like to see additional reports being published on IT. For example, a report on highway reporting completions, number of reports of specific items, e.g. potholes.	This is included in our future proposals
48. Inflation - Business Rates/ Energy/ Utilities/ Fuel (1 comment received)		
A local Resident	Focus on reducing use age to cut costs, lighting and heating	The council is reviewing its entire estate (land and buildings) with a view to reducing the total footprint, improving its utilisation and reducing its impact on the environment. This is being done as part of the councils transformation programme. Although specific proposals are not included in the budget for 20/21 there is clear intention to bring forward proposals for future years
49. ICT Procurements 2020-24 (3 comments received)		
A local Resident	There are proposals to spend large sums on ICT procurement, yet there is little or no evidence presented that this will result in savings in future years. Any potential savings are not reflected in the budget forecasts. Is this level of investment justified?	The Council needs to undertake procurement exercises to ensure its core business systems and information are supported and compliant. We aim to undertake procurement exercises themselves in the most appropriate, compliant and cost-effective way.

Who	Summary of comment	Comment from CEC
A local Resident	Decrease procurement spend by economies of scale, but NOT from a fixed supplier - shop round	Each procurement will involve an evaluation of the most appropriate route, based with providing best value being a key factor.
A local Resident	Having run IT & business change for a major corporation I am struggling to understand how these increased costs for IT/Business Strategy and Telephony can be justified. In order to assess these properly I would need to review the whole budget. An additional £300 per employee each year on communications just seems high.	The Council needs to o bring its systems and telephony up to date, to ensure that we are able to remain compliant with government requirements and to form a strong foundation from which to develop and provide access to services that its residents expect.
50. ICT Digital Strategy and Plan 2019-24 (2 comments received)		
A local Resident	Move everything on line (including elections)	We are in the process of reviewing those areas of the council that are best delivered online.
An elected Member of Cheshire East Council	Highly sceptical of the benefit of this and predict CEC will never be able to evidence future savings against this programme.	Our indicative benefits are based on other public sector organisations (SOCITM), have been proposed. Governance has been established to monitor the achievement of these benefits, including financial savings.
51. Communications (1 comment received)		
An elected Member of Cheshire East Council	Dubiously accept its necessity as there is no evidence of need	Comments noted.
52. Enabling a modern business architecture programme 2020-24 (2 comments received)		
A local Resident	I was really surprised at the amount that is proposed here. I would have hoped that services for those in need would have taken priority over this.	Comments noted. It is essential that we recognise that ICT services are crucial, strategic, organisational assets and we must invest appropriate levels of resource into the support, delivery and management of these critical IT systems that underpin service delivery.
An elected Member of Cheshire East Council	Dubiously accept its necessity as there is no evidence of need	
53. Pay inflation and structure review (8 comments received)		
A local Resident	Tight control of pay increases, exec pay is already too high	Exec Pay in Cheshire East is benchmarked as being in the lower quartile/decile nationally.
A local Resident/ An elected town or parish councillor in Cheshire East	Ensure future employment contracts do not mean officers are allowed pay whilst on forced garden leave/ stop paying gardening leave, It's costing money that could be used to better advantages (x 2 comments received)	We do not have Gardening Leave as a policy and where staff are suspended they are entitled to receive their normal pay during the period.
A local Resident	A salary cap should be introduced in line with central government policy	There is no Salary cap introduced by central government.

Who	Summary of comment	Comment from CEC
A local Resident	More priority should be given to employing staff knowledgeable of the Borough or providing some training to new staff due to the size and scale of the Borough	All new starters receive thorough induction when they commence employment. Recruitment is open and therefore local people are welcome to apply for vacancies that arise.
Town/Parish Council - Alsager	Does CEC have a policy on vacancy provision? Why are the additions in costs identified increasing at a higher rate than item 48 - inflation - business rates, energy, utilities, fuel?	All vacancies that arise are reviewed to ascertain whether the post needs to be filled and where it is filled, all jobs have been evaluated via an accredited Job Evaluation scheme to determine the grade and level of pay. Any annual increases in pay are determined by National Collective Bargaining which are contractual for all staff.
Town/Parish Council	The HR service area could be outsourced to an alternative provider, potentially creating a budget saving.	As part of a wider review of Corporate Services, the HR Service is currently under review to ensure that it continues to support Council objectives, meet service requirements and provides value for money.
An elected Member of Cheshire East Council	I accept the need for pay inflation but it is about time there were structural savings. Posts like "Head of Business Change" and many of the HR posts should be deleted. The Business change team is a weapon of the Chief Executive to effect change whereas there are alternative approaches such as outsourcing or stimulation through budget reduction. HR's reliance on consultants is obscene and evidences their lack of competence. Outsource HR to companies such as Peninsula or Advisor Plus. The corporate core needs reducing as it is swallowing far too much resource.	
54. Mutually agreed resignation scheme (1 comment received)		
A local Resident	This is an excellent initiative but the council must be careful to ensure that those leaving are not brought back as consultants or the work outsourced to a 3rd party. It has to be genuine savings. I would expand the scheme to include proposed cost reductions which are put forward by staff and when evaluated and chosen for implementation, they receive a % of the saving over a typical year (capped at e.g. £20K)	There is no scope for an individual who has left under MARS to be re-employed by the Council within two years and this is written into the policy. Settlement Agreements are signed by all employees and no re-employment is a condition in the agreement. The scheme is discretionary and is not contractual.

Who	Summary of comment	Comment from CEC
58. Community Budgets funded from New Homes Bonus (2 comments received)		
Town/Parish Council - Alsager	ATC strongly opposes the removal of any community funding from the NHB. The 2019/20 distribution did not follow the guidelines in distribution with revenue items included as well as capital items. There is a strong feeling that the £1m allocated is being used to prop the budget up rather than being distributed fairly. There is nothing allocated in the 2021/22 budget. ATC believe there should be £2million allocated - the deferred £1million from the 2019/20 budget and a further £1million and there should also be £1million in the 2021/22 budget. The government granted £900 million to the NHB fund. What is CEC's share?	The initial £1 million has been distributed to those groups/organisations that were successful. The intention is to pause and allow the use of the funding to be reviewed and evaluated, to ensure the money is having an impact within communities.
Town/Parish Council	This needs to be reviewed and funding transferred to the communities where development has taken place.	A review and evaluation is currently under way and the results will be circulated at a later date.
62. Changes in Council Tax Landlord discount (2 comments received)		
Town/Parish Council - Alsager	ATC disagrees with the proposal to reduce the discounted period from 6 weeks to 4 weeks.	Comment noted
A local Resident	The proposal to reduce landlords empty property discount should be abandoned - any responsible landlord would seek to reset a property as soon as possible so. The proposal will penalise those who for a variety of reasons - e.g. Improvements or tenant vetting experience a delay - and irresponsible landlords would not be deterred by an extra 2 weeks Council tax The proposal would involve more admin costs for both parties than it would raise	Owners of rental property are the only category of taxpayer to benefit from a general discretionary discount for vacant property. Members have taken a decision to reduce this benefit whilst continuing to offer a reasonable period of time to refurbish the property.
68. New Homes Bonus (2 comments received)		
Town/Parish Council - Alsager	How can CEC predict what is going to happen in the medium term when it is difficult to know what a new government will propose?	The New Homes Bonus income forecasts are based on the current structure of local government financing as this is best estimate the Council can make at present.

Who	Summary of comment	Comment from CEC
A local Resident	New Homes Bonus was designed to compensate those parishes and towns where new development impacted on tiler environment - with development going on all over the borough it is iniquitous of the Council to keep all this money for itself- the solution doesn't need a year to consider - it should be allocated in the proportion of new homes contributing to the fund- i.e. A town contributing 5% of the fund should receive 5% of the allocation	A review and evaluation is currently under way and the results will be circulated at a later date.
No changes (5 comments received)		
Various	No changes/ if cost effective/ as proposed/ agree with proposed changes(x 5 comments received)	Comments noted.
Overall Comment (6 comments received)		
Town/Parish Council - Alsager	Pg. 59. The headcount table doesn't show the impact on this year's budget or show numbers for the arms-length companies. Could a separate column show the numbers transferred to these companies?	The Alternative Service Delivery Vehicle companies are entities in their own right and the fore publish their own set of accounts and workforce data.
Town/Parish Council - Alsager	Pg. 72. Why is the general reserves increasing?	The Council's overall budget has increased in size and some of the demand led services have seen increase above recent forecasts. As reserves are risk based this has necessitated an overall increase in general reserves. This can be reviewed if risks are reduced.
Town/Parish Council - Alsager	Pg. 75. ATC is disappointed there is nothing in the capital programme for Alsager.	Although there may not be specific scheme listed for Alsager in the capital programme there are many programmes which will deliver investment across the borough to improve highways and the environment. It would be helpful to know from ATC what they feel is required so this can be considered as we prioritise capital spending for 2020/21

Who	Summary of comment	Comment from CEC
A local Resident	<p>Capital receipts. The council should release its administrative stranglehold on Engine of the North (whose activities have almost ceased since it was taken back under council control) and allow it flexibility to operate as a commercial company with oversight by the planning committee and finance departments. Maybe then the receipts from the land will begin to assist in budget support. No mention of Poynton bypass in the graphic of capital projects - has this been shelved? Redevelopment of Poynton Leisure centre - is this the best use of potential funding ? Why not use the funding to upgrade the proposed facilities in the Handforth Garden Village - close to Poynton but also to a much wider catchment area</p>	<p>In relation to EOTN, this was a subsidiary company wholly owned, and directed by the Council. The projects that were being delivered by EOTN continue to be delivered and are all making good progress. The proposed future receipts from the delivery of these projects is built in to the capital programme assumptions outlined in the draft MTFS. The Poynton Relief Road is continuing and is progressing as planned. The proposed capital investment in leisure facilities is based on both an assessment of need and where there is potential to create future revenue growth- the schemes for Poynton has therefore been prioritised on this basis.</p>
Town/Parish Council	<p>Page 59. Headcount reduction figures are misleading. The transfer of staff from Cheshire East to Ansa and other companies has had a significant impact on headcount figures.</p>	
An elected Member of Cheshire East Council	<p>The claim on page 59 of a 45% reduction in headcount since 2009 verges on deceit. Many former CEC employees are now in companies 100% owned by CEC. Technically this claim is correct to the " letter" but fails "in spirit. This statistic typifies an approach of "smoke and mirrors" and why CEC is not trusted.</p>	<p>Narrative and table within MTFS refer to current workforce and the impact on the current MTFS. Workforce profiling is reported to Staffing Committee which demonstrates the numbers of staff who have transferred in recent years to ASDVs.</p>

Section 3. Further Suggestions

Table 2. What other proposals should be considered whilst maintaining an overall balanced budget for the Council?

Outcome 1 – Local Communities are Strong and Supportive

Who	Summary of comment	Comment from CEC
Assets (2 comments received)		
A local Resident	CEC land or buildings not in use should be rented or sold at a quicker rate - e.g. Commercial Rd & Hurdsfield Rd.	The approach of the Council is to dispose of assets as quickly as possible. In some instances this is not possible.
An elected Member of Cheshire East Council	This part of the consultation is disingenuous in that there is an invitation to participate in a budget consultation yet there is no detail as to the services and costs that contribute to this outcome. Nothing can be challenged nor questioned CEC holds on to buildings and land that are not properly maintained in decent order nor developed. Part of the unspoken rationale for their retention is that they keep the jobs of officers in "Assets" safe and intact. CEC possesses land and buildings that should be transferred down to town and parish councils to run . This would have the effect of reducing CEC's revenue cost and at the same time enable investment to be made via the precept. The last transfer of assets programme from CEC to Town Councils demonstrated that at local level running costs can be much lower because burdensome management costs and recharges are paired down; transfer of assets appears now to be something that CEC and the officer core is reluctant to do.	<p>Thank you for your comment relating to transfer of assets to the next tier of local government. This does not relate to this proposal. Thank you for noting the success of the previous round of devolution of assets.</p> <p>The Estates service is currently refreshing the asset transfer policy and once this work is done we will be engaging with our town and parish councils to update them on this work.</p>

Who	Summary of comment	Comment from CEC
Children and Young People (1 comment received)		
A local Resident	<p>There is very little support in Macclesfield for 18s and under. There are no youth clubs or modern picture houses for them to attend . The sports facilities are few and remote.</p>	<p>The youth groups run by the Council are targeted to need. Our Youth Support Service (YSS) is for targeted and vulnerable young people aged 13-19 years (up to 25 years with a special educational need). The YSS offers open access, targeted Youth Work, Outdoor Education, Targeted Youth Support for NEET (Not in Education, Employment or Training), support to young people who have an Education Health Care plan, and transitional planning for targeted young people preparing for adulthood (Pfa). The service also offers all young people 14-25 yrs the opportunity to complete their Duke of Edinburgh Award. Across Cheshire East there is a cross section of targeted youth work which involves giving young people the opportunity to achieve positive outcomes, accreditation and to assess and meet individual needs. The work is delivered in a variety of building based settings or through outreach and detached work. Sessions include: group work projects, open access targeted provision, 1:1 support, accreditation projects, home visits, outdoor activities and residential.</p> <p>Throughout the local Macclesfield area there are a range of sports and outdoor activity areas both in local parks (including free to use skate park areas) and sports pitches, which support a large number of local youth sports club. In respect of indoor provision Macclesfield Leisure Centre, the largest in Cheshire East, provides a wide range of facilities and activities, many of them specifically targeted at young people.</p>
Communications (1 comment received)		
A local Resident	<p>A circular, at least once a year, to all house holds saying what initiatives / actions the Council have undertaken to support this outcome.</p>	<p>We currently produce The VoiCE resident magazine and will be reviewing this to ensure we are focusing on what residents wish to hear about. In addition, we also regularly report and communicate on our performance in achieving the corporate plan outcomes, but will be reviewing how we can improve on this.</p>

Who	Summary of comment	Comment from CEC
Communities (3 comments received)		
A local Resident	Encourage more communities to work together as many have good ideas and projects which can be shared.	Absolutely agree. We are doing this through the Health and wellbeing board and the connected communities strategy to promote this.
Town/Parish Council - Alsager	Alsager Town Council welcomes the comments "CEC will reach out to our communities, neighbouring councils and partners, listen to what they say and act accordingly." and "become a better partner by developing a culture of working with others and sharing risks and rewards". Alsager Town Council hopes that CEC will meet with ATC and work together on identified projects in Alsager.	This will be actioned in the new year.
Town Council	There should be consideration given to working with local communities to protect essential services and assets through including asset transfer and service transfer to Town and Parish Councils.	Thank you for your comment. This is something we can look into.
Council expenses (1 comment received)		
A local Resident	Stop serving refreshments at meetings.	We have introduced this.
Council Tax (1 comment received)		
A local Resident	In the future Council Tax needs to be related to the number of people in a residence, individuals should receive a reduction. Some people have a greater need for Council services and use them at no extra cost. Should there be social services element to Council Tax?	The current Council Tax framework provides a 25% Single Person Discount, which needs to be applied for. There are also further exemptions, discounts associated with care as well as means tested reductions that can help with the cost of this local tax. Details of all available reductions can be found on the Council's website.

Who	Summary of comment	Comment from CEC
Highways (3 comments received)		
A local Resident	In order to improve and maintain a strong economy the highway infrastructure requires investment in its up keep and replacement. Consideration should be made in investment in the condition of the roads and footways across the borough. Our roads and footways are showing an increase in poor condition with potholes on the roads, flooding and trips on the footways. There is a lack of good standard footways in our towns which hinder those residents who find it difficult to walk or use motorised mobility scooters.	We adopt an evidence based asset management approach to best manage risk, safety and footway and carriageway asset condition within the resources available. A review of all highway policies will be taking place over the next 12 months
A local Resident	A6 in Disley needs something to help cars enter and leave the station car park and Lyme Park.	The A6 was predicted to have an increase in traffic as a result of the recent A6 Manchester Airport Relief Road opening. Mitigation measures have been introduced recently and we will continue to monitor the impacts on local traffic volumes and safety.
A local Resident	More attention to the lane verges and the drains that take the water.	The Council doesn't empty every gully each year but uses data collected from the network to formulate appropriate gully emptying cycles to ensure best use of resource whilst minimising standing water on the network. The Council responds to reports of blocked gullies submitted by the public and elected members to deal with isolated issues and has a annual programme of works to investigate and repair more complex problems that are preventing the gullies from draining effectively. We adopt an evidence based asset management approach to best manage risk, safety and footway and carriageway asset condition within the resources available. A review of all highway policies will be taking place over the next 12 months
More information required (3 comments received)		
A local Resident	I really don't understand this "Outcome". If the first part is about providing information- well, I can understand and support some activity in that area. But as for "keeping residents safe"- is that police, social services or what?	The Council has a duty of care to safeguard vulnerable adults and children.

Who	Summary of comment	Comment from CEC
A local Resident	With no details on this outcome except saying 'do the same' how can this possibly commented on.	Comments noted.
Town Council	There is no reference to the actual budget (as with all other outcomes) which prevents consultees identifying how much money is being spent under each outcome, thus reducing the effectiveness of the consultation.	Spending by Outcome is referenced on Page 7 of the Consultation Document.
New Homes Bonus (1 comment received)		
An elected town or parish councillor in Cheshire East	Commence distribution of New Housing Bonus to enable local areas to benefit from much needed financial assistance.	This is part of the consultation, as we want to evaluate the money already spent
No changes (4 comments received)		
Various	No changes/ if cost effective/ as proposed/ agree with proposed changes (x 4 comments)	Comments noted.
Planning (1 comment received)		
A local Resident	Demolishing the fire and police stations in Wilmslow are hardly conducive to supporting and protecting residents, particularly if the integration of social care across services is to be realised. Squeezing yet more houses into these former sites will do nothing for the issues consequent on over-development of south Wilmslow. Real steps need to be taken in reversing the loss of 'community' that long term residents of the town are feeling.	The Council is not aware of any plans to demolish the fire and police stations in Wilmslow.
Policing (1 comment received)		
A local Resident	More police.	This comment will be referred to the Cheshire Police and Crime Commissioner
Public Transport (1 comment received)		
A local Resident	Better transport for disabled and the elderly - e.g. the re introduction of dial a ride. Better access to public buildings and shops .	Through its recently adopted Local Transport Plan (LTP), the Council continually seek to maximise the impact and efficiency of our public transport budgets and seek innovative ways to provide services in a cost effective way, including the FlexiLink service (former dial a ride).
Staffing (1 comment received)		
A local Resident	Cut staff numbers for non essential posts.	All posts are reviewed to ensure they are meeting the needs of our community.

Who	Summary of comment	Comment from CEC
Outcome 2 – Cheshire East has a Strong and Resilient Economy		
Who	Summary of comment	Comment from CEC
Business Rates (3 comments received)		
A local Resident	Any increase in Business rate for council facilities put more pressure on community use so needs to be given additional consideration.	Business Rates is not set by CEC and like any other building occupier we need cover these costs and therefore we need make provision for this in the budget
A local Resident	Business rates should be within independent traders means for a successful town environment to continue as a public representation of the character of an area.	
A local Resident	Local Business rates for the high street should be part of review as if not we will end up with more shops closing.	
Community Transport (1 comment received)		
A local Resident	Community transport is always a priority .	Through its recently adopted Local Transport Plan (LTP), the Council continually seek to maximise bus service coverage and provide as comprehensive a network as possible, whilst operating within budgetary constraints.
Economic Strategy (1 comment received)		
An employee of Cheshire East Council	<p>There is a need for a refreshed Economic Development Strategy. This would combine into one vision the interlocking elements of:</p> <ul style="list-style-type: none"> - Business support - Proactively attracting inward investment - Combined thinking joining up People and Places - Skills strategy linked to sectors struggling to recruit - Formation of a Places/People Income Development Group (including joint thinking on external funding bids) - Transport - Apprenticeships - Regeneration (esp. Crewe Centre - link to Town's Fund) - Tackling complex wordlessness 	Thank you for your comment. Although this does not relate to the proposal set out, it is helpful and will be passed to the Head of Economic Development.

Who	Summary of comment	Comment from CEC
Highways (1 comment received)		
An elected town or parish councillor in Cheshire East	Finance should be made available to assist in investigation into why flood risks have increased throughout the borough and how best to mitigate those risks. Provide individual household action plans to those households that have been affected by flooding. Develop a coherent action plan to assist households and businesses affected by flooding events.	We are actively reviewing the increasing demands on our services to plan and respond to adverse weather events. The plan is to make more provision in 2020/21 as part of our reserves and then bring forward a proposal to address for the 21/22 budget. This will enable us to develop an informed business case based on the statutory investigations in to the serious flood events that have occurred in 2019
Homelessness reduction (1 comment received)		
A local Resident	While homelessness is more noticeable in an urban environment, those affected should be referred to supporting bodies acting in their interests.	A temporary grant was received to address the requirements of new legislation introduced in relation to tackling homelessness – the Homelessness Reduction Act. This proposal removes the 2019/20 instalment of the grant. There is no proposed reduction in the services for homelessness.
Housing (1 comment received)		
A local Resident	There is always a claim of not enough housing. Where others, including myself believe there is too much housing in built up areas. However it links in with subjects like homelessness reduction and transport.	The local plan strategy which was prepared based on evidence of housing need has set an average housing growth rate of 1800 homes per year. The current forecast is that we are on track to deliver that . The key issue we are aiming to address through our housing strategy is enabling the delivery of the right type of housing in the borough to meet the needs of all our residents including older people and those in need
Infrastructure (1 comment received)		
A local Resident	I hope that infrastructure will be keeping pace with the considerably large growth of housing in the county. In Congleton, where I live, I know for a fact that GP practices are struggling to cope.	As part of the Council's Local Plan, a detailed Infrastructure Delivery Plan has been developed outlining the infrastructure required to support the growth set out in the Local Plan strategy.
Investment portfolio (2 comments received)		
A local Resident	Only buy investments where there is a strong and secure income , long term strategy if the current lease expires either at the end of term or before - and preferably where there is some direct community benefit to Cheshire East	Thank you for your comment. Prior to any investment decision a detailed exercise of due diligence is undertaken. This work is fully exposed to the appropriate decision takers, prior to a decision to acquire has been made.

Who	Summary of comment	Comment from CEC
An elected Member of Cheshire East Council	<p>The very fact that you do not list the 500 services detailed on page 9 and are required to search them out together with their respective costs shows how insincere and meaningless this consultation exercise is and will be one of the reasons only a small number of CEC's 370,000 population contribute.</p> <p>A way of reducing cost would be to transfer land and buildings to town and parish council's to run and maintain or sell them off if they do not want them.</p>	<p>Thank you for your comment relating to transfer of assets to the next tier of local government. This does not relate to this proposal. However the service is currently refreshing the asset transfer policy and once this work is done we will be engaging with our town and parish councils to update them on this work.</p>
Local Businesses (2 comments received)		
A local Resident	<p>Limit spending but encourage business as much as possible in order to create keep jobs and high streets.</p>	<p>The Council is working with existing businesses with the Borough to support them and to encourage expansion and creation of new employment. The Council is also seeking to attract new businesses to the area to support new jobs and investment. The Council is also working to improve its town centres and to create a vibrant retail high street economy, and also accessing Government funding to invest in our town centres.</p>
A local Resident	<p>Try and encourage more council spending is directed to businesses in Cheshire East and to companies who pay a fair Tax. Avoid companies who manipulate the taxes they pay such as Amazon.</p>	<p>Comments noted.</p>
More information required (1 comment received)		
A local Resident	<p>This is hardly possible to say since the information is so basic.</p>	<p>Comment noted.</p>
No changes (1 comment received)		
A local Resident	<p>As proposed .</p>	<p>Comment noted.</p>
Parking Strategy (1 comments received)		

Who	Summary of comment	Comment from CEC
A local Resident	Ensure every 'car park' is metered; Ramblers are universally willing to pay (in the belief the proceeds are reinvested in the countryside)	The approach to implementing any changes to car parking is being based on Town Parking Reviews. This is being piloted in Wilmslow. The reviews will identify demand, capacity and a management regime that best meets local needs. The intended outcome is a transparent, fair and equitable scheme across the Borough. The reviews will inform draft proposals to revise (where necessary) parking arrangements in each town.
Planning (1 comments received)		
A local Resident	Ensure builders / developers meet the terms of planning conditions. It feels that the cost of this compliance lies with CEC whereas I believe that the builders / developers themselves should meet these costs and demonstrate how they are complying with the terms of planning conditions.	The Council is reviewing its Planning Enforcement Policy and intends to make compliance with conditions on permissions a priority. At present there is no general ability to 'charge' developers for enforcement however the feasibility of this is being explored as part of the wider review. The Council will issue enforcement notices and breach of condition notices that can result in fines against offenders.

Who	Summary of comment	Comment from CEC
Skills investment in workforce (1 comments received)		
An employee of Cheshire East Council	<p>Three sectors in particular are struggling to recruit in Cheshire East especially at entry level. These are;</p> <ul style="list-style-type: none"> - The Care Sector - The Construction Sector - The Hospitality Sector <p>As the population of Cheshire East continues to age, so the working age population effectively reduces. At the same time unemployment is at an all time low. Companies will need to be encouraged to recruit from non traditional cohorts. It makes sense to promote disabled people as a largely untapped source of labour. As well as benefiting the local economy (filling vacancies that the above sectors are struggling to recruit to), this would also reduce pressure in adult social care budgets. (It a well known fact that dependency on social care support diminished as some on is supported into employment.</p> <p>The proposal here is that some budget should be set aside to tackle the above.</p>	Thank you for your comments. These will be considered as we develop and implement our Skills Strategy.
Tatton Park (1 comments received)		
A local Resident	Visitors to Tatton Park are put off by the separate charges for parking - the fee for a Motorbike is the same as a car - ridiculous!	Your comment is noted.

Who	Summary of comment	Comment from CEC
Town Centre Development (4 comments received)		
A local Resident	More investment into Macclesfield Town centre as there is an imbalance of spending in the Crewe area.	The Council recently endorsed a Strategic Regeneration Framework for Macclesfield Town Centre, and this will provide an platform for investment into the town and create new development opportunities to support vibrancy and footfall. Central Government has allocated funding for Crewe, and the Council will continue to lobby Government for any funds available that will benefit all the other Towns across the Borough including Macclesfield. The Council is also carrying out an appraisal of all the other key Towns within the Borough to identify further investment opportunities and enhancements to their town centres.
A local Resident	CE should remember there are areas in Macclesfield that are deprived of investment too. Parking / Rates incentives should be made available to encourage investment.	Agreed, all proposals are based on bringing forward a parking review for all part of the Borough
A local Resident	Cannot agree as too much priority being given to Crewe town centre. Macclesfield has equal status as the other principal town of the Borough and is being neglected. The Market Hall in Macclesfield needs urgent action as it needs complete restoration. If the Borough Council cannot afford this, they should work with other partners to achieve an improvement.	The Council recently endorsed a Strategic Regeneration Framework for Macclesfield Town Centre, and this will provide an platform for investment into the town and create new development opportunities to support vibrancy and footfall. The Council will continue to lobby Government for any funds available that will benefit all the other Towns across the Borough including Macclesfield. The Council is also carrying out an appraisal of all the other key Towns within the Borough to identify further investment opportunities and enhancements to their town centres.

Who	Summary of comment	Comment from CEC
A local Resident	The proposals for spending all seems to be around Crewe, this is not fair to residents in other areas.	The Council seeks to support all its key Towns, and obviously Macclesfield and Crewe are the largest of these Towns. Central Government has allocated funding for Crewe, and the Council will continue to lobby Government for any funds available that will benefit all the Towns across the Borough. Proposals are developing in Macclesfield following the confirmation of the Strategic Regeneration Framework. The Council is also carrying out an appraisal of all the other key Towns within the Borough to identify further investment opportunities and enhancements to their town centres. These towns include Wilmslow-Knutsford-Middlewich-Alsager-Sandbach-Nantwich -Congleton-Poynton - Handforth, and the Council is seeking to promote plans that will increase support for the retail areas and create vitality in the heart of each town.

Outcome 3 – People have the Life Skills and Education they need in order to thrive

Who	Summary of comment	Comment from CEC
Economic Strategy (1 comment received)		
An employee of Cheshire East Council	Any Skills Strategy needs to be interlocked into an overall Economic Development Strategy. Cheshire East Council as an employer could do more to support young disabled people in transition. (Currently non of the Supported Internship places are within a Council setting)	Comments noted. We will review the use of supported internships within the Council
Education and training (5 comments received)		
A local Resident	Active mentoring programme. Vocational education to promote environment and healthy living.	Our emotionally healthy child programme includes these areas.
A local Resident	The need for available early years and primary education is an essential element of any budget consideration.	Comment noted.
An elected town or parish councillor in Cheshire East	Nursery provision by schools should be brought in house and not left to 3rd party companies who make excessive profits from the service delivery. This would bring in additional, much needed, funds to enhance school budgets.	This would require the government to change the legislation.
A local Resident	Training for all should be priority. Helping into employment.	Comment noted.

Who	Summary of comment	Comment from CEC
An elected Member of Cheshire East Council	<p>Outsource School Catering Encourage families to transport their own children and be properly financed if they do so. Move to academise all maintained schools. CEC maintained schools do not have the same focus on running costs as academies do, nor the rigor that academies are required to have over their accounts in order to exist. The deficit forecasts on maintained school budgets going forward is significantly contributed to by a lack of financial focus. Academies have 3 year financial plans and are in a far healthier position than maintained schools because of their focus not because of their grant allocation</p>	<p>A range of options around school catering have been considered. In relation to transport, some families are currently offered a direct payment as an alternative to transport being provided. However for other groups collective transport is a more efficient use of public funds. This also supports the Council's ambition to reduce our carbon footprint.</p> <p>In relation to school budgets, Cheshire East Council's current policy is to allow schools to determine whether or not to convert to academy status. A change to force schools to convert brings its own challenges in terms of the associated work required from the Council's Finance, Legal, ICT, Property teams etc. to process the conversion and this would have to be managed over a number of years. Our experience does not suggest that maintained schools have any less focus on managing their budgets appropriately in relation to known costs. Also, we are aware of academies who carry forward deficits.</p>
Funding (1 comment received)		
A local Resident	Try to ensure any national government grants / initiatives are chased up and fully used.	We do ensure that grants are chased and fully spent. We also seek to bring investment into the service.
Independent living (2 comments received)		
A local Resident	Much better for disabled residents giving them independence.	Comments noted.
A local Resident	Better OT for disabled and a better understanding of the needs off disabled. Giving disabled better access to the fertility grant and much more say in how it's spent on adaption that they need.	We assume it is facilities not fertilities grant. We will consider the comments made with our OT service.

Who	Summary of comment	Comment from CEC
Infrastructure (1 comment received)		
A local Resident	Recoup infrastructure (schools) costs from new home build sites.	Larger developments contribute to local infrastructure if it is required to mitigate the impact of that development. Contributions to infrastructure, such as education, are often provided through a legal agreement (s106) which will provide monies to enable local schools to be expanded to take account of increased pupil numbers. The Community Infrastructure Levy (CIL) is a separate flat payment that is made for residential development in certain areas of the Borough which is collected by the Council to fund larger infrastructure projects across the Borough.
No changes (1 comment received)		
A local Resident	As proposed.	Comment noted.
Overall comment (1 comment received)		
A local Resident	Check that the money given is been used for the right thing.	This is already done.
Public Transport (2 comments received)		
A local Resident	Transport would ideally be public and free or with a nominal fee to maintain the service which should be government funded.	Through its recently adopted Local Transport Plan (LTP), the Council continually seek to maximise bus service coverage and provide as comprehensive a network as possible, whilst operating within budgetary constraints.
A local Resident	Better Transportation within the Rural communities should be considered within the budget.	Providing public transport accessibility for residents, especially those in rural locations, is a key challenge in the context of wider financial constraints. Through its recently adopted Local Transport Plan (LTP), the Council continually seek to maximise the impact and efficiency of our public transport budgets and seek innovative ways to provide services in a cost effective way.
SEND Support (1 comment received)		
A local Resident	Transport and Send capital cost support is great, but budget revenue needs to be in place to support Send needs to ensure best outcomes for children and limit impact in quality first teaching for the rest of the cohort.	Budget and services are already available to support children with SEND.

Who	Summary of comment	Comment from CEC
Youth justice service (1 comment received)		
A local Resident	Closer working across court areas for delivery of youth justice services would provide economies of scale.	Our aim is to better align prevention and early help casework with Youth Justice Services in 2020.
Outcome 4 – Cheshire East is a Green and Sustainable Place		
Who	Summary of comment	Comment from CEC
Children and Young People (1 comment received)		
An elected town or parish councillor in Cheshire East	Green energy costs money but nothing is gained by neglecting the future of our children.	Thank you for your comment.
Crewe Town Centre Civic Heat Network (1 comment received)		
A local Resident	Caution crewe energy scheme. Ensure there are no risks to council tax payers, is this an area the council has expertise in?	Thank you for your comment. Heat Networks are a possible part of the solution to decarbonise the consumption of heat in our towns. Should the Council progress with the development of a heat network it would look to procure the relevant skills and expertise to deliver the scheme.
Electric vehicle Car Pool Scheme (2 comments received)		
A local Resident	Will the increase in waste disposal vehicles required mean they can be electric rather than as now petrol or diesel? Help the environment.	Ansa and the Council are investigating alternative fuel source for our refuse collection vehicles
A local Resident	There are no electrical charging bays or parking spaces in Macclesfield car parks, which is appalling, especially as the car park at Exchange Street has recently been renewed. Consider free parking for electric cars.	The proposed approach to implementing any changes to car parking across the borough includes preparation of a set of Town Parking Reviews. To date, this approach has been trialled in Wilmslow. All key towns will be the focus for a similar parking review, which will identify demand, capacity and a management regime that best meets the needs of the local area. The aim will also include a transparent, fair and equitable scheme across the Borough. The reviews will inform draft proposals to revise (where necessary) parking arrangements in that area.

Who	Summary of comment	Comment from CEC
Environment and carbon management (5 comments received)		
A local Resident	Stop building houses and houses and houses . It creates more carbon emissions , more waste as costs more .	The Council has an adopted Local Plan that sets out how the Borough can thrive economically through the provision of new land for development while minimising the impact on the natural environment. This sets out the delivery of some 36,000 homes and an additional 31,000 jobs by 2030. The provision of these houses will provide an appropriate mix of housing for existing and future residents alongside provision of over 7,000 affordable dwellings. These measures take account of population increases and provided the necessary suitable accommodation for the future. Proposed housing sites are allocated but are then considered through detailed planning applications which are assessed against a whole suite of considerations including sustainability of the site and its impact on the environment. Matters such as flood risk, air quality, ecological impact, design and accessibility are just a few of the many factors involved in consideration of a planning application.
A local Resident	Bike paths that take the bikes off or out of the main traffic to encourage use of bikes , people do not like to feel exposed to lorries busses etc. This would change the way people viewed bike use.	The Council's Cycling Strategy is a supporting document to the Local Transport Plan (LTP) and sets out the vision and objectives to encourage more people to cycle in Cheshire East.
A local Resident	Bring in legislation to include Macclesfield in a smokeless zone to get rid of wood burning stoves. Residents are burning items releasing toxic fumes which create pollution and health issues.	Thank you we shall investigate this idea further
A local Resident	Reduce traffic (esp. HGV) through the region to reduce emissions & particulates / toxins in the air. Traffic on A534 has risen to ridiculous proportions - used as a cut-through for transport to Ireland via Holyhead.	The Council's new Local Transport Plan (LTP) sets out the objectives for managing congestion and addressing pinch points on the network, as well as promoting sustainable modes of transport, including walking, cycling and public transport.

Who	Summary of comment	Comment from CEC
Cycling and Walking Champion	There is no budget within this consultation process allocated to cycling and walking initiatives. How much of the Highways budget in percentage and pounds has been allocated to: Pavement and cycleway maintenance? Per village and town? Traffic free cycle infrastructure in particular fixing the existing network? How will and when will you start ensuring developers create traffic free routes into and out of housing developments and enforce effectively enforce many of the S106 agreements. Does this require additional budget?	The Council is currently in the process of developing a Local Cycling & Walking Infrastructure Plan (LCWIP) which is intended to sit alongside the LTP and the existing Cycling Strategy to encourage more people to walk and cycle in Cheshire East.
HS2 (1 comment received)		
A local Resident	The leaked report in the railway press of the Oakervee Report into HS2 contains a section which I quote from one magazine "..... scrapping the proposed junction with the WCML at Handsacre and building Phase 2a to Crewe.....". The scrapping of Phase 2a which provides the Crewe Hub with "compatible trains" in favour of building the eastern leg to connect Birmingham with Sheffield and Leeds and eventually HS3 in Yorkshire would be a massive loss to Crewe. This is not the first time doubt has been thrown on the Crewe Hub. I hope Cheshire East have a Plan b for Crewe Station.	The Council supports the full delivery of HS2 and Northern Powerhouse Rail and awaits the official report from the Oakervee review. The Council has built a strong case for regeneration around Crewe station and the benefits it can deliver to the town centre and the wider borough which can be accelerated by HS2.
Outsourcing (3 comments received)		
A local Resident	Take things back in house, too much outsourcing. Stop spending on sub contractors, employ council workmen to do the jobs.	The council does not have single approach to the delivery of its services, services are provided through a combination of direct service provision, the use of wholly owned companies and contractors. We regularly review these arrangements to ensure that we do get value for money for the local tax payers
A local Resident	There should also be an independent review into whether the current outsourcing project provides value for money and whether the quality of service is acceptable. The review's remit should also extend to examining the circumstances that led to the current contract being awarded.	

Who	Summary of comment	Comment from CEC
An elected Member of Cheshire East Council	As this supposed consultation fails to list the services and cost of those services that contribute to outcome 4 alternative proposals are not easily suggested. However programmes of asset transfer to town and parish councils should take place, as should a programme of competitive tendering and outsourcing.	Thank you for your comment relating to transfer of assets to the next tier of local government. This does not relate to this proposal. However the Estates service is currently refreshing the asset transfer policy and once this work is done we will be engaging with our town and parish councils to update them on this work.
Overall suggestion (1 comment received)		
A local Resident	Ask each area to put suggestions of how to save time or money like the NHS .	We are always considering how we can improve efficiencies.
Parking Strategy (4 comments received)		
A local Resident	An equal and level car parking charges across all Cheshire Car Parks, not certain areas/towns paying higher charges so other areas can have free parking and cheaper parking costs, it is totally wrong and unfair.	The approach to implementing any changes to car parking is being based on Town Parking Reviews. This is being piloted in Wilmslow. The reviews will identify demand, capacity and a management regime that best meets local needs. The intended outcome is a transparent, fair and equitable scheme across the Borough. The reviews will inform draft proposals to revise (where necessary) parking arrangements in each town.
A local Resident	More disabled spaces.	The approach to implementing any changes to parking (including the consideration for more or alternatively located designated Blue Badge/disabled parking spaces) is being based on Town Parking Reviews. This is being piloted in Wilmslow. The reviews will identify demand, capacity and a management regime that best meets local and service user needs. The intended outcome is a transparent, fair and equitable scheme across the Borough. The reviews will inform draft proposals to revise (where necessary) parking arrangements in each town.
A local Resident	More electric parking spaces made available free parking for two hours whilst ev vehicles charging.	The Council is planning to conduct an evidence based study to establish current and future demand for electric vehicles in Cheshire East to inform the provision of charging infrastructure at key locations including car parks.

Who	Summary of comment	Comment from CEC
A local Resident	Stop street parking.	The proposed approach to implementing any changes to car parking across the borough includes preparation of a set of Town Parking Reviews. To date, this approach has been trialled in Wilmslow. All key towns will be the focus for a similar parking review, which will identify demand, capacity and a management regime that best meets the needs of the local area. The aim will also include a transparent, fair and equitable scheme across the Borough. The reviews will inform draft proposals to revise (where necessary) parking arrangements in that area.
Public Transport (1 comment received)		
A local Resident	One of the key policies of Outcome 4 is TRANSPORT which is essential in so many of the other Outcome proposals but only gets a mention as an objective in Outcome 4. I can find no mention whatsoever of support for Public Transport, in particular 1)Reinstatement of local Bus Services to serve Leighton Hospital during evening visiting hours and Sundays to not only provide for visiting but in particular the increasing number of Out-Patient appointments for the elderly. 2) The reinstatement of the evening Bus Services, in particular to/from the West End/Marshfield Estates, which at present are disconnected from 5pm onwards. There little hope of rejuvenating Crewe Town Centre without such measures.	Through its recently adopted Local Transport Plan (LTP), the Council continually seek to maximise bus service coverage and provide as comprehensive a network as possible, whilst operating within budgetary constraints.
Waste and Recycling (1 comment received)		
A local Resident	Improve bin discipline. Make it easier for people to understand what to sort and what goes on what bin.	Noted thank you
Outcome 5 – People Live Well and for Longer		
Who	Summary of comment	Comment from CEC
Adult social care (3 comments received)		
A local Resident	Fund big increase in Social Services by ring-fencing an increase in council tax .	We are allowed a 2% precept for adult social care in the financial year 2020/21 which we are using.

Who	Summary of comment	Comment from CEC
A local Resident	The old people have been getting old since they were born council have know the problem was coming so should provide a service	We are aware of our demographics but our services have to be reactive to a changing demand in needs.
A local Resident	Need to think who is to be provided for, care above profit. Reduce management, put more for frontline staff	We have undertaken significant staffing reviews and reduced management. We are not planning to reduce frontline staff or services.
Healthy Eating (1 comment received)		
A local Resident	Insist on better information in shops on obesity and stop shops putting sweets at the church out . All shops should have a fruit bowl.	Unfortunately this is beyond our scope of influence. We rely on uptake of public health national & local campaigns.
Insourcing (1 comment received)		
A local Resident	Overall supportive of insourcing, saves on VAT and contract management charges, what contingency provisions have been allowed for and any incidental costs such as contract exit fees. All comes down to the quality of the business case.	We look for pragmatic ways of delivering services, including working with our ASDV's.
More information required (1 comment received)		
A local Resident	Very difficult due to aging population and increased vulnerability in some areas. More evidence of how we work better with partners and where our budget complements what is happening with Health and partners would be useful.	We work very closely with our NHS colleagues and the Place 5 year plan, which can be found on the Council's website, addresses a more holistic and sustainable solution. We have a growing population which is becoming more complex to meet the needs of those entering social care. We are also waiting for the publication of the Adult Social Care Green Paper.
No changes (1 comment received)		
A local Resident	As proposed.	Comment noted.
Public Transport (2 comments received)		
A local Resident	Better access for people on low incomes.	Through its recently adopted Local Transport Plan (LTP), the Council continually seek to maximise bus service coverage and provide as comprehensive a network as possible, whilst operating within budgetary constraints.

Who	Summary of comment	Comment from CEC
A local Resident	Ensure good public transport in rural areas to reduce the need for more personal cars for transport to help environmental targets.	Providing public transport accessibility for residents, especially those in rural locations, is a key challenge in the context of wider financial constraints. Through its recently adopted Local Transport Plan (LTP), the Council continually seek to maximise the impact and efficiency of our public transport budgets to meet our objectives, including to protect and improve the environment.
More information required (1 comment received)		
An elected Member of Cheshire East Council	As you failed to list the services and cost that contribute to this outcome I have no alternatives to suggest.	Comments noted.
Outcome 6 – A Responsible, Effective and Efficient Organisation/ Capital Financing and Central Budgets		
Who	Summary of comment	Comment from CEC
Children and Young People (1 comment received)		
A local Resident	Look at secondment from private industry both parties could benefit at little or no cost.	External partnerships arrangements are in place to assist and develop working arrangements and develop skills across the organisation to meet the needs of the Council.
Council decision making (1 comment received)		
A local Resident	Review working practices to reduce unnecessary bureaucracy - reduce chain of command , and speed up decision making processes - engage staff in finding ways to reduce time spent on administrative matters - e.g. approval for a minor improvement to a Council owned but leased property took over 4 months due to the admin procedures - look at ways of streamlining these without reducing protection and accountability	The Brighter Futures Transformation Programme is looking at a number of ways to improve how we work, including streamlining decision making process and using technology to improve our effectiveness.
Council expenses (2 comments received)		
A local Resident	The Council cannot be considered to be a responsible, effective and efficient organisation when it continues to spend a 6-figure sum every year maintaining a mayor, Bentley and chauffeur. This has been raised many times by many people. It has to stop without further delay.	Comment noted.

Who	Summary of comment	Comment from CEC
A local Resident	Expect more for less from people who are on not much more than minimum wage, managers need to take wage cut.	The Council is part of national arrangements which determine pay awards. Salaries need to be able to attract suitably skilled and experienced people.
Council structure (3 comments received)		
An employee of Cheshire East Council	Reduce the number of councillors. it is quite ridiculous that every little one horse village in CE has its own member, returned by a mere handful of voters. I would suggest a reduction of 30 - 50%.	Any review would be the responsibility of the Local Government Boundary Commission for England.
An employee of Cheshire East Council	Reduce the layers of management in CE. It is quite incredible that I have SIX layers of management above me (some of my colleagues have SEVEN). We need a flatter structure and taking out at least TWO, probably THREE of these layers is necessary and achievable.	The Council has recently undertaken a review of the senior staffing structure to ensure that strategic capacity is in place to drive our ambitious transformation agenda. All services are reviewed to ensure there existing staffing structures continue to meet organisational need and current service demand.
An elected Member of Cheshire East Council	1)Scrap the Business Change Team 2)At least halve the number of HR employees 3) Ban the use of Consultants for recruitment, selection and restructuring. They are expensive and can be used to manipulate 4) Drop the redundancy multiplier from 1.8. It is almost the highest in the country and senior officers never look at it because of the personal benefit to them	1 and 2) These teams provide important expertise and capacity to help deliver the Council's priorities. 3) Recruitment consultants are used to provide specialist advice and capacity in competitive jobs markets. 4) Any changes to staff terms and conditions would need to be negotiated.
ICT digital strategy (1 comment received)		
A local Resident	To balance the development of IT services with the needs of an aging population who are confused easily with the need to fill in forms online.	We will continue to ensure that we consider the access needs of all our residents in terms of the way that they make contact with us and use council services. Whilst there is an increasing expectation from many of our residents and services users to be able to access our services through more convenient, digital methods, we are conscious that there are others who are not able to and will consider carefully how to address this as we move forward.
No changes (2 comments received)		
A local Resident	As proposed / No changes (x 2 comments)	Comments Noted
Staffing (1 comment received)		

Who	Summary of comment	Comment from CEC
A local Resident	The council needs to be aware that many residents now find the reduction of staff in all departments has left a feeling of 'No good contacting the Council' the person who may have helped in the past no longer their and now no department so understaffed services are poor and getting poorer. The effect this is having on all residents.	All councils continue to face financial challenges. We have a customer contact centre who can help with the majority of queries
Transparency (2 comments received)		
A local Resident	Be transparent in all you do.	We are committed to do this. For example, council meetings are held in public with the ability for members of the public to ask questions
A local Resident	Keep the rate payers informed on how the budget is going don't tell us at the end of the year sorry we over spent.	The Council provides quarterly updates to elected members through Scrutiny Committees, Cabinet (and Council is necessary). We will consider increasing the level of publicity for these reports.
Council Tax (1 comment received)		
An employee of Cheshire East Council	The more people who move off benefits (including disability benefits) into work, the more Council Tax revenue can be drawn down. This needs to link into the overall Economic Development Strategy, relating to skills, inward investment, supported employment and tackling complex wordlessness. For instance it is estimated that the average Council Tax contribution for a disabled person supported into work is £1,472 per annum. There are currently 10,380 working age residents out of work on disability benefits. If half of these people could be supported into work then the increase in income to the Council would be £7.76m per annum. At the same time there would be cashable cost savings to adult social care due to the reduced dependency on services and of course quality of life improvements for people gaining work.	Comments noted.

Section 4. Balanced Budget Suggestions

Table 3. Do you have any other suggestions for how the council could balance the budget?

Who	Summary of comment	Comment from CEC
Council Issue (1 comment received)		
A local Resident	Some of the golden hand shakes of recent years seem to be almost obscene when looking at the average wage packet of the working people of the area	Staff leaving the Council are paid in accordance with their contractual terms and conditions of employment.
Council Tax		
Agree with increase (7 comments received)		
A local Resident	£50 per household not unreasonable if accompanied by tangible improvements	We are committed to improving services
A local Resident	Agree need for 1% tax increase. But what political action is the council taking to try and get the government to increase the CE general grant and also specific problems unique to CE	Elected Members do lobby as part of the Local Government Association on behalf of all council
A local Resident	I am happy to see Council Tax rise by whatever is needed in order to provide an acceptable level of service. The current level of service is unacceptable. However, I would need to be convinced that money is being spent effectively and that all waste has been eliminated. Vanity projects such as the mayor must be stopped first.	We are committed to providing efficient and effective services. We are constantly looking at better ways of working and are working on a number of transformation projects. The role of Mayor and the Mayoralty are being reviewed
An elected town or parish councillor in Cheshire East	Increases should be more than 3.99% if necessary to alleviate harmful social evils	Central Government set the levels of Council Tax increases and the Adult Social Care Levy
A local Resident	Okay with extra council tax, however the council needs to reduce their costs wherever possible. There is still waste (people, energy, non essential projects)	We are committed to providing efficient and effective services. We are constantly looking at better ways of working and are working on a number of transformation projects. The role of Mayor and the Mayoralty are being reviewed
An elected town or parish councillor in Cheshire East	Agree with proposals to balance budget. It was a mistake to have no increase for 5 years previously.	Comments noted

Who	Summary of comment	Comment from CEC
A local Resident	As we are all aware the National figures predicted even 10 years ago for the increasing elderly population. the need to fund Care for the Elderly will therefore need funds to be allocated to provide the Care required. Which therefore means more Care facilities but also the Staff to be able to carryout the necessary care, which will require an increase in Council Tax to enable this to be achieved.	Comments noted
Don't agree with increase (4 comments received)		
A local Resident	Cuts in other areas as £52 per year is a lot to many households.	We try to limit the increases to local taxpayers. We are presenting a balanced budget overall
A local Resident	I strongly oppose any increase in council tax - any extra money should come from efficiency savings. The council should only contribute to care costs where the family has lived and contributed to the area for 5+ years, otherwise Cheshire East will just attract people seeking care to the area.	There are strict rules which apply to the provision of social care. Many residents are self-funders
A local Resident	Rather economical with the truth - my rates will go up by £2/week from a fixed income what should I go without to pay ?	We try to limit the increases to local taxpayers but we do have unavoidable pressures and increases in demand.
A local Resident	You should give people longer to pay their council tax before passing over to Bristow and Sutor who start threatening - it should be dealt with sensitively. Putting up council tax is only going exasperate this problem. Its a joke that the Cheshire East Mayor is driven round by a chauffeur in a brand new Bentley while you are increasing taxes. This is unacceptable.	Council Tax can be paid over the 12 months of the financial year it covers. If any household faces difficulties and there is potential for missed payments then the Council Tax Team will help with revised payment plans and ensuring that the level of Council Tax is right. The role of Mayor and the Mayoralty are being reviewed.
A local Resident	Price going up too much. Freeze the cost.	There are inflationary increases that apply to pay and prices, including contracts.
Query (1 comment received)		
A local Resident	I could not see any mention of how much extra income would be generated in the near future from council tax paid by residents of all the new homes being built. would this help to balance the budget?	Proposal 61 relates to growth in the local tax base, which is mostly influenced by new housing in the area. The amount of additional Council Tax expected to be raised under this proposal is £4.106m in 2020/21.
No Changes (3 comments received)		
A local Resident	As proposed/ no changes (x 3 comments received)	Comments noted

Who	Summary of comment	Comment from CEC
Suggestion (17 comments received)		
A local Resident	Adult social care is not working. Adding more money every year will change nothing. There are many different innovative approaches around the world that we could learn from. I would like to see my Council invest my money in more sustainable and holistic approaches to social care instead of doing more of the same every year.	Adult Social Care is complex and the funding of it is a national issue, not just a Cheshire East Council problem. We are constantly looking for service improvements and developments. Our performance is recorded and benchmarked across the North West Region. We are also awaiting the publication of the Green Paper on Adult Social Care.
A local Resident	Charge people for not attending doctors appointments. Insist that pharmacy check who is entitled to free services. You need to stop abuse of the system and get those who need help more willing to ask.	This is not a local government function
A local Resident	Cut out a few tiers of bureaucracy in the council and those on the big bucks. Also money spent on climate change initiatives will not achieve anything - cannot see anyone in the council giving up the perk of a company car to save on carbon emissions. The climate in Macclesfield has been consistently wet and dreary for the 59 years I have lived here. I was born during a thunderstorm and the weather has been unpredictable and changeable ever since.	We don't have 'company cars'.
A local Resident	Cut out duplication staff & services and waste of all types, people & material and get more efficient in all areas	We are committed to providing efficient and effective services
A local Resident	Earn money by putting tolls on the A534!	The Council has no plans to introduce tolls. The Local Transport Plan (LTP) sets out the strategic approach to managing traffic as part of the overall policy framework.
A local Resident	Keep more services in house and not outside people you can keep your eyes on the budgets better	We are reviewing all of our services and have recently agreed to bring our planning service back in house
A local Resident	Reduce planting of flowers on roundabouts and hanging baskets	Noted thank you
A local Resident	Reduce wasted man hours across the board. Improve the use of it to save time/money and reduce paper flow, better use of IT for both internal and external communications.	We are proposing to invest in ICT to improve how we work.

Who	Summary of comment	Comment from CEC
A local Resident	Remove unnecessary subjects that cost money for no real need or value. For instance, those subjects that are included within the budget process, for 'popular' reasons or 'politically correct' reasons. If these are simply removed and set aside, then perhaps the costs could reduce even if slightly.	We are committed to providing efficient and effective services
A local Resident	<p>Sell wood chippings from recycle centres or parks and gardens</p> <p>Sell any wood from the parks for log burners .</p> <p>The local tips should allow people to buy some types of unwanted items .</p> <p>Have "recycle Days" when things unwanted are offered EG bikes first tues of month charge small fee sold as seen.</p> <p>Have a paint exchange so old paint is not dumped.</p>	<p>The Council does chip wood when felling trees in parks. It reuses chippings when it has a suitable use (mulch / weed suppressant). Logs and chippings are not sold. This is considered to be uneconomical as the cost of the logging, transport, storage and sales operations would exceed the value of the product. Wherever possible the waste wood is stacked where it can decompose naturally sustaining woodland diversity. When items are deposited on recycling centre site they become the property of HWMartin, who manage our sites. Any income goes to the contractor. We will be introducing a re-use store on a site and exploring the opportunity to extend this service to other sites. Have a paint exchange so old paint is not dumped – we have seriously explored this option and found that the schemes were not economically viable</p>

Who	Summary of comment	Comment from CEC
A local Resident	Stop allowing more and more building . It is motivated by greed and causing more and more flooding etc.	The Council has an adopted Local Plan that sets out how the Borough can thrive economically through the provision of new land for development while minimising the impact on the natural environment. This sets out the delivery of some 36,000 homes and an additional 31,000 jobs by 2030. The provision of these houses will provide an appropriate mix of housing for existing and future residents alongside provision of over 7,000 affordable dwellings. These measures take account of population increases and provided the necessary suitable accommodation for the future. Proposed housing sites are allocated but are then considered through detailed planning applications which are assessed against a whole suite of considerations including sustainability of the site and its impact on the environment. Matters such as flood risk, air quality, ecological impact, design and accessibility are just a few of the many factors involved in consideration of a planning application.
A local Resident	The council should consider a tax on businesses operating heavy HGVs on unsuitable country roads which are causing damage to road surfaces and damaging road signs and drainage. This is a serious problem in all open countryside.	The authority is supporting national calls for an overhaul of how maintenance of local roads is funded with a view to increasing expenditure in this area.
A local Resident	Keep management down . Tatton park should not be the responsibility of the Cheshire East payer - it has been nothing but a financial burden to the residents of Cheshire .	Comment noted.
A local Resident	Remove financial support for bus services.	The local bus network supports the delivery of key economic, environmental and social objectives within the Council's Local Transport Plan (LTP). The Council's financial support for bus service enables access to services in areas where commercial services do not operate.

Who	Summary of comment	Comment from CEC
Town/Parish Council	Consideration could be given to applying the empty homes premium at 2 years and not 5 years. Introduce late night levies.	<p>1. The Council is applying a discretion that is restricted by statute, and does not currently have local discretion to apply the premium at 2years.</p> <p>2. The Licensing Committee considered the implementation of a Late Night Levy in November 2016. This followed a working group being set up to review all the evidence available. Based on the working groups report the Licensing Committee resolved that a Late Night Levy was not appropriate. Ultimately, the working group considered that based the evidence of alcohol related issues in Cheshire East, the Late Night levy was a disproportionate measure and would not necessarily raise sufficient income to justify its implementation. The Police would receive a minimum of 70% of funds raised by a levy and the Council's 30% must be used to fund services which make the late night economy a more welcoming place.</p>

Who	Summary of comment	Comment from CEC
An elected Member of Cheshire East Council	1) Levy a small charge for the collection of garden waste 2) Transfer libraries to Town level 3) Transfer cemeteries to town level in line with the cemetery strategy 4) Scrap the new homes bonus "team" or its equivalent and just distribute the bonus based upon where the new homes were built 5) Apply the empty homes premium at 2 years not 5 years 6) Introduce rigorous enforcement preferably outsourced 7) FPNs rolled out to Parishes 8) Target litter louts 9) Introduce special expenses mechanism to tackle double taxation 10) Licence and inspect private sector landlords 11) Introduce late night levy 12) Transfer community wardens to Parish Councils 13) Stop providing in-house school meals and cleaning 14) Promote all schools to become academies 15) Create a pool of development control consultants and divert away of in-house provision 16) Introduce an emphasis on local procurement 17) Scrap the Chief Executive Position and share duties between CLT 18) Shrink the role of the CEC Mayor in order to grow Town Mayors £10k+ saving between car/allowance/support 19) Introduce a market testing programme 20) Introduce a transfer of assets to Town and Parish Councils programme	1, 7, 9, 11,12 &17 are not currently planned. 2, 3 & 20. We would consider a proposal. 4. The new homes bonus team is made up of existing members of CEC staff, they have not been recruited to manage the new homes bonus. 5. The Council is applying a discretion that is restricted by statute, and does not currently have local discretion to apply the premium at 2years. 6. We have a scheme for dealing with parking contraventions. 8. We keep Cheshire East as free from litters as practicably possible. Everyone can help by disposing of their own litter in an appropriate manner. 10. HMO's fall under Statutory licensing conditions. The Council is currently going through the process to implement Article 4 direction and explore selective licensing in certain areas of Crewe. 13 &15. Comments noted. 14. This is for national government. 16. We work within procurement law. We do promote opportunities for local suppliers where appropriate. 18. A review of the Mayoralty is planned. 19. We have a pragmatic approach to service provision.
A local Resident	Scrap Crewe town council, stop talking rubbish about climate change emergency, repair roads properly, cancel caddys, very poor taste when talking about environment , do not put up tax bands - freeze council tax!	The council is developing a new Environmental Strategy to take a fresh look at relevant local issues

Section 5. Affected Directly

Table 4. Do any of the proposals adversely affect you directly, if so please explain in what way?

Theme	Who	Comment from CEC
Ageing population (1 comment received)		
A local Resident	I am part of the ageing population so in the near future possibly.	Comment noted.
Council Tax increase (6 comments received)		
A local Resident	Any increase in council tax reduces my spending ability, but it's necessary.	Thank you
A local Resident	Consider ageing residents on low incomes who find these increases unsustainable.	We try to limit the increases to local taxpayers but we do have unavoidable pressures and increases in demand
A local Resident	It seems that my payment to everybody will increase.	
A local Resident	If the council tax was to rise more than is suggested then many people including myself would be affected.	
A local Resident	Only the increase in council tax which I am happy to pay if it is to go towards things that are badly needed such as social care, waste services and highways, etc.	
A local Resident	Council tax increase! This is obviously an impact on all residents.	
Highways maintenance and funding (1 comment received)		
An elected town or parish councillor in Cheshire East	The appalling state of CE roads is a pothole that will swallow up more funding than you can possibly finance. There should be more investment in cycling provision with clearer more defined cycle and footpaths paths especially in and between rural areas.	The Council's Cycling Strategy is a supporting document to the Local Transport Plan (LTP) and sets out the vision and objectives to encourage more people to cycle in Cheshire East.
Local area (1 comment received)		
A local Resident	Seeing if land will be 'harmed' or 'risks' associated with this are just time wasting issues and costly for costs sake. This affects us if such work is done locally to where we live.	The council is responsible for managing sites that have risks associated with them based on their previous use e.g. former waste disposal sites/ landfill sites. The funding enables us to manage these risks appropriately

Theme	Who	Comment from CEC
None (2 comments received)		
A local Resident	Acceptable changes on the whole/ None directly affect me (x 2 comments received)	Comments Noted
Reduction in council services (1 comment received)		
A local Resident	As all residents the deterioration in many council services, particularly continuation of staff who are made redundant or replaced.	The Council is committed to provide good services despite financial challenges.
New Homes Bonus (1 comment received)		
Town/ Parish Council - Goostrey	New Homes bonus will affect us	This is currently under review

Section 6. Any other comments

Table 5. Do you have any other comments to make about the proposed budget?

Who	Summary of comment	Comment from CEC
Balanced Budget (1 comment received)		
Town/Parish Council - Alsager	CEC has prepared a balanced draft budget on paper but historically they have always overspent (£9.1m in 2017/18, £4.3m in 2018/19) and currently are £8.6m overspent in this years budget. Does CEC have confidence that the proposed draft budget will balance?	The Council has a duty to balance the annual budget, and will take in to account the level of associated financial risks that may be mitigated by holding adequate reserves.
Communications and transparency (2 comments received)		
A local Resident	Be clear open and honest where money is going - a pie chart of top 10 spending areas plus staff costs for example	We will consider using clearer ways of presenting complex financial information.
A local Resident	The outcome of any hard or potentially contentious decisions should continue to be communicated as fairly and clearly as possible.	Comments noted.
Council Tax increase (4 comments received)		
A local Resident	1.99 percent increase in Council Tax will not come out of my 0.00 percent salary increase	We try to limit the increases to local taxpayers but we do have unavoidable pressures and increases in demand
A local Resident	A difficult job try to keep it at previous increase level	
	As ever, my standard of living goes down because I cannot make up the loss of income due to increases in Rates	
A local Resident	Don't like that you keep putting up council tax, living on a pension worked all my life and get less than people that haven't worked or claim benefits. I think they should contribute to the cost if only paying half	The Council Tax Support Scheme is a means tested benefit. It is important to note that this scheme is designed to support people into work. The scheme also protects pensioners, whilst requiring a contribution towards Council Tax costs from most claimants.
Document too big/ long (4 comments received)		
A local Resident	This whole document is far, far too big and complicated. An average person does not have the time or inclination to wade through such tome.	This is true, the Budget is complex because the Council provides so many services and we are aiming to be as transparent as possible. The on-line version of the document is designed to be easy to navigate and allow people to quickly pick out the items they may be interested in.
A local Resident	What a lot of strategies.	

Who	Summary of comment	Comment from CEC
Not specified	This consultation is so complicated, how on earth do you expect an average resident to complete it? I am pretty intelligent but it would take me hours of studying all your documents before I could provide any answers. I just don't have the time to do it. There is no way the vast majority of residents could possibly complete this online consultation, so what's the point of it?	This is true, the Budget is complex because the Council provides so many services and we are aiming to be as transparent as possible. The on-line version of the document is designed to be easy to navigate and allow people to quickly pick out the items they may be interested in.
An elected Member of Cheshire East Council	This consultation is just going through the motions. Many of the proposals are not well described and all are out of context because the 500 services that contribute to the outcomes (and the costs of those services) are hidden away and so can't be challenged. It is not a consultees job to uncover the base information which you have readily available but hide away so that it becomes an effort for the public to bring together.	The consultation document is focused on financial changes to the existing Council budget. The Council provides more detailed financial information on the website. Requests for further information will be responded to where the information is available in a suitable format.
Electric Vehicles (1 comment received)		
A local Resident	Electric vehicles being charged free parking two hours, and situated retail park, Lyceum square and revitalised town centre.	The Council will be looking at opportunities for the creation of Charging points for vehicles within any town centre regeneration schemes, and where new car parking facilities are created.
Environmental and Carbon Management (2 comments received)		
A local Resident	We have committed to be carbon neutral by 2025. This is a complete waste of council tax money, do not spend any money becoming carbon neutral - the UK is less than 1% of the carbon produced and imposing this burden on residents of Cheshire East is ridiculous.	The Council has a responsibility to be environmentally responsible and as such has brought forward the development of the environment strategy. Wherever possible schemes that deliver an environmental benefit will also deliver a financial saving as well
Town/Parish Council - Alsager	ATC is concerned that the budget doesn't address enough environmental issues, especially as CEC has pledged to become carbon neutral by 2025. ATC would welcome the opportunity to work with CEC for the good of the local community to "become a better partner by developing a culture of working with others sharing risks and rewards."	The council is currently working to produce a draft action plan to work to its 2025 commitments and will engage with key stake holders across the borough

Who	Summary of comment	Comment from CEC
Funding Issues (1 comment received)		
An elected town or parish councillor in Cheshire East	I have very deep concerns over this budget, in particular the underpinning assumptions on potential inward funding over the financial period. There appears to be an unhealthy over-reliance on HS2 occurring and delivering the anticipated financial benefits. There also appears to be other over-optimistic statements on other income sources. What is missing is any mitigations against these assumptions not maturing. I would like to see a section which spells out mitigations and the impact on the overall budget.	Comments noted.
General negative comment (2 comments received)		
A local Resident	Don't waste our money like it has been done on previous occasions.	Comments noted
A local Resident	We know you have to provide services by the law but sometimes it seems that you waste money	We are committed to providing cost effective services.
General positive comment (3 comments received)		
A local Resident	At last we know what you are trying to do.	Comments Noted
A local Resident	I think considering the current national financial climate this is an extremely good budget.	
A local Resident	Lovely to be given the opportunity to comment and to have an in depth look at what is involved	
Green investments (1 comment received)		
A local Resident	Lack of investment in "green" at a low level e.g.. encouraging bike use.	The proposed growth will enable schemes like this to be developed
Libraries and leisure (1 comment received)		
A local Resident	Under NO circumstance should the library or the leisure centre services be reduced in any way. Pay for any shortfall by increasing car parking charges.	There are no proposals to reduce the library of leisure centre services.
Local bureaucracy (1 comment received)		
A local Resident	No just feel you should reduce local bureaucracy it is not as bad as it was but still needs attention. I still have concern about the political voting that happens in all areas particularly in planning	Comment Noted

Who	Summary of comment	Comment from CEC
Local bus services (1 comment received)		
A local Resident	What I have read seems fair and responsible. However I am aware that the removal of the Lacey Green bus service and the reduction of time and route of the 130 has been very harmful to older people or anyone with no access to a car.	Through its recently adopted Local Transport Plan (LTP), the Council continually seek to maximise bus service coverage and provide as comprehensive a network as possible, whilst operating within budgetary constraints.
New estates (1 comment received)		
Unspecified	I disagree with the council not maintaining the green areas on new estates. People on new estates have to pay their council tax and also to have their estate green areas maintained. This is paying twice over for the same thing.	All local authorities are continuing to experience increasing demand for their services coupled with cost pressures following falling central government funding which is putting great strain on day-to-day revenue budgets. In some areas the Council is able to make a charge directly to service users to recover some or all of the Council's costs in delivering discretionary services, such as the use of leisure centres. In other areas, the Council is able to use Planning legislation to secure a financial contribution to the cost of, or that the developer commits to undertake, the future maintenance of green space and play areas associated with new development.
New Homes Bonus (1 comment received)		
Town/ Parish Council - Goostrey	Goostrey Parish Council is disappointed in the process used to select recipients of the New Homes Bonus and believes funds should be distributed to Town or Parish Councils which have had a significant number of houses built within their Town/Parish. This process should be reviewed and the new process offered out to consultation prior to implementation.	This is currently under review

Who	Summary of comment	Comment from CEC
Various (3 comments received)		
<p>South Cheshire Chamber of Commerce (20 attendees)</p>	<ol style="list-style-type: none"> 1. Can care providers have indication of fees on 21st Feb or a reason why not 2. Will ethical charter have to be funded locally - or will potential national funding be passed on to providers 3. Can car parking changes within the budget reflect the differences between towns 4. Will CEC review the impact of business rate retention and aim to influence local retention 	<ol style="list-style-type: none"> 1. Care re providers will not have an indication of fees by the 21st Feb, as the fee review will not be finalised until March. 2. The Ethical charter would need to be funded locally. 3. The approach to implementing any changes to car parking is being based on Town Parking Reviews. This is being piloted in Wilmslow. The reviews will identify demand, capacity and a management regime that best meets local needs. The intended outcome is a transparent, fair and equitable scheme across the Borough. The reviews will inform draft proposals to revise (where necessary) parking arrangements in each tow. 4. Proposed changes to the business rates retention scheme have now been delayed until 2021/22 by the Ministry of Housing, Community and Local Government. Work is ongoing to forecast any impact of possible proposed changes and retention levels to help inform future funding levels. Cheshire East are members of several collective groups which provide a stronger voice on reforms at a national level. These include the Local Government Association, the Society of County Treasurers and the Society of Unitary Treasurers

Who	Summary of comment	Comment from CEC
A local Resident	<p>I have been unable to access the consultation properly in its new format and am therefore unable to comment effectively, given the old format being cumbersome and extremely time consuming. I have passed comment in the past about SEN provision being fragmented, and inappropriately applied. Your response that CAMHS is the responsibility of CCGs demonstrates my point. I support the view that top level management within the council are being paid far too much, that the process of dealing with wrongdoing is too drawn out and wasteful of tax payer resources. I feel that the council should be making greater efforts to help our communities face the challenges of the climate emergency. Making the council carbon neutral is laudable, however, that needs to be associated with council policy to ensure appropriate local transport strategy and development is sustainable within those goals. I do not feel that you are giving sufficient weight to this need. The budget consultation remains difficult to understand and follow, I'm afraid.</p>	<p>We are sorry that you were unable to access the consultation. Your comments have been noted.</p>
Members Briefing (13 attendees)	<ul style="list-style-type: none"> • Are we not due to receive a greater retention level of business rates? • When you talk about baseline funding inflation – what do you mean? • How much better off are we from the Spending Round announcements in September 2019? 	<p>Proposed changes to the business rates retention scheme have now been delayed until 2021/22 by the Ministry of Housing, Community and Local Government.</p> <p>The business rates baseline is equal to the amount of business rates generated locally in any specific year. The funding baseline is the amount of money a local authority is presumed to need to deliver services and this is inflated every year in line with the increase in business rates.</p> <p>The Spending Round confirmed funding levels for 2020/21 in line with the 2019/20 settlement, subject to baseline inflation. There was also a further allocation of social care funding as noted on page 87 (proposal 70) of the consultation document.</p>

Section 7. Survey Demographics

Gender Identity

Row Labels	Count	%
Male	59	66%
Female	26	29%
Prefer not to say	4	4%
Grand Total	89	100%

Ethnic Origin

Row Labels	Count	%
White British / English / Welsh / Scottish / Northern Irish / Irish	82	93%
Any other White background	1	1%
Prefer not to say	5	6%
Grand Total	88	100%

Age Group

Row Labels	Count	%
25-34	1	1%
35-44	3	3%
45-54	16	18%
55-64	18	20%
65-74	34	39%
75-84	10	11%
85 and over	2	2%
Prefer not to say	4	5%
Grand Total	88	100%

Religion/ faith

Row Labels	Count	%
Christian	50	57%
None	26	30%
Buddhist	2	2%
C of E	1	1%
Pagan	1	1%
Prefer not to say	7	8%
Grand Total	87	100%

Disability/ LLTI

Row Labels	Count	%
No	66	75%
Yes	15	17%
Prefer not to say	7	8%
Grand Total	88	100%

Sexual Orientation

Row Labels	Count	%
Heterosexual (straight)	74	85%
Bi/Bisexual	2	2%
Gay	2	2%
Prefer not to say	9	10%
Grand Total	87	100%

Section 8. Key Engagement Events

The key events associated with the Budget Consultation are outlined in the below table

Table 7. Key Engagement Events		
Event	Date	Comments
Corporate Leadership Team Budget Sessions	15 th May 2019	Confirm potential funding deficit for 2020/21 and the process to manage it.
	29 th May 2019	Set out budget setting timetable.
		Discuss high level proposals and possible mitigating actions.
Cabinet	11 th June 2019	Revenue 2018/19 Outturn.
Save Us Money staff campaign	Jul-19	Internal campaign on Centranet and posters displayed across the Council's buildings to encouraged saving ideas to come forward.
Joint Corporate Leadership Group and Cabinet Members Budget Sessions	23 rd July 2019	Confirm potential funding deficit for 2020/21.
	30 th September 2019	Debate possible change proposals.
		Agree funding strategy.
Spending Round 2019	4 th September 2019	Announcements from Central Government
Corporate Overview and Scrutiny Committee	3 rd October 2019	Received Mid-Year Review (Finance) 2019/20 Report.
Cabinet	8 th October 2019	Received the Mid-Year Review (Finance) 2019/20 Report.
Corporate Overview and Scrutiny Committee	31 st October 2019	Received Pre-Budget Consultation Report.
Cheshire East Council website	1 st November 2019	Pre-Budget Consultation placed on Council's website and Centranet to launch consultation exercise.
Third Quarter – Review Meetings	4 th to 13 th December 2019	Provided updated baseline spending calculations for services and potential impact on calculations proposed within the MTFS.
Team Voice	6 th November 2019	Issued to all staff and Members to headline release of Pre-Budget Consultation.
Environment & Regeneration Overview and Scrutiny Committee	11th November 2019	Considered Pre-Budget Consultation (relevant budget areas).
Trades Unions	18 th November 2019	Considered Pre-Budget Consultation.
Town and Parish Council Conference		Engagement event with local town and parish councils.

Event	Date	Comments
Children & Families Overview and Scrutiny Committee	25th November 2019	Considered Pre-Budget Consultation (relevant budget areas).
Cabinet	3 rd December 2019	Consider the Domestic Tax Base for recommendation to Council.
South Cheshire Chamber of Commerce Business Event	6 th December 2019	Considered Pre-Budget Consultation.
Schools Forum	12 th December 2019	Considered Pre-Budget Consultation.
All Member Briefing	16 th December 2019	Considered Pre-Budget Consultation
Provisional Funding announcements	20 th December 2019	From Central Government.
Council	19 th December 2019	Agree the Domestic Tax Base.
Individual Portfolio Holders	Jan-20	Review of draft Capital Programme.
Pre Budget Consultation	6 th January 2019	Pre Budget Consultation period closes.
North Cheshire Chamber of Commerce Business Event	23 rd January 2020	Considered Pre-Budget Consultation.
Corporate Overview and Scrutiny Committee	3rd February 2020	Received MTFS Report/Review Final Budget Proposals. Received the Third Quarter Review of Performance Report.
Cabinet	4th February 2020	Consider MTFS Report and Consultation feedback and recommend proposals to Council.
Final Funding announcements	Feb-20	From Central Government.
Council	20th February 2020	Debate and approval of 2020/21 budget.

Cheshire East Council Staff Budget Consultation: Save us Money Survey

Introduction

This briefing paper summarises the comments received from members of staff through the SUMS on-line survey.

Over 100 individual responses have been received and these have been summarised by general themes. **Please note that comments are NOT written verbatim.**

Responses have been collated against each comment below, and will be reflected, where appropriate, in any recommended amendments to the proposals currently being put forward.

Outcome 1 - Our Local Communities are strong and supportive			
Directorate	Summary of Comment	Response	Pre Budget Reference
People	Use the Home Office scheme for people to apply for settlement	Information is available on centranet for Council staff affected by the scheme and this has been promoted through team voice. Community & Voluntary Services Cheshire East (CVS), in partnership with the Citizens Advice service in Cheshire East has received funding from the Home Office to deliver practical support for vulnerable EU, EEA and Swiss citizens to complete their EU Settlement Scheme applications. As corporate parent, we have a duty to act in the best interests of cared for children and care leaver's. We are, therefore supporting them in their applications.	

Outcome 2 - Cheshire East has a strong and resilient economy			
Directorate	Summary of Comment	Response	Pre Budget Reference
Place	Get sponsorship for roundabouts and parks etc.	A trial for sponsorship / advertising at roundabouts has been undertaken.	
Place	Allow residents to access libraries on weekends and evenings without council staff being present	The Library service is exploring the feasibility of opening libraries without staff present. The key consideration is security and safety of customers.	

Place	Consider disposing of markets by way of a lease for a company to run the market on the model of Altrincham market (Trafford Council) bringing prosperity to the town.	As part of the wider regeneration programme the Council is investing in Crewe Market and seeking a suitable operator for the market once current refurbishment works are completed. Therefore there is a need to suspend the income target until the completion of the project.	Proposal 19
Place	Dispose of all empty leasehold properties where the Council as tenant is paying rent and service charges to the freeholder for properties which the Council does not use.	The Council has very few leased in properties all are in use.	
Place	If the Council is renting a property as a tenant, do not do the repairs to the property which the freeholder should do under an insurance claim.	There are obligations under some leases which places the responsibility for maintenance on leased out property.	

Outcome 3 - People have the life skills and education they need in order to thrive			
Directorate	Summary of Comment	Response	Pre Budget Reference
People	Carers should be obligated to transport cared for children to and from school	The Council currently spends a significant amount of its budget on transport within children's services. As part of an ongoing review of transport we will work with the current school transport provider, Transport Service Solutions (TSS), and other interested groups, to explore all options to provide a more cost effective solution through effective commissioning of travel across all children and families services.	Proposal 8
People	SEN placements should be as close to home as possible to reduce transport costs	See above	Proposal 8

People	Stop messy food play at Children's Centres	Messy play and messy food play have played a large role in early years development and learning for many years. This is because of the sensory benefits and because all seven areas of the early year's foundation stage can be promoted through messy play and messy food play. There are practical and moral reasons in our current economic climate for and against using food within play sessions and it is our responsibility in the Children's Centres to ensure that we are assessing all activities to promote quality learning opportunities for our children that are easily replicated by families at home, some of which may be on a low budget, using appropriate resources whilst minimising inappropriate food waste.	
People	Close children's centres some days a week	We are already looking at the utilisation and daily use of each of our children's centres and the use of alternative delivery sites to ensure that we are meeting the needs of our children and families.	

Outcome 4 - Cheshire East is a green and sustainable place			
Directorate	Summary of Comment	Response	Pre Budget Reference
Place	Make use of the green waste from kerbside collections by using it to make compost. This can then be sold back to residents as an alternative to peat.	The Council has commissioned a composting facility which will receive and treat garden and food waste for the whole Borough. This enables the number of routes and vehicles to be reduced which will deliver savings. These changes are being implemented in Autumn 2019 and therefore the savings can make a contribution to the budget for 2020/21 onwards. In addition in future years additional income can be generated through the composting material that is generated from the new facility.	Proposal 20
Place	Consider the potential for installing electric vehicle (EV) charging points at domestic households and business premises.	As the Local Planning Authority, the Council is able to request charging points are installed where appropriate as part of the approval process for both domestic and commercial planning applications.	

Place	Replace pool cars with electric and hybrid vehicles	Electric Vehicle Car Pool Scheme. As part of the Council's Carbon reduction policy it is necessary to decarbonise business mileage and to promote sustainable travel to work. This proposal would look into the feasibility of sustainable travel alternatives over the use of private cars.	Proposal 28
Place	Put solar panels on council buildings	There are solar panels on the roof of Westfields, Crewe Lifestyle Centre and the Environmental Hub. Others are under consideration, especially at high usage buildings, such as Leisure Centres – particularly those with a pool.	
Place	Reduce street lighting at night	Street Lighting. The borough's street lighting has been upgraded to LED technology including dimming profiles throughout the night. Any further reduction can only be achieved through removal of street lighting.	
Place	Improve efficiency in the waste service to reduce the number of missed bins	The waste and recycling collections, operated by ANSA, have recently undergone a major route and rota optimisation to deliver budgeted efficiency savings of £600k and align with the Environmental Hub in Middlewich and new Composting Plant in Leighton. The percentage of missed bin collections is typically very low, with 99.97% of bins successfully collected each week. The changes to the routes and rotas has resulted in a short-term increase in the number of missed bins as the crews get used to their new routes and issues with collection round data are identified and addressed.	
Place	Implement pay and display car parking in CE towns currently free to park.	Parking Strategy. The aim of this proposal is to review the car parking arrangements across the Borough with a particular emphasis on ensuring car parking supports the Council's priorities to improve the environment and vitality of the Borough's towns. These proposals would generate a net additional annual revenue contribution of up to £4.5m by 2023/24.	Proposal 22

Outcome 5 - People live well and for longer			
Directorate	Summary of Comment	Response	Pre Budget Reference
People	Option for staff to care for elderly residents in their own home in exchange for reduced hours	There would be HR implications for this proposal in relation to contracted roles and responsibilities. We will continue to promote carers rights and the option for staff to take up volunteering opportunities.	
People	Recruit more foster carers and make efforts to preserve existing foster carers	Recruitment and retention of foster carers is a priority for us. An independent fostering review will be completed by the end of January 2020 and will set out our actions to improve over the coming year.	
People	Merge adult and child social services	We work closely as a people directorate – the different legislations requires a degree of expertise in each field	
People	Reclaim and reuse equipment given to residents who no longer require them.	The Community Equipment service is currently commissioned by Cheshire East Council, Eastern Cheshire and South Cheshire Clinical Commissioning Groups. The service aims to improve and maintain a person's health and wellbeing through increased independence, choice, control and quality of life of the individual with the provision of equipment. A review is being undertaken of the Community Equipment Service to ensure that it is the most efficient and effective service for the residents of Cheshire East, the outcome of which will inform future commissioning intentions.	Proposal 32
People	Review residents initially spared obligation to pay towards social care	This would require a government policy change	

Outcome 6 - A Responsible, Effective and Efficient Organisation			
Directorate	Summary of Comment	Response	Pre Budget Reference
Corporate	Charge interest on repayment plans	Being reviewed as part of the Commercial work stream	
Corporate	Explore advertising opportunities across the Council e.g., roundabouts, website and buildings.	HLBC PL2021-09 Looks to explore advertising opportunities across Highway and Transport assets.	
Corporate	Improve the snack offer to generate income using vending machines	Very often vending machine companies set the prices	

Corporate	Seek out further use of government grants e.g. air quality from Defra	We do explore opportunities to use external funding, including government grants.	
Corporate	Charge realistic hourly rates for surveyors' and legal fees of the Council payable by buyers and tenants of the Council; the fees charged by the Council for transactions are far below the rates in private practice	Being reviewed as part of the Commercial work stream.	
Corporate	Sell off antiques and other council owned valuables	Being reviewed as part of the Commercial work stream.	
Corporate	Enable more staff to work from home to enable the Council to sell/rent office space	Under the Brighter Future Transformation Programme, we will be looking at how we use our Estate more effectively and efficiently, which may then have an impact on how we will ask staff to work. This is in the very early stages of development at present as there are wider considerations such as ICT devices provided and HR policies or implications.	
Corporate	Have more competitive negotiation with suppliers and flexibility of suppliers	Being reviewed as part of the Commercial work stream.	
Corporate	Adapt Westfields windows to open as alternative to air con	This could potentially be looked at as part of the Estates/IT work stream of the Brighter Future Transformation Programme.	
Corporate	Reduce heating in Crewe municipal buildings	There are often complaints about the Municipal Buildings being cold, and a number of electric heaters have been seen around the building which increases costs.	
Corporate	Close offices on Wednesday afternoons/Fridays Reduce the opening hours of council offices by 2 hours a day	Opening hours is potentially something that could be looked at under the Estates and ICT work stream of the Brighter Future Transformation Programme as part of the review of how we use our buildings, but all of the implications and impacts would need to be carefully considered.	
Corporate	Use less agency staff, replace with fixed term contract staff	The Corporate Services restructures will address our dependency upon agency staff . Going forward, we will be much clearer about when it is better to use agency versus fixed term staff.	
Corporate	Cross train staff rather than recruiting new staff or agency staff to fill temporary roles	Going forward, we will be looking to develop greater resilience amongst our teams to ensure that we can use our resources more flexibly, but also provide individuals with development opportunities. However, there will be situations where, due to capacity issues, we need to employ temporary resources to meet service needs.	

Corporate	Restrict 'excessive' training expenditure	Our centralised training budget is underspent as we have aimed to leverage our apprenticeship levy funds where possible and appropriate, or to deliver training in-house.	
Corporate	Stop paying: long term sickness pay; six weeks holiday pay; maternity pay.	Sick Pay, Holiday Pay and Maternity Pay are all contractual and some are legal entitlements	
Corporate	Extend annual leave allowance in exchange for salary reduction	We have an annual leave purchase scheme that operates twice per year currently and is approved based on service need. To have this as standard practice would be likely to have service impacts in terms of available capacity.	
Corporate	Stop internal meetings being held at external venues; cease catering for meetings	Where at all possible, our own meeting rooms are used for meetings. There are occasions where external venues need to be held, for example for community events or large workshops. Meetings do not tend to be catered any longer, unless the duration and facilities available warrant this. Catering is carefully considered for each larger	
Corporate	Stop Performance Related Pay; Give option for senior managers to exchange performance related pay to flexi time	PRP is being reviewed at the present time. There is no plan to introduce Flexi Leave for Senior Managers at present, but managers are able to work flexibly	
Corporate	Remove or reduce time and a half pay for weekend staff	These are contractual arrangements and would need to be renegotiated to change	
Corporate	Staff should use their rail card when appropriate and be compensated for this reduced fare	Thank you for your suggestion	
Corporate	Reduce fuel allowance; Regular car user allowance should be removed for those on maternity or sick leave	This can be reviewed, in consultation. with the Tus. Regular User Allowance cannot be removed from staff on maternity leave there is provision in the policy for the allowance to be suspended in some circumstances during periods of long term absence.	
Corporate	Scrap the mayoralty and appoint chairperson instead	Review of Mayoralty is being undertaken by Constitution Committee (Working Group).	
Corporate	Merge Cheshire East Council and Cheshire West Council	This is not on the horizon.	

Corporate	Merge quality assurance posts across authority to avoid duplication of activities	A large number of roles have already been centralised, where it makes sense to. We will continue to try and identify roles undertaking similar tasks, to avoid duplication of effort but also to share learning. Where it makes sense, these could be considered for merging or centralising. Often, quality assurance is part of a wider role, rather than focusing specifically on this full-time.	
Corporate	Review and reduce management structure	The senior management structure has recently been review and revised to provide additional strategic capacity where it is needed to drive forward the scale of change that is needed for the organisation to continue to meet the both the financial and demand challenges it faces.	
Corporate	Reduce number of councillors; Merge southern and northern planning committees. Reduce or stop councillor expenses	This would be subject to a review by the Local Government Boundary Commission for England. Members are entitled to claim reasonable expenses relating to council business.	
Corporate	Councillors should attend and carry out planning appeals where relevant to prevent later costs where the LPA has acted 'unreasonably'	Members of planning committee are required to undertake training to fulfil their role.	
Corporate	Set ICT equipment to switch off when idle for set time	There is a general misunderstanding that switching off equipment is better in terms of carbon impact and electricity usage than being on standby and it is not the case.	
Corporate	Reduce the number of mobile phones and installation of internet for councillors	Councillors are elected by the public and perform their roles through the Council. It is therefore appropriate that they are provided with appropriate equipment to enable them to perform this function.	
Corporate	Cancel subscriptions to bodies such as the LGA, RITP etc.	We continually review our subscriptions to bodies to ensure that we are benefitting as an organisation from our membership. It is important to subscribe to bodies where professional membership enables us to stay abreast of industry or policy changes, best practice and new thinking to inform service improvement and development.	
Corporate	Have database of paid for subscriptions to avoid departments purchasing unnecessary licenses	If this refers to subscriptions for journals, the Communications Team already produce summaries.	

Corporate	Reduce spending on consultancy	We aim to reduce spending on consultants and having new structures in place in Corporate Services will support this. However, we may need consultancy support going forward, where we do not have the expertise in house. This should be for set periods of time and defined pieces of work. That being said, we aim to use these situations as learning opportunities for existing staff to both increase our resilience and develop skills/ capacity in-house.	
Corporate	Increase monitoring of credit card expenditure	This is the responsibility of individual budget managers.	
Corporate	Reduce the use of letters; Where possible email information rather than printing; Reduce / monitor printer usage	Printer usage is monitored. Where staff need to print, officers should reduce the use of colour print undertaken, as this is the most expensive form of print. Larger volume printing should be done in the Print Unit, where the unit cost of print is much lower.	
Corporate	Reduce amount wasted on 'unnecessary' Portable Appliance Testing	The Electricity at Work Regulations 1989 require that any electrical equipment that has the potential to cause injury is maintained in a safe condition. Although there are no requirements for PAT testing frequency, there are recommendations: Offices– Class 1 equipment including stationary and IT equipment should be tested every 48 months. Moveable equipment such as extension leads and portable equipment should be tested every 24 months.	